

# Public Document Pack



**Service Director – Legal, Governance and  
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Tuesday 8 November 2022

## Notice of Meeting

Dear Member

### **Cabinet**

The **Cabinet** will meet in the **Council Chamber, Huddersfield Town Hall** at **4.00 pm** on **Wednesday 16 November 2022**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

**Julie Muscroft**

**Service Director – Legal, Governance and Commissioning**

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

## Cabinet Members:-

<b>Member</b>	<b>Responsible For:</b>
Councillor Shabir Pandor	Leader of the Council
Councillor Paul Davies	Cabinet Member – Corporate
Councillor Eric Firth	Cabinet Member – Transport
Councillor Viv Kendrick	Cabinet Member - Children (Statutory responsibility for Children)
Councillor Musarrat Khan	Cabinet Member - Health and Social Care
Councillor Naheed Mather	Cabinet Member – Environment
Councillor Carole Pattison	Cabinet Member - Learning, Aspiration and Communities
Councillor Cathy Scott	Deputy Leader and Cabinet Member - Housing and Democracy
Councillor Will Simpson	Cabinet Member – Culture and Greener Kirklees
Councillor Graham Turner	Cabinet Member – Regeneration

# Agenda

## Reports or Explanatory Notes Attached

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**Pages**

**1: Membership of Cabinet**

To receive apologies for absence from Cabinet Members who are unable to attend this meeting.

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**2: Minutes of Previous Meeting**

1 - 8

To approve the Minutes of the Meeting of the Cabinet held on 11 October 2022.

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**3: Declarations of Interest**

9 - 10

Cabinet Members will be asked to advise if there are any items on the Agenda in which they have a Disclosable Pecuniary Interest, which would prevent them from participating in any discussion or participating in a vote upon the item, or any other interests.

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**4: Admission of the Public**

Most agenda items will be considered in public session, however, it shall be advised whether Cabinet will consider any matters in private, by virtue of the reports containing information which falls within a category of exempt information as contained at Schedule 12A of the Local Government Act 1972.

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**5: Deputations/Petitions**

The Cabinet will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

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## **6: Questions by Members of the Public**

In accordance with Council Procedure Rule 11(5), the period allowed for the asking and answering of public questions shall not exceed 15 minutes.

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## **7: Questions by Elected Members (Oral Questions)**

Cabinet will receive any questions from Elected Members.

In accordance with Executive Procedure Rule 2.3 (2.3.1.6) a period of up to 30 minutes will be allocated.

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## **8: Kirklees Climate Change Action Plan (CCAP)**

11 - 184

To consider the Kirklees Climate Change Action Plan.

Wards affected: All

Contact: Shaun Berry - Operations Manager Air Quality, Energy, Climate Change

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## **9: West Yorkshire Mayor's Cost of Living Emergency Fund**

185 -  
192

To consider support for households in 2022/23 and 2023/24 in accordance with funding and associated guidance issued by the West Yorkshire Mayor.

Wards affected: All

Contact: Julian Hobson - Acting Head of Service, Welfare and Exchequer Services

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## **10: Kirklees Procurement Strategy**

193 -

To consider the draft Procurement Strategy.

Wards affected: All

Contact: Jane Lockwood - Head of Procurement

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**11: Corporate Financial Monitoring Report; Quarter 2 for 2022-23**

211 -  
250

To receive information on financial monitoring for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 2 (month 6), 2022/23.

Wards affected: All

Contact: James Anderson – Head of Accountancy

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Contact Officer: Yolande Myers

## KIRKLEES COUNCIL

### CABINET

**Tuesday 11th October 2022**

Present: Councillor Shabir Pandor (Chair)  
Councillor Paul Davies  
Councillor Eric Firth  
Councillor Viv Kendrick  
Councillor Musarrat Khan  
Councillor Naheed Mather  
Councillor Carole Pattison  
Councillor Cathy Scott  
Councillor Will Simpson  
Councillor Graham Turner

In attendance: Councillor Bill Armer  
Councillor Andrew Cooper

**74 Membership of Cabinet**

All Cabinet Members were present.

**75 Declarations of Interest**

No interests were declared.

**76 Minutes of Previous Meetings**

**RESOLVED** – That the Minutes of the Meetings held on 5 September and 21 September 2022 be approved as a correct record.

**77 Admission of the Public**

It was noted that exempt information was submitted in relation to Agenda Items 16 and 17 (Minute No.s 89 and 90 refer).

**78 Deputations/Petitions**

No deputations or petitions were received.

**79 Questions by Members of the Public**

No questions were asked.

**80 Questions by Elected Members (Oral Questions)**

Cabinet received the following oral questions under the provision of Executive Procedure Rule 2.3;

**Question from Councillor Cooper**

“Is Kirklees Council putting forward any areas to the Combined Authority for consideration as Investment Zones?”

A response was provided by the Leader of the Council.

**Question from Councillor Cooper**

“At a previous meeting of the Cabinet, I referred you to Armitage Bridge where we had a commitment from highways to do traffic calming there about three years ago. What did you do when I brought this up at Cabinet, because it’s been dragging on a long time, and I’ve been raising it at different levels trying to get answers which is incredibly frustrating?”

A response was provided by the Cabinet Member for Environment (Councillor N Mather).

**81 Kirklees Voluntary Community and Social Enterprise) Investment Strategy and 'We are Working Alongside' Shared Values**

Cabinet gave consideration to a report which sought approval of the Kirklees Voluntary Community and Social Enterprise Investment Strategy (VCSE) and ‘We are Working Alongside’ shared values.

Cabinet noted that the development of the strategy took place alongside VCSE organisations, council teams and health partners to examine ways in which to work better together. The main lines of enquiry were focussed on (i) more than just funding, (ii) commissioning and grants, (iii) community asset transfers, (iv) social enterprises, (v) access to specialist support and skills sharing and (vi) working with local business.

Cabinet was advised that the strategy was underpinned by the ‘We are Working Alongside’ shared values, which was the way in which VCSE organisations, Kirklees Council and Health partners wanted to work together to make local places even better.

The report identified that the VCSE investment strategy proposed three overlapping priorities, with an action plan and measure of success to support the sector being (i) invest to build trust and transparency, (ii) invest in whoever is best placed to provide the service or support and (iii) invest to increase VCSE capacity and resilience.

**RESOLVED** – That approval be given to the VCSE Investment Strategy and ‘We are Working Alongside’ shared values.

**82 Food Safety Service Plan 2022**

Cabinet considered the 2022 Food Safety Service Plan which had been produced in accordance with the expectations of the Food Standards Agency (FSA) as contained in the Food Law Code of Practice.

Cabinet was advised that the FSA was proactive in setting and monitoring standards and audited local authorities’ enforcement activities, with the Food Safety Service



Plans seen as an important part of ensuring national priorities and standards were delivered locally.

The report outlined that the Food Safety Service Plan had been influenced by the FSA Recovery Plan, which identified minimum requirements for local authority food safety teams to meet, following the cessation of routine official controls during the Covid-19 pandemic.

It was noted that the Food Safety Service Plan would be reviewed in late spring 2023 to further assess compliance with the FSA Recover Plan and to review the priorities within the 2022 plan to determine whether these had been met and what new priorities would need to be set.

**RESOLVED** – That the Food Safety Service Plan 2022 be approved and adopted.

**83 Proposals for Additional Household Support in 2022/23**

Cabinet gave consideration to proposals to provide support for households in 2022/23 in accordance with funding and associated guidance issued by the Government.

Cabinet was informed that to address the Cost-of-Living Crisis, the Government had extended the household support fund delivered by £0.5 billion for 2022/23. Although the Councils share was unknown at the time of the report, Kirklees' share of the previous round of funding was £3.702 million. The fund was intended to support vulnerable people with payments and grants such as vouchers to help meet daily needs such as food, clothing, and utilities.

The report advised that draft guidance had been received from the Government with a requirement that every authority should have an application process so that individuals could make their needs known and receive appropriate support. Approval was being sought to provide targeted support that would supplement that already provided.

The report sought approval for specific grant funding to establish a further five food distribution hubs in collaboration with The Bread & Butter Thing, noting that funding did not come from the Household Support Fund but had become available as part of the Councils' Local Welfare Provision Scheme.

**RESOLVED** –

- 1) That in relation to households with children, (i) to explore making an award to families entitled to Free School Meals a one-off Cost of Living Payment of £50 per child, by way of a voucher rather than free school meal support, before Christmas 2022 with a cost in the region of £925,000, (ii) to explore whether Council Tax Reduction data could be used to identify households with children that are not of school age, to include those in the cost of living payment, and (iii) the value of that payment be decided with reference to volumes and those entitled through the mechanism identified in (i).
- 2) That in relation to all households, the remaining balance be utilised (i) by working with relevant partners, stakeholders, and 3<sup>rd</sup> sector organisations

and (ii) by applications for support via Local Welfare Provision, assessed on a case-by-case basis to support families and individuals in need.

- 3) That authority be delegated to the Strategic Director (Corporate Strategy, Commissioning and Public Health) and Service Director (Children's Services) in consultation with the Portfolio Holder (Corporate), Portfolio Holder (Learning, Aspiration and Communities) and Service Director (Finance) to agree the mechanism for how the remaining balance be used working the relevant partners, stakeholders, and 3<sup>rd</sup> sector organisations in accordance with the grant funding guidance.
- 4) That in relation to The Bread & Butter Thing, approval be given to spend c£125,000 from the Local Welfare Provision budget by way of a one-off grant to establish five further The Bread & Butter Thing hubs.

**84 2022/23 - 2023/24 Corporate Landlord Asset Investment Capital Plans - Proposed Allocation of Capital Funding**

Cabinet considered a report which outlined the themes of funding to be funded from the 2022/23 and 2023/24 Corporate Landlord Asset Investment, Compliance and Sustainability baseline programmes in the Council's Capital Plan plus the Sustainability of Huddersfield Town Hall Programme line.

Cabinet noted that the funding streams were contained in the Five-Year Capital Plan which was approved by Council on 16 February 2022. The baseline programmes and the broad themes of investment were appended to the report, and approval was sought to delegate officers to manage the programmes so that priority programmes could be identified, designed, and delivered.

The report advised Cabinet of budget pressures on the 2023/24 programme and Cabinet was asked to approve the re-profiling of the Corporate Landlord Asset Investment Five Year Capital Plan to bring funding forward from future years.

**RESOLVED –**

- 1) That approval be given to the themes of work for 2022/23 – 2023/24 as detailed in Appendix A of the considered report.
- 2) That authority be delegated to the Service Director (Development) to manage the implementation of the programme areas within the respective agreed total programme budgets and to (i) add or delete projects from the programmes, providing that the total cost of the programmes remain within the approval capital allocations, (ii) transfer resources between the Corporate Landlord programmes without restrictions to enable efficient delivery of projects, (iii) slip, delete or reallocate budget between projects during the course of the two financial years providing that the total cost of the programmes remain within the approved capital allocation set by Council to enable the effective management of the programmes concerned over the two-year period.
- 3) That approval be given to the virement of £275,000 in capital funding from the Strategic Priorities Dewsbury Sports Centre budget to the Corporate Landlord Asset Investment budget.
- 4) That authority be delegated to officers to identify, design, tender and implement the delivery of projects aligned with the work themes as identified in Appendix A of the considered report.

- 5) That approval be given to the proposed re-profiling of the Corporate Landlord Asset investment Baseline Five Year Capital Plan to bring funding forward from future years as described (paragraph 2.12 of the report refers) to enable the 2023/24 proposed programme to be delivered.

**85 UK Shared Prosperity Fund**

(Under the provision of Council Procedure Rule 36(1), Cabinet received a representation from Councillor A Cooper).

Cabinet received a report which set out proposals for the UK Shared Prosperity Fund (UKSPF), the Government's replacement for the European Structural and Investment Funds, to be managed in West Yorkshire.

The Cabinet was advised that the proposals included allocating a package of UKSPF funding from the Mayoral Combined Authority to the five West Yorkshire local authorities to deliver local communities and place and business initiatives, and for the delivery of the Multiply adult numeracy programme. The report also sought approval to receive and act as accountable body to the West Yorkshire for these funds; to approve the Kirklees UKSPF and Multiply programmes with the necessary delegations to officers to deliver.

The report explained that Delivery would involve a balance of West Yorkshire-wide initiatives and local UKSPF programmes commissioned through local authorities with funded devolved from the Combined Authority. £5.824m of UKSPF funding would be allocated to Kirklees Council to support local delivery, along with an additional £790,000 to deliver the Multiply adult numeracy programme.

**RESOLVED –**

- 1) That approval be given to the delivery of the Kirklees UK Shared Prosperity Fund (UKSPF) programme.
- 2) That approval be given to accept external funding of £5,824,858 from the West Yorkshire Combined Authority (WYCA) to support delivery of the Kirklees UKSPF programme, and for the Council to act as Accountable Body for the grant, subject to final approval by the Government and WYCA.
- 3) That approval be given to accept external funding of £790,231 from WYCA to support delivery of the Kirklees Multiply programme, and for the Council to act as Accountable Body for the grant, subject to final approval by WYCA.
- 4) That authority be delegated to the Strategic Director (Growth and Regeneration) and the Service Director (Legal, Governance and Commissioning) to finalise and execute all necessary agreements with WYCA and the Council's project delivery partners and to put in place the necessary governance arrangements for the local UKSPF and Multiply programmes.
- 5) That authority be delegated to the Strategic Director (Growth and Regeneration) and Strategic Director (Adults and Health) to implement the Kirklees UKSPF programme, including the commencement and award of any related procurement exercises.

- 6) That authority be delegated to the Strategic Director (Growth and Regeneration) to implement the Kirklees Multiply programme, including the commencement and award of any related procurement exercises.
- 7) That authority be delegated to the Strategic Director (Growth and Regeneration) and the Service Director (Finance) to submit grant claims and to undertake related project monitoring and reporting.

**86 The refurbishment and redevelopment of the George in Huddersfield Town Centre to transform this building into a new hotel as part of the Huddersfield Blueprint**

(Under the provision of Council Procedure Rule 36(1), Cabinet received a representation from Councillor A Cooper).

Cabinet considered a report which sought approval to support the redevelopment of the George Hotel site as a 91 bed hotel with associated food and beverage offer. The report highlighted that the George remained one of the key Blueprint projects. Its renovation and re-use as a quality hotel would be a mark of the progress being made to change the town centre and would be a significant confidence boost for other potential investors in the town.

Cabinet was advised that approval was sought to enter into a Hotel Management Agreement (HMA) and any other ancillary formal legal documentation with the hotel operator Radisson Hotel Group utilising the Radisson Red brand and authority for officers to explore options as regards to the commercial structure of the hotel ownership.

Cabinet noted that approval was sought for capital allocation of £20,205,000 and to authorise officers to prepare and submit any necessary planning and listed building consent applications for the hotel development as outlined in the report, and for officers to be authorised to undertake the necessary procurement exercise to appoint a construction contractor to deliver the hotel in accordance with the agreed programme set out at Appendix H of the report.

**RESOLVED –**

- 1) That approval be given to the redevelopment of the George Hotel site as a hotel with an associated food and beverage offer.
- 2) That in relation to the hotel operator, approval be given to the preferred hotel operator - Radisson Hotel Group, utilising the Radisson Red brand, to be appointed to operate the hotel once all the necessary agreements are in place.
- 3) That authority be delegated to the Strategic Director (Growth and Regeneration) and Service Director (Finance) to progress and conclude detailed negotiations with the recommended preferred hotel operator and to authorise the Service Director (Legal Governance and Commissioning) to enter into the Hotel Management Agreement (HMA) and any other ancillary formal legal documentation on behalf of the Council.
- 4) That authority be delegated to the Strategic Director (Growth and Regeneration), Service Director (Finance), and Service Director (Legal, Governance and Commissioning) to explore and agree the preferred option

relating to the potential commercial structure of the hotel ownership which could include a Special Purpose Vehicle (section 2.9 of the report refers), noting that this would be an alternative to the Council entering into the HMA directly with the preferred hotel operator.

- 5) That in relation to the cost, design and construction, approval be given to the capital allocation of up to £20,205,000 (section 2.11 of the report refers) and to make this available in the Capital Plan to deliver the project to completion.
- 6) That authority be delegated to the Strategic Director (Growth and Regeneration) in conjunction with the Service Director (Finance) to apportion further funds, if required, of up to 10% over the pre-tender estimate.
- 7) That authority be delegated to the Service Director (Development), in conjunction with the Portfolio Holder (Regeneration), to agree the final design of the hotel.
- 8) That authority be delegated to the Service Director (Development) to prepare and submit any necessary planning, listed building consent applications and any other statutory consents required to ensure delivery of the hotel development.
- 9) That authority be delegated to the Service Director (Development) to undertake the necessary procurement exercise to award the building contract to deliver the hotel project, subject to planning, HMA and other necessary consents being in place.

**87 Fieldhouse, 15, Wellington Road Dewsbury - Grant offer to Mood Developments Limited/Station Apartments Limited**

Cabinet received a report which sought grant support for the Fieldhouse project.

Cabinet noted that Fieldhouse was a 4 storey Grade 2 listed building being part of a group of individual listed buildings that faced Dewsbury ring road and towards Dewsbury Railway station. It occupied a prominent position and was within the Dewsbury Town Centre Conservation Area, the Dewsbury Heritage Action Zone (HAZ) and the HAZ priority Area.

The report advised that Mood Developments purchased the building in 2018 to produce a high-quality conversion of the grade 2 listed building into 23 apartments and commercial space. The commercial uses would occupy part of the ground floor and the basement, while the residential was part of the ground floor, the 3 upper floors plus an additional floor at the top of the building, within a new mansard roof.

Cabinet was advised that due to a combination of the abnormal costs of converting a listed building and relatively low property values compared to construction costs, the project was not commercially viable without grant support.

**RESOLVED -**

- 1) That approval be given to a grant to Mood Development Limited (and/or its subsidiary company) of £2.83m towards the Fieldhouse project (appendix 6 of the report refers) and for officers to publish details of the subsidy on the national transparency database.
- 2) That authority be delegated to the Strategic Director (Growth and Regeneration) in conjunction with the Service Director (Legal, Governance

and Commissioning) to agree and complete the grant agreement and other documentation necessary to enable the project to proceed.

- 3) That authority be delegated to the Strategic Director (Growth and Regeneration) in consultation with the Portfolio Holder responsible for Dewsbury Town Centre, the ability to vary the amount of grant in line with the conditions set out (paragraph 1.6 of appendix 6 of the report refers) and to be subject to the funds being found from within the existing Dewsbury Town Centre Action Plan programme resources.

**88 Exclusion of the Public**

**RESOLVED** – That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during the consideration of the following items of business, on the grounds that they involve the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

**89 Fieldhouse, 15, Wellington Road Dewsbury - Grant offer to Mood Developments Limited/Station Apartments Limited**

(Exempt information in accordance with Schedule 12A Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, namely it contains information relating to the financial and business affairs of third parties (including the Authority holding that information). It is considered that the disclosure of the information would adversely affect those third parties including the Authority and therefore the public interest in maintaining the exemption, which would protect the rights of an individual or the Authority, outweighs the public interest in disclosing the information and providing greater openness and transparency in relation to public expenditure in the Authority's decision making.)

The exempt information was noted prior to the consideration of Agenda Item 14 (Minute No. 87 refers).

**90 The refurbishment and redevelopment of the George in Huddersfield Town Centre to transform this building into a new hotel as part of the Huddersfield Blueprint**

(Exempt information in accordance with Schedule 12A Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, namely it contains information relating to the financial and business affairs of third parties (including the Authority holding that information). It is considered that the disclosure of the information would adversely affect those third parties including the Authority and therefore the public interest in maintaining the exemption, which would protect the rights of an individual or the Authority, outweighs the public interest in disclosing the information and providing greater openness and transparency in relation to public expenditure in the Authority's decision making.)

The exempt information was noted prior to the consideration of Agenda Item 13 (Minute No. 86 refers).

<b>KIRKLEES COUNCIL</b>			
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>			
<b>DECLARATION OF INTERESTS</b>			
<b>Name of Councillor</b>			
<b>Item in which you have an interest</b>	<b>Type of interest (eg a disclosable pecuniary interest or an "Other Interest")</b>	<b>Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]</b>	<b>Brief description of your interest</b>

Signed: ..... Dated: .....

## NOTES

### Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.





**Name of meeting:** Cabinet  
**Date:** 16<sup>th</sup> November 2022  
**Title of report:** Kirklees Climate Change Action Plan (CCAP) Approval

**Purpose of report:**

- To provide Cabinet with an overview of the draft Kirklees Climate Change Action Plan (CCAP) and potential priority actions for carbon reduction and climate resilience as part of the Council’s response to the climate emergency. To seek Cabinet endorsement for the draft Kirklees Climate Change Action Plan (CCAP) and recommend it for approval and publication by Council as a key plan forming the Council’s Policy Framework (Article 4 of the Constitution).
- For Cabinet to indicate their support in principle to continue to progress the next steps of the Climate Change Action plan process, specifically:
  - To organise and deliver appropriate stakeholder engagement events required to prioritise actions by place; and
  - To develop business cases for high priority actions, to be published in Action Plan Version 2 – containing carbon reduction potential calculations and an analysis of funding requirements.
- For Cabinet to delegate authority to the Strategic Director for Environment & Climate Change, in consultation with Culture & Greener Kirklees Portfolio holder to:
  - Deliver any minor alterations to the CCAP and the next stages of action planning
  - Procure external support in the delivery of the next stages of action planning where required
  - To apply for and accept external (i.e., non-council) funding for the delivery of actions within the CCAP in accordance with the Council’s Financial Procedure Rules.

<b>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</b>	<b>Yes</b>  <b>If yes give the reason, why:</b> The Climate Change Action Plan will impact all electoral wards.
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	<b>Key Decision – Yes</b>  <b>Private Report/Private Appendix – No</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>Yes</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>  <b>Is it also signed off by the Service Director for Finance?</b>  <b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	Colin Parr, Strategic Director for Environment & Climate Change: 3 <sup>rd</sup> November 2022.  Eamonn Croston, Service Director for Finance. Completed 4 <sup>th</sup> October 2022.  Karl Larrad, Legal – Head of Corporate, Signed off on behalf of Julie Muscroft – Service Director for Legal Governance and Commissioning. Completed 4 <sup>th</sup> October 2022.
<b>Cabinet member:</b>	<b>Cllr Will Simpson – Culture &amp; Greener Kirklees</b>  The following cabinet members have been consulted due to the relevance of their portfolios:  Cllr Naheed Mather – Environment  Cllr Paul Davies - Corporate

**Electoral wards affected:** All Wards:

**Ward councillors consulted:**

All Kirklees Councillors have been consulted, via the political party sub-group meetings during the development of the CCAP, being:

- Conservative Group Meeting: 11<sup>th</sup> July
- Labour Group Meeting: 11<sup>th</sup> July
- Green Party Group Meeting: 12<sup>th</sup> July
- Independent Group Meeting: 20<sup>th</sup> July
- Lib Dem Group meeting: 27<sup>th</sup> July

**Public or private:** Public

**Has GDPR been considered?** Yes

1. Summary

- 1.1. In January 2019, the Council declared a Climate Emergency and proposed an ambitious programme of activity to address the emergency and commonly referred to as our Phase 1 Action.
- 1.2. The Council recognises the need to continue moving forward on its pathway to Net Zero by 2038 and to continue to rise to this challenge and be a leader; achieving positive change with the support of our local partner organisations, businesses, and residents in addition to help and support of the national government and regional partners. This continues to be a challenging ambition, but it also remains a great opportunity to improve our quality of life and create a borough that is healthier, more sustainable, and fairer for everyone.
- 1.3. This report summarises the work undertaken to date to produce the next phase, the Climate Change Action Plan (CCAP) for Kirklees, attached as Appendix 1 with this report.
- 1.4. It is centred on and informed by an extensive process of evidence-based development and stakeholder engagement with residents, key partners, community members and Kirklees Councillors. The plan has drawn on this comprehensive research and sets out a list of 206 actions that could be implemented within Kirklees to achieve ‘Net-Zero and Climate Ready by 2038’.
- 1.5. As outlined in the Net Zero Assessment, which forms a key part of the evidence base for this CCAP, Kirklees also has a set of interim or ‘steppingstone’ emission reduction targets. Laid out in the table below, these demonstrate a reduction against the emission from the year 2000.

*Table 1: Kirklees' Emissions Pathway to Reach Net-Zero against baseline levels from 2000 - Adapted from 'A Net-Zero Carbon Assessment for Kirklees' (Gouldson et al., 2021).*

Year	Target for Emissions Reduction
<b>By 2025</b>	<b>63%</b>
<b>By 2030</b>	<b>78%</b>
<b>By 2035</b>	<b>87%</b>
<b>By 2040</b>	<b>92%</b>
<b>By 2045</b>	<b>95%</b>
<b>By 2050</b>	<b>100%</b>

- 1.6. This CCAP is the first step in our action planning journey as we move from phase 1 delivery and will remain a core strategic document that will drive our phase 2 response to the climate emergency. It provides a long-list of actions that will be followed-up by a more ‘detailed’ shortlisted action plan, refined through further activity to identify placed-based priority actions that are accompanied with more specific details of required finance and expected emission reductions.
- 1.7. Phase 2 will end with the publication of Action Plan V2 in early 2024, when the identification of funding sources and subsequent delivery of actions commence.
- 1.8. When phase 2 ends, we will proceed with the implementation of the business cases and commence the Monitoring and Evaluation (M&E) strategy, as outlined within the CCAP document in Appendix 1 to this report.
- 1.9. Whilst at present, the CCAP document remains a list of actions, it should not detract from the large-scale investment and activity already being undertaken and implemented by

directorates across the Council in response to climate change. This includes activity linked to mitigation of carbon such as an initial £1 million and further £6 million investment in greening the Council fleet and installing supporting EV infrastructure, promoting modal shift (i.e., away from private cars, towards public transport) and active travel as well as activity linked to adaptation such as analysing work practices, emergency plans to ensure we are prepared for unprecedented weather events. This is also complemented by activity being undertaken by residents, community groups, partners and through our partnerships such as the Kirklees Climate Commission.

- 1.10. The CCAP is not a list of firm commitments, investment proposals or instructions at this point in the process. But it does set out detailed actions that can be taken by the Council, key partners, and members of the wider community to help deliver the districts net zero and climate ready target.
- 1.11. Nationally, local authorities are directly responsible for around 2% of total UK emissions, but they can influence up to 40% of emissions through their activities and powers. Recognising this, Kirklees itself as an authority directly contributes a small percentage of district-wide emissions, therefore any action plan relies on a collaborative effort from these partnering organisations and individuals to decide if, what and how they will change their own activities to help achieve a shared climate ambition.
- 1.12. The CCAP for Kirklees sets out a framework for collective action on climate change to achieve the ambitious target of achieving net zero emissions and being climate ready across the borough by 2038.

## **2. Information required to take a decision**

### **Background**

- 2.1. Signed by the UK in 2016, 191 countries formally approved the Paris Agreement, targeting net zero by 2050, and committing them to limit global warming to well below 2°C, and preferably to 1.5°C, compared to pre-industrial levels.
- 2.2. In 2018, a special report by the Intergovernmental Panel on Climate Change (IPCC) warned that urgent action was needed to cut greenhouse gas emissions and limit global warming to 1.5 degree C, to avoid the most catastrophic impacts of climate change.
- 2.3. The Council declared a climate emergency in January 2019 and established the cross-party Climate Emergency Working Party (CEWP) to identify practical measures to reduce emissions across the district.

2.4. The declaration resolved to undertake various immediate measures such as a completing a full Environmental Audit, explore ways to increase the recycling rate and the setting up a cross-party Councillor-led Climate Emergency Working Party (CEWP) to investigate and report back. In November 2019, a report of these findings was published, which led to the formulation of Kirklees' two-phase approach to climate change action - outlined in Figure 1 below.

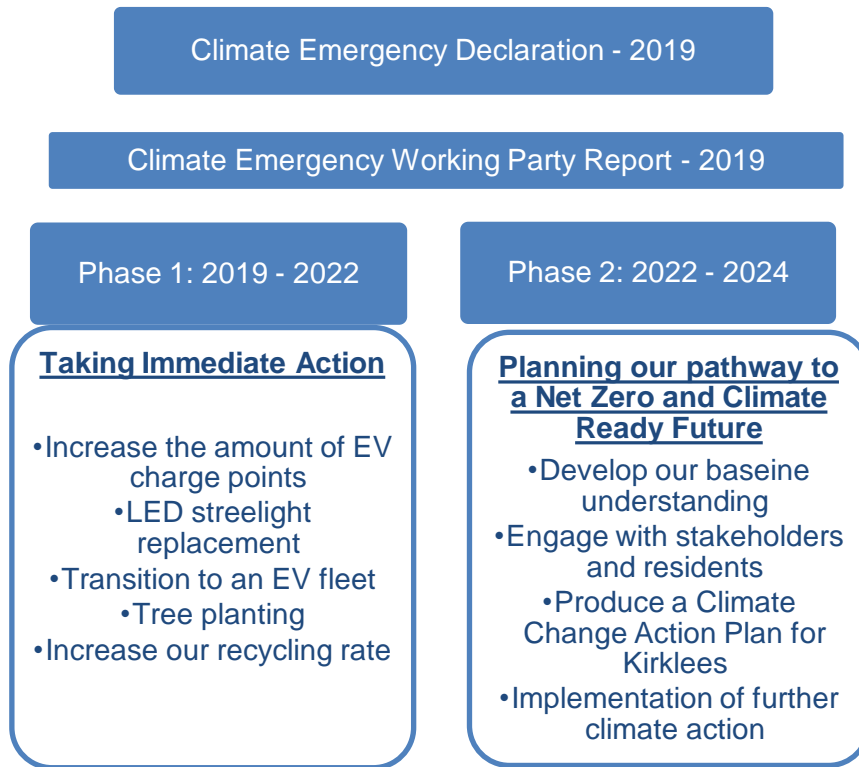


Figure 1: Flow diagram outlining Kirklees' two-phase climate change emergency programme.

2.5. Phase 2 and the development of the CCAP is driven by and aligns with the 'Clean and Green' agenda set out in the Council Plan 2021 / 23, alongside being guided by and meeting the requirements of the Councils commitment to the CDP reporting platform and Global Covenant of Mayors (GCoM) public reporting platforms and the public scrutiny from the Climate Emergency UK Scorecard action plan checklist.

2.6. When phase 2 ends, we will proceed with the implementation of the business cases and commence the Monitoring and Evaluation (M&E) strategy, as outlined within the CCAP document in Appendix 1 to this report.

### Impact of Climate Change

2.7. Climate change impacts will be felt both globally and locally and will disproportionately affect the most vulnerable members of our community. Rising global temperatures will lead to:

- Rising sea levels and increased flood risk
- More extreme local weather events
- Increased risks to health and well-being
- Local water shortages and increase energy demand
- Threats to local biodiversity including the loss of native trees and wildlife

2.8. Climate change is, by nature, a cross-cutting, holistic issue that impacts and is influenced by the 7 core sectors and an 8<sup>th</sup> overarching sector, that this CCAP covers, being:

1. Buildings

2. Energy
3. Natural Environment and biodiversity
4. Sustainable Food & Agriculture
5. Waste
6. Water
7. Transport.
8. Cross-Cutting

The 8<sup>th</sup> 'cross-cutting' sector includes those challenges, opportunities and actions that address two or more of the 7 core sectors.

- 2.9. As a result, the CCAP has influence and relationships with multiple service areas within the council, key partners within Kirklees and regionally and community groups and residents – all of whom have been involved in the stakeholder engagement process completed as part of the CCAP development. The CCAP is found in Appendix 1 of this cabinet report.

### **Co-Benefits of Climate Change**

- 2.10. There are also many associated economic, social and health benefits to reducing carbon emissions, strengthening the case for climate action. A full list of co-benefits used can be seen in Table 2, with examples including:

- Heightened energy security and a reduction in energy poverty due to a more sustainable energy supply.
- More resilient individuals, communities, and infrastructure, seeing a reduced impact from climate hazards.
- Better quality homes and offices and an efficient, cleaner, and more active transport network.
- Better jobs, a more inclusive economy and enhanced green skills and education
- Improved access to high quality green spaces for people within towns/villages
- A more sustainable and localised food chain with improved food security.

### **Internal Implications and dependencies**

- 2.11. The implications, dependencies and relations with Council priorities are linked to the following Council plans and strategies:

- Our Council Plan 2021 – 2023:

The Climate Change Action Plan primarily aligns with the agenda set by the 'Clean and Green' shared outcome, but also has overlap with 'Shaped by people' due to the stakeholder engagement completed and planned in the next steps, alongside 'Sustainable Economy', with the recognition of the potential for climate action to generate co-benefits around economic prosperity for Kirklees.

- Transport Strategy (in-development):

The transport actions within the plan will directly influence the content of the emerging transport strategy. These actions have been developed in close collaboration with Transport strategy and Policy colleagues, with the next steps in stakeholder engagement for the CCAP and the Transport Strategy planned to be aligned to avoid duplication.

- Waste Resources and Waste Strategy 2021 - 2030:

The CCAP clearly states that specific waste actions outlined in the plan, do not cover, or contradict those portrayed within the Councils Waste Strategy. There is only one action that directly relates to the strategy, being: "WAS1.1: Be ready to update the current Resource & Waste Strategy 2021 - 2030, associated activities and assets, to align with emerging Government

policy and the Kirklees climate ambition of being Net Zero and Climate Ready by 2038”, which has been sent to appropriate Waste colleagues for consultation.

- Kirklees Air Quality Action Plan (AQAP) 2019 – 2024:

Poor air quality and climate change share many of the same causes and most of the actions taken to address climate change also come with the co-benefit of improving air quality. The CCAP has been developed in collaboration with appropriate Air Quality colleagues and recognises the co-benefit of air quality in all appropriate actions.

- Kirklees Local Plan, Strategy and Policies:

The local plan and associated planning powers are a core mechanisms in helping reduce emissions and improve our resilience across sectors such as buildings, energy, and natural environment & biodiversity. The planning policy team have been extensively engaged with on the development of related actions and will continue to be engaged with throughout the next steps.

## **Partnership Implications and dependencies**

2.12. The implication, dependencies and relationships with key partners includes:

- West Yorkshire Climate and Environment Plan 2021 – 2024:

The goals and vision of the CCAP to be “Net Zero and Climate Ready by 2038” align with those set by WYCA. Appropriate WYCA colleagues have and will continue to be engaged throughout the CCAP process to ensure alignment and collaboration to achieve our shared ambition.

- Kirklees Climate Commission (KCC):

The KCC, as an independent advisory body for climate actions within Kirklees, have been heavily engaged with throughout the process of the CCAP and the associated evidence base through the Energy and Climate Change Teams role as the secretariat. The KCC will continue to be regularly communicated with and be involved in future engagement processes.

## **Resident & Community Implications and dependencies**

2.13. The impact that this CCAP will have on Kirklees residents and community members is that it will provide direction and reassurance of our plan of action, the implementation of which is expected to generate co-benefits around health and wellbeing, environment, economic prosperity, and essential public services.

2.14. Through stakeholder engagement, such as the workshop and resident survey, residents have and will continue to be a key part of the CCAPs development and journey to strive for a plan that positively benefits all of Kirklees.

## **Cost breakdown**

2.15. As this version of the CCAP is not a list of commitments and instructions at this stage in the process, there are no cost associated with its approval.

2.16. As we progress through the process of climate action, with the placed-based prioritisation of actions via stakeholder engagement and the development of business cases for high priority actions, the indicative financial requirements (i.e., cost) of implementing these actions will be identified.

2.17. The Net Zero and Climate Ready vision for Kirklees is ambitious and aspirational. Its success will be tempered by the funding that is available to work with (capital and operational) and the level of ownership, engagement and uptake that can be achieved.

To achieve our climate ambitions, we must seek new ways of doing things and seek new approaches to identify and access necessary investment – both as a council and more broadly as a district.

## Timescale

2.18. The CCAP is the first step in the action planning journey towards achieving Kirklees’ “Net Zero and Climate Ready by 2038” target.

2.19. The actions within the CCAP, are categorised by 3 different timescales, being:

- Short-term: 0-5 years
- Medium-term: 5 to 10 years
- Long-term: 10+ years.

2.20. The timescales for the development to date of the CCAP and the forthcoming steps in the process, are as follows:

Table 2: Timescale for CCAP process to date and anticipated.





Task:	Completion Date
Evidence Base Development	January to March 2022
Identifying challenges and opportunities	March to August 2022
Action Identification via associated stakeholder engagement	June to August 2022
Initial action prioritisation	August 2022
Draft CCAP V1	September 2022
Cabinet CCAP Approval	November 2022
Publication of CCAP	November 2022
Publication of Evidence base	November 2022
Placed-based prioritisation of actions, aligned with transport strategy engagement	Summer 2023
Development of business cases for high priority actions	Autumn 2023
Write-up and approval of Action Plan V2	Late 2023 / early 2024
Implementation of Action Plan Monitoring and Evaluation process	2024 onwards.




## Benefits & Risks

- 2.21. In the development of this action plan, the broader impacts / outcome, is the expectation that Kirklees as a district, will reduce its area-wide carbon emissions and become more resilient to the impacts of climate change, achieving the “Net Zero and Climate Ready by 2038” target.
- 2.22. Furthermore, the co-benefits that could be generated by the actions within the plan have also been recognised and are outlined below.

Table 3: Benefits criteria used for the prioritisation of actions with associated symbols for the headline categories.

Co-benefit Category	Criteria	Definition
<b>Health and Wellbeing</b> 	Air Quality	Reduced exposure to particulate matter (PM2.5 and PM10), NO <sub>2</sub> , O <sub>3</sub> , SO <sub>2</sub> or airborne toxins.
	Physical Health	Increased life expectancy, or reduced incidents of diseases or deaths attributed to pollution, poor sanitation, or lack of access to nutrients or a lack of physical exercise.
	Wellbeing	Reduced levels of stress/anxiety, time spent working/commuting, and increased gender equality in housework/childcare.
<b>Environment</b> 	Water Quality and Management	Reduced levels of dissolved oxygen, phosphorous, nitrates, faecal matter; sedimentation, chemicals, and/or heavy metals in freshwater and marine water bodies, alongside better management of water resources.
	Habitat	Increased creation, preservation, or restoration of natural environments.
	Biodiversity	Enhances local biodiversity.
	Green Space	Increased percentage of urban area that is greenspace, urban tree canopy, and/or access to parks, alongside increased rural space that is protected or more sustainably managed.
<b>Economic Prosperity</b> 	Employment	Increased employment rate, access to quality jobs (full-time versus temporary; high-paying versus low-paying), and total number of jobs.
	Income and Poverty	Increased income and social mobility - especially for vulnerable populations, reduced poverty rate.
	Cost of Living	Reduced cost of living or utility cost savings.
	Skills and Training	Increased access to green skills training and programs.
<b>Essential Public Services</b> 	Housing	Increased availability of affordable housing, reduced proportion of residents living in poor quality housing with poor energy efficiency, reduced proportion of income spent on rent or mortgage.
	Mobility	Increased proportion of population within walking distance of transit (e.g., 500 m), share of trips by sustainable, active modes, reduced transportation costs.

	Energy	Increased proportion of population with access to clean, 'green' electricity, reduced energy bills and poverty.
	Waste Management	Increased proportion of households with access comprehensive recycling collections (inc. food waste and glass), reduced waste generation and littering.
	Water	Reduced risk of surface or riverine flooding.
<b>Inclusivity and Civil Society</b> 	Stakeholder Engagement	Increased engagement with public/private entities outside of district council.
	Social Justice	Reduced socioeconomic or health disparities between groups based on race, ethnicity, religion, gender, or other identity.
	Community Representation	Increased representation of specific community groups, including civil society, academia, business, and vulnerable populations.

2.23. There are minimal risks associated with the publication of this plan, due to the non-committal nature of the CCAP at this stage in the process.

2.24. The core risks with this CCAP comes primarily from potential communication and publication of the documentation. Specifically associated with the positive and negative response expected from the public, partner organisations such as the Kirklees Climate Commission.

## Evaluation

2.25. As detailed within the Climate Change Action Plan, the evaluation of actions identified within the report will be undertaken through four-stages:

- Through stakeholder engagement: By the most appropriate mechanisms determined at the time of evaluation, a cross-section of Kirklees stakeholders will be engaged to feedback their evaluation of the on-going impact and outcomes of the actions implemented as part of the integrated climate change action plan.
- By evaluating the emission reduction achieved by the actions implemented, against the existing district-wide emissions inventory for Kirklees and the districts steppingstone and absolute science-based targets.
- By evaluating against pre-determined adaptive capacity: The Climate Change Risk and Vulnerability Assessment has established Kirklees' current 'adaptive capacity' for the hazards and associated risks assessed. Using this pre-determined assessment, elements of adaptive capacity will be evaluated against the relevant indicators within the indicator database, alongside being cross analysed against the findings of the stakeholder engagement.
- By evaluating the social and economic impact of events. Utilising the indicator database as a baseline.

2.26. Nominated individuals, indicatively the Energy & Climate Change team, will also engage with Action Owners, key stakeholders, and residents, to help formulate lessons learned (both positive and negative) in relation to on-going implementation of climate change related actions to ensure there is an opportunity for further evaluation and monitoring. Lessons learned will be collated in-line with the 3-yearly reporting cycle.

## Reporting on Action Outcomes

- 2.27. A 3-year reporting cycle will also be established for publishing the outcomes of the monitoring and evaluation process defined above, which will remain in-place until the district wide target of Net Zero and Climate Ready by 2038 is achieved.
- 2.28. The 3-yearly "Progress Report" will be shared with Kirklees' Climate Change Board and appropriate stakeholders and will include, as a minimum:
  - Action Implementation status and any issues encountered
  - Recommendations for revisions to any Climate Change Actions
  - Changes to key indicators
  - Potential new Climate Change Actions for considerations.

## Sustainability

- 2.29. Reducing climate emissions and becoming more resilient to the current and future impacts of climate change, is a core focus of broader, globally recognised sustainability thinking and practices.
- 2.30. This CCAP is a key strategic piece of work for the Council to help address climate change – both carbon reduction and climate adaptation. The broader consideration for the three pillars of sustainability – economic, social, and environmental, can be seen in the co-benefits outlined.
- 2.31. An Environment and Sustainability Strategy is currently under development by the Council, with the expectation that this CCAP will be a core aspect of the strategy.

## Services & agencies involved

- 2.32. The development of the action plan has involved an extensive stakeholder engagement process, which has involved internal cross-service area workshops and external stakeholder workshops including agencies. Specific engagement activity included:
  - An online resident survey, which saw 1,499 respondents across each Kirklees Council Ward over a 4-week period.
  - A virtual workshop for Kirklees Council Colleagues
  - An in-person workshop with the Kirklees Climate Commission.
  - Attendance at all political party group meetings to engage with Kirklees Councillors, prior to internal governance processes.
  - A virtual workshop for 26 external stakeholders, incorporating residents, organisations, community groups, agencies, and businesses across Kirklees.
- 2.33. Specific service areas were also consulted with representation received from departments such as:
  - Highways and Street scene
  - Homes and Neighbourhoods
  - Environment Strategy & Climate Change
  - Development
  - Culture and Visitor Economy

## 3. Implications for the Council

- **Working with People**

3.1. Addressing climate change is not something that the Council can achieve alone for the borough of Kirklees. Instead, a strong working relationship with partners is essential to develop real action in Kirklees. The Climate Change Action Plan in its development, sought to adopt five core principles it adhered to, one of which was 'Shaped by People' and further aligning with the Council's key principles as set out by "Our Council Plan". Further to this, we recognised that all residents and businesses within Kirklees are allies, with rights and responsibilities to deliver this strategy for Kirklees, working inclusively to ensure all aspects of Kirklees society are represented.

- **Working with Partners**

3.2. A key theme of tackling the Climate Emergency is collaborating with other partners, regionally and on the national stage. Throughout the development of the CCAP we recognised that a strong working relationship with partners was essential to develop real action in Kirklees. Stakeholder engagement was a critical element of the CCAP, used to inform key challenges and opportunities that each of the sectors would face, alongside the actions that can be adopted by the Council, key partners, and community groups to address the challenges and take advantage of the opportunities.

3.3. Advised by the Citizen Engagement Reference Board (CERG), several stakeholder engagement techniques were applied to inform the development of the CCAP including resident surveys, ward councillor discussions, in person workshops and presentations.

3.4. Moving forward, stakeholder engagement will remain a core pillar of the next steps in our Climate Emergency response in the agreement of high-priority actions by place and the development of associated business cases.

- **Place Based Working**

3.5. The nature of the current CCAP document has not enabled a strong-focus on place-based working, however, this will become a core focus in the next steps of the climate emergency response.

3.6. This CCAP lists 206 climate actions across 8 sectors that apply to Kirklees district. It is our intention to undertake place-based stakeholder engagement with the aim of agreeing high priority actions for that place, which will then progress towards business case development.

- **Climate Change and Air Quality**

3.7. Tackling climate change is at the heart of this CCAP document, outlining actions that will achieve carbon reduction for the district, but also how the district can become more resilient to the impacts of climate change.

3.8. A comprehensive monitoring & evaluation strategy is outlined within the CCAP, which will establish a 3-year reporting cycle on the progress against agreed actions, whilst also measuring progress against our Net Zero by 2038 goal and associated stepping-stone reduction pathway.

- **Improving outcomes for children**


3.9. The evidence base for the CCAP, identifies "Children and Youth" as a vulnerable population group for Kirklees, alongside recognising children and youth as a key stakeholder in completed and future climate change action plan engagement.

- 3.10. As a result, the climate change action plan outlines several actions that focus on schools and young people, which includes necessary infrastructure investment, education, and capacity building actions alongside considerations around the resources in place to help, especially young people, in dealing with climate related anxiety, depression, and suicide.
- 3.11. Furthermore, Kirklees Council have and will continue to deliver a Young Persons Climate Festival helping educate, inform, and giving young people a change to get involve with the various environmental initiatives taking place across Kirklees.

**4. Financial Implications for the people living or working in Kirklees Council**

- 4.1. In the development of the CCAP, the co-benefits regarding economic prosperity have been assessed for each of the actions identified, as seen in the table below.

Table 4: Co-benefits identified in the CCAP around economic prosperity.

Co-benefit Category	Criteria	Definition
<b>Economic Prosperity</b>  	Employment	Increased employment rate, access to quality jobs (full-time versus temporary; high-paying versus low-paying), and total number of jobs.
	Income and Poverty	Increased income and social mobility - especially for vulnerable populations, reduced poverty rate.
	Cost of Living	Reduced cost of living or utility cost savings.
	Skills and Training	Increased access to green skills training and programs.

**5. Other (e.g., Integrated Impact Assessment/Legal/Financial or Human Resources)**

**Integrated Impact Assessment**

- 5.1. A stage 1 IIA has been completed, with no requirement for stage 2. It be found under “Environment and Climate Change” for 2022 on the council website: [Integrated impact assessments | Kirklees Council](#)

**Legal**

- 5.2. As the CCAP shown in Appendix 1 of this report is not a list of commitments and instructions, there are no broader legal implications in the approval of this plan.
- 5.3. The UK legal framework is set out in the Climate Change Act 2008 (as amended in 2019) and commits the UK to achieving “net zero” by 2050 by placing a legal duty on the Secretary of State to ensure that by 2050 the net zero carbon account is reduced by 100% compared to 1990 levels. There are no legal target obligations on local authorities. The council’s declaration improves on the UK 2050 target. However, there are numerous government plans and strategies which emphasise the importance of action by local authorities which are key to understanding the available funding, challenges, and opportunities, including the Ten Point Plan for Green Industrial Revolution (Nov 2020); the Heat and Building Strategy (2021); the Net Zero Strategy (2021); and the British Energy Security Strategy (2022).
- 5.4. The Council will carry out any procurements in accordance with the Council’s Contract Procedure Rules (May 2022) and the Public Contracts Regulations 2015. Applications and acceptance of grant funding offers will be in accordance with the Council’s Financial Procedure Rules (May 2022).

- 5.5. The Council must have due regard to its public sector equality duty under section 149 of the Equality Act 2010.
- 5.6. The adoption of a CCAP as part of the Council's Policy Framework under Article 4 of the Constitution is a decision for Council.
- 5.7. Local authorities have a general power of competence to "do anything that individuals generally may do "subject to any restrictions or limitations in other legislation (section 1 of the Localism Act 2011 and acting reasonably in public law terms.

## **Financial**

- 5.8. As the CCAP shown in Appendix 1 of this report is not a list of commitments and instructions, there are no broader financial implications in the approval of this plan. However, Our Net Zero and Climate Ready vision for Kirklees is ambitious and aspirational and as we progress through this process, it's success will be tempered by the funding that is available to work with (capital and operational) and the level of ownership, engagement and uptake that can be achieved.
- 5.9. To achieve our climate ambitions, we must seek new ways of doing things and seek new approaches to identifying and accessing necessary investment – both as a council and more broadly as a district.

## **Communication issues:**

- 5.10. Communication plays two vital roles for this Climate Change Action Plan – comms around the publication of the plan and then the utilisation of comms to help successfully deliver the actions within the plan itself.
- 5.11. A communication strategy is being developed by the Comms team within the Council for the publication and advertisement of the plan, alongside striving to ensure we are prepared for the anticipated public response to the plan. As with the placed-based approach to action prioritisation, the comms strategy will not be a one-size fits all, but rather tailored to be accessible to the variation in anticipated audience.
- 5.12. A ~3-minute animation will also be commissioned as part of the comms strategy, to portray, in an accessible way, what we as a Council have done, what we are doing and what we plan to do, in relation to the climate emergency response and the Climate Change Action Plan.
- 5.13. The CCAP has been specifically designed to adhere with the best practice, globally recognised approach to climate action planning and is expected to satisfy the reporting criteria outlined by CDP reporting platform, Global Covenant of Mayors and the Climate Emergency Scorecard – all credible organisations designed to guide and scrutinise Climate Change Action Plans.

However, climate change is a high-profile issue, with a broad scale of opinion. It is therefore anticipated that the CCAP will generate both positive and negative responses from opposite ends of the climate change spectrum.

- 5.14. A core focus of this criticism is expected around the non-committal nature of this CCAP at this stage in the process. To combat this, we are striving to clearly communicate how the next steps in our action plan process will result in firm commitments, once we have developed and identified – through extensive resident and stakeholder engagement, a refined number of high-priority actions by place, which will be accompanied by a business case providing indicative costs and carbon figures.
- 5.15. It is also recognised that the use of communication will be a key mechanisms utilised by action owners to deliver and implement all associated actions within the CCAP. It will be particularly pertinent for those with an action type on "behavioural awareness-raising and

capacity building” alongside “monitoring, data collection, analysis, assessment, research and collaboration”.

## 6. Consultees and their opinions

- 6.1. Legal Review: The legal review completed on this cabinet report provided minor amendments to the wording of the options and recommendations put forward.
- 6.2. Financial Review: The financial review completed on this cabinet report had no comments on the options or recommendations put forward in this report.
- 6.3. Review by portfolio holders: Cllr Simpson (Green and Clean), Cllr Davies (Environment) and Cllr Mather (Corporate) were consulted and had no comments on the options or recommendations put forward in this report.
- 6.4. Review by Economy and Neighbourhood Scrutiny Panel completed on the 18<sup>th</sup> of November. Comments from this are summarised below:
  - Ensure that the communication strategy for the CCAP is accessible to all, both professional and lay audiences, whilst reflecting the placed-based approach of action prioritisation and using relatable stories to engage with residents.
  - Set out more clearly, a baseline year by which emissions reduction for the district will be assessed against.
  - Breakdown the timescales of Phase 2 delivery, into a more recognisable short-term window, from 2022 to 2038 to 2022 to 2024, acknowledging that a further phase of work will be introduced upon the implementation of actions and the monitoring and evaluation strategy.

The full minutes for the meeting will be published in due course on the Council website for the [Economy and Neighbourhoods Scrutiny Panel](#).

## 7. Next steps and timelines

### Governance:

- 7.1. The below Table 4 outlines the governance flightpath for the CCAP, covering both the meetings already attended, and those it is due to be taken to.
- 7.2. The action plan is to be taken to Council on the 7<sup>th</sup> December, after cabinet, as a requirement under Article 4, Part 2 of the Constitution.

Table 5: CCAP Governance flightpath

Meeting	Date
DLT (Deputy Leadership Team)	15 <sup>th</sup> Sept
ET (Executive Team)	20 <sup>th</sup> September
Portfolio briefing meeting	via e-mail
LMT (Leadership Management Team)	10 <sup>th</sup> Oct
Economy and Neighbourhoods Scrutiny Panel	18 <sup>th</sup> Oct
Cabinet:	16 <sup>th</sup> Nov
Council	7 <sup>th</sup> Dec

### CCAP Process:

Table 6: Next steps and timescale for CCAP

Task:	Completion Date
Cabinet CCAP Approval	November 2022
Publication of CCAP	November 2022
Publication of Evidence base	November 2022
Placed-based prioritisation of actions, aligned with transport strategy engagement	Summer 2023
Development of business cases for high priority actions	Autumn 2023
Write-up and approval of Action Plan V2	Late 2023 / early 2024
Implementation of Action Plan Monitoring and Evaluation process	2024 onwards.

- 7.3. Once an approval is obtained from Council, the action plan will be published on the Council website, alongside the associated appendix reports and evidence base.
- 7.4. The Energy and Climate Change team will then begin to progress into the next steps of the action planning processes, planning, developing, and implementing a placed-based prioritisation of actions via stakeholder engagement with residents and allies across Kirklees.
- 7.5. This engagement will then inform a short-list of high priority actions per sector, by place, which will then have a business case developed. This business case will outline indicative financial and carbon implications, which will form part of a firm commitment within V2 of the Action Plan.
- 7.6. Action Plan V2 will then go through the formal governance process for approval, before being published on the Council Website, which is currently anticipated to occur in late 2023 to early 2024.

## 8. Officer recommendations and reasons

- 8.1. That Cabinet notes the report and endorses the proposed Climate Change Action Plan as set out at appendix 1 to this report and recommend its adoption by Council

Reason: To recognise and accept the key challenges, opportunities, climate risks and associated actions that either face or can be taken by Kirklees Council, key partners, and community members within the district.

- 8.2. That cabinet delegates the authority to the Strategic Director for Environment & Climate Change, in consultation with the Portfolio Holder for Culture and Greener Kirklees; to progress the next steps set out in the Climate Change Action Plan. Specifically:
  - Publish the CCAP on the Council’s Website and make available to the public and partners as required
  - Organise and deliver appropriate stakeholder engagement events required to prioritise actions by place.
  - Develop a Climate Change Action Plan Communication and Engagement Strategy
  - Develop business cases for high priority actions, to be published in Action Plan Version 2 – containing carbon reduction potential calculations and an analysis of funding requirements.
  - Further develop and then deliver the monitoring & evaluation strategy for the climate change action plan.

Reason: Progressing phase 2 of our climate emergency response will require the development of more detailed businesses cases for high priority actions – providing the potential action owners



with the appropriate information, such as carbon reduction potential and funding requirements / cost, to be able to implement these actions. To effectively prioritise these actions, a more extensive process of place-based action prioritisation is required, which can only be achieved through stakeholder engagement. This will ensure that these actions reflect the different economic, social, environmental, and built-environment characteristics across the communities of Kirklees.

- 8.3. For Cabinet to delegate authority to the Strategic Director for Environment & Climate Change, in consultation with Culture & Greener Kirklees Portfolio holder to make any minor alterations to the CCAP and the next stages of action planning

Reason: To recognise and accept that minor alterations may be required to be made to the CCAP report and the actions outlined within it, alongside the next steps in the action planning process. As laid out within the CCAP document in the “it is” part of the executive summary and the Monitoring & Evaluation Strategy”, this is a flexible and evolving document and planning process, reacting to stakeholder consultation and developments in both approach and technologies.

- 8.4. For Cabinet to delegate authority to the Strategic Director for Environment & Climate Change, in consultation with Culture & Greener Kirklees Portfolio holder to procure external support in the delivery of the next stages of action planning where required

Reason: As part of the next steps in the action planning process there may be a requirement to procure external expertise in the delivery of stakeholder engagement and the development of business cases for prioritised actions, involving finance and carbon calculations, where these skills and or capabilities are not held by internal council colleagues.

- 8.5. For Cabinet to delegate authority to the Strategic Director for Environment & Climate Change, in consultation with Culture & Greener Kirklees portfolio holder to apply for and accept external (i.e., non-council) funding in accordance with the Council’s Financial Procedure Rules for the delivery of actions within the CCAP.

Reason: Our Net Zero and Climate Ready vision for Kirklees is ambitious and aspirational but is, in part, tempered by the funding that is available to work with (capital and operational). To achieve our climate ambitions, we must seek new approaches to identifying and accessing necessary investment.

## **9. Cabinet Portfolio Holder’s recommendations**

- 9.1. The portfolio holder, Cllr Will Simpson, agrees with the officer recommendations set out in section 8 of this report.

## **10. Contact officer**

Shaun Berry – Operations Manager Air Quality, Energy, Climate Change  
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## **11. Background Papers and History of Decision**

The Council declared a 'climate emergency motion' in January 2019 and established the cross-party Climate Emergency Working Party (CEWP) to identify practical measures to reduce emissions across the district. Found here: <https://democracy.kirklees.gov.uk/mgAi.aspx?ID=10123>

A Climate Emergency was first declared for Kirklees at the Council Meeting of January 2019 considering growing global awareness of the detrimental effects of climate change on people and the environment worldwide. Found here: <https://democracy.kirklees.gov.uk/mgAi.aspx?ID=10123>

## **12. Service Director responsible**

Katherine Armitage, Service Director for Environmental Strategy and Climate Change

## **13. Appendices**

- 1. Kirklees Climate Change Action Plan (CCAP)
- 2. CCAP Appendix A: Existing Actions
- 3. CCAP Appendix D: Survey Output

## APPENDIX A – EXISTING ACTIONS

This document outlines 114 actions undertaken within Phase 1 of Kirklees Council’s Climate Emergency response alongside wider, existing work on preparing for and building resilience against severe weather events. This is a non-exhaustive list primarily focusing on Kirklees Council Actions and includes some, but not all, on-going or completed actions being implemented by partners and the wider community within Kirklees.

EA = Existing Action.

M = Mitigation

A= Adaptation

Table 1: A non-exhaustive list of on-going or completing climate emergency actions for Kirklees Council

I.D	Action Title	Action Summary	Action Owner	Action Type	Timeframe	M or A
<b>Buildings</b>						
EA1	Passivhaus Pilot Scheme for Council Housing	Liversedge - the Project is expected to deliver a minimum of 125 new low carbon homes on the site, a minimum of which 20 will be expected to be constructed to a Certified Passivhaus standard.	Actions for Kirklees MC	Investment	Planning application to be submitted in 2023, construction to start Autumn 2024.	M
EA2	Energy Efficiency Retrofit Pilot for Council Housing	Abbey Road, Fartown, Huddersfield. The first full house retrofits will take place on 8 properties. This includes insulation, windows, doors, new roof, and performance monitoring.	Actions for Kirklees MC	Investment	Completed	M
EA3	LED Street Lighting Programme	To convert all 52,000 streetlights in the district to energy-efficient LEDs	Actions for Kirklees MC	Investment	Ongoing since 2005 and currently in a 4-year plan to upgrade remaining approx. 20k lights up to 2023	M
EA4	Public Sector Decarbonisation Scheme (PSDS)	Make a bid for the PSDS grant funding for decarbonisation works and improvements to Council building(s). The funding is from BEIS, administered by Salix Finance. It will be for low/zero carbon solutions such as Heat Pumps	Actions for Kirklees MC	Investment	2022-2024	M & A

		and accompanying building fabric improvements where possible.				
EA5	Free energy 'health checks' for Council housing tenants	Housing tenants are offered the chance to have free energy health checks carried out by 'Green Doctors' (qualified surveyors) to offer simple, practical solutions to energy consumption and tackling heat loss	Action for Partners	Behavioural, awareness-raising and capacity-building	Started January 2022, no end date stated, open to 3,500 homes.	M & A
EA6	Better Homes Yorkshire	Energy efficiency survey and recommendations for improvements in private sector homes.	Action for Partners	Behavioural, awareness-raising and capacity-building	Ongoing	M & A
EA7	Renewable technology	Investigate potential buildings, both existing and new, and including schools, where renewables can be installed.	Actions for Kirklees MC	Investment	Ongoing	M & A
EA8	Pilot Heat Decarbonisation Plans (HDP)	Pilot HDP's on selected buildings across Council through Low Carbon Skills Fund (LCSF) Phase 3 funding	Actions for Kirklees MC	Strategies, plans and programmes	If funding granted, completion is 31st March 2023	M
EA9	Kirklees Housing Strategy 2018-2023	The Kirklees Housing Strategy sets out our shared vision for housing, housing services in Kirklees and for the people who live here. It focuses on the priorities of Kirklees Council, our partners and stakeholders and our residents to enhance people's lives and invest to strengthen our communities.	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A
EA10	Pilot studies	Pilot studies in process (with consultants) to develop 20 Passivhaus and retrofitting properties to fabric first standards. Build on and learn from these pilots.	Actions for Kirklees MC	Investment	Ongoing	A
EA11	Environmental and Social Management Plan	An Environmental and Social Management Plan (ESMP) documents the project's risk management strategy. Ensure that an ESMP is undertaken for all new developments, and that these plans include impacts relation to weather and climate events	Kirklees MC and Partners	Strategies, plans and programmes	Ongoing	A

EA12	National Planning Policy Framework	The National Planning Policy Framework was revised on 20 July 2021 and sets out the government's planning policies for England and how these are expected to be applied. Kirklees MC ensures that these policies and guidance are followed appropriately	Kirklees MC and Partners	Policy	Ongoing	A
EA13	Planning applications	Ensure that planning applications ensure that climate hazards/threats have been accounted for.	Actions for Kirklees MC	Policy	Ongoing	A
EA14	Evacuation plans	Evacuation plans must be in place as part of new developments	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A
EA15	Flood recording	Flood team have started recording flood impacts on residential homes and businesses and the dataset is being developed further. This should be expanded and linked with the recording of extreme events in other sectors too.	Actions for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
<b>Energy</b>						
EA16	Huddersfield District Energy Network	Formerly known as Huddersfield Heat Network, the plan is for the Energy from Waste (EfW) plant to provide heat and power to buildings across the town centre. Currently at Outline Business Case stage, next stage will be Full Business Case	Actions for Kirklees MC	Investment	If approved, construction to start 2023, Heat On date 2024/25	M
EA17	BEMS training	Provision of BEMS training and energy saving tips to relevant building site managers, including schools	Actions for Kirklees MC	Investment	Has been an ongoing project, but needs refreshing and further resourcing	M & A
EA18	BEMS upgrades	Improvements/upgrades in Building Energy Management Systems (BEMS) to improve energy efficiency, carbon reduction and control system resilience	Actions for Kirklees MC	Investment	2-4 years from inception	M & A
EA19	Energy Sparks	Provision of software to schools where they can monitor and engage with energy reduction	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	Ongoing, awaiting briefing paper to go to CC Board	M & A
EA20	Generators and Power Supplies	Backup generators and uninterrupted power supplies are in place at key locations	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A

EA21	Major accident pipeline	In line with the Pipelines Safety Regulations 1996. The major accident hazard (MAH) pipelines are responsible for enforcing health and safety law for onshore and offshore MAH pipelines, forming part of the role of the Specialised Industries Gas and Pipelines Unit in HSEs Energy Division. Pipeline inspectors achieve regulation and compliance through the enforcement of the Health and Safety at Work Act 1974, the specific legislation listed below and other relevant health and safety regulations.	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A
EA22	National Emergency Plan for Fuel	National Emergency Plan for Fuel (NEP-F) sets out the government's options, priorities, and principles in responding to a major fuel supply disruption in Great Britain. The plan details a wide range of measures, both statutory and non-statutory, that can be implemented by government in responding to any disruption.	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA23	Mapping of Pipeline	Pipelines carrying natural gas are operated by Transco mapped in the West Yorkshire Fire and Rescue Service Major Accident Hazard Pipeline Plan	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA24	Northern Gas Networks Major Accident Hazard Pipeline Plan	Networks of major accident hazard pipelines (MAH pipelines or MAHPs) are used to safely transport hazardous substances around Great Britain	Action for Partners	Strategies, plans and programmes	Ongoing	A
<b>Natural Environment and Biodiversity</b>						
EA25	White Rose Forest (WRF)	The White Rose Forest is the Yorkshire section of the wider Northern Forest project, and Kirklees will be responsible for planting thousands of trees over the next few years as part of this.	Actions for Kirklees MC	Investment	2021-2025	M
EA26	Landscapes for Water Programme	Led by WRF, working with the Environment Agency and local partners (such as Kirklees Council) to identify the best places for new woodland creation that will help reduce flood risk.	Actions for Kirklees MC	Investment	2021-2026	M & A

EA27	Kirklees Land-Banks	Tree Planting and Improving Biodiversity: Locally delivering over 37 Ha of new woodland cover in 21/22, which is s projected to capture 7000-9000 tCO2e by 2050. 22 Hectares of which will be planted on Council land, capturing a projected 4000-5000 tCO2e by 2050. Improving net Biodiversity over our public realm through the innovative introduction of wildflower meadows.	Actions for Kirklees MC	Investment	2022 onwards	M & A
EA28	Green Libraries	Participation in the Green Libraries Partnership grant to create a secret garden at the rear of Golcar Library, which will be accessible, environmentally sustainable garden with native plants to create habitats for local wildlife and will include an edible and sensory garden feature for the local community to use.	Actions for Kirklees MC	Investment	2022	M & A
EA29	Wildfire incident log	Joint wildfire incident log in place already through 'Moors for the Future partnership'. Explore extending this further - linking it up with other severe weather incidents logs.	Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA30	Heather and Grass Burning Regulations 2007	Ensure that Heather and Grass Burning Regulations (2007) are enforced. Ensure that this is updated if/when changes are made to these regulations	Kirklees MC and Partners	Policy	Ongoing	A
EA31	Tree Risk management framework	The framework and a council owned Tree and Woodland Management Policy are in place and ought to be updated regularly and in line with likely climate impacts.	Actions for Kirklees MC	Policy	Ongoing	A
EA32	Yorkshire Invasive Species Forum	Ensure engagement with pest control and regularly monitor presence and levels of pest/non-native species. Yorkshire invasive species forum already set up - 7/8 years old	Action for Partners	Behavioural, awareness-raising and capacity-building	Ongoing	A
EA33	Green and Blue Infrastructure Strategy	The West Yorkshire Combined Authority has a "Green and Blue Infrastructure" strategy and a Local Nature Recovery Strategy. These strategies should be regularly reviewed and ensured that they sufficiently consider the risks resulting from climate change.	Action for Partners	Strategies, plans and programmes	Ongoing	A

EA34	Heather and Grass burning Regulations	The Heather and Grass burning Regulations (2021), have added a level of protection to some peatlands, only acting on designated sites such as SSSIs (Sites of Special Scientific Interest), with managed burning (muirburn) on deep peat, being restricted by licence for exceptional cases;	Actions for Kirklees MC	Policy	Ongoing	A
EA35	Nature and landscape restoration	Continue to provide support to partners such as Yorkshire Water, National Trust, Moors for the Future, South Pennines Park, local authorities, and others to restore nature, landscapes, and the peatland of the region. The delivery partners lead activities including research and monitoring as well as practical conservation and awareness-raising.	Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building	Ongoing	A
<b>Sustainable Food &amp; Agriculture</b>						
There are currently no known on-going actions in response to the climate emergency in relation to Sustainable Food & Agriculture.						
<b>Transport</b>						
EA36	Council Fleet transition to greener vehicles	Capital investment into new electric/low emission vehicles for the Council's fleet. So far £1m has been invested in electric cars, vans and associated charging infrastructure, and trials will take place for an electric refuse collection vehicle, tipper, and road sweeper.	Actions for Kirklees MC	Investment	Ongoing, and a further £6 million agreed in 2022/23 budget	M
EA37	Public EV Charging Infrastructure Investment	£1m initial Capital Investment and a further £6 million in EV Charging Points in over Council-owned car parks. Following further funding from CRSTS (Government) fund, and a dedicated Project Team is to be established.	Actions for Kirklees MC	Investment	As part of the AQ Action Plan which runs 2019-2024	M
EA40	City Region Sustainable Transport Settlements (CRSTS)	Government has awarded West Yorkshire Combined Authority £830 million for infrastructure investment into sustainable transport and modal shift	Action for Partners	Investment	2022-2027	M
EA41	On-street Residential Charge point Scheme	Government funding of £20 million (2022-23) available for up to 60% of eligible capital costs towards installing charge points in on-street locations	Actions for Kirklees MC	Investment	2022-2024	M



EA42	ULEV Salary Sacrifice Scheme	A scheme to encourage staff to take up electric vehicles via a Salary Sacrifice scheme, which will be going out to procurement later in 2022	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	2022-	M
EA43	City Connect	Encouraging more people to travel by bike through infrastructure improvement and activity-based projects	Action for Partners	Behavioural, awareness-raising and capacity-building	Ongoing	M
EA44	Cycle Kirklees	Promoting cycling of all kinds in Kirklees, running campaigns across Kirklees such as Space 4 cycling.	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.  Strategies, plans and programmes	Ongoing	M
EA45	Local Climate Impact Profile (LCLIP)	The development of a Local Climate Impact Profile to understand the history of climate hazards and their associated impacts on Kirklees highway infrastructure to inform future resilience actions.	Actions for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	Completed	A
EA46	Highways Road Master Forecast	Secure road safety and operational efficiency by making informed maintenance and operational decisions	Actions for Kirklees MC	Investment	Ongoing	A
EA47	Traffic Monitoring and communication	The whole road network is constantly monitored by cameras to allow gantry signs to provide up-to-the-minute information for drivers	Actions for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A

EA48	West Yorkshire Police Traffic Plan	West Yorkshire Police Safer Roads officers are responsible for the policing of the road network. Roads Policing Officers are part of a larger team of officers and operate from two strategically placed bases to cover the Force area; including the motorway network and to maximize the use of the resources available at any one time. This co-location helps to ensure that they have access to all the districts to support and assist with local issues.	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA49	Traffic speed restrictions	On the motorway network, lane and speed restrictions signs and advance information boards can be activated to advise motorists of incidents or issues that lie ahead. In the winter months, advance notice boards in the Huddersfield area are activated advising of road closures on certain "A" class roads due to snow	Action for Partners	Policy	Ongoing	A
EA50	Highways Agency Cross Boarder Operational Plan and Contingency Arrangements.	Highways Agency Cross Boarder Operational Plan and Contingency Arrangements are in place. It should be ensured that these account for the likely heightened incidences of road closures due to severe weather impacts.	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA51	Rail Incident Response Plans	Railtrack and the Train Operating Companies have their own Incident Response Plans.	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA52	Network Rail Stand Edge Tunnel Multi-Agency Major Incident Response Plan	Highways Agency Cross Boarder Operational Plan and Contingency Arrangements are in place. It should be ensured that these account for the likely heightened incidences of road closures due to severe weather impacts.	Action for Partners	Strategies, plans and programmes	Ongoing	A
<b>Waste</b>						

EA53	Save Food Workshops	Free workshops delivered online encouraging residents to waste less food through tips on planning, storage, portions, etc	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	Ongoing since 2021 as part of Waste Strategy	M
EA54	Recycling Champions	A scheme to promote recycling in the community through volunteers. They are provided with promotional materials and meet with each other and Recycling Officers to gain knowledge around recycling which they can take to their communities.	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	Ongoing since 2021 as part of Waste Strategy	M
EA55	Reuse Shop	The aim is to collect good second-hand household items from the recycling centres and sell them. Reuse containers for items to be deposited are now in place at Huddersfield and Dewsbury; the items are currently donated to charity while the Shop is set to open in Huddersfield in mid-late 2022	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	Reuse containers in place 2021, shop to open 2022	M
EA56	Plastic pots, tubs, and trays recycling	Since kerbside recycling was introduced in 1998 as part of the Suez contract, the only plastics accepted have been bottles only. Since April 2022 as part of the interim contract extension, plastic pots, tubs, and trays are now accepted in the green bin for recycling	Actions for Kirklees MC	Policy	Since April 2022	M
EA57	Composting	Though food waste is not yet recycled at the kerbside, the Council trialled in 2020 a composting scheme exploring different types of solution (Bokashi, Wormery, green cone, composter) and residents can now purchase these at a discounted price	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	2020-	M
EA58	Re-procurement of the waste disposal contract	The 25-year contract signed with Suez in 1998 comes to an end in 2023. It has been extended for an interim basis while the contract goes out to tender. This covers the processing of waste at the Materials Recovery Facility (MRF) and Energy from Waste (EfW) in Huddersfield, a Transfer Loading Station (TLS) in Dewsbury, and all Household Waste Recycling Centres in the borough.	Actions for Kirklees MC	Investment	2023	M

EA59	Reintroduction of glass recycling at the kerbside	In 2020 as part of the waste strategy engagement survey various collection container types were proposed. Trials of the different types (a 140L bin or an inner 'caddy' to sit inside the green bin will take place in certain areas (TBC) in late 2022 with full roll-out across the borough in subsequent years	Actions for Kirklees MC	Investment	2022-2025	M
EA60	Introduction of food waste recycling at the kerbside	The Government's Environment Bill mandates for separate food waste recycling across England by 2023. The council will have to collect this separately for composting or anaerobic digestion which requires significant infrastructure investment, in terms of the collection and processing of the waste.	Actions for Kirklees MC	Investment	2023-2026	M
<b>Water</b>						
EA61	Kirklees Local Flood Risk Management Strategy	Development of updated Kirklees Local Flood Risk Management Strategy	Actions for Kirklees MC	Strategies, plans and programmes	2022-2023	A
EA62	Property Flood Resilience PFR Grant	Funding available to properties (residential and business) affected by flooding (which resulted from heavy rainfall during Storms Ciara or Dennis) to make them more resilient in future floods. Up to £5,000 available per property.	Actions for Kirklees MC	Strategies, plans and programmes	2020-2022. New applications closed 31/3/22 but 'new retrospective applications' can be submitted until 1/6/22	A
EA63	Flood risk management strategy	Flood Risk Management Strategy in place (and being revised). Ensure that revisions take sufficient account of increased flood risk due to climate change.	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A
EA64	Flood Warning System	A Flood Warning System is already in place. It should be ensured that this is regularly tested and chains of communication with all those across the council and key partners that need to be involved.	Actions for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA65	Surface water management plan	The surface water management plan should be regularly reviewed, and it should be ensured that climate related risks are sufficiently considered within it.	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A

EA66	Flood Zone Mapping	Flood zone mapping should be regularly reviewed, and it should be ensured that climate related risks are sufficiently considered within data used to inform the mapping.	Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA67	Priority Flood Programme	Combined authority priority flood programme supported by the West Yorkshire combined authority should be regularly reviewed and it should be ensured that climate related risks are sufficiently considered within it.	Kirklees MC and Partners	Strategies, plans and programmes	Ongoing	A
EA68	Reservoirs Act 1975 and Water Act 2003 and Flood and Water Management Act 2009	Ensure that Reservoir, Water and Flood management is aligned to the relevant acts. Ensure that these are updated if/when changes are made to these Acts.	Kirklees MC and Partners	Policy	Ongoing	A
EA69	Yorkshire Water inspection and safety regimes	Yorkshire Water has regular inspection and safety regimes in place for its reservoirs	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA70	Reservoir Emergencies	On-Site Plans for Reservoir Emergencies (prepared by the reservoir undertaker)	Kirklees MC and Partners	Strategies, plans and programmes	Ongoing	A
EA71	Reservoir Inundation Planning	As part of the reservoir inundation framework the document's purpose is to assist local planning for a possible reservoir inundation emergency. Planning ensures that reservoirs are well regulated and have an excellent safety record; however, in the unlikely event of a reservoir collapse, the impact can be significant, and anyone who lives or works in an area that is at risk from reservoir flooding, should ensure that they familiarise themselves with local procedures and plans.	Kirklees MC and Partners	Strategies, plans and programmes	Ongoing	A

EA72	Yorkshire Water - Water Resource management plan	The Water Resource management plan ensures that Yorkshire Water will continue to meet customer demands in the future, doing so with minimum impact to the environment. This plan incorporates future pressures of the water supply and demand due to predicted changes to the climate	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA73	Flood risk management and nature-based solutions	Catchment management and natural flood risk management activities and SUDs	Actions for Kirklees MC	Investment	Ongoing	A
EA74	Water supply monitoring	Yorkshire water monitor water supply grid and reservoir levels	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA75	Yorkshire water drought plan	The drought management plan sets out triggers and actions to maintain water supplies to customers in the event of a prolonged period of exceptionally low rainfall. The plan is reviewed and updated periodically in accordance with regulatory requirements and follows guidelines set by our environmental regulator, the Environment Agency.	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA76	Yorkshire water - drainage and wastewater management plan	Long term planning on how to keep the drainage and wastewater system strong and more resilient to future pressures to 2050 and beyond. Considering the impact of climate change and population growth on the wastewater network. These plans are developed with organisations like Lead Local Flood Authorities, The Rivers Trust, and Environment Agency. Working in partnership with these organisations will ensure that Yorkshire water will deliver long-term solutions with the best value and benefits for our customers.	Action for Partners	Strategies, plans and programmes	Ongoing	A

EA77	Yorkshire Water ARP (2020/2021)	Yorkshire water ARP (2020/2021): Quality agricultural products – this is the percentage of overall biosolids sent to land that meets the Biosolids Assurance Scheme (BAS) accreditation.	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA78	Public sewer management	Yorkshire Water manage the risk from public sewers and Kirklees Council;	Action for Partners	Investment	Ongoing	A
EA79	Flood Risk Management Policy	The focus in the Kirklees LFRMS is to reduce flood risk from local sources where it threatens property and public infrastructure. The Council is also committed to maximising opportunities to carry out flood risk reduction in ways which are sustainable in terms of affordability, environmentally and socially.	Actions for Kirklees MC	Policy	Ongoing	A
EA80	EA water saving tips	In times of water scarcity, the EA issues water saving tips and hosepipe bans, which should be communicated well to all residents.	Kirklees MC and Wider Community	Behavioural, awareness-raising and capacity-building	Ongoing	A
EA81	Interconnected Water Grid	YWS interconnected grid allows water from elsewhere to be brought to West Yorkshire via an extensive network.	Action for Partners	Investment	Ongoing	A
EA82	Canal and River Trust's water resources	Canal and River Trust will continue to work closely with policymakers and regulators to try to minimise the impacts of any new legislation on the Trust's water resources and ensure adequate planning and preparation time is factored in for any legislative change	Action for Partners	Policy	Ongoing	A
EA83	Canal and River Trust lobbying	Canal and River Trust to pursue a more proactive lobbying approach where the likely impacts of climate change are disproportionately costly or burdensome to the Trust.	Action for Partners	Policy	Ongoing	A
<b>Cross-cutting</b>						
EA84	Integrated Impact Assessments (IIAs)	IIAs have become a mandatory tool within Kirklees Council decision making to ensure that all projects and key decisions recognise and take action on their broader environmental, social, and economic impacts, whether positive or negative. The Environment aspect was added in 2019	Actions for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	2022	M & A

		following the Climate Emergency Declaration and the whole IIA process is being revamped.				
EA85	Climate Change Youth Summit	Following on from the successful 'Our Climate, Our Voice' virtual Climate Festival in March 2021, this event will take place in-person at Kirklees College, Huddersfield, in October 2022, which will involve pupils from primary, secondary through to sixth form.	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	2021-22	M & A
EA86	CDP Disclosure	Since 2021 in response to the Climate Emergency declaration the Council reports all district-wide emissions to the independent CDP, an international database using the Global Covenant of Mayor's framework. It quantifies emissions across all scopes and the Council was awarded a Grade C and plans to report again this year with a view to improving its grade.	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	2021-	M
EA87	Climate Champions	Since 2021, in response to a staff survey, the Energy and Climate Change team has set up an internal staff grouping of Climate Champions who meet monthly to discuss topical Environment and Climate Change issues, feed back to their teams and raise ideas and concerns. Over 50 staff have joined the scheme.	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	2021-	M
EA88	Internal Communications, Culture Change and Learning Strategy	The Council will continue to develop learning amongst colleagues in this regard, through the Climate Champions scheme, intranet articles, re-launch of the Green Employee Network, and exploring ways of engaging the frontline workforce. There is now a new e-Learning module and more ideas such as Carbon Literacy training continue to be investigated.	Actions for Kirklees MC	Behavioural, awareness-raising and capacity-building	2021-22	M & A
EA89	REBiz Programme	Providing advice and financial support to small/medium-sized enterprises (SMEs) to become more resource-efficient and adopt circular economy practises. Examples of support includes free resource efficiency audits, funding	Action for Partners	Behavioural, awareness-raising and capacity-building	2020-2023	M & A



		towards projects and free consultancy for up to 30 days.				
EA90	Severe weather plan	Ensure that severe weather planning procedures are in place. Severe weather plans should identify the risks and provide information to communities and individuals to enable them to be prepared for the effects of a severe weather event. This information should be clear and concise on the procedure for the assessment of weather warning and the procedure and activation process. Specific roles and responsibilities for actions should be identified. These plans should lead recovery activity to support the recovery of community and businesses.	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	
EA91	Social care Emergency Planning	Social care providers are contractually obliged to maintain valid Emergency Plans and Business Continuity Plans	Kirklees MC and Partners	Strategies, plans and programmes	Ongoing	A
EA92	Cold Weather Plan	The Cold Weather Plan for England is a framework intended to protect the population from harm to health from cold weather. It aims to prevent the major avoidable effects on health during periods of cold weather in England by alerting people to the negative health effects of cold weather and enabling them to prepare and respond appropriately. Ensure that these plans are carried out within their district.	Kirklees MC and Partners	Strategies, plans and programmes	Ongoing	A
EA93	Hospital management plans	Ensure that hospital management plans are in place to provide a safe, functional & effective environment for patients, staff members, and others. Ensuring that these plans address the functioning of the hospital during a climate hazard.	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA94	Health management plan	Ensure that a health management plan is in place which considers actions addressing climate hazards/ threats	Kirklees MC and Partners	Strategies, plans and programmes	Ongoing	A

EA95	Monitoring and Enforcement	The Council and its partners including the Environment Agency and the Kirklees Emergency Planning Team have monitoring and enforcement powers to ensure that buildings, infrastructure, and environmental features are designed to be safe and meet regulations (where appropriate)	Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA96	Business Continuity Plans	Ensure Business Continuity plans are in place outlining measures of how businesses can continue to operate during unplanned disruptions	Kirklees MC and Partners	Strategies, plans and programmes	Ongoing	A
EA97	NHS Heatwave Plan for England	The Heatwave Plan for England aims to prepare, alert, and prevent people from the preventable health impacts from severe heat in England.	Kirklees MC and Partners	Strategies, plans and programmes	Ongoing	A
EA98	Met Office weather warnings	Certain officers/ teams in the council already receive weather warnings from the Met Office in the case of a severe weather event happening. Ensure that this information is passed on to all those needing to be informed.	Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA99	Major Incident plan	Major Incident Plan is in place. These plans should be linked with Severe Weather Plan, Pandemic Influenza plan, Business continuity plans and Emergency plans	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A
EA100	Fire and Rescue Integrated Risk Management Plan	West Yorkshire Fire and Rescue Service has an Integrated Risk Management Plan with a focus on minimising the risk of emergencies and ensuring that a fast, effective professional response is delivered when required	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA101	Community Engagement	The Council and its partners continue to work to engage and maintain effective relationships with residents, communities, groups, event planners, high risk organisations etc. to reduce the risk of tensions and potential public disorder	Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building	Ongoing	A
EA102	Partnership Approach	Partnership approach between the Council, Police, Fire Service, and others to managing communities.	Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building	Ongoing	A

EA103	West Yorkshire Community Risk Register (2021)	West Yorkshire Prepared is the Local Resilience Forum (LRF) for West Yorkshire. The organisations in West Yorkshire Prepared work collaboratively to ensure there is co-ordination, co-operation, and efficiency within the partnership, working together for the benefit of the communities they serve. Nationally, risks are identified by the Government. The national risks are then assessed locally by the LRF to identify those that may impact West Yorkshire. These risks together form the West Yorkshire Community Risk Register. Under the CCA 2004, it is a statutory duty to publish all or part of the community risk register, where such information would allow members of the public to mitigate the consequences of risks.	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA104	White rose forest action plan 2021-2025	The White Rose Action Plan 2021-25 sets out targets for tree planting and woodland creation across North and West Yorkshire over the next four years.	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA105	Nature Based Solutions	Integration of Nature Based Solutions to flood management and mitigation	Actions for Kirklees MC	Investment	Ongoing	A
EA106	Gas Filling Stations	Designated filling stations have been identified	Actions for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA107	Fuel Disruption Plan	A Fuel Disruption Plan is in place. It should be ensured that fuel disruption due to severe weather impacts is sufficiently considered within it.	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A
EA108	Calder Catchment Flood Management Plan	The Catchment Flood Management Plan considers all types of inland flooding, from rivers, ground water, surface water and tidal flooding, but not flooding directly from the sea (coastal flooding), which is covered by Shoreline Management Plans (SMPs). The role of CFMPs is to establish flood risk management policies	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A

		which will deliver sustainable flood risk management for the long term.				
EA109	Yorkshire water scour risk assessment	Scour tests are carried out routinely at reservoirs to ensure that they can be lowered in case of an emergency	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA110	West Yorkshire Fire and Rescue Service risk-based inspection programme	West Yorkshire Fire and Rescue Service have a risk-based inspection programme which selects high risk premises for re-inspection	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	Ongoing	A
EA111	West Yorkshire Climate and Environment Plan 2021-2024	The Plan lays the groundwork to allow significant carbon dioxide emission reductions to be made later this decade and in the 2030s. A sustainable, nature rich and climate ready West Yorkshire requires significant public and private investment. Mobilising the finance will be a collaborative effort by the mayor and West Yorkshire leaders, Combined Authority, local authorities, government, lenders, investors, and people of West Yorkshire. The finance required to deliver this three-year Plan is up to £4.4 billion. Furthermore, to deliver the priority programme of flooding schemes over the period 2021-2026 will require £120 million.	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA112	Kirklees Local Plan Strategy and Policies	The Local Plan is the statutory development plan, and its purpose is to set out the policies necessary to achieve the strategy and how much new development there should be in the district and where it will go. The Local Plan covers the	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A

		administrative area of Kirklees Council except for that part within the Peak District National Park.				
EA113	NHS Emergency Preparedness Resilience Response Framework	NHS Emergency Preparedness Resilience Response Framework covers responses to a wide variety of incidents and emergencies that affect health and patient care. This includes extreme weather conditions, an outbreak of an infectious disease or a major transport accident.	Action for Partners	Strategies, plans and programmes	Ongoing	A
EA114	Infrastructure communication plan	An Infrastructure communication plan is in place. This should be reviewed regularly, and it should be ensured that climate risk is sufficiently considered within it.	Actions for Kirklees MC	Strategies, plans and programmes	Ongoing	A

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## APPENDIX D: STAKEHOLDER SURVEY RESULTS

### INTRODUCTION

The Residents' Survey was published online between the 16<sup>th</sup> May and the 17<sup>th</sup> of June 2022. It was created in conjunction with Research and Intelligence team and was promoted primarily on the Council's news and social media channels, with some signposting from the Recycling Team using posters and leaflets at two in-person 'roadshow' events.

The aim of the survey was to obtain the input and thoughts of Kirklees residents around reducing carbon emissions, helping to inform the development of the Climate Action Plan which will contribute towards achieving the Net Zero aspect of Kirklees' 2038 target.

The first section of the survey asked for residents to state the ward in which they lived and asked the standard optional equalities monitoring questions.

The next section covered some questions on "**What Climate Change means to you**" – including their level of concern about climate change, how much it is affecting their local area, and prior knowledge of Net Zero generally, and support/opposition to the Kirklees' Net Zero target.

The following section aimed to ascertain, sector by sector, residents' key sustainability **actions** they are already taking, and to state the **barriers** they face in taking up (further) action. Residents were permitted to select multiple options here, hence why the percentages in the figures in this Appendix add up to over 100%.

#### SECTORS COVERED:

- **Your home** (around improvements such as insulation)
- **Your energy** (around renewables, smart meters or heat pumps)
- **Your eating habits** (diet and reducing food waste)
- **Getting around** (transportation)
- **Your water usage**
- **Your natural environment** (use of local green spaces and the quality of them)
- **Your consumption** (reducing waste or repairing and reusing, rather than recycling)

In the penultimate section, residents were asked around '**Working Together**', in terms of who they felt was responsible for tackling climate change, and an opportunity to show willingness to take part in future follow-up surveys, interviews and/or workshops relating to climate change. This could, for example, be in the form of a Citizens' Jury. They were invited to provide contact details (email) if they were interested.

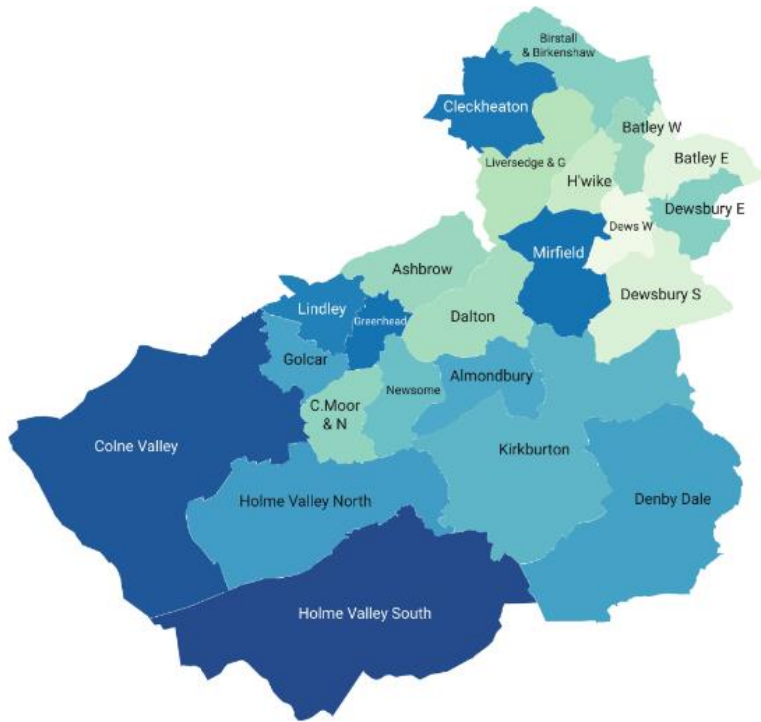
Finally, through a free-text box at the end, respondents could optionally submit any other comments and suggestions around the Climate Change Action Plan, and 799 comments were received here, across which various themes and actions can be seen.

# DEMOGRAPHIC BREAKDOWN

## RESPONSES BY WARD

Survey responses by ward

22 101



Created with Datawrapper

Figure 1: Number of responses by ward

The survey included a link to the Council website where wards could be searched by postcode if they could not recall their ward, however as an optional question which received 1281 responses (of a possible total of 1499), many chose not to disclose their ward. Of those who did, all wards were represented, with some disparity between the number of responses across wards. Figure 1 shows this in map form.

The fewest responses were received from Dewsbury West (22) and the most from Holme Valley South (101).



## AGE AND GENDER

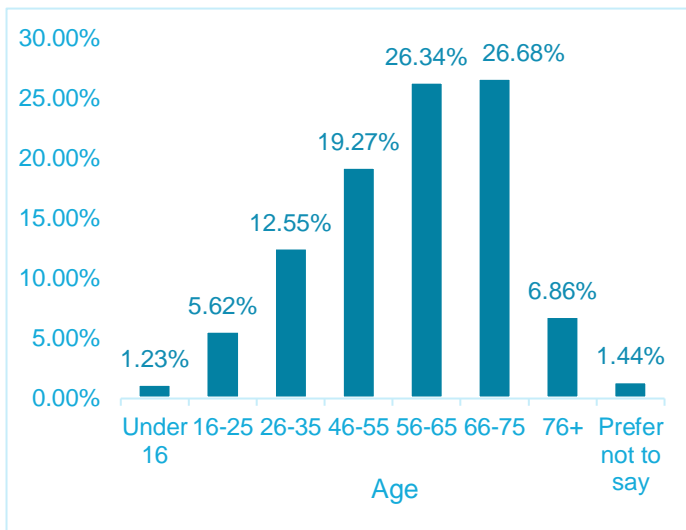


Figure 2 Age of respondents

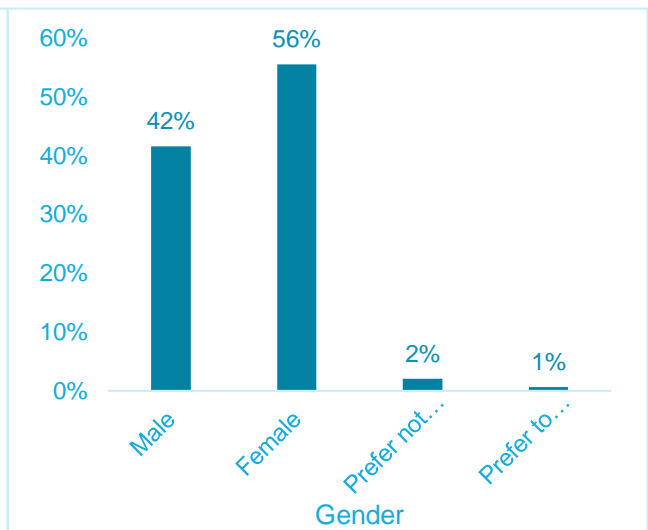


Figure 3 Gender of respondents

The highest proportion of respondents were aged 66-75, closely followed by the 56-65 age group. 56% of all respondents were female.

## ETHNICITY

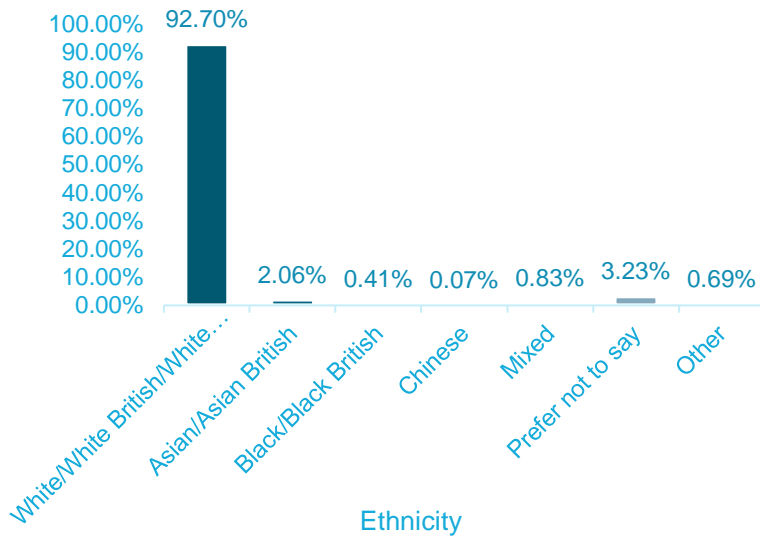


Figure 4 Ethnicity of respondents

Figure 4 shows that almost 93% of respondents identified as White.

## DISABILITY/HEALTH

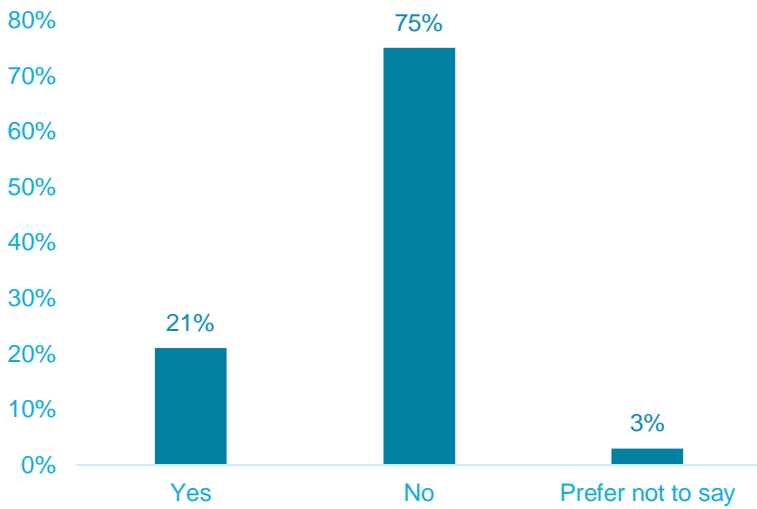


Figure 5 Do you have a disability or long-term health condition that affects your life?

Three-quarters of respondents do not have a disability/long-term health condition.

## ATTITUDES TO CLIMATE CHANGE AND NET ZERO

### CONCERN ABOUT CLIMATE CHANGE

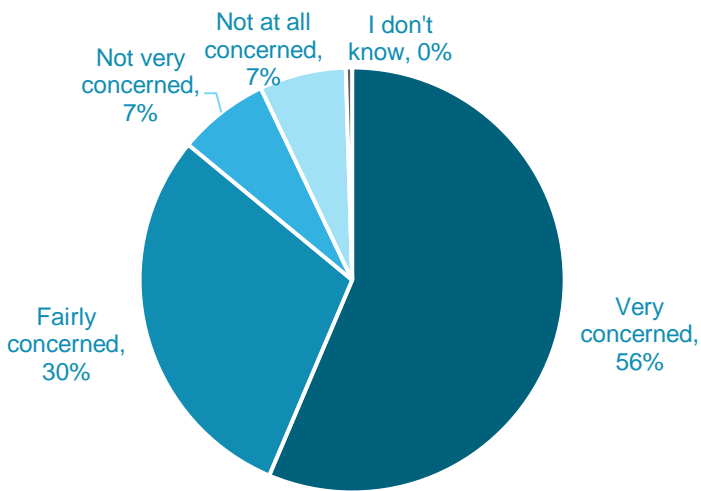


Figure 6 Overall, how concerned, if at all, are you about climate change?

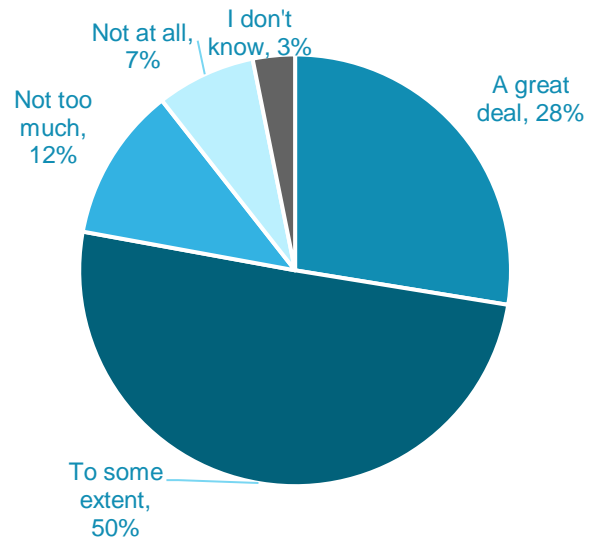


Figure 7 Extent to which climate change is affecting Kirklees and the local area

Figures 6 and 7 show that most respondents are in some way concerned about climate change and feel it is affecting their local area.

## NET-ZERO TARGETS

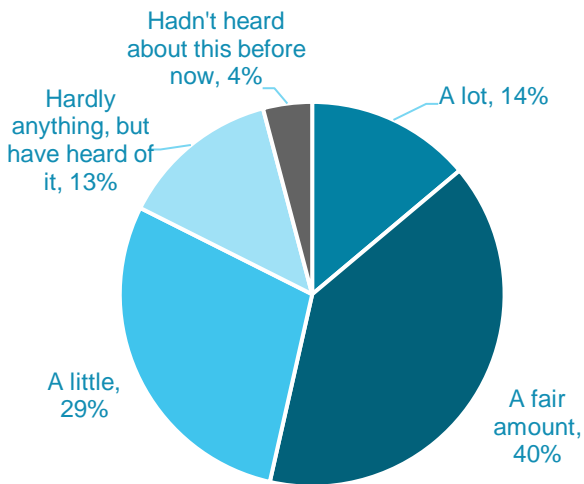


Figure 8 Amount of prior knowledge around Net Zero

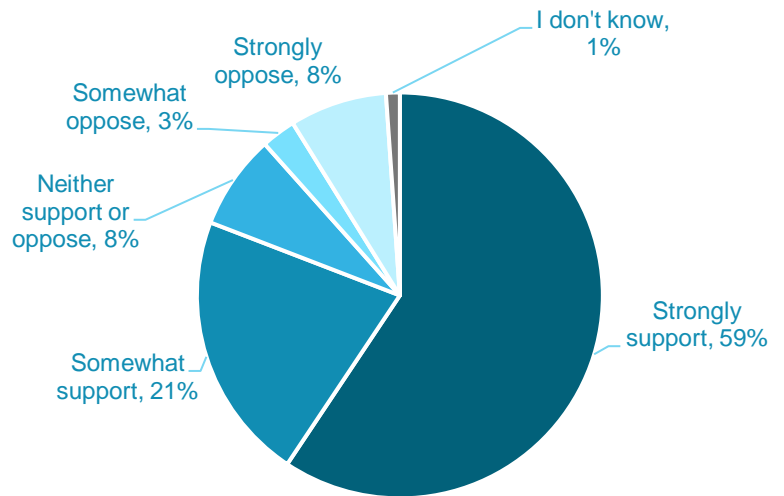


Figure 9 Support/opposition to Kirklees' Net Zero Target

Figure 8 shows that most respondents had at least some knowledge of Net Zero generally.

Residents who selected 'somewhat/strongly oppose' Net Zero to the question in Figure 9 were then asked to explain in a few words their reasons for this - 147 comments were received in total.

There were 3 key themes and 3 minor themes to emerge from the comments received:

**Key Themes:**

- *Climate change deniers*
- *Cost, affordability & financial inequality*
- *Net Zero is unachievable*

**Minor Themes:**

- *Criticism of the Council*
- *Infringement of personal freedom*
- *2038 is not soon enough*

## REASONS FOR OPPOSITION TO KIRKLEES NET ZERO TARGET

### KEY THEMES

#### 1. CLIMATE CHANGE DENIERS

This was the biggest theme to emerge from the comments for this question. Respondents stated that they did not support the net zero target because man-made climate change did not exist, and frequently described the climate change theory with words such as '*nonsense*', '*lies*', '*myth*', '*exaggerated*', '*fraud*' and '*misguided*'.

The fact that '*science*', '*evidence*' and '*data*' existed in support of any climate change being a natural occurrence and not man-made was also frequently mentioned:

*"Man made climate change is the greatest scientific fraud in history."*

*"There is no scientific evidence for climate change."*

*"Man made climate change is a myth, the climate is always in flux, look at the last 200,000 years and show me the impact of mankind on any chart. None of the climate models of the last 50 years work."*

*“Climate change is a nonsense, the earth goes through different cycles, at the moment we are in a cooling cycle, look at the data for god’s sake”*

Some respondents also claimed that CO2 levels did not impact the climate, and claimed this was evidence that any fluctuations that were occurring to global temperatures were natural and not the result of human activity, making net zero a pointless aim:

*“There is no substantive evidence that CO2 causes climate change and aiming at vast expense, to achieve 'net zero' will have no impact on the climate.”*

*“Because climate change is natural and nothing to do with CO2”*

The idea that climate change and net zero was a theory that had been invented as a scam, in order to frighten people and make money out of them, was also raised by several respondents:

*“It’s all complete nonsense, bad science and fear mongering for the sake of leeching money from people”*

*“Because it’s another excuse to get your hands in our pockets”*

*“All a pack of lies, scaremongering to make money”*

## 2. COST, AFFORDABILITY & FINANCIAL INEQUALITY

This was the second biggest theme to emerge, and includes comments from people stating that they opposed the net zero target because striving to achieve it would have financial implications for ordinary people, lead to higher bills and lower living standards, and would negatively impact the poorest and most vulnerable members of society the most:

*“Additional cost to living, travel, energy not viable to low-income households and puts middle earning households into a lower bracket”*

*“Because the poorest will suffer. The only way you can achieve net zero is if we get compensated. Otherwise, you are looking at mass poverty and homelessness”*

*“Cost & disruption is being forced onto people with no thought as to how they can afford it or find alternative arrangements to accommodate the changes.”*

*“All the ideas councils come up with exclude or make life significantly harder for the elderly, the disabled and the poor!”*

That the money could be better spent elsewhere on helping people affected by the current cost of living crisis was also raised by several respondents:

*“Spend the money on the people who desperately need help in the current crisis.”*

*“There are far more important things we should be concentrating on”*

*“We have a cost-of-living crisis, no effective policing and are being screwed via the tax system and you are concentrating on this nonsense.”*

## 3. NET ZERO IS UNACHIEVABLE

The third key theme includes comments from respondents claiming that they opposed the net zero plan because it was unachievable, and a target Kirklees Council could not hit.

People described the policy with language such as ‘pointless’, ‘unrealistic’ and ‘impossible to achieve’ and claimed that in order to make any difference to climate change the world’s biggest polluters would have to come on board.

*“Too costly and futile whenever the likes of China and India disregard carbon reduction targets and we continue to purchase goods from them thus adding to emissions. Virtue signalling nonsense.”*

*"I think it is an impossible target and totally unrealistic."*

*"Unrealistic, unnecessary and will have no impact on climate change whatsoever."*

*"It will make no difference to climate change. The UK's contribution to emissions is insignificant."*

*"The UK produces only 1% of the world's greenhouse gases. Being net zero in Kirklees will make no difference to climate change. If you want to change the climate you need to tackle the bit polluters."*

## **MINOR THEMES**

### **1. CRITICISM OF THE COUNCIL**

A number of respondents criticised the Council's policies, claiming that any investment should be made in improving roads, bins and public transport:

*"Policies are creating significant increases in traffic pollution. Unused cycle lanes cause more and more queues increasing pollution massively"*

*"there is no actual council support for affordable joined up transport system for the area so people cannot stop driving their cars"*

*"You can't fix the potholes, how are you going to save the planet"*

## 2. INFRINGEMENT OF PERSONAL FREEDOM

A number of respondents expressed concern that achieving net zero would involve too much interference from local and central government into people's lives, and infringe upon their individual freedom to choose their own lifestyle, travel and eating habits:

*"Government has no right to dictate what I eat."*

*"It's just an excuse for busybodies to micromanage the fun out of other people's lives, and increase state and local government intrusion into the individual's personal life."*

*"Being told what to eat ,drive and electricity use is dictatorial"*

*"It is not for some local council to decide how I live my life or what I eat. End Off. Kirklees is stepping out of bounds with this crazy "Idea""*

## 3. 2038 NOT SOON ENOUGH

Finally, a handful of respondents commented that they opposed the net zero target because 2038 was just not soon enough:

*"It's not fast enough. 2038 is too far away to help."*

*"The target should be more ambitious"*

## ACTIONS AND BARRIERS BY SECTOR

### BUILDINGS

#### EPC RATING

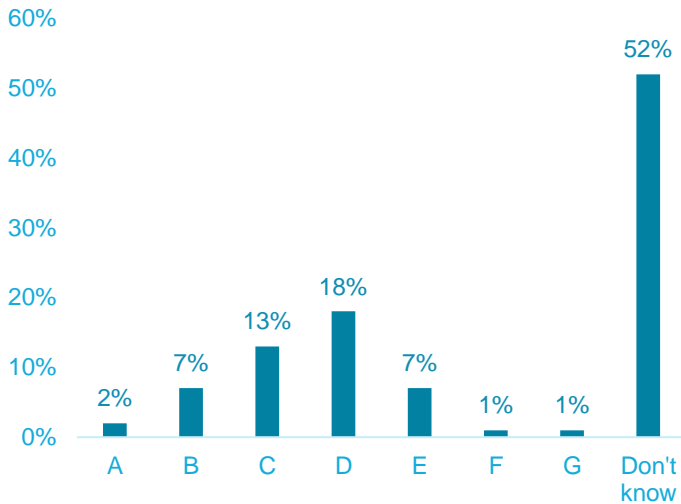


Figure 10 What is the EPC Rating for your home?

#### BARRIERS

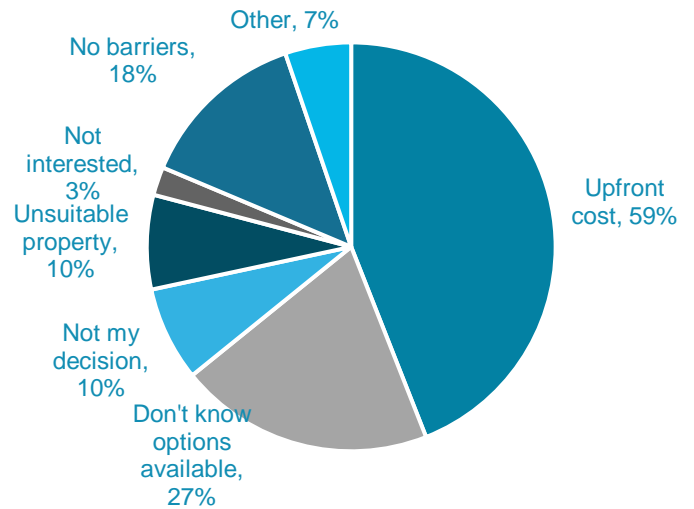


Figure 11 What barriers do you face when thinking about improving the energy efficiency of your home?

The question relating to the buildings sector first required residents to recall their property's EPC rating if possible (Figure 10). The survey provided a link to the gov.uk website where this could be found, however the majority responded, 'Don't Know', and the most common EPC rating of those who answered was D (18%).

*Upfront cost* was the top barrier (Figure 11) faced by respondents (59%), followed by 'Don't know what the options are available to me (27%)' and 'No barriers – my home is already very energy efficient (18%)'.

**101 comments** were given by people who selected 'other' in the barriers list given in the question.

Most of the 'other' answers given to the question were further discussions of the barriers to improving energy efficiency listed within the options given in the list. These included many comments around the cost people would need to lay out and how much they would get back along with the suitability of their properties.

Several people discussed issues on not been allowed to put measures in place as their property was either listed, rented or they felt their property was just not suitable for cavity wall insulation or heat pumps.

#### Barriers that were mentioned that were not listed in the options included:

- lack of **available/suitable companies for implementing** the changes to their properties
- lack of **advice on the process** of arranging the changes.
- **No more was possible** to do to their property.
- Uncertain of suitability and longevity of **new technology**

# ENERGY

## ACTIONS

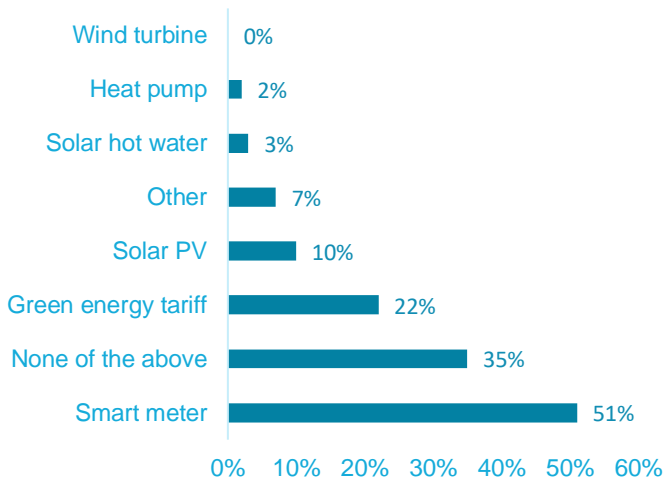


Figure 12 Renewable energy actions implemented

## BARRIERS

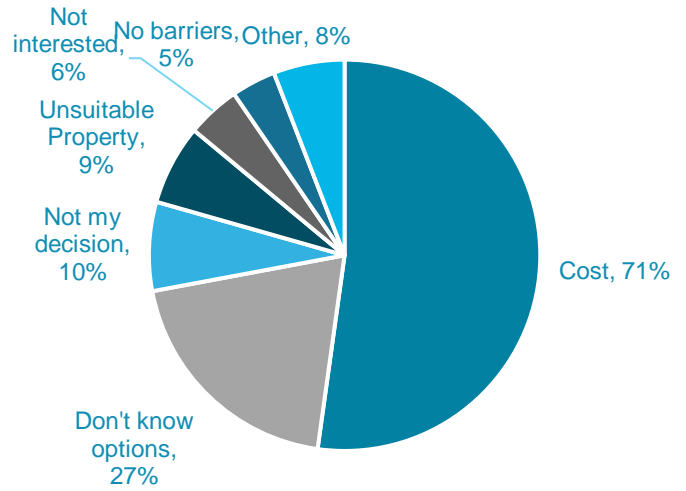


Figure 13 What barriers do you face when thinking about implementing measures for renewable energy?

A 'smart meter' was the most popular feature to be implemented by respondents (51%), followed by 'None of the above (35%)' and 'Green energy tariff (22%)'.

'Cost' was the top barrier faced by respondents (71%), followed by 'Don't know what options are available to me (27%)' and 'Not my decision (10%)'.

**91 comments** were given by people who selected 'other' in what they had already implemented in their homes - these included the following:

- **Insulation** – Inside wall insulation (26) roof insulation (22) Underfloor insulation (4) outside wall insulation (3)
- **Upgrades to Windows** – double/triple glazing (16) More efficient windows (3)
- **More efficient Boilers/Heating** - Wood pellet boiler/stove (4) Thermostat (6) Heating on low (4) Newer boilers (3) Heat pump, biomass boilers
- **Use of Solar Power** – Solar lights (3) Solar hot water
- **Personal Change in Behaviour** - Turning off appliances (3) Compost bins (2), Food Cady, Soap bars, personal measures, Home grown fruit and veg, Drying clothes outside, quicker showers, Batch cooking, Walking, car sharing
- **Water** - Rainwater harvester/water butt (7) Insulated hot water pipes, Water Meter
- **Changes to Appliances/Lighting** - Low energy lights (5) Energy efficient appliances, no electric dryer
- **Other** - Battery storage (3) Draught proof doors, Windows and loft trap doors, Hydrogen fuel cell

Several people also mentioned that they had tried to have a smart meter installed but were unable to due to issues with the locations of their electrical meter.

116 comments were given by people who selected 'other' on 'What barriers do you face when thinking about implementing measures for renewable energy'



Many comments further discussed barriers mentioned within the list provided such as the cost of implementing these measures and the buildings not being suitable with a number mentioning the need for building consent.

**Barriers that were mentioned that were not listed in the options included:**

- Lack of knowledge of **where to find suitable and available suppliers**
- **Time/commitment restraints** for people having to go through the process of organising.
- Unable to have smart meters due to **location of electrical meters**.
- **Noise concerns** of heat pumps
- **Moving homes** shortly so not viable to invest
- Changing the **overall look** of the property from an external view and **damaging internal decorations**
- Planning barriers in **conservation areas**
- Concern with functions currently on offer and lack of trust with **maturity of new technologies**
- Not **recouping costs** due to individual's older age
- **Disruption** caused by installations

**FOOD**

**CURRENT DIET**

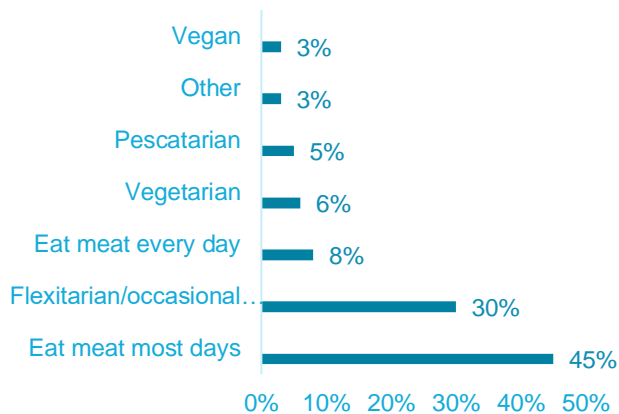


Figure 14 What best describes your current diet?

There were 44 'other' comments received from respondents describing their current diet:

- **Varied/ mixed/ 'normal'/ well-balanced/ omnivore/ I eat all the options listed** (16)
- **Prefer not to say/ you can't tell me what to eat/ nonsense / none of your business/ diet is nothing to do with climate/ stop interfering in people's lives** (9)
- Most meals are **meat-free** (6)
- **What I can afford/ budget dependent** (3)
- **What I fancy/ I don't put a label on it** (3)
- **Vegan plus fish** (2)
- **Local food and meat** (2)
- Celiac (1)
- Meat and fish most days (1)
- Only white meat and fish (1)

'I eat meat most days (45%)' was the most popular diet choice amongst respondents (Figure 14), followed by 'I am a flexitarian (30%)' and 'I eat meat every day (8%)'.

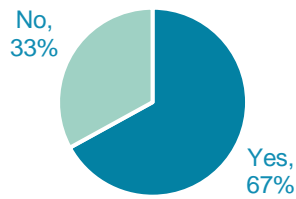


Figure 15 Are you making or have made changes to your food buying/eating habits to reduce environmental impact?

Residents were then asked if they have made changes to their food buying and eating habits (Figure 15) and two-thirds said yes. Those who selected 'yes' to the question in Figure 15 were then asked what actions they are taking and could select multiple options (Figure).

## ACTIONS

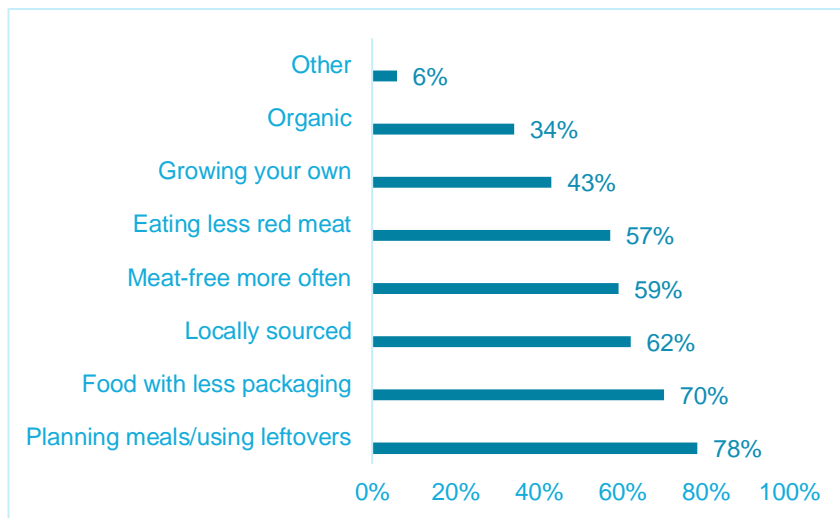


Figure 16 What have you done?

'Planning meals and using leftovers to reduce waste (78%)' was the most popular change respondents had made, followed by 'Buying food with plastic free/no packaging (70%)' and 'Choosing locally sourced food (62%)'.

There were 55 'other' comments describing the changes people have made to their eating and food buying habits to reduce their environmental impact. Many people mentioned more than one change within their comment:

- **Going vegan** / vegetarian/ eating more **plant-based** (9)
- Buying from **businesses that reduce waste**/ buying fairtrade/ buying from food surplus outlets/ buying from an odd-shaped fruit & veg supplier (8)
- Buying **seasonal and UK** produced food/ avoiding imports, air freight, high food miles & high water input produce (7)
- **Composting** food waste (5)
- Using glass bottle **milkman** (5)
- **Growing own** food / volunteering at community garden (4)
- Using **milk substitutes** (4)
- **Shopping less** often (4)
- Avoiding **palm oil** (4)
- Buying short-dated **clearance** items/ food on offer (3)
- Avoiding buying from **companies that have a detrimental effect** on the environment (1)
- Avoiding plastic packaging (1)
- Reusing as much as possible (1)
- Eating healthily (1)
- Using reusable shopping bags (1)

## BARRIERS

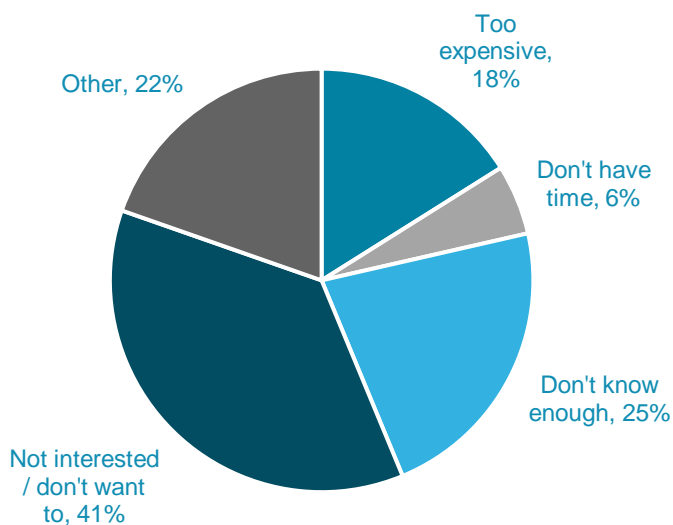


Figure 17 Reasons for not making changes to food habits

Those who answered 'No' to the earlier question were asked for their reasons why (Figure 17). 'I'm not interested/I don't want to (41%)', was the most popular reason followed by 'Don't know enough about it (25%)' and 'Other (22%)'.

There were 102 'other' comments made in response to this question:

- **I already do have an environmentally friendly diet** /been eating low meat diet for many years/ always been mindful of what we eat/ conscious of this for a long time /have been eating local food for many years/ already consider wider impacts of food purchase /already do this for health reasons or ethical reasons (36)
- **Don't think it will make a difference**/ no evidence to say food makes a difference to climate change / it's not something I need to think about (14)
- **You can't tell me what to eat** / this is nonsense/ food does not impact the environment / my diet won't affect global temperatures (10)
- **People need meat**/ meat is healthy/ meat has more goodness than plants/ climate impact of meat is exaggerated / we need to support local farmers / I'm a carnivore (9)
- **Plant-based food can also leave a large carbon footprint**/ food miles can be higher with meat-free products/ vegan food uses palm oil (7)
- **I enjoy my diet** / I can only eat certain foods / I'm a fussy eater (7)
- **Have to consider family**/ parents/ children (6)
- **Having a healthy diet** is my main concern (6)
- **Alternatives are not available**/ choice is limited (4)
- **Responsibility** lies with the supermarkets / food supplier (3)
- **It's too confusing** to know what to do/ don't know how (2)

## TRANSPORT

### ACTIONS

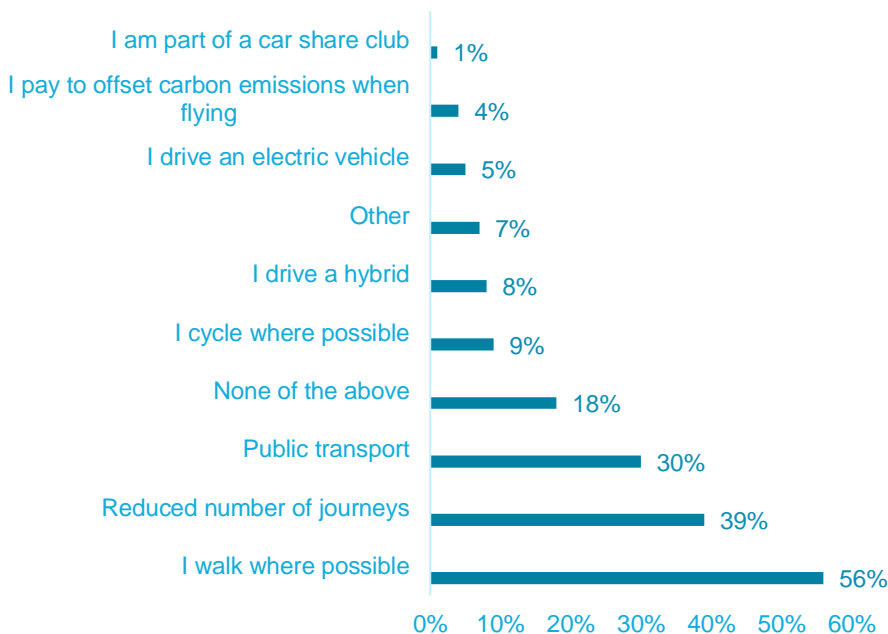


Figure 18 Actions being taken to reduce emissions when travelling

'I walk where possible/practical (56%)' was the most popular choice, followed by 'I have reduced the number of journeys I make (39%)' and 'I use public transport (30%)'.

There were 95 'other' comments made in response to this question. Many of these were to elaborate around the options already listed within the question:

- **Use my car less/ walk more** / use public transport more / don't travel daily / I hardly go out / shop locally / don't have a car /car share to work/ car share with family/ combine journeys /travel reduced for financial reasons (32)
- **I avoid flying**/ don't take holidays abroad (17)
- **I drive slowly and carefully** / drive a low emissions / small **economical car** (16)
- **Working from home** / increase virtual meetings (11)
- **I have a disability**/I need my car (7)
- Travel on public transport/flights **limited due to covid** (4)
- **Have paid money to plant trees**/ pay monthly to **carbon offset**/ help to finance a hydro-electric scheme (3)
- I drive a **self-charging hybrid** (3)
- **About to buy an EV**/ will buy one when cost comes down (3)
- Nonsense / **you can't tell me what to do** (3)
- **Keeping old car** for as long as possible to avoid waste (2)
- There should be **fewer parking restrictions** in town centres (2)
- **EV are not the solution** to the problem (1)

## BARRIERS

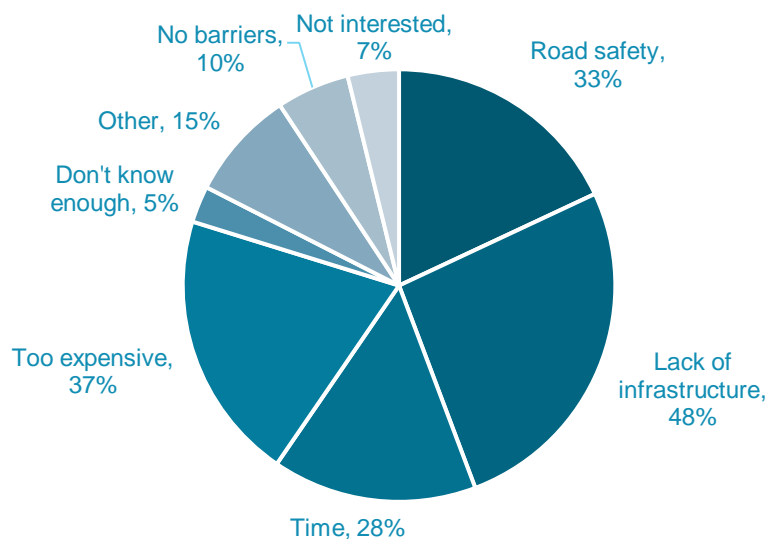


Figure 19 Barriers to sustainable transport

'Lack of infrastructure (48%)' was the top barrier to emerge, followed by 'It's too expensive (37%)' and 'Road safety (33%)'.

There were 212 'other' comments made in response to this question. Again, some of the comments were a discussion of options already listed within the question:

- **Disability/age/health issues/** I'm housebound/ mobility problems/ lack of fitness/ can't get on a bus with a wheelchair (71)
- **Poor public transport offering/** slow/restrictive/cost/timetables/no links between bus and train/ inconvenient/ unreliable/not practical/poor route plan/ no park and ride options/ polluting/ should be publicly owned/ unsafe after dark (36)
- **Cycling is unsafe/**other vehicles don't respect cyclists /There is no connected off-road network/ poor quality cycle lanes and routes/poor road surfacing /lack of places to leave a bike/security/ nowhere to store a bike (24)
- **Convenience of having a car /I need a vehicle for work/**ability to tow/need a car for caring responsibilities/ security of having a car (carrying tools etc)/there's no one to car share with/ I go to work or school too far away (18)
- **Cost** of EV/ e-bike (16)
- **Too hilly** for cycling or walking in Kirklees (14)
- **Only use vehicle when necessary/**not excessive car use/work from home/ only use car for essential journeys/ I don't travel abroad (12)
- **Lack of EV charge points** and infrastructure / **can't install a charge point** at home/EV range not good (11)
- **Safety issues of walking** especially for **women** at night/cyclists on footpaths make it dangerous to walk/ **dangers as a pedestrian** on busy roads/motorists don't respect pedestrians/ bad parking/lack of speed measures/ need to improve pavements (11)
- **EVs are not green/** worries about EV battery disposal/ don't want to rent the battery /better to use less electricity not more (11)
- **Cycling/public transport is inconvenient** for carrying anything/takes too long/don't want to change clothes at work/ can't ride a bike (9)
- **Plan to buy an EV at the right time/**in a few years/not ready to change my car (5)
- **Weather** (4)
- **CO<sub>2</sub> is not a problem/** climate change deniers (4)
- **Covid/germ** worries on public transport (3)

## WATER

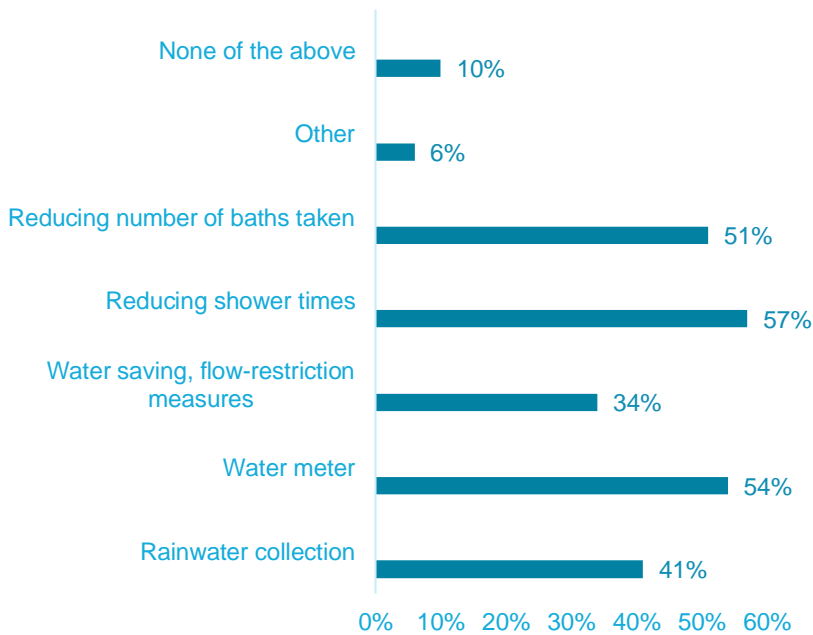


Figure 20 Water-saving measures already taken

## ACTIONS

*Minimal use of a hosepipe (57%)* was the most popular measure to be taken by respondents, followed by *Water meter (54%)* and *Reducing number of baths taken (51%)*.

There were 82 'other' comments made in response to this question. Suggestions made to manage water consumption that were not already listed as response options to the question were:

- **Reusing and recycling water / using grey water on plants /Use rain water to flush toilet, wash car, water plants etc (14)**
- **Reducing use of washing machine and dishwasher / only use when full or necessary / bought a more efficient washing machine / reduce cycle times (11)**
- **Collect the water as tap is running waiting to heat up/ use cold water instead (11)**
- **Restrict toilet flushing (6)**
- **Only use the minimum for everything (6)**
- **No continual water flow for shower/car wash/teeth cleaning (5)**
- **Restrict washing up/ wash dishes by hand (4)**
- **Only fill the kettle with what you need (4)**
- **It rains a lot in the UK, there is no shortage of water (3)**
- **Use the gym showers/sauna instead (3)**
- **We have our own well/ private supply of water (3)**
- **Water should be publicly owned (1)**

## BARRIERS

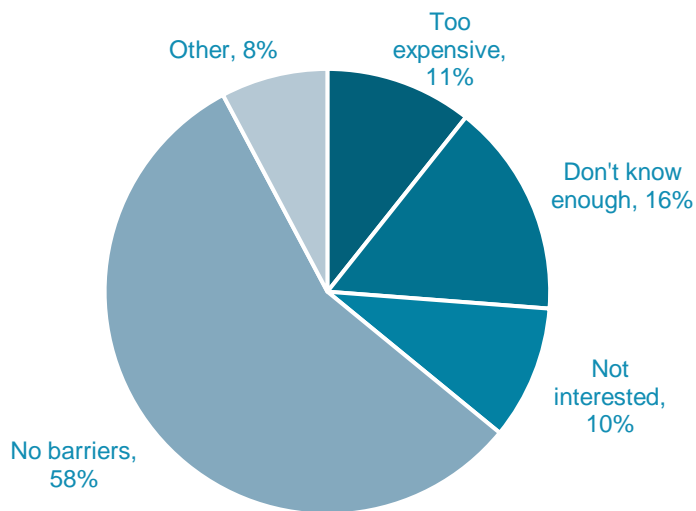


Figure 21 Barriers to water-saving measures

*No barriers – I already do many of these (58%)* was the most popular option selected, followed by *I don't know enough about it (16%)* and *It's too expensive (11%)*.

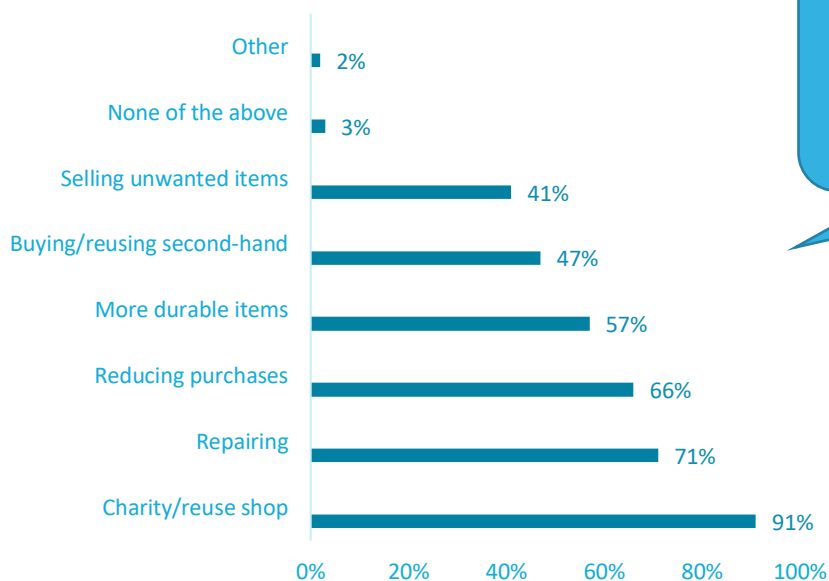
There were 110 'other' comments made in response to this question:

- **Can't have water meter/water butt due to house restrictions** / location/ lack of space / a shared water supply / **not compatible with infrastructure** of apartment block/ listed building / water company won't fit it for me / Yorkshire Water said it wasn't advantageous/pipes are too old / flow restrictors don't work on my systems/ my water pressure is too low / previous problems with water meters (24)
- **My water consumption is already low** / I do everything I can / I don't take baths (11)
- **Time constraints** / will do eventually / intend to do this at some point (10)
- **Disability / old age** / skin condition / health issues require baths/hygiene reasons (10)
- **Yorkshire Water are wasteful** / problem is with the water companies not consumers / profiteering by water company for shareholders / YW don't offer advice or a discount for using a water butt / YW should be privatised (8)
- **Cost** / low income (7)
- **Not in my control**/ live with my parents / live in a rented property (6)
- **Don't understand why we need to save water** / we get a lot of rain here/ it doesn't seem necessary (6)
- **Laziness / convenience**/ don't think I need to change/ don't think about it/ I like a long shower (5)
- **Water meters are bad** for families and poorer households/ water shouldn't be restricted (5)
- **Don't have the DIY skills or ability** to install rainwater collection or water butt (5)
- **This is all rubbish** / political / due to immigration / stop preaching / council doesn't care so why should we (5)
- **Need advice** / don't know who to trust or **where to go for help** to do this (3)
- **Can't persuade teenage children/family members** to take shorter showers (2)
- I buy bottled water (1)
- Worried about getting legionnaires disease from a water butt (1)



## WASTE

### ACTIONS



*"I've moved here from another area. I have been disappointed by the limited doorstep recycling. In particular, the absence of food waste and glass collection"*

Figure 22 Actions taken to reduce waste

*Donating unwanted items to a charity or reuse shop (91%) was the most popular measure taken by respondents, followed by Repairing broken items where possible (71%) and Reducing the number of items I purchase (66%).*

There were 34 'other' comments received to this question. Suggestions made that were not already listed as response options to the question were:

- **I only buy things I really need** / I buy very little / I mostly buy from charity shops (9)
- **I wait for clothes to fall apart** / things to become irreparable before I part with them (5)
- **I give items away** on Freecycle / trash nothing / Freegle (4)
- **Sharing items** with friends, family, and neighbours (3)
- **Manufacturers need to make goods that last**/ combat this throw-away society (2)
- Find **new uses** for items (2)
- I **make and repair** things myself (2)
- I **repurpose waste** within the community (1)
- I work for a **charity** (1)
- **It's my life**, I consume what I want (1)

## BARRIERS

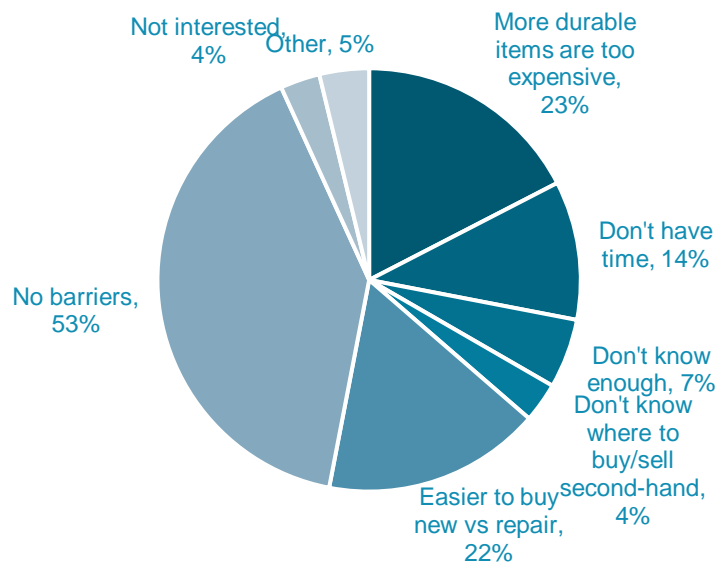


Figure 23 Barriers to actions to reduce waste

*No barriers – I already do many of these (53%)* was the most popular option selected, followed by *More durable items are too expensive (23%)* and *It's easier to buy new than to repair (22%)*.

There were 59 'other' comments received to this question. Suggestions made that were not already listed as response options to the question were:

- **It's cheaper to buy new than to repair** / repair not always good enough which makes it more of a risk (14)
- **Things are not built to last any more** / poor quality items on offer/ impossible to repair electrical goods sometimes/ manufacturers should make things more durable (13)
- **Difficulty with repairing items** /Council should be promoting reuse and repair centres / need more places to take items that can be reused/ don't know where to take things for repair /can't repair things myself/ need to teach more people how to repair items/ need more reuse centres (11)
- **I buy very little**/ look after my things/ keep things until they are worn away (4)
- The items I throw away **nobody else would want** or are beyond repair (2)
- My partner **doesn't like second hand** goods (1)
- I don't like **strangers coming to my house** to buy second hand goods (1)

## NATURAL ENVIRONMENT

The section on the Natural Environment took a different approach to previous sectors and aimed to ask utilisation and quality of green spaces. There were **no** free-text options in this section.

### TIME SPENT IN GREEN SPACES

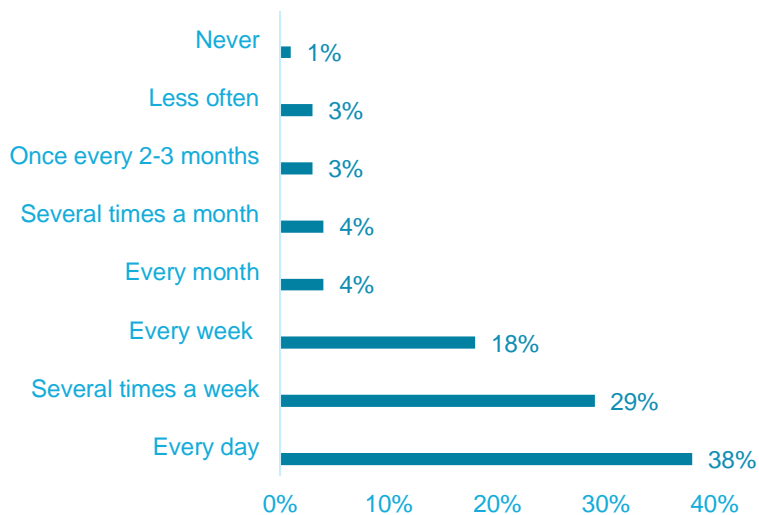


Figure 24: Amount of time on average spent in green spaces over the last 12 months

Residents were first asked how often they spend free time in green and natural spaces over the last 10 months. The vast majority of respondents stated that they have at least a weekly contact with green / natural spaces, with most (38%) spending time in them every day on average.

### QUALITY OF GREEN SPACES

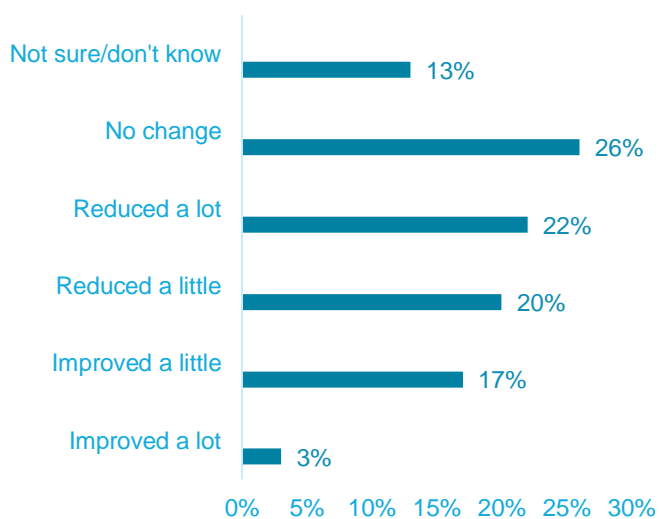


Figure 25 Answers to if 'Has the quality changed over the last 5 years?'

The following question asked if they felt the quality of local green/natural spaces had changed over the last 5 years.

Most (26%) felt there was no change in quality over the last 5 years, and, overall, more felt that the quality had reduced compared to those felt it had improved.

To assess more specifically the quality of green spaces with regards to utility value, residents were asked the extent to which they agreed/disagreed with the following statements:

- *They're within easy walking distance*
- *They're good places for mental health and wellbeing*
- *They're of a high enough standard to want to spend time in*
- *They're good places for children to play*
- *They're places that encourage physical health and exercise*
- *They're good places to meet other people*
- *They provide a good opportunity to see nature*

For brevity, the pie chart in Figure 26 below shows the proportion of those who either **disagreed** or **strongly disagreed** with the above statements:

### QUALITY AND USE OF GREEN SPACES

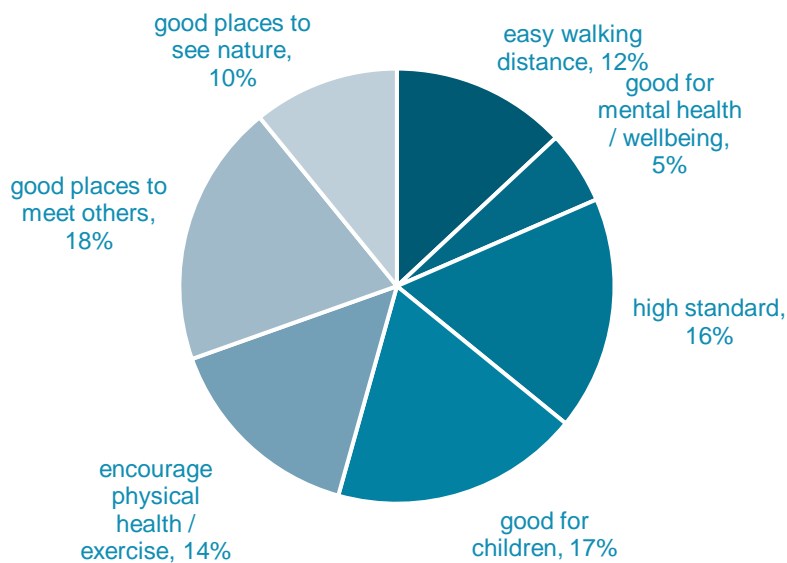


Figure 26 Proportion of respondents who disagreed or strongly disagreed with each statement

This shows that for each statement the vast majority of respondents *agreed, strongly agreed* or *'didn't know'* for each of the statements. The most discontent was found regarding if they were *good places to meet others*, where **18% disagreed or strongly disagreed**, closely followed by *'good for children'* (17%) and that they were *'of a high enough standard'* (16%)

## COMMENTS AND FURTHER SUGGESTIONS

The final question was an optional open question:

DO YOU HAVE ANY OTHER COMMENTS OR SUGGESTIONS FOR DEVELOPING KIRKLEES' CLIMATE CHANGE ACTION PLAN?

It received **799 comments**, and of these there were, in terms of general comments, **8 key themes and 4 minor themes** that have been identified from analysis of the comments.

In addition, we studied the comments for those which included suggestions for **actions** that the council (or partners) could take, and analysed the number of times each **action** was suggested. The top ten suggestions and their frequency are shown in Figure 27 below.

### SUMMARY

<u>The 8 key themes are:</u>	<u>The 4 minor themes are:</u>
1. <i>Improve Recycling Options</i>	1. <i>2038 is not soon enough</i>
2. <i>Housing &amp; Planning Decisions</i>	2. <i>Littering and fly tipping</i>
3. <i>Tackle Traffic Congestion &amp; Air Pollution</i>	3. <i>Electric Vehicle Issues</i>
4. <i>Improve and Encourage Active Travel &amp; Public Transport</i>	4. <i>Focus on business, not just individuals</i>
5. <i>Educate, Involve &amp; Inform Communities</i>	
6. <i>Criticism of the Council's Approach</i>	
7. <i>Tackle Financial Inequalities</i>	
8. <i>Protect Trees and Improve Biodiversity</i>	

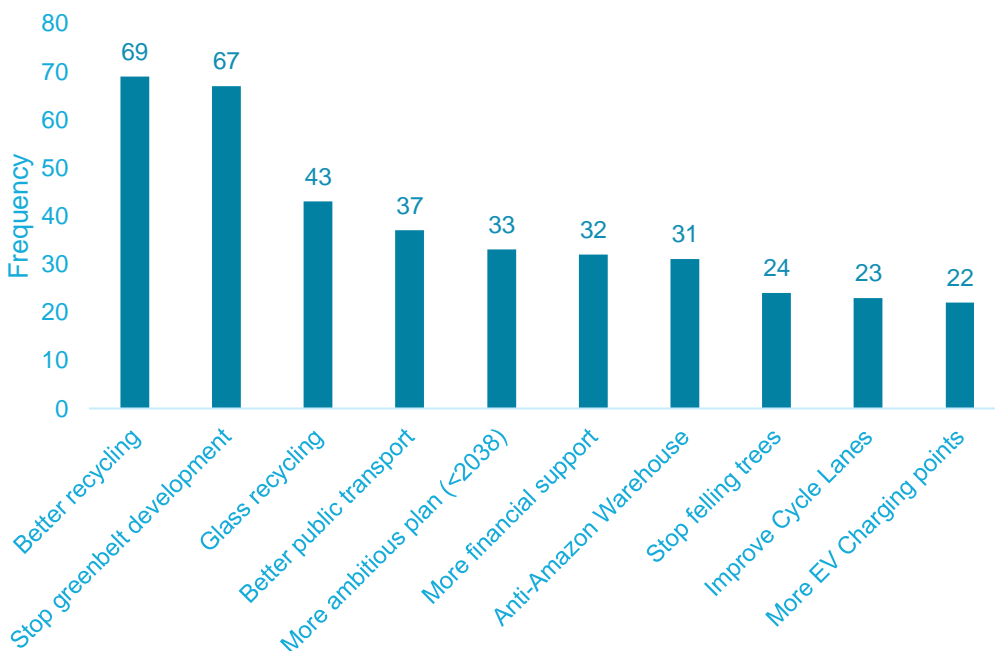


Figure 27 Top 10 actions suggested and number of times each action was suggested.

## KEY THEMES

### 1. IMPROVE RECYCLING OPTIONS

Many respondents commented that the current recycling facilities available within Kirklees were **inadequate**, and that kerbside collections should be expanded to include materials such as **glass, soft plastics, tetra-paks and food waste**. If not at kerbside, then more freely at recycling centres. Providing a brown garden waste bin free of charge was also repeatedly called for.

The highest number of comments criticising the council throughout this survey came in response to poor availability of recycling options:

*“Start offering the glass recycling scheme again as most people have to drive to a bottle bank to get rid of their glass. It not very good for the environment, is it?”*

*“Reintroduce glass collections, brown bins free of charge, food waste collections and free compost bins and water butt's”*

*“Can we improve the amount of things we can recycle e.g soft plastics etc to reduce landfill, tetrapaks; food waste”*

**Other local authorities** were frequently mentioned, with many respondents claiming that Kirklees falls short in comparison with other areas in terms of the recycling service offered:

*“It would be nice to see a better recycling scheme. Other councils have food waste and glass recycling as standard.”*

*“Maybe attempt to not be ranked the worst Council in the country for recycling...it's embarrassing.”*

*“Do not feel that Kirklees are doing as much as other Councils for recycling. I know of others in neighbouring Councils who have glass collections and garden bin collections free”*

Several respondents also commented that age, disability and lack of transport could make some residents unable to successfully recycle certain materials:

*“Always remember age can be a barrier to successful recycling. Eg infirmity, lack of transport will rule out much recycling.”*

*“It is... difficult to take bottles to bottle banks on bus.!”*

### 2. HOUSING & PLANNING DECISIONS

Concerns, criticisms and suggestions around Council planning decisions forms this second key theme. This includes criticism of Council decisions to approve construction and development of housing on **green belt land** and **flood plains**, and suggestions to ensure both new and existing homes are **built/retro-fitted** to be as eco-friendly and energy efficient as possible.

The second highest number of comments criticising the Council throughout this survey came in response to building on green belt land:

*“Cutting down on the number of planning approvals which re-zone green belt land as brown field”*

*“Yes review all local plans, if they involve Green Belt, or former Green Belt do NOT build on them”*

*“If Kirklees is serious about climate change then it needs to reverse its decision to build over 600 new houses on the green belt.”*

Assessing the environmental impact of planning decisions in terms of **destruction of green spaces and potential flood risk** was frequently mentioned:

*“The council should review every planning application with a view to the impact on climate. ... Every bit of development affects both pollution and flooding adversely.”*

*“the scale on which new housing is going up and the fact that this could be eco, sustainable development, but it's not! Kirklees are failing to minimise/mitigate the environmental impact, it's devastating!”*

*“Yes stop giving planning permission for houses on ancient water meadows in the highest risk flood areas.”*

**Re-purposing empty properties** across Kirklees was suggested by many people as a housing solution instead of building on green belt areas. Ensuring these buildings were properly **insulated** and made as **eco-friendly** as possible was also stressed:

*“Be more inventive ... reuse, re-purpose brown sites or disused/derelict sites. Encroaching onto green land or green, open spaces is a total abandonment of our climate change responsibilities.”*

*“Re-use of consistently empty property, with a thought for more efficient heating, insulation etc. Why are council houses that are being re-roofed (Overthorpe Estate) not incorporating solar panels?”*

*“It concerns me that Kirklees spend a lot of time sending out resident surveys, instead of taking action ... and reduce building on green belt land, when existing and grade listed properties are stood empty in town centres.”*

Ensuring **new-build** houses were all automatically fitted with features such as EV charge points, effective insulation, heat pumps and renewable energy sources was frequently raised by respondents. The importance of **retro-fitting** existing properties in this way was also mentioned:

*Planning/building regulations should be amended to make solar panels, ev charging points, green heating systems, etc absolutely compulsory on all new construction - both domestic and commercial.*

*“All planning consents for new builds should make it compulsory to have solar or wind power. All extensions should have planning permission to include green energy”*

*“We must have a huge increase in retrofitting and building new houses fully insulated, with renewable energy sources as standard”*

The importance of **public and council-owned buildings** showcasing eco-friendly systems and features was also raised:

*“People need to see public buildings using eco saving methods”*

*“Support more renewable energy sources on council buildings”*

### 3. TACKLE TRAFFIC CONGESTION & AIR POLLUTION

The problem of **air pollution** across Kirklees forms this third key theme to emerge from the comments. There are many factors contributing to this problem as recognised by respondents. These include traffic congestion, road widening policies, airport expansion, certain business activity (Syngenta was mentioned several times), bonfires, wood-burning stoves, bad traffic management by the Council and engines left running when vehicles are stationary.

A significant amount of criticism directed at the proposed **Amazon warehouse** at Cleckheaton and the increased traffic flow and potential pollution that would come from this has also been included within this theme.

Council-led decisions on road widening and traffic management were widely criticised throughout the comments as having detrimental impact on air pollution levels, and contributing to the climate emergency:

*“STOP all road expansion schemes in Kirklees - they are NOT compatible with a climate emergency.”*

*“The West Yorkshire Combined Authority is wrongly planning to spend £100 million on roads in Kirklees - when a Moratorium would be better to ameliorate climate change”*

*“This council is largely responsible for travel and vehicle related pollution due to its inability to manage traffic flows.”*

*“We need ... Kirklees officers who really understand and have a real vision and understanding for clean and green communities that don't rely on cars, NOT investment in road widening and car parking!!”*

**Air pollution** caused by speeding, speed bumps, congestion, too many traffic lights, road works and diesel/petrol engines left running were also raised by respondents:

*“more speed restriction to cut emissions and accidents.”*

*“Vast numbers of vehicles with cold engines running. a few cars at a time through traffic light controlled junctions. Effects? Vast consumption of fuel with no gain (ie. movement), appalling air quality along many roads”*

*“Reduce the time that traffic is impaired by roadworks. Queuing cars/lorries creates pollution.”*

*“Fine occupants of stationary vehicles who sit with the engine running”*

**Electric buses** and taxis were also encouraged alongside electric cars:

*“Get more electric buses in Kirklees like there are in nearby Leeds”*

The proposed construction of an **Amazon** warehouse near the Chain Bar roundabout at Cleckheaton caused much concern amongst respondents, who claimed that approving this development was **completely at odds** with the Council's net zero aspirations and would generate pollution from increased traffic flow, and destroy local greenspaces:

*“Kirklees Council are total hypocrites to send this survey out and also support the building of the Amazon centre at Junction 26 of the M62. This will destroy an extensive area of natural beauty, drastically reduce the local air quality locally by clogging up the already overburdened local roads”*

*“Its absolutely disgraceful that Kirklees are even considering the Amazon warehouse which will drastically worsen the already over polluted area and completely destroy the biodiversity of the former green belt. Kirklees commitment to climate change? WHAT A JOKE!!”*



*“Stop the plans for the Amazon warehouse from going ahead... you will never achieve net zero with this monstrosity and the pollution which is already double WHO recommended guidelines will be astronomical”*

#### **4. IMPROVE AND ENCOURAGE ACTIVE TRAVEL & PUBLIC TRANSPORT**

The importance of switching away from individual cars and towards the use of active travel methods and public transport was expressed by many respondents, and forms the fourth key theme to emerge.

Making bus and train fares cheaper, offering free bus passes to more groups of people, and ensuring the service on offer was more reliable and appealing than at present in order to encourage people to switch from using cars were among the most common suggestions made by respondents within this theme:

*“Buses need to be more reliable to reduce car usage. Train fares need to be cheaper.”*

*“I live on a bus route for work commute but hindrances such as no waterproof bus shelter affect my decision. Cost is expensive and reliability is poor at best.”*

*“Why build new road ... Better to restrict car usage and increase public transport targeted at much used locations eg supermarkets.”*

*“Buses need to be a comparable experience to private cars in terms of comfort and convenience - a knackered 20 year old bus with leaky windows and threadbare seats twice an hour isn't going to get anybody out of an air conditioned car.”*

*Improving the safety of cycle lanes, cycling infrastructure, waterways, footpaths and greenspaces to encourage more people to switch to active travel was also suggested by many respondents:*

*“Develop a coherent cycling and active travel plan.”*

*“Creation of more greenways and maintenance of existing footpaths to a better standard.”*

*Providing adequate facilities for people with disabilities and considering accessibility issues and barriers certain groups might face in terms of transport was also raised:*

*“Little notice is ever taken of disabled peoples’ transport needs. For example, there is a huge emphasis on cyclists’ needs but none on improving access needs of disabled people eg improving pavements and paths to make them safer for essential wheelchair & mobility scooter users.”*

#### **5. EDUCATE, INVOLVE & INFORM COMMUNITIES**

The importance of **educating residents of all ages** about climate change, providing practical advice and information to **help people make more informed eco-friendly choices**, and involving community groups, universities and local experts to contribute towards the plan forms this next key theme.

A **lack of understanding** about the impact of climate change, and the need to educate people in Kirklees to raise awareness of the problem and the potential solutions was expressed by many respondents:

*“Just to do everything you can to bring the dangers of climate change to everyone's attention”*

*“Utilise council assets, e.g. museums, libraries, parks and open spaces to provide fun but educational activities for all ages to increase learning and raise awareness of climate emergency”*

*“You need to run campaign days in communities challenging people to think about their choices more.”*

*“I think we need to find a way to speak to the non converted.”*

Kirklees Council needing to provide reliable and comprehensive **information and advice** for residents to help them make greener choices, in particular relating to household decisions such as insulation, heating and generating power was also called for:

*“Open more information sessions in town, drop in centres with specialist or knowledgeable staff manning them.”*

*“The council need to get potential green suppliers so people don’t get conned and incentives for people to use them”*

*“Provide realistic/practical advice on how to insulate a typical West Yorks ...house.”*

Building **partnerships with local community** groups in order to get the message across, supporting groups that were already doing good work for climate change and ensuring the community in general was engaged and involved with the whole process was also expressed:

*“Local communities should be involved in drawing up plans in the style of Planning for Real.”*

*“Involving and linking up community groups from various areas to help get the message across to people.”*

*“Keen that the council should enable and support community-led actions on things like retrofit, community-led energy generation projects, local food production”*

Involving **students and experts** at local universities and taking learnings from all appropriate sources in order to develop the Climate Change Action Plan was stressed by several respondents:

*“allocating more funds for related research in the field of climate change to the university of Huddersfield could be a good practical step forward”*

*“Please please please don’t assume that you know all of the answers. There is a wealth of knowledge across Kirklees that can be used to drive action!”*

*“Consult with the Green Party and other appropriate groups with relevant expertise. Give this as a project to University students. Go through recent, relevant research papers etc.”*

## **6. CRITICISM OF THE COUNCIL’S APPROACH**

Criticism of the Council’s approach to the climate emergency, criticism of council employees and decisions, including calls for the Climate Change Action Plan and net zero target to be scrapped, forms this next key theme. Claims that this agenda is a **waste of money and that climate change does not exist** have also been included here.

A number of respondents accused the council of **hypocrisy**, citing decisions on planning (roads and construction) that were at odds with the net zero target:

*“Kirklees may have a plan but the damage to the environment by the Council or condoned and supported by it verges on the hypocritical”*

*“YES - I find the role of KCC to be appalling in their lack of concrete measures to reduce climate change. The proposals to fell many mature trees, the failure to support the planting of trees... the greenwash in this survey. KCC is a very conservative anti-Green out-of-date council with arrogant councillors.”*

*“How can we meet our agreed limits on Co2 in the UK when our council (Kirklees) is supporting a huge building of a warehouse that will put close to 40,000 extra lorries on our roads. ...Should we care when the council shows it doesn’t care?”*

Some respondents accused the council of **virtue signalling**, and described the council's net zero plans as a **waste of money**, calling for the funds to be re-directed elsewhere rather than spent on tackling climate change:

*“Concentrate on providing the services your employers, the general public, actually want instead of this green rubbish.”*

*“Focus on other things that affect people's everyday lives now. Cost of living, food banks, stop these virtue signalling projects”*

*“Yes. Scrap it and use the savings to reduce council tax so that all residents may benefit.”*

*“Stop virtue signalling... and get on with what you are supposed to be doing- emptying bins and fixing potholes”*

Some respondents went further than suggesting this policy was a waste of money, to suggest that climate change doesn't exist and that net zero is a harmful agenda:

*“Drop carbon zero now, it's a global de-population agenda and a project of global bankers”*

*“You can't change the climate. If you think you can you need to get some psychiatric help for you are delusional.”*

*“climate change doesn't exist.”*

*“There is no policy as ill-thought out, as ineffective, as madcap or as unnecessarily punitive as net-zero. It is literally destroying lives.”*

## **7. TACKLE FINANCIAL INEQUALITIES**

The **cost** of eco-friendly options was raised by a number of respondents as being the biggest **barrier** in preventing them from making greener choices. The high price of electric cars, renewable energy sources, home improvements and organic food were all mentioned.

Respondents suggested that the Council needed to tackle these inequalities and ensure greener choices were economically viable for all residents, regardless of income:

*“Environmentally friendly options need to be made significantly cheaper - if not, free!!”*

*“Until the cost of electric/hybrid cars reduce I can't afford one either new or secondhand!”*

*“The biggest barrier for people is cost”*

*“Unfortunately, whatever the plan it is likely to prove too expensive for many of us when even buying food is a struggle let alone anything else.”*

Following on from this, a number of respondents commented that the Council (or central government) should be **incentivising** residents, private landlords/homeowners and businesses to switch over to more eco-friendly and energy efficient solutions (suggestions included insulation, double glazing, EV ownership, e-bikes, solar panels, wind turbines, heat pumps etc); by offering grants / bursaries or interest-free loans, or by supporting people to find funding and help where available:

*“provide low interest loans for environmental improvements at home”*

*“There needs to be massive government incentive available to make house refitting affordable... The net zero target for Kirklees does not feel possible without a massive programme backed by cash or long term zero interest payments.”*

*“Ground source heat pumps/wind turbines are great but not practical for individual households in terms of cost or space - could we have council initiated shared sites where several households could use them and share the cost?”*

*“Grants for solar panels and ground source heat pumps.”*

## **8. PROTECT TREES AND IMPROVE BIODIVERSITY**

Protecting **mature trees** and tackling the **biodiversity crisis** forms this last key theme. A large number of respondents commented specifically on Council plans to widen the A629 Halifax Road and the decision to fell 126 mature trees to make way for this, stressing how detrimental to climate change this would be, as well as being at odds with the Council’s net zero plans:

*“Stop felling mature trees - there is no point in planting hundreds/thousands of sapling trees and then felling mature trees on a planning whim”*

*“STOP THE WIDENING OF THE A629 AND STOP CHOPPING DOWN MATURE TREES TO MAKE SPACE FOR MORE CARS.”*

*“the planned work on the Halifax Road is a dreadful step forward in combating climate change - all for the sake of saving literally 2 minutes on a journey. Absolutely ridiculous to get rid of those trees, widen roads, encourage more traffic.”*

*“protect all trees... TREES ARE FREE CARBON CAPTURE, and also look stunning”*

The importance of tackling the current **biodiversity** crisis was also stressed by a large number of respondents. This includes suggestions such as cutting out use of weedkiller and pesticides, supporting wildlife, increasing availability of allotments, ponds and green spaces and educating residents on the importance of insects and re-wilding:

*“Reducing/eliminating use of pesticides, encouraging residents to use alternatives to pesticides; re-wilding more; developing & protecting wildlife corridors”*

*“I would also like to see less grass verge cutting and areas of parks where native wildflowers can grow to support the native wildlife. All pesticides / chemical weed control substances should not be used by the local area maintenance services. Seed sharing schemes too”*

*“There need to be more done in the action plan to tackle the biodiversity crisis”*

*“re-wilding more; developing & protecting wildlife corridors... plant trees, protect existing ponds/green spaces.”*

## MINOR THEMES

### 1. 2038 IS NOT SOON ENOUGH

A number of respondents were frustrated with the 2038 net zero target and called for the Council to be bolder and more ambitious and bring this forward. People called for meaningful and urgent action to be shown right away and for this to be the Council's top priority:

*"2038 is a poor target. You can and should implement change quicker. Stop making excuses, stop wasting time"*

*"Make sure it is embedded in every aspect of life in Kirklees as a matter of urgency and importance."*

*"Net Zero needs to happen before 2038. There is no ambition with a target that is 16 years away"*

*"The plan is nowhere near ambitious enough. NetZero by 2030 or earlier"*

### 2. LITTERING AND FLY-TIPPING

A number of respondents agreed that littering and fly-tipping was a problem in Kirklees that was damaging to the environment and needed to be addressed. Some suggested stricter fines and penalties to be imposed on people who dump rubbish, but the majority were in favour of making access to tips and household waste/recycling sites easier so that people could dispose of items (including rubble) properly.

Providing a re-use shop at all recycling facilities was also suggested, as well as a free council collection service for bulky items. Ensuring takeaway food packaging was biodegradable across Kirklees was also mentioned by some respondents.

*"do something more about fly tipping, littering etc which is damaging the environment. I often think it would be cheaper to allow more stuff to be tipped at council tips, than to clear fly tips!"*

*"Making disposal of some kinds of waste difficult and expensive as Kirklees Council had done in recent years is completely THE WRONG APPROACH. This has just brought about a burgeoning of fly-tipping, (never cleared for months on end) which has degraded so many of the green natural areas into dirty, smelly quasi-tips. Responsible waste management cannot depend on clumsy and ineffective so-called deterrents, it must provide easily accessible, free of charge facilities as an alternative."*

*"Bigger fines for rubbish dumping"*

*"Make it easier and cheaper for people to get rid of bulky goods to stop the dreadful fly-tipping, which is costly to us all and to the environment. Many people do not have transport to get to tips. Those people should not be penalised or prejudiced, as they are often single parents, young, old, ill, disabled, or poorer residents."*

### 3. ELECTRIC VEHICLE ISSUES

Respondents raised several issues surrounding electric vehicles – such as the current lack of infrastructure, the lack of affordability (as discussed in the previous 'Tackle Financial Inequalities' theme), and our continued reliance on fossil fuels for electricity.

The need for more charge points across the district and the problem of how to charge a car parked on-street overnight were both mentioned:

*“Install and maintain more electric car charging points in all car parks.. Make sure existing charging points work.”*

*“Have a more robust EV charging plan. Every parking bay should have a charger. Charging hubs, lamppost charging etc.”*

*“I hope to be told how to charge an electric car soon, despite my car being 20 metres from my house.”*

Also, a smaller number of respondents commented that promoting electric vehicles as an eco-friendlier alternative to diesel/petrol cars was misleading unless we address where the electricity is sourced and how cars are manufactured, and batteries are disposed of:

*“Promoting electric cars, instead of reducing the need for travel, and improving public transport, just wastes resources (by making new cars) and wastes precious electricity”*

*“Until someone proves to me that the electricity for electric cars is coming from an ethical and environmental source I would not consider buying an electric car.”*

*“EVehicles less effective for reducing emissions than petrol/diesel efficient engines by time battery construction and disposal, electric generation and lack of mileage possible considered”*

#### **4. FOCUS ON BUSINESS, NOT JUST INDIVIDUALS**

Placing more emphasis on business activity rather than individual activity, and how incentivising or forcing businesses to reduce their carbon footprint could make the biggest difference when it comes to achieving net zero, was expressed by a number of respondents, and forms this last minor theme.

Action being required that is beyond the Council to take, and in some cases beyond central government and on a more global scale was also raised by some people.

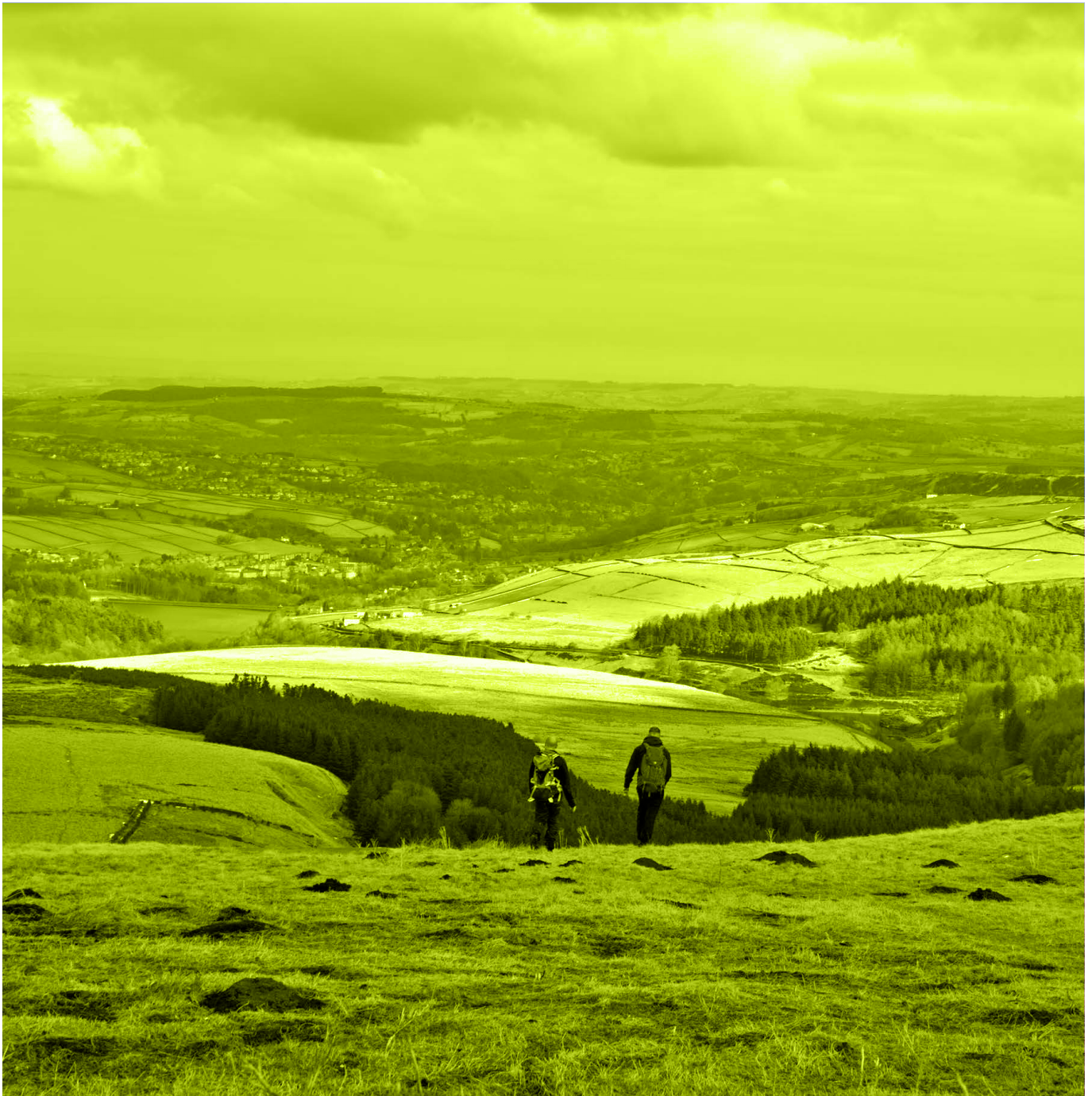
*“The main power in combating catastrophic climate change does not lie with individuals. Encouraging recycling of yogurt pots is great and that, but let's not pretend it matters a hill of beans when set against flights with nobody on board”*

*“I think local councils are duty-bound to work/liaise with local industry to maximise their Climate Change Action Plans.”*

*“Please start placing most emphasis on business, especially big business and richer people. Currently the plans imply energy poverty for more of us and another money-making scheme for those able to profit from government contracts.”*

Kirklees Council

# Kirklees Climate Change Action Plan



## FOREWORD

Welcome to our Climate Change Action Plan. This plan sets out our ambitions for the area of Kirklees in reaching the aim of becoming 'Net Zero and Climate Ready by 2038'.

Ever since we declared a Climate Emergency in 2019, the Council has been completing 'Phase 1' of our climate response – which has involved implementing measures to reduce both the Council's own operational emissions and the emissions from Kirklees as a whole. This Action Plan begins our 'Phase 2' response, outlining an integrated and collaborative approach to climate change, building on phase 1 work to reach our ambitious target.

This is a plan for climate change mitigation and adaptation, which covers a wide range of sectors across the district, linking with and addressing other existing Council plans and strategies such as the 'Clean and Green' shared outcome within Our Council Plan, our 'Resources and Waste Strategy' and our 'Air Quality Action Plan'.

Although it is a global issue, we have and will continue to experience the impacts of Climate Change locally in Kirklees, through events such as floods, wildfires, and heatwaves. As a result, we must not develop 'net-zero tunnel vision' and ensure that we are also 'Climate Ready', meaning that we are prepared and able to reduce, absorb and quickly recover from the negative consequences of climate change.

Local, collaborative climate action by all is essential to protect our environment and livelihoods for future generations. This action plan does not just outline actions for Kirklees Council, but measures that can be adopted by residents, businesses, agencies, organisations, and partners alike, as we all must be on this journey to a Net Zero and Climate Ready future, together.

Throughout the development of this Action Plan, we have engaged with and listened to residents and external partners, through surveys and workshops. We will continue to work with our allies as this plan is both developed further and ultimately delivered to ensure it is reflective of the diversity and unique characteristics of Kirklees.

Although the focus of this plan is to deliver actions that can reduce our greenhouse gas emissions and increase our resilience to the impacts of climate change, it also outlines the many co-benefits; social, economic, and environmental, that these actions can provide Kirklees. This is particularly pertinent due to the current cost of living crisis, the impacts of which could be reduced in a low to zero carbon Kirklees, through greater use of renewable energies reducing our reliance on natural gas, more energy-efficient homes bringing our energy bills down and a greater uptake of active or public transport options, reducing our reliance on diesel and petrol cars.

A low-carbon and resilient future is not the preserve of 'the few', but the right of everyone in Kirklees. It is our priority to ensure that the actions we suggest are realistic, pragmatic, and accessible, so that everyone, regardless of background can benefit from their outcomes. Furthermore, we will strive to educate, inform, and upskill our residents, giving you a helping hand in making the changes required to achieve our collective goal.

I invite you to join us on this path to a low emission and resilient future and allow us to lead the way locally in addressing this global issue.

**Councillor Will Simpson**

Cabinet Member for Culture & Greener Kirklees





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DRAFT

## EXECUTIVE SUMMARY

This Climate Change Action Plan (CCAP) presents Kirklees Council's approach as to how the district of Kirklees can achieve its ambition to be Net Zero and Climate Ready by 2038.

In its creation, Kirklees Council has engaged with a diverse range of individuals and organisations from across the district to feed in the diverse range of perspectives and backgrounds from across the Borough.

Achieving this vision is not easy. Climate change is not restricted by jurisdictional boundaries, and neither is the solution. There is a reliance upon national level policy and a UK wide transition to Net Zero and becoming climate ready to truly see a comprehensive impact on both our emissions and our resilience to the impacts of climate change.

Kirklees Council is proud to present this action plan and are determined to lead the way in achieving our 2038 targets. However, the Council's determination to be net zero and climate ready by 2038 will not achieve this target by itself. This will only be achieved through a genuine collective effort by all organisations, businesses, and residents across the district.

This document is also a call for action, to those people who live, work, visit and invest in Kirklees, to join the Council in this exciting period of necessary transformation.

### What the CCAP for Kirklees IS:

- The first step in our action planning journey and will be followed-up by a more 'detailed' action plan, outlining place-based priority actions that are accompanied with more specific details of required finance and expected emission reductions.
- An attempt to set out a list of 206 actions that could be put in place within Kirklees to achieve Net-Zero and Climate Ready by 2038, centred on an evidence base and public engagement.
- Built on an understanding that Kirklees can only achieve its targets if organisations, individuals, institutions, agencies, and regional and national government take responsibility and play their part.

### What the CCAP for Kirklees IS NOT:

- **Perfect.** This is the Council's first iteration of the plan, developed through engagement across the district and informed by a comprehensive evidence base. A monitoring and evaluation strategy will be put in place with an expectation that this plan will evolve, based on further engagement activities and continuous feedback.
- **The only action plan within Kirklees.** It is acknowledged that other organisations will continue to have their own plans and strategies and that this plan should complement and enable those.
- **A list of firm commitments or instructions.** This plan sets out actions that can be taken by Kirklees Council, key partners, and members of the wider community to help deliver the districts net zero and climate ready target. It relies on a collaborative effort from these organisations and individuals to decide if, what and how they will change their own activities to help achieve a shared climate ambition. A firm list of commitments will be provided in Action Plan V2 (see pg. 18)
- **A Barrier:** This action plan is not intended to impose rules that stifle innovation and other work occurring across the district.

## INTRODUCTION

This Climate Change Action Plan (CCAP) for the district of Kirklees, outlines Phase 2 of Kirklees Council's response to the Climate Emergency declared in 2019. Building on the work completed by Kirklees in Phase 1 of climate action, this plan sets out the district's aspirations to help address both climate change mitigation, by reducing carbon emissions and climate change adaptation, by improving the districts resilience to the impacts that a changing climate will incur.

In collaboration with stakeholders from across the district, this action plan is a call for action. It sets out the scale of the climate change challenge, a list of likely actions that will need to be taken and by whom, as well as highlighting the co-benefits that can be achieved by the actions outlined.

This action plan is a major strategic programme for the district and forms an important part of the Council's overarching 'Clean and Green' shared outcome within 'Our Council Plan 2021/23'<sup>1</sup>.

---

*"It is time for Kirklees to step up and show it believes in improving our environment and dealing with the climate emergency" (Political voice)*

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## VISION AND PRINCIPLES

The overarching aim of this action plan is to set out the initial pathway to achieve Kirklees' Climate Vision of:

### **A Net Zero and Climate Ready Kirklees by 2038**

To support this, the following five principles have been adopted in the development of the action plan:



#### **Flexible**

This strategy will evolve and adapt, monitoring, evaluating, and learning as it progresses.



#### **Shaped by People**

All residents and businesses within Kirklees are allies, with rights and responsibilities to deliver this strategy for Kirklees, working inclusively to ensure all aspects of Kirklees society are well represented.



#### **Fair**

Achieve a just and equal transition to our net Zero and Climate Ready future, highlighting co-benefits to be realised.

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<sup>1</sup> Kirklees Council. 2021. *Our Council Plan 2021.23*. [Online] [Last accessed 1<sup>st</sup> June 2022] Available from: <https://www.kirklees.gov.uk/beta/delivering-services/council-plan.aspx>



### **Evidence based**

Action will be rooted in a robust evidence base, utilising collective knowledge, and understanding to interpret and analyse how current systems and future actions are and will perform.



### **Mitigation and Adaptation focused**

Developing actions that specifically contribute to Kirklees' Net Zero and Climate Ready by 2038 commitment.

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*“Make sure this vision is embedded in every aspect of life in Kirklees as a matter of urgency and importance” (Resident voice)*

---

## **THE EMISSION REDUCTION TARGETS**

The overarching mitigation target for Kirklees is to be:

**‘Net-Zero by 2038’**

### **Why 2038?**

In August 2019, the Tyndall Centre for Climate Change Research produced a report for Kirklees Council outlining recommended climate change targets based upon the commitments in the 2015 Paris Agreement to stay “well below 2°C and pursuing 1.5°C” for global temperature rise, informed by climate science and defined in terms of science-based carbon budget setting.

This report recommended that Kirklees aim to “reach zero or near zero carbon no later than **2041**.”

Following the report from the Tyndall Centre, Kirklees set a more ambitious target to reach net-zero by 2038, aligning with both the West Yorkshire Combined Authority’s target, and the regional target for Yorkshire and Humber set by the Yorkshire Leaders Board.

In 2021, Kirklees Council commissioned the Place-based Climate Action Network team, based at the University of Leeds, to undertake a ‘Net-Zero Carbon Assessment’ for the district. This report outlined the science-based emission reduction pathway to achieving net-zero (see Table 1 below).

To stay in-line with this emissions pathway, Kirklees district will adopt the following, science-based, ‘stepping-stone’ carbon reduction targets (against baseline levels from 2000).

Table 1: Kirklees' Emissions Pathway to Reach Net-Zero against baseline levels from 2000 - Adapted from 'A Net-Zero Carbon Assessment for Kirklees' (Gouldson et al., 2021).

Year	Target for Emissions Reduction
By 2025	63%
By 2030	78%
By 2035	87%
By 2040	92%
By 2045	95%
By 2050	100%

It is important to acknowledge that these stepping-stone targets are Kirklees-wide and that some areas within Kirklees will have a greater scope and opportunity, therefore a greater responsibility, to reduce carbon emissions than others, depending on relevant economic factors.

To achieve 'Net-Zero by 2038', Kirklees will may also be required to manage any residual emissions remaining after all planned actions have been implemented. This will be adopted as a last resort and may typically involve offsetting, which is a complex issue with challenges around fairness, financing, interventions, and carbon accounting - all of which will be considered in more detail as the district progresses towards to 2038.

All emission reporting and target setting for Kirklees is using CO<sub>2</sub> equivalent data.

Other, more qualitative sector based targets are also outlined by the 'Net Zero Carbon Assessment', found here: [A Net-Zero Carbon Assessment for Kirklees - A Technical and Economic Options Appraisal](#).

## THE ADAPTATION TARGET

Kirklees' target for Climate Change Adaptation is to be:

**Climate Ready by 2038.**

Kirklees accepts that the large proportion of climate emissions released into the atmosphere by human activity are 'locked in', the consequence of which is already being felt by communities within Kirklees, the UK and across the world.

It is important that Kirklees therefore understands the impacts and opportunities climate change presents to the communities and business within the district, whilst developing measures that can be collectively implemented to protect the most vulnerable residents, alongside reducing the economic, environmental, and broader social impact that will be experienced. The risks facing Kirklees and its communities are outlined in the 'Climate Change Risk and Vulnerability Assessment (CCRVA)', which you can read on the Climate Emergency website [\[Insert link here once live\]](#).



## ALIGNING WITH EXISTING STRATEGIES, PLANS AND TARGETS

In the development of this action plan, wherever possible, Kirklees Council has identified and aligned targets with existing government strategies and plans at a local and regional level.

### **Our Council Plan 2021 – 2023**

Launched in 2021, 'Our Council Plan' sets out the Council's Vision, Approach and Values to be a place which combines a strong sustainable economy with a great quality of life.

Of the 9 shared outcomes detailed, the most relevant to this action plan are the shared outcomes for 'Clean and Green', 'Sustainable Economy' and 'Shared by People'. [Read the Our Council Plan 2021/23 | Kirklees Council.](#)

### **Kirklees Waste & Resources Strategy 2021 – 2030**

Kirklees Council launched its Waste & Resources Strategy in 2021, setting out our ambitions for "a clean, green, sustainable future for Kirklees with zero waste to landfill and where waste is valued as a resource through re-use, recycling, and recovery."

Key targets from this strategy include:

- Achieve a recycling rate of at least 55% of collected municipal waste by 2025.
- Achieve a recycling rate of at least 70% at our Household Waste and Recycling Centres by 2025.
- Achieve 90% diversion from landfill by 2026.

[Read the Kirklees Resources and Waste Strategy 2021 and beyond](#)

### **Kirklees Air Quality Action Plan (AQAP) 2019 - 2024**

Produced as part of Kirklees' duty to Local Air Quality Management, this plan outlines the action that will be taken by the Council to improve air quality in Kirklees between April 2019 – March 2024. This includes, but is not limited to:

- Alternatives to private vehicle use
- Promoting low emission transport
- Public information, and.
- Policy guidance and development control.

[Read the Kirklees Air Quality Action Plan.](#)

### **White Rose Forest Action Plan 2021 – 2025**

As one of England's Community Forests, the White Rose Forest is part of the largest environmental regeneration initiatives in England. Kirklees Council is the accountable body and, with support from the Community Forest Trust and other partners, manages a small core team to provide support and continuity across the partnership

Key targets for the White Rose Forest Partnership include:

- Plant 7 million trees across the North and West Yorkshire region.
- Increase total tree cover by 3500ha across the region.

[Read the White-Rose-Forest-Action-Plan-2021-25.pdf \(whiteroseforest.org\)](#)

### **West Yorkshire Climate and Environment Plan 2021 – 2024.**

The combined authority declared a climate emergency for the West Yorkshire region in 2019, with a vision of “Growing our economy while cutting emissions and caring for our environment”.

This declaration included an ambition to become a “Net Zero carbon economy by 2038” and resulting in the publication of the WY Climate and Environment Plan 2021 – 2024. Within this plan, WYCA portrays their emission reduction pathway to 2038, whilst outlining a “Climate Ready” objective for climate adaptation.

[Read the west-yorkshire-climate-and-environment-plan.pdf \(westyorks-ca.gov.uk\)](#)

### Targets from National Government

The UK national government has enshrined in law, a climate change mitigation target of achieving Net Zero by 2050, which is compatible with the Paris Agreement of limiting global warming to 1.5°C. In line with the UK Government’s Net Zero Strategy<sup>2</sup>, by 2035, Kirklees will be required to contribute to achieving the following targets:

Powered entirely by clean electricity.

- To support the transition to low emission transport, the number of publicly available electric vehicle charging points will increase.
- Improve the energy performance of existing residential properties, to at least EPC Band C.
- Improve the energy performance of non-domestic buildings, supporting the standard of EPC Band B for rented commercial buildings by 2030<sup>3</sup>.

From an adaptation perspective, the government outlines its response to the second Climate Change Risk Assessment (CCRA) via the second National Adaptation Programme (2018 to 2023)<sup>4</sup> with an overarching aim to achieve: “A society which makes timely, far-sighted and well-informed decisions to address the risks and opportunities posed by a changing climate”

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<sup>2</sup> Department for Business, Energy and Industrial Strategy. 2021. *Net Zero Strategy: Build Back Greener*. Available from: <https://tinyurl.com/sjkbc23>

<sup>3</sup> Department for Business, Energy and Industrial Strategy. 2020. *The Energy White Paper: Powering our Net Zero Future*. Available from: <https://tinyurl.com/wm27exnh>

<sup>4</sup> Department for Environment Food & Rural Affairs. 2018. *The National Adaptation Programme and Third Strategy for Climate Adaptation Reporting*. Available from: [national-adaptation-programme-2018.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/national-adaptation-programme-2018.pdf)

## BACKGROUND AND APPROACH

### CLIMATE EMERGENCY DECLARATION AND PROGRAMME OF WORKS

A Climate Emergency was first declared for Kirklees at the full Council Meeting of January 2019<sup>5</sup>, considering growing global awareness of the detrimental effects of climate change on people and the environment worldwide

The declaration resolved to undertake various immediate measures such as a completing a full Environmental Audit, explore ways to increase the recycling rate and the setting up a cross-party Councillor-led Climate Emergency Working Party (CEWP) to investigate and report back. In November 2019, a report<sup>6</sup> of these findings was published, which led to the formulation of Kirklees' two-phase approach to climate change action - outlined in Figure 1 below. Further information can also be found on the Council website here: [Climate emergency | Kirklees Council](#), with a non-exhaustive list of actions undertaken in phase 1, seen in Appendix A.

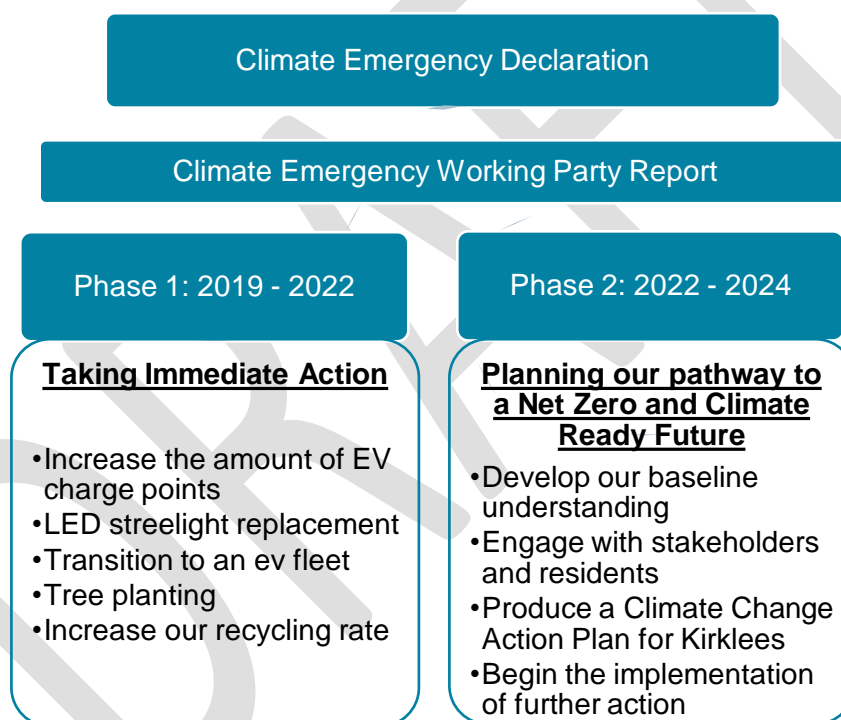


Figure 1: A flow diagram outlining Kirklees' two-phased approach to climate action planning, in response to the climate emergency declaration in 2019.

<sup>5</sup> Kirklees Council. 2019. *Council and Democracy – Agenda Item: Motion Submitted in Accordance with Council Procedure Role 14 as to A Climate Emergency in Kirklees*. [Online] [Accessed on 27<sup>th</sup> July 2022]. Available from: <https://democracy.kirklees.gov.uk/mgAi.aspx?ID=10123>

<sup>6</sup> Kirklees Council, 2019, *Climate Emergency Declaration and the Kirklees Air Quality Strategy and Five Year Air Quality Action Plan*. [Online] [Accessed on 27<sup>th</sup> July 2022]. Available From: <https://democracy.kirklees.gov.uk/documents/s32319/Item%207%20Kirklees%20Climate%20Emergency%20Report%20002.pdf>

## WHY WE MUST ACT

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*“Just do everything you can to bring the dangers of climate change to everyone’s attention” (Resident voice)*

---

Human activities are estimated to have caused approximately 1°C of global warming above pre-industrial levels, which is likely to reach 1.5°C between 2030 and 2052 if it continues to increase at the current rate<sup>7</sup>.

We are already experiencing devastating impacts of 1°C warming, which is only expected to get worse. The science is clear: we need urgent action to reduce our global carbon emissions to limit temperature rise to below 1.5°C, preventing disastrous impacts in the longer-term.

Kirklees has already experienced impacts on the natural and human systems through increased moorland fires, flood events and storms. Climate related risks will impact Kirklees’ health and wellbeing, infrastructure, culture, leisure, and tourism, alongside housing and buildings, waste and water infrastructure and local biodiversity. These impacts will occur more often and become harder-hitting if emissions continue to rise, being experienced more keenly by the most vulnerable, disadvantaged, and marginalised groups within Kirklees.

It is vitally important that Kirklees acts to simultaneously reduce emissions and plan to reduce the impacts the district will experience because of a changing climate. This action plan provides the way forward for Kirklees to respond to this climate emergency, setting out the target and first step approach to delivering a net zero and climate ready society in advance of the national ambition.

Taking this integrated approach will enable Kirklees’ climate action to achieve so much more than net-zero emissions and a climate ready district, but in-fact achieve several social, environmental, and economic benefits. Working together as a district to take climate action can help improve public health, develop green skills and jobs, create a more equitable society, enhance public services, and reduce the cost of living.

## PURPOSE OF THE ACTION PLAN

The purpose of the Action Plan is to build on the progress and actions made as part of Phase 1. It aligns with the approved recommendations made within the November 2019 Cabinet Report on the Council’s response to its Climate Emergency declaration, made in January 2019, in relation to ‘Carbon Reduction’, ‘Carbon Offsetting’ and ‘Adaptation’.

Furthermore, as a member of the Carbon Disclosure Project (CDP) and signatory of the Global Covenant of Mayors (GCoM), Kirklees is required to adhere to international best practice action planning, as outlined in CDP Cities 2022 Reporting Guidance, the GCoM Common Reporting Framework and C40 Cities Climate Action Planning Guidance.

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<sup>7</sup> IPCC. 2018. Summary for Policy makers. [Online]. [Accessed 24<sup>th</sup> July 2022]. Available from: [Summary for Policymakers — Global Warming of 1.5 °C \(ipcc.ch\)](https://www.ipcc.ch/summary-for-policy-makers)

## DEVELOPING THIS ACTION PLAN

This action plan is being developed by combining a technical, data driven evidence base with extensive stakeholder engagement involving public, private, and third-party allies within Kirklees.

The below Figure 2 outlines both the steps taken and the upcoming journey in the work required in the Councils climate action planning process.

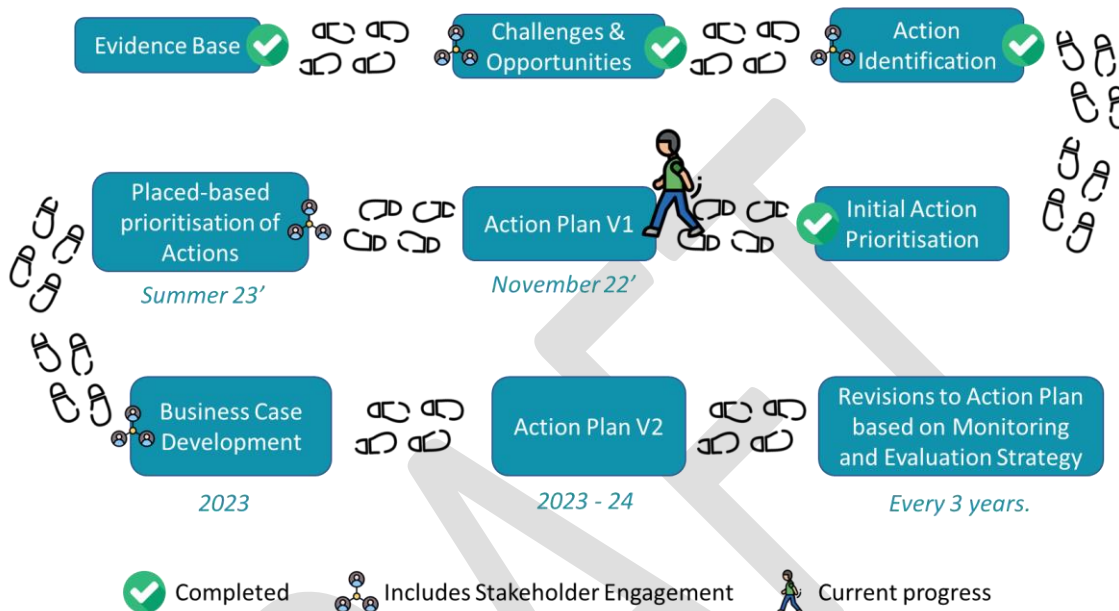


Figure 2: Kirklees' journey to an integrated Climate Action Plan

## EVIDENCE BASE

A robust evidence base has been established to help inform the development of the Kirklees Climate Action Plan, consisting of the following components:

- **District-wide Emission Inventory - SCATTER tool:** which outlines Scope 1, 2 and 3 CO<sub>2</sub> equivalent emissions for Kirklees as a district. [The tool can be accessed on the SCATTER Cities – What is SCATTER? website.](#)
- **Net Zero Carbon Assessment:** An analysis outlining the pathway of CO<sub>2</sub> emission reduction required for Kirklees to achieve both the local Net Zero by 2038 and national Net Zero by 2050 target. [Read the 'A Net-Zero Carbon Assessment for Kirklees - A Technical and Economic Options Appraisal' on the climate emergency website.](#)
- **Climate Change Risk and Vulnerability Assessment:** Completed by WSP Ltd, this piece of work identifies and assesses the climate related risks and vulnerabilities that Kirklees is exposed to and experiences at current, 2030, 2050 and 2080 timeframes. Read the CCRVA on the climate emergency website. [\[Insert link to the CCRVA once live\]](#)
- **Indicator Database:** A non-exhaustive suite of indicators that help paint the picture for the current “state of play” within Kirklees, from a data perspective. This is a live database, that will be updated annually as part of the action plans Monitoring and Evaluation Strategy to track the impact of the actions.
- **Political Context Report:** A summary of the current political, social, and economic context within Kirklees, alongside an outline of who has control over what in relation to each of the action sectors (as outlined in Appendix E)

# CHALLENGES & OPPORTUNITIES

Through stakeholder engagement and analysis of the evidence base, several challenges, and opportunities for climate change action, in Kirklees, were identified. These can be defined as:



An issue or a barrier, that the District of Kirklees could address through its Action Plan.



Endeavouring to gain more than we lose. What are the potential gains, **economically, environmentally** and **socially** that we could take advantage of through our Action Plan.

## ACTION IDENTIFICATION

To address the challenges and take advantage of the opportunities on carbon reduction, alongside tackling the key climate risks identified as part of the CCRVA, a list of actions was then developed, informed by the evidence base of the CCAP and developed through a process of stakeholder engagement.

Each of the actions were then categorised into the following pre-defined ‘action types’:



Investment



Policy



Monitoring, data collection, analysis, assessment, research, and collaboration.



Behavioural, awareness-raising and capacity-building.



Strategies, plans and programmes

Alongside being assigned to one of the following Action Owners:



**Actions for Kirklees MC:** Organisational activity, council policy and strategy



**Actions for Wider Community:** Kirklees residents



**Actions for Partners:** National and regional governance, procured services, key anchor institutions, community groups and businesses.



**Collaborative Action:** Two or more of the action owners

Where actions require collaborations between the three pre-defined action owner types, this has been identified and allocated accordingly. All “Actions for Kirklees MC” will subsequently be allocated to the appropriate service line or team specific owner.

# ACTION PRIORITISATION

Once collated and categorised, the actions were then initially prioritised against a pre-defined feasibility and co-benefits assessment to understand what else the actions would provide Kirklees other than carbon reduction potential and enhancing local resilience.

This assessment and the associated criteria used is based on the best practice approach action selection and prioritisation (ASAP) tool within the C40 Cities resource centre for Climate Action Planning<sup>8</sup>.

For feasibility, this looks at, Authority and Ownership, Support, Financing and Funding and Technology

For benefits, this looks at, Health and Wellbeing, Environment, Economic Prosperity, Essential Public Services and Inclusivity and Civil Society.

More detail on the feasibility and benefits criteria used, can be found in Appendix C

# INTEGRATED STAKEHOLDER ENGAGEMENT

Multiple stakeholder engagement techniques have been applied to inform the development of this action plan, including:

- An online resident survey, which saw 1,499 respondents across each Kirklees Council Ward over a 4-week period.
- A virtual workshop for Kirklees Council Colleagues
- An in-person workshop with the Kirklees Climate Commission.
- Attendance at all political party group meetings to engage with Kirklees Councillors, prior to internal governance processes.
- A virtual workshop for 26 external stakeholders, incorporating residents, organisations, community groups, agencies, and businesses across Kirklees.

# RESIDENT SURVEY – A SUMMARY OF FINDINGS

Completed between the 16<sup>th</sup> May and the 17<sup>th</sup> of June 2022, the following sections summarise the outcomes of the resident survey. A complete analysis of the findings can be found in Appendix D.

## DEMOGRAPHICS:



<sup>8</sup> C40 Cities. 2022. *Action Selection and Prioritisation*. [Online]. [Accessed 27<sup>th</sup> July 2022] Available from: <https://resourcecentre.c40.org/resources/action-selection-and-prioritisation>

The survey was published online and was advertised on the Council’s website and social media channels. Responses were received from across all of the Council wards within Kirklees, but with varying uptake, with Dewsbury West seeing 22 responses compared to 101 from Holme Valley South. Together with the demographic details, this signals that there is more work to do to engage young people and ethnic minorities to hear their views, as well as parts of North Kirklees.

**VIEWS ON NET ZERO AND CLIMATE CHANGE**

The good news is the vast majority of residents (80%) either support or strongly support our Net Zero target (Figure 3). 11% either oppose or strongly oppose, and the reasons given for this were mostly around the cost, that it was unachievable, or denying the existence of anthropogenic climate change itself (Appendix D).

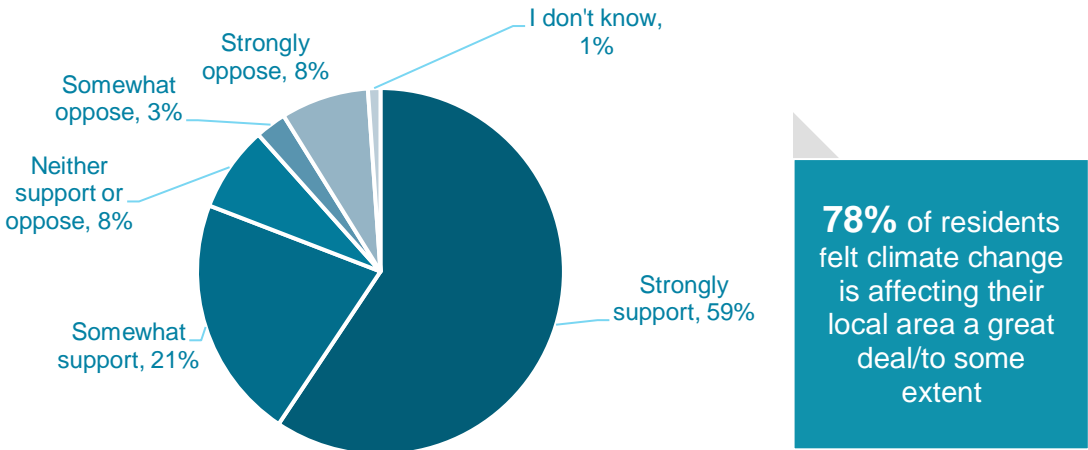


Figure 3: Resident survey response to the questions “To what extent do you support/oppose Kirklees’ Net Zero Target?”

Most respondents were concerned about climate change and felt all the institutions listed were responsible for tackling it (Figure 4). A vocal minority, as seen in the comments (Appendix D), chose to blame other countries, showing there is work to do in educating the public around historical emissions and the trend of outsourcing emissions to other countries.

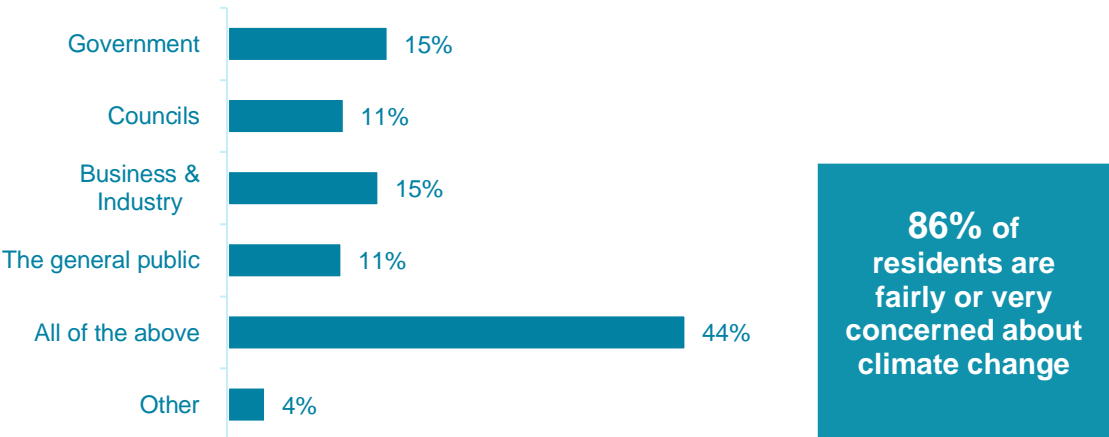


Figure 4: Resident survey response to the questions “Who do you think is primarily responsible for combatting climate change?”

**CLIMATE ACTIONS AND BARRIERS**



<p><b>Cost</b> was the <b>greatest barrier</b> for residents to both improve energy efficiency (59%) and switching to renewables (71%)</p>	<p><b>Food</b> was the sector with the largest proportion of people <b>not interested</b> (41%) in making changes to their behaviour</p>	<p><b>Top 3 barriers to sustainable transport:</b></p> <ul style="list-style-type: none"> <li>• Lack of infrastructure (48%)</li> <li>• Too expensive (37%)</li> <li>• Poor road safety (33%)</li> </ul>	<p><b>91%</b> of people already donate items to charity or a reuse shop, and <b>71%</b> repair broken items where possible</p>	<p><b>58%</b> face <b>no barriers</b> in reducing water usage</p>
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The rest of the survey focussed on a sector-by-sector basis of what actions (if any) residents currently undertake, and what barriers they face in acting towards further improvements. This was across Buildings (energy efficiency such as insulation), Energy (renewables), Food (eating habits), Natural Environment, Transport, Water and Waste (focus on reduce/reuse).

### DO YOU HAVE ANY OTHER COMMENTS OR SUGGESTIONS FOR DEVELOPING KIRKLEES' CLIMATE CHANGE ACTION PLAN?

Certain themes and actions were popular of the 799 comments received. Several used this as a space to air climate-sceptical views and criticised the Council's approach. Full analysis of all the themes found, with examples of some of the comments received can be seen in Appendix D.

Of those comments which included suggestions of actions for the Council, the most popular are shown in the box on the right.

This illustrates the wide diversity of views across the borough and the challenge to bring everyone with us on this journey – from those sceptical on climate change and Net Zero to those who feel we are not ambitious enough in tackling climate change.

Top 5 suggestions of actions:

- Improved recycling
- Stop greenbelt development
- Glass recycling
- Better public transport
- More ambitious plan (<2038)

### NEXT STEPS IN ACTION PLANNING PROCESS

Beyond the publication of this action plan, a series of future steps will be taken to continue to develop and enhance Kirklees' climate emergency response, developing a set of place-based, high priority commitments for carbon reduction and resilience building. This includes:

- **Placed based Action Prioritisation:** Stakeholder engagement with residents and organisations across Kirklees will be undertaken with the aim of coming to a final decision on prioritising which relevant climate actions best reflect the area of Kirklees' variation in characteristics regarding place, topography, and demographic.
- **Business Case Development:** Once the high-priority actions have been identified, a detailed business case for these actions will be developed. This will include a more detailed understanding of the required funding and financing.
- **Action Plan V2:** After the business cases have been developed, a second iteration of the Action Plan will be published, outlining a firm set of commitments in the form of the priority actions by place and the business cases for implementation of these actions.
- **Monitoring & Evaluation:** As outlined within the adaptation action plan, a 3 yearly cycle of monitoring and evaluation will be established for the climate change actions.

## BASIS FOR THINKING

Throughout the work completed to deliver this action plan, several best practice 'basis for thinking' topics will be explored, understanding how they can help Kirklees, its business, partners, academics, and community groups, to develop a shared understanding and approach to address climate change. These are:

### **Circular Economy**

Optimising resource use, the circular economy approach aims to increase the duration of a product's useful life, ensuring that materials are productively used, ultimately reducing waste.

By adopting circular economy principles in the appropriate actions within this action plan, Kirklees will align with Defra (Department for Environment, Food and Rural Affairs) Circular Economy package<sup>9</sup>.

### **Doughnut Economics**

A way of thinking which can help tackle the complex local and global challenges of the 21<sup>st</sup> century, such as climate change, doughnut economics can form part of the bigger picture as to how Kirklees responds to Climate Change, whilst also considering other social, economic, and ecological aspects.

An example of how this thinking is being practically applied is the 'Leeds Doughnut'<sup>10</sup>,

### **Nature-based Solutions**

Nature-based solutions (NBS) are actions that can be taken that are inspired by processes and functioning of nature. Applicable to multiple sectors and environments, from urban centres to moorlands, NBS actions protect, sustainably manage and restore natural and modified ecosystems, addressing societal challenges and effectively and adaptively, simultaneously generative multiple societal, environmental, and economic benefits.

By applying NBS within this Action Plan, Kirklees can help address the 'twin-crises' of biodiversity loss and climate change, including both emission reduction and building resilience to future hazards such as flooding, storms and extreme heat.

### **Planetary Boundaries**

A long-standing concept outlining the nine planetary boundaries<sup>11</sup> within which humanity can continue to develop and thrive, this concept provides long-term context for what this CCAP can help to achieve, taking action that will contribute towards keeping humanity within the thresholds of the planetary boundaries.

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<sup>9</sup> Gov.UK. 2020. *Circular Economy Package Policy Statement. – Policy paper*. [Online]. Accessed on 27<sup>th</sup> July 2022]. Available at: [Circular Economy Package policy statement - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policies/circular-economy)

<sup>10</sup> Climate Action Leeds. 2022. *Leeds Doughnut Economics – Welcome to the Leeds Doughnut*. [Online] [Accessed on 27<sup>th</sup> July 2022]. Available at: <https://www.climateactionleeds.org.uk/leedsdoughnut>

<sup>11</sup> Stockholm Resilience Centre. 2022. *The Planetary Boundaries Concept*. [Online] [Accessed on 27<sup>th</sup> July 2022]. Available at: <https://www.stockholmresilience.org/research/planetary-boundaries.html>

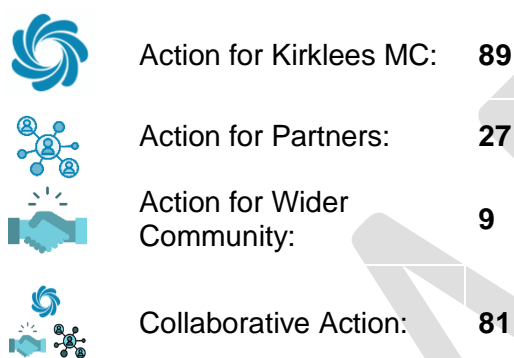
# TAKING ACTION

The Climate Change Action Plan for Kirklees outlines mitigation and adaptation actions across 8 key action sectors.

For each sector, new actions have been identified with the following details: 'Action I.D', 'Action Title', 'Action Owners', 'Action Type', 'Mitigation (M) or Adaptation (A)', 'Timeframe for Delivery' and 'Co-Benefits'.

The total number of new actions outlined within this CCAP is **206**. Within each sector, 37 'headline themes' have been identified, under which the associated actions have been grouped.

Split by action owners, this equates to:



A complete list of actions by owner, can be found in Appendix B. Figure 5 shows the total number of actions split by action type:

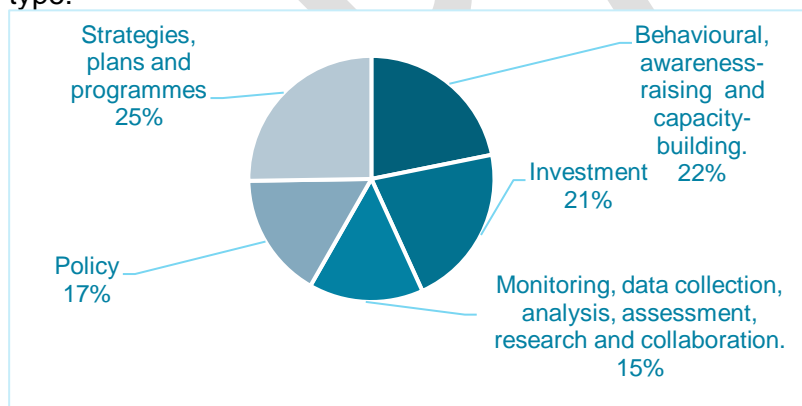


Figure 5: All CCAP actions by action type.

For a non-exhaustive list of existing or on-going climate related actions, please refer to Appendix A. This outlines several actions undertaken within Phase 1 of Kirklees Council's Climate Emergency response. It includes some but not all on-going or completed actions being implemented by partners and the wider community within Kirklees.

## Action Sectors

Buildings

Energy

Natural Environment & Biodiversity

Sustainable Food and Agriculture

Transport

Waste

Water

Cross-cutting

## Action Timeframe

Short-term: 0-5 yrs.

Medium-term: 5-10 yrs.

Long-term: 10+ yrs.

## Co-Benefits

Health & Wellbeing 

Environment 

Economic Prosperity 

Essential Public Service 

Inclusivity and Civil Society 

*For definitions of co-benefits please see Appendix C*



## BUILDINGS

The actions outlined in this section portray a way forward to reduce emissions and increase the resilience of Kirklees’ building stock. Covering both residential, commercial, and public buildings and with a considerable overlap with the energy sector, buildings are the second highest emitter of greenhouse gas emissions for Kirklees but with the largest emission reduction potential.

Taking steps to improve the energy efficiency of our buildings will both increase the resilience of residents to the impacts of climate change, such as overheating from heatwaves and hot spells, whilst generating numerous co-benefits, for instance, helping to reduce the cost of living and both providing and enabling more affordable better-quality housing for residents.

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*“We must have a huge increase in retrofitting, whilst building new houses fully insulated” (Resident voice)*

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<p><b>Climate Emissions:</b></p> <p style="text-align: center;"><b>632,717.72 tCO<sub>2</sub>e</b></p> <p><i>(SCATTER 2019 – Scope 1, 2 &amp; 3, stationary energy - residential, commercial, and public buildings)</i></p>	<p><b>CCRVA Key Climate Change Risks:</b></p> <ul style="list-style-type: none"> <li>• Overheating of buildings.</li> <li>• Increased requirement for retrofitting properties with cooling systems.</li> <li>• Risk to household energy demands from increased cooling/heating requirements.</li> <li>• Increase in risk of condensation, damp, mould growth, mildew and staining of buildings.</li> <li>• Changes in ground water levels.</li> <li>• Increase in risk of subsidence.</li> </ul>
<p><b>Key Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Cost savings and reduced energy usage due to reduction in energy demand for heating in households</li> <li>• Reducing energy poverty across Kirklees</li> <li>• Improved solar PV gains and increase in uptake with the opportunity for upskilling from demand for retrofitting</li> <li>• Developing green skills and jobs for energy efficiency retrofitting.</li> </ul>	<p><b>Key Challenges:</b></p> <ul style="list-style-type: none"> <li>• The power to implement energy efficiency measures sits with a landlord or the property is physically unsuitable for retrofit measures.</li> <li>• Apparent lack of available, trained / trusted companies for implementing changes to properties.</li> <li>• Upfront cost of energy efficiency measures with lack of financial support available.</li> <li>• Balancing the loss of green belt land and mature trees with the economic and social demand for new residential and commercial development as we progress towards 2038.</li> <li>• The reliance on national planning policy and buildings regulations to match net zero and climate ready ambitions.</li> </ul>















The following objectives have set to help the building sector achieve the overall goal of Net Zero and Climate Ready by 2038:








- **Objective 1:** Significantly reduce carbon emissions and the energy consumption (heat and power) of buildings within Kirklees.
- **Objective 2:** Enhance the resilience of our buildings to the physical impact of climate change with a focus reducing the vulnerability of occupants.

In total, the CCAP process identified **37** Actions for the building sector outlined within Table 2. Of which, **20** are mitigation focused, **9** are adaptation focused, with **8** covering both aspects. This includes **17** actions for Kirklees MC, **1** for the Wider Community, **5** for Partners and **14** for collaborative action.








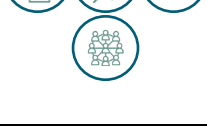
Table 2: Building Sector Actions









I.D	Action Title	Action Owners	Action Type	M or A	Timeframe for Delivery			Co-Benefits
					Short-Term	Medium-Term	Long-Term	
<b>B.1</b>	<b>Better manage and understand our buildings</b>							
B1.1	Complete Heat Decarbonisation Plans (HDPs) for Council corporate estate, leisure centres, business centres and schools, building on the work undertaken for the Huddersfield District Energy Network.	Action for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	M	X			
B1.2	Evaluate building management practices and systems to prioritise operational energy saving.	Action for Kirklees MC and Partners	Policy	M & A	X			
B1.3	Examine the current building use in the Councils corporate estate to see if they are correct, outlining plans to optimise where possible.	Action for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	M & A	X			
B1.4	Develop internal Council policy to ensure all maintenance and improvements made to the Council estate need to adhere to	Action for Kirklees MC	Policy	M	X			





	best-practice energy efficiency and broader sustainability standards.							
B1.5	Complete condition surveys on all commercial buildings, sharing the data on a centralized platform to inform future action by others	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M	X	X		
B1.6	Commit to evaluating and refining current building use and management to reduce operational energy demand.	Action for Partners	Strategies, plans and programmes	M	X	X	X	
B1.7	Carry out regular inspections of assets and ensure planned and preventative maintenance takes place, specifically to gutters, drains, gullies etc. Ensure specific attention is paid to any materials susceptible to temperature extremes.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	X			  
B1.8	Consider insurance against subsidence (and other geological risks identified in site/asset facilities information, ongoing monitoring, audits etc.).	Action for Kirklees MC, Partners, and Wider Community	Investment	A	X			   
B1.9	Consider creating a district-wide register for buildings at risk of severe weather events.	Action for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	X			 
B1.10	Ensure that more severe drought events are included as a specific risk in the Asset Management Plans.	Action for Kirklees MC and Partners	Strategies, plans and programmes	A	X			  

B1.11	Ensure planned and preventive maintenance is completed to buildings, trees, other infrastructure, to minimise risk of damaged and windblown debris.	Action for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	X	X	X	
B1.12	Identify organisational assets which are anticipated to be most vulnerable to severe weather (storms, flooding, overheating) and ensure that more severe weather is included as a specific risk criterion in the relevant Business Continuity Plans and in the Asset Management review process.	Action for Kirklees MC and Partners	Strategies, plans and programmes	A	X			
<b>B.2</b>	<b>Revise Kirklees planning policy to align with the ambitions of achieving Net Zero by 2038</b>							
B2.1	Consider revisions to local Kirklees local planning policy at the next Local Plan update to require the highest energy efficiency standards, where proposal are assessed through the planning process. This relates to new-build and retrofit developments; domestic, industrial, commercial, and public buildings.	Action for Kirklees MC	Policy	M	X	X		
B2.2	Consider revisions to local planning policy at the next Local Plan update to promote climate change measures and energy efficiency improvements in listed buildings without loss of significance.	Action for Kirklees MC	Policy	M	X	X		
B2.3	Consider revisions to local planning policy at the next Local Plan update to seek to strengthen approaches to encouraging the re-use of buildings and previously developed land.	Action for Kirklees MC	Policy	M	X	X		
B2.4	Ensure Town Centre Action Plans for buildings (domestic and non-domestic) and other flagship Council master planning projects, align with the ambitions of achieving Net Zero and Climate Ready by 2038.	Action for Kirklees MC	Strategies, plans and programmes	M & A	X	X	X	
B2.5	All new residential developments on Council-owned land to be designed to the highest possible energy efficiency standard, building on the work seen by the Liversedge Pilot Project (i.e., Passivhaus)	Action for Kirklees MC	Policy	M & A	X	X	X	



B2.6	Consider revising existing planning guidance and striving to ensure new planning guidance aligns with the ambitions of achieving Net Zero by 2038.	Action for Kirklees MC	Policy	M & A	X			
B2.7	Support and guide Parish Councils to strive to ensure that Neighbourhood Development Plans reflect the ambition and actions in this Action Plan in achieving a Net Zero and Climate Ready Kirklees by 2038.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M & A	X	X		
<b>B.3</b>	<b>Retrofit the existing building stock within Kirklees to be Net Zero and Climate Ready</b>							
B3.1	Explore opportunities to provide more financial support to vulnerable residents living in privately-owned domestic properties for energy-efficiency improvements.	Action for Kirklees MC	Investment	M & A	X	X		
B3.2	Enforce minimum energy-efficiency standards in the private rented sector, working in collaboration with relevant housing associations.	Action for Kirklees MC and Partners	Policy	M	X			
B3.3	Explore opportunities to invest in energy efficiency improvements for community buildings and schools.	Action for Kirklees MC and Partners	Investment	M		X		
B3.4	Explore opportunities to improve the energy efficiency of your home i.e., insulation	Action for Wider Community	Investment	M	X			
B3.5	Launch a programme of retrofit for council-owned domestic properties using programme such as Energiesprong (or equivalent), building on the Abbey Road project.	Action for Kirklees MC	Investment	M	X			
B3.6	Consider options for the council to work alongside the private sector to encourage / enable owners of privately-owned commercial properties to improve the energy efficiency of their assets.	Action for Kirklees MC	Monitoring, data collection, analysis, assessment, research and collaboration.	M	X			

B3.7	Commit to energy reduction and climate resilience measures in organisational assets, including demand reduction, upgrade the building insulation, decarbonising the heating and incorporating passive or active cooling mechanisms.	Action for Partners	Strategies, plans and programmes	M	X			
B3.8	Upgrade all appliances to highest possible energy efficiency when at end-of-life.	Action for Kirklees MC, Partners and Wider Community	Investment	M	X	X	X	
B3.9	Consider developing outside respite areas (shaded, open to air currents, potentially with moving water) for people who live in premises at risk of overheating.	Action for Kirklees MC	Investment	A	X	X		
B3.10	Ensure specifications for new care homes and site selection considers temperature projections, with adequate cooling, ventilation, natural internal and external shading.	Action for Kirklees MC and Partners	Investment	A	X	X		
<b>B.4</b>	<b>Kirklees shall have the necessary skills and knowledge in sustainable construction and retrofit practices.</b>							
B4.1	Working in collaboration with local educational institutions, launch a local re-training scheme for sustainable construction in Kirklees, enabling workers to adapt to the demand for skills such as energy efficiency retrofitting.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x	x	x	
B4.2	Identify the funding sources, to assign an officer to work with local developers, construction firms and education centres to develop and launch a local retraining scheme for sustainable construction.	Action for Kirklees MC	Investment	M	x	x		
B4.3	Invest in the upskilling of employees, developing the necessary skills required for more sustainable construction practices.	Action for Partners	Behavioural, awareness-raising and capacity-building.	M	x	x	x	
B4.4	Develop a database of local tradespeople and resources that Kirklees residents and organisations can utilise to make homes/businesses more energy efficient.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x			

B4.5	Include greater climate change assumptions into EA information sources that are used in the planning process. Expand on existing liaison with EA.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	A	x			
<b>B.5</b>	<b>Support and showcase best-in-class energy efficiency projects within Kirklees</b>							
B5.1	Through the most appropriate mechanisms, i.e., planning provision, publicity or investment, support innovative building schemes and developments within Kirklees.	Action for Kirklees MC	Investment	M	x	x	x	
B5.2	Strive for new developments to achieve the highest possible energy efficiency standards.	Action for Partners	Behavioural, awareness-raising and capacity-building.	M & A	x	x	x	
B5.3	Publicly share and advertise case studies of energy efficiency and best-in-class developments.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x	x	x	



**ENERGY**

The actions outlined in this section portray a way forward to reduce emissions from and increase the resilience of the energy sector in Kirklees. Covering the generation of grid-supplied energy, and locally produced renewable electricity, with a considerable overlap with buildings, energy is the third highest greenhouse gas emitter for Kirklees, with a predominant reliance on the transition of the national grid to renewable energies to become Net Zero.

Taking steps to transition our energy to green and clean sources will heighten Kirklees’ energy independence, increase resilience to the climate risks, whilst generating numerous co-benefits, including, reducing energy bills and associated energy poverty, and increasing access to green skills training and programmes on renewable technologies.

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*“All planning consents for new builds should make it compulsory to have solar or wind power. All extensions should have planning permission to include green energy” (Resident voice)*

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**Climate Emissions:**

**441,565.16 tCO<sub>2</sub>e**

*(SCATTER 2019 – Scope 1, 2 & 3, stationary energy - industrial buildings & facilities, fugitive emissions, and generation of grid-supplied energy – electricity-only generation, local renewable generation)*

**Key Opportunities:**

- Increased generation from solar energy.
- Innovations around green hydrogen.
- Reducing energy poverty across Kirklees
- To couple the installation of renewable energy technologies on domestic properties with battery storage and energy efficiency retrofit.

**CCRVA Key Climate Change Risks:**

- Damage to energy assets (e.g., wind turbines, energy plant structures, reservoirs).
- Risk of gas supply infrastructure failure.
- Loss of external power supply.

**Key Challenges:**











- Absence of incentives and funding for renewable energy technologies for either new developments, private homeowners, or commercial interests.
- The cost of renewable technologies for domestic properties and an understanding of what is available and suitable for installation.
- The rising cost of energy bills and energy poverty.
- The limitations and constraints of energy generation and distribution infrastructure, such as lack of capacity to meet demand.
- Perceived lack of available, trained / trusted companies to install renewable technologies
- Unable to have smart meters due to location of electric meters.









The following objectives have set to help the energy sector achieve the overall goal of Net Zero and Climate Ready by 2038:









- **Objective 1:** Increase local renewable energy (heat and power) generation, diversifying our supply
- **Objective 2:** Enhance the resilience of our critical energy infrastructure.

In total, the CCAP process identified **21** Actions for the energy sector outlined within Table 3. Of which, **11** are mitigation focused, **2** are adaptation focused, with **8** covering both aspects. This includes **9** actions for Kirklees MC, **6** for Partners and **6** for collaborative action

Table 3: Energy Sector Actions

I.D	Action Title	Action Owners	Action Type	M or A	Timeframe for Delivery			Co-Benefits
					Short-Term	Medium-Term	Long-Term	
<b>E.1</b>	<b>Revise Kirklees planning policy to align with the ambitions of achieving Net Zero by 2038</b>							
E1.1	Explore opportunities for renewable generation are identified in future iterations of the Kirklees Local Plan and Our Council Plan.	Action for Kirklees MC	Strategies, plans and programmes	M	X	X		
E1.2	Consider revisions to Kirklees local planning policy at the next Local Plan update about a potential requirement for new developments within Kirklees to complete an options assessment for renewable energy (heat and power) generation and storage.	Action for Kirklees MC	Policy	M	X	X		  
E1.3	Consider revisions to Kirklees local planning policies at the next Local Plan update to encourage the development of renewable generation, aligning with the findings of a Local Area Energy Plan.	Action for Kirklees MC	Policy	M	X	X		  
E1.4	Ensure Kirklees Council are involved in lobbying, review and development of new national and regional energy-related policies, plans and regulations.	Action for Kirklees MC	Policy	M	X	X	X	 
<b>E.2</b>	<b>Invest in renewable and zero carbon energy technologies</b>							
E2.1	Complete a Local Area Energy Plan for Kirklees, working in collaboration with neighbouring authorities where appropriate.	Action for Kirklees MC and Partners	Strategies, plans and programmes	M	X			

E2.2	Transition council-owned and operated buildings and schools to use locally generated low and zero carbon sources of energy (e.g., solar PV and district heat networks such as HDEN), coupled with appropriate storage mechanisms, where feasible, informed by the LAEPs and HDPs.	Action for Kirklees MC	Investment	M	X	X	X	
E2.3	Support the development of solar farms and the installation of PV panels on buildings throughout Kirklees (where appropriate).	Action for Kirklees MC	Investment	M & A	X	X	X	
E2.4	Switch to renewable energy tariffs and investigate options for on-site renewable energy (heat and power) generation and storage	Action for Partners and Wider Community	Investment	A	X	X		
<b>E.3</b>	<b>Kirklees shall have the necessary skills and knowledge in renewable energy technologies</b>							
E3.1	Working in collaboration with local educational institutions, launch a local re-training scheme for renewable energy technologies in Kirklees, enabling workers to adapt to the demand for skills.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	X	X		
E3.2	Compile a library of appropriate "Toolbox talks" that can be utilised by contractors to upskill employees.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M & A	X			
E3.3	Host drop-in Energy Advice Centres for residents within Kirklees	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M & A	X			
E3.4	Encourage and support supply chain upskilling in the Local Government Authority.	Action for Kirklees MC and Partners	Strategies, plans and programmes	M		X		
E3.5	Invest in the upskilling of employees, developing the necessary skills required for renewable energy technologies.	Action for Partners	Behavioural, awareness-raising and capacity-building.	M	X	X	X	
<b>E.4</b>	<b>Encourage energy innovation</b>							

E4.1	Explore opportunities in the district to support the expansion of green hydrogen production and/ or use.	Action for Kirklees MC	Strategies, plans and programmes	M	X	X	X	
E4.2	Through the most appropriate mechanisms, i.e., planning provision, publicity, investment or guidance, support community energy projects (e.g., shared heating and group buying schemes for PV))	Action for Kirklees MC	Investment	M & A	X	X	X	
E4.3	Invest in programmes of research into enhanced renewable energy (heat and power) generation and storage.	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M	X	X		
E4.4	Explore opportunities for alternative energy commissioning at a reduced cost or with subsidies to replace the existing dependency on gas.	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	X			
<b>E.5</b>	<b>Improve energy infrastructure and energy management practices in Kirklees</b>							
E5.1	Implement Northern PowerGrid's wide scale grid improvement plan.	Action for Partners	Investment	M & A	X	X		
E5.2	Assess current and future grid capacity, designing-in the need to cope with extra load and fluctuation that renewable energy technologies and enhanced electricity demand will create, especially for larger scale schemes. Links to the future Local Area Energy Plan.	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M & A	X	X		
E5.3	Make representations to Ofgem and energy infrastructure providers where appropriate, to ensure Kirklees' energy infrastructure is climate ready.	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	M & A	X	X	X	
E5.4	Review and refine grid capacity management, ensuring that demand reflects actual use.	Action for Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M & A	X	X	X	





## NATURAL ENVIRONMENT AND BIODIVERSITY

The actions outlined in this section portray a way forward to improve the quality, carbon storage potential and the resilience of Kirklees’ Natural Environment & Biodiversity. Addressing the climate emergency goes together with tackling the decline in biodiversity and the quality of our natural environments seen across the UK. Kirklees is fortunate to be home to many areas of natural beauty, the mismanagement of which could release carbon emissions and reduce resilience, rather than help store carbon and enhance resilience.

Taking steps to preserve and enhance our natural environment and biodiversity will not only address the climate emergency, but also generate numerous co-benefits, for instance, helping reduce the stress / anxiety levels of residents who spend time in Kirklees’ green spaces.

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*“Local residents are passionate about the natural environmental (and climate emergency) and feel that protecting this is protecting part of their personal identity” (Political voice)*

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<p><b>Climate Emissions:</b></p> <p style="text-align: center;"><b>-12,683.69 tCO<sub>2</sub>e</b></p> <p><i>(SCATTER 2019 – Scope 1, 2 &amp; 3, AFOLU - land use)</i></p>	<p><b>CCRVA Key Climate Change Risks:</b></p> <ul style="list-style-type: none"> <li>• Risk to terrestrial species and habitats.</li> <li>• Increase in pests, pathogens, and invasive species.</li> <li>• Damage to Sites of Special Scientific Interests (SSSI).</li> <li>• Damage to soils (e.g., due to periods of drought).</li> <li>• Drying out of blanket bog.</li> <li>• Bare peat from past industrial pollution at risk of erosion/being washed away.</li> <li>• Limitations in the window for peatland restoration work (e.g., due to extreme weather events)</li> </ul>
<p><b>Key Opportunities:</b></p> <ul style="list-style-type: none"> <li>• New/alternative species becoming more suitable resulting in opportunities for agriculture and forestry productivity.</li> <li>• Opportunities for natural carbon stores and sequestration which can reduce the amount of carbon in the atmosphere.</li> <li>• Opportunities for landscape character change, with new/alternative species becoming suitable due to a changing climate.</li> </ul>	<p><b>Key Challenges:</b></p> <ul style="list-style-type: none"> <li>• Lack of green infrastructure, nature-based solutions and green space considerations in master planning and new developments.</li> <li>• Balancing the loss of green belt land and mature trees with the economic and social demand for new residential and commercial development.</li> <li>• Perception that the quality and safety of green space within Kirklees is declining over time.</li> <li>• Reducing and reversing habitat fragmentation</li> <li>• Restoring Kirklees moorland / peatlands to prevent loss of carbon storage and reduce the occurrence of wildfires.</li> </ul>



















The following objectives have set to help the Natural Environment and Biodiversity sector achieve the overall goal of Net Zero and Climate Ready by 2038:







- **Objective 1:** Conserve, enhance, and invest in our natural environment and biodiversity.
- **Objective 2:** Prioritise green infrastructure and nature-based solutions to restore and improve our natural environment







In total, the CCAP process identified **24** Actions for the energy sector outlined within Table 4. Of which, **2** are mitigation focused, **2** are adaptation focused, with **20** covering both aspects. This includes **15** actions for Kirklees MC, **1** for the Wider Community, **3** for Partners and **5** for collaborative action

Table 4: Natural Environment and Biodiversity Sector Actions

I.D	Action Title	Action Owners	Action Type	M or A	Timeframe for Delivery			Co-Benefits
					Short-Term	Medium-Term	Long-Term	
<b>NEB.1</b>	<b>Restoring nature within Kirklees</b>							
NEB1.1	Consider declaring an ecological emergency for Kirklees and/or equivalent policy measures to address the wider environmental challenges faced by the district.	Action for Kirklees MC	Policy	M & A	x			
NEB1.2	Explore opportunities for small-scale woodland creation across Kirklees	Action for Kirklees MC	Strategies, plans and programmes	M & A	x	x	x	 
NEB1.3	Establish a rewilding programme for appropriate areas of Kirklees Council controlled and managed land.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			 
NEB1.4	Rewild your gardens; plant trees and wildflowers to encourage and support local wildlife.	Action for Wider Community	Behavioural, awareness-raising and capacity-building.	M & A	x	x	x	  
NEB1.5	Consider transforming urban parks and play areas to provide resilient Nature Based Solutions and re-wilding, planting more drought resistant vegetation, creating more shaded space, and undertaking	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			   

	habitat improvements e.g., SuDs, bio-Swales, and wildflowers.							
NEB1.6	Working with the White Rose Forest, assess and research innovative ways to meet sapling and bulb demand more locally, i.e., sustainably harvesting saplings from existing mature forests and re-planting in a nursery.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M & A	x	x		 
NEB1.7	Consider implementing rewetting initiatives - Infrastructure and techniques already exist but funding is needed for initial capital works e.g., gully blocking, sphagnum planting, bunding.	Action for Partners	Investment	A	x			  
<b>NEB.2</b>	<b>Improve our management of the natural environment</b>							
NEB2.1	Create a mandate within the council to dedicate appropriate officers to focus on work required around protecting and enhancing the natural environment.	Action for Kirklees MC	Investment	M & A	x			
NEB2.2	Evolve how council-owned and managed land e.g., parks and open spaces, is managed, with a focus to increase biodiversity and restore habits, including through reduced pesticide use and increased re-wilding programmes.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			  
NEB2.3	Through Moors for the Future Partnership and other regional partners and statutory agencies, begin to jointly develop detailed peatland management/restoration plans for Kirklees in co-ordination with ongoing restoration efforts.	Action for Kirklees MC and Wider Community	Strategies, plans and programmes	M & A	x	x		   
NEB2.4	Review all Green Infrastructure and publicly owned land in terms of climate resilience	Action for Kirklees MC	Investment	A	x			  
<b>NEB.3</b>	<b>Inform and educate people on the natural environment and biodiversity</b>							
NEB3.1	Create and share information about the environmental benefits of woodlands through the White Rose Forest partnership and small-scale woodland creation.	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	M	x			 

NEB3.2	In appropriate re-wilding locations across the district, install visible information about what visitors can observe and the benefits that re-wilding generates.	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	M	x			
NEB3.3	Run a district-wide educational campaign on responsible upland behaviour, focusing on dry conditions and wildfire risk.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M & A	x			
NEB3.4	Develop internal training to educate and inform council colleagues about the value of biodiversity and actions they can take to enhance local biodiversity.	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	M & A	x			
NEB3.5	Work with schools within Kirklees to educate children around the current biodiversity crisis and its links with the climate emergency.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M & A	x	x	x	
NEB3.6	Providing residents with information on individual gardening practices and behaviours that they can adopt. Link to the ecological emergency, cost of living and climate crisis e.g., micro allotments, rewilding, tree planting.	Action for Partners	Behavioural, awareness-raising and capacity-building.	M & A	x			
<b>NEB.4</b>	<b>Align all plans, strategies and natural environment and biodiversity related policies with Net Zero and Climate Ready by 2038 goal</b>							
NEB4.1	Consider revisions to Kirklees local planning policy at the next Local Plan update to seek to ensure that new developments in Kirklees, including any public realm and supporting infrastructure, shall achieve the highest standards of design for the natural environment and local biodiversity, seeking to ensure that the development enhances Kirklees natural capital and provides ecosystem services through green infrastructure and nature-based solutions.	Action for Kirklees MC	Policy	M & A	x	x		

NEB4.2	Commit to a programme of tree protection and planting; requiring developers to appropriately establish trees and wildlife areas within new developments, alongside protecting or replanting mature trees, as opposed to felling. Where tree loss is deemed to be acceptable, developers will be required to submit a detailed mitigation scheme.	Action for Kirklees MC	Policy	M & A	x	x	x	
NEB4.3	Continue to develop and map out a strategic green infrastructure network for Kirklees, considering options how the protection of its function could be strengthened within the network in a future Local Plan update, including considering how new developments and land-use change respect, coordinate with, and enhance the network.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x	x		
NEB4.4	Develop internal Council policy to ensure all works undertaken on Council-owned and managed land, assets and infrastructure, that are not bound by planning policy, adhere to the highest standards of design for the natural environment and local biodiversity.	Action for Kirklees MC	Policy	M & A	x			
NEB4.5	Seek to ensure that new commercial and residential developments achieve the highest standards of design for our natural environment and biodiversity.	Action for Partners	Strategies, plans and programmes	M & A	x			
<b>NEB.5</b>	<b>Understand the carbon potential of our natural environment</b>							
NEB5.1	Working with appropriate partners and landowners, undertake an assessment to accurately understand the amount of carbon that is both sequestered and emitted by the natural vegetation and landscapes within Kirklees. Repeat in-line with the Monitoring and Evaluation process of this CCAP.	Action for Kirklees MC and Partners	Strategies, plans and programmes	M & A	x			
NEB5.2	Consider how existing work on the Kirklees biodiversity net-gain land-bank, can be evolved to incorporate potential future carbon offsetting requirements.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			



## SUSTAINABLE FOOD AND AGRICULTURE

The actions outlined in this section portray a way forward to creating a more sustainable, low carbon and resilient agriculture sector and sustainable food network. Covering both livestock and the stationary energy required to by the sector, agriculture is the fourth highest emitter of greenhouse gases out of the seven core sectors.

Taking steps preserve and evolve our agriculture sector whilst championing sustainable food options and attitudes, will not only address the climate emergency, but also generate numerous co-benefits, for instance, providing access to quality local jobs, whilst improving the physical health of residents who achieve a more balanced, sustainable diet.

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*“I avoid foods grown in distant countries when out of season here.” (Resident voice)*

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<p><b>Climate Emissions:</b></p> <p style="text-align: center;"><b>63,786.78 tCO<sub>2</sub>e</b></p> <p><i>(SCATTER 2019 – Scope 1, 2, &amp; 3, AFOLU - livestock and stationary energy - Agriculture)</i></p>	<p><b>CCRVA Key Climate Change Risks:</b></p> <ul style="list-style-type: none"> <li>• Increased need and water consumption (food, medicine, crops etc.)</li> <li>• Increase in waterlogging in soils</li> <li>• Increase in pests, pathogens, and invasive non-native species</li> <li>• Shift in crop growing seasons</li> <li>• Crop damage / failure</li> <li>• Prolonged dry periods resulting in degradation and loss of topsoil</li> </ul>
<p><b>Key Opportunities:</b></p> <ul style="list-style-type: none"> <li>• New/alternative species becoming more suitable resulting in opportunities for agriculture and forestry productivity.</li> <li>• An enhanced demand for locally grown foods: rural or urban.</li> <li>• Coupling progress on healthy school meals with locally grown, sustainable choices.</li> <li>• Addressing food poverty.</li> </ul>	<p><b>Key Challenges:</b></p> <ul style="list-style-type: none"> <li>• The cost-of-living crisis and the lack of affordability of more sustainable, low carbon food choices.</li> <li>• Lack of interest in behaviour change and evolving long-standing diets and food choices.</li> <li>• There is a huge demand on land within Kirklees for multiple different uses, with limited opportunity and suitability to grow food locally.</li> <li>• High levels of uncertainty in the agricultural sector due to recent and expected changes in subsidy payments and environmental policy.</li> <li>• Damaging the local agricultural industry by reducing meat and dairy consumption.</li> <li>• Policies and practises which undermine efforts to reduce food waste, such as sell-by dates, cosmetic standards, and overproduction/over-ordering.</li> </ul>
















The following objective has been set to help the Sustainable Food and Agriculture sector achieve the overall goal of Net Zero and Climate Ready by 2038:






- **Objective 1:** Promote and facilitate sustainable, low-carbon and resilient local food supply, consumption, and agricultural practices

In total, the CCAP process identified **18** Actions for the energy sector outlined within Table 5. Of which, **8** are mitigation focused, **4** are adaptation focused, with **7** covering both aspects. This includes **8** actions for Kirklees MC, **2** for the Wider Community, **1** for Partners and **7** for collaborative action

Table 5: Sustainable Food and Agriculture Actions

I.D	Action Title	Action Owners	Action Type	M or A	Timeframe for Delivery			Co-Benefits
					Short-Term	Medium-Term	Long-Term	
<b>SA.1</b>	<b>Enabling community driven food production</b>							
SA1.1	Use the planning process to promote land for food production including as part of new developments where justified.	Action for Kirklees MC	Policy	M	X			
SA1.2	Providing guidance/signposting to community organisations regarding legal issues of establishing community gardens / allotments / orchards.	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	M	X			
SA1.3	Develop a support system to help community food-based projects	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	M	X			
SA1.4	Take ownership over local allotments and district farms, establishing an open and accessible membership / volunteer system to manage the land effectively and sustainably.	Action for Partners and Wider Community	Strategies, plans and programmes	M	X	X	X	
<b>SA.2</b>	<b>Support and deliver opportunities for non-traditional farming innovation within Kirklees</b>							
SA2.1	Look at how the planning provision can be used to encourage the development and growth of	Action for Kirklees MC	Policy	M & A	X			

	innovative, modern farming practices, particularly in the urban environment, within Kirklees.							
SA2.2	Seek to develop and support a demonstrator / pilot project for Agri-tech, such as urban/vertical farming within the district.	Action for Kirklees MC and Partners	Investment	M & A		X		
<b>SA.3</b>	<b>Adopting more sustainable, resilient, and healthy food habits and practices</b>							
SA3.1	Continue to develop the Sustainable Food Cities Programme for Kirklees, building community food knowledge resource projects and alter catering and food procurement towards more sustainable and healthy habits.	Action for Kirklees MC	Policy	M & A	X	X	X	
SA3.2	Adopt more sustainable and healthy food habits, achieving a balanced diet, eating more seasonal, locally sourced foods.	Action for Wider Community	Behavioural, awareness-raising and capacity-building.	M & A	X			
SA3.3	Consider planning for the revision of back-up and alternative food supplies in cases where supply chain of foodstuffs is hindered, disrupted, or even halted.	Action for Kirklees MC	Investment	A	X	X	X	
SA3.3	Support and supplement vulnerable people and families, e.g., free school meals, family food funds for healthy eating.	Action for Kirklees MC and Partners	Investment	A	X	X	X	
<b>SA.4</b>	<b>Keeping Kirklees' food miles low and make sustainable, locally produced food more accessible.</b>							
SA4.1	Establish initiatives to connect local growers and suppliers.	Action for Kirklees MC and Partners	Strategies, plans and programmes	M & A	x			
SA4.2	Work with food suppliers / producers and private-sector investors to develop proposals for produce distribution hub(s). Support with planning provision.	Action for Partners	Strategies, plans and programmes	M & A		x	x	
SA4.3	Buy sustainably and locally produced food where possible	Action for Wider Community	Behavioural, awareness-raising and	M	x	x	x	

			capacity- building.					
<b>SA.5</b>	<b>Involve, inform, and support the local farming community and organisations</b>							
SA5.1	Engage and encourage the participation of farming stakeholder groups within Kirklees in the Climate Conversations.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M & A	x	x	x	
SA5.2	Strive to ensure the local planning policy, at the next Local Plan Update, allow/facilitate farmers to be able to adapt to future challenges through diversification in land-use and practices.	Action for Kirklees MC	Policy	M	x	x		
SA5.3	Ensure Kirklees are involved in lobbying, review, and development of new national and regional level farming incentives.	Action for Kirklees MC	Policy	M	x	x	x	
SA5.4	Explore opportunities, in collaboration with regional and national government and the private sector, to financially support more sustainable agricultural practices in the Kirklees farming community.	Action for Kirklees MC and Partners	Investment	M	x	x	x	
SA5.5	Support a shift in how farmland is managed to make it more resilient. Consider how incentives/subsidies can be used and how councils can influence these mechanisms	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	x	x		



## TRANSPORT

The actions outlined in this section portray a way forward to creating a low-carbon and resilient transport sector. Covering all modes of mobility across the district, transport is the highest emitter of greenhouse gas emissions for Kirklees, with the second largest emission reduction potential. These transport actions align with and builds upon measures which encourage and facilitate low-carbon transport options within Kirklees' Air Quality Action Plan 2019 – 2024.

Taking steps to evolve our transport sector will not only address the climate emergency, but also generate numerous co-benefits for Kirklees. This includes increasing the proportion of the population within walking distance of accessing a mode of transit, reducing exposure to poor air quality, and improving the physical health and mental wellbeing of residents.

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*“In a rural ward with very poor public transport, residents are often reliant on personal vehicles” (Political voice)*

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**Climate Emissions:**

**1,075,088.29 tCO<sub>2</sub>e**

*(SCATTER 2019 – scope 1, 2 and 3, transportation - on-road, rail, waterborne navigation, aviation, off-road)*

**CCRVA Key Climate Change Risks:**

- Damage to transport infrastructure (e.g., road melt, damage to retaining walls supporting highways, damage to street lighting and traffic signals).
- Increase in local accidents on motorways and major trunk roads.
- Delivery issues due to road closures.
- Disruption to public transport.
- Damage to retaining walls supporting transport infrastructure or land above infrastructure.

**Key Opportunities**

- Adopting more active modes of transport will improve the health and wellbeing of residents.
- Leverage and collaborate on action tackling air quality to also reduce greenhouse gas emissions associated with transport.
- To work collaboratively with WYCA and neighbouring authorities

**Key Challenges**





- Lack of appropriate infrastructure to facilitate transport modes that are an alternative to private combustion engine vehicle use.
- Costly and dis-connected public transport offering, especially in rural areas.
- Active modes of transport such as cycling is unsafe on most Kirklees roads.
- Kirklees topography and rural geography limits the uptake of active modes of transport i.e., too hilly.
- Contradictions of approach: free EV parking encouraging private vehicle use therefore enhancing congestion.
- High congestion on Kirklees Roads; standing polluting vehicles and a barrier to modal shift.
- EV cars and e-bikes are not currently affordable to most residents.








The following objectives has been set to help the Transport sector achieve the overall goal of Net Zero and Climate Ready by 2038:

- **Objective 1:** Reduce carbon emissions from transport, enabling the use of public transport, low/zero-carbon alternatives, and active modes of travel.
- **Objective 2:** Develop all existing and future transport infrastructure and assets so that they are 'climate ready'

In total, the CCAP process identified **36** Actions for the transport sector outlined within Table 6. Of which, **25** are mitigation focused, **4** are adaptation focused, with **7** covering both aspects. This includes **17** actions for Kirklees MC, **1** for the Wider Community, **5** for Partners and **13** for collaborative action









Table 6: Transport Actions








I.D	Action Title	Action Owners	Action Type	M or A	Timeframe for Delivery			Co-Benefits
					Short-Term	Medium-Term	Long-Term	
<b>T.1</b>	<b>Align all plans, strategies, and transport related policies with Net Zero and Climate Ready by 2038 goal</b>							
T1.1	Develop a Kirklees Transport Strategy that is consistent with the outcomes of this CCAP and the Net Zero and Climate ready by 2038 goal.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			
T1.2	Work with WYCA to deliver the Bus Service Improvement Plan vision in Kirklees, aligning with Net Zero by 2038, including an enhanced network, clearer fares, improved customer support, bus priority and greener bus fleet.	Action for Kirklees MC and Partners	Strategies, plans and programmes	M	x	x	x	
T1.3	Consider revisions to Kirklees local planning policy at the next Local Plan update to aim to ensure sites for new housing and commercial developments that can be served by quality public transport links and active travel (walking and cycling). Explore the concept of low traffic or car-free development.	Action for Kirklees MC	Policy	M	x			
T1.4	Review the Kirklees local planning policy to ensure new transport infrastructure is designed to align with the Net Zero and Climate ready by 2038 goal.	Action for Kirklees MC	Policy	M	x			


T1.5	Review event management policies in Kirklees to require event management plans to outline active and public modes of transportation that can be taken to the event location.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x			
T1.6	Review taxi vehicle license policy to encourage and incentivise the use of 'cleaner' ULEV vehicles.	Action for Kirklees MC	Policy	M	x			
<b>T.2</b>	<b>Modify Kirklees' traffic management system</b>							
T2.1	Building on Kirklees' Air Quality Action Plan, consider smart UTMC (Urban Traffic Management Control) system which allocates 'green lights' according to emissions produced by vehicles, giving consideration for modal shift towards active travel.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x	x	x	
<b>T.3</b>	<b>Encourage active and micro-mobility modes of transport across Kirklees</b>							
T3.1	Develop a Local Cycling and Walking Infrastructure Plan for Kirklees that identifies high priority routes and informs future investment decisions, whilst continuing to improve and expand both traffic-free and on-highway cycling infrastructure.	Action for Kirklees MC and Partners	Strategies, plans and programmes	M & A	x			
T3.2	Review data on how people move around Kirklees and take steps to optimise the transport network, giving priority for sustainable, shared, and active models of travel.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M & A	x			
T3.3	Investigate the development of active/liveable neighbourhoods in Kirklees.	Action for Kirklees MC and Partners	Investment	M	x	x		
T3.4	Increase the amount of secure bicycle parking throughout Kirklees that is appropriate for different uses and locations.	Action for Kirklees MC	Investment	M	x	x		

T3.5	Develop and deliver communications and engagement programmes to encourage sustainable and active travel in Kirklees.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x	x	x	
T3.6	If legalised, incentivise the safe uptake of E-scooter hire companies in urban centres within Kirklees, alongside encouraging private E-scooter use for short journeys.	Action for Kirklees MC	Strategies, plans and programmes	M	x			 
T3.7	Choose walking, cycling or public transport for short journeys instead of a car	Action for Wider Community	Behavioural, awareness-raising and capacity-building.	M	x	x	x	 
T3.8	Support and encourage employees to cycle, walk or run to work by providing secure cycle storage, changing rooms and lockers.	Action for Partners	Investment	M	x	x		 
T3.9	Implement sustainable travel initiatives for employees and consider reducing the availability of onsite parking to service only those with accessibility needs.	Action for Partners	Behavioural, awareness-raising and capacity-building.	M	x			   
T3.10	Investigate how the Council and other organisations procurement policies could encourage the use of ULEV vehicles and bicycles (E-bikes and cargo bikes) including demand for freight consolidation centres.	Action for Kirklees MC and Partners	Strategies, plans and programmes	M	x			 
T3.11	Assess the feasibility of implementing low/zero emissions zone across Kirklees, linking with clean air zones.	Action for Kirklees MC	Policy	M	x			 
T3.12	Extend WYCA Car Club to cover E-Bikes.	Action for Partners	Policy	M	x			  
<b>T.4</b>	<b>Encourage behaviour change towards more sustainable modes of transport</b>							
T4.1	Develop a strategy for behaviour change in relation to transport for the district of Kirklees. Potential to integrate with the transport strategy.	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	M	x			 



T4.2	Assign and officer to work with residents and local organisations to help facilitate and implement behaviour change initiatives in transport for Kirklees.	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	M	x			
T4.3	Continue to implement anti-idling policies across the district, focusing on schools, train stations etc.	Action for Kirklees MC	Policy	M	x			
T4.4	Assist residents with upskilling in order to take advantage of sustainable transport employment opportunities.	Action for Kirklees MC	Investment	M	x			
T4.5	Continue to invest in travel training for all school children across Kirklees to promote the use of active and shared transport	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x			
<b>T.5</b>	<b>Creating a climate ready, inter-connected transport system</b>							
T5.1	Continue to work with WYCA to develop a Mass Transit system in West Yorkshire	Action for Kirklees MC and Wider Community	Strategies, plans and programmes	M & A	x	x		
T5.2	Consider collaborating with neighbouring districts, such as Calderdale, on the potential for park and ride schemes to large urban centres such as Huddersfield and Dewsbury.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			
T5.3	Continue to develop the EV charging infrastructure across Kirklees, giving core consideration for on-street charging and access to charge points for private-hire companies, whilst not negatively impacting on the cycling and pedestrian user experience.	Action for Kirklees MC	Investment	M & A	x			
T5.4	Organisations and businesses with fleets (HGVs, buses coaches, waste collection vehicles, vans or taxis), to develop renewal strategies that align to Net Zero by	Action for Partners	Monitoring, data collection, analysis, assessment,	M	x			

	2038, being more fuel efficient and becoming ECO Stars members.		research and collaboration.					
T5.5	Identify and bid for funding opportunities to implement a programme of improvements to the Penistone railway line to improve journey times, frequency and improve active travel connections to the train stations.	Action for Kirklees MC and Partners	Strategies, plans and programmes	M	x	x		
T5.6	Bring transport stakeholders together on a semi-regular basis, to ensure all are aware of the work others are doing,	Action for Partners	Monitoring, data collection, analysis, assessment, research and collaboration.	M	x			
T5.7	Develop and deliver major transport schemes (Transforming Cities Fund, WY+TF and City Regional Sustainable Transport Settlement) that will provide new infrastructure including cycling, walking and bus priority across Kirklees.	Action for Kirklees MC	Investment	M	x	x	x	
T5.8	Consider undertaking a cross-organisational joint mapping exercise to determine roads particularly vulnerable to flooding and plot alternative routes. Ensure route plans are distributed to ensure services can still efficiently reach those in need of care.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research and collaboration.	A	x			
T5.9	Develop a district approach to providing shaded walking / cycling routes for hotter weather, particularly in urban areas.	Action for Kirklees MC	Investment	A	x	x		
<b>T.6</b>	<b>Encourage innovation in transport</b>							
T6.1	Explore opportunities in the district for supporting the expansion of low carbon and zero carbon fuel alternatives for private, public and freight vehicles, such as green hydrogen and synthetic fuels.	Action for Kirklees MC and Partners	Strategies, plans and programmes	M	x	x	x	
T6.2	Consider developing a sustainability strategy for maintaining transport assets, ensuring it aligns with ambitions of this CCAP, outlining the use of more innovative, sustainable methods and materials.	Action for Kirklees MC	Policy	A	x	x		

T6.3	Further build on current academic partnerships to develop and test innovative transport solutions.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	x	x	x	
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## WASTE

The actions outlined in this section portray a way forward to creating a low-carbon and resilient waste sector, building on the work outlined within Kirklees Waste Strategy 2021 – 2030, ensuring that the actions in the strategy align with the ambitions of a Net Zero and Climate Ready Kirklees. This action plan does not duplicate actions covered by the waste strategy, which includes but is not limited to, glass and food waste kerbside recycling collection initiatives for residents.

Taking steps to create a net zero and more resilient waste sector will not only address the climate emergency, but also generate numerous co-benefits. This includes increased access to green skills training and programmes alongside helping to reduce the level of pollution into our natural environment.

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*“Please concentrate more on helping people to cut down on their consumption rather than the bias towards buying things”  
(Resident voice)*

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<p><b>Climate Emissions:</b></p> <p style="text-align: center;"><b>9,850.50 tCO<sub>2</sub>e</b></p> <p><i>(SCATTER 2019 – Scope 1, 2 &amp; 3, waste – solid waste disposal, biological treatment and incineration and open burning)</i></p>	<p><b>CCRVA Key Climate Change Risks:</b></p> <ul style="list-style-type: none"> <li>• Increase in wet waste.</li> <li>• Increase in weight of waste due to saturation</li> <li>• Reduction in the efficiency of energy plants due to overheating (cooling steam to generate electricity).</li> <li>• Bin collections disrupted due to severe weather</li> <li>• Waste seepage into water supply (e.g., leaching from closed landfill)</li> </ul>
<p><b>Key Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Shifting focuses onto a circular economy approach.</li> <li>• Increased demand for low waste products and re-use / upcycling shops.</li> </ul>	<p><b>Key Challenges:</b></p> <ul style="list-style-type: none"> <li>• It is predominantly cheaper to buy new than repair items.</li> <li>• More durable, higher quality products are less affordable.</li> <li>• Achieving a transition to reducing waste and adopting more sustainable consumer practices without compromising economic growth.</li> <li>• Evolving consumer behaviours to reduce waste – such as fast fashion.</li> <li>• Evolving construction industry practice to adopt circular economy principles and reduce waste.</li> <li>• Lack of appropriate food and glass waste collection and disposal infrastructure and mechanisms.</li> </ul>











The following objective has been set to help the Waste sector achieve the overall goal of Net Zero and Climate Ready by 2038:

- **Objective 1:** Adopting circular economy principles, becoming more responsible producers and consumers

In total, the CCAP process identified **24** Actions for the energy sector outlined within Table 10Table 6Table 5. Of which, **16** are mitigation focused, **2** are adaptation focused, with **6** covering both aspects. This includes **9** actions for Kirklees MC, **3** for the Wider Community, **4** for Partners and **8** for collaborative action.

Table 7: Waste Actions

I.D	Action Title	Action Owners	Action Type	M o r a	Timeframe for Delivery			Co-Benefits
					Short-Term	Medium-Term	Long-Term	
<b>WAS.1</b>	<b>Align all plans, strategies, and waste-related policies with the Net Zero and Climate Ready by 2038 goal.</b>							
WAS1.1	Be ready to update the current Resource & Waste Strategy 2021 - 2030, associated activities and assets, to align with emerging Government policy and the Kirklees climate ambition of being Net Zero and Climate Ready by 2038.	Action for Kirklees MC	Strategies, plans and programmes	M	x			
WAS1.2	Refine Kirklees local planning policy to require all new development, including any public realm and supporting infrastructure, to incorporate circular economy measures into all aspects of the design, construction, and operation process. These will be reported via a Circular Economy Statement.	Action for Kirklees MC	Policy	M	x			
WAS1.3	Develop guidance outlining how to prepare a Circular Economy statement to accompany planning applications.	Action for Kirklees MC	Policy	M	x			
WAS1.4	Ensure Town Centre Action Plans and other flagship Council master planning projects adopt circular economy measures in all aspects of the design, construction, and operation.	Action for Kirklees MC	Strategies, plans and programmes	M	x	x	x	
WAS1.5	Ensure new developments adopt circular economy measures in all aspects of the design, construction, and operation.	Action for Partners	Strategies, plans and programmes	M	x	x	x	

WAS1.6	Adopt organisational targets for waste reduction and recycling rates, integrating circular economy principles and measures into day-to-day practices.	Action for Partners	Strategies, plans and programmes	M	x			
<b>WAS.2</b>	<b>Facilitate and invest in behaviour change and more sustainable and resilient waste practices</b>							
WAS2.1	Develop capacity building training and guidance to upskill Council staff on circular economy principles and measures, and how these can be applied in the councils' operations across appropriate service directorates.	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	M & A	x			
WAS2.2	Publicly share and advertise case studies of best-in-class waste management, waste behaviours and application of circular economy principles and measures within Kirklees, the West Yorkshire region and nationally.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M & A	x	x	x	
WAS2.3	Better communicate the on-going education campaigns in Kirklees schools, colleges, and universities in relation to waste management and circular economy principles, making it available for a broader audience of Kirklees residents.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M & A	x	x	x	
WAS2.4	Develop and publicise an inventory of businesses and shops within Kirklees that implement best-practice circular economy or waste hierarchy principles, i.e., charity shops, vintage shops, refill shops, repair providers.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x			
WAS2.5	Consider expanding trade and commercial waste collection and disposal to incorporate glass and food waste.	Action for Partners	Investment	M & A	x			
WAS2.6	Investment into staffing/grant funds to assist local businesses on waste reduction and reuse	Action for Kirklees MC and Partners	Investment	M & A	x	x		
WAS2.7	Investigate and refine the waste/resources associated with procurement	Action for Kirklees MC	Policy	A	x	x		
WAS2.8	Continue to integrate formal re-use systems into all of Kirklees' HWRCs.	Action for Kirklees MC	Investment	M & A	x	x		
WAS2.9	Look at establishing a home composting system for food waste.	Action for Wider Community	Investment	M	x			

WAS2.10	Reduce household waste; including food waste and single-use plastics.	Action for Wider Community	Behavioural, awareness-raising and capacity-building.	M	x			
WAS2.11	Consider adapting your consumer behaviour and the impact it can have on waste; making conscious decisions to avoid fast fashion, avoid single-plastics and to purchase the best-quality product you can afford.	Action for Wider Community	Behavioural, awareness-raising and capacity-building.	M	x			
WAS2.12	Where waste management assets are closed, ensure communication procedures are in place to alert potential users and visitors.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	A	x			
<b>WAS.3</b>	<b>Encourage innovation and collaboration in waste management and consumer behaviour</b>							
WAS3.1	Research the feasibility of implementing a network of industry symbiosis within Kirklees and the broader WY region (i.e., waste from one industry becomes a resource for another)	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M	x	x		
WAS3.2	Mattress innovation hub - supporting mattress manufacturers to be more sustainable in design, production, and end-of-life considerations.	Action for Partners	Investment	M	x	x		
WAS3.3	Consider introducing 'Green Fashion hubs' within Kirklees, involving established and aspiring stakeholders in the fashion industry, including schools and young people.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x	x		
WAS3.4	Consider piloting 'zero-waste zones' within Kirklees to test and implement practices and policies that support Kirklees' ambition to be net zero by 2038.	Action for Kirklees MC	Investment	M	x	x		
WAS3.5	Consider implementing a 'just-in-time' ordering system at high-schools across Kirklees, in-line with that used in primary schools to avoid food waste.	Action for Kirklees MC and Partners	Policy	M	x			
WAS3.6	Explore opportunities to research, investment and take advantage of opportunities for innovative and emerging technical solutions for waste treatment, alongside the potential for the generation of heat and power (as per HDEN and the EfW plant).	Actions for Kirklees MC	Monitoring, data collection, analysis, assessment, research, and collaboration.	M	x	x	x	





## WATER

The actions outlined in this section portray a way forward to creating an efficient and resilient water sector. Covering flooding, drought and water efficiency measures, the actions outlined can have a broad impact on the social, environmental, and economic state of Kirklees.

Taking steps to address the climate emergency within the water sector will also generate numerous co-benefits for the district. This includes improving the water quality and management approach of our water resources, reducing the risk of and impacts associated with surface or river flooding and helping to address the social disparities that flooding exacerbates.

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*“I don't see water shortages as a big issue in our area, given the amount of rainfall we have.”  
(Resident voice)*

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<p><b>Climate Emissions:</b></p> <p style="text-align: center; font-weight: bold; font-size: 1.2em;">8,001.99 tCO<sub>2</sub>e</p> <p><small>(SCATTER 2019 – Scope 1, 2 &amp; 3, waste – wastewater treatment and discharge)</small></p>	<p><b>CCRVA Key Climate Change Risks:</b></p> <ul style="list-style-type: none"> <li>Water supply interruptions due to drought.</li> <li>Reduction in flood retention/capacity</li> <li>Increased storm water volumes overwhelming combined sewers and sewerage pumps.</li> <li>Flooding of vulnerable assets (e.g., buildings in flood zones) - such as schools, care homes, children's homes &amp; centres etc.</li> <li>Flooding of rivers (Calder and the Dearne) leading to evacuation requirements.</li> <li>Flooding of homes.</li> <li>Closure of businesses.</li> <li>Loss of livestock.</li> </ul>
<p><b>Key Opportunity:</b></p> <ul style="list-style-type: none"> <li>The ability address challenge, impacts and risks across multiple sectors; buildings, transport, natural environment and biodiversity</li> </ul>	<p><b>Key Challenges:</b></p> <ul style="list-style-type: none"> <li>Lack of motivation and awareness to implement water saving measures and why this is necessary.</li> <li>Upfront cost of water efficiency measures with lack of financial support available.</li> <li>Flood protection and water efficiency measures are not in the control of the occupant due to living in a rented property.</li> <li>Belief that water efficiency should not be a concern in Kirklees due to the amount of rainfall we receive.</li> <li>Absence of a whole water cycle management approach.</li> </ul>




















The following objectives have been set to help the water sector achieve the overall goal of Net Zero and Climate Ready by 2038:

- **Objective 1:** Manage our water and its environment sustainably.
- **Objective 2:** Increase our resilience to flood risk helping to reduce the vulnerability of residents.

In total, the CCAP process identified **20** Actions for the water sector, outlined within Table 8. Of which, **14** are adaptation focused, with **6** covering both adaptation and mitigation. This includes **7** actions for Kirklees MC, **1** for the Wider Community, **1** for Partners and **11** for collaborative action

Table 8: Water Actions

I.D	Action Title	Action Owners	Action Type	M or A	Timeframe for Delivery			Co-Benefits
					Short-Term	Medium-Term	Long-Term	
<b>WAT.1</b>	<b>Taking care of Kirklees' waterways and infrastructure</b>							
WAT1.1	Promote, develop opportunities, and consider volunteering to help clean up local waterways across Kirklees.	Action for Wider Community	Behavioural, awareness-raising and capacity-building.	M & A	x			
WAT1.2	Work with partners to divert grey wastewater from waterbodies (i.e., rivers and reservoirs)	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			
WAT1.3	Consider the feasibility of implementing appropriate land-management techniques in high-risk areas of Kirklees to divert surface water run-off away from stormwater infrastructure and overburdened surface water drains.	Action for Kirklees MC, Partners and Wider Community	Investment	A	x			
<b>WAT.2</b>	<b>How to reduce Kirklees' water consumption</b>							
WAT2.1	Design and deliver district-wide guidance and educational campaigns on water saving techniques.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x	x		

WAT2.2	Install water butts on domestic properties where feasible.	Action for Partners and Wider Community	Investment	M	x	x	x	 
WAT2.3	Consider the potential for communal water harvesting/ reuse schemes.	Action for Kirklees MC and Wider Community	Investment	M	x	x		 
WAT2.4	Develop a plan to improve the water use and efficiency in the Council's operational estate i.e., rainwater harvesting and grey water recycling.	Action for Kirklees MC	Strategies, plans and programmes	M	x	x		 
WAT2.5	Consider retrofit measures such as rainwater harvesting, grey water recycling and measures on commercial and residential buildings to reduce water demand and use.	Action for Partners and Wider Community	Investment	M	x	x		  
WAT2.6	Upgrade all appliances to the highest possible water efficiency when at end of life	Action for Kirklees MC, Partners, and Wider Community	Investment	M	x	x	x	 
WAT2.7	Develop and implement a watering regime cognisant of increased pressure though reduced availability of water supply.	Action for Kirklees MC and Partners	Investment	A	x	x	x	 
<b>WAT.3</b>	<b>Align all plans, strategies and water-related policies with Net Zero and Climate Ready by 2038 goal</b>							
WAT3.1	Consider revisions to Kirklees local planning policy at the next Local Plan update in relation to a potential water efficiency standard in new-build and retrofit developments; domestic industrial commercial and public buildings through the planning applications process.	Action for Kirklees MC	Strategies, plans and programmes	M	x			  
WAT3.2	Consider revisions to Kirklees local planning policy at the next Local Plan update to explore the latest approaches to Sustainable Urban Drainage Systems (SuDs) and Water Sensitive Urban Design (WSUD).	Action for Kirklees MC	Policy	M & A	x			  

WAT3.3	Ensure Town Centre Action Plans and other flagship Council master planning projects incorporate WSUD and SuDs into their design.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			
WAT3.4	Strive to ensure all residential developments on Council-owned land will be designed to the highest water efficiency standards.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x	x		
WAT3.5	Ensure the new Local Flood Risk Management Strategy aligns with the outcomes of this CCAP and associated CCRVA to achieve Climate Ready by 2038.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			
<b>WAT.4</b>	<b>Enhancing Kirklees' resilience to water-related climate risks</b>							
WAT4.1	Develop and implement plans to ensure sufficient firefighting water is available particularly during droughts.	Action for Partners	Strategies, plans and programmes	A	x	x		
WAT4.2	Consider installing floodgates where feasible and appropriate to protect key areas of equipment, infrastructure and buildings which may be impacted from flooding:	Action for Partners and Wider Community	Investment	A	x			
WAT4.3	Review emergency planning procedures and to revise measures for reduced water availability and increased demand to reflect the expected increasing in frequency of heatwaves and drought events.	Action for Kirklees MC and Partners	Strategies, plans and programmes	A	x	x	x	
WAT4.4	Ensure that Local Resilience Forum Water Supply Disruption Plan considers the increasing occurrence of droughts/ heatwaves.	Action for Kirklees MC and Partners	Strategies, plans and programmes	A	x			
WAT4.5	Fire and rescue service may be particularly impacted through demand on services to respond to flooding and heatwave events. Collaboration through the multi-agency flood plan and with neighbouring fire and rescue services should be considered.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	x			



**CROSS-CUTTING**

The actions outlined in this section portray a more holistic approach to achieving a Net Zero and Climate Ready Kirklees by 2038. Climate change, its impacts, and the emissions we produce, are not necessarily restricted by jurisdictional, organisation or sectoral boundaries, and neither are the solutions we can implement to address.

Taking steps to address the climate emergency through cross-cutting sectors will generate numerous co-benefits for the district, including increased engagement with public/private entities outside of district council and an increased representation of specific community groups, including civil society, academia, business, and vulnerable populations.

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*“Climate change affects us all, through outlier weather events or general damage to future generations” (Political voice).*






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<p><b>Climate Emissions:</b></p> <p style="text-align: center;"><b>2,689,294.79 tCO<sub>2</sub>e</b></p> <p><i>(SCATTER 2019 – Scope 1, 2 &amp; 3, total GHG emissions for the district of Kirklees - Stationary Energy, Transportation, Waste, IPPU, AFOLU, Generation of Grid Supplied Energy.)</i></p>	<p><b>CCRVA Key Climate Change Risks:</b></p> <ul style="list-style-type: none"> <li>• Increased incidences of heat exhaustion, dehydration, and other heat related incidents.</li> <li>• Increased anxiety in children and young people due to relatives being out in hazardous weather conditions (e.g., flood wardens, firefighters).</li> <li>• Increase in vector borne diseases.</li> <li>• Further risks to homeless communities without safe shelter available.</li> <li>• Unsafe working conditions for site, outdoor workers, and frontline workers.</li> </ul>
<p><b>Key Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Increase in outdoor leisure pursuits, resulting in new business opportunities and positive impact on social and health well-being.</li> <li>• Potential to lesson symptoms of conditions like arthritis and cold weather-related illnesses and (hotter summers, warmer winters)</li> <li>• Knowledge sharing and collective solutions that can be achieved through collaboration across sectors.</li> </ul>	<p><b>Key Challenges:</b></p> <ul style="list-style-type: none"> <li>• Ownership over scope 3 emissions.</li> <li>• The perception that climate change is a hoax, and that climate action is not required.</li> <li>• To achieve collective, district-wide uptake and ownership of climate actions.</li> <li>• Obtaining emissions data from private companies across all sectors.</li> <li>• Identifying and acquiring the necessary funding to implement the projects needed to achieve a Net Zero and Climate Ready Kirklees by 2038.</li> </ul>


















The actions outlined within the Cross-Cutting sector are those that help address two or more of the objectives laid out across the action response sectors and therefore, no separate objective for cross-cutting actions has been developed.







In total, the CCAP process identified **26** cross-cutting actions, outlined within Table 9. Of which, **3** are mitigation focused, **12** adaptation focused, with **11** covering both adaptation and mitigation. This includes **7** actions for Kirklees MC, **2** for Partners and **17** for collaborative action.









Table 9: Cross-Cutting Actions



I.D	Action Title	Action Owners	Action Type	M or A	Timeframe for Delivery			Co-Benefits
					Short-Term	Medium-Term	Long-Term	
<b>CC.1</b>	<b>Integrate climate action within the Councils operational, governance and decision-making mechanisms</b>							
CC1.1	Develop a top tier 'Environment and Sustainability Strategy' for Kirklees Council.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			
CC1.2	Consider undertaking a governance review, building on the Integrated Impact Assessment, to further adapt Kirklees councils' decision-making process so that it is structured around the planetary boundaries and / or doughnut economics model, ensuring key-decisions take into account social, economic and environmental impacts and benefits (including both emission reduction and climate resilience).	Action for Kirklees MC	Strategies, plans and programmes	M & A	x	x		
CC1.3	Develop internal carbon budgets for the Kirklees Council, divided by service area as with financial budgets.	Action for Kirklees MC	Strategies, plans and programmes	M	x			
CC1.4	Consider breaking down the council's annual financial budget to highlight money which has been spent on climate emergency response and associated actions.	Action for Kirklees MC	Strategies, plans and programmes	M & A	x			
CC1.5	Develop, regularly review, update and test business continuity plans and associated actions, to ensure critical activities can continue during severe weather event. Ensure relevant arrangements are communicated to all required parties.	Action for Kirklees MC and Partners	Strategies, plans and programmes	A	x			



CC1.6	Encourage greater engagement and empowerment of children and young people in climate adaptation decision making and planning.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	x	x		
CC1.7	Ensure that climate change risks and net zero transitional risk are incorporated into organisational management plans and risk registers, assigning appropriate risk owners and coordinators, with each service directorate developing an associated adaptation plan - organisational or service level, to address the key risks.	Action for Kirklees MC and Partners	Strategies, plans and programmes	A	x	x	x	 
CC1.8	Ensure that landlords of supported living assets have plans in place to arrange alternative accommodations if needed.	Action for Kirklees MC and Wider Community	Strategies, plans and programmes	A	x			  
CC1.9	Have alternative measures in place for those who ordinarily receive home care (e.g., personal alarms and performance monitors). Consider also implementing secondary alternative arrangements should flooding be combined with power supply cuts and electric equipment issued to people.	Action for Kirklees MC, Partners, and Wider Community	Strategies, plans and programmes	A	x	x	x	  
CC1.10	Ensure that all outsourced social care providers consider climate change risks in their respective service plans, outlining measures they can take to reduce this risk. .	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	x	x	x	  
<b>CC.2</b>	<b>Support local businesses, communities, and residents</b>							
CC2.1	Consider establishing a Climate Emergency Community Fund to support community projects that adhere to the Councils Climate Emergency goals.	Action for Kirklees MC and Partners	Investment	M & A	x	x	x	    

CC2.2	Look at establishing a Green Entrepreneurs Fund to support the development of green skills and innovative carbon reduction projects in SMEs and micro-businesses across Kirklees	Action for Kirklees MC and Partners	Investment	M & A	x	x	x	
CC2.3	Consider amending business rates to encourage low-carbon and more sustainable practices within Kirklees. I.e., business with a sustainability / carbon strategy and an understanding of their scope 1, 2 and 3 emissions receive relief.	Action for Kirklees MC	Policy	M & A	x			
CC2.4	Look at providing green economy, green skills and 'how to build resilience' into 'Net Zero transition' guidance and support to local SMEs, micro-businesses, and organisations within Kirklees.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M & A	x	x	x	
CC2.5	Consider assessing the adequacy of resources to deal with the increasing trauma and emotional/mental welfare being sought – especially amongst the young – from climate related anxiety, depression, and suicide (associated with experiencing floods, droughts and heatwaves)	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	x			
CC2.6	Consider undertaking vulnerability mapping (e.g., with the Climate Just Tool) to highlight particularly vulnerable areas, informing the provision of appropriate support.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	x			
<b>CC.3</b>	<b>Taking collaborative action</b>							
CC3.1	Establish a 'Climate Charter' in Kirklees which organisations in Kirklees can become a signatory of, taking ownership over and committing to the goal of becoming Net Zero and Climate Ready by 2038. Utilise this network for collaborative knowledge sharing and working.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M & A	x	x	x	

CC3.2	Agree a clear role and set of priorities for the Kirklees Climate Change Commission with the aim to deliver real change and action.	Action for Partners	Strategies, plans and programmes	M & A	x			
CC3.3	Consider options for the Council to work alongside partners and allies to develop a digital platform that integrates multiple sources of data to provide information on the district's performance. Ensure data sharing agreements and data trusts are in place to encourage data to be shared.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	M & A	x	x	x	
CC3.4	Continue to engage with the diverse range of communities that Kirklees is home to, achieving fair and inclusive climate action that is representative of Kirklees residents.	Action for Kirklees MC, Partners, and Wider Community	Monitoring, data collection, analysis, assessment, research, and collaboration.	M & A	x	x	x	
CC3.5	Enhance the sharing of knowledge and experience in relation to interdependencies across different agencies/ organisations and sectors within Kirklees (e.g., water companies, gas companies).	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	A	x			
CC3.6	Look at developing or if existing, advertise, an app to help individuals understand and monitor their carbon emission reductions from actions they take in their daily lives.	Action for Kirklees MC and Partners	Behavioural, awareness-raising and capacity-building.	M	x			
CC3.7	Complete a more detailed analysis of district wide scope 1, 2 and 3 emissions, building on the SCATTER tool inventory and net zero assessment.	Action for Kirklees MC	Policy	M	x			
CC3.8	Build on Covid19 experience - explore the use of volunteers in times of high demand on services because of climate hazards and associated risks.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment, research, and collaboration.	A	x			
CC3.9	Collaborate with learning outreach/ service providers and build on existing contacts with schools to provide additional support on climate risks.	Action for Kirklees MC and Partners	Monitoring, data collection, analysis, assessment,	A	x			

			research, and collaboration.					
<b>CC.4</b>	<b>Building knowledge and skills to become a more resilient Kirklees</b>							
CC4.1	Provide training/ guidance on climate risk to schools & care contractors.	Action for Kirklees MC	Behavioural, awareness-raising and capacity-building.	A	x			
CC4.2	Provide awareness raising and capacity building training on coping with climate anxiety, understanding climate risk, the vulnerability of the wider community, alongside health-related impacts from climate change and measures that can be adopted, focusing on young people and other vulnerable groups.	Action for Kirklees MC, Partners, and Wider Community	Behavioural, awareness-raising and capacity-building.	A	x			

# MONITORING AND EVALUATION STRATEGY

## Overview

Monitoring and evaluation (M&E) are important managerial tools necessary to track the progress and facilitate decision making for the climate change actions laid out by this CCAP.

This allows the action owners to make informed and evidence-based decisions regarding the operations of actions and service delivery, ensuring effective and efficiency use of resources and reporting requirements are met, allowing for public accountability, and enabling the extent to which the project is having a desired impact to be assessed with associated lessons learnt.

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*“The Climate Change Action Plan needs to be a live document with ongoing oversight and input to make it flexible and have a wider ownership beyond the Cabinet”  
(Political Voice)*

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The M&E strategy for Kirklees’ CCAP, will adhere to the following steps in Figure 6 over a 3 yearly cycle of reporting, in line with CDP 2022 Cities Reporting Guidance.

Figure 6: Cycle of Monitoring and Evaluation



## Monitoring Progress

The impact that actions have, will be monitored by the annual collection of indicator data, within the Indicator Database, which has been created as part of the evidence base for the Integrated Climate Change Action Plan

The Indicator Database will be the responsibility of appropriate officers within the Energy & Climate Change team, who will draw information on the actions and associated indicators from the relevant Action Owners, officers, and other stakeholders with access to the required databases.

## Evaluating results and impacts

The evaluation of actions will be four-fold:

- Through stakeholder engagement: By the most appropriate mechanisms determined at the time of evaluation, a cross-section of Kirklees stakeholders will be engaged to feedback their evaluation of the on-going impact and outcomes of the actions implemented as part of the integrated climate change action plan.
- By evaluating the emission reduction achieved by the actions implemented, against the existing district-wide emissions inventory for Kirklees and the districts steppingstone and absolute science-based targets.
- By evaluating against pre-determined adaptive capacity: The CCRVA has established Kirklees' current 'adaptive capacity' for the hazards and associated risks assessed. Using this pre-determined assessment, elements of adaptive capacity will be evaluated against the relevant indicators within the indicator database, alongside being cross analysed against the findings of the stakeholder engagement.
- By evaluating the social and economic impact of events. Utilising the indicator database as a baseline

## Sharing Lessons Learned

Nominated individuals, indicatively the Energy & Climate Change team, will engage with Action Owners, key stakeholders, and residents, to help formulate lessons learned (both positive and negative) in relation to on-going implementation of climate change related actions.

Lessons learned will be collated in-line with the 3-yearly reporting cycle, as outlined below.

## Reporting on Action Outcomes

A 3-year reporting cycle will be established, publishing the outcomes of the monitoring and evaluation process, which will remain in-place until the district wide target of Net Zero and Climate Ready by 2038 is achieved.

The 3-yearly "Progress Report" will be shared with Kirklees' Climate Change Board and appropriate stakeholders and will include, as a minimum:

- Action Implementation status and any issues encountered
- Recommendations for revisions to any Climate Change Actions
- Changes to key indicators
- Potential new Climate Change Actions for consideration.

Furthermore, a public fact sheet on implementation progress will be published on Kirklees' Climate Emergency Website, with press releases and case studies considered to highlight specific success stories.

Where required and agreed on by Kirklees' Climate Change Board, a revised version of the Climate Change Action Plan, to reflect Progress Report outcomes, will be published.

## NEXT STEPS

As Kirklees embarks on this climate action journey, it is important to recognise and emphasise that a commitment to make a whole district net-zero and climate ready is beyond the authority of Kirklees Council alone.

There is a requirement for strong collaboration and collective action from all allies across the area of Kirklees, individuals, businesses, community organisations, key anchor institution, regional authorities, agencies, and the local authority.

*“Please please please don’t assume that you know all of the answers. There is a wealth of knowledge across Kirklees that can be used to drive action!”  
(Kirklees resident)*

Our Net Zero and Climate Ready vision for Kirklees is ambitious and aspirational but is tempered by the funding that is available to work with (capital and operational) and the level of ownership, engagement and uptake that can be achieved.

The public sector faces extremely hard times; with a rapidly growing population, increasing demand for services (i.e., transport, education, social care), on-going reductions in government funding alongside recovery from the COVID-19 pandemic and the cost-of-living crisis. To achieve our climate ambitions, we must seek new ways of doing things and seek new approaches to identifying and accessing necessary investment.

The next steps in our climate action journey, as seen in Figure 7, will call upon further engagement and collaboration, to help prioritise appropriate actions by place (i.e., rural vs urban) before developing business cases for high priority actions that will outline the potential financing mechanisms and funding sources alongside a carbon reduction analysis.

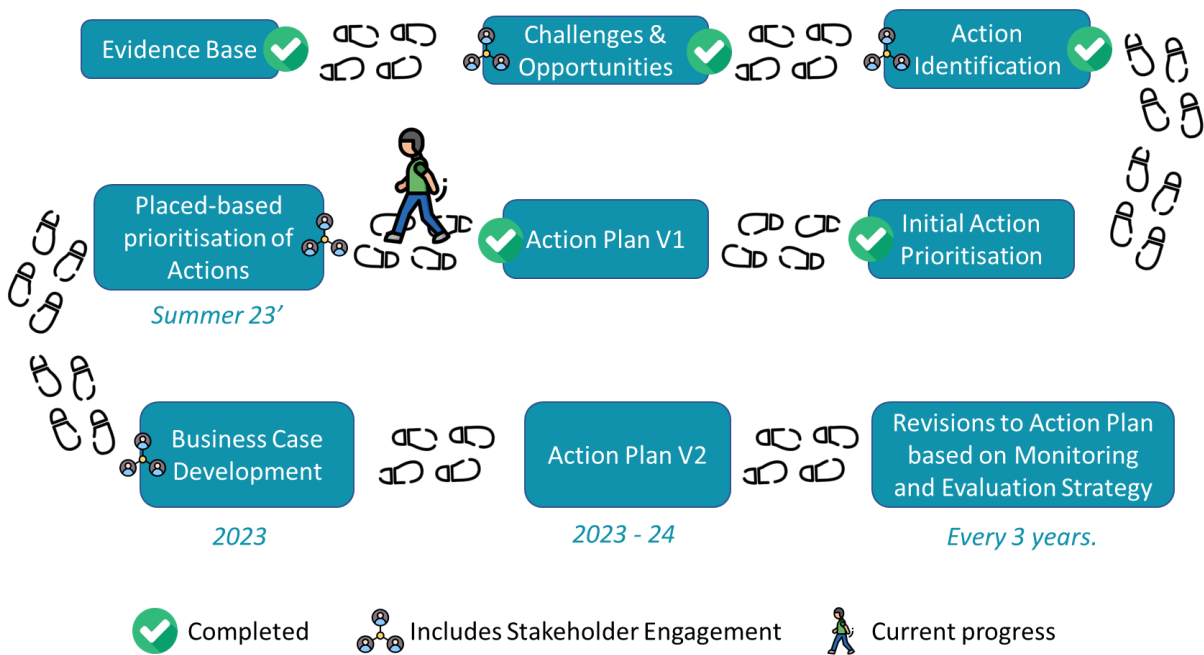


Figure 7: Next steps for the Kirklees CCAP.

This will involve:

- **Placed based prioritisation of Action:** Through stakeholder engagement, appropriate actions will be prioritised by 'place', recognising that the varying social, economic, environmental and built environment characteristics of Kirklees requires actions that are tailored to this uniqueness, rather than a single blanket approach for all areas within the district.
- **Business Case Development:** Once prioritised by place, a business case will be developed for a short-list of high-priority actions. As a minimum, this will include carbon reduction potential and an analysis of funding requirements.
- **Action Plan V2:** Off the back of the previous steps, a second iteration of the action plan will be published, outlining the high priority actions and their associated business cases.
- **A 3-yearly cycle of revisions to the Action Plan based on the Monitoring & Evaluation Strategy:** As per the M&E strategy outlined in this report.

## ACKNOWLEDGMENTS

Many people have given their time to develop this document – politicians, businesses, consultants, community groups, residents, and organisations. Thank you.

All icons used within this report have been designed using Flaticon.com.

## ACRONYMS LIST

Table 10: Acronyms List for CCAP

Acronym	Definition
A	Adaptation
AFOLU	Agriculture, Forestry and Other Land Use
ASAP	Action Selection and Prioritisation
BEIS	Department for Business, Energy & Industrial Strategy
CBA	Co-benefits Analysis
CCAP	Climate Change Action Plan
CCRA	Climate Change Risk Assessment
CCRVA	Climate Change Risk and Vulnerability Assessment
CO <sub>2</sub>	Carbon dioxide
CO <sub>2e</sub>	Carbon dioxide equivalent
DEC	Display Energy Certificate
Defra	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
EA	Environment Agency
EPC	Energy Performance Certificate
EV	Electric Vehicle
FA	Feasibility Analysis
GCoM	Global Covenant of Mayors
GHG	Greenhouse gases
HDEN	Huddersfield District Energy Network
HDP	Heat Decarbonisation Plans
H&N	Homes and Neighbourhoods
IPCC	International Panel for Climate Change
IPPU	Industrial Process and Product Use
KCC	Kirklees Climate Commission
LAEPs	Local Area Energy Plans
LLFA	Local Lead Flood Authority
M	Mitigation
M&A	Mitigation and Adaptation



M&E	Monitoring and Evaluation
NBS	Nature Based Solutions
NFU	National Farming Union
NGO	Non-Government Organisation
PCAN	Place-Based Climate Action Network
PV	Photovoltaic
SBT	Science Based Target
UTMC	Urban Traffic Management Control
WRAP	Waste and Resources Action Programme
WRF	White Rose Forest
WYCA	West Yorkshire Combined Authority
WY	West Yorkshire
YPO	Yorkshire Purchasing Organisation

## GLOSSARY OF KEY TERMS

A glossary outlining the definitions of key, technical terms used throughout the Kirklees Climate Change Action Plan.

Table 11: Glossary of Terms

Word	Definition
<b>Adaptation</b>	The process of an adjustment to actual or expected climate and its effects to moderate harm or exploit beneficial opportunities.
<b>Anthropogenic</b>	Resulting from or produced by human activities.
<b>Biodiversity Net Gain</b>	Biodiversity Net Gain is an approach to development that leaves biodiversity in a better state than before. Where a development has an impact on biodiversity it encourages developers to provide an increase in appropriate natural habitat and ecological features over and above that being affected in such a way it is hoped that the current loss of biodiversity through development will be halted and ecological networks can be restored
<b>Carbon Budget</b>	The estimated cumulative amount of global carbon dioxide emissions that that is estimated to limit global surface temperature to a given level above a reference period, considering global surface temperature contributions of other GHGs and climate forcers;
<b>Carbon Dioxide (CO<sub>2</sub>)</b>	A naturally occurring gas, CO <sub>2</sub> is also a by-product of burning fossil fuels, burning biomass, of land use changes and of industrial processes. It is a principle anthropogenic greenhouse gas that is a cause of climate change.
<b>Carbon Dioxide equivalent (CO<sub>2</sub>e)</b>	The amount of carbon dioxide (CO <sub>2</sub> ) emission that would cause the same integrated radiative forcing or temperature change, over a given time horizon, as an emitted amount of a greenhouse gas (GHG) or a mixture of GHGs.
<b>Climate Change</b>	Refers to a change in the state of the climate that can be identified by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer.
<b>Climate Ready</b>	This covers two aspect of climate risk, physical and transitional. Physical risks being the impacts we have and will continue to experience from hazards such as flooding, high winds, moorland fires etc and transitional risks being the risks of becoming a net zero society – fluctuation energy prices, cost of living crisis, lack of infrastructure etc.
<b>Decarbonisation</b>	The process by which countries, individuals or other entities aim to achieve zero fossil carbon existence.
<b>Energy Performance Certificates</b>	Energy Performance Certificates (EPCs) are required in the UK to provide a prospective owner or tenant with information on the energy performance of a building and recommendations for improvement. EPCs for homes use an A-G rating scale based on the modelled energy bill costs of running the building.
<b>Greenhouse Gas (GHG)</b>	Greenhouse gases are those gaseous constituents of the atmosphere, both natural and anthropogenic. The primary GHGs are Carbon Dioxide (CO <sub>2</sub> ), Water Vapour (H <sub>2</sub> O), nitrous oxide (N <sub>2</sub> O), methane (CH <sub>3</sub> ) and Ozone (O <sub>3</sub> ).
<b>Hazard</b>	The potential occurrence of a natural or human-induced physical event or trend that may cause loss of life, injury, or other health impacts, as well as damage and loss to

	property, infrastructure, livelihoods, service provision, ecosystems and environmental resources.
<b>Impacts</b>	The consequences of realized risks on natural and human systems, where risks result from the interactions of climate-related hazards (including extreme weather and climate events), exposure, and vulnerability. Impacts generally refer to effects on lives, livelihoods, health and wellbeing, ecosystems and species, economic, social and cultural assets, services (including ecosystem services), and infrastructure.
<b>Maladaptation</b>	Actions that may lead to increased risk of adverse climate-related outcomes, including via increased GHG emissions, increased vulnerability to climate change, or diminished welfare, now or in the future. Maladaptation is usually an unintended consequence.
<b>Mitigation</b>	A human intervention to reduce emissions or enhance the sinks of greenhouse gases.
<b>Net-zero Emissions</b>	Net-zero emissions are achieved when emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals.
<b>Residual carbon</b>	Residual carbon are the emissions remaining after all technically and economically feasible opportunities to reduce emissions in all covered scopes and sectors have been implemented.
<b>Resilience</b>	The capacity of social, economic, and environmental systems to cope with a hazardous event, trend or disturbance, responding or reorganising in ways that maintain their essential function, identity and structure.
<b>Risk</b>	The potential for adverse consequences where something of value is at stake and where the occurrence and degree of an outcome is uncertain. In the context of the assessment of climate impacts, the term risk is often used to refer to the potential for adverse consequences of a climate-related hazard, or of adaptation or mitigation responses to such a hazard, on lives, livelihoods, health and wellbeing, ecosystems and species, economic, social and cultural assets, services (including ecosystem services), and infrastructure.
<b>Scope 1 Emissions</b>	Scope 1 covers emissions from sources that an organisation owns or controls directly.
<b>Scope 2 Emissions</b>	Scope 2 are emissions that a company causes indirectly when the energy it purchases, and uses is produced
<b>Scope 3 Emissions</b>	Scope 3 encompasses emissions that are not produced by the organisation itself, and not the result of activities from assets owned or controlled by them, but by those that it is indirectly responsible for, up and down its value chain
<b>Stationary Energy</b>	All fossil fuels used in electricity generations and in the direct production of industrial heat. It does not include energy used for transport,
<b>Vulnerability</b>	The propensity or predisposition to be adversely affected. Vulnerability encompasses a variety of concepts and elements including sensitivity or susceptibility to harm and lack of capacity to cope and adapt.

## APPENDIX A: EXISTING ACTIONS FOR KIRKLEES

Appendix A can be found on the Climate Emergency webpage, [here](#)

## APPENDIX B: ACTION LIST BY OWNER

The following tables divide the actions outlined in this plan by specific owner, being Kirklees Council, Partners, and Wider Community, alongside those actions that require collaboration, i.e., input from two or more of the owner groups.

### WHAT CAN KIRKLEES COUNCIL DO

Table 12: Actions for Kirklees Council only.

I.D	Action Title	I.D	Action Title
<b>Energy</b>			
E1.1	Explore opportunities for renewable generation are identified in future iterations of the Kirklees Local Plan and Our Council Plan.	E2.3	Support the development of solar farms and the installation of PV panels on buildings throughout Kirklees (where appropriate).
E1.2	Consider revisions to Kirklees local planning policy at the next Local Plan update about a potential requirement for new developments within Kirklees to complete an options assessment for renewable energy (heat and power) generation and storage.	E4.1	Explore opportunities in the district to support the expansion of green hydrogen production and/ or use.
E1.3	Consider revisions to Kirklees local planning policies at the next Local Plan update to encourage the development of renewable generation, aligning with the findings of a Local Area Energy Plan.	E4.2	Through the most appropriate mechanisms, i.e., planning provision, publicity, investment or guidance, support community energy projects (e.g., shared heating and group buying schemes for PV))
E1.4	Ensure Kirklees Council are involved in lobbying, review, and development of new national and regional energy-related policies, plans and regulations.	E5.3	Make representations to Ofgem and energy infrastructure providers where appropriate, to ensure Kirklees' energy infrastructure is climate ready.
E2.2	Transition council-owned and operated buildings and schools to use locally generated low and zero carbon sources of energy (e.g. solar PV and, district heat networks such as HDEN), coupled with appropriate storage mechanisms, where feasible, informed by the LAEPs and HDPs.		
<b>Buildings</b>			
B1.1	Complete Heat Decarbonisation Plans (HDPs) for Council corporate estate, leisure centres, business centres and schools, building on the work undertaken for the Huddersfield District Energy Network.	B2.5	All new residential developments on Council-owned land to be designed to the highest possible energy efficiency standard, building on the work seen by the Liversedge Pilot Project (i.e., Passivhaus)

B.1.3	Examine the current building use in the Councils corporate estate to see if they are correct, outlining plans to optimise where possible.	B2.6	Consider revising existing planning guidance and striving to ensure new planning guidance aligns with the ambitions of achieving Net Zero by 2038.
B.1.4	Develop internal Council policy to ensure all maintenance and improvements made to the Council estate need to adhere to best-practice energy efficiency and broader sustainability standards.	B3.1	Explore opportunities to provide more financial support to vulnerable residents living in privately-owned domestic properties for energy-efficiency improvements.
B.1.9	Create a district-wide register for buildings at risk of severe weather events.	B3.5	Launch a programme of retrofit for council-owned domestic properties using programme such as Energiesprong (or equivalent), building on the Abbey Road project.
B.1.11	Ensure planned and preventive maintenance is completed to buildings, trees, other infrastructure, to minimise risk of damaged and windblown debris.	B3.6	Consider options for the council to work alongside the private sector to encourage / enable owners of privately-owned commercial properties to improve the energy efficiency of their assets.
B2.1	Consider revisions to local Kirklees local planning policy at the next Local Plan update to require the highest energy efficiency standards, where proposals are assessed through the planning process. This relates to new-build and retrofit developments; domestic, industrial, commercial, and public buildings.	B3.9	Consider developing outside respite areas (shaded, open to air currents, potentially with moving water) for people who live in premises at risk of overheating.
B2.2	Consider revisions to local planning policy at the next Local Plan update to promote climate change measures and energy efficiency improvements in listed buildings without loss of significance.	B4.2	Identify the funding sources, to assign an officer to work with local developers, construction firms and education centres to develop and launch a local retraining scheme for sustainable construction.
B2.3	Consider revisions to local planning policy at the next Local Plan update to seek to strengthen approaches to encouraging the re-use of buildings and previously developed land.	B5.1	Through the most appropriate mechanisms, i.e., planning provision, publicity or investment, support innovative building schemes and developments within Kirklees.
B2.4	Ensure Town Centre Action Plans for buildings (domestic and non-domestic) and other flagship Council master planning projects, align with the ambitions of achieving Net Zero and Climate Ready by 2038.		
<b>Natural Environment and Biodiversity</b>			
NEB1.1	Consider declaring an ecological emergency for Kirklees and/or equivalent policy measures in order to address the wider environmental challenges faced by the District.	NEB3.2	In appropriate re-wilding locations across the district, install visible information about what visitors can observe and the benefits that re-wilding generates.
NEB1.2	Explore opportunities for small-scale woodland creation across Kirklees	NEB3.4	Develop internal training to educate and inform council colleagues about the value of biodiversity and actions they can take to enhance local biodiversity.

NEB1.3	Establish a rewilding programme for appropriate areas of Kirklees Council controlled and managed land.	NEB4.1	Consider revisions to Kirklees local planning policy at the next Local Plan update to seek to ensure that new developments in Kirklees, including any public realm and supporting infrastructure, shall achieve the highest standards of design for the natural environment and local biodiversity, seeking to ensure that the development enhances Kirklees natural capital and provides ecosystem services through green infrastructure and nature-based solutions.
NEB1.5	Consider transforming urban parks and play areas to provide resilient Nature Based Solutions and re-wilding, planting more drought resistant vegetation, creating more shaded space, and undertaking habitat improvements e.g. SuDs, bio-Swales, and wildflowers.	NEB4.2	Commit to a programme of tree protection and planting; requiring developers to appropriately establish trees and wildlife areas within new developments, alongside protecting or replanting mature trees, as opposed to felling. Where tree loss is deemed to be acceptable, developers will be required to submit a detailed mitigation scheme.
NEB2.1	Create a mandate within the council to dedicate appropriate officers to focus on work required around protecting and enhancing the natural environment.	NEB4.3	Continue to develop and map out a strategic green infrastructure network for Kirklees, considering options how the protection of its function could be strengthened within the network in a future Local Plan update, including considering how new developments and land-use change respect, coordinate with, and enhance the network.
NEB2.2	Evolve how council-owned and managed land e.g., parks and open spaces, is managed, with a focus to increase biodiversity and restore habits, including through reduced pesticide use and increased re-wilding programmes.	NEB4.4	Develop internal Council policy to ensure all works undertaken on Council-owned and managed land, assets, and infrastructure, that are not bound by planning policy, adhere to the highest standards of design for the natural environment and local biodiversity.
NEB2.4	Review all Green Infrastructure and publicly owned land in terms of climate resilience	NEB5.2	Consider how existing work on the Kirklees biodiversity net-gain land-bank, be evolved to incorporate potential future carbon offsetting requirements.
NEB3.1	Create and share information about the environmental benefits of woodlands through the White Rose Forest partnership and small-scale woodland creation.		
<b>Sustainable Food and Agriculture</b>			
SA1.1	Use the planning process to promote land for food production including as part of new developments where justified.	SA3.1	Continue to develop the Sustainable Food Cities Programme for Kirklees, building community food knowledge resource projects and alter catering and food procurement towards more sustainable and healthy habits.
SA1.2	Providing guidance/signposting to community organisations regarding legal issues of establishing community gardens / allotments / orchards.	SA3.3	Consider planning for the revision of back-up and alternative food supplies in cases where supply chain of foodstuffs is hindered, disrupted, or even halted.

SA1.3	Develop a support system to help community food-based projects.	SA5.2	Strive to ensure the local planning policy, at the next Local Plan Update, allow/facilitate farmers to be able to adapt to future challenges through diversification in land-use and practices.
SA2.1	Look at how the planning provision can be used to encourage the development and growth of innovative, modern farming practices, particularly in the urban environment, within Kirklees.	SA5.3	Ensure Kirklees are involved in lobbying, review, and development of new national and regional level farming incentives.
<b>Transport</b>			
T.1	Align all plans, strategies, and transport related policies with Net Zero and Climate Ready by 2038 goal	T4.1	Develop a strategy for behaviour change in relation to transport for the district of Kirklees. Potential to integrate with the transport strategy.
T1.1	Develop a Kirklees Transport Strategy that is consistent with the outcomes of this CCAP and the Net Zero and Climate ready by 2038 goal.	T4.2	Assign an officer to work with residents and local organisations to help facilitate and implement behaviour change initiatives in transport for Kirklees.
T1.3	Consider revisions to Kirklees local planning policy at the next Local Plan update to aim to ensure sites for new housing and commercial developments that can be served by quality public transport links and active travel (walking and cycling). Explore the concept of low traffic or car-free development.	T4.3	Continue to implement anti-idling policies across the district, focusing on schools, train stations etc.
T1.4	Review the Kirklees local planning policy to ensure new transport infrastructure is designed to align with the Net Zero and Climate ready by 2038 goal.	T4.4	Assist residents with upskilling to take advantage of sustainable transport employment opportunities.
T1.6	Review taxi vehicle license policy to encourage and incentivise the use of 'cleaner' ULEV vehicles.	T5.2	Consider collaborating with neighbouring districts, such as Calderdale, on the potential for park and ride schemes to large urban centres such as Huddersfield and Dewsbury.
T2.1	Building on Kirklees' Air Quality Action Plan, consider smart UTMC (Urban Traffic Management Control) system which allocates 'green lights' according to emissions produced by vehicles, giving consideration for modal shift towards active travel.	T5.3	Continue to develop the EV charging infrastructure across Kirklees, giving core consideration for on-street charging and access to charge points for private-hire companies, whilst not negatively impacting on the cycling and pedestrian user experience.
T3.4	Increase the amount of secure bicycle parking throughout Kirklees that is appropriate for different uses and locations.	T5.9	Develop a district approach to providing shaded walking / cycling routes for hotter weather, particularly in urban areas.
T3.6	If legalised, incentivise the safe uptake of E-scooter hire companies in urban centres within Kirklees, alongside encouraging private E-scooter use for short journeys.	T6.2	Consider developing a sustainability strategy for maintaining transport assets, ensuring it aligns with ambitions of this CCAP, outlining the use of more innovative, sustainable methods and materials.

T3.12	Assess the feasibility of implementing low/zero emissions zone across Kirklees, linking with clean air zones.		
<b>Waste</b>			
WAS1.1	Be ready to update the current Resource & Waste Strategy 2021 - 2030, associated activities and assets, to align with emerging Government policy and the Kirklees climate ambition of being Net Zero and Climate Ready by 2038.	WAS2.1	Develop capacity building training and guidance to upskill Council staff on circular economy principles and measures, and how these can be applied in the councils' operations across appropriate service directorates.
WAS1.2	Consider revisions to Kirklees local planning policy at the next Local Plan update to potentially require new development, including any public realm and supporting infrastructure, to incorporate circular economy measures into all aspects of the design, construction, and operation process. These could be reported via a Circular Economy Statement.	WAS2.7	Investigate and refine the waste/resources associated with procurement
WAS1.3	Develop guidance outlining how to prepare a Circular Economy statement to accompany planning applications.	WAS2.8	Continue to integrate formal re-use systems into all of Kirklees' HWRCs.
WAS1.4	Ensure Town Centre Action Plans and other flagship Council master planning projects adopt circular economy measures in all aspects of the design, construction, and operation.	WAS3.4	Consider piloting 'zero-waste zones' within Kirklees to test and implement practices and policies that support Kirklees' ambition to be net zero by 2038.
<b>Water</b>			
WAT1.2	Work with partners to divert grey wastewater from waterbodies (i.e., rivers and reservoirs)	WAT3.3	Ensure Town Centre Action Plans and other flagship Council master planning projects incorporate WSUD and SuDs into their design.
WAT2.4	Develop a plan to improve the water use and efficiency in the Council's operational estate i.e., rainwater harvesting and grey water recycling.	WAT3.4	Strive to ensure all residential developments on Council-owned land will be designed to the highest water efficiency standards.
WAT3.1	Consider revisions to Kirklees local planning policy at the next Local Plan update in relation to a potential water efficiency standards in new-build and retrofit developments, domestic industrial commercial and public buildings through the planning applications process.	WAT3.5	Ensure the new Local Flood Risk Management Strategy aligns with the outcomes of this CCAP and associated CCRVA to achieve Climate Ready by 2038.



WAT3.2	Consider revisions to Kirklees local planning policy at the next Local Plan update to explore the latest approaches to Sustainable Urban Drainage Systems (SuDs) and Water Sensitive Urban Design (WSUD).		
<b>Cross-cutting</b>			
CC1.1	Develop a top-tier Environment and Sustainability strategy for Kirklees Council.	CC2.3	Consider amending business rates to encourage low-carbon and more sustainable practices within Kirklees. I.e., business with a sustainability / carbon strategy and an understanding of their scope 1, 2 and 3 emissions receive relief.
CC1.2	Consider undertaking a governance review, building on the Integrated Impact Assessment, to further adapt Kirklees councils' decision-making process so that it is structured around the planetary boundaries and / or doughnut economics model, ensuring key-decisions take into account social, economic and environmental impacts and benefits (including both emission reduction and climate resilience).	CC2.6	Consider undertaking vulnerability mapping (e.g., with the Climate Just Tool) to highlight particularly vulnerable areas, informing the provision of appropriate support.
CC1.3	Develop internal carbon budgets for the Kirklees Council, divided by service area as with financial budgets.	CC4.1	Provide training/ guidance on climate risk to schools & care contractors.
CC1.7	Breakdown the council's financial budget to highlight money which has been spent on climate emergency response and associated actions.		

## WHAT CAN PARTNERS DO

Table 13: Actions for Partners within Kirklees

I.D	Action Title	I.D	Action Title
<b>Energy</b>			
E3.5	Invest in the upskilling of employees, developing the necessary skills required for renewable energy technologies.	E5.1	Implement Northern PowerGrid's wide scale grid improvement plan.
E4.3	Invest in programmes of research into enhanced renewable energy (heat and power) generation and storage.	E5.2	Assess current and future grid capacity, designing-in the need to cope with extra load and fluctuation that renewable energy

			technologies and enhanced electricity demand will create, especially for larger scale schemes. Links to the future Local Area Energy Plan.
E4.4	Explore opportunities for alternative energy commissioning at a reduced cost or with subsidies to replace the existing dependency on gas.	E5.4	Review and refine grid capacity management, ensuring that demand reflects actual use.
<b>Buildings</b>		<b>Transport</b>	
B1.5	Complete condition surveys on all commercial buildings, sharing the data on a centralized platform to inform future action by others	T3.8	Support and encourage employees to cycle, walk or run to work by providing secure cycle storage, changing rooms and lockers.
B1.6	Commit to evaluating and refining current building use and management to reduce operational energy demand.	T3.9	Implement sustainable travel initiatives for employees and consider reducing the availability of onsite parking to service only those with accessibility needs.
B3.7	Commit to energy reduction and climate resilience measures in organisational assets, including demand reduction, upgrade the building insulation, decarbonising the heating and incorporating passive or active cooling mechanisms.	T3.13	Extend WYCA Car Club to cover E-Bikes.
B4.3	Invest in the upskilling of employees, developing the necessary skills required for more sustainable construction practices.	T5.4	Organisations and businesses with fleets (HGVs, buses coaches, waste collection vehicles, vans or taxis), to develop renewal strategies that align to Net Zero by 2038, being more fuel efficient and becoming ECO Stars members.
B5.2	Strive for new developments to achieve the highest possible energy efficiency standards.	T5.6	Bring transport stakeholders together on a semi-regular basis, to ensure all are aware of the work others are doing,
<b>Natural Environment and Biodiversity</b>		<b>Waste</b>	
NEB1.7	Consider implementing rewetting initiatives - Infrastructure and techniques already exist but funding is needed for initial capital works e.g., gully blocking, sphagnum planting, bunding.	WAS1.5	Ensure new developments adopt circular economy measures in all aspects of the design, construction, and operation.
NEB3.6	Providing residents with information on individual gardening practices and behaviours that they can adopt. Link to the ecological emergency, cost of living and climate crisis e.g. micro allotments, rewilding, tree planting.	WAS1.6	Adopt organisational targets for waste reduction and recycling rates, integrating circular economy principles and measures into day-to-day practices.
NEB4.5	Seek to ensure that new commercial and residential developments achieve the highest standards of design for our natural environment and biodiversity.	WAS2.5	Consider expanding trade and commercial waste collection and disposal to incorporate glass and food waste.
		WAS3.2	Mattress innovation hub - supporting mattress manufacturers to be more sustainable in design, production, and end-of-life considerations.

<b>Sustainable Food and Agriculture</b>		<b>Water</b>	
SA4.2	Work with food suppliers / producers and private-sector investors to develop proposals for produce distribution hub(s). Support with planning provision.	WAT4.1	Develop and implement plans to ensure sufficient firefighting water is available particularly during droughts.
<b>Cross-cutting</b>			
CC3.2	Agree a clear role and set of priorities for the Kirklees Climate Change Commission with the aim to deliver real change and action.		

## WHAT CAN THE WIDER COMMUNITY DO

Table 14: Actions for the Wider Community within Kirklees

I.D	Action Title	I.D	Action Title
<b>Buildings</b>		<b>Natural Environment and Biodiversity</b>	
B3.4	Explore opportunities to improve the energy efficiency of your home i.e., insulation	NEB1.4	Rewild your gardens; plant trees and wildflowers to encourage and support local wildlife.
<b>Sustainable Food and Agriculture</b>		<b>Transport</b>	
SA3.2	Adopt more sustainable and healthy food habits, achieving a balanced diet, eating more seasonal, locally sourced foods,	T3.7	Choose walking, cycling or public transport for short journeys instead of a car
SA4.3	Buy sustainably and locally produced food where possible		
<b>Waste</b>		<b>Water</b>	
WAS2.9	Look at establishing a home composting system for food waste.	WAT1.1	Promote, develop opportunities, and consider volunteering to help clean up local waterways across Kirklees.
WAS2.10	Reduce household waste, including food waste and single-use plastics.		
WAS2.11	Consider adapting your consumer behaviour and the impact it can have on waste; making conscious decisions to avoid fast fashion, avoid single-plastics and to purchase the best-quality product you can afford.		

## WHAT CAN BE DONE IN COLLABORATION?

Table 15: Actions for collaboration within Kirklees.

I.D	Action Title
<b>Energy</b>	
E.2.1	Complete a Local Area Energy Plan for Kirklees, working in collaboration with neighbouring authorities where appropriate.
E.2.4	Switch to renewable energy tariffs and investigate options for on-site renewable energy (heat and power) generation and storage
E3.1	Working in collaboration with local educational institutions, launch a local re-training scheme for renewable energy technologies in Kirklees, enabling workers to adapt to the demand for skills.
E3.2	Compile a library of appropriate "Toolbox talks" that can be utilised by contractors to upskill employees.
E3.3	Host drop-in Energy Advice Centres for residents within Kirklees
E3.4	Encourage and support supply chain upskilling in the Local Government Authority.
<b>Buildings</b>	
B.1.2	Evaluate building management practices and systems to prioritise operational energy saving.
B.1.7	Carry out regular inspections of assets and ensure planned and preventative maintenance takes place, specifically to gutters, drains, gullies etc. Ensure specific attention is paid to any materials susceptible to temperature extremes.
B.1.8	Consider insurance against subsidence (and other geological risks identified in site/asset facilities information, ongoing monitoring, audits etc.).

I.D	Action Title
<b>Transport</b>	
T1.2	Work with WYCA to deliver the Bus Service Improvement Plan vision in Kirklees, aligning with Net Zero by 2038, including an enhanced network, clearer fares, improved customer support, bus priority and greener bus fleet.
T1.5	Review event management policies in Kirklees to require event management plans to outline active and public modes of transportation that can be taken to the event location.
T3.1	Develop a Local Cycling and Walking Infrastructure Plan for Kirklees that identifies high priority routes and informs future investment decisions, whilst continuing to improve and expand both traffic-free and on-highway cycling infrastructure.
T3.2	Review data on how people move around Kirklees and take steps to optimise the transport network, giving priority for sustainable, shared, and active models of travel.
T3.3	Investigate the development of active/liveable neighbourhoods in Kirklees.
T3.5	Develop and deliver communications and engagement programmes to encourage sustainable and active travel in Kirklees.
T3.11	Investigate how the Council and other organisations procurement policies could encourage the use of ULEV vehicles and bicycles (E-bikes and cargo bikes) including demand for freight consolidation centres.
T4.6	Continue to invest in travel training for all school children across Kirklees to promote the use of active and shared transport
T5.1	Continue to work with WYCA to develop a Mass Transit system in West Yorkshire
T5.5	Identify and bid for funding opportunities to implement a programme of improvements to the Penistone railway line to improve journey times, frequency and improve active travel connections to the train stations.

B.1.10	Ensure that more severe drought events are included as a specific risk in the Asset Management Plans.
B.1.12	Identify organisational assets which are anticipated to be most vulnerable to severe weather (storms, flooding, overheating) and ensure that more severe weather is included as a specific risk criterion in the relevant Business Continuity Plans and in the Asset Management review process.
B2.7	Support and guide Parish Councils to strive to ensure that Neighbourhood Development Plans reflect the ambition and actions in this Action Plan in achieving a Net Zero and Climate Ready Kirklees by 2038.
B3.2	Enforce minimum energy-efficiency standards in the private rented sector, working in collaboration with relevant housing associations.
B3.3	Explore opportunities to invest in energy efficiency improvements for community buildings and schools.
B3.8	Upgrade all appliances to highest possible energy efficiency when at end-of-life.
B3.12	Ensure specifications for new care homes and site selection considers temperature projections, with adequate cooling, ventilation, natural internal and external shading.
B4.1	Working in collaboration with local educational institutions, launch a local re-training scheme for sustainable construction in Kirklees, enabling workers to adapt to the demand for skills such as energy efficiency retrofitting.
B4.4	Develop a database of local tradespeople and resources that Kirklees residents and organisations can utilise to make homes/businesses more energy efficient.
B4.5	Include greater climate change assumptions into EA information sources that are used in the planning process. Expand on existing liaison with EA.
B5.3	Publicly share and advertise case studies of energy efficiency and best-in-class developments.

T5.8	Consider undertaking a cross-organisational joint mapping exercise to determine roads particularly vulnerable to flooding and plot alternative routes. Ensure route plans are distributed to ensure services can still efficiently reach those in need of care.
T6.1	Explore opportunities in the district for supporting the expansion of low carbon and zero carbon fuel alternatives for private, public and freight vehicles, such as green hydrogen and synthetic fuels.
T6.3	Further build on current academic partnerships to develop and test innovative transport solutions.
<b>Waste</b>	
WAS2.2	Publicly share and advertise case studies of best-in-class waste management, waste behaviours and application of circular economy principles and measures within Kirklees, the West Yorkshire region and nationally.
WAS2.3	Better communicate the on-going education campaigns in Kirklees schools, colleges and universities in relation to waste management and circular economy principles, making it available for a broader audience of Kirklees residents.
WAS2.4	Develop and publicise an inventory of businesses and shops within Kirklees that implement best-practice circular economy or waste hierarchy principles, i.e. charity shops, vintage shops, refill shops, repair providers.
WAS2.6	Investment into staffing/grant funds to assist local businesses on waste reduction and reuse
WAS2.12	Where waste management assets are closed, ensure communication procedures are in place to alert potential users and visitors.
WAS3.1	Research the feasibility of implementing a network of industry symbiosis within Kirklees and the broader WY region (i.e. waste from one industry becomes a resource for another)
WAS3.3	Introduce 'Green Fashion hubs' within Kirklees, involving established and aspiring stakeholders in the fashion industry, including schools and young people.

<b>Natural Environment and Biodiversity</b>	
NEB1.6	Working with the White Rose Forest, assess and research innovative ways to meet sapling and bulb demand more locally, i.e. sustainably harvesting saplings from existing mature forests and re-planting in a nursery.
NEB2.3	Through Moors for the Future Partnership and other regional partners and statutory agencies, begin to jointly develop detailed peatland management/restoration plans for Kirklees in co-ordination with ongoing restoration efforts.
NEB3.3	Run an district-wide educational campaign on responsible upland behaviour, focusing on dry conditions and wildfire risk.
NEB3.5	Work with schools within Kirklees to educate children around the current biodiversity crisis and it's links with the climate emergency.
NEB5.1	Working with appropriate partners and landowners, undertake an assessment to accurately understand the amount of carbon that is both sequestered and emitted by the natural vegetation and landscapes within Kirklees. Repeat in-line with the Monitoring and Evaluation process of this CCAP.
<b>Sustainable Food and Agriculture</b>	
SA1.4	Take ownership over local allotments and district farms, establishing an open and accessible membership / volunteer system to manage the land effectively and sustainably.
SA2.2	Develop and support a demonstrator / pilot project for Agri-tech, such as urban/vertical farming within the district.
SA3.4	Support and supplement vulnerable people and families, e.g. free school meals, family food funds for healthy eating.
SA4.1	Establish initiatives to connect local growers and suppliers.
SA5.1	Engage and encourage the participation of farming stakeholder groups within Kirklees in the Climate Conversations.

WAS3.5	Consider implementing a 'just-in-time' ordering system at high-schools across Kirklees, in-line with that used in primary schools in order to avoid food waste.
<b>Water</b>	
WAT1.4	Consider the feasibility of implementing appropriate land-management techniques in high risk areas of Kirklees to divert surface water run-off away from stormwater infrastructure and overburdened surface water drains.
WAT2.1	Design and deliver district-wide guidance and educational campaigns on water saving techniques.
WAT2.2	Install water butts on domestic properties where feasible.
WAT2.3	Consider the potential for communal water harvesting/ reuse schemes.
WAT2.5	Consider retrofit measures such as rainwater harvesting, grey water recycling and measures on commercial and residential buildings to reduce water demand and use.
WAT2.6	Upgrade all appliances to the highest possible water efficiency when at end of life
WAT2.7	Develop and implement a watering regime cognisant of increased pressure though reduced availability of water supply.
WAT4.2	Consider installing floodgates where feasible and appropriate to protect key areas of equipment, infrastructure and buildings which may be impacted from flooding:
WAT4.3	Review emergency planning procedures and to revise measures for reduced water availability and increased demand to reflect the expected increasing in frequency of heatwaves and drought events.
WAT4.4	Ensure that Local Resilience Forum Water Supply Disruption Plan considers the increasing occurrence of droughts/ heatwaves.

SA5.4.	Explore opportunities, in collaboration with regional and national government and the private sector, to financially support more sustainable agricultural practices in the Kirklees farming community.
SA5.5	Support a shift in how farmland is managed to make it more resilient. Consider how incentives/subsidies can be used and how councils can influence these mechanisms.

WAT4.5	Fire and rescue service may be particularly impacted through demand on services to respond to flooding and heatwave events. Collaboration through the multi-agency flood plan and with neighbouring fire and rescue services should be considered.
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I.D	Action Title	I.D	Action Title
<b>Cross-cutting</b>			
CC1.6	Encourage greater engagement and empowerment of children and young people in climate adaptation decision making and planning.	CC2.6	Consider undertaking vulnerability mapping (e.g., with the Climate Just Tool) to highlight particularly vulnerable areas, informing the provision of appropriate support.
CC1.7	Ensure that climate change risks and net zero transitional risk are incorporated into organisational management plans and risk registers, assigning appropriate risk owners and coordinators, with each service directorate developing an associated adaptation plan - organisational or service level, to address the key risks.	CC3.1	Establish a 'Climate Charter' in Kirklees which organisations in Kirklees can become a signatory of, taking ownership over and committing to the goal of becoming Net Zero and Climate Ready by 2038. Utilise this network for collaborative knowledge sharing and working.
CC1.8	Ensure that landlords of supported living assets have plans in place to arrange alternative accommodations if needed.	CC3.3	Consider options for the Council to work alongside partners and allies to develop a digital platform that integrates multiple sources of data to provide information on the district's performance. Ensure data sharing agreements and data trusts are in place to encourage data to be shared.
CC1.9	Have alternative measures in place for those who ordinarily receive home care (e.g., personal alarms and performance monitors). Consider also implementing secondary alternative arrangements should flooding be combined with power supply cuts and electric equipment issued to people.	CC3.4	Continue to engage with the diverse range of communities that Kirklees is home to, achieving fair and inclusive climate action that is representative of Kirklees residents.
CC1.10	Ensure that all outsourced social care providers consider climate change risks in their respective service plans, outlining measures they can take to reduce this risk.	CC3.5	Enhance the sharing of knowledge and experience in relation to interdependencies across different agencies/ organisations and sectors within Kirklees (e.g., water companies, gas companies).
CC2.1	Consider establishing a Climate Emergency Community Fund to support community projects that adhere to the Councils Climate Emergency goals.	CC3.6	Develop or if existing, advertise, an app to help individuals understand and monitor their carbon emission reductions from actions they take in their daily lives.
CC2.2	Consider establishing a Green Entrepreneurs Fund to support the development of green skills and innovative carbon reduction projects in SMEs and micro-businesses across Kirklees	CC3.8	Build on Covid19 experience - explore the use of volunteers in times of high demand on services because of climate hazards and associated risks.
CC2.4	Provide green economy, green skills and 'how to build resilience' into 'Net Zero transition' guidance and support to local SMEs, micro-businesses, and organisations within Kirklees.	CC3.9	Collaborate with Learning Outreach/ Service providers and build on existing contacts with schools to provide additional support on climate risks.

CC2.5	Consider assessing the adequacy of resources to deal with the increasing trauma and emotional/mental welfare being sought – especially amongst the young – from climate related anxiety, depression, and suicide (associated with experiencing floods, droughts, and heatwaves)	CC4.2	Provide awareness raising and capacity building training on coping with climate anxiety, understanding climate risk, the vulnerability of the wider community, alongside health-related impacts from climate change and measures that can be adopted, focusing on young people and other vulnerable groups.
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## APPENDIX C: FEASIBILITY AND CO-BENEFITS ANALYSIS




This appendix portrays the details of the feasibility and co-benefits assessment utilised to prioritise the climate change actions that are seen within this action plan.

This assessment was adapted from the UK100 ASAP Tool<sup>12</sup>.


### FEASIBILITY ANALYSIS:

The below table outlines the feasibility criteria that was used to prioritise climate change actions outlined in this plan. Each of the criteria had an equal score of 1, resulting in a maximum score of 13.

Table 16: Feasibility Criteria used for the prioritisation of actions, with associated symbols for the headline categories.

Feasibility Category	Criteria	Definition
<b>Authority / Ownership</b> 	Owner Authority	Does the action owner have the legal authority to implement this action, or would it need to be implemented by another entity, such as the national government, a utility or agency outside of the district, or private sector organisations?
	Alignment with District Policy	Is the action aligned with existing Council policy? For example, does it further the stated goals of the Councils Strategic Plan, Transport Strategy, Health and Wellbeing Plan, Environment and Sustainability Plan etc.
	Ownership / Access	Does the "action owner" currently own, lease, or have access to the land or assets required to implement this action?
<b>Support</b> 	Political Acceptability	Is this action politically popular or would it be politically challenging to implement?
	Alignment with Cultural / Social Norms	Is the behaviour or technology change encouraged by this action favoured or disfavoured based on local cultural/social norms?
	Alignment with other commitments	Will the action also contribute to the district meeting an additional declaration or commitment?
	Alignment with Regional / National / State Policy	Does the action align with or promote regional or national policies and priorities?
<b>Financing and Funding</b> 	Funding Source Secured / Identified	Has full or partial funding for this action been secured, or has a potential funding source been identified?
	Additional Capital Required to Implement	Beyond any funding that is currently secured or identified, how much additional capital would be required to implement the action (capital expenditure)?
	Additional Capital Requires to Operate	Beyond any funding that is currently secured or identified, how much additional capital would be required to sustain the action after implementation (operational expenditure)?
	Meets Relevant Environmental and Social Standards and Regulations	Would the action comply with relevant environmental and social standards or regulations (e.g., Environment Act) necessary to be eligible for funding?




<sup>12</sup> C40 Cities. 2022. *Action Selection and Prioritisation*. [Online]. [Accessed 27<sup>th</sup> July 2022] Available from: <https://resourcecentre.c40.org/resources/action-selection-and-prioritisation>



<b>Technology</b> 	Technology / Market Readiness	Is the technology required to implement the action ready for the market, will it require subsidies or other policy support to encourage adoption, or does it face significant technological or market hurdles before adoption can begin?
	Spatial Suitability	Is the action spatially or physically suitable for the location where it has been proposed?

## CO-BENEFITS ANALYSIS

The below table outlines the co-benefits criteria, other than carbon reduction potential and resilience, that was used to prioritise climate change actions outlined in this plan. Each of the criteria had a score of 1, resulting in a maximum score of 22.

Table 17: Benefits criteria used for the prioritisation of actions with associated symbols for the headline categories.

Co-benefit Category	Criteria	Definition
<b>Health and Wellbeing</b> 	Air Quality	Reduced exposure to particulate matter (PM2.5 and PM10), NO <sub>2</sub> , O <sub>3</sub> , SO <sub>2</sub> or airborne toxins.
	Physical Health	Increased life expectancy, or reduced incidents of diseases or deaths attributed to pollution, poor sanitation, or lack of access to nutrients or a lack of physical exercise.
	Wellbeing	Reduced levels of stress/anxiety, time spent working/commuting, and increased gender equality in housework/childcare.
<b>Environment</b> 	Water Quality and Management	Reduced levels of dissolved oxygen, phosphorous, nitrates, nitrites, fecal matter; sedimentation, chemicals, and/or heavy metals in freshwater and marine water bodies, alongside better management of water resources.
	Habitat	Increased creation, preservation, or restoration of natural environments.
	Biodiversity	Enhances local biodiversity.
	Green Space	Increased percentage of urban area that is greenspace, urban tree canopy, and/or access to parks, alongside increased rural space that is protected or more sustainably managed.
<b>Economic Prosperity</b> 	Employment	Increased employment rate, access to quality jobs (full-time versus temporary; high-paying versus low-paying), and total number of jobs.
	Income and Poverty	Increased income and social mobility - especially for vulnerable populations, reduced poverty rate.
	Cost of Living	Reduced cost of living or utility cost savings.
	Skills and Training	Increased access to green skills training and programs.
<b>Essential Public Services</b>	Housing	Increased availability of affordable housing, reduced proportion of residents living in poor quality housing with poor energy efficiency, reduced proportion of income spent on rent or mortgage.
	Mobility	Increased proportion of population within walking distance of transit (e.g., 500 m),

		share of trips by sustainable, active modes, reduced transportation costs.
	Energy	Increased proportion of population with access to clean, 'green' electricity, reduced energy bills and poverty.
	Waste Management	Increased proportion of households with access comprehensive recycling collections (inc food waste and glass), reduced waste generation and littering.
	Water	Reduced risk of surface or riverine flooding.
<b>Inclusivity and Civil Society</b> 	Stakeholder Engagement	Increased engagement with public/private entities outside of district council.
	Social Justice	Reduced socioeconomic or health disparities between groups based on race, ethnicity, religion, gender, or other identity.
	Community Representation	Increased representation of specific community groups, including civil society, academia, business, and vulnerable populations.

## APPENDIX D: STAKEHOLDER SURVEY RESULTS

Appendix E can be found on the Climate Emergency webpage, [here](#).

# APPENDIX E: ORGANISATIONAL AND JURISDICTIONAL POWER AND RESPONSIBILITIES FOR KIRKLEES

The following appendix outlines a non-exhaustive list of appropriate national, regional, and local level organisations and their associated power and responsibilities in relation to the governance of each of the 7 sectors covered by the Kirklees Climate Change Action Plan. Cross-cutting not included.

In the context of this appendix, ‘Governance’ can be defined as: the organisation, whether public or private, that has jurisdictional decision-making powers over the action areas. This could be Local Government, Utility Company, National Agency, National Trust etc.

It is recognised that other organisations, not covered by this table, may hold power and responsibilities in the sectors and that those included in this table, may have powers or responsibilities not referenced or included.

Table 18: A non-exhaustive overview of Kirklees Governance for Buildings at a National, Regional and Local.

Action Areas	National Governance	Regional Governance	Local Governance
Buildings	<p><b><u>Department for Levelling Up, Housing and Communities (DLUHC)</u></b> Setting national housing and planning policy</p> <ul style="list-style-type: none"> <li>Including local government, planning, targets, social and affordable homes, energy performance, building safety</li> </ul> <p><b><u>Department for Business, Energy &amp; Industrial Strategy (BEIS)</u></b></p> <ul style="list-style-type: none"> <li>Policy and guidance on energy &amp; buildings such as the Heat and Buildings Strategy</li> <li>Providing grants and funding for making homes and buildings more energy-efficient</li> <li>Research and Innovation into Net Zero including buildings and decarbonisation</li> </ul> <p><b><u>Housing Developers</u></b></p> <ul style="list-style-type: none"> <li>Responsible for ensuring new homes are built up to the standard set by regulators.</li> </ul>	<p><b><u>WYCA</u></b> Has policies and strategies covering:</p> <ul style="list-style-type: none"> <li>Housing, Heritage, and Regeneration</li> <li>Spatial Planning</li> </ul> <p><b><u>Regional Social Housing Providers</u></b></p> <ul style="list-style-type: none"> <li>Manage social and affordable homes across Yorkshire</li> </ul> <p><b><u>Regional Housing Developers</u></b></p> <ul style="list-style-type: none"> <li>Responsible for ensuring new homes are up to the standard</li> </ul>	<p><b><u>Kirklees Council</u></b></p> <ul style="list-style-type: none"> <li>Planning: <ul style="list-style-type: none"> <li>Local Plan</li> <li>Development Management</li> <li>Planning Enforcement</li> <li>Building Control</li> </ul> </li> <li>Social Housing - Homes &amp; Neighbourhoods (H&amp;N) which has now been brought under Council ownership, was previously Arms-length (Kirklees Neighbourhood Housing)</li> <li>Asset Management and Strategy – responsible for council buildings, acquiring, maintaining, disposal</li> </ul> <p><b><u>Parish Councils</u></b></p> <ul style="list-style-type: none"> <li>Holme Valley has its own Neighbourhood Development Plan formed by a referendum and sits alongside Kirklees Local Plan so must also be considered in planning decisions</li> </ul>

Table 19: A non-exhaustive overview of Kirklees Governance for Energy at a National, Regional and Local.

Action Areas	National Governance	Regional Governance	Local Governance
Energy	<p><b><u>BEIS</u></b> The main national governance level responsible for energy, including:</p> <ul style="list-style-type: none"> <li>• Net Zero by 2050 target</li> <li>• Carbon budgets</li> <li>• Providing funding towards decarbonisation, district heating networks, and renewables, green finance</li> <li>• Science, Research and Innovation into Energy, renewables, decarbonisation</li> <li>• Energy Security and Clean Growth both across the private and public sector</li> <li>• Resilience and emergency planning – the response to fuel supply disruptions</li> <li>• Tackling fuel poverty through the competitive Sustainable Warmth fund which LAs must apply for.</li> </ul> <p><b><u>Salix Finance</u></b></p> <ul style="list-style-type: none"> <li>• The non-departmental BEIS-funded body which administers and awards the grant funding and loans for public sector decarbonisation projects.</li> </ul> <p><b><u>National Grid</u></b> Responsible for the national energy (gas and electric) distribution network and infrastructure. Research, development and investment in smart solutions for the future i.e., more renewable generation, electric cars, etc</p>	<p><b><u>WYCA</u></b></p> <ul style="list-style-type: none"> <li>• A facilitator, with investment and funding, but not a policymaking body for energy</li> <li>• Energy strategy, and a net-zero by 2038 target, with significant progress to be made by 2030</li> </ul> <p><b><u>WYCA and ‘Leeds City Region’ Local Enterprise Partnership:</u></b></p> <ul style="list-style-type: none"> <li>• Energy Accelerator – offering support and funding for low-carbon projects</li> </ul> <p><b><u>North East &amp; Yorkshire Energy Hub</u></b> A collaboration of the 6 LEPs across the region accelerating the transition to NZ</p> <ul style="list-style-type: none"> <li>• Increase the number, quality and scale of local energy project delivery</li> <li>• Raise local awareness and opportunities for local energy investment, attracting private/public finance for projects</li> </ul> <p><b><u>Northern PowerGrid</u></b> The distribution network operator for Yorkshire, Humber and the North East. Responsible for the network, maintenance and responding to emergencies and power cuts. Innovation and investment in the network to support the transition to more renewable energy.</p>	<p><b><u>Yorkshire Purchasing Organisation</u></b></p> <ul style="list-style-type: none"> <li>• The Council has a contract for its Energy supply via YPO</li> <li>• At the time of writing, the electricity supplier is NPower (100% Renewable) and gas is supplied by Corona</li> <li>• All energy data is stored on an ‘Energy Hub’ database provided by Utilidex via YPO. This is used by both the finance team for managing payments and by the Energy &amp; Climate Change team for annual Carbon Reporting/CDP purposes.</li> </ul> <p><b><u>Kirklees Council</u></b></p> <ul style="list-style-type: none"> <li>• The Energy &amp; Climate Change team is responsible for overseeing this energy contract with regards to Corporate Portfolio and Schools</li> <li>• Decarbonisation and energy efficiency advice and initiatives</li> <li>• Separate teams within Homes &amp; Neighbourhoods and Kirklees Active Leisure are responsible for their energy usage and sustainability policies</li> </ul> <p><b><u>Parish Councils</u></b></p> <ul style="list-style-type: none"> <li>• Can undertake small-scale localised projects in their remit. Examples include Holme Valley Parish Council who have installed solar PV.</li> </ul>

Table 20: A non-exhaustive overview of Kirklees Governance for Natural Environment & Biodiversity at a National, Regional and Local.

Action Areas	National Governance	Regional Governance	Local Governance
<p><b>Natural Environment &amp; Biodiversity</b></p>	<p><b><u>Defra</u></b> Policy, guidance on national natural environment and biodiversity policy, such as</p> <ul style="list-style-type: none"> <li>• Green infrastructure policy, working with planning and the part nature plays in net zero goals (carbon sequestration, etc)</li> <li>• Conservation and facilitating biodiversity net gain and nature recovery</li> </ul> <p><b><u>Natural England</u></b> The government’s adviser for the natural environment, supporting Defra with delivering the ambitions set out in the 25-year plan and other policies</p> <ul style="list-style-type: none"> <li>• Nature Recovery Networks, nature-based solutions to tackle climate change, improving natural capital, evidence, expertise, and partnerships.</li> </ul> <p><b><u>National Trust</u></b> Membership-based organisation for heritage conservation. In addition to responsibility in maintaining historic stately homes and their surrounding green space, but also for significant areas of wild countryside, such as Marsden Moor, a large area of western Kirklees.</p> <p><b><u>Forestry Commission</u></b> Non-ministerial government department responsible for publicly owned forests and both public and private forestry in England.</p> <ul style="list-style-type: none"> <li>• Woodland Management Plans</li> </ul>	<p><b><u>WYCA</u></b></p> <ul style="list-style-type: none"> <li>• Has a “Green and Blue Infrastructure” Strategy and a Local Nature Recovery Strategy, working with partners</li> <li>• Green social prescribing, working with WY Health &amp; Social Care Partnership to provide nature-based activities</li> <li>• Supporting nature recovery schemes for net zero, considering a grant programme for land-use and peatland restoration</li> </ul> <p><b><u>White Rose Forest</u></b> The large-scale tree planting project across Northwest Yorkshire, forming part of the wider Northern Forest stretching from Merseyside to East Yorkshire.</p> <ul style="list-style-type: none"> <li>• Has its own Action Plan and works in partnership with the Council, and bodies such as the Woodland Trust and Yorkshire Wildlife Trust</li> </ul> <p><b><u>Peak District Authority</u></b> Part of the far south-western area of Kirklees (around Holme and Colne Valley) is within the jurisdiction of the Peak District Authority</p> <ul style="list-style-type: none"> <li>• They are the statutory planning authority for the area in the National Park, rather than the Council</li> </ul>	<p><b><u>Kirklees Council</u></b> Parks and Greenspaces:</p> <ul style="list-style-type: none"> <li>• Maintenance of municipal parks, public rights of way, public greenspaces, and vegetation, Fly tipping clearance</li> <li>• Volunteering Coordinator works with community groups and ‘Friends of...’ groups who maintain and have some autonomy over their parks</li> <li>• Runs community engagement events promoting green spaces and maintaining them, e.g., litter picking days</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>• Will make decisions on whether to allow development on greenfield (not Green Belt) or brownfield sites</li> <li>• A dedicated Biodiversity Officer, ensuring species are not harmed in the process of any developments</li> <li>• Has the register of common land and village greens.</li> </ul> <p><b><u>Parish Councils:</u></b></p> <ul style="list-style-type: none"> <li>• May have some powers over communal greenspaces such as village greens, footpaths and maintenance of right of ways / bridleways.</li> </ul> <p>Any natural environment/biodiversity initiatives as part of their Climate Emergency documents if applicable</p>

<ul style="list-style-type: none"> <li>• Licenses for tree felling and reporting illegal felling</li> <li>• Countryside Stewardship</li> <li>• Importing/exporting wood/timber</li> </ul> <p><b><u>Woodland Trust</u></b> A national woodland conservation charity</p> <ul style="list-style-type: none"> <li>• Supporting tree-planting, conservation, restoration, and protection of woods</li> </ul> <p><b><u>DLUHC</u></b></p> <ul style="list-style-type: none"> <li>• Allocates Green Belt land, which is protected from development and can only be released by the Secretary of State</li> </ul> <p><b><u>Land Registry</u></b> A non-ministerial department holding all the records of land ownership in England &amp; Wales. This includes title deeds, boundaries, and relevant planning issues such as tree preservation, conservation, listed buildings and environmental health notices.</p>	<ul style="list-style-type: none"> <li>• Also responsible for biodiversity and management of the area</li> </ul> <p><b><u>Moors for the Future</u></b> A Lottery-funded project delivering landscape scale blanket bog restoration across the Peak District and South Pennines, some of the most degraded peatlands in Europe. Their work includes research and monitoring as well as practical conservation and awareness-raising.</p> <p><b><u>Yorkshire Wildlife Trust</u></b> A charitable NGO protecting wildlife in Yorkshire; owns and runs several nature reserves, two of which are in Kirklees:</p> <ul style="list-style-type: none"> <li>• Stirley Farm, Huddersfield</li> <li>• Upper Park Wood, Holmfirth</li> </ul>
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Table 21: A non-exhaustive overview of Kirklees Governance for Sustainable Food and Agriculture at a National, Regional and Local.

Action Areas	National Governance	Regional Governance	Local Governance
<b>Sustainable Food and Sustainable Food</b>	<p><b><u>Defra</u></b> Setting national farming and food policy</p> <ul style="list-style-type: none"> <li>• Countryside Stewardship, rural payments scheme, and post-Brexit Common Agricultural Policy (CAP) reform</li> <li>• Funding for farmers to support transition to net-zero through the Farming Innovation Programme</li> <li>• Imports and exports</li> <li>• Animal welfare policy</li> <li>• Guidance and legislation on fertiliser use to prevent pollution and excess runoff</li> </ul>	<p><b><u>WYCA</u></b> <i>Agricultural emissions are part of the West Yorkshire Emissions Reduction Pathways but WYCA's actual Governance over Agriculture and Sustainable Food appears limited. There is evidence that there was once a "West Yorkshire Rural Partnership" which has since been disbanded.</i></p> <p><b><u>NFU – Northeast Region</u></b></p>	<p><b><u>Kirklees Council</u></b></p> <ul style="list-style-type: none"> <li>• Planning: development of agricultural land, monitoring contaminated land</li> <li>• Environmental Health: food hygiene inspections</li> <li>• Animal licenses and animal health</li> </ul> <p><b><u>Parish Councils:</u></b> Management of local allotments where present.</p>



<p><b><u>Defra/Environment Agency</u></b></p> <ul style="list-style-type: none"> <li>• Enforcement action in the case of agricultural pollution incidents</li> </ul> <p><b><u>National Farming Union (NFU)</u></b></p> <p>The primary union representing 46,000 farmers and growing businesses, covering two-thirds of agricultural land across England and Wales.</p> <p><b><u>Soil Association</u></b></p> <p>A national charity campaigning in favour of sustainable food, against intensive farming and is also the body that certifies organic foods in the UK.</p>	<p>Any farmers/agricultural businesses in Kirklees that are NFU members are members of the 'Northeast' branch, which covers Yorkshire, and is based in York.</p>
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Table 22: A non-exhaustive overview of Kirklees Governance for Transport at a National, Regional and Local.

Action Areas	National Governance	Regional Governance	Local Governance
<b>Transport</b>	<p><b><u>Department for Transport (DfT)</u></b></p> <p>Policy, guidance &amp; funding to local/regional government on:</p> <ul style="list-style-type: none"> <li>• Improving and maintaining road networks.</li> <li>• Improving passenger and freight travel.</li> <li>• Developing of new major transport schemes.</li> </ul> <p>Road maintenance (trunk roads, motorways, major roads) via Highways England.</p> <p>Strategic direction for the rail industry in England and Wales, including:</p> <ul style="list-style-type: none"> <li>• Funding investment in infrastructure (via Network Rail).</li> <li>• Awarding and managing rail franchises.</li> <li>• Regulation of rail fares.</li> </ul> <p>Promotion of lower carbon transport &amp; active travel. Activities include:</p>	<p><b><u>WYCA (inc. WY Metro)</u></b></p> <p>Public transport provision, including:</p> <ul style="list-style-type: none"> <li>• Funding for private operators delivering 'non-profitable' bus routes.</li> <li>• Management of bus stations/bus stops/timetable displays.</li> <li>• Train ticket subsidies.</li> <li>• MCard Scheme – travel smartcard.</li> </ul> <p>Develops &amp; secures funding for major transport schemes (typically DfT funding).</p> <p>Has an 'Economic and Transport Recovery' Policy as well as Bus and Connectivity strategies.</p>	<p><b><u>Kirklees Council</u></b></p> <ul style="list-style-type: none"> <li>• Taxi licensing.</li> <li>• Parking, inc. public EV charging infrastructure.</li> <li>• Road maintenance (borough's adopted roads).</li> <li>• Traffic regulation &amp; road safety.</li> <li>• Delivery of major transport infrastructure schemes (DfT funding via WYCA).</li> <li>• Local planning policy, inc. Kirklees Local Plan.</li> <li>• Active travel promotion (Public Health team).</li> </ul> <p><b><u>Parish Councils</u></b></p> <ul style="list-style-type: none"> <li>• Promoting sustainable transport within their local area and as part of their Neighbourhood Development</li> </ul>

<ul style="list-style-type: none"> <li>Grant schemes for EV charging infrastructure (via OZEV, with BEIS)</li> <li>Active Travel England (announced Jan 2022) is managing the national active travel budget, awarding funding for projects that meet the set standards.</li> </ul> <p>Funding and regulation of bus services.</p> <p><b><u>Ministry for Housing, Communities &amp; Local Government</u></b> National Planning Policy Framework – Sustainable Transport</p> <p><b><u>Network Rail</u></b> Strategic rail projects.</p> <p><b><u>First Group &amp; Arriva:</u></b> British multi-national transport groups, operating public bus and rail transport.</p>	<p><b><u>Transport for the North</u></b> Strategic rail projects (in partnership with Network Rail).</p> <p>Major transport projects (in partnership with Kirklees MC and Highways England).</p> <p><b><u>Transdev:</u></b> Regional bus operators across Lancashire and Yorkshire</p>	<p>Plan where applicable (e.g. Holme Valley)</p>
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Table 23: A non-exhaustive overview of Kirklees Governance for Waste at a National, Regional and Local.

Action Areas	National Governance	Regional Governance	Local Governance
Waste	<p><b><u>Defra</u></b> Responsible for waste policy on a national level</p> <ul style="list-style-type: none"> <li>Waste Strategy and Environment Bill which legislates for what waste local authorities must collect from the kerbside</li> <li>National reporting and statistics via Waste Dataflow</li> <li>Waste reduction policies such as the Carrier Bag charge, tackling single-use plastic, and now consulting on a Deposit Return Scheme</li> </ul> <p><b><u>BEIS:</u></b></p> <ul style="list-style-type: none"> <li>Supporting research &amp; innovation in waste reduction and increasing recycling</li> </ul>	<p><i>Unlike other Metropolitan Areas, there is no 'West Yorkshire Waste Disposal Authority' for the region, and it does not come under WYCA's remit; there is no apparent regional governance level.</i></p> <p><i>Therefore, each of the 5 boroughs are responsible for waste</i></p>	<p><b><u>Kirklees Council</u></b></p> <ul style="list-style-type: none"> <li>Responsible for waste and recycling <i>collection</i></li> <li>Policy and provision of a kerbside residual waste and recycling service on alternate weeks and a subscription-based garden waste service</li> <li>A new trade and schools recycling service</li> <li>Dealing with enquiries from residents: missed collections, bin deliveries, approval of assisted collections and additional bins</li> <li>Educating residents on correct recycling through a team of Advisors, Communications campaigns</li> <li>Maintenance of former landfill sites</li> </ul>

<ul style="list-style-type: none"> <li>Responsible for funding of heat networks, some of which (e.g., Kirklees) may use Energy from Waste (EfW) as a source of heat/power</li> </ul> <p><b><u>Environment Agency + Defra</u></b></p> <ul style="list-style-type: none"> <li>Waste permits</li> <li>Investigating Waste Crime</li> <li>Pollution from EA-regulated waste sites</li> </ul> <p><b><u>Private Waste Contractors (e.g., Biffa, Forge, Veolia, Viridor, etc)</u></b></p> <ul style="list-style-type: none"> <li>Some businesses may use national private waste companies instead of the local authority to collect their waste and recycling in line with the law. Businesses are not permitted to use the local authority's residential waste/recycling service.</li> </ul> <p><b><u>Waste and Resources Action Programme (WRAP)</u></b></p> <p>A Defra-funded charity which mainly delivers national campaigns which local authorities can utilise, and has case studies advising best practise across local authorities</p>	<p><i>disposal independently.</i></p>	<p><b><u>Suez</u></b></p> <ul style="list-style-type: none"> <li>Since 1998 is the Contractor responsible for waste <i>disposal</i>. This involves the running of the Energy from Waste (EfW) plant and Materials Recovery Facility (MRF) in Huddersfield, the Transfer Loading Station (TLS) in Dewsbury, and Household Waste Recycling Centres (HWRCs) across the district.</li> <li>They are responsible for waste once it has been dropped off by the council collection service in accordance with the contract. Therefore, they dictate the materials accepted for recycling, acceptable contamination levels, rejection of contaminated recycling, and the running of HWRCs. Some waste is sent to landfill elsewhere; there are no Suez-run active landfills in the borough.</li> <li>The contract has been extended on an interim basis for 2 more years while a new contract goes out to tender. Plastic pots, tubs and trays have been accepted for recycling from April 2022.</li> </ul> <p><b><u>Glass Recycling UK</u></b></p> <p>The Contractor responsible for the emptying of over 100 glass bottle banks across the district (there is no kerbside service)</p>
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Table 24: A non-exhaustive overview of Kirklees Governance for Water at a National, Regional and Local.

Action Areas	National Governance	Regional Governance	Local Governance
Water	<p><b><u>Defra/Environment Agency: Fluvial flooding</u></b></p> <ul style="list-style-type: none"> <li>Managing flood risk around 100km of main rivers, flood risk mapping, warnings and alerts</li> <li>Maintaining river and coastal flood defences</li> </ul>	<p><b><u>Yorkshire Water</u></b></p> <ul style="list-style-type: none"> <li>The water supplier for Yorkshire, responsible for potable water supply right up to the</li> </ul>	<p><b><u>Kirklees Council</u></b></p> <ul style="list-style-type: none"> <li>Undertakes Strategic Flood Risk Assessments around fluvial flooding e.g. Calder Catchment</li> </ul>

### **Natural England**

The Government's advisor on the natural environment, which also includes freshwater and wetland habitats

### **Canal and River Trust**

A charity responsible for maintaining 2,000 miles of waterways across England and Wales

- The Trust is responsible for the maintenance and running of 35km of Canals.
- They also maintain 6 reservoirs.

boundary of a home or business

- Responsible for public sewers and shared drains
- Maintains 21 reservoirs within Kirklees.

### **WYCA**

- Flood Risk Management Policy
- "Green and Blue Infrastructure" Strategy

- As a Lead Local Flood Authority (LLFA), has a duty to manage local flood risk from surface water (pluvial)
- Develops Flood Risk strategy and Strategic Environmental Assessment reports to inform the management of flood risk.
- The planning department also plays a part in managing flood risk, informing planning decisions, working with EA and neighbouring councils where necessary

Other duties:

- Maintaining public highway drains and clearing gullies which are not owned by Yorkshire Water
- Granting environmental permits to any works on watercourses
- Testing private water supplies and bottled water companies in the district to ensure safe drinking water



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Name of meeting: Cabinet

Date: 16/11/2022

Title of report: West Yorkshire Mayor’s Cost of Living Emergency Fund

Purpose of report: To set out proposals to provide support for households in 2022/23 and 2023/24 in accordance with funding and associated guidance issued by the West Yorkshire Mayor.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	Key Decision – yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall 24.10.22
Is it also signed off by the Service Director for Finance?	Eamonn Croston 24.10.22
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft 4.11.22
Cabinet member <a href="#">portfolio</a>	Cllr Paul Davies

Electoral wards affected: All Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes

## 1. Summary

- 1.1 On 21st October 2022, the West Yorkshire Combined Mayoral Authority made a decision to create a £3m regional emergency fund to be called the Mayor's Cost of Living Emergency Fund, over the 2022-24 period.
- 1.2 A link to the paper giving rise to that decision is in section 9. It states "This proposed scheme responds to the cost of living crisis by providing funds from 01 November 2022 to directly help those most adversely affected by rapid inflationary pressures and at risk of economic exclusion, namely those in workless households and those in in-work poverty. In the longer term, by helping West Yorkshire people to remain in work, and to move others closer to accessing employment opportunities, the effects of economic scarring resulting from the crisis will be reduced. The scheme is to be delivered through the gainshare fund."
- 1.3 This report seeks approval to accept the funding made available for the citizens of Kirklees and that the authority use its Local Welfare Provision scheme as a vehicle to provide support through the Voluntary ,Community and Social Enterprise (VCSE) Sectors to provide targeted support that will supplement the support already provided by Kirklees directly and the measures announced by the Government which are already in train.
- 1.4 The West Yorkshire Mayor's Fund is part of a broad action plan that sets out the council's short to medium/long term priorities on cost of living against three areas:
  1. Emergency response – our focus now for direct support for people already in crisis
  2. Resilience – our focus now to build places where people look after each other
  3. Prevention – acting now to address the medium- and long-term challenges and prevent future crisis

Recognising the urgency of the need, the action plan is primarily focussed on accelerating and scaling up existing work rather than establishing completely new projects. Further details on the workstreams can be found in the summary appended to this report.

- 1.5 Services from across the council are involved in this delivery, with each of the workstreams above assigned to specific services. The Cabinet member for Corporate Services leads on services' role in the delivery of the action plan. As place leaders, ward councillors are fundamental to local delivery, coordination, and communication across all the workstreams.
- 1.6 In addition this report seeks approval to supplement the funding made available through the Mayor's emergency fund with additional current year provision of £357,200 from the Council's share of the Government's Household Support Fund; in accordance with the decisions previously made in relation to that fund on the 11<sup>th</sup> October 2022 (see section 9).

## 2. Information required to take a decision

- 2.1 Subject to final WYMCA confirmation, it is anticipated that Kirklees will receive approximately £535,800 to be distributed in 1/3 bundles of £178,600



each 6 months over the next 18 months – that fund must be made available in its entirety to the VCSE sector.

2.2 Officers confirm that conversations have taken place between One Community Foundation Limited, as an established grant funding body, and the Combined Authority in order to establish the practicalities of both organisations being able to establish the fund criteria and monitoring arrangements. Those conversations have been very positive and arrangements are in place to operationalise this very quickly.

2.3 Arrangements are already in place to perform that same function in relation to any funding provided directly by Kirklees Council. With assurance that organisations can apply for funding from both funds in order to deliver different outcomes at the same time forming where necessary, one offer.

### **3. Implications for the Council**

#### **3.1 Working with People**

The payments will provide financial assistance to residents that qualify.

The Council will continue to ensure that households and individuals are aware of what the Council can do to provide advice, guidance and support at this time with the resources it has available.

To seek opportunities to work with people, partners and in places, to find alternative solutions and to provide resilience in communities.

#### **3.2 Working with Partners**

Partners in the third sector will be critical in ensuring that those most vulnerable are aware of how they access this funding. We will ensure that partners are equipped to provide appropriate advice guidance and support

#### **3.3 Place Based Working**

There will be a need to directly engage with some residents that are hard to reach. We will continue to work with partners to maximise our community reach.

#### **3.4 Climate Change and Air Quality**

N/A

#### **3.5 Improving outcomes for children**

Increases available household income so potentially reducing poverty as well as help towards food and fuel costs, and warm clothing.

#### **3.6 Financial impact on people living and working in Kirklees**

See “Working with People “ and Improving outcomes for children above

#### **3.7 Other (e.g. Legal/Financial or Human Resources)**

**Financial**

No direct implications for the Council in relation to the Mayor's fund.

## **Legal**

The funding is a one-off contribution. It is to be treated as Local Welfare Provision for the purposes of any other decision though it is not itself a Local Welfare Provision payment.

It is important to note that any payments made out of the Household Support Fund do not amount to payments made under section 1 of the Localism Act 2011. Ordinarily Local Welfare Provision payments are made under that section and then count as "public funds" for the purposes of immigration and would not therefore be available to those with no recourse to public funds. Payments made here under the Local Welfare Provision banner will be made in accordance with the Grant Determination and are subject to the conditions set out by the Secretary of State in that determination.

Payments made under the Mayor's fund will be made in accordance with any restrictions placed upon it in WYMCA guidance and in accordance with section 22 in particular s 22.5 to 22.8 of the Council's Financial Procedure Rules.

## **Human Resources**

N/A

### **4 Consultees and their opinions**

For the most part payments are to be made in accordance with the scheme as set out by the Mayor and are not subject to consultation. Consultation has taken place between officers of the Combined Authority, Local Authority, and One Community Foundation Ltd.

### **5 Next steps and timeline.**

To commence payment activity as soon as is reasonably practicable.

### **6 Officer recommendations and reasons**

It is recommended that :

- i) Members approve the funding as provided in accordance with the West Yorkshire Mayor's Cost of Living Emergency Fund and that it continues to work with One Community Foundation Ltd and the West Yorkshire Combined Authority to establish the mechanism by which that fund is distributed to those organisations in the VCSE sector that are best placed to deliver against the outcomes the Mayor wishes to establish. And that those parts of section 22 of the financial procedure rules as apply shall apply to this fund.
- ii) Members approve the sum of £357,200 (in relation to the period to 31/03/2023) also to be awarded to the VCSE through One Community Foundation Ltd to supplement the Mayor's emergency funding and meet the requirements of the Household Support Fund as set in Guidance issued by the Secretary of State, and in accordance with the decision made by Cabinet on 11<sup>th</sup> October 2022; and

- iii) Members note the Cost of Living action plan summary appended to this report be noted.

## **7. Portfolio Holder Comments:**

The Portfolio Holders agrees with the proposals as set out in this report.

## **8. Contact officer**

Julian Hobson – Acting Head of Service - Welfare and Exchequer Services

## **9. Background Papers and History of Decisions**

[Item 9 - Appendix 2 - Mayors Cost of Living Emergency Fund - Business Case Summary.pdf \(moderngov.co.uk\)](#)

[Decision - Proposals for Additional Household Support in 2022/23 | Kirklees Council](#)

## **10. Service Director responsible**

Eamonn Croston – Service Director – Finance

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# Kirklees Council Cost of Living Action Plan

## Summary

November 2022

### Scope

The cost of living action plan is made up of the council's short to medium/long term priorities on cost of living against three areas:

#### 1. Emergency response – our focus now for direct support for people already in crisis

- a. Warm spaces
- b. West Yorkshire Mayor's Fund
- c. Communications
- d. Access to support: food (food banks, free school meals, The Bread and Butter Thing); financial advice (benefits and customer service centre advice); and local delivery of the Household Support Fund
- e. Support for businesses

#### 2. Resilience – our focus now to build places where people look after each other

- a. Community power: the role of councillors; VCSE strategy; and ward-level cross-sector partnership working
- b. Community response

#### 3. Prevention – acting now to address the medium- and long-term challenges and prevent future crisis

- a. Economic strategy and long-term recovery: growth; infrastructure; business support; and skills
- b. Working, volunteering, participating, and aspiring
- c. Lobbying (national and regional)

Recognising the urgency of the need, the action plan is primarily focussed on accelerating and scaling up existing work rather than establishing completely new projects.

### Delivery

Services from across the council are involved in this delivery, with each of the workstreams above assigned to specific services. The Cabinet member for Corporate Services leads on services' role in the delivery of the action plan.

As place leaders, ward councillors are fundamental to local delivery, coordination, and communication across all the workstreams.

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**Name of meeting:** Cabinet  
**Date:** 16/11/2022  
**Title of report:** Procurement Strategy

**Purpose of report**

This report presents the draft Procurement Strategy for approval by Cabinet.

<b>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</b>	Yes
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a></b>	Yes
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	Yes
<b>Date signed off by <a href="#">Strategic Director</a> &amp; name</b>	Rachel Spencer-Henshall, Strategic Director for Corporate and Public Health 07.11.2022
<b>Is it also signed off by the Service Director for Finance?</b>	Eamonn Croston 31.10.2022
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	Julie Muscroft 07.11.2022
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Davies, Corporate Portfolio Holder</b>

**Electoral wards affected:** All

**Ward councillors consulted:** None

**Public or private:** Public

**Has GDPR been considered?** N/A

**1. Summary**

- 1.1 Kirklees Council last Procurement Strategy covered the period 2013-2017. The new strategy builds on the successes of the previous strategy and work that has continued since its end to further embed a category-led approach and social value approaches to procurement. It also recognises the change in national policy context now the UK is outside of the EU and acknowledges the direction set for upcoming legislation by the Transforming Public Procurement Green Paper.
- 1.2 Much has been accomplished since moving from a devolved procurement model to a centralised category led approach in 2018, providing more assurance to the Council's commercial activity and demonstrating a stronger corporate grip on potential procurement

risks, and whilst challenges still remain, progress is evidenced in part by the procurement team's successes in recent years at the National Public Procurement GoAwards:

- 2019 Winner - Procurement Team of the Year
- 2019 Highly commended - Procurement Innovation of the Year
- 2020 Winner - Project of the Year;
- 2021 Winner - Best Procurement Delivery (Local Government), and
- 2022 Finalists - Individual Achievement & Social Value Award.

- 1.3 The Procurement Strategy and Social Value Policy are closely related pieces of work. Together they support a key Corporate Portfolio objective to drive holistic benefits for our residents and communities through the Council's work.
- 1.4 The Procurement Strategy outlines the ambition and direction of travel for procurement.
- 1.5 The Contract Procedure Rules are the regulatory framework for all staff to follow in respect of purchasing goods, services and works regardless of value.

## **2. Content of the Procurement Strategy**

- 2.1 The Procurement Strategy has been developed to support Kirklees Council strategic aims and priorities.
- 2.2 The strategy recognises the opportunity that procurement activity has in maximising added value and efficiencies with a focus on achieving value for money, alongside collaborating with internal and external partners.
- 2.3 The Procurement vision is to offer an outstanding procurement experience for stakeholders and suppliers that is transparent, provides opportunities for local businesses, delivers fantastic goods and services, delivers the best value for our residents, and supports achievement of Kirklees' Shared Outcomes
- 2.4 The strategy is framed around the key themes of:
  - Delivering Social Value: securing the best economic, social and environmental benefits for our people and places.
  - Promoting Inclusive Procurement: promoting a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs.
  - Continuing to develop our category-led approach: sourcing more strategically, more innovatively, stimulating and encouraging competition.
  - Striving for innovation and improvement in all that we do: delivering an effective commercial function that works in proactive, flexible and innovative ways.
  - Good governance: using proportionate controls, systems and standards, and management of procurement risk.
- 2.5 It is important to highlight that the theme of social value is dependent on the direction of the Social Value Policy, in particular the early consideration of SV within service design and commissioning processes.
- 2.6 Demonstrating value for money and partnership working remain at the heart of our approach to deliver effective procurement services.



- 2.7 The strategy is supported by an action plan. A project plan will be developed alongside highlighting key dates and milestones. The action plan will be a working document that will be used to monitor the delivery of the strategy.

### **3. Performance Reporting and Measuring Impact**

- 3.1 A suite of indicators has been developed to monitor the impact of this procurement strategy. Further work will be required from other enabling functions to ensure effective reporting mechanisms are established.
- 3.2 While local spend analysis is being routinely carried out on an annual basis and adoption of the Social Value Portal allows some routine reporting on social value, more work is required to ensure these are reliable and robust measures.
- 3.3 Executive Team and Leadership Management Team support prioritisation of work on these measures to increase their reliability, allowing their incorporation into the Corporate Reporting Framework and demonstrating the impact of this work.

### **4. Implications for the Council**

- 4.1 Procurement strategy and activity covers all aspects of the councils operations and provides a key enabling role in contributing to the organisations strategic priorities and outcomes which in turn supports delivery of the Council Plan;
- i. Working with People
  - ii. Working with Partners
  - iii. Place Based Working
  - iv. Climate Change and Air Quality
  - v. Improving Outcomes for Children
  - vi. Financial Implications for the people living or working in Kirklees

Strengthening our social value approaches through procurement activity is expected to have positive impacts on local education, skills, and jobs.

- 4.2 Other (e.g. Integrated Impact Assessment/Legal/Financial or Human Resources)

Public sector procurement is subject to a legal framework which encourages free and open competition and value for money, in line with internationally and nationally agreed obligations and regulations. This procurement strategy will deliver further improvements and assurances in relation to demonstrating value for money.

A Stage 1 Integrated Impact Assessment has been completed and has been published on the Council's website.

## 5. Consultees and their opinions

5.1 The draft strategy has been informed by:

- Discussions with the Corporate Portfolio Holder;
- Discussions within the procurement team;
- Early discussions at Legal, Governance & Commissioning and Corporate SLTs;
- Feedback from commissioners and suppliers on individual procurement exercises as well as market engagement with suppliers;
- Discussions with Helen Orlic, author of the VCSE Investment Strategy and Val Johnson from Third Sector Leaders;
- Discussions with a range of commissioners across Council services;
- Discussion at ET on 14 June;
- Discussion at LMT 30 August; and
- Discussion at Corporate Scrutiny on 3 October.

5.2 The draft strategy has been discussed at all SLTs to ensure support across the board given its broad ranging impacts. These conversations were positive, and issues identified have been reflected in the attached version of the document. Regarding procurement these relate to:

- Production of an action plan to support delivery;
- Social value capacity within the organisation and each directorate;
- The need for improved reporting to provide visibility of the impacts;
- Opportunities provided by the new NHS Provider Selection Regime; and,
- The role procurement can play in supporting equality, diversity and inclusion in Kirklees.

5.3 The discussion at Corporate Scrutiny raised a number of items which will be incorporated into the action plan for further exploration which were;

- To ensure suppliers are held to account in the delivery of social value
- To improve engagement and reach across the voluntary community sector organisations, particularly the smaller organisations
- To explore opportunities for progressive procurement with cooperatives and social enterprises

## 6. Next steps and timelines

The next steps for this strategy following Cabinet endorsement are:

- Identify leads for key procurement themes (November/Dec)
- Agree key milestones for progressing delivery of the strategy (December/Jan)
- Identify corporate resource for progressing performance measures (December/Jan)

## **7. Officer recommendations and reasons**

7.1 For Cabinet to approve the draft Procurement Strategy.

## **8. Cabinet portfolio holder's recommendations**

8.1 As above.

## **9. Contact officer**

Jane Lockwood, Head of Procurement

[JaneA.Lockwood@kirklees.gov.uk](mailto:JaneA.Lockwood@kirklees.gov.uk) 01484 221000 ext. 72354

Jonathan Nunn, Policy and Partnerships Manager

[Jonathan.Nunn@kirklees.gov.uk](mailto:Jonathan.Nunn@kirklees.gov.uk) 01484 221000 ext. 76528

## **10. Background Papers and History of Decisions**

Procurement Strategy, Corporate Scrutiny, 3 October 2022 ([Agenda for Corporate Scrutiny Panel on Monday 3rd October 2022, 11.00 am | Kirklees Council](#)).

## **11. Service Director responsible**

Julie Muscroft, Service Director for Legal, Governance and Commissioning

[Julie.Muscroft@kirklees.gov.uk](mailto:Julie.Muscroft@kirklees.gov.uk)

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# Kirklees Council

## Procurement Strategy

November 2022

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## PROCUREMENT VISION

Kirklees Council aims to offer an outstanding procurement experience for stakeholders and suppliers that is transparent, provides opportunities for local businesses, delivers fantastic goods, works and services, delivers the best value for our residents, and supports achievement of Kirklees' Shared Outcomes.

## INTRODUCTION

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health **throughout** their lives

Procurement plays a key enabling role in delivering the Council's vision and supporting delivery of other key strategies. This strategy sets out how we will use the Council's purchasing power to secure the best possible value and outcomes for the district and its residents, seeking to maximise the value of every pound we spend in terms of jobs, skills and supply chain opportunities in the local community.

The Council's net zero target of 2038 requires the reduction of all services' carbon footprint including through the supply chain. This can be achieved both through the technical specifications for procurements as well as through social value commitments.

Economic considerations should be balanced with the need for environmental and social outcomes, and this must be done within the bounds of procurement legislation. We can build in measurement of broader social outcomes **and** carbon reduction targets alongside more traditional measures of cost and quality. In practice this means a focus on council priority outcomes, such as creating local jobs, providing equality of opportunity to all and reducing carbon emissions.

The Coronavirus Pandemic (COVID-19) continues to have a significant impact on our people and places. The Council understands that as one of the largest procurers of goods, services and works in Kirklees it can play a significant role helping the local economy recover.

Our new Procurement Strategy builds on the progress made over recent years recognising the need to have robust contracts and reflect Kirklees' commitment to promoting an inclusive and sustainable economy by working in partnership with communities and partners.

There is still much more work that we need to do. Central to this strategy will be the changing **national** procurement agenda and the financial climate. We await the overhauled public procurement regime as set out in the Green Paper on Transforming Public Procurement. This wide-ranging programme of reform will ensure our regulations improve public services, maximise innovation and deliver wider economic benefits for our citizens. Alongside this the new NHS Provider Selection Regime will provide opportunities to make the most of stronger, flexible, simpler and integrated connections for the provision of healthcare services.



## WHAT IS PROCUREMENT?

Procurement is the process of acquiring goods, works and services from third parties.

Public sector procurement is subject to a legal framework which encourages free and open competition and value for money, in line with internationally and nationally agreed obligations and regulations.

Delivering value for money is at the heart of what we do.

The Duty of Best Value placed upon the Council under the Local Government Act 1999 requires the Council to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy and efficiency and effectiveness. The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

This means effectively balancing quality, financial and social value considerations in a manner that can be clearly communicated and understood by all stakeholders and ultimately results in the best value and outcomes for residents.

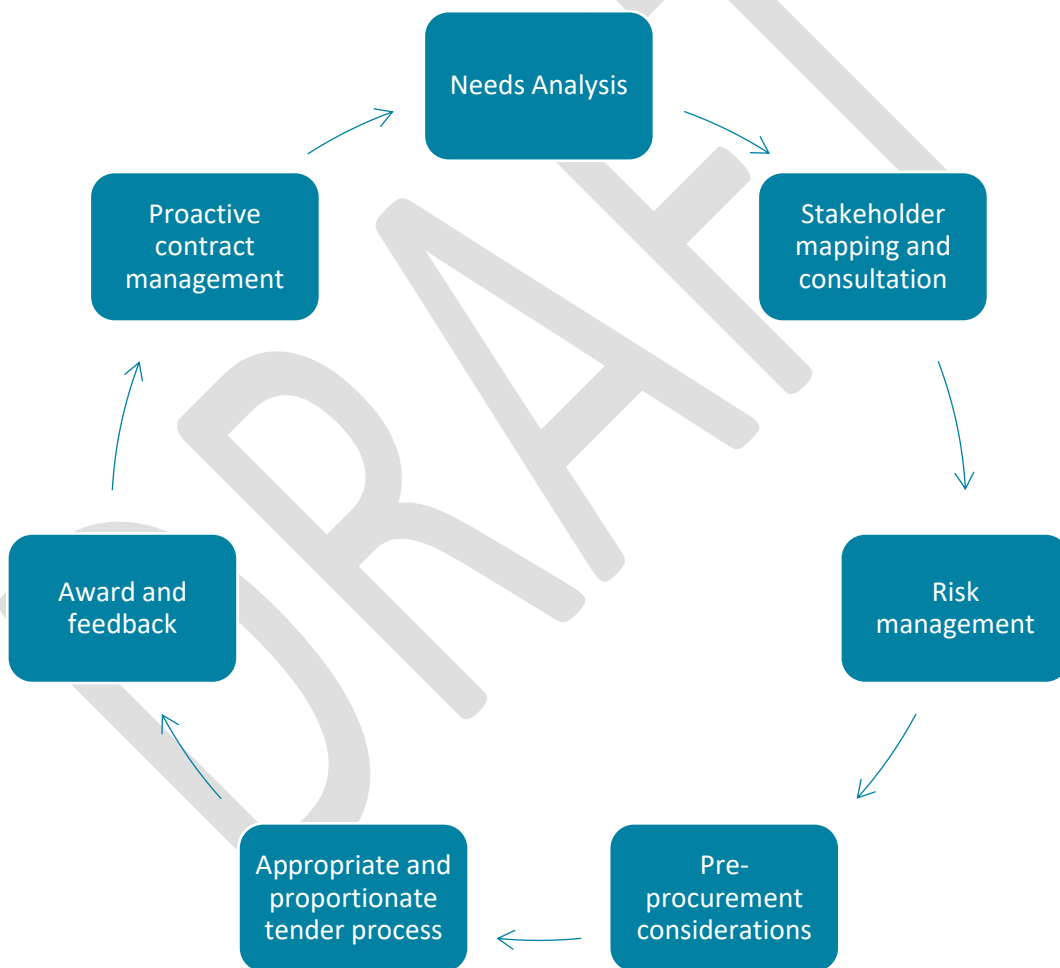
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## THE PROCUREMENT SERVICE

The Procurement Service’s purpose is to ensure that commercial arrangements and contracts awarded by Kirklees Council provide great value for money. The service is configured into market-facing teams, using a category management approach which aligns to the Council’s service areas and their priorities, ensuring the principles of public procurement; transparency, integrity, openness, fairness, non-discrimination, equal treatment, competition and accountability underpin our procurement activity.

The team aim to provide an excellent service to all our stakeholders working closely with other council corporate enabling services such as Legal, Audit, Risk, Insurance and Finance colleagues to ensure the best possible commercial arrangements are secured. The team engage with stakeholders throughout the procurement lifecycle to ensure value for money is demonstrated and achieved.

The Procurement Cycle



## ACHIEVEMENTS & CHALLENGES

The Council is facing a growing demand for services, falling and unpredictable funding levels and rising inflation rates. The impact of Brexit and the pandemic whilst creating new potential opportunities has also created new challenges and risks for us, such as the potential for sudden contractor failure, challenging market dynamics and disruption to our supply chains.

With pressures on supply chains, volatility in the market and inflationary pressure alongside everyday challenges that exist in commercial activity such as the need for better risk mitigation, better control and visibility of spend, contract compliance, potential for corruption and fraud, the need for having effective, sustainable procurement practices has never been more important.

Much has been accomplished since moving from a devolved procurement model to a centralised category led approach in 2018, providing more assurance to the Council's commercial activity and demonstrating a stronger corporate grip on potential procurement risks, and whilst challenges still remain, progress is evidenced in part by the procurement team's successes in recent years at the National Public Procurement GoAwards:

- 2019 Winner - Procurement Team of the Year
- 2019 Highly commended - Procurement Innovation of the Year
- 2020 Winner - Project of the Year;
- 2021 Winner - Best Procurement Delivery (Local Government) and,
- 2022 Finalists – Individual Achievement & Social Value Award

## STRATEGIC THEMES

We look forward to working with all our key stakeholders to deliver this strategy focussing on the following key themes:

- **Delivering Social Value:** securing the best economic, social and environmental benefits for our people and places.
- Promoting **Inclusive Procurement:** promoting a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs.
- Continuing to develop our **category-led** approach: sourcing more strategically, more innovatively, stimulating and encouraging competition.
- Striving for **innovation and improvement** in all that we do: delivering an effective commercial function that works in proactive, flexible and innovative ways.
- **Good governance:** using proportionate controls, systems and standards, and management of procurement risk.

## DELIVERING SOCIAL VALUE

### OUR AMBITION

**To secure the best economic, social and environmental benefits for our people and places through our approach to social value in our commissioning and procurement activities.**

### WHAT WE HAVE ACHIEVED

- Learning, sharing and experimenting in our approach to social value generation
- Piloting the use of the National Themes Outcomes and Measure via the Social Value Portal (SVP) to leverage social value commitments from successful suppliers
- Increased the level of local spend and social value weighting in procurement activity

### HOW THIS AMBITION WILL BE DELIVERED

- Applying a minimum social value weighting of 10% in evaluation criteria in contracts above £100k where appropriate
- Promoting early consideration of social value in commissioning and inclusion of social value into specifications
- Adopting different approaches and tools for different markets and contracts
- Developing ambitious social value visions for our major schemes
- Using procurement to maximise contributions to achieving our aim to reach net zero by 2038 and promote sustainable practices
- Stimulating pre-market activity and encouraging local participation in procurement activity
- Monitoring social value commitments secured and realised

### HOW THIS WILL BE MEASURED

- % of procurements with SV applied and secured
- £ of social value secured
- £ of social value delivered
- % of contracts that include SV commitments on the environmental theme
- Case study examples that demonstrate different approaches to delivering social value

## INCLUSIVE PROCUREMENT

### OUR AMBITION

**To promote a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs, reducing barriers to their participation in procurements, supporting their importance in the local market and wider economy and driving an inclusive economy in the borough.**

### WHAT WE HAVE ACHIEVED

- Increased local spend in Kirklees and West Yorkshire
- Spend with SMEs 2021/22; 57%
- Experimented with different approaches to pre-market engagement
- Introduced opportunities for feedback from internal and external stakeholders

### HOW THIS AMBITION WILL BE DELIVERED

- Embedding our council culture of working with so we are recognised as a trusted partner, giving confidence in our approach to supplier markets and our communities.
- Maximising opportunities in upcoming procurement legislation to speed up and simplify processes increasing accessibility for small businesses, charities and social enterprises
- Use transparency to attract a diverse range of providers, improving supplier diversity, innovation and resilience in our supply chain.
- Working with VCSE to develop our relationship and to deliver against priority outcomes in relation to procurement in the VCSE investment strategy plan
- Promote a mixed economy of delivery, commissioning services from those who are best placed to deliver them effectively
- Promoting the use of local goods and services within the parameters of procurement legislation
- Ensuring procurement and equality, diversity and inclusion are appropriately integrated to ensure compliance with statutory obligations and to promote the Council's vision for equality, diversity and inclusion

### HOW THIS WILL BE MEASURED

- % of procurement spend within Kirklees, West Yorkshire and Yorkshire & Humber
- % of procurement spend with SMEs
- % of procurement spend with VCSE
- Feedback from stakeholders and potential suppliers on individual procurements
- Individual case studies that demonstrate progress

## CATEGORY LED

### OUR AMBITION

**To source more strategically, be more innovative, stimulate and encourage competition, and enable service managers and commissioners to get the most out of their markets and supply chains.**

### WHAT WE HAVE ACHIEVED

- Embedded a central category-led approach with clear ownership, more transparency and with visible benefits recorded at project levels and from stakeholders
- Developed category plans and procurement strategies that support delivery of council outcomes

### HOW THIS AMBITION WILL BE DELIVERED

- Establishing effective collaborative relationships with key stakeholders, partners and potential suppliers
- Working with existing and potential suppliers to ensure there is market capacity to deliver our requirements
- Being involved early in projects so we can shape procurement strategy and maximise impact
- Maximizing value from common areas of spend internally and across partner areas
- Developing strategic relationship management with key suppliers
- Improving the quality of data and the associated reporting mechanisms

### HOW THIS WILL BE MEASURED

- Feedback from stakeholders and potential suppliers on individual procurements
- Measuring impact and added value of procurement activities
- Monitoring of impact of corporate and collaborative contracts
- % of contracts compliant with transparency requirements

## INNOVATION AND IMPROVEMENT

### OUR AMBITION

**To deliver an effective commercial function that works in proactive, flexible and innovative ways to support achievement of the Kirklees Shared Outcomes.**

### WHAT WE HAVE ACHIEVED

- Successful recruitment of excellent calibre of procurement professionals
- Recognised nationally for the progress demonstrated as a team and on individual procurement activity
- Reviewed and improved our processes and practices

### HOW THIS AMBITION WILL BE DELIVERED

- Leadership; leading the way demonstrating initiative, resourcefulness and commerciality in our procurement approaches
- Maintaining a team with diverse and complimentary skills
- Equipping commissioners and contract managers across the organisation to achieve best outcomes through procurement
- Continuous improvement; reviewing and simplifying our practices and processes to ensure they are best practice, proportionate, stimulate innovation and are flexible
- Using technology for greatest advantage to simplify and improve processes and the experience for council staff and our suppliers in tender opportunities
- Establishing periodic reviews of procurement exercises and outcomes

### HOW THIS WILL BE MEASURED

- Feedback from stakeholders and potential suppliers on individual procurements
- Achievement of national awards
- % of procurement team members qualified
- % of procurement team members working towards qualifications
- % of team members with appraisals completed in last 12 months with development opportunities

## GOOD GOVERNANCE

### OUR AMBITION

**To deliver a procurement service recognised for good governance, fairness and transparency that uses proportionate controls, systems and standards, and manages procurement risk.**

### WHAT WE HAVE ACHIEVED;

- Increased visibility of council contracts and opportunities
- Improved compliance with Contract Procedure Rules
- Delivered training to raise awareness and support improved procurement practices

### HOW THIS WILL BE ACHIEVED

- Strengthen transparency of procurement opportunities, processes and outcomes
- Strengthen existing governance processes and practices
- Strengthening the foundations for effective procurement
- Strengthening risk management
- Strengthen contract management to ensure realisation of the full benefits of procurement
- Strengthening data and reporting

### HOW THIS WILL BE MEASURED

- Annual benchmark via National Procurement Strategy diagnostic
- Regional benchmarking at Yorkshire and Humber
- No of procurement legal challenges
- No of internal audits that identify procurement as an area of concern
- No of contract variations
- % of procurement spend off-contract





**Name of meeting:** Cabinet

**Date:** 16 November 2022

**Title of report:** Corporate Financial Monitoring Report, Quarter 2, 2022/23

**Purpose of the Report**

To receive information on financial monitoring for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 2 (month 6), 2022/23.

<b>Key decision – is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</b>	<b>Yes</b>
<b>Key decision - is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?</b>	<b>Key decision – Yes</b>
<b>The Decision - Is it eligible for “call in” by Scrutiny?</b>	<b>Yes</b>
<b>Date signed off by Strategic Director &amp; name</b>	<b>Rachel Spencer Henshall –8/11/22</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Eamonn Croston – 8/11/22</b>
<b>Is it also signed off by the Service Director – Legal, Governance &amp; Commissioning?</b>	<b>Julie Muscroft – 8/11/22</b>
<b>Cabinet member portfolio - Corporate</b>	<b>Give name of Portfolio Holders Cllr Paul Davies</b>

**Electoral wards affected: All**  
**Councillors Consulted: None**

**Public or private: Public**

**GDPR:** This report contains no information that falls within the scope of General Data Protection Regulations.

## 1.1 Summary

- 1.1.1 Quarter 2 Corporate Financial Monitoring Report sets out the Council's current budget position. It summarises the significant overall Cost of Living pressures at £22.5m, including a further £2.7m increase since Quarter 1, that leaves the Council with a forecast overspend of £34.3m in this financial year.
- 1.1.2 The most significant cause of the overspend is energy and inflationary costs that affect households, businesses, and organisations across the country. Other budget pressures (totalling £11.8m) include increased demand for vital services, particularly in social care services for older residents and young people as well as the impact of the wider economic environment on the council's income.
- 1.1.3 The Council is well placed to offset some of the increased costs through its use of reserves. However, the scale of the shocks to the British economy are now much clearer and even more severe than factored in at Quarter 1. That is why the Council is now taking further action to reduce the in-year deficit.
- 1.1.4 Management action to reduce the budget deficit includes a freeze on recruitment, increased scrutiny of additional expenditure beyond current commitments and a rationalisation of council buildings. These actions, alongside ongoing work to review the capital programme and explore alternative sources of funding, are necessary to reduce the deficit.
- 1.1.5 The national economic outlook means that the council must be prepared for budget pressures to persist and intensify in future years. The council also awaits the outcome of the government's Autumn Statement announcement on 17 November and subsequent local government funding settlement expected mid-December 2022 to fully understand the scale of the financial challenge to local authorities across the country in future years.

### Quarter 2 Headlines

- 1.1.6 The Council's revised General Fund controllable (net) revenue budget for 2022/23 is £339.1m. The budget includes planned (net) revenue savings in-year of £2.5m.
- 1.1.7 The revised budget is net of a number of planned transfers from reserves during the year, with the most significant being £2.1m from the Revenue Grants reserve and £0.7m from the COVID Grants reserve.
- 1.1.8 There is a forecast overspend of £34.3m against the £339.1m revised budget at Quarter 2 equivalent to 10.1%. This is attributable in part to specific Cost of Living pressures above budgeted assumptions that are set out in more detail in section 1.2 below.
- 1.1.9 Impacts of Cost of Living pressures are a broader sectoral local government issue, not just a Kirklees specific issue, but Government has not indicated that it will consider additional in-year funding to the sector. The in-year forecast presented in Table 1 below, and also at Appendix 1, includes provision for up to £10m earmarked reserves to part offset these Cost of Living pressures, reducing the bottom line overspend down to £24.3m.
- 1.1.10 There has been an increase of £9.7m in the forecast overspend position since Quarter 1. This is made up of a net increase in projected business as usual pressures of £7.0m across directorates, and also a net £2.7m rise in Cost of Living pressures.
- 1.1.11 Headline variances and key changes from Quarter 1 are described in more detail in sections 1.2 to 1.8 of this report.

**Table 1 - Overview of 2022/23 forecast revenue outturn position at Quarter 2**

	Revised Budget	Outturn	Total variance	Variance split:	
				Cost of Living	Other
	£000	£000	£000	£000	£000
Children & Families	80,740	87,236	6,496	3,100	3,396
Adults & Health	116,993	118,768	1,775	-	1,775
Environment & Climate Change	38,707	48,329	9,622	2,228	7,394
Growth & Regeneration	16,152	17,930	1,778	-	1,778
Corporate Services	40,572	43,710	3,138	1,700	1,438
Central Budgets	45,920	57,428	11,508	15,500	(3,992)
<b>General Fund Sub-Total</b>	<b>339,084</b>	<b>373,401</b>	<b>34,317</b>	<b>22,528</b>	<b>11,789</b>
Reserves Drawdown to Offset Cost of Living	-	(10,000)	(10,000)	(10,000)	-
<b>Revised General Fund Total</b>	<b>339,084</b>	<b>363,401</b>	<b>24,317</b>	<b>12,528</b>	<b>11,789</b>

## 1.2 Cost of Living pressures - context

1.2.1 The 2022/23 budget plans were approved on 16 February 2022 and reflected the Administration's priorities and Council ambition in the Council Plan, including acknowledgement of the impact of the global pandemic and emerging global recovery, global supply issues, pent up consumer demand pressures on cost inflation, and labour supply recruitment and retention issues across all sectors of the economy.

1.2.2 Based on prevailing national and international macro-economic forecasts, it was anticipated that a number of these pressures would be transitory rather than structural in nature and this was factored accordingly into Council forward budget plans.

1.2.3 However, the Russian invasion in Ukraine on 24 February 2022 delivered a further global shockwave with significant and potentially more structural global and national macro-economic and societal impacts.

1.2.4 As at September 2022, Consumer Price Index (CPI) inflation is 10.1%; by far in excess of the 2% target. The Bank of England base rate also increased by 0.75 percentage points to 3% on 3 November 2022; the eighth rise recorded since December 2021, and the largest single rise since 1989. There is potential for further rises in the remainder of 2022 and 2023 to attempt to counteract inflationary pressures in the economy.

1.2.5 A finance update report to Corporate Scrutiny Panel (CSP) on 5 July 2022 set out an early review of a number of key macro-economic factors that were likely to impact on the Council's in-year financial position, including significant price uplifts to gas and electricity, fuel and food.

1.2.6 The report presented to CSP also recognised the significant impact of Cost of Living pressures on residents, households, communities and businesses, and made reference to a range of current national government and Council 'hardship' support measures for the district's residents and businesses.

1.2.7 Subsequently, the Quarter 1 Financial Monitoring report to Cabinet in August 2022, and the MTFS Update report to Cabinet and Council in September 2022 have set out projected impacts from the range of Cost of Living pressures on the council's bottom line; whilst also recognising the ongoing volatility of forecasts in the current economic environment. These projections have now been updated for Quarter 2, and amount to a total of £22.5m as per Table 1. The pressures are considered in more detail below.

#### **Pay award +£8.6m (+£4.2m change from Q1)**

1.2.8 The local government sector national employer representatives have agreed a pay award for 2022/23 of a flat rate £1,925 to directly employed Council employees. This results in a pressure in central budgets of £8.6m when compared to the budgeted uplift level of 2%.

1.2.9 The pay award pressure has increased by £4.2m since the Quarter 1 projection which was made prior to the announcement of the national employer pay offer.

#### **Energy inflation +£11.7m (-£1.7m change from Q1)**

1.2.10 There have been unprecedented inflationary increases in both gas at 415% and electricity at 110% from April 2022, resulting in significant estimated pressures at Quarter 2. This includes pressures on council directly operated buildings of £6.9m; shown within central budgets.

1.2.11 There is also a £1.7m estimated pressure on Kirklees Active Leisure (KAL) budgets, aligned to Corporate Services (Sports and Physical Activity). This estimate has been revised downwards by £0.3m since Quarter 1. The Council has provided extensive support to KAL through the pandemic period 2020-22 and current financial year, with earmarked Government COVID funding totalling £9.5m to date, alongside a Sports England grant of around £1m.

1.2.12 There is a further estimated pressure of £3.1m within Children & Families (Learning Services) due to costs borne by the Council in relation to energy charges for PPP 1 and 2 contracts with 19 schools. While there is a base budget available, the unprecedented energy price uplift in 2022/23 has significantly increased these costs. This estimate has been revised downwards by £1.4m since Quarter 1

1.2.13 The Council is currently part of a broader Council consortium of 13 member Councils with a contract through Yorkshire Purchasing Organisation (YPO) who purchase energy on behalf of the consortium members. Electricity was forward purchased at the start of the year to 31 March 2023, and gas to 30 September 2022.

1.2.14 In September 2022, central government announced the Energy Bill relief scheme, providing support for non-domestic customers, including councils, between 1 October 2022 and 31 March 2023. Clarification is still being sought from YPO on the impact of the Government's Energy Bill Relief Scheme on the above pressures.

1.2.15 Based on very early officer intelligence, at this stage it is assumed that any relief would be marginal against the current rates and, as such, full year costs projected at Quarter 2 are based on a continuation of 110% uplifts for electricity and 415% uplifts for gas bills for the entirety of 2022/23. These assumptions will be updated in future monitoring projections as appropriate, once clarity has been received from YPO.

1.2.16 The gas element of the energy contract with YPO has a further two years to run after 2022/23, but the electricity contract runs only to 31 March 2023. The MTFS Update

Report, approved by cabinet and council in September 2022, included the recommendation that delegated authority be given to the Strategic Director for Environment and Climate Change, in consultation with the Director of Finance and Corporate Portfolio-holder, to expedite electricity contract options in a timely fashion for 2023/24. Following this process, the Crown Commercial Service (CCS) electricity contract will be with EDF Energy from 1 April 2023.

### **Fuel/Food inflation +£2.2m (+£0.2m change from Q1)**

- 1.2.17 Within Environment & Climate change, there is a projected catering pressure of £1.5m due to increasing food costs, and a projected further £0.7m pressure on Transport services due to high fuel prices. Both these inflationary impacts remain volatile and will be reviewed through the remainder of 2022/23.
- 1.2.18 In addition to the Cost of Living pressures noted above, there are other forecast pressures highlighted in this report across Directorates, and these are summarised in sections 1.3 to 1.8 below.

### **'Other' forecast pressures**

#### **1.3 Children & Families +£3.4m (+£1.3m change from Q1)**

##### **Learning Services – High Needs**

- 1.3.1 The Secretary of State for Education confirmed, on 24 March 2022, the Council's successful participation in the Round 2 Dedicated Schools Grant (DSG) deficit reduction (Safety Valve) Programme. This included an initial 2021/22 Government funding contribution of £13.5m made on 31 March 2022.
- 1.3.2 The balance of agreed £20m government funding contribution to the Council's DSG deficit over the next 5 years is dependent on delivery of in-year DSG High Needs savings target. An update report, setting out in more detail the Safety Valve funding agreement and management plan, was presented to Cabinet on 26 July 2022.
- 1.3.3 At Quarter 2, the forecast in-year spend on High Needs spend in excess of the Dedicated Schools Grant (DSG) funding allocation is £9.7m (equivalent in-year deficit in 2021/22 was £12.8m). The overall DSG Deficit is forecast to be £20.2m by 31 March 2023. This is consistent with Safety Valve modelled projections.
- 1.3.4 As part of the signed DSG deficit agreement, and the Council's continuing contribution towards the in-year DSG deficit savings target, £1.4m of costs that would otherwise have been recharged from Learning & Early Support to the High Needs block have instead been absorbed. Due to the timing of the management agreement, the 2022/23 costs are to be offset from demand reserves drawdown, and the intention is to build the additional cost absorption into subsequent service budget development for 2023/24 onwards.

##### **Learning and Early Support +£3.3m (+£1.8m change from Q1)**

- 1.3.5 The School Improvement Grant has reduced significantly in 2022/23 (£429k 21/22, estimated £175k 2022/23). To mitigate the impact of this the service are working on a new staffing structure and exploring ways to maximise income generation.
- 1.3.6 Traded Service income has reduced since the pandemic. The service is looking to redesign its offer to ensure that this is more in correlation with the expected income levels.

- 1.3.7 Post 16 Transport continues to be a pressure. Additional budget of £0.6m was invested for 2022/23 but the Quarter 2 projection is still an overspend of £0.8m. This represents an increase of £0.4m since Quarter 1. Increases in fuel costs have been factored into this figure but the full impact will become clearer later in the year. As at 30 September 2022, 275 children used the service.
- 1.3.8 The increase in Post 16 Transport costs has been netted off by the release of additional savings in the Early Support Service due to vacancy management. The overall position has also been mitigated further with the use of £0.5m Supporting Families Grant funding.
- 1.3.9 There is a projected year-end overspend of approximately £0.7m in the Special Educational Needs and Disability Assessment and Commissioning Team (SENDACT). This is primarily due to the use of agency staff to cover vacancies and sickness absence. This pressure was not in view at Quarter 1. It should be noted that agency usage is now at a minimum and will end Autumn 2022 as the majority of substantive posts have now been successfully recruited to.
- 1.3.10 At Quarter 2 there is a projected overspend of £1.2m on Special Educational Needs and Disability Inclusion Fund (SENDIF). As above, this was not in view at Quarter 1. The overspend is as a result of the continued increase in numbers of children accessing the system and a rising complexity of need in these cases. Work is ongoing within the service to review the service provision, identify statutory and non-statutory expenditure and ascertain the impact of the funding on future needs of the children when they reach school age.

Family Support and Child Protection -£0.1m (-£0.4m change from Q1)

- 1.3.11 This is largely a result of increased volumes and complexity of need on demand led CDS (Children with Disability Service) Agency Homecare Packages. The main area of this budget is on Demand Led Sufficiency. The service continues to manage LAC (Looked After Children) numbers very well and these have reduced to 609 (at August 2020 they were at 689). Whilst there are variances within these budgets, the net overall position is approximately balanced and therefore the main pressure areas are effectively managed.

Resources, Improvements and Partnerships +£0.2m (-£0.1m change from Q1)

- 1.3.12 There is a projected overspend of £0.2m within Resources, Improvements and Partnerships. This is a result of increased costs in Internal Residential Homes. There are acute capacity issues due to staff shortages, sickness and shielding along with placement demands and a lack of alternative local provision. The service is implementing measures to mitigate the issue through deployment of an additional casual bank of staff, overtime and agency cover, however this comes at a significant additional cost. The service is looking at ways to reduce the use of agency and overtime to control the overspend with a view to significantly reducing this in 2023/24.

**1.4 Adults and Health +£1.8m (+£1.4m change from Q1)**

- 1.4.1 The overall position for Adults is a projected overspend of £1.8m. This is an increase from Quarter 1 of £1.4m. There is some volatility across key demand-led headings, with variances being seen on a number of activities, and a swing from Quarter 1 on Independent Sector Home Care, and on Independent Sector Residential & Nursing Placements.

- 1.4.2 One of the main headline demand led variances at Quarter 2 is around Self-Directed Support, with a projected underspend of £1.6m. A significant element of this relates to Older People, predominantly on Direct Payments. Against this, the Mental Health client group is seeing pressure against its budget, on Commissioned Services due to higher unit costs.
- 1.4.3 An overspend is being seen on Independent Sector Residential & Nursing placements (now £1.5m, up from close to breakeven at Quarter 1). This is predominantly on the Learning Disability cohort at £1.0m (due to higher prices) and on Older People at £0.4m (caused by increased volumes). Work continues with providers in the care home market around key pressures, and trends in the short and long term (with the possibility of it being driven more by people with complex needs). Working with partners continues to be crucial.
- 1.4.4 Independent Sector Home Care is also overspending (now £0.6m, up from breakeven at Quarter 1). Within this variance Learning Disability is £0.2m over (due to activity levels) and Older People is £0.4m over (higher unit costs).
- 1.4.5 Other headline variances are around employees (with an overspend of £0.7m). Pressures are continuing in relation to recruitment and retention in the workforce, resulting in the use of agency staff where necessary. There are also smaller variances across a number of other headings, and a projected overspend of £0.3m due to the need to cover an increase in the level of bad debts being seen.
- 1.4.6 There has been significant work carried out recently as part of the Market Sustainability & Fair Cost of Care national programme, which is focused on the markets for Home Care and for Independent Sector Residential & Nursing Placements. Work is ongoing around this.
- 1.4.7 There is also uncertainty around the timing and impact of the national Charging Policy Reform, and around potential national funding allocations for Social Care. Alongside the increased Cost of Living impacts on providers there is a sustained impetus for working collaboratively in a strategic manner, ensuring that we continue to address the issues in the market, whilst bringing the best outcomes for the residents of Kirklees.

## **1.5 Environment and Climate Change +£7.4m (+£4.3m change from Q1)**

### Environmental Strategy and Climate Change +£2.7m (+£0.6m change from Q1)

- 1.5.1 Within Environmental Strategy and Climate Change there is an estimated overspend of £2.4m on Schools Transport; in the main linked to an increase in the number of routes to out of area schools. An additional £0.3m was built into the School Transport base budget as part of the 2022/23 Annual Budget report to address some of the ongoing pressures in this area. This was in addition to the £1.2m uplift previously included in the 2021/22 budget round.

### Highways and Streetscene +£2.8m (+£2.3m change from Q1)

- 1.5.2 At Quarter 2, a pressure of £1.2m has been identified within parking; largely due to multi storey and other site closures and lower than budgeted parking fees and fines income.
- 1.5.3 There are also pressures of £0.7m within Waste services with regards to hired staff and external hire vehicles for recycling and waste strategy initiatives; offset in part by an underspend in the waste contract due to reduced tonnage sent to landfill and £0.6m in Highways due to overspends on general maintenance reactive works.

### Culture and Visitor Economy +£1.8m (+£1.3m change from Q1)

- 1.5.4 Within Catering there is a projected pressure of £0.8m due to a shortfall in income. This is offset in part by an underspend of £0.2m relating to staff shortages.
- 1.5.5 There are also pressures of £0.5m in Markets and £0.4m in Town & Public Halls and £0.3m in Bereavement; largely due to reduced income.
- 1.5.6 Caretaking and Cleaning has a projected £0.3m underspend as a result of additional ad hoc and specialist cleaning.

## **1.6 Growth and Regeneration +£1.8m (+£1.2m change from Q1)**

### Development +£1.5m (+£1.0m change from Q1)

- 1.6.1 Within Development, there is a projected overspend of £1.6m on Property. Approximately £0.5m relates to Corporate Landlord due to greater than expected cost of repairs to date (£189k), cleaning of council buildings (£200k) and compliance inspections of buildings where work is pending/ongoing (£63k). There are also some residual costs related to COVID, including the PPE store (£177k).
- 1.6.2 A further £0.9m of the overspend relates to Commercial Properties. This includes rents that are unachievable (£667k) and greater than expected NNDR charges (£83k).

## **1.7 Corporate Strategy, Commissioning and Public Health +£1.4m (+£1.1m change from Q1)**

### Strategy and Innovation -£0.5m (-£0.9m change from Q1)

- 1.7.1 At Quarter 2, IT has a projected pressure of £0.6m. This relates to annual application and infrastructure contract inflation, plus inflation on other spend areas; offset in part by temporary underspending on staffing.
- 1.7.2 There is also a projected overspend of £0.4m within Intelligence and Performance relating to staffing costs in excess of budgets and pressures from consultancy spend. Further staffing pressures of £0.3m are projected within Transformation.
- 1.7.3 A review of the flexible capital receipts policy for 2022/23 onwards is currently underway, with proposals to be considered fully as part of subsequent budget development. At this stage, notwithstanding that the exercise is still in progress, it is anticipated that this would release a minimum £2.0m against 2022/23 transformation related costs. This assumption is reflected in the Quarter 2 figures within Strategy & Innovation.

### Public Health & People +£1.0m (+£1.0m change from Q1)

- 1.7.4 At Quarter 2 there is a projected pressure of £1.0m within People Service. This includes staffing overspends within both HR, with regards to succession planning, and HDOne, for specific projects.

### Governance & Commissioning +£0.3m (+£0.3m change from Q1)

- 1.7.5 There is an estimated pressure of £0.5m in relation to inflationary impact on the insurance retendering.

### Finance +£0.7m (+£0.7m change from Q1)



1.7.6 Within Finance there is a projected £0.6m overspend in subsidy benefit payments relating to homelessness. The underlying projected cost pressure of £2.0m has been offset by £1.4m of Homelessness Grant.

## **1.8 Central Budgets -£4.0m (-£2.3m change from Q1)**

1.8.1 The 2022/23 Annual Budget Report included a provision of £4.0m, reducing by £1.0m per annum over the subsequent 2 years, reflecting the protracted recovery of service income from sales fees and charges and commercial rents as a result of COVID over the medium term. At Quarter 2, the full £4.0m contingency has been released from central budgets to offset service losses held within Directorates.

1.8.2 At Quarter 2 there is also a pressure of £0.5m from a review of central budget income targets. This is offset in full by a projected £0.5m underspend resulting from the mini budget announcement in September of the reversal in the National Insurance 1.25% uplift from 6 November 2022.

## **1.9 General Fund Reserves**

1.9.1 The reserves position at Appendix 2 reflects the Council's reserves strategy and approach reported and approved at Budget Council on 16 February 2022 and since reaffirmed in the MTFs Update report to Cabinet and Council in September 2022.

1.9.2 At Quarter 2, General Fund reserves and balances are estimated to decrease through 2022/23 by £69.6m; from £166.8m at the start of the year to £97.2m as at 31 March 2023. Of this, £27.7m relates to transfers approved in the 2022-27 Annual Budget report.

1.9.3 The remaining £41.9m balance of movement on reserves is broken down as follows:

- i) Forecast £4.1m net planned drawdowns into directorates from reserves during the year, with the most significant being £2.1m from Revenue Grants reserve and £0.7m from COVID Grants reserve.
- ii) Drawdown of £3.5m from the demand reserve reflecting £2.1m contribution towards the DSG deficit as per the Safety Valve agreement referenced in paragraphs 1.3.1 and 1.3.2, and a further £1.4m to offset annual General Fund costs previously recharged to High Needs block, now absorbed by Learning Services as part of the Council contribution to the overall Safety Valve funding agreement (paragraph 1.3.4).
- iii) Projected drawdown of £10.0m to offset projected Cost of Living pressures in-year. It is proposed that £5.0m is drawdown from the demand reserve and the remaining £5.0m from revenue grants/other reserves. This is illustrated in Appendix 2.
- iv) Transfer of the Quarter 2 projected overspend of £24.3m against earmarked financial resilience reserves at year-end.

1.9.4 Regular monitoring and review of corporate reserves will continue to be undertaken as part of the standard monitoring cycle through the remainder of the financial year. Also attached at Appendix 6 is the current version of the Councils Corporate Risk Register, which also helps inform the Council overall reserves requirements in light of known budget risk issues set out in the register. This includes emerging Cost of Living risks.

## 1.10 Collection Fund

1.10.1 The Collection Fund accounts separately for council tax and business rates income and payments. Table 2 below summarises the projected financial performance of the Collection Fund at Quarter 2.

**Table 2 – Collection Fund Summary**

<b>Collection Fund forecast (Council Share)</b>	<b>Council Tax</b>	<b>Business Rates</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>(Surplus)/Deficit at 1 April 2022</b>	<b>744</b>	<b>13,398</b>	<b>14,142</b>
Re-payments to/(from) General Fund 21/22	(1,026)	(15,135)	(16,161)
Estimated In year Financial Position	-	-	-
<b>(Surplus)/Deficit at 31 March 2023</b>	<b>(282)</b>	<b>(1,737)</b>	<b>(2,019)</b>

1.10.2 At Quarter 2, overall, the in-year Council Tax performance is estimated to be in line with the budgeted position. This projection takes into account the various points outlined below, notwithstanding the volatility of income projections in the current economic climate.

1.10.3 The 2022/23 Council Tax Base (CTB), approved as part of the 2022-27 Annual Budget Report, incorporated a series of positive adjustments reflecting the impact of the forecasted economic recovery from COVID on Council Tax income. Adjustments included housing growth projections of 1,000 Band D equivalents and a reduction in the bad debt requirement from 2.76% in 2021/22 to 1.5% in 2022/23.

1.10.4 The 2022/23 Council Tax Base also assumed a decrease in the number of Council Tax Reduction scheme claimants by approximately 1,000, due to the projected local economic recovery post-pandemic.

1.10.5 The local Council Tax Reduction (CTR) scheme supports some of the borough's households on low incomes, is means tested and eligible claimants receive up to 80% discount from their full council tax liability. The local scheme only applies to those of working age. The national pension age scheme means there is no such minimum payment and eligible pensioners can receive up to 100% discount.

1.10.6 At the end of September 2022 the working age CTR claimant numbers were 23,700; a reduction of 800 since 31 March 2022. These figures still remain volatile, with the potential of a further rise over time as prevailing economic conditions are likely to mean increased unemployment rates and further growth in households eligible for CTR.

1.10.7 As at Quarter 2, the in-year Business Rates performance is estimated to be in line with the budgeted position. The budget assumes a collection rate of 97.4% compared to a pre-pandemic rate of 98.6%.

1.10.8 Government is continuing to provide further expanded reliefs in 2022/23 due to the economic impacts of COVID on specific business sectors. Eligible occupied retail, hospitality and leisure properties will receive a 50% relief, up to a cash limit of £100,000 per business. This was factored into the above collection rate assumption.

1.10.9 It is acknowledged that at Quarter 2, the Collection Fund forecasts are subject to a significant degree of volatility. Emerging intelligence will be factored into subsequent

monitoring projections, in particular the impact on residents and business of the Cost of Living crisis and the potential effect this may have on the target in-year collection rates and bad debt provision requirements.

## **1.11 Housing Revenue Account**

- 1.11.1 The Council's Housing Revenue Account (HRA) accounts for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account. The forecast revenue outturn at Quarter 2 is a £0.5m surplus against an annual turnover budget of £94.8m in 2022/23. This will be monitored closely due to the current pressures caused by inflationary increases.
- 1.11.2 The projected surplus follows a review of inflationary pressures, where there will be an increase in the contribution from HRA reserves by £1.8m and a commitment to in-year efficiency savings of £3m, including staffing costs where recruitment has taken longer, due to lack of suitable candidates. This will fund the approved pay award for Homes & Neighbourhoods staff for 2022/23; £0.7m, inflationary pressures for repairs, maintenance and utility costs; £2.6m, and for legislative changes for fitting CO2 detectors in all properties where costs were not originally budgeted; £0.7m, a pressure relating to damp works; £0.5m and increased works on empty properties; £0.4m. The above are offset in part by forecasts for other variances which relate to void rent loss and under recovery of service charges.
- 1.11.3 Forecast HRA reserves at 31 March 2023, which includes providing for business risks and investment needs are £38.0m. A summary of the HRA outturn and reserves position can be found at Appendix 3.

## **1.12 Capital**

- 1.12.1 The budget for the 2022/23 Capital Plan is based on the updated capital plan within the Council Budget Update Strategy Report 2023/24 at £261.3m, updated to £257.8m at Quarter 2. The majority of the change results from a further £3.8m being re-profiled into subsequent financial years (mainly HRA re-profiling) and an additional net £300k grant received in year. (see also Appendix 5).
- 1.12.2 The Council's revised capital budget for 2022/23 is £257.8m. The forecast capital outturn at Quarter 2 is £227.3; forecast £30.5m variance.
- 1.12.3 The Quarter 2 position is summarised in Table 3 below, categorised by Council primary outcomes as set out in the Corporate Plan, which illustrates how the Council's investment proposals align with the Council's ambitions for its residents. Each primary outcome is further structured between strategic priorities, baseline work programmes and one-off projects.

**Table 3 – Forecast Capital Outturn 2022/23 at Quarter 2**

<b>By Category</b>	<b>Revised Budget £000</b>	<b>Actuals to Date £000</b>	<b>Annual Forecast £000</b>	<b>Variance £000</b>
Achieve & Aspire	18,632	5,765	15,209	(3,423)
Best Start	3,341	445	2,212	(1,129)
Independent	8,708	289	6,757	(1,951)
Sustainable Economy	175,121	33,449	157,215	(17,906)
Well	7,228	1,058	4,848	(2,380)
Safe & Cohesive	175	4	0	(175)
Clean & Green	8,862	2,252	5,808	(3,054)
Efficient & Effective	2,294	1,299	1,821	(473)
<b>General Fund</b>	<b>224,361</b>	<b>44,561</b>	<b>193,870</b>	<b>(30,491)</b>
Independent –Strategic Priorities	14,095	2,198	14,095	0
Independent - Baseline	19,320	7,188	19,320	0
<b>Housing Revenue Account</b>	<b>33,415</b>	<b>9,386</b>	<b>33,415</b>	<b>0</b>
<b>Total Capital Plan</b>	<b>257,776</b>	<b>53,947</b>	<b>227,285</b>	<b>(30,491)</b>

- 1.12.4 A more detailed breakdown of the capital outturn position is provided at Appendix 4. The largest variance shown in Sustainable Economy is due to slippage on Property Investment Fund (£8.7m), Dewsbury Riverside (£3m), Town Centre Action Plans (£2.7m) and Regeneration of Our Local Centres (£2.2m).
- 1.12.5 The multi-year capital plan is currently subject to a more fundamental corporate review and affordability assessment, in light of the scale of financial challenges facing the Council; in particular relating to Cost of Living pressures. The review will cover prioritisation, phasing flexibility including impact and risk assessment, funding alternatives to prudential borrowing, stretching the plan over a longer time frame, and subsequent proposal brought forward through the remainder of the current budget round for member consideration.
- 1.12.6 The overall affordability of the plan will be assessed against two key aspects. The first is annual revenue service debt requirements built into the baseline spend forecasts. The second aspect is current significant inflationary pressures on capital costs, which impact across the totality of the plan.
- 1.12.7 It is acknowledged that whilst a large underspend is shown for General Fund, due to the nature of schemes, the majority of this is slippage and will be factored in as part of the corporate review, to be re-profiled into future years as part of the Council Budget Report. Based on provisional information, c.£21m is being proposed to be re-profiled resulting in a Quarter 2 variance of c.£9.5m.
- 1.12.8 Officers will continue to review capital budget profiles in year, including any more detailed recommendations for potential re-profiling of scheme budgets between years (allowable under Financial Procedure Rules 3.10-3.15), as part of future financial monitoring. Any such recommendations would reflect the growing complexities and challenges over the next 5 years in delivering to this scale of ambition.
- 1.12.9 Future capital plan updates will continue to be presented to Council via the annual budget strategy update and annual budget approval reports to Cabinet and Council as a matter of course, as part of the annual planning cycle.

2.1 The Appendices accompanying this report provide a more detailed breakdown of the outturn financial monitoring position, as follows:

Appendix 1 summarises, by service area, the forecast General Fund revenue outturn position in 2022/23;

Appendix 2 summarises the forecast General Fund reserves and balances movements in-year;

Appendix 3 summarises the forecast HRA revenue outturn position including movements in HRA reserves in-year;

Appendix 4 sets out by Outcome area the forecast capital outturn position in 2022/23

Appendix 5 shows 2022/23 capital budget re-profile proposals into future years of the capital plan; and

Appendix 6 shows the current version of the Council's Corporate Risk Register plan.

### **3 Implications for the Council**

#### **3.1 Working with People**

#### **3.2 Working with Partners**

#### **3.3 Place Based working**

#### **3.4 Climate Change & Air Quality**

#### **3.5 Improving Outcomes for Children**

#### **3.6 Financial Implications for the people living or working in Kirklees**

#### **3.7 Other (e.g. Financial, Legal or Human Resources)**

3.7.1 The Council has a statutory duty to balance its budget under section 31A of the Local Government and Finance Act 1992 and to take any necessary steps in-year to ensure this. Section 151 of the Local Government Act 1972 requires the Council to make proper arrangements for the administration of its financial affairs including budgetary control.

3.7.2 As outlined in section 1.2 of this report, a number of key assumptions incorporated into the budget plans for 2022/23 and key spend and funding assumptions for future years are being impacted by the current volatile global and national economic conditions. There are significant inflationary pressures affecting both revenue and capital budgets and income forecasts are increasingly volatile as a result of the Cost of Living crisis and its impacts on local residents.

3.7.3 It cannot be assumed that there will be a government funding solution to accommodate any forecast in-year budget pressures, which in themselves remain sensitive in the current environment.

3.7.4 While the Council has identified up to £10m to part mitigate in-year Cost of Living pressures, over-reliance on "one-off" revenue reserves to support annual balanced budgets over the medium term would not be financially sustainable, and any significant

depletion in reserves over time would leave the Council very exposed to financial risks.

3.7.5 It is therefore imperative that the Council should continue to ensure that it has robust and sustainable plans to deliver its ambitions and priorities over the foreseeable future within sustainable and available means.

3.7.6 The MTFs Update report to Cabinet and Council in September 2022, included the s151 Officer recommendation that minimum useable General Fund reserves should be set at £47m; a combination of pre-existing financial resilience reserves and £10m general balances, now rolled into a single unallocated reserves line (see also Appendix 2). This £47m remains 'non-negotiable' for potential re-direction for any other purpose.

### **Management actions**

3.7.7 As at Quarter 2, the General Fund revenue forecast overspend is £24.3m (net of up to £10m earmarked reserves offset). This overspend would then be transferred i.e. offset against available Council usable reserves as at 31 March 2023.

3.7.8 In light of the significant and increasing financial pressures highlighted in the Table 1 summary in this report, the Council's Executive Management Team are proposing a range of other management actions are taken at this stage; temporary in-year operational measures to narrow the gap against Cost of Living pressures, aside from continued sectoral lobbying to Government for additional funding support.

3.7.9 These include a temporary freeze on recruitment, reduction in agency staff, rationalising use of council buildings, increased scrutiny on all new expenditure and reductions in non-essential expenditure across services. This is in addition to ongoing work to review in-year demand forecasts across adults and children's services, continued exploration of all external funding opportunities, ongoing review of fees and charges, and a corporate led capital plan review.

3.7.10 The above proposed further management actions are intended to help reduce forecast Council costs from current headline Quarter 2 projections, and will be phased in as appropriate over the coming weeks. The scale of potential additional cost reductions to current year end will depend on the subsequent timing of the implementation of the above measures. Based on a range of current intelligence including staff numbers and turnover trends, agency cost trends and net energy costs (and consumption trends over the period in question), a high level overall estimate of further cost reduction in the region of £4 million is considered reasonable at this stage, noting the intended deliverability of this in a relatively short timescale to current year end.

3.7.11 To expedite the range of proposed management actions proposed above, at pace, Cabinet are requested to delegate approval for the temporary operational measures set out in paragraph 3.7.10 above, to the relevant strategic director in conjunction with the relevant portfolio-holder (s), to be taken at short notice as appropriate, having taken account of relevant powers duties and obligation to consult/ engage.

3.7.12 The ongoing review of fees and charges will take account of existing Cabinet/officer delegations as set out in Council Financial Procedure Rules (FPR 11.1). Cabinet are also asked to approve strategic director delegation, in consultation with the relevant portfolio-holder, to amend any existing in-year fees and charges, in accordance with the criteria set out in FPR 11.1 where an officer delegation is deemed appropriate, and which will have the effect of changing a previous Cabinet decision.

3.7.13 As highlighted at paragraph 1.2.11 earlier in this report, Cabinet are also asked to note that KAL are also significantly impacted on by unprecedented energy price pressures.

and that the Council will continue to work collaboratively with KAL to support KAL's financial sustainability over the medium term.

### **Medium Term Financial Strategy Refresh**

- 3.7.14 The recent MTFFS Update report to Cabinet and Council included an indicative budget gap of £41.3m in 2023/24; largely impacted on by Cost of Living pressures as set out in this report.
- 3.7.15 The updated baseline position will continue to be reviewed in light of emerging national and local intelligence and factored into subsequent budget development through the remainder of the 2023/24 budget round to enable a balanced budget to be delivered for 2023/24, alongside updated forecasts for future years. As noted at paragraph 1.1.5 earlier, national intelligence in particular will be informed by what is anticipated to be an especially challenging Government Autumn Statement announcement on 17 November and subsequent local government funding settlement expected mid-December 2022.
- 3.7.16 A number of the management actions set out above will inform the development of these budget proposals to be presented to Budget Council in February 2023.

#### **4 Consultees and their opinions**

This report has been prepared by the Service Director Finance, in consultation with the Executive Team.

#### **5 Next Steps**

That Cabinet endorse the recommendations set out in this report to enable officers to consider and expedite a range of temporary operational measures at pace to reduce the significant in-year financial pressures to current year end, and report back to members on progress against these and other management actions through the remainder of the financial year.

#### **6 Cabinet portfolio holders recommendations**

The portfolio holder agrees with the recommendations set out in this report.

#### **7 Officer recommendations and reasons**

Having read this report and the accompanying Appendices, Cabinet are asked to:

##### General Fund

- 7.1 note the forecast revenue outturn position at Quarter 2;
- 7.2 note the forecast year end position on corporate reserves and balances at Quarter 2;
- 7.3 note the regular monitoring and review of corporate reserves in 2022/23 reported to Cabinet as part of the Quarterly financial monitoring cycle;
- 7.4 delegate approval for the proposed temporary operational measures set out in paragraphs 3.7.9 to 3.7.10 in this report, to the relevant strategic director in conjunction with the relevant portfolio-holder(s), having taken account of relevant powers duties and obligation to consult/ engage.
- 7.5 note and agree that if a decision is made in relation to fees and charges which amends a previous Cabinet decision as set out at paragraph 3.7.12 of this report, that such a

decision will have the effect of changing any previous decision;

- 7.6 note the award of a 4 year electricity contract to EDF Energy under the CCS Framework agreement to commence 1 April 2023 as set out at paragraph 1.2.16; and
- 7.7 note that the Council will continue to work collaboratively with KAL to support KAL's financial sustainability over the medium term.

#### Collection Fund

- 7.8 note the forecast position on the Collection Fund as at Quarter 2;

#### HRA

- 7.9 note the Quarter 2 forecast HRA position and forecast year-end reserves position;

#### Capital

- 7.10 note the Quarter 2 forecast capital monitoring position for 2022/23;
- 7.11 approve the re-profiling of the 2022/23 capital plan as set out in this report and at Appendix 5;

## **8 Contact Officer**

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## **9 Background papers and History of Decisions**

MTFS Update Report to Council, September 2022  
Corporate Financial Monitoring Report, Quarter 1 2022/23 to Council, August 2022  
Annual budget report 2022-27 to Budget Council, February 2022  
Budget Update Report to Council, October 2021  
Finance Update report to Corporate Scrutiny Panel, 5 July 2022

## **10 Service Director responsible**

Eamonn Croston, Service Director Finance.  
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## Corporate Revenue Budget monitoring 2022/23 – Month 6

## Appendix 1

Strategic Director portfolio responsibilities	Annual					Variance breakdown		Cost of Living change from Q1	Business as Usual change from Q1
	Controllable Budget (Net)	Planned use of reserves	Revised Budget	Adjusted Forecast	Variance	Cost of Living Pressures	Business as Usual		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Child Protection & Family Support	42,619	-	42,619	42,529	(90)		(90)	-	(412)
Resources, Improvements & Partnership	17,970	-	17,970	18,165	195		195	-	(79)
Learning & Early Support & Schools	20,151	-	20,151	26,542	6,391	3,100	3,291	(1,400)	1,763
<b>Sub Total (Children &amp; Families)</b>	<b>80,740</b>	<b>-</b>	<b>80,740</b>	<b>87,236</b>	<b>6,496</b>	<b>3,100</b>	<b>3,396</b>	<b>(1,400)</b>	<b>1,272</b>
Customers and Communities	11,419	54	11,473	11,343	(130)		(130)	-	(118)
ASC - Older People and Physical Disabili	11,466	-	11,466	11,497	31		31	-	1,025
ASC - Learning Disabilities and Mental H	79,271	-	79,271	82,304	3,033		3,033	-	1,493
Adults Sufficiency	14,783	-	14,783	13,624	(1,159)		(1,159)	-	(1,030)
<b>Sub Total (Adults &amp; Health)</b>	<b>116,939</b>	<b>54</b>	<b>116,993</b>	<b>118,768</b>	<b>1,775</b>	<b>-</b>	<b>1,775</b>	<b>-</b>	<b>1,370</b>
Environmental Strategy & Climate Change	7,995	732	8,727	11,420	2,693		2,693	-	614
Highways & Streetscene	30,011	183	30,194	33,766	3,572	728	2,844	(272)	2,282
Culture & Visitor Economy	(462)	129	(333)	2,996	3,329	1,500	1,829	500	1,349
E&CC Management & Support	119	-	119	147	28		28	-	70
<b>Sub Total (Environment &amp; Climate Change)</b>	<b>37,663</b>	<b>1044</b>	<b>38,707</b>	<b>48,329</b>	<b>9,622</b>	<b>2,228</b>	<b>7,394</b>	<b>228</b>	<b>4,315</b>
Skills & Regeneration	2,017	1,685	3,702	3,984	282		282	-	282
Homes & Neighbourhoods	-	-	-	-	-		-	-	-

Strategic Director portfolio responsibilities	Annual					Variance breakdown		Cost of Living change from Q1	Business as Usual change from Q1
	Controllable Budget (Net)	Planned use of reserves	Revised Budget	Adjusted Forecast	Variance	Cost of Living Pressures	Business as Usual		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Development	10,410	433	10,843	12,356	1,513		1,513	-	960
Management & Support	1,607	-	1,607	1,590	(17)		(17)	-	(17)
<b>Sub Total (Regeneration &amp; Growth)</b>	<b>14,034</b>	<b>2118</b>	<b>16,152</b>	<b>17,930</b>	<b>1,778</b>	<b>-</b>	<b>1,778</b>	<b>-</b>	<b>1,225</b>
Strategy & Innovation	16,554	44	16,598	16,072	(526)		(526)	-	(920)
Public Health & People	650	-	650	3,324	2,674	1,700	974	(300)	974
Governance & Commissioning	14,069	427	14,496	14,786	290		290	-	344
Finance	8,428	400	8,828	9,528	700		700	-	700
<b>Sub Total (Corporate Strategy, Commissioning &amp; Public Health)</b>	<b>39,701</b>	<b>871</b>	<b>40,572</b>	<b>43,710</b>	<b>3,138</b>	<b>1,700</b>	<b>1,438</b>	<b>(300)</b>	<b>1,098</b>
Central	45,922	-2	45,920	57,428	11,508	15,500	(3,992)	4,200	(2,299)
<b>General Fund Total</b>	<b>334,999</b>	<b>4085</b>	<b>339,084</b>	<b>373,401</b>	<b>34,317</b>	<b>22,528</b>	<b>11,789</b>	<b>2,728</b>	<b>6,981</b>
Drawdown from Reserves	-	-	-	(10,000)	(10,000)	(10,000)	-	-	-
<b>Revised General Fund Total</b>	<b>334,999</b>	<b>4,085</b>	<b>339,084</b>	<b>363,401</b>	<b>24,317</b>	<b>12,528</b>	<b>11,789</b>	<b>2,728</b>	<b>6,981</b>

## Appendix 2a

### General Fund Earmarked Reserves

	Reserves position as at 1 April 2022	Budget report Approved Movements	Revised reserves position at 1 April 2022	MTFS Approved Transfers	Planned Net Drawdown in-year	Unplanned use of Reserves (Forecast Variance)	Forecasted Reserves position as at 31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Statutory (School Reserves)</b>							
Schools Balances	(15,503)	-	(15,503)		-	-	(15,503)
Public Health	(1,442)	-	(1,442)		-	-	(1,442)
<b>Total Statutory (School Reserves)</b>	<b>(16,945)</b>	<b>-</b>	<b>(16,945)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(16,945)</b>
<b>Earmarked</b>							<b>-</b>
<b>Transformation/Development Funding</b>							
Ward Based Activity	(1,286)	-	(1,286)		120	-	(1,166)
Strategic Investment support	(4,500)	-	(4,500)		276	-	(4,224)
Waste Management	(2,000)	2,000	-		-	-	-
Mental Health	(639)	-	(639)		32	-	(607)
Inclusive Investment	(3,045)	-	(3,045)		159	-	(2,886)
Place Partnership Theme	(2,000)	-	(2,000)		-	-	(2,000)
Transformation	(4,166)	-	(4,166)		-	-	(4,166)
Place Standard	(1,000)	-	(1,000)		19	-	(981)
Local Welfare provision initiatives	(2,641)	2,641	(0)		-	-	(0)
Apprenticeship Levy	(2,915)	-	(2,915)		-	-	(2,915)
Workforce Planning				(1,500)			(1,500)
<b>Total Transformation/Development Funding</b>	<b>(24,192)</b>	<b>4,641</b>	<b>(19,551)</b>	<b>(1,500)</b>	<b>606</b>	<b>-</b>	<b>(20,445)</b>
<b>Revenue Grants/Other</b>							
Revenue Grants (various)	(18,468)	-	(18,468)		2,059	-	(16,409)
Rollover	(353)	-	(353)		319	-	(34)
Stronger Families Grant	(1,524)	-	(1,524)		-	-	(1,524)
Social Care Reserve	(1,285)	-	(1,285)		-	-	(1,285)
School PFI	-	-	-		-	-	-
Other	(3,645)	-	(3,645)		302	-	(3,343)
Drawdown to offset 2022/23 cost of living pressures					5,000		5,000
<b>Total Revenue Grants/Other</b>	<b>(25,275)</b>	<b>-</b>	<b>(25,275)</b>	<b>-</b>	<b>7,680</b>	<b>-</b>	<b>(17,595)</b>
<b>Risk Reserves - Specific Purposes</b>							
Insurance	(1,900)	-	(1,900)		-	-	(1,900)
Property and Other Loans	(3,000)	1,000	(2,000)		-	-	(2,000)
Treasury Smoothing	(960)	-	(960)		-	-	(960)

	Reserves position as at 1 April 2022	Budget report Approved Movements	Revised reserves position at 1 April 2022	MTFS Approved Transfers	Planned Net Drawdown in-year	Unplanned use of Reserves (Forecast Variance)	Forecasted Reserves position as at 31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total Risk Reserves - Specific Purposes</b>	<b>(5,860)</b>	<b>1,000</b>	<b>(4,860)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,860)</b>
<b>Risk Reserves - Budget Risks</b>							
Demand Reserve	(17,352)	-	(17,352)		8,550	-	(8,802)
<b>Total Risk Reserves - Budget Risks</b>	<b>(17,352)</b>	<b>-</b>	<b>(17,352)</b>	<b>-</b>	<b>8,550</b>	<b>-</b>	<b>(8,802)</b>
<b>Earmarked (COVID) Reserves</b>							
COVID Response - Unfunded Risks	(3,884)	3,884	-		-	-	-
COVID Response - Recovery Fund	(2,367)	-	(2,367)	1,500	105	-	(762)
COVID Response - Collection Fund (Risk)	(6,400)	6,400	-		-	-	-
COVID Response - Leisure Support (KAL)	-	(1,500)	(1,500)		-	-	(1,500)
COVID Grants (various)	(2,110)	-	(2,110)		694	-	(1,416)
COVID Business Grants Reserve	(284)	-	(284)		-	-	(284)
Extended Business Rate Relief Compensation	(11,915)	11,915	-		-	-	-
Tax Income Loss Compensation	(3,102)	1,334	(1,768)		-	-	(1,768)
<b>Sub Total Earmarked (Collection Fund)</b>	<b>(30,062)</b>	<b>22,033</b>	<b>(8,029)</b>	<b>1,500</b>	<b>799</b>	<b>-</b>	<b>(5,730)</b>
Q2 Overspend Position						<b>24,317</b>	<b>24,317</b>
<b>Total Earmarked</b>	<b>(102,741)</b>	<b>27,674</b>	<b>(75,067)</b>	<b>-</b>	<b>17,635</b>	<b>24,317</b>	<b>(33,115)</b>
<b>GENERAL BALANCES</b>	<b>(47,108)</b>	<b>-</b>	<b>(47,108)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(47,108)</b>
<b>Grand Total</b>	<b>(166,794)</b>	<b>27,674</b>	<b>(139,120)</b>	<b>-</b>	<b>17,635</b>	<b>24,317</b>	<b>(97,168)</b>
<b>Total usable reserves (excluding schools and public health)</b>	<b>(149,849)</b>	<b>27,674</b>	<b>(122,175)</b>	<b>-</b>	<b>17,635</b>	<b>24,317</b>	<b>(80,223)</b>

## Glossary of Reserves

RESERVE	DESCRIPTION
<b>School Balances</b>	Statutory reserves relating to both individual schools balances/deficits carried forwards.
<b>Public Health</b>	Timing issues on Public Health grant spend commitments (Public health grant is statutorily ring-fenced)
<b>Ward Based Activity</b>	Set aside reflecting timing issues on ward-based activity spend commitments
<b>Strategic Investment Support</b>	To address the scale of development costs required to support the upscaling of capital investment activity and major project activity over the MTFP.
<b>Waste Management</b>	To support the implementation of the Council's waste management strategy, including phased release over the MTFP to manage current PFI contract transition in light of the current Council PFI Waste Contract ending in 2022/23.
<b>Mental Health (including Domestic abuse)</b>	To support a number of local area based mental health initiatives.
<b>Inclusive Investment Reserve</b>	Set aside for a range of targeted development activity that supports the Council's inclusive investment ambition.
<b>Place Partnership Theme</b>	To encourage Place specific local initiatives
<b>Transformation Reserve</b>	Set aside for strategic transformation developments over the next 12 to 24 months.
<b>Place Standard Reserve</b>	Set aside to support the resourcing of emerging Place Standard action plans.
<b>Local Welfare Provision Initiatives</b>	Set aside for a range of existing Local Welfare Provision measures to support some of the borough's vulnerable families and individuals in financial hardship
<b>Apprenticeship Levy</b>	Set aside to fund future payments into the Apprenticeship levy
<b>Workforce Planning</b>	Set aside for investment in key roles to safeguard frontline services and tackle an ageing Council workforce
<b>Revenue Grants</b>	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been incurred.
<b>Rollover</b>	To fund deferred spend commitments against approved rollover
<b>Stronger Families</b>	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
<b>Social Care</b>	Set aside to cover phased rollout of a range of social care expenditure commitments as agreed at Cabinet, August 2018.
<b>Schools PFI Reserve</b>	Utilised to cover reduced DSG budget contributions to council services in 2020/21 and 2021/22
<b>Other Earmarked</b>	A range of smaller reserves earmarked for specific purposes.
<b>Insurance</b>	Mitigates against risk from increased liabilities and insurance claims.
<b>Property and Other Loans</b>	Set aside in part against the potential risk of future loan defaults; in part to offset potential unfunded technical accounting entries on General Fund revenue arising purely arising from the introduction of a new local government accounting code intended to strengthen balance sheet transparency.
<b>Treasury Smoothing Reserve</b>	This reserve has been set aside to manage the volatility surrounding treasury management budgets with respect to both potential changes in interest rates and the level of delivery of the capital plan.
<b>Financial Resilience</b>	Covers a range of potential costs highlighted in the Council's corporate risk register, including budget risks as set out in the sensitivity analysis within the 2021-26 Annual Budget report.
<b>Demand Reserve</b>	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity

RESERVE	DESCRIPTION
<b>COVID Response Reserve</b>	Specific reserve set aside to cover the costs of the Council's COVID response.
<b>COVID Grants (various)</b>	Represents specific COVID grants recognised in the Comprehensive Income and Expenditure Statement before expenditure was incurred.
<b>COVID Business Grants reserve</b>	Reflects the balance of COVID Business Grants received and recognised in 2020/21 and 2021/22 before expenditure was incurred.
<b>Extended Business Rate Relief Compensation</b>	During 2020/21 and 2021/22, local authorities received S31 grants to offset the reliefs given to businesses during COVID. Under current Collection Fund accounting rules, the S31 grants received cannot be discharged against the Collection Fund deficit in-year. The additional s31 grants were therefore transferred into the extended business rates relief reserve, to be drawn down the following year against the rolled forwards Collection Fund deficit.
<b>Local Tax Income Loss Compensation</b>	Local authorities were compensated for the loss of local tax income in 2020/21 as a result of COVID. The compensation amount was transferred into the Tax Income Loss Compensation Reserve to be drawn down in future years against the rolled forwards Collection Fund deficit.
<b>Unallocated Reserves</b>	General reserve set at £47m to support general working capital and cashflow requirements. Covers a range of potential costs highlighted in the Council's corporate risk register.

## Appendix 3

### HOUSING REVENUE ACCOUNT 2022/23 - MONTH 6

	Year to Date			Annual		
	Controllable Budget (Net)	Actuals	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Repairs & Maintenance	14,214	15,458	1,244	28,495	29,902	1,407
Housing Management	11,213	10,553	(660)	42,318	41,607	(711)
Other Expenditure	272	10	(262)	26,692	26,692	0
<b>Total Expenditure</b>	<b>25,699</b>	<b>26,021</b>	<b>322</b>	<b>97,505</b>	<b>98,201</b>	<b>696</b>
<b>Rent &amp; Other Income</b>	<b>(45,367)</b>	<b>(45,219)</b>	<b>148</b>	<b>(94,803)</b>	<b>(94,147)</b>	<b>656</b>
Revenue Contribution to Capital Funding	0	0	0	0	0	0
Planned transfer from HRA Reserves	0	0	0	(2,702)	(4,571)	(1,869)
<b>Total</b>	<b>(19,668)</b>	<b>(19,198)</b>	<b>470</b>	<b>0</b>	<b>(517)</b>	<b>(517)</b>

### HRA RESERVES

	Balance at 31 March 2022	Approved Movement in Reserves	Balance at 31 March 2023
	£'000	£'000	£'000
Set aside for business risks	(4,000)		(4,000)
Forecast in Year Surplus/Deficit		(516)	(516)
To support the Capital Investment Programme		8,231	8,231
Planned Drawdown from reserves		4,571	4,571
Set aside to meet investment needs (as per HRA Business Plan)	(44,834)		(44,834)
Working balance	(1,500)		(1,500)
<b>Total</b>	<b>(50,334)</b>	<b>12,286</b>	<b>(38,048)</b>

## Corporate Capital Budget Monitoring 2022/23 – Month 6

## Appendix 4

	Budget Strategy Update	Budget Adjustment incl Re- profiling	Qtr 2 Revised Budget	Actuals to Date	Forecast	Variance	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	%
<b>General Fund</b>							
Aspire & Achieve	18,610	22	18,632	5,765	15,209	(3,423)	(18%)
Best Start	3,341	0	3,341	445	2,212	(1,129)	(34%)
Independent	8,708	0	8,708	289	6,757	(1,951)	(22%)
Sustainable Economy	173,502	1,619	175,121	33,449	157,215	(17,906)	(10%)
Well	7,228	0	7,228	1,058	4,848	(2,380)	(33%)
Safe & Cohesive	175	0	175	4	0	(175)	(100%)
Clean and Green	8,862	0	8,862	2,252	5,808	(3,054)	(34%)
Efficient & Effective	2,821	(527)	2,294	1,299	1,821	(473)	(21%)
<b>GENERAL FUND TOTAL</b>	<b>223,247</b>	<b>1,114</b>	<b>224,361</b>	<b>44,561</b>	<b>193,870</b>	<b>(30,491)</b>	<b>(14%)</b>
<b>Housing Revenue Account</b>							
Strategic Priorities	18,828	(4,733)	14,095	2,198	14,095	0	0%
Baseline	19,284	36	19,320	7,188	19,320	0	0%
<b>HOUSING REVENUE TOTAL</b>	<b>38,112</b>	<b>(4,697)</b>	<b>33,415</b>	<b>9,386</b>	<b>33,415</b>	<b>0</b>	<b>0%</b>
<b>CAPITAL PLAN TOTAL</b>	<b>261,359</b>	<b>(3,583)</b>	<b>257,776</b>	<b>53,947</b>	<b>227,285</b>	<b>(30,491)</b>	<b>(12%)</b>








## Breakdown of Capital Budget Changes



## Appendix 5






	£'000	£'000	£'000
<b>Budget Update Strategy Report Capital Budget</b>			<b>261,359</b>
<b>Increase in Grants/Contributions/Other</b>			
<b>General Fund:</b>			
<b>Sustainable Economy</b>			
Emergency Active Travel (SP)	(41)		
West Yorkshire plus Transport Schemes (SP) - ERDF Funding for A62 Smart Corridor	341		
<b>Total Increase in Grant</b>		<b>300</b>	
<b>Re-profiling / Virements between Years</b>			
<b>General Fund:</b>			
<b>Aspire &amp; Achieve</b>			
New Pupil Places – King James virement reversal (SP)	22		
<b>Sustainable Economy</b>			
Highways – Safer Roads virement reversal (BL)	(22)		
Town Centre Action Plans (SP), New Street Public Realm Scheme	765		
Vehicle Replacement Programme (BL)	576		
<b>Efficient &amp; Effective</b>			
One Venues (BL)	(527)		
<b>Housing Revenue Account</b>			
Ashbrow Extra Care (SP)	(2,300)		
Council House Building (SP)	(1,800)		
Remodelling High Rise (SP)	189		
IT System (Universal Housing replacement) (SP)	(822)		
Housing Capital Plan (BL)	1,100		
Compliance (BL)	(914)		
Fuel Poverty (BL)	(150)		
<b>Total Re-profiling</b>		<b>(3,883)</b>	
<b>Total Change in Budget</b>			<b>(3,583)</b>
<b>Q2 REVISED BUDGET</b>			<b>257,776</b>
<b>Change in Budget - Funding Breakdown:</b>			
Borrowing		(266)	
Grant (Grants & contributions)		297	
Capital Receipts		(1,640)	
HRA Reserves		(1,974)	
<b>Change in Budget</b>			<b>(3,583)</b>



Key:  
 SP = Strategic Priorities  
 BL = Baseline  
 OP = One Off Projects

Risk No	Risk – Description of the risk	Management actions already in place to mitigate the risk and proposed actions with timeline	Residual Risk Rating (PxI) & Trend	Risk Matrix Symbol
	<b>Community Impacts &amp; Risks</b>	<b>Delivering service that customers and citizens need</b>		
<b>A1</b>	<p>The risk that the Council's <b>incident management / emergency planning</b> is insufficient to manage a serious incident or series of related incidents leading to short term or prolonged impacts on the Kirklees community and Council employees and operations.</p> <p>Potential risk causes include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Weather related events</li> <li>• Industrial accident</li> <li>• Infectious disease outbreak</li> <li>• Terrorist attack</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has an embedded emergency management system that aligns to National guidance, including annual assurance audit under EPRR core competencies assessment.</li> <li>• All our plans are subject to regular review as per work programme. We also regularly train people in their roles and test these via exercises.</li> <li>• Governance is provided via Kirklees Health Protection Board.</li> <li>• Debriefing following incidents so that lessons can be identified and plans modified where necessary.</li> </ul> <p style="text-align: center;"><b>Responsible for this chief executive and all strategic directors</b></p>	 Q2: 4x4=16	
<b>A2i</b>	<p>The council does not adequately <b>safeguard children</b> because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.</p>	<ul style="list-style-type: none"> <li>• Disclosure &amp; Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated.</li> <li>• Effective management of social work (and related services); rapid response to any issues identified and from any Safeguarding Practice Reviews (Children),</li> <li>• Ofsted – Ongoing preparation for ILACS inspection, collating evidence, understanding our narrative, refreshing service development plan. SEND transformation programme – workstream will address any issues arising from SEND inspection.</li> <li>• Monthly QA meetings focusing on key areas, giving assurance of grip, management oversight, quality of practice and performance.</li> <li>• Service Practice learning days in place contributing to children's services objective of being a learning organisation</li> </ul>	 Q2: 3x4 = 12	





		<ul style="list-style-type: none"> <li>• Review of practice following the child sexual exploitation in other authorities and the emerging requirements.</li> <li>• Ensure that workloads are balanced to resources, and that this worked is prioritised when there are staff resource availability issues</li> <li>• Staff and skill development to minimise dependence on key individuals.</li> </ul> <p style="text-align: right;"><i>Responsible for this risk – M Meggs</i></p>		
<b>A2ii</b>	The council does not adequately <b>safeguard vulnerable adults</b> , and those subject to elder abuse, because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.	<ul style="list-style-type: none"> <li>• Disclosure &amp; Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated.</li> <li>• Effective management of social work (and related services); rapid response to any issues identified and from any Safeguarding Practice Reviews (Children), Safeguarding Adults Reviews and Domestic Homicide Reviews</li> <li>• Active management of cases with media interest, Adults have an Escalation pathway monitored by Safeguarding Service manager.</li> <li>• Completion of the development of the Corporate Safeguarding Policy (approved by Cabinet March 2022)</li> <li>• Joint development between Adults, Children’s, Mental Health and external agencies to develop the transitional exploitation pathways (16-18 year olds) of the non-recent and recent exploitation pathways</li> <li>• Implementation of the self-neglect pathway</li> <li>• Ongoing awareness raising through functions such as Safeguarding Week</li> <li>• Review of current practices following the child sexual exploitation in other authorities and the emerging requirements. Adults have implemented a Survivors team to work with adult survivors of CSE.</li> <li>• Ensure that workloads are balanced to resources, and that this worked is prioritised when there are staff resource availability issues, Adults continue to review and prioritise risk and actively work with staff in monitoring workloads during workload management conversations.</li> <li>• Staff and skill development to minimise dependence on key individuals.</li> <li>• Use of agency staff and or contractors when necessary. Also responded to recruitment and retention issues by a bespoke recruitment drive, jobs fairs and offering certain roles a retention payment</li> <li>• Ideal manager training</li> </ul>	 <p>Q2: 4x5 = 20</p>	

		<ul style="list-style-type: none"> <li>• Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally.</li> <li>• Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes Adults Safeguarding Board has own specific risk register.</li> <li>• Operational Systems pressures meeting allow for an operational discussion around wider pressures within the systems. Adult social care has a well-developed Risk Escalation Conference for Self-Neglect cases which is multi-agency focused.</li> <li>• Effective listening to messages about threats from other parts of the council and partner agencies</li> <li>• Proactive recognition of Members role as “corporate parent”</li> <li>• Additional work to ensure that corporate safeguarding activities include appropriate control arrangements.</li> <li>• Comprehensive audit programmes ensure quality oversight (such as effective record keeping, risk management and decision making)</li> <li>• Adult’s representation on all strategic and operational groups related to safeguarding (such as Prevent, Domestic Abuse and Modern Day Slavery)</li> </ul> <p style="text-align: right;"><b>Responsible for this risk – R Parry</b></p>		
<b>A3</b>	Legacy issues of <b>historical childcare management practices</b> , and particularly, the heightened national attention to Child Sexual Exploitation and historical abuse cases leads to reputational issues, and resource demands to address consequential matters.	<ul style="list-style-type: none"> <li>• Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required.</li> <li>• Risk matrix and risk management approach implemented with the police and partners.</li> <li>• Provision of support pathways to assist victims</li> <li>• Understand relationship with the Prevent strategy, and issues linked to counter terrorism</li> <li>• Ensure effective record keeping</li> <li>• Learning from external reports on CSE issues re Oxford, Rotherham etc</li> </ul> <p style="text-align: right;"><b>Responsible for this risk –M Meggs</b></p>	 Q2: 4x4 = 16	







<p><b>A4</b></p>	<p>Failure to address matters of <b>violent extremism and related safer stronger community factors</b>, including criminal exploitation, (and with the potential of safeguarding consequences for vulnerable individuals), or national or international incidents (e.g., terrorism), out with the councils control, create significant community tension, with the risk of public disorder, and threats to councillors going about their duties. National terrorism threat level raised as a consequence of Ukraine and Russia</p>	<ul style="list-style-type: none"> <li>• Dedicated community tensions monitoring process and a clear procedure to process intelligence related to protests and tensions. Procedure includes Police and Emergency planning colleagues.</li> <li>• Weekly tensions monitoring meetings are held with all relevant partners – these can quickly switch to daily if required.</li> <li>• Prevent Partnership Action Plan.</li> <li>• Community cohesion work programme</li> <li>• Local intelligence sharing and networks.</li> <li>• Status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding.</li> <li>• Counter terrorism local profile.</li> <li>• Global events can create ongoing potential issues and tensions, (national risk status raised recently) which the council needs awareness and mitigations strategies.</li> <li>• West Yorkshire Violence Reduction Unit will assist</li> <li>• Local measures to ensure councillors are/feel protected (and staff and others) including access to relevant information.</li> <li>• Protect and Prepare obligations to mitigate terrorism risk on publicly accessible locations (PAL)</li> <li>• Assurance processes re ensuring appropriate understanding associated with the use of public and client access to the internet (terrorism and extremism related)</li> </ul> <p style="text-align: right;"><i>Responsible for this risk – R Parry and M Meggs</i></p>	<p> Q2: 3x5=15</p>	<p></p>
<p><b>A5</b></p>	<p>Failure to adequately address the challenges of <b>climate change</b> is a risk both to operational processes, as a result of severe weather events and the Council’s ability to maintain services, and reputationally, to demonstrate compliance with the Council’s own climate change commitments. Certain government grants require demonstration of climate commitments, impacting on funding</p>	<p>Operational response:</p> <ul style="list-style-type: none"> <li>• Operational and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding, winter maintenance budgets are supported by bad weather contingency, gritting deployment plans etc..)</li> <li>• Investment in flood management</li> <li>• Awareness of local consequences such as ensuring appropriate levels of energy efficiency in residential and commercial property, and the financial consequences</li> <li>• Lobbying for financial and other government support in relation to the costs of meeting obligations</li> </ul> <p>Strategic response:</p>	<p> Q2: 4x5=20</p>	<p> </p>







	<p>available and statutory obligations relating to climate change are becoming more stringent.</p>	<ul style="list-style-type: none"> <li>• Climate Emergency declared in 2019</li> <li>• Phase 1 climate emergency response, delivering immediate, ‘low hanging fruit’ action such as installing EV charge point infrastructure</li> <li>• Phase 2 will see a Climate Change Action Plan published in Autumn 2022, detailing how we will become carbon neutral and climate ready by 2038</li> <li>• Consultant-led work, due to be completed by August 22, to understand Kirklees’ climate change risks and vulnerabilities and identifying possible adaptation measures.</li> <li>• PCAN (Placed-Based Climate Action Network) and UoL led work, completed in Jan 22, outlining the pathways to Net Zero for Kirklees, in-line with the districts 2038 net zero target and UK’s 2050 net zero target.</li> <li>• Climate Change engagement underway to inform the Action Plan, including a resident survey alongside workshops with Council and non-Council stakeholders. The results for which will be published as part of the Autumn 22 Action Plan.</li> </ul> <p>Delivery capacity and funding</p> <ul style="list-style-type: none"> <li>• Level of expectation in Climate Change programme area exceeds the current staff resources in this area. Additional scope being added is likely to outstrip the current capacity further.</li> <li>• Lack of funding means the service operate beyond set budgets and are unable to take specific actions or do so at risk of service delivery, as no funding has been allocated.</li> </ul> <p style="text-align: right;"><b>Responsible for this risk – C Parr</b></p>		
<p><b>A6</b></p>	<p>The impact of the “<b>cost of living crisis</b>” (specifically inflationary pressure leading to increased prices for food and fuel) on individuals, the community, partners and the business sector, and on their priorities, and their consequent demands for council service</p> <p>Understanding that impact on the voluntary sectors may reduce their ability to support communities, with a</p>	<ul style="list-style-type: none"> <li>• Launched local campaign which has detailed the various national and local sources of support available to residents. This is available digitally, but we have also taken a place-based approach to this and worked with local community organisations, frontline services, healthcare providers etc to ensure that physical leaflets are also available in order to support and facilitate conversations. There will also be a social media campaign to raise awareness to targeted groups.</li> <li>• Local Area Co-ordinators working in communities will signpost residents to the appropriate services/agencies etc wherever possible.</li> <li>• Second £3.7m support package now approved for implementation</li> </ul>	<p></p> <p>Q2: 4x4=16</p>	<p></p>



	consequent impact on the council.	<ul style="list-style-type: none"> <li>• Our Local Welfare team fund 3 foodbanks in Kirklees to ensure residents can access crisis food. We are also working in partnership with third parties to provide a place-based response to food access.</li> <li>• Staff will be provided with information/training to enable them to provide accurate information and advice. Exploration of upskilling front line workforce to have brief intervention conversations - in order to provide appropriate support and signposting.</li> <li>• Supervisions will include discussions in relation to staff resilience and action taken to address any issues identified. Identify any suitable training including Resilience Training</li> <li>• Local Welfare team are currently facilitating the allocation of the governments Household Support Fund to local residents;</li> <li>• The Suicide prevention action group have prioritised cost of living/economical adversity as a significant risk factor for suicide prevention.</li> <li>• Engagement in resilience discussions with NHS partners</li> <li>• Understanding potential impacts on demand for council services</li> <li>• Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced.</li> <li>• Understand if changes in the availability of council and / or community facilities is affecting Voluntary Organisations</li> <li>• Assess dependency on voluntary organising, and impacts that coronavirus has on their sustainability, and consider actions.</li> </ul> <p style="text-align: center;"><b><i>Responsible for this risk – R Parry / M Meggs / R Spencer-Henshall / All</i></b></p>		
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	<b>The finances of the Council</b>	<b>Keeping the Council solvent</b>		
<b>A7</b>	A failure to achieve the <b>Councils Budget</b> impacts more generally on the councils finances with the necessity for unintended savings (from elsewhere) to ensure financial stability	<ul style="list-style-type: none"> <li>Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level including quarterly reporting to Cabinet / ET etc...</li> <li>Escalation processes are in place and working effectively.</li> <li>Agreed 5 year plan with forecast reviewed and updated regularly.</li> <li>Alignment of service, transformation and financial monitoring.</li> <li>Tracker developed which allows all change plans to be in view and monitored monthly</li> <li>Ongoing budget monitoring with monthly (and quarterly) financial reporting</li> <li>Regular meetings with Service Directors</li> <li>Regular finance business meetings to share knowledge and best practice</li> <li>Use of Virements where appropriate</li> <li>Availability of reserves</li> <li>Review of Business Plan - HRA</li> </ul> <p style="text-align: right;"><i>Responsible for this risk - E Croston &amp; ET</i></p>	 Q2: 4x5=20	
<b>A8</b>	<p><b>Inflationary pressures are resulting in cost increases</b>, which impact on the council directly, and on the ability of contractors to deliver activities of the specified quality at the agreed price.</p> <p><b>And a reduction in expected income</b> as both tenants, residents and businesses are struggling with the 'cost of living' and unable to meet financial commitments.</p>	<ul style="list-style-type: none"> <li>Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices (e.g., 5-year expectation of cost increases by one quarter on construction projects)</li> <li>Regular review of priorities and available resources</li> <li>Regular monitoring of expenditure and updated forecasts</li> <li>Follow contract procedure rules and renegotiate or retender contracts as appropriate.</li> <li>Ensure that budgets anticipate likely cost impacts with reasonable allowances built into budget costings to cover inflation risk</li> <li>Determine if increased costs such as energy make efficiency projects more financially attractive or reduce consumption by less use of heating.</li> <li>Internal Board to ensure a corporate approach</li> <li>Understanding impact of interest rate changes</li> </ul> <p style="text-align: right;"><i>Responsible for this risk - E Croston &amp; all strategic directors</i></p>	 Q2: 4x4=16	











<p><b>A9</b></p>	<p>The council has significant financial risks related to <b>increasing (above budget) demand for services:</b></p> <ul style="list-style-type: none"> <li>• Complex Adult Care</li> <li>• Childrens Care</li> <li>• Educational high needs</li> <li>• HRA Rent collection</li> <li>• Waste disposal and waste strategy</li> <li>• Social care legislation impacts</li> <li>• Grant schemes, where the council takes on cost or outcome risk</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated Finance Managers for each service area</li> <li>• Maximisation of available income sources</li> <li>• Dedicated income management teams</li> <li>• There are regular links to performance meetings, monitoring KPIs and contract compliance.</li> <li>• Investment in technology or operational delivery arrangements also helps mitigate cost pressures or new legislative requirements.</li> <li>• Significant service pressures recognised as part of resource allocation</li> <li>• Responsibility for budgetary control aligned to Strategic and Service Directors.</li> <li>• Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs</li> <li>• Seek to recover additional costs where budgets held by other parties or partners</li> <li>• Utilise supplementary resources to cushion impact of cuts and invest to save.</li> <li>• Assess grant related risks and seek to mitigate (with the grant regime)</li> </ul> <p style="text-align: right;"><i>Responsible for this risk - E Croston &amp; ET</i></p>	 <p>Q2: 4x5 = 20</p>	
<p><b>A10</b></p>	<p>Making inappropriate choices in relation to <b>lending or and borrowing decisions</b>, leads to financial losses.</p>	<ul style="list-style-type: none"> <li>• Treasury management policy which sets out the policies and objectives of its treasury management activities and treasury management practices, how those policies and objectives will be achieved and how treasury management will be managed and controlled.</li> <li>• Treasury management strategy and plan recommended to and approved by the Corporate Governance &amp; Audit Committee and Cabinet</li> <li>• Report to Council (via the Corporate Governance &amp; Audit Committee and Cabinet) at least once in relation to treasury management activity during the year</li> <li>• Keeping updated in relation to rate changes</li> </ul> <p style="text-align: right;"><i>Responsible for this risk - E Croston</i></p>	 <p>Q2: 2x4 = 8</p>	
<p><b>A11</b></p>	<p>Exposure to <b>uninsured losses</b> or significant unforeseen costs, leads to the necessity for unintended savings to balance the council finances.</p>	<ul style="list-style-type: none"> <li>• Ensure adequacy of financial revenue reserves to protect the council's financial exposure and maintain effective management to minimise impact on the council essential services.</li> <li>• Actively consider the appropriate treatment for known risks, accepting that insurance provided by 3<sup>rd</sup> party may not always be the optimum solution.</li> </ul>	 <p>Q2: 2x4 = 8</p>	

		<ul style="list-style-type: none"> <li>Maintain awareness of risk activity that the insurance market is unwilling to cover and developments of offerings in this area. Eg: <ul style="list-style-type: none"> <li>Combustible composite panelling (cladding)</li> <li>Cyber attack</li> </ul> </li> </ul> <p style="text-align: right;"><i>Responsible for this risk - E Croston &amp; J Muscroft</i></p>		
	<b>Governance</b>	<b>Operating legally and ethically</b>		
<b>A12</b>	The councils arrangements to effectively <b>design, implement and monitor adherence to policies</b> , are inadequate, leading to the potential for failure, error, illegality or delay	<ul style="list-style-type: none"> <li>Open policy development</li> <li>Open decision making, including full consultation</li> <li>Effective challenge (between officers, officers and members, and between member), with sufficient time for adequate consideration and scrutiny (e.g. timely publication of Key Decision Notices)</li> <li>Doing the basics well eg. proper recording of all decisions. Strong training and effective assurance to ensure this happens</li> <li>Carefully following all rules and requirements, particularly those related to Financial Procedures Rules and Contract Procedure Rules</li> <li>Clarity of management responsibility and understanding</li> </ul> <p style="text-align: right;"><i>Responsible for this risk – chief executive and all strategic directors</i></p>	 Q2: 2x5 = 10	
<b>A13</b>	<b>Statutory obligations</b> create additional resource requirements that are not covered by existing government / other funding allocations and impact on the councils current policies and strategies.	<ul style="list-style-type: none"> <li>Horizon scanning and work to ensure that the local impacts of national legislation, or other changes are fully understood as soon as practical</li> <li>Open consideration of options and how these may impact across communities, and impact on current activities</li> <li>Continue to lobby, through appropriate mechanisms, for additional resources e.g., Local Government Association (LGA)</li> <li>Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources</li> <li>Ensure that budgets anticipate likely impacts</li> <li>Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services.</li> <li>Lobby for appropriate shares of NI levies for local authorities- or similar funding.</li> <li>Ensuring efficacy of social care levy if ever shared</li> </ul>	 Q2: 4x3 = 12	  

		<ul style="list-style-type: none"> <li>Understand, scenario plan and monitor financial implications from Health &amp; Social Care legislation being prompted by government</li> </ul> <p style="text-align: center;"><b>Responsible for this risk – chief executive and all strategic directors</b></p>		
	<b>Resource Utilisation</b>	<b>Operating successfully and effectively</b>		
<b>A14</b>	<p>Council <b>supplier and market relationships</b>, including contractor failure leads to.</p> <ul style="list-style-type: none"> <li>loss of service,</li> <li>poor quality service</li> <li>an inability to attract new suppliers (affecting competition, and to replace any incumbent contractors who have failed)</li> <li>complexities and difficulties in making decisions and arrangements in respect of significant and long running major outsource contracts, and their extension and renewal.</li> <li>Inability to secure contractors at all, or to achieve a clear open competition</li> </ul> <p>(Recognising higher risk at times of inflation, especially against fixed price contracts)</p>	<ul style="list-style-type: none"> <li>Proactively encourage and stimulate interest in tendering for council contracts</li> <li>Develop and publish market position statements and procurement pipeline opportunities and undertake regular dialogue with market.</li> <li>Ensure sufficient time is allocated to procurement activities to allow for pre-market engagement (where appropriate) and to allow time for potential suppliers to submit bids within timescales</li> <li>Ensure appropriate consideration of procurement and financial risks; e.g. thorough financial assessment when a potential supplier failure could have a wide impact on the council’s operations but take a more open approach where risks are few or have only limited impact.</li> <li>Recognise and mitigate for differing sources of risk such as reliance on single suppliers and contracting with firms that derive large proportions of their business from the public sector</li> <li>Commission effectively; ensuring specifications are fit for purpose</li> <li>Undertake robust contract management - ensuring suppliers are performing and delivering against any key performance indicators and plans in place to manage external pressures such as changes to NMW, recruitment / retention challenges, supply chain disruption</li> <li>Instigate early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements</li> <li>Adhere to payment terms to maintain adequate cash flow for smaller contractors</li> </ul> <p style="text-align: right;"><b>Responsible for this risk – J Muscroft</b></p>	 Q2: 5x4 = 20	

<p><b>A15</b></p>	<p>Management of information from loss or inappropriate destruction or retention and the risk of failure to comply with the Council’s obligations in relation to <b>Data Protection, Freedom of Information legislation and the General Data Protection Regulations (GDPR)</b> leading to reputational damage, rectification costs and fines.</p>	<ul style="list-style-type: none"> <li>• Thorough, understandable information governance policies and practices that are clearly communicated to workforce and councillors</li> <li>• Effective management of data, retention and recording.</li> <li>• Compliance with retention schedules.</li> <li>• Comply with new legislation around staff access to sensitive data.</li> <li>• Council has a Senior Information Risk Owner (“SIRO”) officer and a Data Protection Officer (DPO) supported by an Information Governance Board</li> <li>• Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate</li> <li>• Recognition of increased risk from homeworking may increase risks or change their perspective (e.g., destruction of paper records, extra training)</li> <li>• Compliance with IT security policy.</li> <li>• Increased awareness of officers and members as to their obligations, responsibilities etc, through training</li> <li>• Recognising and understanding “cloud” based products and the advantages and risks that they provide</li> <li>• Business continuity procedures.</li> </ul> <p style="text-align: right;"><i>Responsible for this risk – J Muscroft &amp; R Spencer Henshall</i></p>	<p></p> <p>Q2: 3x4 = 12</p>	
<p><b>A16</b></p>	<p>The risk of a data breach and / or impaired system functionality caused by a malicious <b>cyber attack</b> leading to inability to deliver council services, costs to recover / compensate and associated reputational damage</p>	<ul style="list-style-type: none"> <li>• Cyber Strategy approved by ET and IG Board being implemented by IT Service</li> <li>• Penetration tests and PSN accreditation is maintained on an annual basis</li> <li>• Thorough, understandable security policies and practices that are clearly communicated to workforce and councillors and adherence monitored</li> <li>• Recognition of increased risk from homeworking which may increase or change mitigations required (e.g., additional training)</li> <li>• Increased awareness of officers and members as to their obligations, responsibilities etc, through training</li> <li>• Recognising and understanding “cloud” based products and the advantages and risks that they provide</li> <li>• Business continuity procedures (in various scenarios) including recognising that some solutions may involve a return to paper based solutions and records</li> <li>• Proactive management of cyber issues, including additional web controls</li> <li>• Continued adherence to NCSC guidance</li> </ul>	<p></p> <p>Q2: 5x5 = 25</p>	




		<b>Responsible for this risk – T Hudson, A Simcox &amp; Rachel Spencer Henshall</b>		
<b>A17</b>	<p><b>Health and safety</b> measures are inadequate leading to harm to employees or customers and possible litigious action from them personally and/or the Health and Safety Executive. (And the potential of prosecution and corporate /personal liability) (and particularly issues of fire safety)</p>	<ul style="list-style-type: none"> <li>• Health and Safety Oversight Board</li> <li>• Bi-annual corporate performance reports.</li> <li>• Audit of the health and safety management systems of Services within the Council, carried out in accordance with HSE guidance Successful Health and Safety Management (HSG (65).</li> <li>• Management review and inspection of high risk premises at 3 yearly intervals and medium risk premises at 5 year intervals.</li> <li>• Accident reports monitored and followed up and or investigated as necessary.</li> <li>• The Council’s online accident and incident reporting system provides regular information to managers and now includes near miss reporting to enable Services to learn lessons before a serious incident occurs.</li> <li>• Mandatory health and safety training matrix developed to specify the minimum level of training dependent on role within the Council. A well-managed training programme will help to develop a positive health and safety culture as well as helping to ensure that the Council meets its legal duty to protect its employees.</li> <li>• Corporate Landlord inspects low risk premises.</li> </ul> <p style="text-align: right;"><b>Responsible for this risk – R Spencer Henshall</b></p>	 Q2: 2x4 = 8	
<b>A18i</b>	<p>Exposure to increased liabilities arising from <b>property ownership and management</b>, including dangerous structures and asbestos, cladding and fire controls with reputational and financial implications.</p> <p><b>Residential property</b></p>	<ul style="list-style-type: none"> <li>• Housing Building Safety Assurance Board established to provide assurance across this risk</li> <li>• Fire safety protocols established; fire door replacement programme is underway and waking watches implemented in high rise properties</li> <li>• Asbestos replacement programme ongoing with procedures in place to identify and remove in compliant manner</li> </ul> <p style="text-align: right;"><b>Responsible for this risk – D Shepherd</b></p>	 Q2 4x5 = 20	

<p><b>A18ii</b></p>	<p>Exposure to increased liabilities arising from <b>property ownership and management</b>, including dangerous structures and asbestos, cladding and fire controls with reputational and financial implications.</p> <p><b>Non-residential property</b></p>	<ul style="list-style-type: none"> <li>• Managed through Health &amp; Safety Oversight Board</li> <li>• Compliance testing matrix in place identifying sources of risk, test requirement as detailed in legislation and test frequency</li> <li>• Asbestos and Legionella currently reported as AMBER H&amp;S Risk Report</li> <li>• Embedded programme of fire risk assessments, inspections and audits in place, as documented in Corporate Fire Safety Policy</li> <li>• Active site management</li> <li>• Routine servicing and cleansing regimes in place with ongoing activity to improve data collection gaps</li> <li>• Work practices to address risks from noxious substances</li> <li>• Property disposal strategy linked to service and budget strategy</li> <li>• Corporate compliance guide being created to develop all servicing regimes and reasoning to allow areas that are more at risk to be addressed first</li> </ul> <p style="text-align: right;"><i>Responsible for this risk – C Parr/ D Shepherd</i></p>	 <p>Q2 4x3 = 12</p>	
<p><b>A19</b></p>	<p>The risk of failing to retain a <b>sustainable, diverse, workforce</b>, including</p> <ul style="list-style-type: none"> <li>• An appropriately skilled workforce to meet the demands of the council / government agenda</li> <li>• aging and age profile</li> <li>• encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks)</li> <li>• recognising that labour shortage affects a large part of economic activity</li> <li>• and ensuring that the workforce is broadly content, without whom the council is unable</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed People Strategy now in place</li> <li>• Recruitment for dedicated resource to focus on workforce planning has been successful and is now in place</li> <li>• Regular monitoring of workforce data at ET and all SLTs</li> <li>• Ongoing pilot activity to trial workforce planning approaches and utilise benchmarking data across Adults, Growth &amp; Regeneration, Communities, Catering &amp; Cleaning</li> <li>• Support requirements for frontline services are being actively considered both within People Services and across services</li> <li>• My Learning (MiPod Xtra replacement) has now launched making learning easier to access for everyone</li> <li>• Continuing to support selective use of interim managers and others to ensure continuity of progress regarding complex issues</li> <li>• Recruitment strategy to promote the range of employee benefits and emphasise the job satisfaction factors, specifically from service employment</li> <li>• Engage and encourage younger people through targeted apprenticeships, training and career development opportunities</li> <li>• Focus on Mental Health Awareness, including stress, with promotion of Wellbeing surveys, Wellbeing network and dedicated support service</li> </ul>	 <p>Q2: 4x4 = 16</p>	

	to deliver its service obligations.	<b>Responsible for this risk – R Spencer Henshall</b>		
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All risks shown on this corporate matrix are considered to have a potentially high probability, or impact, which may be in the short or medium horizon








TREND ARROWS

Worsening	
Broadly unchanged	
Improving	

CONTROL OPPORTUNITIES

H	This risk is substantially in the control of the council
M	This risk has features that are controllable, although there are external influences
L	This risk is largely uncontrollable by the council

Code

Community	Finance	Employees	Environmental/ Climate	Assets/ Property	Health & Safety	IT/Data	Goods/ supplies	Compliance/ Legal
								

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