

**REPORT TITLE: DISTRICT HEATING UPDATE**

<b>Meeting</b>	G&R Scrutiny Panel
<b>Date</b>	26 <sup>th</sup> January 2026
<b>Cabinet Member</b>	Cllr Moses Crook Deputy Leader and Transport & Housing
<b>Key Decision Eligible for Call In</b>	No No – If no give reason: This report is not asking for a decision on customer charging but setting out the process for how price increase will be determined.
<p><b>Purpose of Report:</b></p> <p><b>To provide an update on the district heating programme including:</b></p> <ul style="list-style-type: none"> <li>• Latest position of any remaining actions from the Corporate Governance Audit Committee (CGAC) of June 2025, and the original Internal Audit of 2024.</li> <li>• Timeline for the procurement of new metering and billing provider.</li> <li>• Planned programme for ending of the current contract and implementation of new metering arrangements following contract award.</li> <li>• Process for setting the bills for those on district heating from April 2026 and planned next steps.</li> </ul>	
<p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>• That G&amp;R Scrutiny Panel note the contents of the report and to share with key stakeholders, tenants and leaseholders.</li> </ul> <p><b>Reasons for Recommendations:</b></p> <ul style="list-style-type: none"> <li>• To ensure key stakeholders are aware of the current position and progress regarding the district heating programme and delivery.</li> <li>• To allow for proactive engagement with tenants and leaseholders who will be affected by an increase in district heating and community heating billing in 2026/27.</li> </ul>	
<p><b>Resource Implications:</b></p> <p>A key recommendation from CGAC agreed with Interim Service Director to establish a dedicated post (Heat Network Manager post) and, as identified in the Council's Audit report to ensure that District Heating and Community Heating metering and billing arrangements are well managed including balancing the ring-fenced account for this service area.</p> <p>This role has been graded and appointed to during Q3 2025/26 and the Manager is in post. The new Heating Network Manager as appointed sits within Asset Management &amp; Building Safety portfolio, focusing on managing heat networks for Kirklees Homes and Neighbourhoods Directorate.</p> <p>This role is also taking a lead to manage the commissioning of consultants Chirpy Heat to develop the future District and Community Heating and Retrofit Strategy.</p>	

The timeline for the re-procurement of the heat metering and billing contract is on target with a new contract to be in place by beginning of February 2026 which will also allow for a period on transition as the current Switch 2 contract comes to an end and the new contract is implemented commences to allow for seamless transition for tenants & leaseholders.

**Date signed off by Executive Director & name**

14 January 2026 - David Shepherd, Executive Director of Place

**Is it also signed off by the Service Director for Finance?**

NA for Scrutiny report

**Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?**

NA for Scrutiny report

**Electoral wards affected:** All wards affected.

**Ward councillors consulted:** Councillors will be consulted on the metering and billing arrangements as part of communications plan for charges for 2026/27.

**Public or private:** Public

**Has GDPR been considered?** Yes

## 1. Executive Summary

- 1.1 The findings of the internal audit into the district heating schemes first published in June 2024, has accelerated the work we are doing to resolve the historic issues relating to district heating scheme charges and has highlighted some important priority areas that have and will continue to be addressed.
- 1.2 In response, Homes & Neighbourhoods Asset Management, Sustainability and Performance team have established a project group that brought together the relevant teams and expertise from across the Council that has developed a comprehensive action plan and has included senior-level governance oversight to ensure timely progress is achieved.
- 1.3 A key priority from the Action Plan has been to re-procure a new pre-payment metering and billing provider for district heating schemes and billing management. The tender has been published on the YPO framework, bids closed on 27 November 2025. The estimated timeline for Council contract award is 2<sup>nd</sup> February 2026.

## 2. Information required

- 2.1 District heating, also known as a heat network, is a system that uses a singular central heat source to distribute heating and hot water through a network of insulated pipes to multiple individual dwellings. Each dwelling has a meter for their supply and are charged according to usage. The structure is typically used to deliver heating and hot water requirements to flats and maisonettes.

2.2 Kirklees operates 25 district heat networks supplying 1,042 homes, approximately 18% of which are leasehold. These properties span multiple wards across the Kirklees area.

Electoral Ward	Property count	Electoral Ward	Property count
Almondbury	28	Dewsbury South	30
Ashbrow	44	Dewsbury West	210
Batley West	10	Greenhead	99
Birstall/Birkenshaw	40	Lindley	45
Crosland Moor/Netherton	48	Liversedge and Gomersal	65
Dewsbury East	246	Newsome	177

2.3 Property breakdown:

Property type	Property Count	Property type	Property Count
Sold/Leasehold	193	Bungalow / house	75
Converted (not in use)	2	Flats (high risk)	772

2.4 In June 2024 an internal audit was completed in respect of our approach to charging for district heating. This audit generated fourteen (14) clear recommendations for the service to implement to ensure necessary improvements were made. Of the fourteen recommendations ten were ‘*significant*’, three ‘*fundamental*’, and one ‘*merits attention*’.

2.5 As the table below demonstrates we have completed thirteen (13) of the recommendations and one action is on track. A more detailed breakdown of the Audit Action Tracker is available at Appendix 1.

Action ref:	Classification	Status	Update position
R1	Significant	Complete	
R2	Fundamental	On track	Procurement review complete and tender exercise completed. On track to achieve 2nd Feb 2026 target date.
R3	Fundamental	Complete	
R4	Significant	Complete	
R5	Significant	Complete	
R6	Significant	Complete	
R7	Significant	Complete	
R8	Significant	Complete	
R9	Significant	Complete	
R10	Merits Attention	Complete	
R11	Significant	Complete	
R12	Fundamental	Complete	
R13	Significant	Complete	
R14	Significant	Complete	

2.6 Action R2 relates to ensuring that a compliant procurement process is in place for district heating services. The current provider delivers an end-to-end heat management service under a contract that expired initially in January 2023. Exemptions have been approved following a report to the Corporate Governance and Audit Committee by the Interim Service Director for Homes and Neighbourhoods allowing for an extension until 30<sup>th</sup> June 2026. The current timetable for procurement has a new provider in place by February 2026.

2.7 Also, worth noting is Action R13, decision on application to apply for funding under the Heat Network Efficiency Scheme. Homes and Neighbourhood working with our partner, Chirpy Heat, were able to bid under round 9 of the funding and were successful in securing £37,000.

- 2.8 Kirklees Homes and Neighbourhoods also manage Independent Living Schemes (ILS's), that have communal boilers. These are different to district heating in that they are dwellings that have one communal boiler that supplies heat and hot water around a single building to multiple individual dwellings (flats).
- 2.9 These dwellings do not have pre-payment meters installed like district heating properties, they pay for their heat and hot water via a service charge. These sheltered heating schemes are not classified as District Heating and was not part of the District Heating Internal Audit that was undertaken in June 2024.
- 2.10 However, the learning from this audit and, service improvements now recommends that the approach to manage district heating should also be applicable to other community or grouped heating schemes (including ILS's) to ensure openness and transparency of costs. This will be picked up as part of the forward plan of work in section 7.3.
- 2.11 Governance and oversight is achieved by regular reporting from the project team into the H&N Housing Capital & Revenue Investment Board (HCRIB), which in turn reports into H&N SLT. Governance reporting and the requirement for decisions will flow as per the H&N Service Governance Review Paper (reported to Growth and Regeneration Scrutiny Panel on 15 December 2025 and Cabinet on 13 January 2026)

### **3. Implications for the Council**

#### **3.1 Council Plan**

- 3.1.1 The council is committed to serving our people by working together to deliver excellent services to our residents. Under the Council priority '*Thriving people and communities – now and over the long term*' we have made a commitment to ensure that people are living in homes that are modern, safe, warm and addressing all outstanding issues in compliance.

#### **3.2 Financial Implications**

- 3.2.1 From 2025/26 charges increased from 4.6p per kwh plus a daily admin charge of 14.5p to a maximum of 13.7p per kwh plus a daily admin charge of 24.3p. Meters were amended from 2<sup>nd</sup> January 2025 to reflect these increases. The tariff will be reviewed by the new contractor and a new tariff set from 1<sup>st</sup> April 2026. It is proposed that the service will monitor energy markets quarterly and make recommendations as outlined in 3.3.3.
- 3.2.2 There is an ongoing piece of work to establish the amount of money that has been under recovered from the leaseholders and residents. This information is difficult to establish accurately as we are reliant on Switch2 for the data and this is proving to be inaccurate in many cases. The aim is to achieve a full cost recovery of heating charges in 2025/26. The forecast shortfall at Q2 2024/25 was £573k and the forecast shortfall at Q3 2024/25 was £553k.
- 3.2.3 Homes and Neighbourhoods are working with appointed consultant (Chirpy Heat) and current provider Switch2 to review all heat networks to ensure transparency in charges. This will position us to provide individual tariffs for each site, and to address any underpayment during 2025/26. A report has been completed on all heat network efficiencies, and this will be used to calculate the tariff for 2026/27 for district heating and Independent Living Schemes.

### 3.3 Legal Implications

- 3.3.1 It is important that tenants and leaseholders are appropriately charged for their own heating bills, this is consistent with any household who has individual gas boilers and/ or other forms of heat and where the Council does not subsidise through the Council's Housing Revenue Account (HRA).
- 3.3.2 It was accepted by the Council, that given the scale of under-recovery as identified in 2024 it would be difficult initially to increase costs to recover full costs within one financial year. However, 2025/26 should be reconciled within this year and, for 2026/27 the district heating account (ring-fenced within the HRA account) should balance income and expenditure in year.
- 3.3.3 Given the volatility of energy prices we now need to continually review if charges need to adjust in-year. Proposals/recommendations will be made to Service Director for Homes and Neighbourhoods in consultation with Portfolio Holder and clearly consulted with tenant and leaseholders.

### 3.4 Climate Change and Air Quality

- 3.4.1 A future Homes & Neighbourhoods Decarbonisation Strategy is being developed which will include a full review of HRA Heating Strategy, if approved in 2026/27 for implementation as part of the HRA Capital Plan (5-year Capital Plan) will be subject to consultation with all Council tenants & Leaseholders and teams affected prior to implementation and will include specific plans for Kirklees heat networks.
- 3.4.2 Heat networks are a key contributor to our long term aims to become carbon neutral by 2038. Our consultants Chirpy Heat are advising us on a potential Green Heat Network Fund bid that would provide capital and revenue funding to decarbonise our heat networks in our Independent Living Schemes (ILS's).
- 3.4.3 With the incoming heat regulations [Heat networks regulation timeline | Ofgem](#) Homes and Neighbourhoods will be required to individually meter all dwellings for heat so we can charge residents only for their own usage. Currently in Independent Living Schemes all boilers are powered using gas, residents pay for heat via a service charge, and they pay for electric direct to their individual supplier.
- 3.4.4 If Chirpy Heat advise us that a bid has a good chance of success, we will apply for 50% of the costs to remove the gas boilers and to install ground source heat pumps. This work has a high initial capital outlay but long term the residents will have less disruption as they will not have a gas meter in their individual dwellings and Kirklees will decarbonise multiple dwellings with one installation.
- 3.4.5 Residents in Independent Living Scheme's will pay for the heat they use through their electric bill providing clear and transparent billing and full cost recovery as opposed to the current charging via service charge.

### 3.5 Risk, Integrated Impact Assessment (IIA) or Human Resources

Risk	Mitigation	RAG
Regulatory compliance: Failure to comply with the new heat regulations could result in legal or financial penalties	Dedicated resource in place working with consultants to ensure we are prepared for incoming heat regulations.	Medium
Contract Management: Evolving contract management with Kirklees and Switch 2 could affect collaboration and programme outcomes, leading to failure to track contract renewal dates, poor decision-making missed deadlines and miss payments.	Implement a robust contract management system to track renewal dates, deadlines, and payments. Schedule regular meetings with Kirklees and Switch2 to maintain open communication, documenting all interactions and decisions to ensure transparency and accountability.	Medium
Inaccurate Data: The absence of a central storing place of the data makes it difficult to keep track of the latest versions and ensure data accuracy in one central place.	Implement a centralised data management system accessible to all relevant stakeholders. Conduct regularly audit data to ensure accuracy and consistency. IT backup systems in place to aid with the loss of data.	Medium
The increases in unit rates applied in January 2025, may be under recovery	Ongoing monitoring of position and reported each ¼ to Cabinet in normal Finance reports.	Medium
Investigation of accounts which may yield potential debts and other issues around contractor performance, due to Inaccurate reporting by Switch2 and not having a dedicated Officer to manage the contract.	Resolution of debt needs further investigation. Establish clear processes for tracking and recovering debts. Engage with residents to negotiate manageable repayment plans for the collection of the debt.	Medium
Staff changes impacting the delivery of the action plan	Once the procedures and new contract and ways of working are in place, future handovers should be more thorough and achieve continuity of service.	Medium
Project Governance	Housing Capital & Revenue Investment Board for H&N Introduced in 25/25 to have oversight of District Heating and associated projects. See below.	Low

## 4. Consultation

- 4.1 Tenant Led Panel (TLP) were consulted on the letter for residents, informing them of the increase to their energy charge, implemented from the 2<sup>nd</sup> of January 2025 and all residents were given the 30 days' notice required, by letter.
- 4.2 TLP endorsed the proposal for full cost recovery and the level of charges for 2025/26 and noted the approach for setting charges for 2026/27. The decision to implement the increase remains a Council decision, ensuring compliance with policy and governance requirements.

## 5. Engagement

- 5.1 Residents received communication regarding increase tariff charges, which included key contact details for queries and, for any household in severe financial hardship details of support that may be available.
- 5.2 Following procurement of the new metering and billing contractor, residents will be contacted to:
- Advise on the requirement to change meters.
  - Inform them of the new billing provider.
- 5.3 No further engagement can take place until procurement is complete, as the outcome will determine the scope of works required to transfer services.

## 6. Options

### 6.1 Options considered

6.1.1 None. It is a landlord's responsibility to manage and maintain District Heating Schemes and any equipment used or owned by the Council. It also requires the Council, as landlord, to manage and, bill for the cost of heating used by tenants & leaseholders otherwise this would have a detrimental impact on Council HRA Business Plan and, Council General Fund Budgets.

### 6.2 Reasons for recommended option

6.2.1 In line with recommended Council key policies and charging practices, including consultation with tenants & residents.

## 7. Next steps and timelines

7.1 Complete procurement of metering and billing provider and commence contract in February 2026.

7.2 Procurement timeline:

Procurement Stage	Date
Evaluation Period Ends & Internal Sign off (this includes the tender (evaluation report), drafting of the letters and issue the Letters	Thurs 8 <sup>th</sup> Jan 26
10 Day Voluntary Standstill Period Ends at Midnight on	19 <sup>th</sup> Jan 26
Contract(s) Award	w/c 26 <sup>th</sup> Jan 26
Contract Start Date	2 <sup>nd</sup> Feb 26

7.3 With the completion of the Audit Action Plan Future the service will continue to progress with developmental actions. These actions include;

- Manage programme of works for meter replacement with new contractor ensuring no disruption to supply of heat and hot water or ability to pay for their service.
- Manage handover of contract for billing services from Switch2 to new provider again ensuring no disruption to services.
- Use findings of HNES optimisation studies to compile capital grant application for heat network efficiency upgrades.
- Work with heat network consultants on an application for the Green Heat Network Fund to decarbonise Kirklees H&N heat networks contributing to our carbon reduction targets.
- Continue to collaborate closely with heat network consultants on implementation of heat regulations to ensuring ongoing compliance.
- Ensure heat networks are included in Kirklees Homes and Neighbourhoods decarbonisation strategy.

## **8. Contact officer**

Janet Sharpe:  
Interim for Head of Assets and Building Safety  
[janet.sharpe@kirklees.gov.uk](mailto:janet.sharpe@kirklees.gov.uk)

Paulette Johnson:  
Interim Service Manager – Asset Management Sustainability & Performance  
[Paulette.johnson@kirklees.gov.uk](mailto:Paulette.johnson@kirklees.gov.uk)

Julie Woodfine:  
Heat Network Manager – Asset Management Sustainability and Performance  
[julie.woodfine@kirklees.gov.uk](mailto:julie.woodfine@kirklees.gov.uk)

## **9. Background Papers and History of Decisions**

**27 September 2024, Corporate Governance & Audit Committee**  
[District Heating](#)

[Appendix 1](#)

**7 March 2025, Corporate Governance & Audit Committee**  
[District Heating Update](#)

[Appendix 1](#)

**20 June 2025, Corporate Governance & Audit Committee**  
[District Heating Update](#)

**13 January 2026, Cabinet**  
[H&N Service Governance Review](#)

## **10. Appendices**

Appendix 1: District Heating Audit Action Tracker

## **11. Service Director responsible**

Phil Jones  
Service Director - Homes and Neighbourhoods  
Tel: 01484 221000 ext 75312  
[philip.jones@kirklees.gov.uk](mailto:philip.jones@kirklees.gov.uk)

District Heating Audit Action Tracker

No	Recommendations	Auditee Response	Owner	Completion Date
R1	<p>Documented Procedure Notes should be produced and reviewed at least annually (or more often if systems change).</p> <p>This will aid the transitional arrangements currently in place for colleagues imminently leaving the council.</p> <p><b>Classification: Significant</b></p>	<p>Agreed.</p> <p>An end-to-end process for the management of the district heating scheme will be established and implemented and scheduled to be reviewed on an annual basis.</p> <p>Procedure notes to be drafted alongside the terms of the New contract for the District Heating. Current process has been drafted. The consultant, when appointed, will advise on the end-to-end process and agree a new process.</p> <p>The consultant has been appointed and are completing a report for SMT. Completed June 2025.</p>	<p>K. Duke – Project Manager</p> <p>P. Johnson</p>	<p>December 2024 <b>Completed</b></p> <p>May 2025 <b>Completed</b></p>
R2	<p>As a priority, a procurement process compliant with Contract Procedure Rules should be completed.</p> <p><b>Classification: Fundamental</b></p>	<p>Agreed.</p> <p>A new contract for the management of the district heating services to be drafted and procured. Considering maintenance and repair obligations, data access and billing arrangements.</p> <p>A project group has been formed, and members will support with the procurement process. The purpose of the project group is to ensure a compliant procurement takes place, prioritising the needs of end users and ensuring value for money.</p> <p>Section 20 to be considered for leaseholders if the intention is to pass on the costs of replacing the meters.</p>	<p>J. Hilton – Strategic Category Manager and H&amp;N Service Director</p>	<p><b>On track for 2<sup>nd</sup> February 2026</b></p>

		<p><i>The current extension of the contract with Switch2 expires on 30 June 2026. The risk is that we will be without a contract for three months unless a further extension to use Switch2 is agreed.</i></p> <p><i>Head of Procurement – Recommended to review the extension and extending the contract to allow for time to procure the new contract. Consultant appointed to finalise a new contract specification. Service Director was made aware of being unlikely to achieve the extension deadline.</i></p> <p>January 2025 update: A contract to be awarded to Switch 2 for an additional 12 – 18 months.</p> <p><b>Procurement completed and new contract will be in place from 2<sup>nd</sup> Feb 26.</b></p>		
R3	<p>As previously recommended, the full costs and income associated with the District Heating scheme should be recalculated, following which a decision should be made as to the extent to which the charges to tenants/leaseholders should be increased.</p> <p><b>Classification: Fundamental</b></p>	<p>This required a full review of the current charges and a reconciliation of the shortfall and review of what the new charges should be and what is reasonable to pass on to tenant &amp; residents. If the charges are to be raised, there may be a need to continue to subsidise the charges initially, gradually bringing costs in line with current energy charges.</p> <p>Housing Management are currently undertaking their own service charge review and therefore this review will need to be run independently.</p>	<p>L. Ramsden</p> <p>P. Johnson</p>	<b>Completed</b>
R4	<p>Colleagues interacting with Switch2, need to show a greater degree of professional scepticism in their dealings and perform sample checks (e.g. to council collected meter readings) to confirm that income, and other data, is consistent with expectations.</p> <p><b>Classification: Significant</b></p>	<p>Process in place to check itemised invoices for repairs in the Asset Mgt Sustainability (Energy) Team and are now responsible for meter reading &amp; billing. This team now take monthly meter readings. Completed. A SOP (Standard Operating Procedure) is required for Consistency of approach and address the problem of staff turnover within the team. This will be completed as the consultant is appointed. Team needs to understand the end-to-end process from the purchase of commercial gas to the pre-payment meters the tenants top up. Effective audit of finances can only be achieved with a transparent process.</p>	<p>Completed</p> <p>P. Johnson – Project Manager</p>	<p>November 2024 <b>Completed</b></p> <p>May 2025 <b>Completed</b></p>
R5	<p>District Heating Income and District Heating Expenditure should be recorded under the same</p>	<p>This action is complete. All District Heating expenditure and income is now accounted for directly within the HRA.</p>	<p>KM Jones Business Partner</p>	<p>30<sup>th</sup> September 2024</p>

	group heading in SAP, so as to allow for easier comparison.  <b>Classification: Significant</b>		Finance	<b>Completed</b>
R6	As previously recommended, the vulnerability criteria should be reviewed to ensure it is till appropriate.  <b>Classification: Significant</b>	The current criteria need to be confirmed, reviewed and the recommended changes implemented if applicable. Ensure any changes are communicated with the Energy Team.  A new Vulnerability Policy for KHN has been drafted and led by Claire Felvus and reviewed by Service Managers. Update: The new vulnerability policy has been approved by Cabinet. Vulnerability officers will support the process.  Completion date changed from 31 <sup>st</sup> January to 31 <sup>st</sup> March 2025.	P. Johnson – Project Manager	30 <sup>th</sup> December 2024  31st March 2025  <b>Completed</b>
R7	As previously recommended, high value credit balances should be routinely reviewed with a view to refunding customers and giving the option to reduce future pre-payments.  <b>Classification: Significant</b>	Review current process, produce a SOP and implement changes.  A process is not in place now for a resident who has high levels of credit or debt until a property becomes void. This is currently being reviewed and with the Council vulnerabilities team to find an effective solution.	G. Sykes - Strategic Manager Housing Services  (Action for Accounts Support)  J. Woodfine	June 2025  <b>Completed</b>
R8	The boiler replacement programme should be completed as a priority.  <b>Classification: Significant</b>	A replacement programme is underway - led by Paul Goodwin, General Manager.  Mark Hall, Mechanical and Water Technical Officer, leads on the boiler replacement programme, replacing boilers based, prioritised by age. The replacement programme for 2024 was completed on time. All planned works for the DH boiler works is on track to be completed this financial year; by 31 <sup>st</sup> March 2025. A watch group may need to be implemented to understand and consider grants and funding for any future replacement.	S. Hughes  Property services	31 <sup>st</sup> March 2025  <b>Completed</b>
R9	A formal assessment should be undertaken as to whether the current meters, need to be upgraded.	An assessment will be undertaken to complete a replacement programme. This may need to form part of the new contract for the management of	Service Manager – Asset Mgt	May 2025 – <b>Completed</b> – HNES

	<b>Classification: Significant</b>	the District Heating schemes. Consultant has been appointed and will assess whether the meters need to be replaced.	J. Woodfine P. Johnson	optimisation studies w identify requirement t upgrade meters
R10	Depending on future pricing decisions, the benefits of relatively low-cost heating should be promoted more robustly to increase take-up. <b>Classification: Merits Attention</b>	This is ongoing service provided by the H&N Energy Team and is included within the communications strategy.	Paulette Johnson Helen Jakes	31 <sup>st</sup> March 2025 <b>Completed</b>
R11	Those who have chosen not to use the district heating system should not have to pay the standing charge. <b>Classification: Significant</b>	Review the options for opting out of District heating. Currently no option to opt out. Decision needs to be taken. This should form part of the heat network strategy and subsequently the communication plan. This is being reviewed and guidance will be given by the consultant.	P. Johnson	30 <sup>th</sup> May 2025 <b>Completed</b>
R12	Homes & Neighbourhood Management need to decide if they want to apply for funding through the Energy Bill Relief Scheme (via a rebate in 2024/25), and if so the District Heating Team need to provide evidence stating why they are entitled to government funds and communicate to tenants that the funds have been received through the scheme. <b>Classification: Fundamental</b>	The Energy Bill Relief Scheme was a 12-month scheme from 1 <sup>st</sup> April 2023 to 31 <sup>st</sup> March 2024, Kirklees climate change team, applied for the funds and were successful. This funding is no longer available.	D. Andrews	31 <sup>st</sup> July 2024 <b>Completed</b>
R13	Homes & Neighbourhood Management need to decide if they want to apply for Capital funding available under the “Heat Network Efficiency Scheme”. <b>Classification: Significant</b>	Chirpy Heat have assisted Kirklees with an application for revenue for round 9 of the HNES scheme. The bid was successful and Kirklees have been awarded £37,000.00 for two optimisation studies benefitting 8,200 people.	P. Goodwin S. Hughes J. Woodfine	30 <sup>th</sup> June 2025 <b>Completed –</b>
R14	The Energy & Climate Change Team need actual readings to be taken at least twice a year and preferably quarterly. <b>Classification: Significant</b>	Currently performed by the Asset Team and reported to Finance. Process in place to capture meter readings.	Service Manager – Asset Management, Sustainability Performance	31 <sup>st</sup> July 2024 <b>Completed</b>

Please note the Assets Strategy and Performance Team name in H&N changed to Asset Management, Sustainability & Performance in December 2025.