
Report to POLICY OVERVIEW AND SCRUTINY COMMITTEE

Delivery of low carbon infrastructure in the Borough

Portfolio Holder:

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Deputy Leader

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Purpose of the Report

To provide an update on funding arrangements for activities in the Oldham Green New Deal delivery programme which were unfunded at the time of the OGND report to the Committee in June 2021, and to set out the potential opportunity for a strategic collaboration with the private sector to help Oldham meet the carbon neutrality targets set out in the OGND Strategy.

Recommendations

That the Committee:-

1. Notes the progress in securing funding for some of the Council's previously unfunded projects and programmes, and the forward planning to progress others
2. Notes the contribution from GMCA-level decarbonisation initiatives and programmes to Oldham's Green New Deal programme
3. Endorses the proposed approach to engaging the private sector in Oldham's Green New Deal programme for more detailed consideration by senior officers and Cabinet members

Delivery of low carbon infrastructure in the Borough

1 Background

1.1 The Oldham Green New Deal (OGND) Strategy was adopted by the Council in March 2020. The Strategy set a number of objectives and pledges for delivery on environmental issues in a range of work areas, which broadly fit into three over-arching 'pillars':-

- Growing the green economy
- Low carbon infrastructure and a Local Energy Market
- Northern Roots

1.2 The OGND Strategy also set two carbon neutrality targets:-

- For Council Buildings and Street Lighting by 2025
- For the borough by 2030

1.3 An update report was presented to the Overview and Scrutiny Board in December 2020, summarising progress against the carbon neutrality targets, the impact of COVID19 on the delivery programme, targeted activities in areas of potential employment growth, achievements so far and the current status of the Generation Oldham community energy programme.

1.4 A further report setting out funding arrangements for the OGND programme was presented to the Policy Overview and Scrutiny Committee in June 2021

1.5 The Board noted that the success of the Oldham Green New Deal programme depends to a large degree on external funding, since the capacity of the Council to finance many of the proposed initiatives has been impacted year on year by budget cuts, and in particular over the last 18 months by the COVID19 pandemic crisis.

1.6 This report provides an update on funding arrangements for activities within the Oldham Green New Deal delivery programme which were unfunded at the time of the June update report. It also sets out a potential opportunity for a strategic collaboration with the private sector to help Oldham meet its carbon neutrality targets.

2 Current Position – funding update

2.1 An update on funding options / provision for projects which were not funded at the time of the last Committee report in June 2021 is as follows:-

2.2 Decarbonisation of Council Buildings

A Heat Decarbonisation Plan (HDP) for Council Buildings has been prepared by Unity Partnership, setting out a route to achieving maximum energy efficiency and minimum carbon footprint across the estate. The HDP includes establishing the potential to install physical measures such as insulation, renewable energy generation and electrical heating systems in Council Buildings, via a process of energy audits. These audits will be used to build the business case for investment in decarbonisation projects and provide a pipeline of projects which can be submitted for future rounds of government decarbonisation funding.

2.3 Wrigley Head Solar Farm

Wrigley Head Solar Farm is an estimated £1.1 million project which is still currently unfunded. The scheme currently requires 60% or higher grant funding intervention to make the scheme viable as the business case currently stands, although rising wholesale electricity prices may over time improve the business case to the point where a lower grant intervention rate, or even no grant at all, is required. A watching brief continues on this option.

Potential also exists to sell on the project to a third-party developer who could directly use the electricity generated themselves – a next step would be soft market testing to gauge the appetite of potentially interested parties, and this could commence once officer capacity is available in the Procurement team.

Another option could be to ‘bundle’ the solar farm with other low carbon infrastructure projects which have more favourable business cases. Oldham is participating in the GMCA “Go Neutral” initiative which may be able to identify further low carbon projects on Council-owned land and buildings. Wrigley Head Solar Farm could even be potentially ‘bundled’ with projects owned by other GM public sector organisations, although what appetite or opportunity might exist for this approach is not yet clear. As “Go Neutral” feasibility studies progress over the coming months, implications for Wrigley Head will become clearer.

2.4 Minewater Town Centre District Heat Network

Thus far, the Council has secured funding from the BEIS Heat Network Development Unit to commission a techno-economic feasibility study looking at the potential for a minewater-fed low carbon district heat network serving a number of large buildings in Oldham Town Centre. The feasibility studies, including studies prepared by the Coal Authority, show potential for a viable minewater district heat network. The Council applied for £4 million from the Towns Fund which would have covered the cost of developing the minewater boreholes and energy centre for a new heat network.

Feedback on the unsuccessful Towns Fund application can be summarised as follows:-

- a) The heat network proposal had limited alignment with the Towns Fund objectives in terms of renovating dilapidated assets (as the heat network would be underground) and the development of skills around heat network construction & operations
- b) The delivery plan submitted by the Council did not give confidence that the scheme could be delivered as planned within the proposed timescales
- c) The carbon and cost savings from the proposed scheme are dependent on the success of the drilling of the minewater boreholes

This feedback will be taken into account in any future work on the proposal and further development of the business case.

One of the scenarios identified by the work looked at linking the proposed new Town Centre heat network with the existing district heat network at St Mary’s which is owned by First Choice Homes and serves around 1,400 homes on that estate. The St Mary’s heat network has been renovated in recent years with a substantial grant from British Gas, and ownership of the heat network passed from the Council to First Choice Homes, who have continued to improve its operation. This scenario linking the two heat networks was by far the most commercially attractive, because the existing gas and biomass boilers in the St Mary’s energy centre are currently used to only a fraction of their capacity and could remove the need to install new backup gas boilers as part of the proposed new Town Centre heat network.

Even without the link with St Mary's however, the techno-economic study showed a viable district heat network for the Town Centre. This study assumed no grant funding, either from the Towns Fund or from any other source. However, grant funding will be available from BEIS through the new Green Heat Network Fund which is being set up to guarantee commercialisation of low carbon heat networks. Applicants to the new Green Heat Network Fund will need to provide a Market Transformation Commitments (MTCs) strategy as part of the application – this is designed to secure social value in local supply chains from the capital expenditure, and goes much deeper than simply including a social value score in the tender, involving deep engagement with potential local suppliers as part of project development. This approach is entirely aligned with the principles of Oldham's Green New Deal.

In terms of risk, one of the reasons the Council applied for Towns Fund grant monies for development of the minewater boreholes is that there exists a risk around this process, namely a residual possibility that the drilling exercise may fail to produce usable boreholes, due to a range of potential factors including inaccurate information held by the Coal Authority on the actual structure of the disused coal mines underneath the Town Centre. Although the Coal Authority believe this risk to be low, it is nonetheless a consideration for the proposal. This risk could be mitigated in a number of ways including securing grant funding from BEIS for the specific purpose of developing test boreholes (BEIS has previously funded three of these in other local authority areas), or by the Council engaging a private sector heat network developer to build the network on a concession basis, with one condition being that the heat network should be developed as a minewater-fed heat network if feasibility drilling allows. Either of these routes would remove the risk. The option of linking with the St Mary's heat network would also remove risk in terms of a contingency option, where the 3.5MW of biomass boilers at St Mary's could be used, although this would be a second preference to using minewater heat due to the need to physically source biomass fuel, deliver it to site and burn it to produce heat, with the consequent potential impact on air quality in the area.

Another significant risk associated with progressing the scheme is that although the estimated £250K of funding required for the Detailed Project Development (Outline Business Case) stage of the project could be funded for the most part by BEIS HNDU funding, it is estimated that the Council would still need to provide around £60K in revenue funding as match for the £190K of BEIS HNDU grant for this process.

2.5 Town Centre Linear Park and Green & Blue Infrastructure

An external source of funding to cover the design cost of the proposed Linear Park up to RIBA Stage 2 has been identified. This design work can then form the basis of a capital funding bid to any national funds which may be available in the future.

2.6 Northern Roots

Northern Roots has provisionally secured an initial £6.3 million in capital funding to commence delivery of the masterplan vision, subject to Full Business Case.

Additionally, Northern Roots has been shortlisted at Greater Manchester level as part of a consortium bid (with Positive Steps and Skills Mill) to the Community Renewal Fund, which, if approved, will provide £254k to Northern Roots, including a £60,500 contribution towards core team costs. Success from the CRF will position the project to receive future funding from the UK Shared Prosperity Fund, which will replace EU structural funding.

2.7 Decarbonisation of existing schools

Decarbonisation in schools is difficult to fund as it is the school which receives the financial benefit of savings on its energy bills, so there is no business case for the Council to invest. However, Oldham Council is part of a consortium bid to the Community Renewal Fund, which if successful will secure funding to carry out Investment Grade Audits of all Council-

maintained schools in the borough. No determination on the bid has been made at the time of writing.

2.8 Oldham Community Power Phase 2

At the time of writing no funding has been identified to support OCP in developing a business case for a Phase 2 of their project. However, there may be potential to secure funding to produce feasibility studies for the remaining maintained schools in Oldham, via the Community Renewal Fund bid as set out above – which OCP could then use for a future Phase 2 of their community energy scheme. Additionally, the GM “Go Neutral” initiative (which is identifying low carbon infrastructure projects on public sector owned assets across GM, including Oldham) will include an option to tender low carbon projects for development by community energy groups, which OCP could take advantage of.

2.9 COALESCCE

COALESCCE is an Interreg Europe project, led by Oldham Council, which supports community energy work in Oldham such as Oldham Energy Futures and Oldham Community Power, as well as community energy sector building in six other partner EU regions. The project directly influenced the Vision for the GM city region in the GM 5-year Environment Plan. Originally a 1.3 million Euro project, COALESCCE has recently been granted a further 314,000 Euro which includes a further 80,000 Euro in revenue funding for Oldham Council, for a 12-month extension to the project.

2.10 Growing the green economy / jobs & skills

Up to £30K has been identified from the FOUNDATION Interreg Europe project to cover the cost of a SWOT analysis of Oldham’s green economy post-pandemic and produce an action plan to enable the Council to focus on creating jobs and training opportunities in this key sector. The opportunity has been tendered and work on the study will commence in the near future once a consultant has been selected.

2.11 Retrofit Skills Hub – Oldham College

European Social Funding of £1.1m has been awarded to Low Carbon Academy, which is part of North West Skills Academy, by Greater Manchester Combined Authority (GMCA) to train and upskill over a thousand individuals to retrofit buildings across Greater Manchester.

The funding will enable the launch of the Retrofit Skills Hub. It will be delivered by North West Skills Academy along with partners The Retrofit Academy, The Manchester College, Oldham College and Fabric. A total of 1,140 people will be trained to ensure the city-region’s homes and buildings are fit for a low-carbon future.

3. **Working with the private sector**

3.1 The next section of this report focuses on the potential for a strategic partnership in Oldham between the Council and partners and a private sector low carbon infrastructure provider, to help meet the Oldham Green New Deal carbon neutrality targets whilst securing inward investment and opportunities for training and employment for Oldham residents.

3.2 GMCA Go Neutral

The GM Combined Authority is leading an initiative called “Go Neutral”. The GM Low Carbon Team (in the Environment directorate) is providing technical consultancy services to public sector organisations across the city region which will help them to identify ‘smart energy’ project opportunities on publicly owned assets, to support the city region’s efforts to achieve the 2038 carbon neutrality target set by the GM 5-year Environment Plan.

This ‘sweep’ includes Oldham Council and the authority has submitted a ‘short list’ of 19 Council-owned sites which could have potential for either renewable energy generation or

another low carbon technology such as Electric Vehicle charging infrastructure. These sites will go forward for detailed feasibility, which will be funded by GMCA from grant income.

GMCA is setting up a 'call-off' procurement framework which the complete list of opportunity sites from all GM public sector organisations will be tendered on. The site owners (in our case, Oldham Council) will be given a choice as to which delivery model each site will pursue: either the project will be Council owned and funded and the procurement will be for a construction partner, or the site will either be leased out for a rental income to a private developer who would own and construct the facility, or for peppercorn rent to a community energy group such as Oldham Community Power.

It is envisaged that the final tender exercise will take place from July 2022 onwards.

The Go Neutral work could make a significant contribution to the Council's 2025 carbon neutrality target for Council Buildings and Street Lighting.

3.3 GMCA Local Energy Market project

The GM Combined Authority is working with a number of partners, including Energy Systems Catapult, on an Innovate-UK funded project to create a 'Local Energy Market' (LEM) in GM.

Creation of a LEM is also an objective of the Oldham Green New Deal Strategy. A LEM would enable direct ("peer to peer") trading between renewable energy generators and consumers in the borough and wider city region. This would support the business case for the development of local renewable energy generating facilities, boosting the decarbonisation of the local energy supply, and would also reduce energy costs for households and businesses. Bringing an overall local economic benefit from the retained wealth associated with local clean energy generation.

Before a LEM can be created however, a mapping exercise needs to be carried out to identify opportunities for renewable energy generation across the city region, and Energy Systems Catapult are working in three tranches with the 10 GM local authorities to create a Local Area Energy Plan (LAEP) for each borough. This exercise is similar to the Go Neutral exercise, except it is not confined to public assets and covers the entire geographical area of Greater Manchester. From this exercise, Oldham will have its own LAEP which can then be used to inform other work such as preparation of the Local Plan and any future collaborations with the private sector, including Oldham landowners, to develop renewable energy schemes in the borough.

The eventual development of a technology-enabled peer-to-peer trading platform for renewable energy in Oldham borough will be the final element to enable the development of the renewable energy generation opportunities mapped out in the LAEP.

The development of a LEM is a key piece of work supporting Oldham's ambition to be carbon neutral as a borough by 2030.

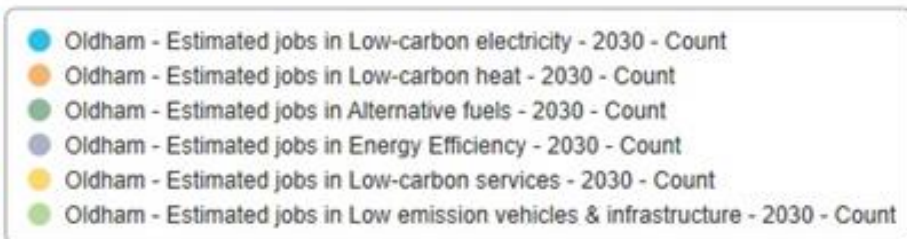
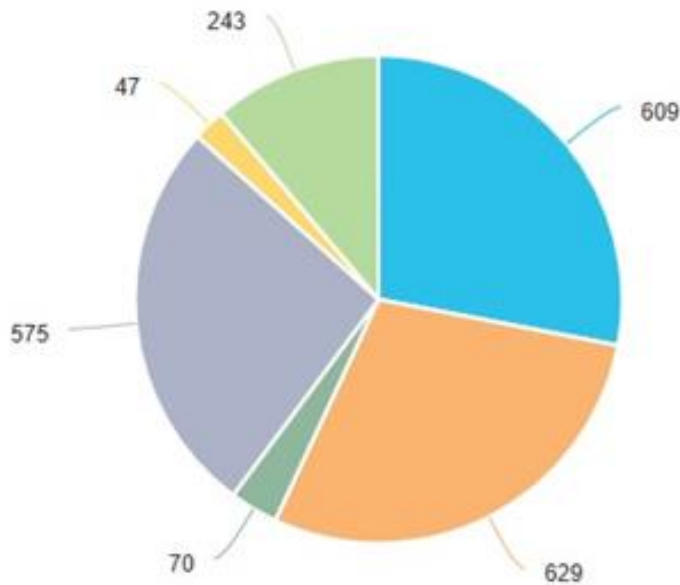
3.4 Potential for strategic partnership with a private sector infrastructure organisation

The approach proposed in the Oldham Green New Deal Strategy to meeting the 2030 borough-wide Net Zero target relies on wide-scale interventions which have the potential to make a substantial impact on carbon emissions in the medium and longer term. The strategy suggests as examples of such interventions :-

- Leading a strategic partnership of anchor institutions in the generation and procurement of locally produced renewable energy, as well as energy efficiency programmes

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- Creating a Local Energy Market to enable local renewable energy generators to sell directly to local users (as per the GMCA LEM project discussed above)
 - Investing in, and supporting the development of, large-scale low carbon anchor energy infrastructure such as low carbon district heat networks (as per the proposal for a minewater fed heat network for Oldham Town Centre)
 - Supporting the development of Oldham's green economy
 - Securing inward investment in the local green economy including from national government, GM level programmes and the private sector
- 3.5 Some progress is being made on the above activities but the Council itself has a limited resource to bring to bear, and since the advent of the COVID19 crisis is increasingly reliant on external sources of funding. Positively however, national government is prioritising the low carbon sector for investment as part of its overall economic recovery strategy, and significant sums of public money are being made available via grant schemes for decarbonisation programmes in the public sector, housing, transport and energy generation sectors.
- 3.6 The private sector stands to benefit from the government funding being invested in national decarbonisation programmes through project delivery / construction contracts but is also itself looking to develop low carbon infrastructure portfolios, recognising the direction of travel set by central government towards the national 'net zero' carbon target as well as the nearer term targets set by Councils which have declared a 'climate emergency' (typically 2030 as Oldham Council) and looking to capitalise on the low carbon transition.
- 3.7 The above means that there is a significant opportunity for Oldham to benefit from a "green recovery" in terms of demand for local 'green' sector businesses and high-quality jobs and training opportunities for residents in this key sector.
- 3.8 Oldham's Green New Deal programme includes a number of community energy initiatives which support residents to build their knowledge and skills base with a view to gaining training and employment in this key growth sector. However, this support needs to be matched by large-scale inward investment into the borough to create these jobs, training and business opportunities.
- 3.9 An evidence base for targeting Green New Deal activities in Oldham is available from the LGA Green Jobs online report. The pie chart below shows the number of jobs in Oldham which the LGA expects to be created in meeting the national 2050 carbon neutrality target by the 2030 'milestone'.

2030



3.10 Of course, Oldham’s own carbon neutrality target for the borough is 2030 so if this target is to be met, even more jobs will need to be created to meet the demand for low carbon goods and services. The recently announced new government target of a 68% cut in emissions nationally by 2030 on the 1990 baseline also indicates that there will be intensified economic activity aimed at success by this date.

3.11 As mentioned above, private sector energy infrastructure companies are recognising the potential and need to diversify their business models and portfolios by investing in low carbon infrastructure schemes. Examples of such low carbon infrastructure schemes might be:-

- Solar farms and industrial rooftop arrays
- Wind farms
- Hydroelectric plants
- Energy storage facilities
- District Heat Networks
- Air and Ground Source Heat Pumps
- Electric Vehicle charging facilities

3.12 However, the deployment of large-scale energy infrastructure requires a strategic approach, taking into account factors such as mapping energy demand, the availability of land and assets for renewable energy generation, logistical challenges associated with integrating new infrastructure with the existing energy grid and built environment and dealing with the associated statutory and regulatory bodies, the economic demographics of

populations, and the challenge of dealing with a wide range of energy consumers in multiple sectors.

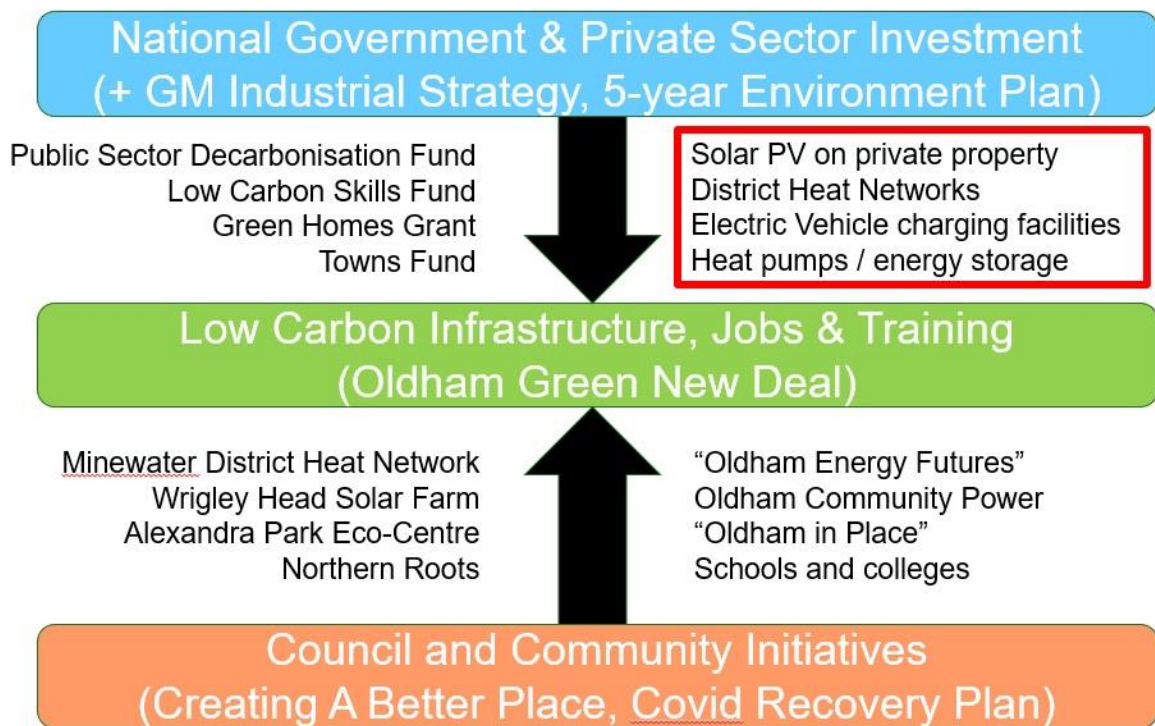
- 3.13 In summary, the private sector has the financial resources and the staffing capacity to develop, invest in and deliver wide-scale low carbon infrastructure. What it lacks is a strategic anchor, endorsement and integration / co-ordination with the various planning and regulatory bodies and an approach that would justify a resource commitment to identification, development and delivery of schemes on a long-term basis.
- 3.14 The Council on the other hand holds the reins on planning and regeneration as well as engagement with residents, businesses and strategic anchor organisations, but does not always have the finances or capacity to develop low carbon infrastructure itself, except for where government funding is provided as an enabler. The Council also holds strategic information about the potential for low carbon infrastructure in the borough, as a result of participation in GMCA-level initiatives such as Go Neutral and Local Area Energy Planning as discussed earlier in this report.
- 3.15 The table below shows a summary of the resources required / available, benefits and risks in any potential Council / private sector partnership:-

	Council	Private sector infrastructure provider
Resources	<p>Co-ordination with regeneration, housing, asset management programmes</p> <p>Co-ordination with energy procurement arrangements for Council and other anchor organisations</p> <p>Use of Council name / logo in promotions / endorsements</p> <p>Communications activities to support engagement with residents / businesses</p> <p>Co-ordination with Highways / Planning Authority</p> <p>Strategic information from participation in GMCA-level initiatives such as Go Neutral and LAEP</p>	<p>Investment finance</p> <p>Capacity to engage with landowners, businesses, residents</p> <p>Technical capacity to carry out feasibility work and scope out technology options</p> <p>Capacity to carry out procurement and delivery of low carbon infrastructure</p> <p>Capacity to engage with regulatory and infrastructure bodies e.g. Electricity North West, acting on behalf of the Council</p>
Benefits	<p>Inward investment into the borough</p> <p>Jobs, training and business opportunities around project delivery secured via social value portal (TOMs)</p>	<p>Strategic anchor for long-term investment strategy</p> <p>Use of Council name / brand brings confidence / legitimacy in engagement with residents / businesses</p>

	<p>Reduction in energy costs for homes and businesses</p> <p>Builds Oldham's reputation as a destination for 'green' sector businesses</p> <p>No financial commitment required, only officer time / co-ordination with strategic regeneration programmes</p> <p>Could add value to government funding for decarbonisation schemes and a quick route to market for delivery to meet funding condition deadlines</p>	<p>Reputation with other local authorities – demonstrator leading to further business opportunities</p> <p>Potential access to public sector funding as match for investments under a Joint Venture arrangement</p>
Risks	<p>Reputational risk with use of Council name / branding – could Council be liable in the event of failure of schemes / bankruptcy of provider etc?</p> <p>Procurement challenges around sourcing up to 100% of Council electricity requirement from renewable generators via PPAs – approach could be developed with Oldham Partnership</p> <p>Residents / businesses will be locked into low carbon infrastructure business models developed by the provider</p> <p>Contract break clauses are not sufficient to provide best value over the longer term</p>	<p>Significant upfront investment in capacity / feasibility which may be abortive if partnership is not extended between phases and break clauses are invoked</p> <p>Investment in feasibility work / engagement activities with private and community asset owners could be abortive if feasibility does not show deliverable projects</p> <p>Landowners, residents, community groups, businesses not willing to work with provider</p> <p>Local factors e.g. grid capacity are a barrier to deliverable projects</p>

3.16 A partnership arrangement could include the setting up of a Joint Venture / Special Purpose Vehicle to deliver and operate the low carbon infrastructure schemes. This could serve to mitigate some of the risks associated with relying on a single external provider and could give the Council more long-term control over some of the infrastructure in the borough. Other anchor organisations in the Oldham Partnership could also be interested in such a co-produced and co-owned approach to infrastructure.

3.17 Such a partnership would complete the Oldham Green New Deal strategic approach as per the illustration below. The partnership contribution to the programme is shown in the red box.



3.18 Procurement and social value considerations

The Council could procure a low carbon infrastructure partner both to work both with the Council and also other organisations in the borough, in particular ‘anchor’ institutions including the Oldham Partnership.

3.19 The structure of a contract for a strategic partnership of this nature could be split into several phases / modules, with break clauses between them. An example could be as follows:-

Phase 1 – Pilot Scheme / scoping phase	12-month contract with two objectives:- <ul style="list-style-type: none"> • A renewable energy scheme on privately owned land / property with a PPA to the Council • Production of outline programme for Phases 2 and 3
Phase 2 – 2-year programme (2025 target)	2-year contract to follow on from Phase 1 <ul style="list-style-type: none"> • Identification and / or development of renewable energy generation in the borough to contribute to the 2025 Council carbon neutrality target via PPAs with generators and renewable heat infrastructure • Delivery of low carbon schemes which support the Creating A Better Place programme, e.g. Town Centre District Heat Network, rooftop solar PV and Electric Vehicle charging points • Set up a Joint Venture / Special Purpose Vehicle between the Council and the provider to set up and

	<p>operate low carbon infrastructure schemes e.g. those mentioned above</p> <ul style="list-style-type: none"> • Support for community energy initiatives in the borough e.g. Oldham Community Power, Oldham Energy Futures • Development of a Green Business Park / Centre, potentially either aligned with the Mills Strategy or GM Mayoral Enterprise Zone commitment at Stakehill • Production of detailed programme for Phase 3
Phase 3 – 5-year programme (2030 target)	<p>5-year contract to follow on from Phase 2</p> <ul style="list-style-type: none"> • Net zero decarbonisation strategy for all ‘anchor’ strategic partners, as demonstrated by the Council by 2025 (Phase 2) • A net zero offer for homes and businesses, as part of the Warm Homes Oldham / Oldham Enterprise Trust / Oldham in Place offers • Borough-wide net zero transport decarbonisation strategy (EV charging network), working with TfGM, GMCA etc

3.20 The activities in the above programme will be complemented the GM-level programmes mentioned earlier in this report such as Go Neutral and the Local Energy Market / Local Area Energy Plan project.

3.21 There may also potentially be scope to include other transformational technology infrastructure in the low carbon infrastructure partnership contract, e.g. digital communications infrastructure (superfast broadband), which is another enabler of economic strength and prosperity and will be equally critical to supporting Oldham businesses and attracting others to the borough.

3.22 Any low carbon infrastructure partnership contract should maximise the social value to Oldham. This can be done via Oldham’s social value portal which uses the Themes, Outcomes and Measures (TOMs) approach. The Green New Deal TOMs in Oldham’s social value portal cover the following areas:-

- Carbon emissions
- Air quality
- Natural environment
- Resource efficiency / circular economy
- Sustainable procurement
- Social innovation

3.23 A priority outcome for a low carbon infrastructure partnership contract would be the use of local businesses and workers wherever possible to deliver low carbon infrastructure projects. This is dealt with comprehensively by all 20 of the TOMs in the “Inclusive Economy” theme but could also be captured under “sustainable procurement” under the Green New Deal Theme. Where the Council is not directly procuring sub-contractors, the

main provider could have much more flexibility when it comes to ensuring that the local economy benefits from contracts. The Government has also indicated that further to the UK leaving the EU, it intends to bring in flexibility in procurement rules which will mean that certain lower-value contracts (under approx. £4.7 million) could be geographically ring-fenced by local authority area where it makes sense to do so.

3.24 Next steps

This report provides a summary of what a strategic partnership with a private sector low carbon infrastructure provider might look like, what the benefits and risks could be, and what resources would be required from, and provided by, each partner.

3.25 If this approach is endorsed by the Committee, next steps would be further consideration by officers and the Cabinet Member to establish officer capacity to progress the work and potential timescales for delivery. Following these considerations and approvals would be the preparation of a draft tender specification for such a partnership arrangement, and the preparation of a Cabinet report requesting approval to carry out a procurement exercise to select a provider and enter into a partnership agreement such as that proposed in this report.

4 **Key Issues for Policy Overview and Scrutiny to Discuss**

4.1 On balance, do the potential benefits of the proposed approach outweigh the risks for the Council? Are there any potential benefits or risks which have not been identified and captured in this report?

5 **Key Questions for Policy Overview and Scrutiny to Consider**

5.1 Is the proposed approach to engaging the private sector in Oldham’s Green New Deal programme the right approach for Oldham and compatible with Oldham’s co-operative ethos and commitment to Community Wealth Building principles?

6. **Links to Corporate Outcomes**

6.1 Corporate Plan: the Council’s current Corporate Plan is the Covid Recovery Plan.

Covid Recovery Plan 2021-2022



Championing a green recovery:-

- All activities in the Oldham Green New Deal programme contribute towards 'championing a green recovery'.

Creating and protecting jobs & supporting businesses:-

- One of the three pillars of the Oldham Green New Deal Strategy and delivery programme is 'growing the green economy' and activities under this pillar will protect jobs and support businesses. Any strategic partnership with the private sector could bring contracts for local businesses via Oldham's Social Value Framework.

Prioritising education & skills:-

- Any strategic partnership with the private sector would secure training opportunities for residents via Oldham's Social Value Framework. Inward investment brought into the borough for the green economic sector can stimulate demand for 'green' sector training courses at e.g. The Oldham College.

Driving equality:-

- The Warm Homes Oldham programme aims to eradicate fuel poverty which is a major aspect of inequality in the borough. Any strategic private sector partnership would need to support a 'just transition' to a low carbon economy, in which all residents can participate and benefit.

Investing in quality housing:-

- A number of Oldham Green New Deal initiatives contribute to investment in quality housing, including Warm Homes Oldham, RED WoLF, and Oldham Energy Futures.

6.2 The Oldham Plan

Inclusive Economy

- Investment:-
 - We will challenge the orthodox investment model at Greater Manchester and beyond where it doesn't benefit the people and the areas that need investment the most
 - We will support the growth of our key employment capabilities seeking and supporting increased innovation and enterprise
 - We will continue to invest in Oldham and stimulate investment
- Human capital:-
 - We will develop a productive and integrated education, skills and employment offer for Oldham
 - We will ensure a great education and vocational training offer and enable residents to be life ready and work ready
 - We will ensure effective business support to increase investment in enterprise, skills and training including apprenticeships
- Confident and connected:-
 - We will grow Oldham as a social, cultural and green innovation borough
 - We will promote and increase tourism by utilising our natural, cultural and heritage assets
- Anchor institutions and social value:-
 - We will maximise the collective strengths we have as the borough's anchor institutions by making the most out of every pound we spend, every asset we have and our collective workforce for public good and align to joint social value outcomes

Co-operative Services

- Brilliant everyday collaborations at scale:-
 - We will build new collaborations that improve living standards and the life chances of Oldham residents
 - We will bring in funding and expertise to Oldham to do great things

Thriving Communities

- Co-operative workforce:-
 - We will ensure assets based working and co-production is embedded in our unified workforce

7 Financial Implications

7.1 The current Green New Deal Schemes are detailed in the body of the report. As new schemes are identified and current proposals are developed, there needs to be detailed business planning, in line with current Council procedures, to ensure that all schemes are robust and financially viable. All proposed schemes should also be in alignment with other Council strategic objectives and should maximise the use of external funding within the Council's regulatory framework.

7.2 There are range of, potentially complex, partnership arrangements outlined in the report, and there will need to be careful due diligence for both each individual proposal and the programme overall, to ensure that the Council is employing its assets optimally and in line with the Council's Strategies.

(James Postle)

8 Legal Services Comments

8.1 Any Green New Deal Schemes put forward will also need early engagement with Legal, Finance, Procurement and Risk and Insurance officers and appropriate due diligence will need to be undertaken.

Any grant funding should be approved according to the Council's Constitution with advice from Legal Services and a careful eye to grant funding terms and conditions to ensure these can be met and are within budget.

Any contracts entered into and/or works/services procured by or on behalf of the Council must comply with The Council's Contract Procedure Rules and Financial Procedure Rules.

Any land transaction entered into must comply with the Council's Land and Property Protocol.

[Sukie Kaur – Solicitor]

9 Co-operative Agenda

9.1 An Oldham Green New Deal partnership such as that proposed in this report would support co-operative working across the Oldham Partnership to deliver the benefits set out in the Oldham Green New Deal Strategy, including jobs and training opportunities for residents. The proposals would support the Creating A Better Place programme, the principles of

Community Wealth Building in Oldham and the aspirations of the Oldham Plan to build an Inclusive Economy, Thriving Communities and Co-operative Services, as a Green Innovation Borough.

[Andrew Hunt]

10 **Human Resources Comments**

10.1 N/A

11 **Risk Assessments**

11.1 N/A

12 **IT Implications**

12.1 N/A

13 **Property Implications**

13.1 The Council's Property Services is liaising with the Oldham Green New Deal Programme Manager to provide relevant property information required to identify potential energy efficiency schemes and to inform feasibility studies and grant submissions.

[Peter Wood]

14 **Procurement Implications**

14.1 The Green New Deal Schemes are detailed in the body of the report and will require early engagement of the procurement team. As new schemes are identified and current proposals are developed, there needs to be detailed business planning, in line with current Council procedures, to ensure that all schemes are robust and financially viable supported by business case. All proposed schemes should also be in alignment with other Council strategic objectives and should maximise the use of external funding within the Council's regulatory framework. The use of external funding needs to be in full compliance with the funder's terms and conditions, specifically around the procurement of goods, services, and works.

[Dan Cheetham]

15 **Environmental and Health & Safety Implications**

15.1 Environment: An Oldham Green New Deal partnership such as that proposed in this report would deliver actions to help achieve the carbon neutrality targets and other environmental objectives in the Oldham Green New Deal Strategy.

[Andrew Hunt]

16 **Equality, community cohesion and crime implications**

16.1 N/A

17 **Equality Impact Assessment Completed?**

17.1 N/A

18	Key Decision
18.1	N/A
19	Key Decision Reference
19.1	N/A
20	Background Papers
20.1	N/A
21	Appendices
21.1	None