

Oldham Green New Deal – 2030 carbon neutrality target and growing the green economy

Portfolio Holder:

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Purpose of the Report

To provide an update on initiatives in the Oldham Green New Deal programme which will contribute to achieving the 2030 carbon neutrality target for Oldham Borough. These initiatives will also bring co-benefits such as supporting growth in Oldham's Green Technology and Services sector, creating and supporting jobs and training opportunities for residents; enabling Oldham's households and businesses to upgrade the energy efficiency of their properties; and supporting the Council to achieve its 2025 carbon neutrality target for Council Buildings and Street Lighting.

Recommendations

That the Committee:-

1. Notes the progress on three key complementary strategic initiatives:-
 - Mapping the green economic sector to identify opportunities for growth;
 - Mapping the low carbon infrastructure opportunities across Oldham borough; and
 - Soft market testing exploring the potential for a Strategic Low Carbon Investment and Delivery Partnership with the private sector
2. Endorses the proposed approach to developing a Strategic Low Carbon Investment and Delivery Partnership for more detailed consideration by senior officers and Cabinet members

Oldham Green New Deal – 2030 carbon neutrality target and growing the green economy**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 The most recent data available shows that in 2019, overall emissions for the borough fell by 6% on the previous year to 772.6 ktCO₂. Oldham retains its position within Greater Manchester as the borough with both the lowest total carbon footprint and also lowest per capita emissions at 3.3 tCO₂ per Oldham resident. Emissions for Council Buildings and Street Lighting fell to 8,059 tCO₂, which is a reduction of 4% on the baseline of 8,395 tCO₂ in the Oldham Green New Deal Strategy.
- 1.4 Of course, in 2020/21 many Council buildings were not occupied due to lockdown, but heating was still required to prevent deterioration of the building fabric. Electricity use fell by around 20% that year but gas use rose by around 4%, highlighting the need to reduce gas use in the corporate estate as it disproportionately impacts the Council's carbon footprint. The full Greenhouse Gas Emissions Report for 2020/21 can be found in **Appendix D** of this report.
- 1.5 The most recent update report on the Oldham Green New Deal programme was presented to the Policy Overview and Scrutiny Committee in September 2021, providing a funding update on a number of projects and initiatives and setting out the potential for the Council to work with the private sector to deliver low carbon infrastructure in the borough.
- 1.6 The Committee requested that a further update report be presented in January / February 2022 once further work had been done to develop the concept of a public-private sector partnership to deliver low carbon infrastructure in the borough.
- 1.7 Since the September report, the Council has carried out a soft market testing exercise, inviting private sector low carbon infrastructure companies to provide feedback to the Council on its proposed approach to setting up a public-private sector partnership to deliver against the 2025 and 2030 carbon neutrality targets.
- 1.8 Alongside this soft market testing exercise, a Local Area Energy Plan (LAEP) has been developed for Oldham by Energy Systems Catapult who are leading delivery of the GM Local Energy Market project. The LAEP shows that an investment of around £5.6 billion will be required in energy infrastructure in Oldham borough to achieve carbon neutrality.
- 1.9 Additionally, the Council has commissioned a report on Oldham's Green Technology and Services Sector, with an analysis of the Strengths, Weaknesses, Opportunities and Threats

(SWOT) to Oldham's GTS sector and an Action Plan for key stakeholders in the borough to support growth in this key economic sector.

- 1.10 This Policy Overview and Scrutiny Committee report provides an update on the soft market testing exercise, the LAEP for Oldham borough, and the green economy study, and sets out how these three initiatives will work together to support Oldham's overall Green New Deal strategic approach to decarbonising Oldham borough whilst boosting jobs and training opportunities in Oldham's green economy.

2. **Growing Oldham's green economy and delivering low carbon infrastructure**

Green economy study and action plan

- 2.1 In October 2021, the Council commissioned Aleron social impact consultants to prepare a SWOT analysis and Regional Action Plan looking at how the Council and other key stakeholders can support growth in Oldham's Green Technology and Services sector. This piece of work was supported by the Interreg Europe FOUNDATION project in which Oldham Council is a partner. FOUNDATION was set up to look at economic recovery in areas which have suffered the loss of a large employer, but since inception has been refocused to look at economic recovery from the COVID19 pandemic. The potential for Oldham's Green Technology and Services sector to play a key role in Oldham's economic recovery was chosen as the subject of this study for the FOUNDATION project. The study supports the 'Growing the green economy' pillar of the Oldham Green New Deal strategic approach, as well as the "Championing a green recovery" priority in the Council's Covid Recovery Plan (interim Corporate Plan).
- 2.2 For the study, Aleron carried out both a desktop analysis and interviews with a wide range of stakeholders including green businesses in Oldham. The study is now complete and shows significant potential for Oldham's Green Technology and Services (GTS) sector to play a key role in delivery of the 2030 carbon neutrality target whilst creating jobs and training opportunities for Oldham residents.
- 2.3 A summary of key findings is as follows.
- 2.4 Strengths: -
- Oldham has 105 existing GTS sector businesses, with Circular Economy, Retrofitting and Renewables Installation having the largest share of these businesses
 - Oldham has competitive property prices and Council Tax, and good connectivity with Manchester and the rest of the GM city region
 - Oldham's emerging green reputation including the Northern Roots project, Oldham College and existing business support networks in Oldham and GM can work together to provide green career pathways
- 2.5 Weaknesses: -
- Lack of industrial space for expansion of manufacturing businesses
 - Low-skilled workforce could mean difficulty recruiting locally for businesses which require highly skilled workers. Aspirations are low with a lack of awareness of career opportunities in the green sector
 - Oldham's existing image as having high levels of deprivation, anti-social behaviour and neglect could negatively impact the ability of the borough to attract investment

2.6 Opportunities: -

- Expected growth in construction, retrofitting and renewables sectors, creating demand for Oldham businesses supplying sustainable goods and services
- Green tourism
- The regeneration of old Mill buildings could be an opportunity for new office space for green businesses

2.7 Threats: -

- Competition from other GM districts to attract and retain green businesses
- Competitive advantage of large and established regional and national green businesses, who may out-compete smaller and more local Oldham businesses
- An over-reliance on e.g. government funding sources to stimulate growth in the GTS sector could leave it vulnerable. Oldham green businesses must diversify their income streams

2.8 Recommendations: -

- Create a Stakeholder Group / Network and build the Oldham green business sector value proposition
- Develop a Green Technology Cluster
- Engage with residents and businesses on sustainability
- Promote the retrofitting and installations sector
- Continue to support community energy projects

Local Area Energy Plan

2.9 As well as the green economy study described above, work is now also complete on a Local Area Energy Plan (LAEP) for Oldham, which has been prepared by Energy Systems Catapult, the lead partner in the GM Local Energy Market project.

2.10 Oldham's Local Area Energy Plan identifies a requirement for £5.6bn to be invested in Oldham's energy infrastructure, to enable the borough to achieve its 2030 carbon neutrality target. Whilst this can be seen as a significant challenge, it also presents a significant commercial opportunity for private sector providers of low carbon infrastructure and provides an evidence base supporting an over-arching strategic business case for decarbonisation of the borough.

2.11 If even a fraction of this required £5.6bn were to be spent with Oldham companies in the local supply chain, the borough would benefit very significantly. Additionally, the benefits to residents and businesses from reduced energy bills and more comfortable homes and work premises could also be very significant.

2.12 The Local Area Energy Plan for Oldham can be found in **Appendix C** of this document.

2.13 Highlights of the LAEP are:-

- £5.6bn investment required in Oldham's energy infrastructure to take the borough to carbon neutrality. This includes the cost of energy infrastructure which would have had to be built in any case under a 'Business As Usual' scenario
- Priority zones for housing retrofit could include Failsworth, Hollinwood, Medlock Vale, and Chadderton South and Werneth
- St Mary's, Coldhurst and Chadderton North could be suitable for future district heat networks

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- Royton North and South, St James', Waterhead and Saddleworth West and Lees could be suitable for priority retrofit of heat pumps to domestic homes
 - Medlock Vale and Alexandra could be suitable for priority deployment of hydrogen heating systems should hydrogen become available
 - 37,000 home Electric Vehicle chargers are expected to be installed where Oldham homes have off-street parking. Where off-street charging is not available, community charging hubs will be available for EV owners
 - There is around 522MW of opportunity for solar PV on domestic rooftops, which will complement EV charging at home
 - There is potential for up to 332MW of ground-mounted solar PV in Oldham, across 26 sites covering 554 hectares
- 2.14 A public consultation on the proposals in the LAEP is currently underway. Details can be found online at <https://www.zerocarbon.vote/>. Residents' responses to the online survey can be used to inform future policy decisions on decarbonising Oldham borough.
- 2.15 The Oldham Green Economy study and the LAEP are two key documents which would support any strategic public-private sector low carbon infrastructure partnership:-
- The green economy study provides an evidence base showing how the local Oldham supply chain can support delivery of low carbon infrastructure in the borough, and benefit from the investment
 - The LAEP provides an evidence base highlighting the extent and prioritisation / targeting of low carbon infrastructure opportunities in the borough
- 2.16 Taken together, these two documents should not only give confidence to any private sector infrastructure provider partner that potential commercial opportunities do exist in Oldham, making Oldham an attractive investment, but should also set out how such a private sector partner can engage Oldham's local green business sector to deliver (or support delivery of) a significant part of the borough's decarbonisation programme. Such a joined-up approach should in turn give Oldham companies confidence to prepare to take advantage of the commercial opportunities arising as a result of any public-private sector partnership and should help key stakeholders such as Oldham College to play their part in ensuring that a local workforce is available with the required skills.
- 3. Soft market test – Strategic Low Carbon Investment & Delivery Partnership (SLCIDP)**
- 3.1 The potential for a strategic public-private sector partnership to deliver low carbon infrastructure in the borough was set out in the Overview and Scrutiny Policy Committee report of September 2021.
- 3.2 Further to that report, the Council has now conducted a soft market testing exercise, inviting private sector providers to provide feedback on the Council's proposed approach to setting up such a partnership.
- 3.3 Twelve organisations representing a wide range of viewpoints responded to the soft market test call, providing valuable feedback which will help the Council to further develop and refine its proposed approach.
- 3.4 Highlights from respondents include:-
- Respondents thought that Oldham's carbon neutrality targets for 2025 and 2030 are very challenging. However, several said that the targets are achievable with the correct approach
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- Achieving carbon neutrality could include 'offsetting' measures outside of the borough boundary
- Flexibility in the way the partnership works will be essential for the different specialist areas of delivery due to the fast-moving marketplace in terms of technology and innovation
- Gaining the trust and engagement of residents and businesses will be critical to success, so an effective communications strategy will be a key aspect of the work
- Co-ordination with wider GM-level decarbonisation work will be essential to maximise benefit for both Oldham and Greater Manchester
- The Council will need an independent expert organisation to moderate the contract and relationship with any principal infrastructure provider, to ensure accountability for the Council and best value for residents and businesses

Partnership structure

3.5 The feedback from the twelve respondents was very valuable in developing and refining the Council's approach. From the feedback, a proposed structure for the strategic partnership has been developed. A diagram of the proposed structure can be found in **Appendix A** of this report.

3.6 This proposed approach envisages the Council appointing two main contractors:-

- The Primary Contractor responsible for investment in, and delivery of, low carbon infrastructure in Oldham borough
- A consultancy service providing independent assurance of the overall delivery programme and individual projects / initiatives, supporting the Council with governance and accountability, and supporting the infrastructure provider as a 'critical friend'

3.7 Appointment of an Independent Assurance Provider (second bullet point above) would have a cost implication for the Council which will be explored further, if the Committee endorses the overall approach. Appointment of the Primary Contractor would not have a cost implication for the Council as the Primary Contractor would be expected to provide all investment, project development and marketing resources as a condition of the partnership arrangement.

3.8 This arrangement would ensure that investment in, and delivery of, low carbon infrastructure in Oldham borough would be done in such a way as to offer acceptable commercial returns for the infrastructure provider (Primary Contractor) whilst assuring value for money for Oldham residents, businesses and the Council – as well as giving the Council the final sign-off on individual projects and initiatives and an opportunity to invest in individual schemes if and where appropriate.

3.9 A Partnership Board with representatives from both the Council and the Primary Contractor (infrastructure provider) would be established to provide governance to the programme as a whole. The Partnership Board could potentially also include other key stakeholders such as representatives from Oldham Leadership Board (the Oldham Partnership).

3.10 The Independent Assurance organisation would also assist the Council in specifying the Primary Contract with the infrastructure provider.

Contract structure

3.11 The contract structure proposed in the September 2021 Overview and Scrutiny Policy Committee report suggested a three-phase approach. After feedback from the soft market test, this has been revised to a two-phase approach.

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- 3.12 The first (pilot) phase could focus on supporting the Council to achieve its 2025 carbon neutrality target for Council Buildings and Street Lighting through development of a large renewable energy generating facility in the borough, on privately owned land. The electricity generated from this facility would be exported into the grid from where it could be supplied to ‘early adopter’ residents and businesses via a pilot Local Energy Market platform. Carbon credits from this facility would be allocated to the Council.
- 3.13 The Council may choose to put one or more of its own assets into the pilot phase scheme – one potential option is the proposed solar farm on Council-owned land at Wrigley Head in Failsworth could be developed as part of the pilot phase of the low carbon infrastructure partnership.
- 3.14 Phase 1 would thus provide ‘proof of concept’ for Phase 2, which would focus on mainstreaming the model to the borough as a whole, augmenting the offer with physical energy efficiency measures and Electric Vehicle charging for Oldham households and businesses as well as development of district heat networks and even hydrogen-fuelled infrastructure where feasible / appropriate. Once mainstreamed, the model would progressively deliver infrastructure for decarbonisation across the borough in support of achieving the 2030 carbon neutrality target.
- 3.15 A table of the proposed contract structure can be found in **Appendix B** of this report.

Next steps

- 3.16 If the proposed approach to a Strategic Low Carbon Investment and Delivery Partnership set out in this report is endorsed by the Committee, proposals will be submitted to senior officers and Cabinet Members for further detailed development leading to implementation.

4 Key Issues for Policy Overview and Scrutiny to Discuss

- 4.1 Oldham’s carbon neutrality target of 2030 for the borough, and the Greater Manchester target of 2038 for the city region, are both very challenging. The GM Combined Authority has a wide range of initiatives in place to deliver against the 2038 target but a recent report to GM Leaders set out that the city region is not on course to meet that target.
- 4.2 It seems that a radical approach will be required to deliver against these targets, and if structured and implemented correctly, the strategic investment and delivery partnership with the private sector proposed in this report could catalyse the scale and pace of change required in Oldham. The LAEP provides evidence which will guide deployment and the green economy study provides evidence that Oldham’s local green supply chain can play a significant part.
- 4.3 Whilst the commercial opportunities could be significant for any local Oldham businesses which can play a part, one risk / issue is whether the supply chain at large can mobilise to deliver the infrastructure transformation required in the timescales set out by the Oldham and GM carbon neutrality targets.
- 4.4 Whilst the focus of the Oldham Green New Deal Strategy is of course on Oldham borough, it seems clear that success will depend to a large extent on Oldham working effectively with the other GM districts and the GM Combined Authority to co-ordinate activity and secure maximum delivery value from existing programmes and initiatives. However, there is still an opportunity within this framework for Oldham to secure a leading position through our innovative Green New Deal approach, for the benefit of our residents and businesses.

5 Key Questions for Policy Overview and Scrutiny to Consider

- 5.1 Are the checks and balances which would be provided by the proposed Independent Assurance Provider sufficient to ensure best value for Oldham residents and businesses, or are there further levels of assurance which would be required in such a partnership arrangement?
- 5.2 Does the Committee agree with the recommendations from the Oldham Green Technology and Services study (set out in **section 2.8** of this report), or are there any other areas of focus that Oldham should prioritise?

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.

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- 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**

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- 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.

[Rosalyn Smith]

14 **Procurement Implications**

- 14.1 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 Strategic Objectives.

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

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.

[Dan Cheetham]

15 **Environmental and Health & Safety Implications**

- 15.1 Environment: A strategic infrastructure 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]

- 15.2 Health and Safety: No implications at this stage.

[Laura Smith]

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

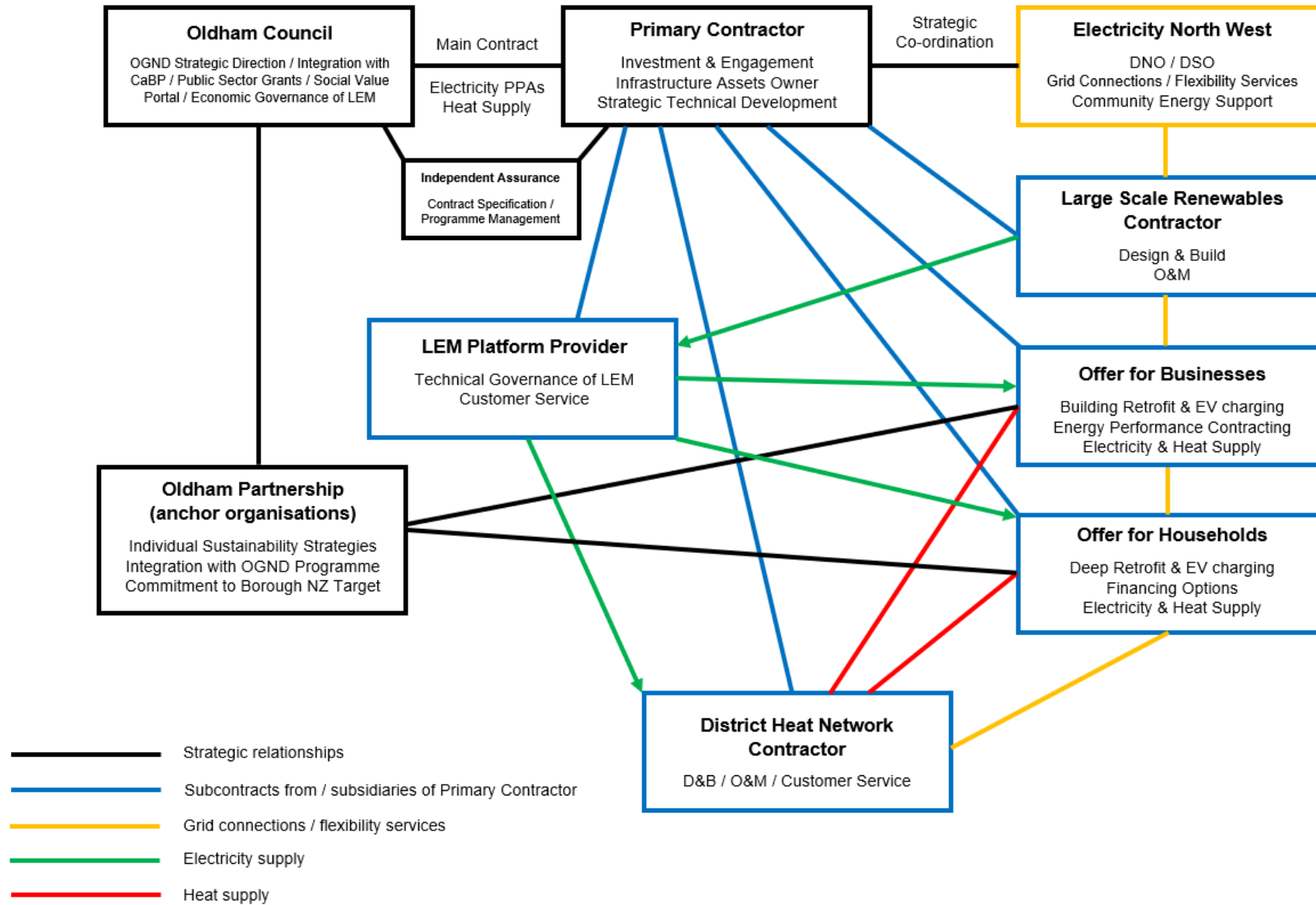
20 **Background Papers**

- 20.1 N/A

21 **Appendices**

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- 21.1 Appendix A: Proposed organisational structure for Strategic Low Carbon Investment and Delivery Partnership
 - 21.2 Appendix B: Proposed contract structure for Strategic Low Carbon Investment and Delivery Partnership
 - 21.3 Appendix C: Oldham Local Area Energy Plan (separate document)
 - 21.4 Appendix D: Oldham Council Greenhouse Gas Emissions Report 2020/21 (separate document)

Appendix A: Proposed organisational structure for Strategic Low Carbon Investment and Delivery Partnership



Appendix B: Proposed contract structure for Strategic Low Carbon Investment and Delivery Partnership

<p>Phase 1 – Procurement of contractors / Pilot phase / Local Energy Market setup / 2025 target. To demonstrate proof of concept for Council’s 2025 target before moving on to the borough 2030 target</p>	<ul style="list-style-type: none"> • <u>Appointment of Independent Assurance contractor</u> • Specification of Primary Contract, working with the Council, and procurement of Primary Contractor • Production of high-level borough decarbonisation strategy, programme and governance arrangements working with Council and Primary Contractor, using Oldham Local Area Energy Plan as template and Oldham Green Economy study to engage local supply chain • <u>Appointment of Primary Contractor</u> • Setup of Local Energy Market platform for Oldham • Delivery of a renewable energy scheme on privately owned land / property, with carbon credits allocated to the Council and electricity exported into Local Energy Market platform, to offset the Council’s carbon footprint to achieve 2025 target • Sign-up of ‘early adopter’ residents and businesses, potentially in the same locality as renewable energy generation, to Local Energy Market to demonstrate proof of concept • Preparation of comprehensive commercial offer for residents and businesses • Demonstration of commercial offers in ‘early adopter’ homes and business premises • Preparatory engagement / marketing with landowners, residents and businesses to lay the ground for Phase 2
<p>Phase 2 – decarbonisation of Oldham Borough (2025 to 2030)</p>	<ul style="list-style-type: none"> • Implementation of borough decarbonisation strategy and programme developed in Phase 1 • Net Zero offer for homes and businesses, working with existing programmes such as Warm Homes Oldham, Oldham in Place, Oldham Enterprise Trust etc • Net Zero offer for Oldham Partnership via the offer for businesses • Development and delivery of further large scale renewable energy generation on private land / assets in the borough, feeding into Local Energy Market • Development of renewable energy generation on private land with PPAs to the Council to stabilise Council energy costs, and / or options for the Council to invest in schemes • Development of District Heat Networks where appropriate • 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 • Support for community energy initiatives in the borough e.g., Oldham Community Power, Oldham Energy Futures, improvement of energy performance of community buildings • Development of a Green Business Park / Centre, potentially either aligned with the Mills Strategy or GM Mayoral Enterprise Zone commitment at Stakehill

Appendix C: Oldham Local Area Energy Plan

Please see separate document.

Appendix D: Oldham Council Greenhouse Gas Emissions Report 2020/21

Please see separate document.