Report to CABINET

Zoning Co-ordination Body – approval of model and acceptance of grant funding

Officer Contact: Emma Barton, Deputy Chief Executive (Place)

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2 November 2026

Reason for Decision
To approve the proposed model for a heat network Zoning Co-ordination Body (ZCB) in Greater Manchester to include Oldham Council, and to accept up to £400,000 in revenue grant funding from DESNZ for activities associated with the design and implementation of the ZCB in Oldham in the 2026/27 Financial Year.

Recommendations

That Cabinet:-

1. Accept up to £400,000 in revenue grant funding from DESNZ for the 2026/27 Financial Year, to support ongoing work on the design and implementation of the ZCB model in Oldham
2. Note the work to date on design of a ZCB model led by DESNZ with the GMCA and Oldham, Stockport and Trafford Councils, including the funding request to DESNZ for up to £5m to fund the initial 3-year implementation of the ZCB within these authorities
3. Note that approval of the ZCB model is required at GMCA level in order to comply with the forthcoming national Statutory Instrument on Heat Network Zoning. Approval at GMCA is being sought concurrently with this Cabinet report
4. Approve in principle Oldham Council's participation in the proposed GMCA ZCB model once the ZCB has been stood up by GMCA
5. Delegate authority to accept Oldham's initial 3-year ZCB funding settlement (which may be circa £565,000 (TBC), awarded on an annual basis), and authority to implement the ZCB in Oldham, to the Deputy Chief Executive (Place) in consultation with the Chief Executive, Director of Growth, Director of Finance, Head of Legal Services and Head of Constitutional Services

Zoning Co-ordination Body – approval of model and acceptance of grant funding

1 Background

1.1 In autumn 2026 the Government aims to introduce new secondary legislation which will introduce powers to create designated zones where large energy users and new developments are mandated to connect to district heat networks (wide-scale networks of underground pipes carrying hot water, heated from centralised Energy Centres). The objective is to create a significant new market for heat network developers and a step change in the deployment of this technology which can secure large-scale local and sustainable energy sources and stabilise energy costs for consumers.

1.2 Oldham Council is one of three GM local authorities participating in the national Advanced Zoning Programme (AZP) and to date has received substantial financial and consultant support through this programme. Oldham's current procurement of a Strategic Energy Partner for the borough, if successful, is intended to lead to the appointed partner receiving development rights for Oldham's AZP Zone.

Zoning Co-ordination Body (ZCB)

1.3 A key requirement of the new heat network zoning legislation will be for the GMCA and AZP Local Authorities to create a Zoning Co-ordination Body to designate and administer the heat network zones. This will in effect create a range of new statutory duties for Oldham Council around the administration of the AZP Zone in Oldham.

1.4 The proposed model, developed via a series of workshops led by DESNZ and attended by GMCA and Oldham, Stockport and Trafford, is for GMCA to become the formal ZCB with decisions on individual zones to be delegated to the relevant Local Authority. Approval of the proposed model by GMCA is being sought concurrently with this Cabinet report.

Integration with Strategic Energy Partnership

1.5 Oldham Council is currently out to tender for a Strategic Energy Partner (SEP), to bring large-scale investment in local energy infrastructure. The 'anchor' project for the SEP will be the Oldham district heat network and heat network zone.

1.6 Assuming a successful procurement process, the Council will be looking to commence operations of the SEP around January 2028. Establishing the SEP will require that the Council puts in place the necessary support for the partnership in terms of team structures and staffing allocation. As the SEP will be delivering the heat network zone in Oldham, it will therefore be necessary to ensure that the process to establish both the SEP and the ZCB in Oldham are effectively integrated. The grant funding from DESNZ associated with ZCB implementation will support this work.

Link with Corporate Plan and Priorities

1.7 Priority - Green and Growing:-

- We will build on our reputation as a sector leader to maximise opportunities for green investment and jobs in the green economy.
- We will be on our way to making Oldham a carbon-neutral borough by 2030.

Human Resources implications

1.8 The proposal is expected to create a number of new functions associated with the implementation of the Zoning Co-ordination Body. It is anticipated that some activities will require the recruitment of new grant-funded posts, whilst other responsibilities may be delivered through existing Council services including Finance, Legal and other support functions.

1.9 Detailed workforce requirements and organisational arrangements are not yet finalised and will be developed alongside implementation of the Strategic Energy Partnership. Any new posts will be subject to the Council's recruitment and establishment approval processes and funded from external DESNZ grant funding.

1.10 Ongoing consideration will be required regarding capacity, governance, reporting arrangements and longer-term sustainability of grant-funded resources

Jingwen Yang, Workforce Business Partner

2 Current Position

2.1 Details of the proposed ZCB model for approval can be found at **Appendix A** of this report.

2.2 Oldham's share of the £1.5m revenue grant funding allocated to GMCA for the 2026/27 Financial Year is £400K. This funding will be used to support activities associated with the design and implementation of the ZCB in Oldham as well as any remaining requirement that the Strategic Energy Partner procurement process may have which is not already covered by other grant funding.

2.3 GMCA has submitted a high-level funding request to DESNZ of up to £5m to cover costs associated with the first 3 years of operation of the ZCB in GMCA, Oldham, Trafford and Stockport. Oldham's allocation within this £5m may be circa £565K (TBC), but Oldham will also benefit from support from GMCA who will provide a centralised funded resource to support the three Local Authorities. These figures have been arrived at through a complex and in-depth design process over the past few months with GMCA and DESNZ.

2.4 It is likely that DESNZ will allocate these funds on an annual basis rather than for the full 3 years. It is intended that GMCA, Oldham, Trafford and Stockport will monitor the costs associated with implementation on an ongoing basis to ensure that the funding is sufficient for the required tasks in each organisation and arrange reallocation of funds where needed as activities are likely to be different in each of the four organisations, being dependent on local factors and differing timelines.

2.5 In terms of the details of the expected resourcing requirements, these are not yet finalised although GMCA has carried out some work to identify the likely requirements at both ZCB

and Local Authority level. A summary of the functions identified so far can be found at **Appendix B** of this report.

2.6 It is anticipated that some of the proposed new functions will require recruitment to new DESNZ-funded roles within the Council. Other of the new functions could be additional DESNZ-funded duties to be carried out by existing support services such as Finance and Legal Services. Further functions could potentially be provided by external professional advisors where appropriate.

2.7 The final structure of the ZCB function within Oldham Council will need to be integrated with the Council's Strategic Energy Partnership function, as described above. The final shape of these integrated functions will be determined by the Council's Director of Growth and Deputy Chief Executive (Place).

3 Options/Alternatives

3.1 Option 1: Approve the proposed GMCA ZCB model and accept the grant funding for 2026/27. Under this option, Oldham Council will progress as a participant in the ZCB programme and will receive grant funding to support the design and implementation process and the ongoing procurement of a Strategic Energy Partner for the borough.

3.2 Option 2: Do not approve the proposed GMCA ZCB model or accept the grant funding for 2026/27. Under this option Oldham Council will need to work directly with DESNZ on an individual Local Authority model which would involve increased costs, reduced co-ordination with GMCA and other GM councils and could potentially have to fund the local ZCB from Council funds.

4 Preferred Option

4.1 Option 1: Approve the proposed GMCA ZCB model and accept the grant funding for 2026/27. Under this option, Oldham Council will progress as a participant in the ZCB programme and will receive grant funding to support the design and implementation process and the ongoing procurement of a Strategic Energy Partner for the borough.

5 Consultation

5.1 N/A

6 Financial Implications

6.1 This report seeks approval to accept up to £400,000 revenue grant funding from the Department for Energy Security and Net Zero (DESNZ) for 2026/27 to support the design and implementation of the Heat Network Zoning Co-ordination Body (ZCB) within Oldham and associated programme activities.

6.2 The funding is external grant income and therefore does not create an additional financial burden to the Council. The grant will be used to fund Zoning Co-ordination Body (ZCB) implementation activities, including programme management, technical support, governance arrangements, specialist advice, and staffing resources when and if required.

6.3 The report also mentions a potential allocation going forward of approximately £565,000 over the initial three-year implementation period 2027-2030 (subject to confirmation by DESNZ and annual funding approvals). Acceptance of future grant allocations will be subject to formal approval under the delegated authority requested within this report.

6.4 The proposed model has been developed through a series of detailed workshops led by the Department for Energy Security and Net Zero (DESNZ), involving the Greater Manchester Combined Authority (GMCA) and the participating local authorities of Oldham, Stockport and Trafford. Under this model, GMCA would act as the formal Zoning Co-ordination Body (ZCB), providing the overarching governance, strategic oversight and administration required by the forthcoming Heat Network Zoning legislation.

6.5 Responsibility for decisions relating to individual heat network zones would be delegated to the relevant local authority, ensuring that local knowledge, priorities and development plans remain central to decision-making.

6.6 Ongoing monitoring of expenditure and grant conditions will be undertaken by the service area in conjunction with Finance to ensure that funding is utilised in accordance with DESNZ requirements and that any unfunded financial commitments are not entered into by the Council. There is a cost centre (24083) already available to ensure funds are allocated correctly and monitored.

6.7 There are no further financial implications as a result of this proposal.

John Hoskins – Finance Manager

7 Legal Implications

7.1 Section 101 of the Local Government Act 1972 enables a local authority to arrange for the discharge of any of their functions by any other local authority and 2 or more local authorities may discharge any of their functions jointly and where arrangements are in force for them to do so, they may also arrange for the discharge of those functions by a joint committee of theirs or by an officer of one of them. The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000 provide that in an authority with a Leader and Cabinet (as in Oldham), the persons with the power to make arrangements to discharge functions which are the responsibility of the executive of the local authority to be discharged by another local authority or the executive of another local authority are the Cabinet, a member of the Cabinet or a committee of the Cabinet. Although the details of the proposed functions to be delegated to Oldham are yet to be specified in a statutory instrument, pursuant to section 101 of the Local Government Act 1972 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000, the Cabinet has the power to agree in principle to any delegation arrangements with the GMCA.

Alan Evans – Group Solicitor (Environment)

8. Procurement Implications

8.1 There are no immediate procurement implications against the recommendation that The Authority accepts the revenue grant funding detailed in this report. The Procurement Team will, however, provide guidance and support in relation to the expenditure of the funds. Procurement are already managing the tender process for a Strategic Energy Partner so are therefore embedded into the wider programme.

Tom Pyne – Assistant Director Procurement, Contract Management and Social Value

9 Equality Impact, including implications for Children and Young People

9.1 N/A

10 Key Decision

10.1 Yes

11 Key Decision Reference

11.1 KDD-26-16

12 **Background Papers**

12.1 None.

13 **Appendices**

13.1 Appendix A – proposed ZCB model

13.2 Appendix B – proposed funded Local Authority resource

Approved by the Chief Executive following consultation with the political group leaders who were in attendance as follows:- Councillors: Maggie Hurley, Sam Al-Hamdani, Paul Taylor, Ioan Williams, Arooj Shah, Lisa Navesey, Beth Sharp, Max Woodvine, Brian Hobin, Elaine Taylor, Kamran Ghafoor and Aisha Kouser Decision made under the authorisation contained in Section 9C (5) Delegations of Specific Officers of Part 3 (Responsibility for Functions) and Section 3.6 of Part 4 (Executive Procedure Rules) of the Council Constitution for the Chief Executive to take emergency decisions in respect of the Council's executive functions.
Signed:  Shelley Kipling, Chief Executive Dated: 05/11/2026
Date of Group Leaders meeting: 02/11/2026
Summary of feedback from the political group leaders: Group Leaders considered the implications of the proposed arrangements once grant funding ends and questioned whether the initiative could disincentivise development within the borough. Officers advised that the Government's intention is for the model to become self-funding over time while creating a more stable and supportive system for businesses. Group Leaders also requested the circulation of a red-edge map relating to the heat network zoning area. Further comments were made regarding report presentation, including the need to explain instances where Equality Impact Assessments are marked as not applicable and to make references to previous Cabinet decisions clearer.

Appendix A – proposed ZCB model

The recommended model, illustrated in Figure 1 below, is for GMCA to be designated as the Zone Coordination Body and to establish a new GMCA Sub-Committee to act as the ZCB Board, using GMCA's existing constitutional and delegation powers. GMCA would chair the ZCB Board and host central ZCB functions, including the Board secretariat.

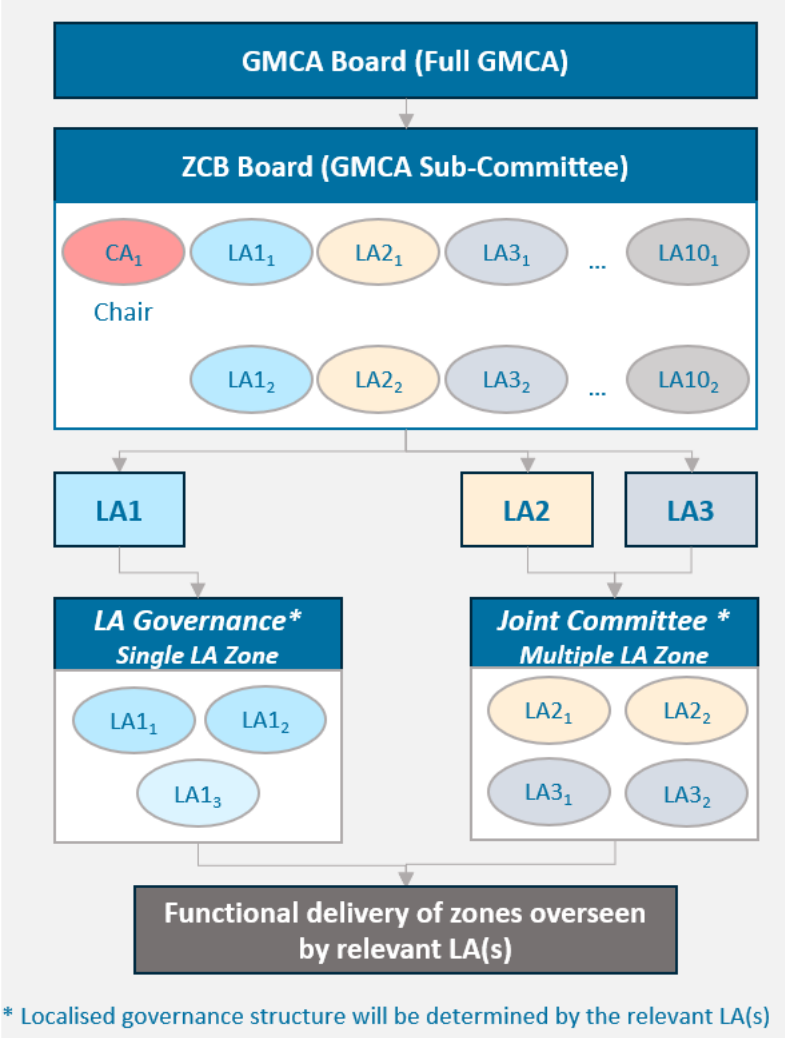


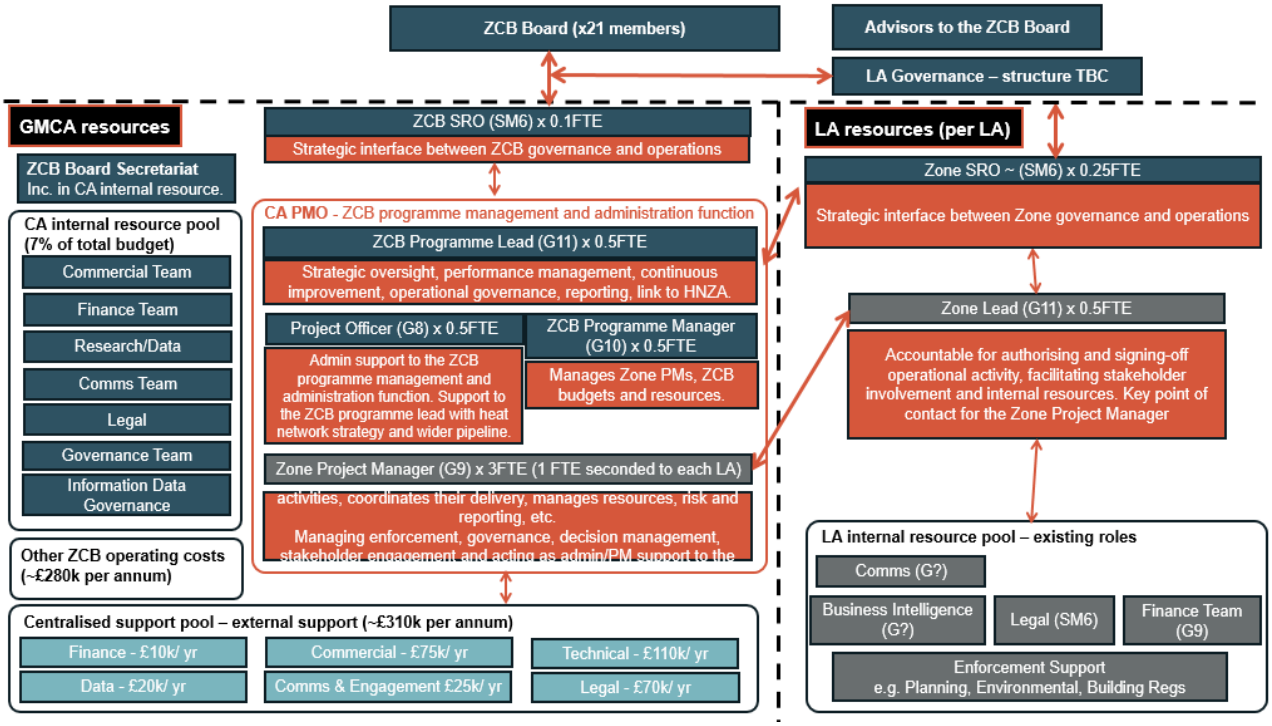
Figure 1: Recommended organisational and legal model for the Greater Manchester Zone Coordination Body

Local authority control over individual heat network zones is critical to their success. Using the GMCA Order 2011 would allow the GMCA to delegate non-reserved functions directly to constituent Local Authorities. Accordingly, zone-level decisions that do not require consideration by the ZCB Board would be delegated directly to the local authority. Where a zone spans multiple local authority boundaries, the decisions would be delegated to all relevant local authorities.

It is anticipated that participating local authorities would establish Zone Boards, or equivalent governance arrangements, to exercise delegated decision-making powers at a zone level. These arrangements would only be required once the Central Authority has invited a new zone to proceed. Governance arrangements would need to be developed in accordance with local authority procedures and the requirements of the Local Government Act 1972, including mechanisms for escalation to the ZCB Board where agreement cannot be reached.

Appendix B – proposed funded ZCB resource

Indicative ZCB resourcing arrangement under this model



Implementation Plan & Budget Request

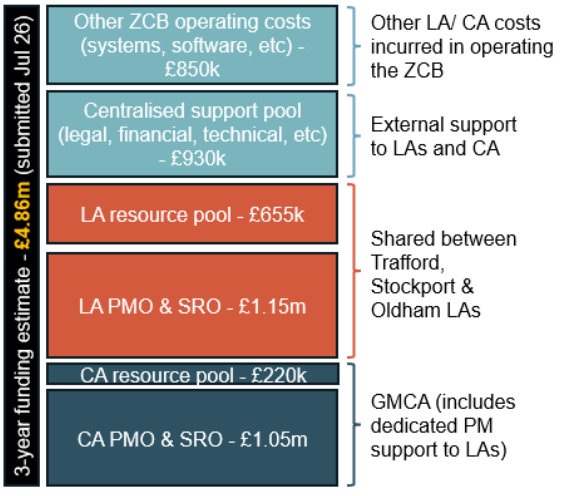
The **ZCB Implementation Plan** sets out the arrangements for establishing the ZCB and achieving operational readiness.

- The plan will be a live document, updated as the ZCB develops.
- Initial draft was submitted to DESNZ in April as a work in progress.

The **ZCB budget** sets out the funding required to establish and operate the ZCB during its first three years.

- A provisional budget estimate for the Trafford, Stockport and Oldham zones was submitted to DESNZ in July. Additional zones brought forward by the established ZCB are expected to require separate funding requests.
- The estimate was based on a detailed top-down and bottom-up assessment of the activities and resources required.
- Beyond the initial three-year period, the ZCB is expected to operate on a cost recovery basis (methodology to be developed).

The implementation plan and budget are being updated for GMCA approval before resubmission to DESNZ.



Anticipated Local Authority resourcing requirement

Potential new roles

Note incomplete – only assessed for zone stages E-H

LA - Zone Lead

Role summary

The Local Authority Zone Lead supports the ZCB in the planning, procurement, delivery and operation of heat network zones.

The role is responsible for coordinating zone delivery activities, managing developer selection and procurement processes, overseeing the development and implementation of Zone Development Plans (ZDPs), and ensuring projects progress through key governance and approval stages. Acting as the primary coordination point between the ZCB, Zone Developers, Building Owners, Heat Source Owners, regulators and other stakeholders, the postholder helps ensure the effective delivery of heat network infrastructure in line with statutory and policy requirements.

Responsibilities include managing programme milestones, coordinating procurement and market engagement activities, supporting the review and approval of Zone Development Plans, facilitating stakeholder communications, preparing recommendations for decision-makers, and overseeing project approvals through to operational delivery.

The role also supports compliance monitoring by identifying delivery risks, assessing potential non-compliance with consent conditions and ZDP requirements, coordinating responses to issues, and escalating matters where formal investigation or intervention is required.

Expected role core skills

Zone Stages: F, G, H
SPs: SP12, SP24, SP26

Zone Development and Delivery Management
- Coordinate activities across the zone development and delivery lifecycle.
- Monitor progress against Zone Development Plan requirements.
- Support mobilisation of appointed Zone Developers.
- Manage delivery milestones and phase approvals.
- Escalate risks, delays and issues affecting delivery.
- Coordinate progression into operational status.

Procurement and Developer Management
- Coordinate developer selection and procurement processes.
- Support market engagement and market testing exercises.
- Manage procurement governance requirements.
- Coordinate inputs from internal teams and external advisors.
- Review developer submissions and assessments.
- Manage appointment processes and developer onboarding.
- Confirm readiness and mobilisation of appointed Zone Developers.

Stakeholder Engagement & Communications
- Engage with Zone Developers, Building Owners, Heat Source Owners and regulators.
- Manage formal notifications and project communications.
- Coordinate consultation and engagement activities.
- Provide updates on project progress and key decisions.
- Communicate approvals, requirements and next steps.
- Notify relevant parties of appointments, approvals and operational decisions.

Approval, Governance and Decision Support
- Prepare recommendations and briefing material for decision-makers.
- Present cases for approval to authorised governance bodies.
- Coordinate governance reviews and sign-offs.
- Support approval of Zone Development Plans.
- Prepare documentation for operational approvals.
- Ensure decisions are implemented and tracked.

Compliance Oversight and Risk Management
- Identify potential instances of non-compliance.
- Assess whether formal investigation or escalation is required.
- Issue information requests and compliance notices where appropriate.
- Monitor delivery against consent conditions and ZDP obligations.
- Manage project risks and delivery issues.
- Escalate concerns through governance and enforcement routes when required.

Note incomplete – only assessed for zone stages E-H

LA - Zone Officer

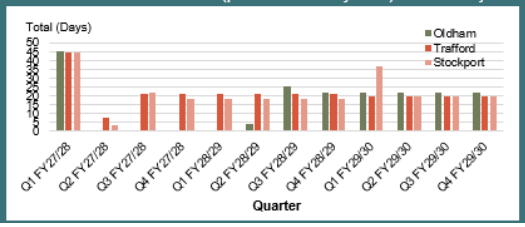
Role summary

The Local Authority Zone Officer supports the Zoning Coordination Body (ZCB) in ensuring that heat network zoning activities are delivered in accordance with statutory, regulatory and governance requirements. The role is responsible for administering governance and enforcement processes across the zoning lifecycle, ensuring that decisions are robust, auditable, effectively communicated and, where necessary, enforced.

The postholder acts as a key point of coordination between the ZCB, Zone Lead, network developers, building owners, heat source owners, statutory consultees and other stakeholders, supporting the implementation of zoning requirements through effective governance, stakeholder engagement and regulatory oversight. Responsibilities include coordinating approvals and decision-making processes, issuing statutory notices and formal communications, maintaining governance and compliance records, and providing assurance that statutory duties and procedural requirements are met.

The role also leads the administration of enforcement activities, including monitoring adherence to zoning requirements, assessing evidence, investigating potential breaches, managing enforcement actions, supporting appeals and reviews, administering penalties and cost recovery processes, and escalating cases of non-compliance where required.

Estimated time allocation (per LA over 3 years): ~ 233 days



Expected role core skills

Zone Stages: E, F, G, H
SPs: SP03, SP12, SP25, SP26, SP35, SP40, SP41

Governance, Approvals & Decision Management
- Coordinate governance and approval processes across the zoning lifecycle.
- Support decision-making forums, authorised approvers and governance bodies.
- Prepare decision notices, reports and supporting documentation.
- Manage stage sign-offs, approvals and formal decision records.
- Record decisions, conditions, justifications and outcomes.
- Publish decisions and supporting information where required.
- Ensure governance processes are compliant, transparent and auditable.
- Maintain governance records and assurance documentation

Regulatory Administration & Stakeholder Communications
- Prepare and issue statutory notices, directions, decision letters and compliance communications.
- Register designated zones and publish zone-related information.
- Notify and engage with Network Developers (NDs), Building Owners (BOs), Heat Source Owners (HSOs), statutory consultees and other stakeholders.
- Communicate decisions, requirements, obligations and regulatory expectations.
- Manage statutory consultations, representations and stakeholder responses.
- Provide guidance on rights, responsibilities, appeals and next steps.
- Maintain communication records and notification logs.
- Ensure all communications meet legal and procedural requirements.

Compliance Monitoring, Investigation & Enforcement
- Monitor compliance with zoning obligations, Zone Development Plans (ZDPs), consent conditions and connection requirements.
- Assess evidence of compliance and identify potential breaches.
- Issue information requests, notices and requests for supporting evidence.
- Investigate suspected non-compliance and determine whether formal enforcement action is warranted.
- Administer notices of intent, compliance notices, enforcement notices and penalties.
- Review representations and responses from regulated parties.
- Monitor corrective actions and assess whether breaches have been rectified.
- Support appeals, reviews and reconsideration processes.
- Escalate unresolved non-compliance in line with statutory procedures.
- Support the enforcement of connection, heat offtake and consent requirements.

Case Management, Records & Regulatory Assurance
- Maintain case files, statutory records and registers.
- Record notifications, decisions, investigations and enforcement actions.
- Develop and maintain complete audit trails and evidence repositories.
- Compile case files, evidence packs and supporting documentation.
- Ensure information quality, traceability and record completeness.
- Support internal assurance, audit and reporting requirements.
- Maintain records within case management and governance systems.
- Ensure decisions and enforcement actions can withstand legal and regulatory scrutiny.

Penalties, Cost Recovery & Financial Administration
- Administer penalty and enforcement cost recovery processes.
- Calculate, record and monitor enforcement-related costs.
- Issue cost recovery notices and associated documentation.
- Monitor penalty payments and repayment periods.
- Maintain accurate financial and enforcement records.
- Track outstanding payments and non-payment cases.
- Recommend escalation to debt recovery processes where appropriate.
- Support the recovery of enforcement costs in accordance with statutory requirements

Potential funded additional duties for existing support services

Note incomplete – only assessed for zone stages E-H

LA - Business Intelligence

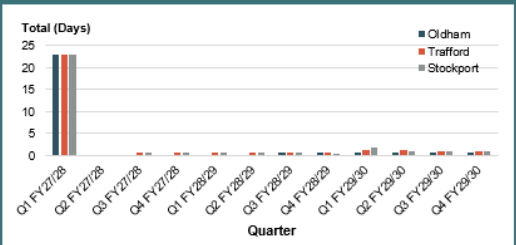
Role summary

The Local Authority Business Intelligence Officer supports the ZCB in managing and maintaining the information and datasets required to administer heat network zones and associated regulatory activities, ensuring that data is accurate, complete, auditable and fit for purpose.

The role involves reviewing and validating datasets and supporting evidence, maintaining statutory zone information and regulatory records, assessing data quality and information-related risks, and documenting assumptions, decisions and conclusions to support effective and transparent decision-making.

Responsibilities include reviewing evidence submitted in support of zone designation, exemption and reclassification applications; maintaining records of rights, restrictions and building classifications; supporting technical viability assessments; and recording enforcement and penalty information within case management systems. The role also includes preparing and maintaining internal decision records, breach summaries, penalty outcomes and justifications, ensuring regulatory information is complete and suitable for assessment, and supporting the development of processes for recording and managing enforcement cost recovery information.

Estimated time allocation (per LA over 3 years): ~31 days



Expected role core skills

Zone Stages: E, G, H
SPs: SP03, SP40, SP41

Decision Records & Case Documentation
- Draft internal decision records.
- Record breach summaries, penalty outcomes and supporting justifications.
- Store decision records within the Case Management Tool (CMT).
- Maintain accurate records supporting enforcement decisions.

Data Review & Validation
- Review NZM outputs and supporting datasets.
- Confirm the quality and completeness of input data.
- Validate evidence submitted to support zoning applications.
- Ensure information is suitable for assessment and decision-making.

Zone Information
- Confirm zone details have been published.
- Record information on rights and restrictions relating to Heat Network Zones.

Technical Assessment Support
- Identify data-related constraints and risks.
- Assess demand and supply information supporting technical viability.
- Evaluate risks and proposed mitigations.
- Confirm technical deliverability and support zone viability assessments.

Application Assessment Support
- Review evidence submitted for exemption and reclassification applications.
- Assess information against relevant exemption and reclassification criteria.

Information Governance & Documentation
- Document assumptions, findings and conclusions.
- Maintain accurate records of evidence and assessments.
- Apply information governance and data quality standards throughout the zoning process.

Note incomplete – only assessed for zone stages E-H

LA Legal Officer

Role summary

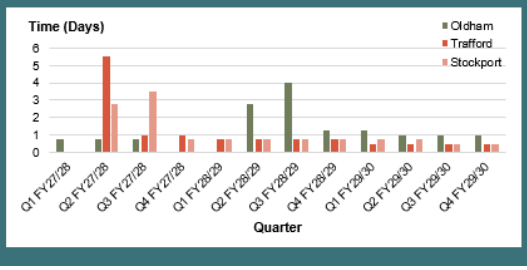
The Local Authority Legal Officer supports the ZCB in providing legal advice and oversight for regulatory and enforcement activities associated with heat network zoning.

The role involves reviewing legal matters relating to developer selection, exclusivity arrangements and enforcement actions, ensuring that statutory decisions are compliant with legislative requirements.

Responsibilities include issuing consent for exclusivity and setting any associated conditions, reviewing original decisions alongside feedback from the Zoning Authority, considering new information and representations, reaching legally sound conclusions on reconsidered decisions, and preparing clear reasons to support those conclusions.

The role also drafts and issues formal enforcement notices to Network Developers where required, provides legal assurance throughout regulatory processes, and supports the effective, transparent and legally compliant delivery of heat network zoning activities.

Estimated time allocation (per LA over 3 years): ~14 days



Expected role core skills

Zone Stages: F, G
SPs: SP35

Consents & Regulatory Approvals
- Issue consent for exclusivity to Zone Developers.
- Specify conditions associated with exclusivity consents.

Legal Review & Decision-Making
- Review original decisions and feedback from the Zoning Authority.
- Consider new information and representations.
- Reconsider remitted cases and reach conclusions.
- Prepare clear reasons supporting reconsidered decisions.

Enforcement Notices & Legal Compliance
- Draft and issue formal enforcement notices to Network Developers.

Note incomplete – only assessed for zone stages E-H

LA Finance Officer

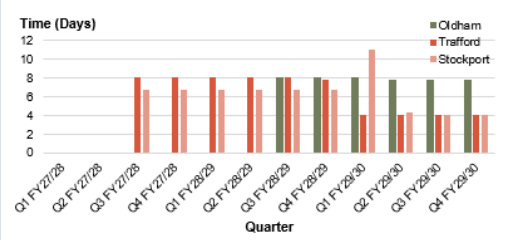
Role summary

The Local Authority Finance Officer supports the ZCB in managing the financial administration associated with enforcement activities and regulatory processes. The role involves calculating enforcement costs, developing and applying cost recovery methodologies, validating expenditure, and ensuring that costs are appropriately attributed to individual Network Developer enforcement cases.

Responsibilities include preparing enforcement cost notices, providing detailed cost breakdowns on request, receiving and processing payments, monitoring the recovery of enforcement costs and civil debts, and supporting decisions to escalate unpaid debts to debt collection where appropriate.

The role also maintains accurate financial records, compiles and reconciles staff time, consultant costs, legal invoices and administrative expenses against finance systems, supports the determination of recoverable enforcement costs, ensures that recovered funds are managed and transferred in accordance with financial governance requirements, and provides financial oversight to support the effective, transparent and compliant delivery of heat network zoning activities.

Estimated time allocation (per LA over 3 years): ~59 days



Expected role core skills

Zone Stages: G, H
SPs: SP12, SP40, SP41

Financial Validation & Cost Assurance
- Compile staff time records, consultant and legal invoices, and administrative overheads.
- Cross-check expenditure against finance systems.
- Attribute costs to individual Network Developer cases.
- Screen costs against enforcement actions to prevent double recovery of costs and penalties.

Enforcement Cost Assessment & Recovery
- Calculate enforcement costs incurred.
- Develop and apply methodologies for calculating recoverable costs.
- Determine the appropriate level of recoverable enforcement costs.
- Prepare enforcement cost notices and supporting documentation.

Debt Recovery & Financial Compliance
- Monitor the recovery of enforcement costs and civil debts.
- Support decisions to escalate unpaid debts to debt collection processes.
- Ensure financial activities comply with statutory and governance requirements.
- Support consistent financial administration throughout enforcement activities.

Financial Reporting & Governance
- Prepare detailed cost breakdowns using agreed calculation methodologies.
- Produce supporting financial documentation on request.
- Maintain records supporting enforcement cost recovery activities.
- Ensure financial information is complete, accurate and auditable.

Financial Administration & Payment Processing
- Receive and process payments relating to civil penalties and enforcement actions.
- Transfer recovered funds to the Consolidated Fund.
- Administer financial processes for the receipt of civil debts and enforcement payments.
- Maintain accurate financial transaction records.

Note incomplete – only assessed for zone stages E-H

LA Enforcement Officer

Role summary

The Local Authority Enforcement Officer supports the ZCB in ensuring compliance with zoning requirements.

The role involves monitoring adherence to statutory obligations, investigating potential breaches, gathering and assessing evidence, and managing enforcement processes.

Responsibilities include issuing compliance and enforcement notices, engaging with developers, building owners and heat source owners, reviewing representations, monitoring remedial actions, and escalating cases where non-compliance persists.

The role also supports appeals and review processes, administers penalties and cost recovery actions where required, maintains accurate records, and provides regulatory oversight to ensure the effective delivery and operation of heat network zones in accordance with legislative and policy requirements.

Estimated time allocation (per LA over 3 years): ~32 days



Expected role core skills

Zone Stages: E, F, G, H
SPs: SP03, SP12, SP25, SP26, SP35, SP41

Regulatory Administration & Statutory Notices
- Register designated zones and publish zone details.
- Publish notices to statutory consultees.
- Issue notices/directions to HSOs.
- Issue notices/directions to BOs, including exemptions where applicable.
- Issue notices of intention to require installation of equipment and heat offtake arrangements.
- Notify NDs, HSOs and other relevant parties of decisions and requirements.
- Issue connection notices to BOs where statutory conditions are met.

Case Management & Decision-Making
- Review applications and determine outcomes.
- Review representations from NDs and other parties.
- Consider requests to extend notice periods.
- Determine final requirements and consent decisions.
- Prepare and issue decision notices.
- Survey buildings, assess evidence and determine whether breaches have occurred.
- Determine whether formal enforcement action should commence.
- Reconsider cases remitted by the ZA.
- Review and implement appeal outcomes

Compliance Monitoring & Investigation
- Assess evidence of compliance.
- Issue information requests and notices requiring evidence.
- Record investigations and decisions.
- Assess whether identified breaches have been rectified.
- Monitor compliance with ZDPs, consent conditions, connection requirements and heat offtake obligations.
- Maintain audit trails and case records.

Enforcement & Regulatory Action
- Issue compliance notices specifying remedial actions.
- Enact consequences where breaches remain unrectified.
- Initiate penalty procedures where applicable.
- Issue enforcement cost recovery notices.
- Revoke consents or approvals where statutory requirements are not met.
- Enforce compliance with ZDPs.
- Enforce heat offtake requirements where NDs or HSOs fail to comply.
- Enforce connection requirements where NDs or BOs fail to connect within specified timeframes.

Stakeholder Engagement & Communications
- Communicate decisions, requirements and enforcement actions to NDs, BOs and HSOs.
- Manage statutory consultations and representations.
- Liaise with NDs during application and consent processes.
- Provide clear guidance on regulatory obligations, compliance expectations and appeal processes.

Publication, Records & Governance
- Publish consent decisions and supporting documentation.
- Maintain statutory records and registers.
- Ensure decisions are accurately documented and legally auditable.
- Support transparency, governance and reporting requirements.

Indicative cost breakdown for Local Authority roles

Zone SRO - Trafford	LA	SM6	0.25	113235.09	£	28,309		£	-	
Zone Lead - Trafford	LA	G11	0.75	88986.1	£	66,740		£	-	
Project Officer - Trafford	LA	G8	0.5	65607.86	£	32,804		£	-	
Zone SRO - Stockport	LA	SM6	0.25	113235.09	£	28,309		£	-	
Zone Lead - Stockport	LA	G11	0.75	88986.1	£	66,740		£	-	
Project Officer - Stockport	LA	G8	0.5	65607.86	£	32,804		£	-	
Zone SRO - Oldham	LA	SM6	0.25	113235.09	£	28,309		£	-	
Zone Lead - Oldham	LA	G11	0.75	88986.1	£	66,740		£	-	
Project Officer - Oldham	LA	G8	0.5	65607.86	£	32,804				
							£ 383,557	£	1,150,670	LA PM

