

Project Information Document

1. Oldham Green New Deal Partnership

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**Introduction**

Oldham Council (“The Council”) is seeking to develop a long-term energy partnership with a Strategic Delivery Partner (“the Delivery Partner”). The Delivery Partner will work in collaboration with the Council, key stakeholders and organisations to bring about the transformation and decarbonisation of Oldham’s energy infrastructure. The Partnership (“Joint Venture Partnership” / “JV Partnership”) will facilitate Oldham’s transformation to net zero whilst improving the wellbeing of Oldham's local communities.

The Council and Delivery Partner shall work together to originate, define, develop, finance, deliver and operate a broad range of decarbonisation projects and initiatives across Oldham. The Delivery Partner is expected to leverage its expertise, experience, capacity and capabilities to innovate and generate holistic and deliverable energy solutions.

The JV Partnership's key anchor project is the Town Centre Heat Network including the existing St Mary’s scheme, which will serve as the foundation for a regional Heat Network. The Council has secured an £8.87 million grant from the Green Heat Network Fund (“GHNF”) to support this initiative, with plans for future expansion under the Advanced Zoning Programme (“AZP”).

This is an exciting opportunity to develop a long-term partnership to take forward a range of schemes over the years to come, forging a unique eco-system of public, private and community organisations for positive environmental, social and economic change and to make a significant impact on a key borough in Greater Manchester.

This Project Information Document provides a thorough overview of the JV Partnership and the opportunities it presents. It is organised into three sections:

* Part 1 – This section lays the groundwork by explaining the opportunity and the context surrounding it, introducing the core principles of the JV Partnership.
* Part 2 – This section explores each Project Category in further detail with reference to the core principles set out in Part 1.
* Part 3 – This section includes appendices that offer additional information on the content set out in Parts 1 and 2.

**Glossary**

|  |  |
| --- | --- |
| Term | Definition |
| Annual Business Plan | A yearly plan outlining specific goals, strategies, and actions for the JV Partnership. |
| Borough | The administrative area of Oldham Council |
| Community Led Energy Plan (Community LEP) | Strategic document developed by local community groups to identify and prioritise net zero projects. |
| Delivery Group | A cross-sector forum of stakeholders providing oversight of the OGND delivery programme, supporting stakeholder engagement, and promoting collaboration across sectors to benefit Oldham’s businesses and communities. |
| Delivery Partner | The organisation partnering with the Council in the JV Partnership. |
| Eco-System | The network of diverse stakeholders, including the Delivery Group and Community Partnership, supporting the delivery of the OGND through engagement and collaboration. |
| First Choice Homes Oldham (FCHO) | A housing association managing social housing and the current owners of the St Mary’s Heat Network. |
| Gateway-specific Project Acceptance Criteria | Sets out the requirements that must be met at each Gateway. The breadth and depth of criteria increases as the project moves through the Gateway process. |
| General Project Acceptance Criteria | Sets out the general criteria that all projects must meet as a minimum requirement. This applies at all stages of the Gateway Process. |
| Independent Assurance Provider (IAP) | An external entity appointed by the Council to provide independent review and assessment of the JV Partnership’s project proposals. |
| Strategic Partnership | The Partnership between the Council and the Delivery Partner, formalised through an unincorporated Joint Venture Contractual Agreement. |
| Key Performance Indicator (KPI) | A measurable value used to evaluate the success of the Strategic Partnership and individual projects in achieving their key objectives. KPIs are used to track performance, monitor progress, and ensure that activities align with strategic goals. |
| Local Area Energy Plan (LAEP) | A strategic plan developed to identify investment opportunities in renewable energy, energy demand, and network constraints within a specific local area. The LEAP provides a comprehensive analysis to guide the transformation of the local energy system, supporting the achievement of net zero targets. |
| Local Energy Plan (LEP) | A community-led energy plan setting out ward-level aspirations for low carbon energy and green infrastructure projects according to local priorities and knowledge. The Community Led Energy Planning process aims to use the LAEP as a starting point for potential future projects but test it against local knowledge and priorities to produce a realistic and deliverable energy plan which has democratic legitimacy and support. |
| Local | Pertaining to the Oldham borough and its immediate surroundings. |
| Oldham Green New Deal (OGND) | Oldham Council’s strategy and initiatives aimed at achieving carbon neutrality in Oldham. |
| Project Categories | The three types of projects for the Strategic Partnership:   * Town Centre Heat Network: Development and operation of the Town Centre Heat Network. * Council Pipeline Projects: Projects related to Council-owned assets. * Borough Wide Projects: Opportunities across the borough based on the LAEP and Community LEPs. |
| Project Proposal | Stage 1 in the Gateway Process. A short and concise project summary that should provide enough information to determine the project's viability and strategic value |
| Service | A Service that is drawn down from the Service Catalogue. |
| Service Catalogue | A list of technical, commercial and financial provided by the Delivery Partner to local businesses, residents and landowners. |
| Social Enterprises | Organisations prioritising social impact over profit through commercial strategies. |
| Social Value Strategy | A plan that will be implemented by the Strategic Partnership to identify, measure and manage social value projects and contributions. |
| Stakeholder Engagement Plan | A strategic document that outlines how the Strategic Partnership will communicate and interact with stakeholders, detailing the methods, frequency, and channels of engagement. |
| Strategic Business Plan (SBP) | A 5-year plan outlining the Partnership's strategic goals and actions over the period. |
| Strategic Programme | A multi-site Programme which brings together various individual projects. The Strategic Programmes will be focused on one of three asset classes:   * Heat networks * Electricity generation & storage * EV Charging Infrastructure |
| The Heat Network | The St Mary’s Heat Network and its proposed expansion for sustainable heating solutions. |

**Abbreviations**

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| --- | --- | --- |
| Abbreviation | Term | |
| ABP | Annual Business Plan | |
| AZP | Advanced Zoning Programme | |
| CHP | Combined Heat and Power | |
| CLES | Centre for Local Economic Strategies | |
| Community LEP | Community Led Energy Plan | |
| Council | Oldham Metropolitan Borough Council | |
| DESNZ | Department of Energy Security and Net Zero | |
| EV | Electrical Vehicle | |
| EVCI | Electric Vehicle Charging Infrastructure | |
| FBC | Full Business Case | |
| FCHO | First Choice Homes Oldham | |
| GHNF | Green Heat Network Fund | |
| GMCA | Greater Manchester Combined Authority | |
| IAP | Independent Assurance Provider. | |
| SP | The Strategic Joint Venture Partnership | |
| KPI | Key Performance Indicator | |
| LAEP | Local Area Energy Plan | |
| LEP | Local Energy Plan | |
| OBC | Outline Business Case | |
| OGND | Oldham Green New Deal | |
| PAC | Project Acceptance Criteria | |
| PPA | Power Purchase Agreements | |
| SBP | Strategic Business Plan | |
| SPV | Special Purpose Vehicle | |
|  | |

Project Information Document – Part 1

Core principles of the Strategic Partnership

1. **Context and Background**
   * 1. **UK Context**

The UK has pledged to achieve net zero emissions by 2050, meaning that the total greenhouse gases emitted will not exceed those removed from the atmosphere. To meet this ambitious target, significant transformations in heat, electricity, and transport systems across the country are essential. The UK government has outlined its strategies in two pivotal documents; the Net Zero Strategy (2021) and Powering Up Britain: The Net Zero Growth Plan (2023). Additionally, the UK has committed to a 68% reduction in emissions by 2030 as part of its obligations under the Paris Agreement.

The Labour government has demonstrated a firm commitment to net zero through the introduction of several policy developments in 2024, including:

* **The Great British Energy Bill** which aims to establish a publicly owned clean power company to boost investment in renewable energy.
* **The Crown Estate Bill**, designed to eliminate barriers and facilitate investment in public infrastructure.
* **The Advanced Zoning Programme (“AZP”)**, designed to transition to low-carbon heating solutions, particularly in urban areas with high heating demands.

Local and regional authorities are essential in helping the UK achieve its net zero targets. So far, more than 300 local authorities have declared a Climate Emergency. There is a clear recognition across the sector that there is an urgent need for enhanced funding, capabilities, and resources to develop net zero projects at the speed and scale required to meet local, regional and national climate goals.

It is against this national backdrop that this opportunity sits. Oldham Council (“the Council”) is confident that the appropriate support mechanisms are in place at a national, regional and local level to make Oldham’s Strategic Joint Venture Partnership (“Strategic Partnership”) a success and a first-of-a-kind project for Greater Manchester Combined Authority (“GMCA”).

* + 1. **Regional Context**

The Borough of Oldham is part of Greater Manchester and falls under the GMCA. GMCA has developed a Five-Year Environment Plan, which has five key objectives, two of which are particularly notable in this context:

1. **Mitigating Climate Change**: The goal for the Borough of Oldham is to achieve carbon neutrality by 2038 while adhering to carbon budgets that align with international commitments.
2. **Air Quality**: The aim is to enhance air quality by meeting WHO guidelines by 2030 and assisting the UK government in achieving and maintaining all thresholds for key air pollutants as soon as possible.

While GMCA's targets offer a strong foundation, Oldham has established ambitious goals that surpass those set by GMCA in its pursuit of reaching net zero.

In July 2019, the Council declared a climate emergency, acknowledging the urgent need to tackle climate change and its effects. This was followed by the adoption of the Oldham Green New Deal Strategy in March 2020, which set a net zero target for the Borough by 2030.

To facilitate Oldham's journey, the Council is planning to set up a Strategic Partnership with a Delivery Partner. The Strategic Partnership will unlock opportunities and navigate existing hurdles, thereby supporting both the Council’s and GMCA's net zero objectives.

This initiative is supported by GMCA, the Strategic Partnership is a key workstream of the £6.2m GMCA Local Net Zero Accelerator programme, and aims to demonstrate a comprehensive delivery model for full-spectrum energy system decarbonisation at a local authority level. GMCA views this as a valuable opportunity for shared learning and recognises that this could provide a framework for the development of net zero solutions across the GMCA region.

* + 1. **Introduction to Oldham**

Oldham is an historic town and borough, located to the northeast of Greater Manchester in the Pennines, and is c.7 miles from Manchester City Centre. Oldham has a rich heritage, resilient communities, and a diverse population. However, Oldham also faces complex challenges which are a legacy of the economic past, including, for example, in-work poverty, health inequalities and youth unemployment.

In the face of pressing environmental challenges, there is a compelling need for ambitious and innovative solutions that can pave the way for a sustainable future. At the forefront of this effort is the Oldham Green New Deal (OGND), a transformative initiative aimed at guiding the community towards achieving net zero emissions.

The vision outlined in the OGND Strategy is to: ***“Make Oldham a greener, smarter, more enterprising place.”*** The OGND seeks to achieve net zero by fostering a better future for local communities, including businesses, organisations, individuals, and community groups, while also enhancing local wealth.

The Council's strong commitment to enhancing community well-being is evident through its strategic investments in sustainability and energy initiatives, a summary of the key strategies and interventions is noted below. Further details of the strategies, plans and interventions are set out in Appendix 1.

|  |  |
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| Strategies and Plans | |
| **The Oldham Green New Deal Strategy**[[1]](#footnote-2) | The Council’s climate change mitigation strategy, adopted in March 2020. The strategy provides stretching targets for net zero in the Oldham Local Authority area, aiming for net zero by 2030. Total emissions for 2022 (latest year available) were 780.2 ktCO2, and per capita emissions were 3.2 tCO2, significantly down from 2021 (864.3 ktCO2 and 3.6 tCO2 respectively) and maintaining Oldham’s position as having the lowest total and per capita carbon footprints in Greater Manchester. |
| **Oldham Corporate Plan[[2]](#footnote-3)** | Establishing Oldham as a “Green and Growing” borough and making Oldham a great place to live – supporting people to live healthier, happier lives. |
| **The Oldham Social Value Plan** | Sets out objectives to develop a sustainable economy; support the local environment; promote community energy; enhance green spaces; and encourage low-carbon transport choices. |
| **Oldham’s Local Area Energy Plan (LAEP)** | A LAEP was created for Oldham by the Energy Systems Catapult, as part of the pioneering GMCA Local Energy Market project which saw the creation of the first LAEPs in the UK. The LAEP aims to define the extent of the transformation needed across Oldham, and provide an evidence base to help engage businesses, citizens and communities. |
| **Community-Led Energy Planning & Local Energy Plans (LEP)** | Community-Led Energy Planning is central to the Council’s strategy for achieving an inclusive and just energy transition. Pilot LEPs in Coldhurst and St. James’ wards (currently being refreshed) have already demonstrated the value of this approach. |

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| Interventions | |
| **Advanced Zoning Programme (AZP)** | Oldham is participating in the AZP, which seeks to provide low-carbon heating solutions in areas with significant heating needs. |
| **Creating a Better Place - strategic regeneration programme**[[3]](#footnote-4) | The programme includes ambitious plans already in delivery for the redevelopment of the town centre, it includes key projects such as the net zero compliant renovation of the Spindles complex. |
| **Oldham** **on Health and Wellbeing** | Warm Homes Oldham was launched in 2013 to support people with health challenges to improve their homes with energy efficiency measures, and utilised funds from the Energy Company Obligation alongside additional funds from health and council sources. |
| **Oldham Green Business Network** | The Council is working with GM Green Economy to establish an Oldham Green Business Network to ensure that local green technology and services supply chain businesses can play an integral role in the delivery of Oldham’s Green New Deal. |
| **Green Technology and Services sector study** | The Green Technology and Services sector study and action plan are key documents showing the scale of the opportunity for Oldham. |

**In order to build on the existing work to date there is a need to secure external, specialist expertise and funding to achieve decarbonisation across the Borough. This need has led the Council to identify the necessity for a Strategic Partnership with a private sector Delivery Partner. The Council believes that achieving Oldham’s net zero goals is best done through collaboration with a Delivery Partner to develop a co-produced shared vision that actively engages the community and stakeholders.**

1. **Strategic Partnership Opportunity** 
   1. **Introduction to the Joint Venture Opportunity**

The Strategic Partnership represents a collaborative initiative between the Delivery Partner and the Council. The Strategic Partnership will be formalised through a contractual arrangement.

The Council expects the Strategic Partnership will last a minimum of 15 years, with options to extend in 5-year increments up to 25 years.

* 1. **Strategic Partnership Aims and Actions**

The Strategic Partnership will focus on achieving the following aims which will be supported by the outlined actions.

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| --- | --- |
| Aims | Actions |
| Decarbonising the energy system in Oldham | * Support carbon emission reduction by developing and commercialising energy efficiency, energy generation, demand-side management and other energy-system related projects, including innovative solutions for grid decarbonisation, in line with national and regional net zero targets. * Support the development and delivery of community-led LEPs for the Borough. * Develop and build a Low Carbon Heat Network. |
| Building Local community wealth, delivering Social Value and fostering Local economic growth | * Develop a Service Catalogue to advance local net zero projects. * Cross-subsidise projects to maximise decarbonisation and social value while generating income for reinvestment in energy infrastructure and community-related energy projects to ensure a balanced project portfolio for the Strategic Partnership. * Create local jobs and training opportunities, utilising and supporting the development of local supply chains including Social Enterprises. |
| Increasing community and wider stakeholder engagement | * Utilise the existing Oldham Eco-System to engage with residents, communities, businesses and public sector agencies, fostering cross-sector collaboration and shared ownership models to shape and benefit from new green energy infrastructure. |

Further detail on each of these aims and actions is detailed below.

* 1. **Decarbonising the energy system in Oldham**
     1. **Potential Project Opportunities**

To achieve the aims of the Strategic Partnership it is essential that the Strategic Partnership develops and delivers projects in conjunction the Council and the wider public and private sector organisations within Oldham. The Council has identified three categories of projects:

* **Development of the Town Centre Heat Network:** The Delivery Partner is expected to develop and operate the Town Centre Heat Network, which is expected to include the existing St Mary’s Heat Network. The Town Centre Heat Network shall form part of a wider zonal heat network for the borough.
* **Council Pipeline Projects:** The Council has identified several project development opportunities related to assets and projects under its ownership and control. To date, most of these opportunities have progressed to feasibility stage.
* **Borough Wide Projects:** The third category encompasses broader opportunities across the borough that do not involve the Council estate. The Council will facilitate and support the identification and development of pipeline of opportunities throughout the Borough. The LAEP and the community-led LEPs will serve as a foundational basis for some of the potential opportunities that the Council anticipates the Strategic Partnership will explore. The Oldham Green New Deal Ecosystem (shown in Section 2.5) will provide engagement routes to the key local stakeholders to enable the creation of the longer-term project pipeline.

Each of these Project Categories are set out in further detail in Part 3 of the Project Information Document.

* + 1. **Strategic Programmes**

The Council expects the Delivery Partner to take a strategic approach to decarbonising the Borough and developing projects. A significant aspect of this will require the Delivery Partner to identify and develop Strategic Programmes, to exploit the interconnected synergies of various projects, for example decentralised local energy systems. The Council expects the Strategic Programmes will be focused on each of three asset classes:

* Heat networks
* Electricity generation & storage
* EV Charging Infrastructure

Each Strategic Programme will allow the Delivery Partner to also benefit from the opportunities for interconnectivity between projects. For example, the development of a strategic multi-site programme for electricity generation and storage using the Council Pipeline projects, which could include the following individual projects (see Appendix for further details on each project):

* Ground mounted solar on Council land
* Wind farm on Council land
* Building mounted solar on Council buildings

The Council expects that a Strategic Programme must incorporate other Borough Wide projects comprising other public and private sector organisations from different project categories. All of this should be captured and consistent with the development of Local Energy Plans.

* 1. **Building Local community Wealth, delivering Social Value and fostering Local Economic Growth**

A key focus of the Strategic Partnership will be to engage with, empower, and support the Local community. The activities of the Strategic Partnership should drive forward the priorities of Local residents and community reinvestment.

The Council wants to ensure the Strategic Partnership truly builds community wealth for Oldham and delivers a future energy system which is shaped by its communities. The Strategic Partnership will aim to;

* Enhance Local economic development by retaining wealth for Local people and places;
* Promote a wellbeing economy through Local enterprises, productive land use, progressive employment practices, and Local supply chains.

By supporting Local economic and social value outcomes, the Strategic Partnership will foster meaningful engagement with the community, enhancing buy-in for new energy infrastructure projects and reducing associated risks.

* + 1. **Service Catalogue**

One of the key actions of the Strategic Partnership is the development of a Service Catalogue to advance net zero projects across the Borough, in order to deliver regional decarbonisation across public and private sector estate and buildings.

The Service Catalogue will comprise a comprehensive list of services that the Delivery Partner can offer to organisations within the Borough including local businesses, landowners and community groups. While these services are expected to be paid for by the recipient, there may be opportunities for cross-subsidisation to enhance affordability.

The full range of services could extend from an initial feasibility study to project delivery and operation, and could also include financing options, across all low carbon infrastructure asset classes as set out in the KPIs.

It is intended that the Delivery Partner will develop the range of service offerings. The Council expects that the range of potential services will include:

* The development of feasibility studies and project appraisals
* Application for grant funding (where available)
* Procurement of construction services
* Provision of project management services
* Technical consultancy, such as renewable energy system design and installation
* Provision of finance
* Maintenance and support services for completed projects

The Service Catalogue could also include a ‘one stop shop’ package for homes or businesses bringing all of the services above together in a single offer/ service.

* + 1. **Creating a Balanced Portfolio**

The Council is committed to ensuring that the Strategic Partnership creates a balanced portfolio of energy initiatives that enhance economic, environmental, and social well-being. It is recognised that some projects may yield lower financial returns and require higher-risk capital for initial proof of concept. The Strategic Partnership will develop a mechanism that ensures a variety of projects are taken forward, including those that may have competing financial and qualitative attributes (e.g. social value, and/or environmental objectives)

The Strategic Partnership will seek out opportunities for social impact finance, allowing for blended, grant-supported, or philanthropic funding to achieve key social outcomes alongside more immediately financially viable projects.

* + 1. **Local Jobs and Supply Chain Development**

The Strategic Partnership will establish processes to evaluate and leverage the Local supply chain throughout the full project lifecycle (from development to operation), with the goal of enhancing the Local economy and generating job opportunities in Oldham.

The Council plans to incorporate Key Performance Indicators (KPIs) to measure progress in these areas and expects the Delivery Partner to formalise their approach to fostering Local economic growth through the Strategic Partnership's activities.

GM Green Economy support

The GM Green Economy is part of the GM Business Growth Hub, is funded by GMCA to provide specialist business support and advice to grow the local low carbon sector and drive business decarbonisation.

The Council has partnered with GM Green Economy to provide a range of fully funded support services for Greater Manchester based businesses looking to access and be part of the opportunities presented by the OGND. An overview of services available to businesses include:

* Visibility of services on the Green Economy Market Place via a searchable profile with access to opportunities including those emerging from the Oldham Green New Deal
* Access to an advisor providing 1-1 growth advice, including but not limited to market research, competitor analysis, business planning and diversifying supply chains.
* Training, events and community peer networking across Oldham and Greater Manchester.

It is recommended that bidders engage with GM Green Economy to develop their offer in respect of Local supply chain development including their Market Transformation Commitments Strategy in respect of the Heat Network.

* 1. **Increasing community and wider stakeholder engagement**

To achieve the above aims, the Strategic Partnership must utilise local structures and resources to facilitate its efforts. The Strategic Partnership will play a crucial role in establishing positive, trusted, and long-term relationships with businesses and residents across Oldham.

Oldham is committed to stakeholder engagement as a cornerstone of its strategy. The Council has invested significant time in creating an Eco-System of diverse stakeholders to support the delivery of the OGND.

Key components of this Eco-System include the Delivery Group and the Community Partnership, which provide pathways for engagement and collaboration with the private and community sectors. An overview of the Eco-System and the key components is provided below. Further detail on the Delivery Group, the Community Partnership and the Independent Assurance Provider (IAP) is provided below, and further information is available in the Appendix.

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* + 1. **Oldham Green New Deal Delivery Group (“the Delivery Group”)**

**Participants:** The Delivery Group represents a wide range of stakeholders including Council Officers, GMCA, local supply chain businesses, Oldham anchor organisations such as housing, health and education providers, community groups and currently also includes funded expert advisors such as Carbon Coop and CLES.

**Areas of activity in relation to the Strategic Partnership:** The key aim of the Delivery Group is to enable effective collaboration across public, private and community sectors, supporting the origination of new project ideas and building a holistic approach to delivery which enables Oldham’s businesses and communities to participate and benefit.

**Role in relation to the Strategic Partnership**: The Delivery Group will act as a critical friend to the Strategic Partnership, promoting its objectives and supporting stakeholder engagement whilst leveraging the technical and delivery expertise within the Delivery Group. The Delivery Group will support the Strategic Partnership by offering guidance and advice on a wide range of considerations, including but not limited to:

* Integrating the Strategic Partnership’s work with Oldham’s anchor institutions’ strategic approach to sustainability.
* Ensuring awareness of Strategic and Annual Business Plans to enable forward planning and engagement amongst all stakeholders including (e.g. ENWL in respect of grid capacity).
* Identifying the needs of stakeholders and potential areas where the Strategic Partnership can support to deliver shared Green New Deal objectives
* Engagement with the Oldham Green Business Network (e.g. via GM Green Economy).
* Identifying and securing opportunities within the local supply chain (e.g. via GM Green Economy).
* Ensuring that residents have access to skill development and employment opportunities in the GND sector. (e.g. via The Oldham College and Sixth Form College)
* Identifying routes to engagement with land and asset owners in the Borough who may wish to draw down services from the Service Catalogue.

It is expected that some of these organisations may develop strategic relationships with the Strategic Partnership to support the identification and development of projects across the Borough.

**Points of engagement:** The Delivery Group is maintained by the Council which is responsible for arranging the meetings and preparing agendas, working with the Chair The group meets monthly via Teams, with a longer workshop-style session held as a hybrid meeting every quarter. The Delivery Group is a sub-group of the Council’s Economy Board which meets regularly as a hybrid meeting and receives an update report from the Delivery Group as a standing agenda item. For specific Green New Deal related Economy Board agenda items, additional attendance from Delivery Group members and / or the Delivery Partner may be appropriate.

* + 1. **Community Partnership (to be developed)**

**Participant**s: The Community Partnership will include stakeholders including, Action Together, Community Representatives and third sector organisations.

**Areas of activity in relation to the Strategic Partnership**: The Community Partnership will advocate for the needs and wants of Oldham’s communities and will focus on the social elements of the GNDP needed to deliver an inclusive and just transition for Oldham.

The Community Partnership will predominantly focus on highlighting community priorities to the Strategic Partnership and will create avenues and mechanisms (such as Community Led Energy Planning) to engage with communities around prospective and live energy projects.

**Role in relation to the Strategic Partnership:** The Community Partnership is currently in development. The Delivery Partner will have the opportunity to inform and shape this group to ensure it will be effective in terms of engagement and project ideation. It is envisaged that the Community Partnership will act as a critical friend to the Strategic Partnership, highlighting opportunities for borough wide engagement, and providing community intelligence to the JV.

**Points of engagement:** The Community Partnership does not yet exist as a group which meets but is expected to have a third sector chair such as Action Together with expertise in representing communities and residents, which will also maintain the group, arranging meetings and preparing agendas. It is envisaged that the Community Partnership will have been convened by the time of the appointment of the Delivery Partner and will meet regularly to discuss items arising from the Oldham Green New Deal programme.

* + 1. **Independent Assurance Provider (IAP)**

**Participants:** The Council has appointed an IAP. The IAP is contracted to the Council.

**Areas of activity in relation to the Strategic Partnership:** The IAP will provide assurance to the Council through reviewing and assessing the Strategic Partnership’s project proposals for viability and alignment with the Council's strategic objectives.

**Role in relation to the Strategic Partnership:** The IAP's involvement ensures that the Strategic Partnership's initiatives are robust and well-planned to achieve desired outcomes. This independent oversight provides the Council with confidence that projects are deliverable and meet the required standards. By collaborating with the Strategic Partnership, the IAP helps to identify potential issues early on and offers recommendations for improvement. This enhances the project quality and feasibility for informed decision-making.

**Points of engagement:** The IAP will be engaged to assist with activities related to Strategic Partnership governance and project development governance processes. This includes, but is not limited to, business plan development and advancement through the gateway processes.

* + 1. **Key obligations of the Strategic Partnership in regard to stakeholder engagement**
* The Strategic Partnership’s Annual Business Plan will include a Stakeholder Engagement Plan which will set out in detail how the Strategic Partnership will ensure active participation of the Eco-system stakeholders.
* The Council will act in a facilitation role to ensure maximum impact across the Borough by enabling engagement with the public, third sector and private sector; as well as with communities, residents and businesses in Oldham.
* The Strategic Partnership will engage with the Delivery Group and the Community Partnership on a regular basis to consider and progress ideas for new projects from both groups.
* The Strategic Partnership will be expected to leverage expertise and support from third-party organisations like Carbon Co-op and CLES (subject to funding) and community energy organisations and networks that have established using support from the national Local Power Plan (Great British Energy).

The Council expects that stakeholder engagement will be measured as a KPI, ensuring that the Strategic Partnership consistently and meaningfully engages with the Eco-System.

* + 1. **Carbon Co-op and the Centre for Local Economic Strategies (CLES)**

Both organisations have been supporting the Council on its journey to date with regards to the Strategic Partnership opportunity and development of LEPs and have a wealth of knowledge and understanding of Oldham’s approach to energy system transformation, economic development and community engagement.

While their commissions with the Council end in March 2026 and June 2025 respectively, the Delivery Partner may wish to consider collaborating with them in the future (after conclusion of the procurement process\*) to support various activities that align with the Strategic Partnership’s objectives for example;

* Sharing knowledge about Oldham, including current groups, local businesses, communities and on-going activities such as domestic retrofitting.
* Assisting in the development, design and implementation of community-led LEPs;
* Contributing to the creation of a borough-wide project pipeline, providing the Delivery Partner with insights to maximise benefits from the Eco-System;
* Supporting efforts to utilise to localise supply chains where possible, in collaboration with GM Green economy and building on the spend and supply analyses already completed for the Council;
* Supporting the monitoring of Social Value Projects, to strengthen Annual and Strategic Business Plan reporting
* Identifying and sourcing grant funding available to non-profit third sector organisations.

\* Please note that as both organisations are currently advising the Council, neither organisation will be able to take part in this procurement process as a bidding partner, consortium partner or sub-contractor.

1. **Strategic Partnership Roles and Responsibilities**
   1. **Roles and Responsibilities**

A summary of the key roles and responsibilities of each partner are detailed below, these will be set out within the Joint Venture Contractual Agreement.

* + 1. **Roles and Responsibilities – The Council**

The Council will play a pivotal role in facilitating and supporting the Strategic Partnership’s initiatives. Key responsibilities include:

* **Stakeholder engagement:**
  + Act as the primary stakeholder for engagement within the Eco-System, ensuring that all relevant parties are involved, and their contributions are thoughtfully considered to shape projects that align with local priorities.
  + Take a lead role in facilitating engagement with wider stakeholders, such as GMCA, United Utilities, Electricity Northwest, the Department for Energy Security and Net Zero, GB Energy and the Northwest Net Zero Hub; as well as the Local Government Association and other professional associations for the local government sector.
  + Facilitate engagement with social investors which may include organisations such as the National Wealth Fund and emerging initiatives from GMCA, Green Finance Initiative and 3Ci, and government-funded bodies such as Connected Places Catapult, Energy Systems Catapult and Innovate UK.
  + Support the development of the Heat Network throughout the Borough, both within and external to the Heat Network Zone, and provide an avenue of communication with neighbouring boroughs to explore opportunities for further expansion.
  + Facilitate access to third party bodies including housing developers and other relevant private and public sector organisations in the Borough.
  + Facilitate engagement with regulators, such as Ofgem, to identify opportunities to use the Strategic Partnership to test new ways to save costs and deliver benefits to residents through the transformation of the local energy system.
  + Where required, facilitate conversations across Council directorates (e.g. Estates & Property, Planning, Transport & Highways, Housing, Legal etc).
* **Project Development** 
  + Support the co-origination and co-development of activities and project pipeline.
  + Establish and maintain a Council Client Function that the Delivery Partner can access as needed to support its activities. This Client Function will include representatives from key directorates within the Council, including Planning, Estates and Property, Housing, Finance, and Procurement. For more details, please refer to Appendix 4.
  + Appoint a dedicated Client Function Manager to serve as the main point of contact.
  + Where possible, integrate the Strategic Partnership with the Council’s broader programmes to facilitate and de-risk investment, including regeneration, housing, highways, property and assets, transport, economic development, and community engagement. This will ensure a cohesive approach to advancing the Strategic Partnership's initiatives while providing necessary support and resources.
  + Collaborate with the Delivery Partner to identify and pursue government and regional devolved funding opportunities, including grants and financial incentives from the Government's Net Zero Innovation Portfolio.
* **Governance:**
  + Provide sufficient resources (as defined in the Contractual JV Agreement) to support the governance process and take overall responsibility for preparing reports for Council Cabinet approval and progressing through the approvals system.
  + Actively monitor and manage the agreed-upon KPIs to ensure that sufficient progress is being made toward achieving them.
  + Work collaboratively with the Delivery Partner to support the development of the Strategic and Annual Business Plans.
* **Other commitments:**
  + Provide a dedicated co-working space at Council offices in the newly renovated Spindles complex. 
    1. **Roles and Responsibilities – Delivery Partner**

The Delivery Partner will lead the operational aspects of the Strategic Partnership and drive its strategic initiatives. Key responsibilities include:

* Lead origination of opportunities and development of business cases for approval through the governance process, and support in the delivery of projects that gain approval through the Strategic Partnership.
* Lead the operational running of the Strategic Partnership, including engagement in partnership governance, the development of the Strategic and Annual Business Plans, and progression of the strategic objectives and vision of the Strategic Partnership
* Identify and secure funding sources for project development and commercialisation.
* Develop, deliver and operate the Oldham Low Carbon Town Centre Heat Network and wider Oldham Heat Network Zone, as well as heat networks outside the zone where feasible and viable using innovative delivery models.
* Provide a suite of technical, commercial and financial services to local businesses, residents and landowners via the ‘Service Catalogue’.
* Contribute to Oldham’s Local Energy Market, including innovation in selling and purchasing arrangements for low carbon energy to incentivise local power generation, and make it easy for Oldham residents and businesses to purchase locally generated energy.
* Identify opportunities at a partnership and project level to deliver social value objectives in line with the Oldham Social Value Plan.
* Drive engagement with the wider community, including local businesses, residents and landowners, in its role as a champion of community engagement, including support for the production of community-led LEPs.
* Have a physical presence in Oldham to facilitate the efficient transfer of knowledge and skills both ways with the Council.
  + - 1. **Delivery Partner Capabilities and Attributes**

The Delivery Partner will be an organisation that embraces the Council’s strategic vision and is able to demonstrate distinct qualities and capabilities essential for the successful collaboration and achievement of common goals.

Listed below are some of the qualities and capabilities that the Council considers critical for the Delivery Partner. Full details will be provided in the substantive procurement documents when published.

* Competence, enthusiasm and requisite expertise to engage effectively with a diverse group of stakeholders, encompassing public sector entities, the local community, residents, businesses, and landowners, reflecting a deep understanding of stakeholder engagement and the nuances of public sector collaboration.
* A proven track-record of originating, developing and delivering net zero and energy related projects and services.
* In depth understanding of the wider energy market and experience of developing innovative energy-related business models and leveraging public and private sector finance.
* Well-resourced and of the scale necessary to be able to provide the Strategic Partnership with dedicated personnel to deliver on the requirements and aims of the Strategic Partnership.
* Experience of developing, constructing and operating low carbon District Heat Networks and an in-depth understanding of the emerging Heat Network Zoning legislation and marketplace.
* A commitment to support efforts to utilise and localise supply chains where possible and educational institutions to ensure local businesses and people can play a key role in the delivery of the low carbon and social infrastructure.
* Financial acumen and a proven track record in securing various funding sources, both from within the organisation and through external channels, for a diverse array of projects and initiatives.
* Experience of working with local authorities and other stakeholders in the development and implementation of the LAEP and/or community-led LEPs.
* Demonstrated business case capabilities that effectively present and articulate robust business cases, taking into account multiple factors.

1. **Governance Process**

The Strategic Partnership will be built on clearly defined roles and responsibilities, ensuring transparency and accountability. The proposed governance arrangements for the Strategic Partnership are intended to encourage collaboration and efficiency. These arrangements offer a structured yet adaptable framework that aligns, where feasible, with the Council's existing processes.

This enables the Strategic Partnership to operate autonomously whilst maintaining adequate oversight to ensure accountability and alignment with strategic objectives and the public interest.

The Council has proposed three levels of governance:

* Strategic Partnership Governance;
* Project Development and Service Catalogue Governance; and
* Project Governance.

Each of these are considered further in this Section.

1. **Strategic Partnership Governance**
   1. **Business Planning**

The Strategic Partnership will be governed by a Strategic Business Plan (SBP) (spanning five years) and an Annual Business Plan (ABP) (aligned with the financial year).

**Strategic Business Plan:** The SBP will outline the Strategic Partnership’s long-term vision and goals and will set out the approach for developing the project pipeline and the Strategic Programmes across the three asset classes: Heat networks, electricity generation & storage and EV Charging Infrastructure, as set out in Section 2.3.2). The Delivery Partner will develop an outline SBP as part of the procurement process which will be further developed for approval by the Council Partnership Board within six months of contract award.

**Annual Business Plan:** The ABP will set out the specific goals and objectives including operational priorities for the year ahead including;

* Details of how prioritised projects will be developed and/or delivered in the year;
* Stakeholder Engagement Plan;
* Social Value Strategy;
* Current and expected KPI assessments.

The Delivery Partner is expected to submit its first ABP within nine months of contract award.

The Council’s Client Function will support the Delivery Partner in the development of the SBP and ABP. Since the development of these plans is a collaborative process between the Delivery Partner and the Council, the content and structure of both the Strategic and Annual Business Plans will be subject to further refinement.

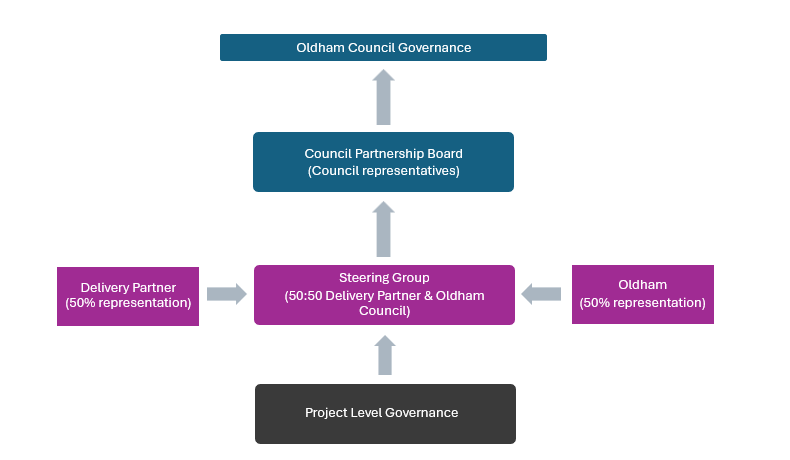
* 1. **Strategic Partnership Governance Structure**

The Council recognises its dual role as a partner in the Strategic Partnership, and as a governing body responsible for making decisions in the interest of the public. To reflect both roles, the proposed governance structure includes two governance bodies:

* **The Steering Group:** will manage day-to-day functions, shape strategic direction, monitor performance, manage risks, and approve projects in line with business plans.
* **The Council Partnership Board:** will oversee the strategic direction of the Strategic Partnership, endorse strategic plans, monitor progress, resolve disputes, and consider significant decisions regarding Council resources.

Figure [1] presents the suggested governance structure for the Strategic Partnership.

Figure [1]: Proposed Governance Structure



* + 1. **Governance Bodies** 
       1. Steering Group

**Role and activities:** The Steering Group will provide stewardship for the Strategic Partnership and make routine operational decisions. This Group will also be accountable for overseeing the Strategic Partnership's progress and ensuring that all activities align with the established goals and objectives as set out in the approved business plans.

The Steering Group will be involved in a broad range of activities, including but not limited to:

* Participate, inform and endorse the strategic direction of the Strategic Partnership.
* Determine the priorities for the Strategic Partnership via the Strategic and Annual Business Plan process.
* Monitor the ongoing performance against the agreed upon KPIs and business plans and where applicable, implement the appropriate remedial plans to realign the Strategic Partnership’s direction. This is anticipated to be included in the quarterly reporting procedure from the Steering Group to the Partnership Board.
* Manage risks to the delivery of the Strategic Partnership’s aims and implement risk mitigation strategies.
* Review resource allocation and efficacy to support the Strategic Partnership's activities.
* Monitor and evaluate the effectiveness of the Strategic Partnership’s stakeholder engagement.
* Formal reporting to the Council Partnership Board on a quarterly basis.
* Review and approve projects at each stage of the Gateway process, ensuring robust project due diligence and alignment with.
* Maintain a log of all initiated Borough Wide Projects and services provided, which will be reviewed as part of the SBP and ABP assessments.

**Members:** It is expected that the Steering Group will have equal representation, it is currently proposed that the Group has 6 Members. Oldham will appoint 3 Officers to the Steering Group including a dedicated Council SRO.

**Frequency:** Monthly

* + - 1. Council Partnership Board

**Role and activities:** The Council Partnership Board will supervise and provide necessary approvals to the Strategic Partnership where required. The Council Partnership Board is not anticipated to engage in the Strategic Partnership's routine decision-making processes (i.e. it acts as an independent review board for the Council), it is expected to maintain a supervisory role over proposed projects and initiatives and will play a key role in determining the strategic course of the Strategic Partnership.

The Council Partnership Board will:

* Oversee the strategic course of the Strategic Partnership, including the final approval of the Annual and Strategic Business Plans.
* Monitor progress against the SBP and ABP via the quarterly reporting process.
* Review and approval of Gateway Stages 2-4 where required (see Section 5.4.1 for further details on the Gateway Stages).
* Serve as the resolution body for any arising disputes.
* Provide guidance, advice and support to the Strategic Partnership.
* Escalation to Wider Council Governance for required approvals (see section 5.2.1.3)

**Members:** Council only Board, including Elected Members and the Deputy Chief Executive (Oldham Green New Deal programme sponsor).

**Frequency:** The Board will meet quarterly with an agenda and update report prepared by the Steering Group based on activities undertaken and the ABP.

* + - 1. Wider Council Governance

In certain circumstances, they may be material decisions that will need to be elevated in line with the Council's existing governance process. It is anticipated that only substantial decisions will be elevated that will include but is not limited to:

* Projects that may involve the use of Council assets.
* Projects that may require Council investment and/or Council financial contributions.
* Projects that include material Council financial commitments (e.g. heat supply agreements or PPAs).
* Approvals to proceed projects that fall outside the scope of the Annual Business Plan.
  1. **Partnership Performance**

Performance will be measured against a set of agreed upon KPIs at both a partnership level and a project level. The Council Partnership Board will formally review progress against the Five-Year Strategic Plan on an annual basis; and against the ABP on a quarterly basis.

The following list offers an indication of the types of KPIs the Council aims to implement. The Council welcomes feedback on these as part of the Market Engagement process.

|  |  |  |
| --- | --- | --- |
| ***Aim*** | ***Target*** | ***Frequency of Measure*** |
| Decarbonising the energy system in Oldham\* | Delivery of three Strategic Programmes to completion (one per each asset class) in every 5-year SBP cycle.   * District Heat Network * Generation and Storage * Electric Vehicle Charging Infrastructure | To be formally measured at the end of the 5-year SBP cycle. The Council also intends to assess progresses towards this KPI annually by assessing the development made at a project and programme level. It is expected that this will be reported as part of the ABP review. |
| Building Local community wealth, delivering Social Value and fostering Local economic growth\*\* | Create a ‘Go to Market’ campaign. This should include:   * Dedicated website * Market materials (e.g leaflets) * Engagement plan * Launch campaign | To be completed 12 months post contract award. |
| Successfully launch the Service Catalogue. This would include:   * Completed design and development of the Service Catalogue. * Execution of the ‘Go to Market’ campaign. * Full launch of the Service Catalogue to the market for all Services. | To be completed 18 months post contract award. |
| On-going performance metrics will be established following the launch of the Service Catalogue.  The Council expects to work with the Delivery Partner to agree on the appropriate KPIs; e.g. website hits; number of engagement campaigns/ events ran each year to promote the Service Catalogue; number of enquires followed up via any of the contact points. | To be assessed annually in line with the ABP review. |
| Increasing community and wider stakeholder engagement | Attend and participate in discussions during meetings by taking ownership for at least one agenda item for;   * Four meetings of the Delivery Group; * Four meetings of the Community Partnership per year | To be formally measured annually in line with the ABP review. Will also be assessed at each meeting to ensure the KPI is being met. |
| Provide a high-level written report ahead of each Delivery Group and Community Partnership meeting, summarising any action items for the Strategic Partnership and their status. | To be formally measured annually in line with the ABP review. Will also be assessed at the relevant monthly Steering Group meeting. |
| Conduct an annual self-assessment of participation and action item completion, identifying areas for improvement and setting goals for the following year. | To be measured annually in line with the ABP review. |
|  |

\*Any Project Proposal that successfully passes through Gateway 1 will be deemed to contribute to the KPIs. If a Project Proposal fails to pass through the Gateway 1 and is delivered independently by the Delivery Partner, rather than under the Strategic Partnership, it will not count towards the Strategic Partnership KPIs. Such instances are anticipated to occur only in specific situations where a project or service does not align with the strategic direction and objectives of the Strategic Partnership.

\*\*The Council is also expecting to include a KPI on social value commitments, the Council expects that the KPI will flow from the ITSFT responses.

* 1. **Project Development and Service Catalogue Governance**

The Council expects to exercise a level of governance over all Projects and Services being provided as part of the Strategic Partnership.

The Council recognises that different levels of governance will need to be applied to different categories of Projects and therefore not all Projects or Services provided will necessitate the application of every Gateway. In such cases, a simplified Gateway process may be implemented. Nonetheless, Gateway 1 will be applicable to all Projects and Services being provided by the Strategic Partnership. At Gateway 1 a decision will be made regarding the potential use of a simplified Gateway process.

Further detail on how the Gateway and PAC process will be applied to each Project Category is set out in Part [3].

* + 1. **Gateway Process**

The Gateway Process guides the project through its development phases, allowing the Steering Group to make informed decisions about whether the project is ready to advance to the next phase provided that the necessary criteria for success have been met.

The Council has developed a five stage Gateway Process, designed in line with the Council’s existing Gateway Process for capital projects.

Figure [2]: Proposed Project Gateway Process  


The Council has set out minimum requirements that must be met at each Gateway stage. Further detail on the minimum requirements is set out in Appendix [4]. The Gateway requirements should be read in conjunction with the PAC, which are detailed further below.

* + 1. **Project Acceptance Criteria (PAC)**

The PAC is designed to ensure that project proposals are consistent with the aims and objectives of the Strategic Partnership. It does so by providing a standardised approach to appraising projects and ensures that proposals are evaluated objectively.

The PAC is structured in two parts:

* General PAC – sets out the general criteria that all projects must meet as a minimum requirement. This applies at all stages of the Gateway Process.
* Gateway-specific PAC – sets out the requirements that must be met at each Gateway. The breadth and depth of criteria increases as the project moves through the Gateway process.

If a Project Proposal is deemed to not meet the Project Acceptance Criteria at any Gateway, it is at the discretion of the Steering Group as to whether the Project Proposal is further developed for resubmission.

If the Steering Group deems that a project should be further developed even though it does not meet all of the Project Acceptance Criteria at a particular Gateway, a case for this must be presented to the Council Partnership Board and approved before any further project development takes place. Any approval from the Council Partnership Board at this point, will stipulate the required levels of approvals for further gateway process.

* + 1. Project Governance - Decision Making Summary

The Council plans to exercise supervisory oversight over the Gateway Process, and the suggested approach is set out in the table below:

|  |  |  |  |
| --- | --- | --- | --- |
| Governance Bodies | Steering Group | Council Partnership Board | Wider Council Governance |
| Gateway 1 – Project Proposal | Approval required | Oversight only | N/A |
| Gateway 2 – Strategic Outline Case | Approval required | Approval required to extent required as set out below\* | Oversight only, unless escalated by Council Partnership Board |
| Gateway 3 – Outline Business Case | Approval required | Approval required to extent required as set out below\* | Oversight only, unless escalated by Council Partnership Board |
| Gateway 4 – Full Business Case | Approval required | Approval required to extent required as set out below\* | Oversight only, unless escalated by Council Partnership Board |
| Gateway 5 – Handover and Evaluation | *To be governed by the arrangements as set out in the approved FBC* | | |

\*Proposed projects that fall within the parameters of the agreed ABP are deemed to have delegated approval from the Council Partnership Board and as such the Steering Group is responsible for applying the PAC. The Council Partnership Board is required to evaluate the Project Proposals which do not fall within the parameters of the ABP, reflecting the greater level of approvals required. Where such a project is approved by the Council Partnership Board, the ABP will be amended to include it.

\*Proposed projects that utilise Council assets, estate, or require a financial contribution from the Council may also require approval from the Wider Council.

* 1. **Project Governance**

KPIs and the delivery structure for each project will be developed and approved through the Gateway Process.

**Delivery Structure**

It is expected that many projects will be executed on a 'balance sheet' basis, supported by contractual agreements among the participating parties. However, for larger projects (e.g. the Heat Network) the Council anticipates that SPVs may be used. If a SPV is preferred the specifics of the process, the setup/oversight structure and approach to procurement compliance will be established through the Gateway Process.

Further discussion of potential project delivery structures will be available in the full tender documentation.

**Council Oversight:**

For all projects developed under the Strategic Partnership, the Council expects to retain oversight of project performance. This oversight is crucial for evaluating how each project contributes to the Strategic Partnership's aims and KPIs. It is anticipated that this will be achieved by monitoring project-level KPIs through the Annual and Strategic Business Plans.

Project Information Document – Part 2

Project Categories

1. **Development of the Town Centre Heat Network**
   1. **Town Centre Heat Network**

The Delivery Partner is expected to acquire, develop and operate the St Mary’s Heat Network, currently owned by First Choice Homes Oldham (FCHO), as part of a wider new Low Carbon Heat Network in Oldham Town Centre.

The existing network currently serves around 1,500 social homes to the North of Oldham Town Centre. There are opportunities to expand and connect to a new heat network with its own new energy centre, which will serve further public and commercial buildings such as Oldham College, Oldham Leisure Centre, Oldham Library and the heritage Old Library building, Gallery Oldham, the Link Centre, and new residential developments being brought forward by Muse, the Council’s Master Developer Partner for Oldham Town Centre.

An Outline Business Case (OBC) has been developed for the Town Centre heat network project and worked up to RIBA Stage 2. These designs outline the initial concepts and strategic approaches necessary for the Heat Network's development. The Council’s OBC identifies a clear strategy for the delivery of a new heat network that integrates the existing St Mary’s heat network and energy centre to serve the North of the town centre, and includes the following key outcomes:

* Potential to develop 27 total connections across five phases comprising new and existing council, public, commercial and residential (including social housing) buildings for a total of 30 GWh/annum heat demand.
* Through the Green Heat Network Fund (GHNF), the Council has secured £1m commercialisation and £7.78m construction funding (total £8.78m or 31% of total CAPEX) for the scheme towards the overall estimated cost of c.£29m for the initial phase.
* With grant funding the project delivers a real pre-tax project IRR of 10%.

In parallel with the Delivery Partner procurement process, the Council is advancing the project to RIBA Stage 3. This stage will further refine the designs, incorporating detailed surveys and geotechnical assessments. However, it is important to note that the RIBA Stage 3 designs are not intended to prescribe the final design of the project. Instead, they will set out key principles and provide essential information that can guide the development process. The inclusion of surveys and multi-disciplinary engineering designs at this stage will offer valuable insights and data to help de-risk the project, which can be beneficial to the Delivery Partner if they choose to develop their own detailed designs and proposals.

The Council will establish a Local Development Order as part of the current Commercialisation activities to facilitate deployment of the heat network from a planning perspective by providing permitted development in highways. As the project developer, the Council will hold a pre-application discussion for outline plans of the new Energy Centre with the Council’s Planning service. This new centre on the Council-owned site at Rhodes Bank which will augment and complement the existing Energy Centre at St Mary’s in terms of heat supply.

There are several requirements that need to be met as part of the GHNF, including the establishment of the Heat Network in a SPV (see Section [6.3]) and the development of a Market Transformation Commitments Strategy to access the GHNF Construction Funding.

* 1. **St Mary’s Heat Network – Proposed Transaction**

The existing St Mary’s Heat Network is presently owned by FCHO. The Council and FCHO are exploring the most effective way to include the St Mary’s Network as part of the wider Town Centre Heat Network development. While no formal decision has been reached at this stage, both parties are working on the premise of a potential disinvestment of the St Mary’s Network to the successful Delivery Partner. As part of the transaction, FCHO are expecting to work up any such conditions that will be attached to a disposal, for example, consumer protection and heat pricing. Additional details about the proposed transaction will be shared during the Procurement stage.

* 1. **Town Centre Heat Network - Rhodes Bank site opportunities**

The second (new) energy centre will be situated at the Council-owned Rhodes Bank site in the Southeast of Oldham Town Centre. The Council has identified two key opportunities for the Rhodes Bank site in the southeast of Oldham Town Centre:

1. **Green Shoots Centre**

Work to RIBA Stage 2 has been completed, aiming to establish a business hub for low carbon enterprises. Although the Council currently does not plan to advance this project further, its central location and excellent transport links present a future opportunity for low carbon supply chain businesses to both serve Oldham and as a gateway to wider opportunities across Greater Manchester and the North West of England. The Council is open to discussions with any developer interested in taking forward this opportunity, which would establish the Rhodes Bank site as a low carbon centre of excellence for Oldham Town Centre and Oldham’s Green New Deal. The Green Shoots Centre would also be connected as a heat load to the energy centre onsite.

1. **Datacentre Development**

A company has approached the Council with a proposal to develop a datacentre at the Rhodes Bank site adjacent to the new heat network energy centre. This datacentre would provide waste heat free of charge to the Delivery Partner as the energy centre owner. Although discussions have not yet progressed, it remains an option for the Delivery Partner to consider. Electricity North West has confirmed sufficient grid capacity exists in Oldham Town Centre to support this development.

The new energy centre will occupy a small portion of the site, specifically in the southwest section adjoining the highway, leaving the remainder available for further development. Both the Green Shoots Centre and the datacentre could coexist and contribute to establishing the Rhodes Bank site as a significant location for Oldham’s Green New Deal. The Council is also willing to consider additional options to the two above that the Delivery Partner may propose.

* 1. **Town Centre Heat Network – Delivery Structure:**

As part of the GHNF requirements, the Heat Network must be established in a SPV - this requirement ensures that the project is managed and financed effectively, in line with funding stipulations. The Council expects:

* The SPV will hold all the Heat Network assets, including the St Mary’s Heat Network from FCHO (format of transaction to be confirmed).
* The SPV will be owned and operated by the Delivery Partner and will be the contracting body for all contracts associated with the Heat Network, in particular any agreements with the Council (such as Heat Network connections and Heat Offtake agreements).
* The GHNF Construction grant remaining after any ‘early works’ have been completed by the Council will be novated to the SPV, assuming that the Delivery Partner has completed a compliant Market Transformation Commitments strategy and is compliant with all other requirements of the GHNF grant award.
* While no formal decision has been made, the Council is reviewing its role within the Heat Network. [Note the Council is currently considering which SPV structure will be most appropriate and this may additionally be informed by any conditions of transfer of the St Marys Heat Network.]

The Council anticipates that the delivery and operation of the Heat Network will provide opportunities for the local supply chain. This is not only essential for achieving Oldham's primary objectives within the Strategic Partnership but also a key aspect of a Market Transformation Commitments Strategy The preparation and submission of this strategy to the funder is a condition for obtaining the Construction grant funding for the Heat Network.

* 1. **Town Centre Heat Network – Governance** 
     1. Business Plans and KPIs

The Council will expect the development of the Heat Network to be included in the Strategic and Annual Business Plans. The Heat Network will have established KPIs that will be monitored via the Strategic Partnership Governance process. We set out below a number of suggested areas for the development of appropriate KPIs:-

1. Carbon Intensity of the Heat Network & Carbon reduction targets
2. Network Expansion & Growth – Capital deployment / Customer Connections / Average Annual Heat Production
3. Customer Satisfaction and Regulatory Compliance
4. Satisfaction of GHNF Funding Conditions
5. KPI’s in relation to the cost and performance efficiency of the Heat Network

Gateway Process

Certain elements of the Delivery Partner's approach and proposal for developing the Heat Network will be refined and tested during the Procurement Process. These elements are expected to serve as the foundation for the development work that will take place after the contract is awarded.

Following the contract award, the Delivery Partner is anticipated to collaborate closely with the Council’s Client Function to ensure that the Heat Network development proposals align with the Council’s approved terms for connections and the novation of the Construction Grant. The Council expects that Town Centre Heat Network Project will need to be presented to the Steering Group at Gateway 4.

* 1. **Heat Network (AZP)**

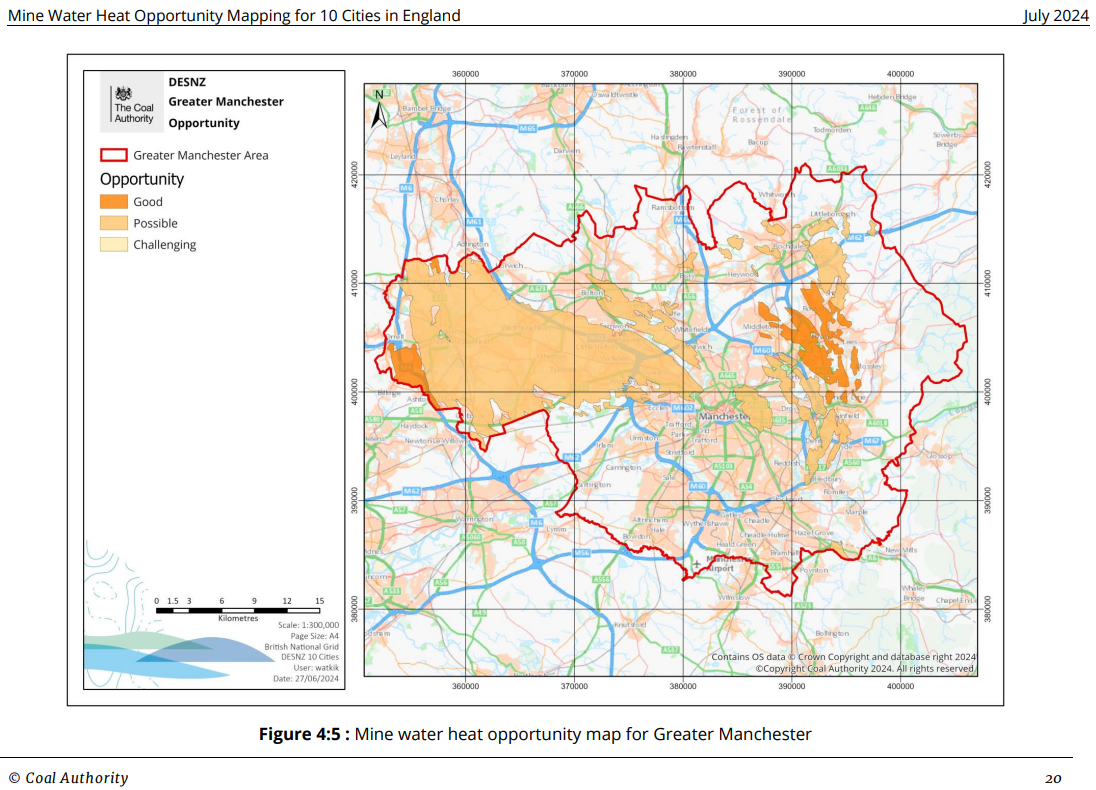
The Oldham Low Carbon Heat Network, incorporating the existing St Mary’s Heat Network, constitutes the ‘reference project’ (Phase 0) in a Zonal OBC prepared for the Department of Energy Security and Net Zero (DESNZ) under AZP, in which Oldham has been a participant to date. A Zonal Market Prospectus is included with the Market Engagement pack.

The Council is strategically positioned to become one of the first authorities, nationally and within the Greater Manchester region, to appoint a delivery partner to develop a heat network zone once legislation is in place.

The Zonal OBC demonstrates that by using the powers in the heat network zoning policy, a zonal-scale heat network around Oldham Town Centre is both technically feasible and financially viable. It identifies an indicative heat network zone with approximately 200GWh/a of heat demand and a peak heat load of 195MW. The Council will require outline proposals to develop the heat network zone as part of the procurement process.

The Zonal OBC outlines an indicative masterplan for a zonal scale network in Oldham, with an estimated capital cost of £292m and estimated CO2 savings of around 1.1 million tonnes. Such investment would yield significant benefits for the Borough, including investment, jobs, lower impacts on grid capacity and improvements in air quality.

Additionally, in terms of the availability of low carbon heat sources, a recent study by the Coal Authority identified Oldham Borough as having the best potential mine water heat resource in Greater Manchester, as the map below shows:-



The Council commissioned a study examining the potential for mine water heat at the Rhodes Bank site (the Council-owned site for the new heat network Energy Centre), a copy of which will be made available as part of the full procurement process.

The Council anticipates that the Gateway and PAC may apply to future phases of the Heat Network, including the development of the Heat Network Zone.

* 1. **Heat Network Opportunity – Market Documents**

Below is a summary of the key documents, along with the timeline for when they will be made available as part of the Procurement process.

|  |  |
| --- | --- |
| Document | Proposed release date |
| Town Centre Heat Network Council OBC | [Market engagement] |
| Town Centre Heat Network Financial Model | [Full procurement] |
| Town Centre Techno-Economic Model (TEM) | [Full procurement] |
| Town Centre RIBA Stage 2 Designs (Techno-Economic Feasibility study) | [Full procurement] |
| Town Centre Heat Network Council FBC (in development) | [Full procurement] |
| GHNF Market Transformation Commitments Guidance Document | [Market engagement] |
| Heat Network Zonal Market Prospectus | [Market engagement] |
| Oldham Green New Deal Partnership Prospectus | [Market engagement] |
| FWS minewater feasibility report – Rhodes Bank site | [Full procurement] |

1. **Pipeline Projects**

As set out in section 5.1, as part of every 5-year SBP, the Council will require a Strategic Programme for each of the three asset classes identified. The Council has identified a number of site-level projects on Council-owned assets which could form part of the Strategic Partnership’s Strategic Programmes for the first 5-year SBP. A summary of these early-stage projects is provided below, and further details are provided in Appendix 5.

|  |  |  |  |
| --- | --- | --- | --- |
| Project | Current Stage |  | Estimated Value |
| Solar PV Projects on Council Assets | Portfolio review |  | £10m (capex) |
| EV Charging Infrastructure on Council-owned sites | List of 19 sites identified |  | £2m (capex) |
| Crompton Moor Wind Farm | Feasibility |  | £2m (capex) |
| Alexandra Park Depot | MEP Stage 3 design |  | £0.5m (capex) |

* 1. **Council Pipeline Projects - Right to the Council’s Assets**

These projects involve the utilisation of Council land and/or estate assets. Exclusive rights to utilise the sites identified in the Council Pipeline Projects will be conferred to the Delivery Partner upon appointment and will last until the end of the first 5-year SBP period.

If any individual Council Pipeline Project fails to pass one of the Gateways then exclusivity for that site will lapse at that point.

For any further projects on Council-owned land and assets which emerge over time, exclusivity to utilise the site in question will be agreed in principle at Gateway 1 of the project Gateway process and conferred for the remaining period of the 5-year SBP unless otherwise agreed by the Gateway process.

For the avoidance of doubt, the exclusive rights relate only to required land and or estate assets for the Council Pipeline Projects and does not encompass the entire Council estate.

* 1. **Council Pipeline Projects – Governance**

Council Pipeline Projects will adhere to the governance arrangements of the Strategic Partnership as set out in Section 5. Therefore, it is expected that any Council Pipeline Projects being considered for development will be included in the Strategic and Annual Business Plans. Furthermore, each Council Pipeline Project being developed will be:

* Subject to the Strategic Partnership governance process and approval procedures as set out in Section 5. As the projects will include the use of Council land/ assets it is expected that the Gateway Approval process may be escalated to the Council Partnership Board and / or Wider Council Governance.
* Subject to the Gateway Process as set out in Appendix 6.
* Subject to the Project Acceptance Criteria (PAC) as set out in Appendix 7.

As set out in Section 5.5, the delivery model for the Council Pipeline Projects will be defined through the Gateway Process. KPIs for each project will be formulated during this process. These KPIs will be monitored through the Annual and Strategic Business Plans.

1. **Borough Wide Projects**

This category of projects focuses on the long-term pipeline directly involving the people, communities and businesses of Oldham.

The Borough Wide Projects pipeline will be informed by;

* The Eco-System, which will serve as the foundation for stakeholder engagement to help identify these projects.
* The existing Local Area Energy Plan (LAEP) for Oldham and through development of community-led Local Energy Plans (LEPs).

For avoidance of doubt, the Borough Wide Projects also includes Services and projects provided through the Service Catalogue.

* 1. **Borough Wide Projects – Opportunity Identification** 
     1. **LAEP**

A LAEP was produced for Oldham in May 2022. The LAEP provides a high-level, ‘top-down’ analysis of energy options, including but not limited to:

* Solar generation
* Air source heat pumps
* Low carbon heat (individual domestic and heat networks)
* Renewable energy generation, storage, and smart systems
* EV charging infrastructure
* Retrofit

The Council has used the LAEP to identify a programme of work that Oldham Council envisages will be the key investment priorities and focus through to 2030 and beyond. Please refer to the Investment Prospectus for further details on the identified areas of investment. The full LAEP document will be provided at the procurement stage but is in any case available on the GMCA website.

* + 1. **Community LEPs**

Community LEPs take a ‘bottom-up’ approach, ensuring that energy projects reflect the perspectives, priorities, and aspirations of local residents while embedding them within a local neighbourhood/ward context, making them a valuable tool in project planning and implementation.

It is intended that Community LEPs will be developed across all five districts in Oldham on a ward-by-ward basis, allowing for an in-depth exploration of different types of energy projects and their relevance to each specific ward.

CLES and Carbon Co-op have worked to [develop an approach](https://energyfuturestoolkit.carbon.coop/) alongside communities in Oldham to produce Community LEPs. The process is a good starting point for engaging deeply with communities and understanding what they need to be able to engage with, work on or own new green infrastructure. Currently, three Community LEPs are being developed across; St. James’ Ward, St. Mary’s Ward and the Coldhurst Ward. The two pilot Community LEPs developed in the Oldham Energy Futures project can be found [here](https://energyfuturestoolkit.carbon.coop/community-led-energy-action-plans/).

The Delivery Partner is expected to support and engage with the community LEP process with a view to enabling community participation to identify decarbonisation opportunities across communities that could be brought together into projects for investment and delivery. Options for community ownership and shared ownership should also be explored as well as Social Value considerations in terms of less commercially viable low carbon and green infrastructure being brought forward.

The Community Partnership will be constituted to lead and manage the development of Community LEPs and help to originate and activate community-identified energy projects. The Community Partnership will:

* **Identify potential projects that the Delivery Partner could take on into development.**
  + While community-led LEPs identify potential project aspirations, this does not necessarily mean that projects are to be developed by that local community, although the community may want to draw down services from the Delivery Partner via the Service Catalogue to support community-led projects. Alternatively these projects may be opportunities for the Delivery Partner to develop, deliver and operate as part of the Strategic Partnership.
  + Development of these latter projects should be considered a lower risk for the Delivery Partner, having already been identified by the community (i.e. the end users) as projects which are wanted and needed within these neighbourhoods.
  + The community-led LEPs may identify smaller energy projects which may seem insignificant, but which if taken up by many residents across an area, could represent an important opportunity to aggregate investment, installations or financing. The Solar Together scheme is such an example of aggregated purchasing led by GMCA.
* **Work closely with the Strategic Partnership to facilitate conversations with communities** 
  + This will help align projects within their local context and ensure that residents understand local changes and can identify ways in which projects create community benefits.
  1. **Borough Wide Projects – Governance**

The Council anticipates that most Borough Wide Projects and the use of the Service Catalogue will be primarily utilised by private sector and community-based entities and organisations, with minimal involvement of Council contributions in terms of assets, land, or financial contributions.

Nonetheless, the Council intends to maintain oversight of all Strategic Partnership projects and the use of the Service Catalogue. This oversight will allow the Council to monitor the strategic performance of the Strategic Partnership and the Strategic Partnership KPIs.

**Borough Wide Projects:**

The Council expects all Borough Wide Projects to be submitted to the Gateway Process at Gateway 1. This allows the Steering Group to assess the proposed project and decide if it falls under the Strategic Partnership (and therefore whether it is captured in the Strategic Partnership KPIs and utilises the Strategic Partnership branding).

Most projects are anticipated to align with the Strategic Partnership's objectives; however, those that do not may be developed by the Delivery Partner as an independent entity outside the Strategic Partnership. This scenario is expected to occur only when a project does not align with the Strategic Partnership's aims and key activities. At Gateway 1, the Steering Group will also determine if the project needs to be brought back to the Steering Group at a later Gateway stage (for example, a project would need to come back to the process if the Council was to be a contracting party).

**Service Catalogue:**

A similar approach will be applied to services from the Service Catalogue. The Council plans to use the Gateway 1 proforma to summarise any services being drawn down from the Service Catalogue. The Steering Group will evaluate whether these services are offered under the Strategic Partnership and if a follow-up review is necessary.

The Steering Group will be responsible for maintaining a log of all initiated Borough Wide Projects and services provided, which will be reviewed as part of the Annual and Strategic Business Plan assessments.

* 1. **Borough Wide Projects – Procurement Considerations**

If the Borough Wide Projects involve the Council or any other public sector body as a contracting party procurement compliance will need to be considered and assessed on a project-by-project basis.

* If the Council is expected to be a contracting party, procurement compliance will need be considered and assessed through the Gateway process.
* If another public sector body is expected to be a contracting party, it will be the responsibility of the public sector body to consider and assess their own procurement compliance.
  1. **Borough Wide Projects Case Study: Stakehill**

Stakehill is a development zone which straddles both Oldham and Rochdale local authority areas and is part of the wider Atom Valley Mayoral Development Zone. Whilst neither local authority has direct ownership or control over land and assets in Stakehill, the two councils are working together to bring forward a masterplan for the area and to encourage private land and asset owners to bring forward infrastructure in line with the masterplan.

Arup have produced an Energy Infrastructure Strategy for the area and there is a significant opportunity for Oldham’s JV Partner to proactively engage with local land and asset owners to design an approach for implementation of the Energy Infrastructure Strategy.

This is an example opportunity of how the Delivery Partner could work directly with local land and asset owners to design and deliver low carbon energy infrastructure. Oldham and Rochdale Councils would work together to facilitate engagement with local stakeholders.

Project Information Document – Part 3

Appendices

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**Appendix 1: Oldham’s key strategies, plans and interventions**

**The Oldham Green New Deal Strategy 2020-2025**[[4]](#footnote-5)

Oldham’s climate change mitigation strategy, adopted in March 2020. The strategy provides stretching targets for net zero that exceed the targets set out by GMCA in its 5-year Environment Plan, aiming for net zero by 2030 for the Oldham local authority area. The strategy aims to achieve these targets through investment in low carbon and green infrastructure; building local supply chain capacity in the green technology and services sector; and creating and supporting local jobs and training opportunities.

The Oldham Green New Deal Strategy was the first local authority Green New Deal strategy to be adopted in the UK and sets out Oldham’s unique approach to achieving the Council’s stretching net zero targets. Oldham Council is a key partner of the GMCA, being one of two GMCA local authorities (along with Manchester City Council) working with GMCA to deliver the DESNZ-funded Local Net Zero Accelerator programme for the city region. Oldham is supported by the GMCA Low Carbon and Environment teams and the Oldham Green New Deal Partnership initiative is a key element of, and delivery model demonstrator for, GMCA’s strategic approach to decarbonisation of the city region as a whole.

The ambitions of Oldham, therefore, sit within the wider goals and opportunities of the city region and its ten local authority areas. This provides Oldham with a national profile and significant opportunities through the Greater Manchester Trailblazer devolution deal and £6.2m GM Local Net Zero Accelerator programme.

**Oldham Corporate Plan[[5]](#footnote-6)**

Establishing Oldham as a “Green and Growing” borough is one of three key goals of the Council’s Corporate Plan, along with making Oldham a great place to live and supporting people to live healthier, happier lives. These three goals are complementary and are reflected in the Oldham Plan[[6]](#footnote-7), the wider partnership plan against which all of the key anchor organisations in Oldham borough will deliver. Thus, the importance of delivering against Oldham’s green agenda is agreed by, and embedded in, all the key organisations across the borough.

**Community-Led Energy Planning (community LEP) & community-led Local Energy Plans (LEP)**

Community LEP is central to Oldham’s strategy for achieving an inclusive and just energy transition. This approach enables the creation of community-led LEPs, which are tailored to the specific priorities of individual communities across each ward area.

LEPs address key local energy challenges and opportunities such as improving energy efficiency and reducing fuel poverty in homes and communities, improving sustainable transport and active travel options and supporting local renewable energy projects, while aligning with the borough’s overarching Local Area Energy Plan (LAEP).

Pilot LEPs in Coldhurst and St. James’ wards have already demonstrated the value of this approach. The Council, in partnership with Carbon Co-op, is expanding these efforts within the two ward areas and rolling out the initiative to a third ward, St. Mary’s. The long-term aspiration is to develop and implement community LEPs across all twenty wards in Oldham’s five districts, ensuring communities are meaningfully engaged in the borough’s pathway to net-zero and it is anticipated that this will form part of the work undertaken by the new partner.

**Oldham Green Business Network**

Working with GM Green Economy (part of the GM Growth Hub), the Council aims to establish and support an Oldham Green Business Network to ensure that local green technology and services supply chain businesses can plan an integral role in the delivery of Oldham’s Green New Deal. Some of these businesses already attend the Oldham Green New Deal Delivery Group which the Council has established as part of the wider Ecosystem. GM Green Economy will continue to support the Council and local businesses to establish the Oldham Green Business Network.

**Creating a Better Place - strategic regeneration programme**[[7]](#footnote-8)

Aims to unlock £285m in investment, and create 2,000 new homes in Oldham town centre, 1,000 new jobs and 100 apprenticeship opportunities across the town and borough. The programme has Oldham’s environmental ambitions at its heart including ambitious plans already in delivery for;

* The redevelopment of the town centre with key projects such as the net zero compliant renovation of the Spindles complex, which includes the Hive, a new co-working space and business and enterprise hub.
* The renewal of heritage assets such as the Old Library.
* The delivery of key green infrastructure such as the proposed town centre linear park and Northern Roots Country Park - the UK’s largest urban farm and country park, providing new green space for communities from across Oldham and beyond.
* Town centre wide Sustainable Drainage Systems, delivered in partnership with United Utilities.

**The Oldham Social Value Plan**

Sets out the following objectives which the Partner will be expected to engage with and are key to a successful delivery:

* Develop a Sustainable Economy: Tackling fuel poverty and generating training and employment opportunities in the growing green business sector.
* Support Local Environment: Delivering health and wellbeing benefits for residents, including food and recreation, which also helps reduce costs for public services.
* Promote Community Energy: Supporting community energy projects to ensure local residents benefit from renewable energy sources.
* Enhance Green Spaces: Improving green infrastructure and promoting tree planting to enhance the local environment.
* Encourage Active Travel: Promoting low-carbon transport choices and active travel options to reduce carbon emissions and improve public health.

**Oldham** **on Health and Wellbeing:**

Oldham has a history of innovation combining climate, energy and health and wellbeing objectives which may provide an attractive context for a Delivery Partner that wants to innovate to deliver social impacts alongside carbon and investment impacts.

Warm Homes Oldham was launched in 2013 to support people with health challenges to improve their homes with energy efficiency measures, and utilised funds from the Energy Company Obligation alongside additional funds from health and council sources. This was evaluated by Sheffield Hallam University[[8]](#footnote-9) to show the health and wellbeing benefits of tackling cold, damp homes.

Warm Homes Oldham continues to operate today, albeit under a different funding regime. Oldham also has a Home Improve Loan Scheme for older residents wishing to age well at home, enabling them to release funds from their home to improve housing fabric including central heating. The Council is currently exploring how this scheme may be further expanded to include energy efficiency retrofit measures and a new injection of investment. The Council’s RED WoLF[[9]](#footnote-10) (Rethink Electricity Distribution Without Load Following) project takes energy justice and residents’ needs further, piloting how to provide affordable heating and power systems, including smart system controls for heat, solar PV and battery storage in social homes. The Council welcome a prospective Delivery Partner who is open to helping the Council and Oldham’s businesses and communities innovate to make sure no one is left behind in the energy transition and that social and health and wellbeing benefits are secured in the journey to net zero.

**Appendix 2: Eco-System**

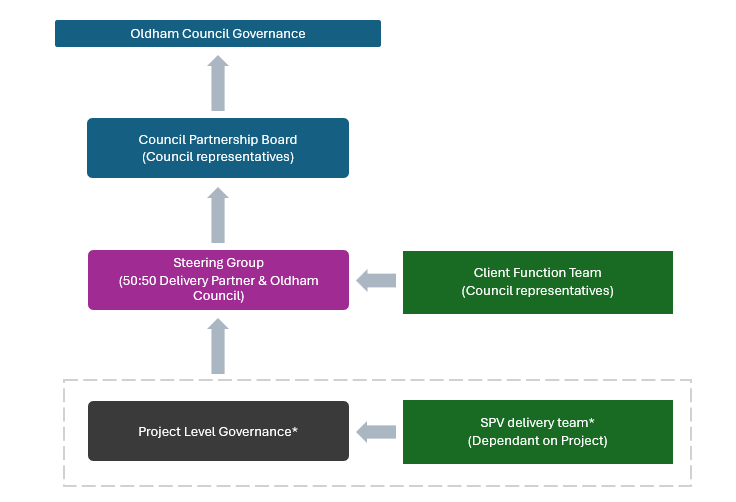
| **Eco-System Element** | **Participants** | **Points of Engagement** | **Role in supporting the Strategic Partnership** |
| --- | --- | --- | --- |
| Core role: Governance – holds the JV contract with the OGND Delivery Partner | | | |
| Oldham Council | The Council will have a range of officers and elected members which will interact with the Strategic Partnership via the Board, Steering Group and the Client Function. | The Council will provide support to the Partnership by playing a collaborative and facilitative role.  The Council will formally be a part of the Strategic Partnership Contract. | Provides formal governance for the Partnership JV.  Provides administration for the Gateway process.  Maintains OGND Delivery Group.  Integrates Strategic Partnership with wider Council programmes.  Facilitates engagement with all stakeholders via Eco-System. |
| Core role: Provider – holds the JV contract with the Council | | | |
| OGND Delivery Partner | The Delivery Partner will have representation on the Steering Group which provides stewardship for the Strategic Partnership and makes routine operational decisions. | Support, direct and innovate for the Partnership in collaboration with Oldham Council.  The Delivery Partner will formally be a part of the Strategic Partnership Contract. The scope for the Delivery Partner will set out in the contract. | Investment/ pipeline and project origination, development and delivery.  Develops the Strategic Business Plan / Local Energy Market.  Originates, develops, delivers and oversees projects and strategic programmes in three asset classes.  Provides a Service Catalogue for private business and asset owners.  Engages with stakeholders via the Eco-System and supports the development of LEPs. |
| Core role: Assurance – ‘critical friend’ role | | | |
| OGND Delivery Group | Oldham Council – representatives from a range of Council services  The Oldham College and Sixth Form College  Oldham Green Tech & Services businesses  Oldham Chamber of Commerce  Upturn Enterprise (operator of The Hive, social enterprise hub)  Muse (the Council’s town centre housing developer partner)  First Choice Homes Oldham (Oldham’s largest social housing provider)  GMCA  Electricity North West  United Utilities  GM Growth Hub / Green Economy  Northern Care Alliance (NHS Trust)  Carbon Co-op  CLES  Groundwork  Community Partnership (TBC) | Membership and scope of the Delivery Group is set and maintained by the Council which is responsible for arranging the meetings and preparing agendas.  Meets monthly via Teams, with a longer workshop-style session held as a hybrid meeting every quarter.  Sub-group of the Council’s Economy Board.  Draws upon a wide range of key stakeholders from across the public, private and third sectors in Oldham and GMCA to provide a ‘critical friend’ function for the Strategic Partnership. | Oversight of OGND delivery programme.  Provides the main networking forum for Strategic Partnership to engage with the Oldham and GM business community and key city regional stakeholders as well as Oldham anchor organisations, with Council services attending the group to support discussion.  Facilitator of stakeholder engagement and presentations from a wide range of sustainability related organisations and subjects.  Can support with project origination and promotion of the Service Catalogue. |
| Independent Assurance Provider | EY | Contracted directly to the Council for the duration of the Strategic Partnership.  Engaged by the Council to assist with activities related to Strategic Partnership governance and project development governance processes. This includes, but is not limited to, business plan development and advancement through the gateway processes. | Provides independent assurance to the Council on individual projects going through the Gateway process including Business Case analysis and due diligence as well as governance support.  Provides market intelligence. |
| Community Partnership (TBC) | Action Together (chair)  Community representatives, including from Local Energy Planning groups  Third sector organisations | ‘Critical friend’ and primary route for direct discussions between the Strategic Partnership and the community/ long-term project origination.  Maintained independently and expected to have a third sector chair such as Action Together with expertise in representing communities and residents.  The Community Partnership will meet regularly to discuss items arising from the Oldham Green New Deal programme. | Convener of the main forum of community stakeholders for discussion of Strategic Partnership and wider Oldham Green New Deal activities, to:   * establish the community’s stance on a range of issues; * advocate for local priorities; * provide representation for the community on other bodies such as the OGND Delivery Group; * support with project origination including from Local Energy Plans and Community Led Energy Planning; * provide local support, co-ordination and feedback during project delivery; * help to disseminate information about project proposals and gauging community opinion i.e. consultation and ; * provide oversight of local project delivery.   Provides community intelligence via links to local community energy groups and initiatives for engagement purposes and to promote the Service Catalogue. |
| Core role: Support the Strategic Partnership / Delivery Partner | | | |
| Electricity North West | Electricity North West Limited | Strategic relationship with Strategic Partnership/ OGND Delivery Partner as the Distribution Network/ System Operator. | Strategic co-ordination with the Strategic Partnership’s delivery programme and operations to ensure availability of grid capacity to meet demand.  Operational co-ordination with the Strategic Partnership on grid connections and infrastructure, flexibility services (which can contribute to viability of business models), customer engagement and general LAEP delivery support. |
| GM Green Economy (GM Growth Hub) / Oldham colleges | GM Green Economy  Oldham Colleges | A resource for the Strategic Partnership / OGND Delivery Partner to identify local suppliers for project delivery.  Links with colleges to make sure residents have the opportunity to gain skills & employment in GND sector. | Creates and maintains an Oldham Green Business Network and ensure that a skilled workforce is available for expanding Oldham supply chain businesses through working with local educational establishments.  Advocates for Oldham Green Tech & Services sector businesses with the Strategic Partnership and help them secure contracts for the delivery of Oldham projects funded by GMCA.  Can help the Strategic Partnership with the identification of local suppliers with a view to help them discharging their commitments in respect of use of local supply chain in delivery of projects / Market Transformation Commitments / supporting the growth of Oldham’s green economy. |
| Core role: Pipeline | | | |
| Oldham Businesses/ Land & Asset Owners | Private sector organisations and individuals interested in developing low carbon infrastructure projects | Draws down services from Strategic Partnership.  The OGND Delivery Group and Community Partnership, as well as the Council itself, can help with engaging these stakeholders. | Originators of projects requiring services from the Service Catalogue. |

**Appendix 3: Business Plan Skeleton**

Proposed contents of the Strategic and Annual Business Plans will be included in this section at full tender stage.

**Appendix 4: Client Function**

Figure [3]: Proposed Delivery and Governance Structure



The Client Function will maintain a close working relationship with the Steering Group, providing dedicated expertise to be called upon as and when required. These activities will include, but are not limited to:

* **Policy** – a representative from the Council’s Corporate Policy Team to provide oversight from a policy compliance perspective and to ensure links between all relevant Council operational areas and the OGND programme.
* **Creating a Better Place** – representatives from the Council’s programme office overseeing the economic regeneration of the borough, including the OGND programme lead.
* **Districts** – a representative from the Council’s Districts team which is responsible for community engagement and liaison with local Elected Members.
* **Planning** – a representative from the Council’s Planning function.
* **Estates and Property** – a representative from the Council’s Estates and Property teams.
* **Energy** – the Council’s Energy Manager.
* **Transport and Highway**s – a representative from the Council’s Strategic Transport and Highways teams.
* **Business Investment** – a representative from the Council’s Economic Development / Business Investment functions.
* **Housing** – a representative on Housing delivery and retrofit.
* **Finance** – a representative from the Council’s Finance team.
* **Legal** – a representative from the Council’s Legal team.
* **Procurement** – a representative from the Council’s Procurement team.
* **Communications** – a representative from the Council’s Communications team

**Appendix 5: Council Project Pipeline Opportunities**

Set out on the following pages are further details on the Council Pipeline Opportunities.

*The data in this section will need refreshing with time but is based on the latest information available at the time of writing this documentation.*

**Solar PV Projects on Council Assets (£10m)**

The Council has had feasibility studies undertaken on potential PV systems across the portfolio of Oldham’s buildings. Potential projects have been assessed in a 30-year techno-economic feasibility performance summary at building level for the option of installing maximum PV on the available roof space. The study has identified three solar PV sites with positive IRRs which are summarised below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Building** | **Building type** | **PV type** | **Annual generation (kWh)** | **Capex** | **Simple payback years (if project was Council funded)** |
| Gallery Oldham | Public building | Roof mounted PV | 52,500 | £88,930 | 5 |
| Spindles Shopping Centre | Retail shopping centre (multi-storey car park roof) | Solar car port | 306,700 | £729,806 | 7 |
| Spindles Shopping Centre | Retail shopping centre | Roof mounted PV | 131,320 | £183,222 | 4 |

Including the three projects shown above, Oldham has identified a total of twelve potential solar PV sites;

* The three projects above.
* Three solar car ports with battery storage.
* Six ground mounted solar PV and battery storage.

Each of the identified sites could be an attractive opportunity for third-party investors if Power Purchase Agreements (PPAs) are successfully secured with building off-takers in Oldham, or if sufficient value can be realised from the generated electricity via an innovative Local Energy Market ‘peer to peer trading’ type platform or ‘sleeving’ or other PPA to the Council, other public sector organisation, private company or another Strategic Partnership project.

Further feasibility and modelling will be required on these sites to establish full business case(s). Additionally, the Council consider that these opportunities could be incorporated into a multi-site Strategic Programme for generation and storage.

**EV Charging Infrastructure on Council-owned sites (£2m)**

The Council has developed an EV Charging Infrastructure Strategy, and through this strategy has identified a number of Council-owned sites which have been assessed at a high level for commercial viability for a private sector operator. An initial high level estimate based on average charging infrastructure capital costs suggests a capital expenditure requirement of approximately £2m, although further feasibility studies will be required.

The indicative list of sites is included below.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Address** | **Asset No** | **Type** | **Latitude** | **Longitude** | **Area m2** | **Google Map Link** |
| ROYTON PRECINCT CAR PARK,ROYTON PRECINCT,ROYTON | 708 | CAR PARK | 53.56628 | -2.12445 | 3050 | <https://www.google.com/maps/place/53.566279,-2.1244504> |
| WESTWAY CAR PARK | 3156 | CAR PARK | 53.57753 | -2.09395 | 1575 | <https://www.google.com/maps/place/53.577533,-2.0939459> |
| KERSHAW STREET EAST CAR PARK,KERSHAW STREET EAST,SHAW | 1672 | CAR PARK | 53.5776 | -2.09488 | 8900 | <https://www.google.com/maps/place/53.577604,-2.0948824> |
| MARKET PLACE CAR PARK, WESTWAY, SHAW | 3156 | CAR PARK | 53.57681 | -2.09456 | 5500 | <https://www.google.com/maps/place/53.576813,-2.0945635> |
| GLEBE STREET - CAR PARK, SHAW | 2074 | CAR PARK | 53.58022 | -2.0978 | 3450 | <https://www.google.com/maps/place/53.580217,-2.0978033> |
| LAND ADJACENT TO 18 WESTWAY, SHAW | 1678 | CAR PARK | 53.57581 | -2.09535 | 4600 | <https://www.google.com/maps/place/53.575806,-2.0953465> |
| HANSON STREET / WEDHURST STREET CAR PARK,HANSON STREET / WEDHURST STREET,GREENACRES | 711 | CAR PARK | 53.54455 | -2.08726 | 1475 | <https://www.google.com/maps/place/53.544551,-2.0872628> |
| LAND ADJOINING HATHERSHAW HOTEL,ASHTON ROAD,OLDHAM | 643 | CAR PARK | 53.52158 | -2.11025 | 3475 | <https://www.google.com/maps/place/53.521575,-2.1102468> |
| LAND AT CHESTER PLACE, ROYTON NORTH | 3034 | CAR PARK | 53.56804 | -2.12471 | 775 | <https://www.google.com/maps/place/53.56804,-2.1247123> |
| DORSET STREET CAR PARK,DORSET STREET,WERNETH | 612 | CAR PARK | 53.533 | -2.13463 | 650 | <https://www.google.com/maps/place/53.533002,-2.1346268> |
| ST CHADS CRESCENT CAR PARK,ST CHADS CRESCENT,OLDHAM | 1366 | CAR PARK | 53.51498 | -2.12634 | 4950 | <https://www.google.com/maps/place/53.51498,-2.1263356> |
| ST CHADS CRESCENT CAR PARK,ST CHADS CRESCENT,OLDHAM | 1366 | CAR PARK | 53.51482 | -2.12686 | 900 | <https://www.google.com/maps/place/53.514818,-2.1268629> |
| EASTWAY CAR PARK,EASTWAY,SHAW | 1681 | CAR PARK | 53.57743 | -2.09293 | 925 | <https://www.google.com/maps/place/53.577426,-2.0929338> |
| CAR PARK AT, QUEENS ROAD, OLDHAM | 2659 | CAR PARK | 53.53585 | -2.10862 | 4175 | <https://www.google.com/maps/place/53.535851,-2.1086243> |
| LEES LIBRARY,THOMAS STREET,LEES OLDHAM | 1114 | CULTURAL BUILDING | 53.53739 | -2.07183 | 2750 | <https://www.google.com/maps/place/53.537388,-2.0718277> |
| MINTON STREET, GLODWICK OLDHAM | 1984 | CAR PARK | 53.5362 | -2.10488 | 1750 | <https://www.google.com/maps/place/53.536204,-2.1048834> |
| ST. JOHN STREET, LEES | 2478 | CAR PARK | 53.53841 | -2.0715 | 1550 | <https://www.google.com/maps/place/53.538413,-2.0714975> |
| LAND AT ANCOATS STREET,ANCOATS STREET,LEES | 1589 | CAR PARK | 53.53816 | -2.07118 | 700 | <https://www.google.com/maps/place/53.538162,-2.0711802> |

It is expected that the Strategic Partnership will need to carry out further feasibility on each of these sites to confirm final suitability and design. The Council is interested in exploring how these opportunities could be brought together under one Strategic multi-site EVCI programme, and how this EVCI Strategic Programme could integrate with other asset classes, such as generation and storage.

**Crompton Moor Wind Farm (£2m)**

Crompton Moor is a large area of Council owned open moorland located within a reasonable distance of residential properties with a high wind speed, estimated average 7.5m/s.

The Council has conducted a Phase 3 feasibility study to assess the potential for deployment of wind turbines at Crompton Moor. The report considered the principal constraints to deployment and the financial costs and benefits associated with deployment.

The total size of the wind farm is expected to be 1MW, based on two 500kW units across two sites. The feasibility study indicates that the capital cost of for a single 1MW unit is expected to be £1.865m. The information preceding is based upon the latest figures available.

Further feasibility work is required for this opportunity. This opportunity may benefit from being incorporated into a multi-site Strategic Programme for generation and storage.

**Alexandra Park Depot gasifying Combined Heat and Power (CHP) (£0.5m)**

The Council has renovated its service depot at Alexandra Park to make it a net zero compliant facility, with a brand-new state-of-the-art office building heated by Air Source Heat Pumps.

The new Eco-Centre is not just a Council depot but also has facilities for public use, enabling residents to see these environmentally friendly technologies in action.

A Stage 3 proposal to install a biomass-fed gasifying CHP system to deliver heat and power to the Council-owned site has been developed by the Council, with an expected project cost of £0.5m. Located in a central energy centre, the system would provide a compact, turnkey solution that cogenerates heat and electricity from wood chips sourced from Council arboricultural arisings.

Further feasibility and modelling is needed to;

* Establish location of the energy centre onsite, the location of the drying and processing facility for the wood chip feedstock (using waste heat from the CHP unit).
* How much electricity could be consumed onsite and how much would be exported to the grid.
* Whether there would be a cost to the Strategic Partnership of the Council-supplied wood chip feedstock or whether the Council would be happy to simply benefit from the avoided cost of alternative disposal.

**Appendix 6: Minimum Gateway requirements**

The proposed Gateway process for project development will be set out in this section at full tender stage.**Appendix 7: General and Gateway-specific Project Acceptance Criteria**

Proposed Project Acceptance Criteria will be set out in this section at full tender stage.

1. <https://www.oldham.gov.uk/download/downloads/id/7116/oldham_green_new_deal_strategy.pdf> [↑](#footnote-ref-2)
2. <https://www.oldham.gov.uk/corporateplan> [↑](#footnote-ref-3)
3. <https://www.oldham.gov.uk/info/201248/creating_a_better_place> [↑](#footnote-ref-4)
4. <https://www.oldham.gov.uk/download/downloads/id/7116/oldham_green_new_deal_strategy.pdf> [↑](#footnote-ref-5)
5. <https://www.oldham.gov.uk/corporateplan> [↑](#footnote-ref-6)
6. <https://www.oldham.gov.uk/info/201261/oldham_plan/3207/oldham_plan> [↑](#footnote-ref-7)
7. <https://www.oldham.gov.uk/info/201248/creating_a_better_place> [↑](#footnote-ref-8)
8. [Warm Homes Oldham evaluation: final report | Sheffield Hallam University](https://www.shu.ac.uk/centre-regional-economic-social-research/publications/warm-homes-oldham-evaluation-final-report) [↑](#footnote-ref-9)
9. [RED WoLF | RED WoLF | Oldham Council](https://www.oldham.gov.uk/info/201249/green_new_deal/3010/red_wolf) [↑](#footnote-ref-10)