

**COMMITTEE: CABINET** 

DATE: 11<sup>™</sup> July

# **District Heating Update and Partnership Procurement**

Report of: Councillor Sanderson, Leader of the Council and Cabinet Member for Climate

Change.

**Lead Officer:** Simon Neilson, Executive Director of Place and Regeneration

# Purpose of report

To provide a summary of the progress made across the eight District Heating studies completed for the county, feedback on proposed delivery models for the schemes and seek approval to proceed with the next phase of activity.

#### Recommendations

Cabinet is recommended to:

- 1. Agree that the council's preferred delivery option for District Heating is Model 3 (Supply Framework). Under this model the Council will enter into a framework agreement with a Heat Provider and agree a form of connection and supply agreement to be used for the supply of heat to the Council across the eight towns, namely Alnwick, Ashington, Berwick, Blyth, Cramlington, Hexham, Morpeth and Prudhoe on a town-by-town basis as the schemes go-live.
- 2. Approve a procurement exercise to select and appoint a legal and commercial advisor to support the procurement activities needed to appoint a Heat Provider. The forecast cost of the external legal and commercial advisor support is ~£160,000, which it is expected will be 100% funded through the NELEP Energy Accelerator Fund at no additional cost to NCC. In the unlikely case that the NELEP do not fund the project a separate request for NCC to provide funding will be made.
- 3. Resource and undertake a procurement exercise to appoint a Heat Provider.
- 4. Agree to the inclusion of the council's future heat load to be in scope for commercially viable District Heating schemes in each of the eight locations,

- provided the commercial, economic and net zero tests are met by the Heat Provider.
- 5. Note the timescales for delivery given market competition.

# **Link to Corporate Plan**

This report is relevant to the following key themes in the Corporate Plan for 2023-2026 (background paper 1):

- Driving Economic Growth Delivering economic growth in our eight major towns through long term, generational, District Heating solutions, details of which are referenced in the updated Corporate Plan (page 31).
- Achieving Value For Money Delivering value for money low carbon heating solutions for the council, residents and local businesses (page 23).
- Tackling Inequalities supporting a just transition as part of tackling inequalities (page 33).

# Key issues

- As part of the Climate Emergency Declaration in 2019 the Council committed to working with the Government to achieve carbon neutrality for the county of Northumberland by 2030.
- 2. One of the largest sources of emissions in the county is heating domestic and nondomestic properties, with fossil fuel-based heat contributing nearly one third of the county's emissions.
- 3. The solution for reducing these emissions, at the pace and scale required to deliver the 2030 commitment, will be through connecting homes and businesses to a low carbon heating source. This will be through a building by building retrofit and heat pump installation programme and/or connecting businesses and homes to a low carbon district heating solution.
- 4. The preferred solution, and in keeping with the central government strategy, for major towns and cities, is to connect at least 50% of businesses and 70% of homes, in our 8 major towns, to a district heating scheme by 2030.
- 5. Work has been undertaken with Central Government, the global heat network private sector community, the Northumberland business community, residents, devolution partners and external experts from Womble Bond Dickinson, to devise a strategic approach to deliver these schemes at the pace and scale required.
- 6. This report provides an update on the work completed and seeks approval to move forward with the next steps, namely to procure ongoing legal and commercial support, ahead of procuring a heat partner for the county.
- 7. The estimated cost of this support is ~£160,000 and it is expected that this will be funded through an application to the NELEP Energy Accelerator Fund.

# District Heating in Northumberland – supporting information

Heat networks are a core part of the UK's strategy to deliver net zero.

In urban areas and towns, they are often the lowest cost, low carbon heating option. This is because they offer a communal solution that can provide heat to a range of homes and businesses by capturing or generating heat locally.

By driving forward new low carbon technologies like heat networks, we can cut the use of fossil fuels for heating our homes and shield households from oil and gas price rises that are being pushed up by pressures on global energy markets.

Heat networks distribute heat or cooling from a central source or sources, and deliver it to a variety of different customers such as public buildings, shops, offices, hospitals, schools and homes. By supplying multiple buildings, they avoid the need for individual boilers or electric heaters in every building.

Heat networks are also uniquely able to use local sources of low carbon heat which would otherwise go to waste. This could be from factories, the ground or even from rivers. Northumberland is well placed to take advantage of this proven technology with sources of waste industrial heat in six of the eight largest towns, and access to rivers in the other two.

Further information can be found here (Heat networks - GOV.UK (www.gov.uk))

If delivered successfully, what would District Heating look and feel like for Northumberland's residents? What are the wider benefits for the economy, skills and jobs? What are the key risks and how will they be mitigated?

#### What would the delivery of District Heating look and feel like for our residents?

Once procured and contracted our selected Heat Provider would undertake the following steps, looking across the entire county and then for each scheme, town by town:

- Planning and Design: Utilising our existing government funded studies and the Heat Provider's own expert analysis and assessment of the community's heating needs, they will refine and validate the potential benefits such as energy efficiency, cost savings, and reduced carbon emissions. They will use this information to design a District Heating solution that is fit for purpose for each of our eight major towns.
- 2. Communication, Engagement and Planning Permission: The Heat Provider, working closely with NCC will communicate and review their plans to the community through various channels such as public meetings, advertisements, working with the Voluntary Sector and local Town Councils. They will explain the benefits of district heating, the timeline for construction, and any potential disruption to the local area during construction. This stage will include the completion of statutory steps in governance, including Planning Permission and Environmental Impact assessments, working with NCC and external stakeholders including the Environment Agency.
- 3. The Heat Provider will agree baseload supply agreements with NCC and other organisations to ensure the commercial viability of each individual town district heating scheme and their capital investment in its construction.
- 4. Construction: The Heat Provider will start construction of the scheme, which can involve laying pipelines, building energy centres, and installing equipment. The construction work may take several months to complete, depending on the size of the scheme and any unforeseen circumstances.
- 5. Connection: Once the construction is complete, the Heat Provider will connect local households and businesses to the scheme. This involves installing equipment that connects the property to the district heating network and providing guidance on how to use the service.

- 6. Further Community Engagement: The Heat Provider will complete further communication and engagement activities with the community on how to use the district heating service effectively. They will explain how the system works, how to control the temperature, and how to save energy and reduce costs.
- 7. Impact assessment: The Heat Provider will continuously assess the impact of the new scheme on the community. They will measure the benefits, such as energy savings and carbon emissions reductions. They will also gather feedback from customers to any issues and areas for improvement.
- 8. Ongoing support: The Heat Provider will continue to provide support to the community, including maintenance and repair services, customer support, and information on energy efficiency. They will also look for opportunities to expand the district heating scheme to other parts of the community to provide even more households and businesses with the benefits of cleaner, cheaper, and more efficient heating.

#### **Benefits**

District Heating will offer a number of benefits for our residents, communities and businesses, including:

- Cost savings: By utilising more efficient energy sources and enabling residents and businesses to switch from fossil fuels to renewable sources, district heating can reduce energy costs for customers, boost their disposable income, and improve their overall standard of living.
- 2. Diversification of the Northumberland Economy: Those businesses who are currently generating waste heat that can be used in a district heating scheme will benefit from a new source of income through the sale of their waste heat to the Heat Provider, helping to safeguard the commercial viability of their business.
- 3. Improved energy efficiency: District heating networks can be more energy-efficient than individual heating systems, as they allow waste heat to be reused to heat other buildings, resulting in lower energy demand and reduced greenhouse gas emissions.
- 4. Reduced carbon emissions: District heating can help reduce carbon emissions by enabling the use of low-carbon energy sources. A district heating solution in our 8 major towns is a key strategic lever for delivering the 2030 Carbon Neutral Pledge for the county.
- 5. Increased reliability and insulation from the global energy markets: The low carbon District heating networks will be less reliant on energy imported from the national grid and imported fossil fuels, providing greater resilience to external factors impacting the cost of heat and storm events like Storm Arwen.
- 6. Reduced maintenance: District heating eliminates the need for individual boilers, reducing the maintenance and repair costs associated with those systems.

#### **Economic, Skills and Workforce benefits**

District heating can contribute positively to local economic development, create direct and indirect employment opportunities, improve energy efficiency, and create a skilled and competent workforce capable of delivering long-term sustainability and energy efficiency outcomes. Examples of the wider benefits for the county, include:

1. Job creation and economic growth: District heating installations require significant labour input, presenting an opportunity to create job opportunities and stimulate economic growth in each of the eight towns. This can include skilled jobs such as design, installation, and operation of the systems, as well as indirect jobs in related industries across the supply chain and spanning the life-time of the district heating assets. They also offer those large businesses which generate significant unused waste heat currently from their industrial processes (some of whom are major employers in the county), an

- opportunity to secure a new income stream by working with the Heat Provider which will help improve their businesses overall financial position.
- 2. Maintenance and repair: District heating networks require regular maintenance, often creating long-term employment opportunities, such as tradespeople and maintenance technicians skilled in servicing and repairing networks.
- 3. Workforce development: District heating schemes require a range of specialised skills, creating opportunities for workforce development and upskilling of the workforce, which can expand the pool of skilled workers available for other industries, as well as a new STEM pathway for people of all ages, with strong alignment to the national policy in this area (<a href="https://www.gov.uk/government/publications/training-providers-how-to-offer-the-heat-training-grant-for-heat-networks">https://www.gov.uk/government/publications/training-providers-how-to-offer-the-heat-training-grant-for-heat-networks</a>).
- 4. Technology development: Investment in district heating infrastructure can stimulate the development and deployment of new technology solutions, which can enhance distributed energy system efficiency, sustainability, and resilience.

#### **Key Risks**

While there are some risks associated with district heating, mitigation strategies can significantly reduce these risks.

By diversifying funding sources, investing in energy-efficient technologies, engaging with the community, and ensuring compliance with regulations, Heat Providers can ensure the long-term viability and sustainability of their projects.

The main risks to NCC are:

#### Reputational:

- In the event that District Heating schemes are not delivered, the main consequence of non-delivery, in the event that work started then was not completed, would be avoidable disruption in our major towns and failure to meet the 2030 Carbon Neutral pledge.
- o If the decision is taken to not pursue a District Heating Strategy, the council risks reputational damage for not delivering the 2030 Carbon Neutral pledge and further reputational damage for missing out on the additional jobs and skills that would be developed as part of any successful scheme.

#### Financial:

- The council, other than purchasing heat from the scheme, is not expected to be a financial partner in the scheme and therefore financial risk is limited, as the council will still need to purchase heat in some way.
- Impact on Local Community.
  - The construction of District Heating schemes will include civil engineering work in each of our eight major towns. This will be similar to other large engineering programmes and will need to be managed through good and frequent community engagement, working in partnership with the Heat Provider.

For completeness, the table below highlights the key risks and mitigations for the delivery of District Heating in Northumberland. The PETSLE methodology has been followed (Political, Economic, Technology, Social, Legal and Environment).

Key Risk	Description	Mitigation
Political	Changing political priorities may lead to a reduction in government support for	The Heat Provider should create long term, value for money solutions, that are

	renewable energy and district heating projects, leading to increased costs.	financed sustainably and be commercially viable without the need for long term government funding to be commercially viable.
Economic	Fluctuations in energy prices may affect the economic viability of district heating schemes.	The Heat Provider should invest in energy-efficient technologies, ensure there is a diverse energy supply, and adjust tariffs to reflect fluctuations in energy prices.
Technology	A malfunction in district heating systems or an energy crisis can affect the availability of heating for customers.	The Heat Provider should invest in regular maintenance and training to ensure optimal system performance, develop system redundancy, and set up emergency plans in the event of equipment or energy supply failure.
Social	Community resistance to change, such as a preference for traditional heating systems, may lead to reduced uptake of district heating schemes.	The Heat Provider should engage with local communities through public consultation to address any concerns, provide clear educational materials to explain the benefits of district heating, and potentially offer incentives such as free connection.
Legal	Changes to regulatory frameworks, such as energy tariffs and environmental legislation, can impact the success of district heating schemes.	The Heat Provider should stay informed of any regulatory changes, work closely with Central and Local Government, and ensure compliance with all applicable laws and regulations.
Environment	Environmental factors such as natural disasters and climate change can affect the viability and sustainability of district heating schemes.	The Heat Provider should invest in energy-efficient technologies, use renewable energy sources, and ensure long-term sustainability by diversifying the heat sources. Additionally, they should establish contingency plans to address unforeseen events that may impact system performance.

Through the council's work with specialist external advisors we have given careful consideration to these risks and designed an approach, through building a strategic and long-term partnership with a Heat Provider, that is designed to minimise the risks for the council.

# **Background**

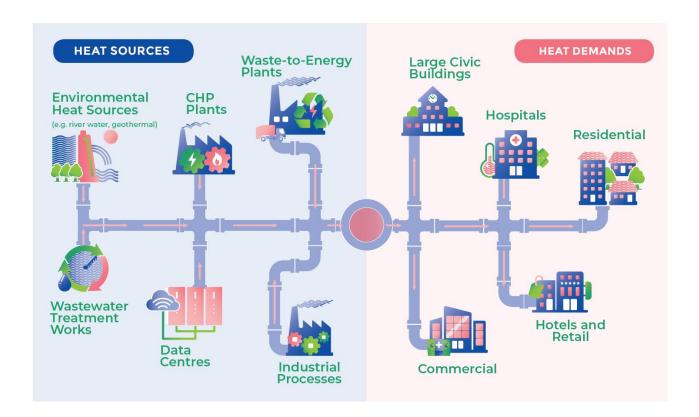
As part of the Climate Emergency Declaration in 2019 the Council committed to working with the Government to achieve carbon neutrality for the county of Northumberland by 2030.

To be carbon neutral by 2030 across the county we need to tackle emissions in three key dimensions:

- Heating
- Power
- Transport

A key strategy for reducing emissions through heating is to connect 50% of businesses and 70% of homes to a low carbon heating source by 2030 across our eight largest towns.

District Heating is the preferred route to doing this and is consistent with the national strategy on low carbon heating for major cities and towns. District Heating is estimated to be a £60bn market for England and will be a key source of jobs delivered through the low carbon economy. A simplified explanation of District Heating is shown below.



Further information on District Heating is available in the Climate Action Plan (background paper 2), the Northumberland District Heating Schemes Summary (background paper 3)

and also on the government website (https://www.gov.uk/government/news/54m-heat-network-funding-helps-households-ditch-fossil-fuels).

# District heating in Northumberland

In Northumberland the investment needed to deliver (for the Design and Build activities) the eight District Heating schemes is estimated to be £200m+, this would provide access to an annual market (Operate and Maintain) for heating of around £135m (excluding non-domestic), if 70% of homes were connected across the eight largest towns.

District Heating has the potential deliver a 'green economic' boost across the county – through new low carbon jobs and skills – that would deliver generational economic and energy security benefits.

The proposed strategy would entail schemes being funded by central government and the private sector to minimise any financial risks for NCC.

Given the nature of District Heating assets this also presents a whole county partnership opportunity, as some of our Public sector partners, for example the NHS, stand to benefit significantly from district heating and will need a solution like this to hit their own net zero targets.

Work has been completed with colleagues across the LA7, the LEP and NotCA alongside central government departments, mainly DfIT & DESNZ. A range of soft market testing discussions have been completed, with businesses in the county, covering all likely industrial heat sources, and district heating specialists head quartered in the UK and Europe. For further information see background paper (3).

Through this work a strategy has been developed that aims to balance attracting and securing a long term private sector partner to deliver and finance the scheme at pace and scale, whilst mitigating our risk as a Council, especially with respect to funding (i.e. avoids NCC having to directly fund District Heating) and ownership (i.e. avoids NCC having to become a utility provider) - we have taken this position based on feedback from the Section 151 Officer and the Deputy Leader. The approach also aims to deliver energy security and a fair energy price for residents and businesses, when compared to the low carbon alternatives that are replacing fossil fuel-based heating.

NCC engaged Womble Bond Dickson (WBD) to provide advice on the different delivery strategies. 5 options were considered and assessed against the desired outcomes that NCC are aiming to deliver through the county wide District Heating. The options considered were:

- Private Sector Scheme (Model 1)
- Strategic Partnership (Model 2)
- Supply Framework (Model 3)
- SPV (Council as minority shareholder) (Model 4)
- SPV (wholly owned) procuring DBOM / D&B & O&M (Model 5)

The options were assessed and scored against 11 different objectives, the full assessment and additional detail for each option is included in background paper 4.

The key findings and recommendations from the options appraisal identified:

 The preferred delivery model option for the Council is Model 3 (Supply Framework).
 Under this model the Council will enter into a framework agreement with the Contractor and agree a form of connection and supply agreement to be used for the

- supply of heat to the Council across the eight towns. This model was preferred as it does not carry a financial risk for the County Council, as the Heat Provider owns the heat distribution network.
- 'The procurement of a heat supplier to the Council is caught by the Public Contract Regulations 2015, therefore the award of the Framework Agreement will need to follow a procurement process that complies with the regulations'.

**Recommendation 1:** Agree that the council's preferred delivery option for District Heating is Model 3 (Supply Framework). Under this model the Council will enter into a framework agreement with a Heat Provider and agree a form of connection and supply agreement to be used for the supply of heat to the Council across the eight towns, namely Alnwick, Ashington, Berwick, Blyth, Cramlington, Hexham, Morpeth and Prudhoe on a town by town basis as the schemes go-live..

The attached report (background paper 4) provides further detail of the work completed with WBD, further information on the work that has been completed across the eight towns is also available (background paper 5).

These studies show that there are viable heat sources and heat loads in each of the 8 major towns, including a larger than expected number of waste industrial heat source opportunities, specifically in Berwick (Simpson's Malt); Ashington (Lynemouth Power Station); Blyth (Coal Authority); Cramlington (Biomass Power Station); Prudhoe (Essity) and Hexham (Egger). This creates the potential for a number of co-benefits with some of the county's largest employers.

Discussions have been held with each of the waste heat owners, all of which indicated a willingness to engage in the development of District Heating solutions, subject to a full commercial viability assessment of the schemes.

#### **Next Steps & Timeframe**

The next step needed to deliver a Northumberland wide District Heating scheme is to procure a Heat Provider for the county. To support this procurement activity the council will also need to procure and engage a legal and commercial partner.

The proposed timetable for these activities is:

- Appoint legal and commercial Partner (August 2023)
- Issue Prior Information Notice (PIN) and potential bidders' day (September 2023)
- Dialogue with Partners (January March 2024)
- Deadline for Partner Submissions (May 2024)
- Completion and Contract Award (July 2024)
- With the expectation that the first connections will be available 18-24 months after a Heat Provider has been engaged (July 2026)

Once the Heat Provider is in place further work will be required to agree baseload supply agreements with NCC and other organisations; design and build the district heating infrastructure across the eight towns and engage with residents and communities to establish a network of domestic and non-domestic heating connections.

The work needed to Design, Build and connect the business and residential customers to the Northumberland District Heating scheme, will be a multi-year infrastructure programme, with the overarching aim to put in place the infrastructure required to connect 50% of non-domestic and 70% domestic users to the scheme by 2030 in each of the 8

major towns. Detailed updates will be provided to Cabinet through-out the life time of the district heating schemes.

# Heat Supplier Procurement

To complete the procurement of a Heat Provider, will require Legal and Commercial support for the duration of the procurement. The estimated cost of this support is ~£160,000 and it is expected that this will be funded through an application to the NELEP Energy Accelerator Fund.

**Recommendation 2:** Undertake a procurement exercise to appoint a legal and commercial advisor to support the procurement activities needed to appoint a District Heating Delivering Partner (Heat Provider) for the County.

Once the Legal and Commercial support for the procurement activity is in place, the procurement activities for the Heat Provider will be undertaken and are expected to take at least 12 months. The Heat Provider contract will be for a period of 40 years.

The council will need to commit dedicated resource to the procurement activities and through the mobilisation, design, build, operate and maintenance phases that follow. It is expected that much of the resource (once the Heat Provider is in place) will come from the Heat Provider, but the exact nature of the ongoing resource commitment needed from the council will be agreed during the procurement activities.

**Recommendation 3:** Resource and undertake a procurement exercise to appoint a District Heating Delivering Partner (Heat Provider) for the County.

# Northumberland County Council Heat Load

A key component of any District Heating scheme is a stable and sizable 'Anchor Load'. The council has the opportunity to act as one element of this load, alongside other Public Sector Partners and high commercial heat users.

This would help deliver additional energy security for the council, allow the council to play a proactive role in District Heating job creation and meet the council's own targets for decarbonisation, as a Public Sector body and landlord.

In practice this would mean, subject to the proposed terms of any scheme, the council entering into a long-term connection and supply contract on case by case basis once the District Heat Schemes in each town were in operation.

The intention to do this will be included in the Heat Provider agreement.

**Recommendation 4:** Agree to the inclusion of the council's future heat load to be in scope for commercially viable District Heating schemes in each of the eight locations, provided the commercial, economic and net zero tests are met by the Heat Provider .

# Market Competition and Pace

The District Heat Network market is an emerging market for the UK, but has been tried and tested in other geographies for many years. Given the government strategy to invest in this market, as part of delivering the commitment for the UK to be net zero 2050, competition is increasing. The North East is acknowledged by government as a leader in this area and the work completed to date in Northumberland has been well received.

Although the scale and size of ambition for the county is bold, it is in fact relatively modest compared to more urban schemes and there is a risk that if the council does not continue to move at pace, that it will be difficult to attract a Heat Provider and the investment needed to fund the schemes in the county as schemes in large urban areas come to the market.

The absence of a district heating solution for the council's estate would only leave building by building decarbonisation as the route to meet public sector net zero targets, which is likely to be at a higher cost than the District Heating solution, as bans on fossil fuel-based heating are enforced. It will also reduce the likelihood of new and additional low carbon district heating jobs coming to the county.

**Issue 1:** Failure to attract a Heat Provider and deliver district heat networks would put the Economic and energy security benefits from District Heating for the county at risk. It would also make achievement of the 2030 Carbon Neutral target for the county extremely unlikely.

# **Implications**

Policy	Decarbonising heating is one of the key activities needed to support the delivery of Northumberland's Climate Change Strategy target of being a net zero county by 2030. The report also supports the key priorities within the corporate plan of Economic Growth, Tacking Inequalities and Delivering Value for Money by proposing a mechanism to deliver district heating solutions for our 8 major towns through a private sector partnership, helping to secure inward investment, and provide a diversification opportunity for some of the largest employers in the county.
Finance and value for money	A key component of any District Heating scheme is a stable and sizable 'Anchor Load'. The council has the opportunity to act as one element of this load, alongside other Public Sector Partners and high commercial heat users.  This would help deliver additional energy security for the council, allow the council to play a proactive role in District Heating job creation and meet the council's own targets for decarbonisation, as a Public Sector body and landlord.
	In practice this would mean, subject to the proposed terms of any scheme, the council entering into a long term connection and supply contract on case by case basis once the District Heat Schemes in each town were in operation.  The intention to do this will be included in the Heat Provider
	agreement, with the Council reserving its right not to enter into an individual scheme if the commercial, economic and net zero tests for doing so are not met.
	Work will be undertaken to procure ongoing legal and commercial support, ahead of procuring a heat partner for the county. The estimated cost of this support is ~£160,000 and it is expected that this will be funded through an application to the NELEP Energy Accelerator Fund. In the unlikely case that the NELEP do not fund the project a separate request for NCC to provide funding will be made.
Legal	The Climate Change Act 2008 establishes a legally binding target to reduce the UK's greenhouse gas emissions by at least 80% in 2050 from 1990 levels.
	The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 confirm that the matters within this report are not functions reserved to Full Council.
Procurement	Support activities needed to procure external legal and commercial support and to procure the Heat Provider.

Human Resources	The need for sufficient Human Resources to support the procurement of a Heat Provider.
Property	A mechanism through which it will be possible to provide access to a low carbon heating source for our estate, that should be a key driver in maintenance and repair activities, for example replacement of end-of-life fossil heating systems.
Equalities (Impact Assessment attached) Yes □ No □ N/A □	Where possible the delivery of low carbon heat though district heating will provide fairer and more equal access to more affordable energy. The dense urban areas that are most optimal for heat network connection are where a great proportion of social housing tenants reside, by combining a heat network connection with a government pipeline of retrofit grant funding, we can provide these residents with warmer, safer homes and an affordable, stable and secure energy source.
Risk Assessment	There is a Corporate Risk (Amber Rated) monitoring the progress towards delivering the Carbon Neutral by 2030 policy. District Heating is a strategic component of the plan to achieve this target. The model to delivering District Heating schemes has been developed to minimise the financial risks to NCC, with NCC not being required to directly invest in the infrastructure or become a utility provider. A comprehensive District Heating solution for the strategy is a key mitigation of the Climate Change Corporate Risk.
Crime & Disorder	By partnering with a trusted supplier of heat decarbonisation technology, the supplier has the opportunity to deliver local retrofit and decarbonisation technology to residents, and could potentially deter fraudulent activity in this sector as residents can seek advice from NCC and the procured partner on works required to connect into the network, and avoid rogue traders who may be attempting to capitalise on government funding schemes for retrofit and decarbonisation.
Customer Consideration	Residents expect the Council to deliver the net zero by 2030 pledge.
Carbon reduction	Adopting recommendations in this paper will directly lead to significant carbon savings.
Health and Wellbeing	Access to affordable heating for residential properties in the eight towns would support the health and wellbeing of those households on the scheme.
Wards	The eight towns where District Heating schemes are proposed are: Alnwick, Ashington, Berwick, Blyth, Cramlington, Hexham, Morpeth and Prudhoe. The precise wards affected would be dependent upon the timing and extent of the roll-out of the individual schemes.

# **Background papers:**

 Corporate Plan
 (https://northumberland.moderngov.co.uk/documents/s14485/03.1%20CORPORAT E%20PLAN%202023.pdf)

2. Climate Action Plan

(Climate-change-action-plan-2021-23.pdf (northumberland.gov.uk))

3. Northumberland District Heating Schemes Summary

# <u>District Heating Northumberland.pptx</u>

4. Report from WBD relating to District Heating Projects

# WBD Report.pdf

5. District Heating Reports

Outputs (link to reports for Alnwick, Ashington, Berwick, Morpeth, Prudhoe and Hexham) Feasibility Reports (link to reports for Blyth and Cramlington)

# Report sign off.

# Authors must ensure that officers and members have agreed the content of the report:

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Interim Director of Law and Governance and Monitoring Officer	Suki Binjal
Executive Director of Resources and Transformation (S151 Officer)	Jan Willis
Executive Director of Place and Regeneration	Simon
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Chief Executive	Gill O'Neill,
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