

GREATER MANCHESTER HOUSING PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

DATE: Tuesday, 11th January, 2022

TIME: 10.30 am – 12.30 pm

VENUE: The Tootal Buildings (formerly Churchgate House) -
Broadhurst House, 1st Floor, 56 Oxford Street,
Manchester, M1 6EU

AGENDA

1. **APOLOGIES**
2. **CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**
3. **DECLARATIONS OF INTEREST** 1 - 4
To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer 48 hours in advance of the meeting.
4. **THE MINUTES OF THE MEETING HELD ON 09 DECEMBER 2021** 5 - 10
To consider the approval of the minutes of the meeting held on 09 December 2021.
5. **GM RETROFIT ACTION PLAN 2021 - 2024** 11 - 60
To be presented by Mark Atherton, Director of Environment, GMCA.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

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| 6. | PLACES FOR EVERYONE UPDATE | 61 - 72 |
| | To be presented by Anne Morgan, Head of Planning Strategy, GMCA. | |
| 7. | FORWARD PLAN OF KEY DECISIONS | 73 - 86 |
| | To be presented by Joanne Heron, Statutory Scrutiny Officer, GMCA. | |
| 8. | WORK PROGRAMME 2021/2022 | 87 - 90 |
| | To be presented by Joanne Heron, Statutory Scrutiny Officer, GMCA. | |
| 9. | DATE OF NEXT MEETING | |
| | 01 February 2022; 10:30 am | |

For copies of papers and further information on this meeting please refer to the website

www.greatermanchester-ca.gov.uk. Alternatively, contact the following

Governance & Scrutiny Officer: Ninoshka Martins

✉ ninoshka.martins@greatermanchester-ca.gov.uk

This agenda was issued on 24.12.21 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

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Declaration of Councillors’ Interests in Items Appearing on the Agenda

Name and Date of Committee.....

Agenda Item Number	Type of Interest - PERSONAL AND NON PREJUDICIAL Reason for declaration of interest	NON PREJUDICIAL Reason for declaration of interest Type of Interest – PREJUDICIAL Reason for declaration of interest	Type of Interest – DISCLOSABLE PECUNIARY INTEREST Reason for declaration of interest

Please see overleaf for a quick guide to declaring interests at GMCA meetings.

Quick Guide to Declaring Interests at GMCA Meetings

Please Note: should you have a personal interest that is prejudicial in an item on the agenda, you should leave the meeting for the duration of the discussion and the voting thereon.

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

1. Bodies to which you have been appointed by the GMCA
2. Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called Disclosable Personal Interests which includes:

1. You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated).
2. You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
3. Any sponsorship you receive.

Failure to disclose this information is a criminal offence

Step One: Establish whether you have an interest in the business of the agenda

1. If the answer to that question is 'No' then that is the end of the matter.
2. If the answer is 'Yes' or Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

Step Two: Determining if your interest is prejudicial

A personal interest becomes a prejudicial interest:

1. where the wellbeing, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
2. the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

For a non-prejudicial interest, you must:

1. Notify the governance officer for the meeting as soon as you realise you have an interest.
2. Inform the meeting that you have a personal interest and the nature of the interest.
3. Fill in the declarations of interest form.

To note:

1. You may remain in the room and speak and vote on the matter

If your interest relates to a body to which the GMCA has appointed you to, you only have to inform the meeting of that interest if you speak on the matter.

For prejudicial interests, you must:

1. Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting).
2. Inform the meeting that you have a prejudicial interest and the nature of the interest.
3. Fill in the declarations of interest form.
4. Leave the meeting while that item of business is discussed.
5. Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

You must not:

Participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
participate in any vote or further vote taken on the matter at the meeting.

Agenda Item 4

MINUTES OF THE GM HOUSING, PLANNING & ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE HELD THURSDAY 09 DECEMBER 2021 AT THE TOOTAL BUILDINGS - BROADHURST HOUSE, 56 OXFORD STREET, MANCHESTER, M1 6EU

PRESENT:

Bolton	Councillor John Walsh (Chair)
Bury	Councillor Martin Hayes
Oldham	Councillor Barbara Brownridge
Rochdale	Councillor Linda Robinson
Rochdale	Councillor Ashley Dearnley
Stockport	Councillor Colin MacAlister
Stockport	Councillor Janet Mobbs
Tameside	Councillor Mike Glover
Tameside	Councillor Liam Billington
Trafford	Councillor Kevin Procter
Wigan	Councillor Fred Walker

OFFICERS IN ATTENDANCE:

GMCA	Andrew McIntosh
GMCA	Joanne Heron
GMCA	Ninoshka Martins
GMCA	Simon Nokes

HP&E 21/20 WELCOME AND APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mandie Shilton-Godwin (Manchester), Akilah Akinola (Trafford) and Stuart Dickman (Salford).

HP&E 21/21 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

There were no Chair's announcements or urgent business.

HP&E 21/22 DECLARATIONS OF INTEREST

No declaration of interests were received.

HP&E 21/23 MINUTES OF THE MEETING HELD ON 07 OCTOBER 2021

The minutes of the previous meeting, held on 07 October were submitted for approval.

RESOLVED/-

That the minutes of the Housing, Planning & Environment Overview & Scrutiny Committee held on 07 October 2021 be approved.

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Consideration was given to a report that set out the six Growth Locations identified within the updated Greater Manchester Strategy (GMS) and the work that had been done to support the development of the Growth Locations.

The following Growth Locations had been identified:

- North East Growth Corridor
- Eastern Growth Cluster
- Airport & Southern Growth Corridor
- Central Growth Cluster
- Western Gateway
- Wigan & Bolton Growth Corridor

The report highlighted that these six Growth Locations had been identified represented opportunities for the entire city-region that would bring forward large scale development that would drive a transformational change in GM.

The following comments were made:

Members welcomed the report and noted the need for the Overview & Scrutiny function to be written into the Growth Locations report to allow the committee to carry out its scrutiny functions. The accountable officer welcomed the suggestion and assured members that the committee would continue to receive regular updates on this piece of work.

A discussion was held around the benefits of providing GM residents with the opportunity to attain the necessary qualifications and develop the skills required to support growth in the new industries that would be brought about by means of these Growth Locations.

Members sought to understand how GM would work with developers to deliver GM's social housing target. Members were advised that there were plans to work with key housing providers to ensure that the housing offer in each location would meet the local needs.

It was noted that the Growth Locations would provide employment opportunities that would benefit the entire city region. However, it was highlighted that the absence of a reliable transport network would prove to be a challenge for residents living in remote areas.

A member sought to understand how priorities would be brought together to support the entire city-region. Members were advised that work was underway between GMCA, Local Authorities and TfGM to develop plans for each of the Growth Locations

in an effective place-based approach with the ultimate view to ensure the attainment of GM's collective ambitions.

Members were advised that as identified within the CSR submission to government, that there was a clear opportunity for GM to develop a place-based investment and an accountability framework with Government across the Growth Locations. It was further reported that as part of the next steps work was underway to develop individual Growth Plans and a Local Investment Framework for each of the Growth Locations to be able to secure the required investment for priority projects.

It was highlighted that a portion of the mayoral precept had funded transport related activities and therefore a member sought to understand how the funding had been utilised. Members were advised that the mayor had been invited to attend the January meeting and therefore would be able to address any concerns regarding the mayoral precept at that meeting.

RESOLVED/-

1. That the function of Overview & Scrutiny be written into the Growth Locations paper to allow the committee to carry out its scrutiny functions.
2. That the six GM Growth Locations as set out in section 2 of the report be endorsed.
3. That the work plan, progress update and next steps as set out in sections 4 and 5 of the report be noted.

HP&E 21/25

DELIVERING NET ZERO CARBON SOCIAL RENTED HOMES: A WHOLE SYSTEM CHALLENGE

Consideration was given to a report that provided an overview of the proposed approach to the delivery of net zero carbon social rented homes.

The GM Mayor's manifesto commitments for the 2021 election had included a stepping up of earlier pledges around affordable housing delivery and it had done so in two ways:

- Taking an existing (GM Housing Strategy, draft GM Spatial Framework and now Places for Everyone) commitment to deliver 30,000 social and affordable rent homes by 2037, and focused specifically on 30,000 social rented homes: and
- Further required that these 30,000 homes would be net zero carbon, as a step towards the existing 2028 target date for all new developments in GM to be net zero carbon.

The report further outlined the challenges in delivering these targets and outlined the approach in developing a plan for delivery.

The following comments were made:

Members welcomed the report and noted the need to move forward with the plans to deliver the outlined net zero carbon housing target for GM.

It was noted that an element of this work would be led under the Homelessness and Infrastructure portfolio therefore a member sought to understand how this strategy would address the homelessness issue in GM. Members were advised that within the 30,000K target, a fraction of homes would be utilised to provide necessary accommodation to the homeless in GM.

Given the scale of delivery, it was noted that the success of the strategy was highly dependent on Government funding therefore in making the case to Government GM would need to clearly articulate how this strategy would deliver Government's set national net zero carbon targets. In addition, to that it was noted that it would be useful to gain the support of Ministers to tie in lasting and substantial levelling up outcomes for GM.

Concerns were raised around the lack of Local Authority capacity and expertise on this matter; and it was therefore, noted that it was crucial for districts to work together to successfully deliver on this strategy. Members were advised that GMCA had supported and had been closely working with districts by providing additional capacity to bring forward available land.

The cost involved in building new net zero carbon homes was recognised and therefore a member sought to understand how costs would be recovered whilst delivering affordable social housing. In response, it was stated that the cost of rent would not be linked to the cost of the property thus making the homes affordable. It was added that, building cost could be recuperated from the grants that would be received by Homes England and it was noted that it is likely that developing a pipeline of demand would drive down cost disparities associated with retrofitting.

RESOLVED/-

1. That the ambitions proposed in the attached draft GMCA paper be noted.
2. That the suggested adoption of a whole system challenge approach be noted.
3. That the need for significant support from Government as part of that approach be noted.

Consideration was given to a report that provided an overview re-draft text for the refreshed Greater Manchester Strategy. The report highlighted the proposed approach to the development of a detailed delivery plan and its implementation.

Members were advised that further work was underway to continue to finalise the draft strategy, performance measures and populating the initial delivery plan. It was reported that further work had been done to develop the aboutgreatermanchester.com website to ensure that the strategy could go live on the website following adoption. The website would continue a good representation of linked materials, strategies, and case studies from day one. It is intended that the web content would be further developed and added to over time, and over time would be the 'first port of call' for Greater Manchester led strategies and activities.

It was reported that a final draft of the refreshed strategy, along with the initial delivery plan and performance framework will be presented to the GMCA for views and adoption at their meeting on 17th December.

RESOLVED/-

That the report on the draft Greater Manchester Strategy text and the proposed approach to the development of the supporting delivery plan be noted.

Consideration was a report that provided a summary of the items that would be considered by the Committee during the 2020-2021 municipal year.

RESOLVED/-

That the Work Programme be noted.

RESOLVED/-

1. That a meeting of the committee be scheduled for 11 January at 10:30 am.
2. That the following revised dates for committee be noted:
 - 11 January 2022; 10:30 am
 - 1 February 2022; 10:30 am
 - 8 March 2022; 10:30 am

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GM Housing, Planning and Environment Overview & Scrutiny Committee

Date: 11 January 2022
Subject: GM Retrofit Action Plan 2021-2024
Report of: Mark Atherton, Director Environment

Purpose of Report

To seek approval for the GM Retrofit Action Plan, produced as an action from the Mayoral Retrofit Task Force.

Recommendations

The Committee is requested to:

1. Note the GM Retrofit Action Plan and its contents.
2. Approve GM Retrofit Action Plan (draft attached at Annex 1).

Contact Officers:

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1. Introduction/Background

- 1.1 For Greater Manchester to achieve carbon neutrality by 2038 we need to prioritise the decarbonisation of heat which, at 2.8mtCO_{2e} per annum, is our single biggest source of carbon emissions.
- 1.2 Whilst there is an array of renewable heating systems available, the poor thermal efficiency of our housing and commercial building stock means that, for many residents, they are not the most affordable option.
- 1.3 To make low carbon heating more affordable we need to both increase the thermal efficiency of our buildings, by installing retrofit measures and, where feasible, generate more renewable energy on site.
- 1.4 Making our homes and buildings fit for a carbon free future has wider health and employment benefits, particularly:
- for residents living in vulnerable circumstances such as fuel poverty, poor health, or unsecure employment
 - for under/unemployed residents who could secure local, well-paid work with local employers
- 1.5 If only 20% of Greater Manchester's 1.2m homes were refortified, the market size is in the region of of£3-5.4bn, creating home grown and inward investment opportunities.
- 1.6 The retrofit market does not currently work effectively, because:
- Most people do not know they need to heat their homes differently
 - Most people are unaware of what they can do to make renewable heating an affordable reality
 - The current supply chain is too small, with many potential suppliers having a limited or an incorrect understanding of what can be achieved.
 - Due to a lack of demand, the unit costs are too high, and we are lacking a suitably sized and skilled workforce
 - Due to the failings of past initiatives, the supply chain has limited confidence that the market will take off
 - Changing heating systems is not a priority for most people and is often an emergency purchase. As such, little thought is given to the options available.

2. The Plan

- 2.1 The Mayoral Retrofit Task Force highlighted 3 notable challenges to meeting our target of an average 61,000 homes retrofitted per year. These were,

- Insufficient skilled operatives required to retrofit our homes, public buildings, and businesses
- Lack of innovative funding models and solutions to support the xx% of GM residents willing to complete retrofit measures to their homes
- A local, quality assured offer which both informs and demystifies retrofit

2.2 The GM Retrofit Plan will address the identified challenges through the agreed plans structure of,

- Forward
- Executive Summary
- Our Challenge
- Why act now?
- What are we going to do?
 - Boosting Skills
 - Improving access to Finance
 - Speeding up delivery
- Conclusion
- Implementation Plan
- Annex 1: Performance Metrics

2.3 The culmination of the GM Retrofit Plan will be the deployment of an integrated delivery proposition, which seeks to drive forward the upskilling of our local supply chains, piloting, demonstrating and upscaling of funding models and finally a region wide delivery vehicle.

2.4 The delivery vehicle for the domestic sector is currently being designed, with the public sector delivery model currently being coordinated via the Public Sector Decarbonisation scheme. Both delivery vehicles will integrate current and future skills and workforce propositions alongside future innovative funding solutions,

3. Opportunities/risks

3.1. The key opportunities include:

- Provide clear strategy and policy direction to retrofit our buildings for the region
- Opportunity to encourage inward investment, innovation, research, and development in this area
- Encourage the market to develop solutions and infrastructure to support our heavy goods fleets transition towards carbon neutrality

3.2. The key risks include:

- Business as Usual is currently failing to meet the regions low carbon ambition
- Insufficient capacity to deliver across both internal officers and wider local low carbon goods and services supply chain
- Failure to provide a clear direction and steer on how we retrofit can and will support our low carbon ambition.
- Failure to secure additional funding and leverage investment as result of not having a clear GM Retrofit Plan

4. Financial Implications

4.1 The implementation of the GM Retrofit Plan will require collaboration across a variety of stakeholders, public, social, and private. To meet the regions ambition there will be a need for additional capacity to be identified to support and deliver, at both a regional and local level.

4.2 The proposed delivery vehicles are currently funded utilising a blend of retained business rates and government grant funding (Where applicable and secured). These include Local Green Homes Grant, Public Sector Decarbonisation Scheme, however these are time limited and provide restrictions on their delivery scope.

5. Recommendations

The Committee is requested to:

1. Note the GM Retrofit Action Plan and its contents.
2. Approve GM Retrofit Action Plan (draft attached at Annex 1).

retrofitGM

Accelerating the Renovation of Greater
Manchester's Buildings

DRAFT

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Foreword

Reducing the carbon emissions resulting from how we heat our buildings is a key priority for all of us and intrinsic to delivering our target on carbon neutral by 2038. We established the Greater Manchester Retrofit Task Force in July 2021 to help tackle Greater Manchester's urgent retrofitting challenge. The Task Force brings together industry, academia, NGOs and the public sector to set out a detailed plan for Greater Manchester, as the UK's leading green city region, to take a global lead on retrofitting. This retrofitGM report is their first detailed Action Plan covering the next three years.

We are not starting with a blank page. This year alone we're investing £27m via the Green Homes Grant for residents to renovate fuel-poor homes bringing more people out of fuel poverty thanks to better insulated homes with modern, environmentally friendly heating systems that are lower carbon. We are also investing £78m in renovation and low carbon energy generation for over 150 public buildings this year including: leisure centres, schools and offices as well as investigating new financial products e.g. Carbon Bonds to make it easier and fairer for people to transition to net zero carbon. A new Retrofit Skills Hub has also been established, offering courses to 1,140 people to upskill into green jobs and training to get more people working on renovation projects. We are also introducing policies that will ensure all new homes will be net zero carbon by 2028.

Whilst this is a great start, there are over 880,000 homes, 2,700 public buildings and as yet unknown number of commercial buildings that will need some form of renovation by 2038. To reach these sorts of numbers, we will need to employ innovative finance solutions to significantly scale up our activities, building the skills and jobs needed to grow the supply chain in the process. If we receive the support we have requested from Government, over the next three years we will renovate 300 schools and other public buildings as well as over 12,000 homes, unlocking £350m in investment from social landlords.

By taking the right action to tackle climate crisis, we can address the housing crisis and create good quality skilled jobs by training people in skills in jobs for life in green industries, and deliver better, more energy-efficient homes that are cheaper to run. A greener economy in GM will create and secure over 256,000 jobs across all sectors in GM by 2038 with 90,000 in retrofit alone. These are high skilled, sustainable, secure jobs in emerging sectors.

Residents can benefit through fuel bills reducing by as much as £600 a year. Not only does this save money but reduces the risk of people needing health and social care due to the health risks posed from cold, poorly insulated homes. If you run a business, investment today will mean you have more revenue tomorrow. You'll have greater fuel security, be able to better plan and manage your variable costs and invest more of the money you make back into your business. Our children and wider families will benefit from over 1,000 new apprenticeships on offer in Greater Manchester linked to net zero; we'll also be upskilling 85,000 people currently in existing construction jobs, so they have job security and relevant skills. Our local public services will save money on the expensive energy bills that currently come from heating our hospitals, council buildings, care services and offices; that's savings that can be invested into our local public services.

By working together and doing things differently we can help address climate change and in doing so improve living standards and 'level up' by embracing the new green industrial revolution.

1. Executive Summary

Climate Change is the biggest challenge we have ever faced; it needs action at all levels of society from global to the very local. The science is clear, we need to reduce our greenhouse gas emissions drastically and rapidly if we are to keep global temperatures within safe limits. For Greater Manchester, to meet our carbon neutral target by 2038 and not exhaust our carbon budget, we need to take immediate action. As a city region we have already used next year's carbon budget and, at our current rate of emissions, our entire budget will be gone in 6 years. Action is required on every source of greenhouse gas emission, but we need to prioritise the decarbonisation of heat, our second biggest source of carbon emissions (after transport). The largest single source of heat emissions is from our buildings, domestic properties in particular, so decarbonising the heating of our homes is critical.

By 2030, our headline objective is to have reached an average of 61,000 domestic retrofits a year, and all non-domestic buildings reaching an average of Energy Performance Certificate rating C or Display Energy Certificate B. It will be seven years before all new homes in GM will be designed to be net zero carbon. In the meantime, over three quarters of our existing homes (some 887,000) will need to be improved. These improvements necessarily include both increasing thermal efficiency and air tightness and moving to renewable energy. This could involve loft or wall insulation, new windows or doors or solar panels, making them less draughty and easier and cheaper to heat. Combined, this requires the development of an annual domestic renovation market worth between £610m-£830m a year. Our ambition is to create this market in such a way that it benefits GM's residents and business, creating opportunities for all.

The Opportunity in Numbers

To achieve our environmental goals, we need to:

- Renovate 887,000 homes, of which 138,000 are in the Social Rented Sector
- Renovate 700 Local Authority controlled schools
- Renovate 2,700 Public Sector Buildings
- Renovate every commercially let property which has an EPC of less than B by 2030
- Upskill 80,000 existing construction workers
- Shortfall of approximately 7,000 – 8,000 construction workers over the next 5 years
- Create a GM renovation market of £600m - £800m pa
- Install 210,000 ASHP in those properties which are heat pump ready

This is a big step-change for a market which is still in its infancy, and which suffers from multiple market failures including: a lack of market demand; supply chain capacity; a suitably skilled workforce and the financial products needed to fund the measures.

Tackling the multiple market failures which exist will require a systemic approach. We need every organisation with a stake in renovation (inc. suppliers, training providers, banks and other lending providers, and potential customers themselves) to work together. Only then will we be able to ensure the necessary confidence to release the investments required to create a suitably skilled workforce.

What is the opportunity?

While the renovation challenge we face is large, complex and multifaceted, so are the benefits we will realise by meeting it. These benefits are not limited to environmental gains; the retrofitting of GM buildings will result in a step change in the way we live and work, bringing with it a suite of benefits ranging from direct economic gain, through to health and wellbeing improvements and a more skilled and resilient workforce. Done correctly, it will ensure that no one is left behind, that those people and businesses who are most vulnerable benefit the most and our resilience to future climate change shocks is strengthened.

This is not about paying today for gains at some unspecified point in the future, there are opportunities today which can be realised immediately, such as:

- installing 200,000 Air Source Heat Pumps into those properties which are suitable and don't need to be retrofitted, a £1.2bn market for local companies.
- responding to the 31% of GM owner occupiers who want to renovate their homes in the next 5 years, a £3-5bn opportunity.

The scale of the renovation task means that not only will retrofitting our buildings help address some of the biggest socio-economic challenges we face as a city region, but also ensure a fair and just transition to a net zero carbon society.

Renovation is about the four C's:

Comfort – a more constant, controllable temperature throughout the home with no draughts

Carbon – significantly lower carbon emissions

Coughs – better health and wellbeing through improved internal air quality and eliminating damp and mould

Costs – reduce long term energy costs and price volatility

Why act now?

Decarbonising the heating of buildings is critical to achieving not only our environmental targets, but it also can realise many wider benefits outlined in the Greater Manchester Strategy whether it's improved health, equality, economic inclusion, or alleviation of fuel poverty. 157,000 Greater Manchester households (15% of homes) are currently in fuel poverty. In addition, reducing carbon emissions reduces the risks from future energy price shocks and energy supply constraints. We therefore need to cease basing our assessment of investment potential purely on the energy savings of retrofit, which can act as a deterrent for investment, instead recognising and capturing the wider policy benefits.

Priority area 1: Boosting skills

While retrofit generally does not require new trades, it creates a clear opportunity to upskill and retrain existing tradespeople within the construction sector to meet the expected future demand. Our current training programme indicates that 60% of trainees are existing tradespeople and 40% new to the sector across GM. The sector sees around 1,000 apprentices and 3,000 Further Education learners completing Construction programmes every year. This needs to increase, with young people learning about the sector on systems like GM Apprentices and Careers Service. This will require employers to provide entry-level

opportunities to young people across the wider sector, as there is an existing shortfall of approximately 5,000 workers, largely due to an ageing workforce and Brexit.

Curriculum changes are needed in existing apprenticeships. Work is ongoing to explore how the region can best make use of the “Shared Apprenticeship Scheme” – a popular programme in project-based sectors like Construction. Increasing the number of enrolments onto entry level (L2 and L3) apprenticeships is critical to the success of retrofitting in GM. In addition to craft trades, there is a need for higher level skills such as Retrofit assessors and coordinators, as well as degree level apprenticeships. High level skills delivered by universities need greater emphasis too, with retrofit requiring a system change in architecture, civil engineering, and design. There is a broad spectrum of apprenticeships and higher/degree level qualifications which will need to address the changes happening around building retrofit and the role their profession needs to take. The Plan sets out how we will support these transitions in our education system.

Priority area 2: Improving access to funding and finance

To enable this suitably skilled and scaled market to emerge, we need those who can ‘move early’ to lead by example, whether in the public, private or third sector. They need to use the powers they have to enable and support building renovation within all tenures.

Whilst some renovation activity is already happening, it is mainly in the worst performing properties, as this is where the government funding is currently targeted to realise wider social objectives. While socially desirable, and equitable, this approach excludes 75% of the homes that need to be improved in GM. Grant funded programmes are essential to stimulate the market but will not deliver the speed or scale of activity required. We need to create the conditions which allow more market-based delivery and finance mechanisms to be developed: things like local climate bonds, property-linked financial products, green rental agreements, and green mortgages. Such mechanisms will need to support ‘middle income’ households who may not be eligible for larger grants but are unable to fund the difference themselves. Positioned correctly this is an opportunity to attract patient institutional investors which could reduce the cost of finance significantly. The Plan sets out how we will investigate the feasibility of deploying such funds.

Priority area 3: Speeding up delivery

Through the Greater Manchester ‘Places for Everyone’ planning framework, standards for new buildings and developments will be set, but we still need to increase renewable energy generation and low carbon heating in existing homes and buildings. To achieve this, residents, businesses and stakeholders will need support to help make the right decisions, making sure everyone can benefit from these changes to ensure a fair and just transition.

GMCA is taking an active ‘market-making’ role to help drive up renovation activity. We are developing a traded service which will assess homes and provide customers with a customised ‘retrofit plan’ – giving them confidence about what needs to be done, in what order, and how it could be paid for. This will particularly focus on the 31% of GM homeowners who we know are willing to undertake some form of retrofit in the next 5 years with the right assurances and support. This is in addition to existing plans to invest in retrofitting 7,200 socially rented properties and other commercial, public, and academic building renovation schemes.

Accelerating the Renovation of Greater Manchester's Buildings

The retrofitting of buildings and the associated transition to the electrification of heat, will increase the demand for electricity, which is already increasing due to our move to electric vehicles. Currently, GM spends around £5bn a year on energy, with most of the money leaving the city region. This financial outflow will increase unless we seize the opportunity to meet this energy demand through local onsite generation, which has multiple benefits, including:

- reducing the ongoing cost of heating building;
- reducing exposure to future energy price shocks;
- reducing the need to reinforce the electricity grid (which has embedded carbon); and
- reducing unemployment by generating local high skilled jobs.

The Plan sets out our proposals for accelerating retrofit and local energy generation, utilising public grants, where available, enhanced by private finance products and upscaling the market offer for those who are 'able to pay'.

Further detail on the issues outlined above can be found in Section 4 with specific actions aimed at realising these opportunities and overcoming the challenges can be found in Section 6 – Implementation.

2. Our Opportunity

This Plan sets out how Greater Manchester will move quickly to increase the speed and scale of retrofitting across the city region. This is as much an environmental imperative, as it is a social and economic opportunity. A sustained plan to renovate our buildings will create thousands of new, high-quality jobs and opportunities for existing tradespeople to diversify into sustainable careers, as well as making Greater Manchester a leading city-region for implementing low carbon technologies. It will also cut energy bills for some of our most vulnerable residents and improve health and wellbeing by improving the physical fabric of our homes.

This is our Greater Manchester approach to decarbonisation – delivering on our climate commitments through actions that also level up and improve people's lives. That's why our refreshed Greater Manchester Strategy puts the climate and equalities agendas at its heart. We are committing to viewing all our activities, priorities and plans through these lenses. Our goal of a carbon neutral GM by 2038 is a once-in-a-generation opportunity to deliver substantial carbon reductions, environmental and health benefits for our people, whilst also delivering our Local Industrial Strategy by creating new green industries and jobs that capitalise on our outstanding research assets and large low carbon goods and services sector.

For example, we want to deliver a London-style public transport system. This would improve the day-to-day experience of the network (with more frequent, reliable and cheaper transport connections) and decarbonise it (through electrifying the bus fleet). The result is a better public transport system that gets people out of their cars and cuts congestion and carbon. But it also connects people better to all the opportunities our city-region has to offer – widening the jobs market and helping young people go to the college of their choice not the college they can reach.

Our business, universities and other partners are also coming together to form the 'Innovation Greater Manchester' partnership. This is a plan to leverage and accelerate the success of Greater Manchester's existing research and development (R&D) hubs in global frontier sectors, including advanced materials and manufacturing and clean growth, and drive more commercialisation and application of innovation. This partnership will deliver the aims of our Local Industrial Strategy by translating GM's scientific excellence into productivity gains, economic growth and everyday innovations that will drive down the cost of decarbonising. We're also providing support through 'Bee Net Zero' to help businesses who want to decarbonise, have created a new Energy Innovation Agency and have launched the UK's first City Region Mission for carbon neutral living in GM by 2038.

With the right action, we can decarbonise our economy and improve people's lives with better homes, better jobs and better public transport.

At around 3,560 kCO₂e per annum, the carbon emissions associated with heating our buildings are the second largest source of the region's greenhouse gas emissions (after transport). We need to urgently address this if we are to meet our 2038 carbon neutral target, and more importantly stay within our carbon budget. The actions needed to achieve this target will also help to address wider GM socioeconomic objectives related to equality, inclusion, fuel poverty, health and wellbeing, and economic resilience. To reduce these carbon emissions, we need to heat our buildings with renewable energy, and to do this economically means we need to renovate them, so they are thermally more efficient.

What do we mean by retrofitting?

In this report, when we talk about 'retrofitting' we are talking about two main types of activity:

1. Improving thermal efficiency and air tightness. Most buildings in the UK have poor thermal efficiency. They 'leak' heat through poorly insulated roofs, walls and floors. This is inefficient and costly; it is also a barrier to moving to renewable sources of heat. Renewable heating systems (like heat pumps) operate most efficiently when generating heat at lower temperatures. If higher temperatures are required to heat a thermally inefficient home, this can increase running costs. This means action to improve the thermal efficiency of many existing buildings (through new doors, windows, draught exclusion and insulation) needs to happen before households can switch on mass to lower carbon heating systems that operate most efficiently and economically. That means action to improve the thermal efficiency of our existing buildings (through new doors, windows, draught exclusion and insulation) has to happen before households can switch on mass to lower carbon systems.
2. Shifting to renewable heating. This means replacing (mainly) gas boilers with low carbon alternatives, heat pumps and other systems which use renewable energy to generate heat as well as energy storage and smart controls.

The retrofitting delivery covered by this plan includes 3 submarkets with distinct opportunities, challenges and policy levers: domestic retrofit, public building retrofit, and commercial / industrial retrofit.

Challenges to scaling up retrofit

To hit our environmental targets, and wider policy objectives, retrofitting of buildings needs to happen rapidly and at scale. To do this we need to overcome several key challenges:

An underdeveloped market

The scale and speed at which we need to renovate our buildings means the private sector and the market will need to play a central role, but the market is not currently fit for purpose. The market currently lacks capacity, capability, financial products and services, a skilled present and future workforce, and quality assurance. Once unlocked, it will be a powerful driver for place-based change. There are four key challenges preventing this being realised, namely:

- **Poor economic incentives.** Our national energy taxation policy disincentivises the switch to renewable heating, by taxing carbon intensive gas less than electricity. Whilst Government has stated it will address this, it is yet to give a quantified timeline for what is envisioned to be an incremental shift;
- **Poor awareness.** Most people do not know that we need to heat our homes, offices and schools differently. Those that do face a plethora of inaccurate information on the efficacy and cost of renewable heating;
- **Poor availability of finance.** Unlike most other building and domestic home improvements projects, retrofit measures are often viewed solely through the lens of payback. Unfortunately, this can be drawn out. The cost of retrofitting a property, including the installation a heat pump, can be between £10,000-£15,000, so most people will need to borrow money over a number of years and the interest charged can have a significant impact on the overall cost the retrofit. Long term patient (low

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interest) capital is needed, which recognises that the duration of the loan may well be longer than resident lives in the property; and

- **A vicious cycle.** Because such buyers are not well-informed, the consumer demand needed to fix the market is not present. This creates a vicious circle of poor demand driving poor supply, which needs to be broken.

The scale of the environmental challenge means action is needed across all building tenures, whether domestic, commercial and industrial, or public. But the barriers and drivers to decarbonising these different types of buildings are different and will require specific interventions. We need to sequence these interventions and start by targeting those sectors/individuals who already recognise the urgency we face. Doing this will create the necessary demand to stimulate the provision of skills and the enabling financial products and services. It is critical that this demand stimulation is mirrored by a commensurate increase in the capacity of the supply chain to meet this demand, otherwise there is a risk of inflated costs and poor quality.

An under-skilled workforce

As well as stimulating demand, we also need to develop a suitably skilled and scaled supply chain. Whilst this will create some new jobs, much of the work will be done by our existing workforce of tradespeople who will need to be upskilled. It is not clear at this stage where that balance will be and it is likely to change over time as the wider construction market follows its highly cyclic demand profile.

The Opportunity in Numbers

To achieve our environmental goals, we need to:

- Renovate 887,000 homes, of which 138,000 are in the Social Rented Sector
- Renovate 700 Local Authority controlled schools
- Renovate 2,700 Public Sector Buildings
- Renovate every commercially let property which has an EPC of less than B by 2030
- Upskill 80,000 existing construction workers
- Shortfall of approximately 7,000 – 8,000 construction workers over the next 5 years
- Create a GM renovate market of £600m - £800m pa
- Where needed, install 210,000 ASHP in those properties which are heat pump ready

It will be difficult to make this happen, because the construction sector has a strong pipeline of non-retrofit work. As long as this is the case, employers are unlikely to invest the time and resources needed to release staff to train in 'retrofit skills' on their own. As retrofit competes with more traditional projects for labour, we need to demonstrate a long-term pipeline to give employers, employees and colleges the confidence they need to enter the market. The market will also require employers to acquire new third-party accreditations such as TrustMark and Microgeneration Certification Scheme (MCS); which will cost time and money.

Under-developed infrastructure

The UK's legally binding commitment to a 78% reduction in carbon emissions by 2035 and to have less dependency on imported gas is driving the transition to the electrification of

heat. This move, happening in parallel with the transition to electrical vehicles, will significantly increase the demand for electricity over the next 5 years. This will require a whole system approach to the energy challenge. By installing local renewable energy generation and storage it will be possible to generate long term revenue streams, reducing our risk to future energy price shocks and security of supply.

Where are we?

Greater Manchester is not currently on track to be carbon neutral by 2038. We have already 'used' next year's emissions budget and, at our current rate of emissions, our entire budget to 2100 will be 'spent' in 6 years. Whilst action is required on every source of greenhouse gas emission, we need to prioritise the decarbonisation of heat because it is our second biggest source of carbon emissions (after transport).

Although around a quarter of GM's homes could install renewable heating today, to make renewable heating affordable in the remaining homes we need to reduce ongoing energy demand and cost by retrofitting them to increase the thermal efficiency so that less energy is needed to keep them warm. Where feasible, we also aim to generate more renewable energy on site as both actions reduce ongoing energy cost, offsetting the upfront capital investment needed.

The current retrofit market is in its infancy and still suffers from multiple market failures which need to be simultaneously addressed if we are to stand any chance of achieving a fair transition to a zero-carbon society.

The current market will not deliver the number of retrofits which are needed, because:

- Most people do not know they need to heat their homes differently
- Changing heating systems is not a priority for most people and is often an emergency purchase. As such, little thought is given to the options available
- Most people are unaware of what they can do to make renewable heating an affordable reality
- The current supply chain is too small, with many potential suppliers having a limited or an incorrect understanding of what can be achieved
- Due to a lack of demand (volume and coordination), the unit costs are too high, and we are lacking a suitably sized and skilled workforce
- The current financial products are not well suited for long duration loans where benefits are split between present and future property owners or tenant and landlord
- Due to the failings of past initiatives, the supply chain has limited confidence that the market will take off, so they are not prepared to invest in the new skills needed
- As there is very limited demand for 'retrofit skills' training providers are reluctant to invest or run course they are not confident they can fill

Current policy, regulation and taxation does not send a strong enough message to create the changes needed.

As these challenges are all intrinsically linked, with overall progress constrained by any one of them, systemic intervention into the marketplace is required. The systemic nature of this intervention will also have wider implications, supporting the adoption of zero carbon technologies and renewable energy generation outside of building retrofit.

3. Why act now?

The UK housing market is on the cusp of a renovation revolution. As we look to heat our homes and buildings with renewable energy, many of us will need to implement the upgrades needed to make our properties fit for the future. Left to market forces alone, only those with the necessary knowledge and resources will be able to benefit from this revolution. This will result in many people being left behind, especially those who find themselves in vulnerable circumstances, and so further entrench inequality. As more people move to renewable energy sources, or to generating their own energy, those left behind will face higher costs per household to maintain the electricity network.

Early public intervention is needed to catalyse the market, making it cheaper and easier to adopt these changes, and supporting a fair and just transition to zero carbon heating. This structured intervention will deliver multiple benefits to Greater Manchester residents and businesses including, for:

- **People:** For residents' health, education, jobs, income, and prosperity.
- **Economy:** Improving productivity via more effective use of resources (energy), and the potential to create of new jobs, industries and skills, as well as reduced pressures on public finances.
- **Environment:** making a significant contribution to reducing CO₂ emissions.

Or as Red Coop, one of GM's retrofit specialist companies puts it, it's all about the four C's:

- Comfort
- Carbon
- Coughs, and
- Cost

These benefits are outlined in more detail below.

Benefits for Greater Manchester's residents

Reducing energy demand by improving a home's fabric offers substantial economic benefits to the people living there. This is particularly important in Greater Manchester, where the number of people living in fuel poverty has risen every year for the last three years and currently stands at around 157,000 households (c.15% of all GM households). Reducing the proportion of income spent on energy positively impacts food poverty (tackling the infamous 'heat or eat' challenge). It can also improve household relationships (due to reduced financial stress) and health inequalities, (resulting in fewer GP visits). This in turn has implications for school attendance and attainment.

Retrofitting homes also delivers big health benefits. Cold or poorly ventilated homes are prone to damp and mould which can exacerbate existing respiratory conditions such as asthma or Chronic Obstructive Pulmonary Disease (COPD) and have a significant impact on mental health (increasing the risk of depression and anxiety by 50%). They can also double the risk of children getting asthma or bronchitis. Cold homes cost the NHS an estimated £600m-£2.5bn (depending on the method used), which is around 1.7% of total NHS spending (as of 2016/17 figures). Investing £1 in retrofit is estimated to save £0.42 in direct health costs alone. There is therefore the potential to make significant savings in public health costs by retrofitting homes.

Example: The Warm Homes Oldham Project

The 2016 Warm Homes Oldham project was aimed at households with poor health due to fuel poverty. It found:¹

- 60 per cent of respondents with a physical health problem felt that the initiative had a positive impact on their health
- 80% reported that the project had a positive impact on their general health and wellbeing
- 96% of those who self-reported as being at 'high risk' of mental illness on completion of the General Health Questionnaire moved to 'low risk' following the initiative
- 96% of respondents agreed that their home was easier to heat because of their involvement in the project; and 84% agreed that they now spend less on their heating
- It was predicted that 75% of participants would move out of fuel poverty because of the initiative

Alongside these self-reported improvements in health and wellbeing, the project evaluation also tried to quantify the financial savings to the health system. For example, around 128 adults (of the 885 in the project) were estimated to have a Common Mental Disorder. Taking a conservative estimate of the benefits of the project (that the observed benefits had an immediate effect, but only lasted for one year) it found savings of around £45,000 in health costs (through a mix of reduced medication, counselling, GP and inpatient and outpatient costs).

The evaluation also calculated the employment, output and fiscal savings from impact on numbers of individuals with a CMD was also calculated. It found:

- £178,000 of extra GDP due to higher employment rates
- £37,700 of extra GDP due to reductions in sickness absence
- £137,300 of fiscal savings to the public purse through reductions in benefit claims.

Benefits for Greater Manchester's Economy

The benefits to GM's economy from retrofitting our buildings arise in four ways:

- Reducing our collective £5bn energy bill, enabling GM residents and businesses to spend or invest some of this money in more productive ways (from individuals buying more food, to firms investing more in R&D and innovation) and keeping more of it in GM;
- Supporting our foundational economy through the creation or securing the estimated 90,000 retrofit jobs required, and safeguarding thousands more roles, by growing the local renovation market;
- Increasing our energy security both from future energy prices shocks and by providing more security of supply; and

¹ 427 respondents from 176 householders took part, around one third of the participants, the report by Sheffield Hallam University states "From analysis of this dataset, the general picture is one of statistically significant change in almost all key change variables"

- Delivering the ambitions in our Local Industrial Strategy to deliver the 2038 Mission for carbon neutral living in GM, and in doing so, create new green industries and jobs capitalising on Greater Manchester's research assets and large low carbon goods and services sector, which already includes 2,500 companies and employs over 45,000 people.

Foundational Economy

The foundational economy is the part of the economy that supplies everyday but essential goods and services that keep us safe and provide social and economic functioning and wellbeing' – (Foundational Economy Collective).

The 'foundational' and 'everyday economy' account for 62.5% of GM's workforce, including social care, early years, retail and construction. GMCA's Foundational Economy Programme is working to create higher pay and better jobs and investment, to reduce economic inequality and increase productive investment. The creation of high-quality retrofitting jobs works to support this aim and increases the long-term resilience of the construction sector and its supply chains.

Our work with the Energy Systems Catapult identified that around 30% of GM residents are willing to undertake some level of home improvement retrofit in the next 5 years. This would translate into an opportunity worth between £3bn and £5.4bn. Investment of this scale, and the forward buying messages it would send to the market, would be a game-changer. Coordination of this pipeline would not only act to reduce costs, but it would also be an attractive proposition for inward investors looking to use GM as a springboard into the wider UK market.

Current capacity constraints in the retrofit supply chain also provides a driver for more companies to diversify into the sector and for product manufacturers and distributors to relocate to the region due to local demand and the ability to reduce distribution costs. By engaging these employers through existing initiatives, such as The Good Employment Charter and the campaign for Greater Manchester to become a real Living Wage City-Region, there is an opportunity to create high quality jobs for GM residents.

The Greater Manchester Good Employment Charter

The Charter is a voluntary membership and assessment scheme that aims to raise employment standards across the city-region, for all organisations of any size, sector or geography. It describes seven key characteristics of good employment: secure work, flexible work, real living wage, engagement and voice, recruitment, people management, and health and wellbeing. It is closely linked with the campaign to make Greater Manchester a real Living Wage City Region.

The development of a Good Employment Charter for Greater Manchester was first proposed in Andy Burnham's manifesto for the 2017 Greater Manchester Mayoral election. Following extensive consultation, the Charter was introduced in July 2019. It has now engaged over 400 employers across the city region, covering over 200,000 employees. This includes 16 property and construction employers signed up as supporters and 6 full members.

The charter is open to any organisation that employs people, and it has three levels:

- Supporters have made a commitment to improving practice in all characteristics of good employment.
- Members have made the Supporter Commitment and meet the membership criteria in all characteristics of the Charter; and
- Advocates excel in characteristics of good employment and share their expertise with others.

The Charter is committed to creating a community of like-minded businesses and organisations who can work with one another to share good practice and influence peers within their sector. The Charter Unit (based at the Growth Company) deliver networking events and webinars throughout the year to highlight and disseminate best practice, in addition to recording a popular podcast series with high profile guests from across Greater Manchester.

Parts of the construction sector are also facing multiple challenges including an ageing workforce with fewer young people attracted to the industry, pre-existing skills shortages and difficulties incentivising and managing training and lifelong career development due to employment structures, and difficulties planning for long-term investment given the sector's vulnerability to recessions and other crises affecting demand. This creates an opportunity for GM to use the training and adoption of new technologies needed for carbon reduction, and the creation of a stable pipeline of demand, to attract more young people into the sector and increase the management capacity, innovation and productivity of construction companies.

Developing a leading market for retrofit also provides opportunities to increase innovation in the city-region's economy. For example, one of the key challenges is that the business case for renovation is not always strong enough to enable commercial investment in retrofitting. Whilst changes in energy taxation policy (moving taxes from electricity to gas) will help, the timing of these changes is uncertain so they can't be factored in to cost-benefit analysis. The business case is further challenged if commercial tenants need to move out for retrofitting to take place (or the space is vacant). For these reasons, there is a clear opportunity to develop innovative products and services, including those that enable commercial renovation to work within the current tax and property valuation landscape.

The Energy Innovation Agency - a partnership between GMCA, The Growth Company, SSE Enterprise, Hitachi EU, Bruntwood, The University of Manchester, Manchester Metropolitan University, and The University of Salford has identified non-domestic retrofit as one of its key challenge areas. The Agency will help secure the rapid adoption of innovative solutions which will enable the acceleration of commercial retrofit, using the estates of local anchor organisations as testbeds. By leading on these innovations, GM can benefit from 'first mover advantage' where innovations developed here go on to be bought by others outside the city-region.

Benefits for Greater Manchester's Environment

Greater Manchester can't solve climate change on its own, it can though make its fair share of the carbon reductions. As both the home of the industrial revolution, and of the industrialisation of carbon emissions we have both an obligation and an opportunity to show the world how to transition to a post-industrial zero carbon city region. In doing so we can

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not only show national and global leadership we can reap the wider benefits this transition can bring when it's done in a fair, just and equitable way. In the same way we reaped the benefits of industrialisation 200 years ago.

By upgrading our buildings to improve energy efficiency and introducing renewable heating systems (like heat pumps) across the Region will reduce the amount of greenhouse gas emissions we currently generate. By decarbonising our buildings, we can reduce our annual domestic emissions by 3,793 ktCO₂e, or commercial emissions by 1,190 ktCO₂e, and our public estate emissions by 505 ktCO₂ this is the equivalent of 43% of GMs direct carbon footprint.

Burning fewer fossil fuels to heat out homes will also reduce NOx emissions, improving both indoor and outdoor air quality. Reducing overall growth in demand for electricity will also reduce the need to reinforce the electricity distribution network, further reducing the emission of greenhouse gases and the 'embedded carbon' involved in these projects, reducing the demand on finite resources.

Building upgrades also provide opportunities for wider environmental gains such as water efficiency or green roofs which not only help to control a buildings temperature but increase biodiversity. Green roofs also increase the time it takes water to enter the drainage systems reducing the risk of flooding. Homes in areas at risk from surface water can also have adaptation measures fitted to their properties as part of the renovation works which reduce the risk and impact of future flooding which will only become more frequent as the consequences of our warming climate.

What are we going to do?

By 2030, our headline objective is to have reached an average of 61,000 domestic retrofits a year, and all non-domestic buildings reaching an average Energy Performance Certificate (EPC) rating of C and DEC rating of B respectively.

This plan sets out three priority areas where we need to take urgent action if we are to achieve this objective, meet the environmental challenge we face as a region, and to realise the identified economic, health and other benefits of scaling up retrofit across the region. These are:

- Boosting Skills
- Improving access to Funding and Finance
- Speeding up Delivery

4.1 Boosting skills & talent pipeline

Where are we now?

The market in Greater Manchester, as it stands, is primarily catering for small-to-medium scale retrofit across the social housing sector, with some current projects in the pipeline. There is a small but growing demand for retrofitting private homes. Building retrofit requires commissioners (be that public, commercial or domestic) to become informed clients and requires retrofit assessors and coordinators; individuals who can develop whole house solutions connecting thermal efficiency, heating and ventilation. These are relatively new career pathways, and there are few organisations and individuals qualified to conduct this work.

Retrofit generally does not require new onsite trades. Instead, there is a need to upskill and retrain many existing tradespeople within the construction sector to meet the expected future demand. There are some big challenges we will need to tackle to make this happen, including:

Existing workforce challenges:

- **Existing shortages** - Work needs to be done addressing the pre-existing shortage of skilled trades across GM. This is estimated to be between 5,000-6,000 before any growth in retrofit activity.
- **An ageing workforce** - Work is needed to address the age profile of the sector by attracting younger workers who currently do not view it as an occupation of choice.
- **The talent pipeline** - In construction and retrofit is not encouraging, as there are existing shortages and high levels of self-employment, there are too few employers offering entry level work-based apprenticeship and traineeship opportunities.

Weak incentives to train:

- **Hesitancy** - There has been some hesitancy among employers to reskill staff on new retrofit technologies and techniques. This is partly down to historic initiatives which were introduced then withdrawn and to low visibility of the pipeline. Tradespeople are already busy, with increasing investment in both new building and the domestic market while many in the sector are cautious to invest time and energy into reskilling while this is the case. Faced with immediate and certain existing demand for 'traditional' construction work, many in the sector are cautious about investing time and energy into retrofit as it can seem like a riskier bet.
- **'Feast and famine'**. The use of multi-level subcontracting reduces the profits available to those who actually deliver the works; making it easier to let staff go when markets turn downwards (not all return). As such, skills are often bought in through subcontractors / self-employed and not developed within the labour force.
- **Weak demand**. Commissioners buy to a budget not the specification of what is needed to achieve our carbon neutral targets, often omitting more sustainable options, even when they are specified there are often "value engineered" out to hit a budget.

Scale and breadth of training required:

- **A large and diverse market**. Many employers in GM are SMEs, which adds complexity for at-scale upskilling and training.
- **Existing skills infrastructure does not support quick upscaling of relevant training**. Directly relevant apprenticeships in Retrofit Advisor and Assessor are still to be

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developed. There needs to be more relevant material in the existing pathways at FE/HE level.

- **Training requirements are not limited to tradespeople** and needs to include higher skilled training e.g. Retrofit Advisors, Assessors and Coordinators for whole house retrofits

There is a general need across the sector for Continuous Professional Development, so that the sector becomes aware of both the challenges of retrofit and suitability of the low carbon solutions, so they can support property owners to retrofit their homes and buildings. This is critical as currently there is a widespread lack of knowledge in the workforce, which is filled with misinformation and urban myths as to the efficacy, reliability and cost of the technology. This is a significant barrier to progress. Retrofit projects of all sizes require trades and construction professionals to operate differently. This will require new skills and competencies, which see greater interaction across different trades. It also needs better planning and understanding of a whole building approach and, in the future, the wider system. But market demand for these skills is currently limited, and confidence that the skills will be needed in the short term remains low. This means there are few training providers offering the necessary courses. Even when courses do exist, there are also challenges around current qualifications containing the required content to meet the retrofit quality standards required.

GM already has a good spread of skills provision for occupations related to construction and therefore for retrofit-dependent trades. However, there is a lack of understanding amongst providers and other stakeholders of the ability and process for current curriculums to deliver a cohesive retrofit training package; the extent of the change required in delivery is still unclear. It is envisaged that there will also be a training need for current tutors and assessors of Skills in GM.

The understandably cautious approach of employers to invest in upskilling and reskilling for low-carbon homes means that this will be a niche market until it is driven by regulation and even then, employers will generally only upskill to the standard stipulated.

Retrofit Skills Need - Considerations

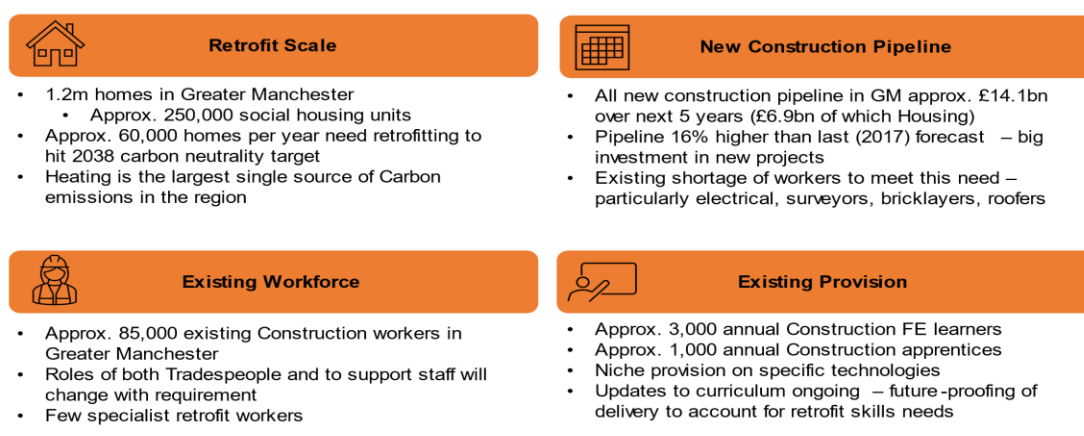


Figure 1: Retrofit Skills Considerations

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This reskilling process is not restricted to the craft trades such as joiners, plumbers, plasterers or electricians. It also needs quantity surveyors, architects' planners and project commissioners. Building retrofit also requires retrofit assessors and coordinators; people who can develop whole house solutions connecting thermal efficiency, heating and ventilation. Retrofit advice, assessment and coordination are new skills and do not always require a higher level of educational attainment.

Whilst this may appear complex, this does not mean all retrofit projects need to be invasive or 'Deep', this will be dependent on the existing thermal efficiency of the property and the end level of efficiency the owner wants to achieve. While some owners may desire Passivhaus or BREEAM Outstanding, these are not necessary to economically run renewable heating. Those currently working in the sector, or who have recently left, could be re-trained or upskilled. Retrofit training should be largely on-site and the skills acquired will largely depend on the types of retrofit needed. Skills provision must involve some entry-level provision, but also higher-level skills for more complex retrofit works.

Where do we need to be?

As this is an emerging market, there is a need to develop and agree suitable standards and protocols to ensure the work undertaken and the technology installed is fit for purpose. This accreditation landscape is becoming increasingly clear nationally, coalescing around the PAS 2035 requirements and registration with TrustMark alongside PAS2030 and the Microgeneration Certification Scheme. This outlines the approach to retrofit, and the roles needed such as Retrofit Assessor and Retrofit Coordinators. These accreditation bodies will also enable tracking of the shape and size of the GM supply chain.

Data shared by TrustMark indicates that around 440 individuals and businesses are registered in Greater Manchester to work on Retrofit projects. Given the full construction workforce in GM numbers around 85,000, the number of TrustMark accredited installers will need to increase substantially in the coming years. Additionally, the data reveals some vulnerabilities in the existing Retrofit workforce – for example, low numbers of external wall insulation installers. This workforce will need to be both expanded and upskilled to ensure that the Skills supply meets the demands of the region. In addition, businesses and workers in the sector need to engage with the accreditation process to ensure they are best positioned to take advantage of the opportunities of retrofit.

Trades	Supervisor and specialist roles
Existing trades affected: <ul style="list-style-type: none">• Heating engineers (especially higher-level upskilling)• Electrical trade and installations• Plumbers• Joiners• Roofers• Plasterers	Existing trades affected: <ul style="list-style-type: none">• Architects• Project managers• Site supervisors• Planners• Designers
New roles: <ul style="list-style-type: none">• Multi-skilled trade (Retrofit designers and advisors)	New roles: <ul style="list-style-type: none">• Retrofit Assessor, Retrofit Coordinator, Reterofit Designer

Skills Opportunity:	Skills Opportunity
<ul style="list-style-type: none"> • Upskill for new competencies required as part of PAS2035 • Embed skills and competencies set out in PAS2035 into curriculums for existing trades or add on as extra modules. • Create opportunities for existing trades to become multi-skilled • Encourage upskilling where there are new “competent person” schemes for example heat pump installation 	<ul style="list-style-type: none"> • Upskill existing professions to develop new competencies required as deliver to PAS2035 standards up to L5 retrofit coordinator • Ensure new entrant routes have curriculums which meet this standard or offer competencies as part of extra modules.

Figure 2: Skills development opportunities by trades & professional roles.

How will we achieve this?

It is challenging to develop a clear timeline for skills development for retrofit because employers will not invest in retrofit reskilling themselves unless there is a clear and visible market. This challenge is mirrored for training providers provision and curriculum will not be fully developed until the pipeline of occupations is clear. In the short term, there are opportunities to upskill the existing workforce in large numbers, and to turn more of the workforce into multi-trade professionals who can work on retrofit projects.

In the medium term, more work will need to be done on attracting new entrants to the market by promoting the green credentials of retrofitting jobs. Increasing funding options for these entry level roles will be critical. Additionally, there is work to be done both in reviewing the curriculum of existing construction provision (in Colleges and Universities) and stimulating the provider market to deliver more relevant training and qualifications, through targeted funding for relevant provision, flexible delivery requirements, and demonstration of the opportunity. In the long term, the construction workforce will need to be larger and more flexible to meet the retrofit delivery demand. Explaining the scale of the opportunity for young people on careers systems, like Greater Manchester Apprenticeship and Careers service, will be a crucial part of building the talent pipeline. There is a desire among young people in the region to work in a “Green” career – if positioned in the right way, the retrofit workforce will see new entrants as young people gravitate towards “Green” careers. Retention of the existing workforce will need to increase as well as see growth in entry level workers to offset the ageing construction workforce employers should work towards improvements in pay, conditions, and professional development.

The response from the skills system needs to be wide ranging, both to upskill the existing workforce and to increase the number of new entrants into the sector. A key part of making this happen will be to provide an accurate aggregation of the upcoming demand in Retrofit activity. This will help to stimulate interest and confidence, encouraging workers of all ages to train, retrain, or switch career.

In addition to this, there are various separate solutions for each group within the workforce. Stakeholders across the GM Skills system needs to:

1. **Start small and grow rapidly:** Reskilling and retraining alongside pipelines of small-to-medium sized projects with housing providers, whilst building an employer base for future projects.
2. **Develop new competencies:** Provide opportunities for new design and advisory competencies resulting in a new workforce of retrofit designers and advisors. This may lead to the creation of new training pathways for retrofit coordinators.

3. **Target professions for CPD** so that they can cascade retrofit approaches down through a project. Ensure training includes the development of toolkits to support in cascading retrofit advice.
4. **Develop clearer reskilling and retraining pathways and packages** for employers which meet a GM standard of “effective training for retrofit”.
5. **Develop new types of agile and flexible learning** including mobile, site-based training and digital solutions.
6. **Raise the profile of construction as a green skills sector** through inspiration activity with young people and families inside and outside of school which gives consistent messages about the career pathways for retrofit.
7. Promote a career in the sector as one which is both **high paid and has long term security**
8. **Increase skills** for new types of heating and plumbing and encourage employers and workers to get accredited against national standards.
9. Linked to the above, **promote employer engagement** through increasing technical routes, including apprenticeships

4.2 Improving Access to Funding and Finance

Where are we now?

Retrofitting a home will result in multiple benefits for the people who live in the property, to the wider economy and society at large. While it is possible to monetarise some of these benefits, they are not always realised by the person making the investment, making the business case harder to justify for those who need to do so, e.g., commercial or residential landlords.

This can be further complicated when the cost of a retrofit is compared with replacing a gas boiler, ignoring the wider home improvements which a retrofit can involve and the comfort and wellbeing gains. This can result in long payback periods as the investment is not always fully reflected in an increased value for the property, in the same way some other home improvements are. This is likely to be less material over time, for all tenures, as house prices are starting to reflect energy performance.

The Economics to Retrofitting a Home

It is difficult to generalise on the costs and benefits associated with retrofitting a typical home. Although the Energy Systems Catapult estimate that retrofitting a home will save between £200-£1,000 a year in fuel bills, it will depend on:

- how inefficient the property was in the first place?
- how far the building has been upgraded
- how will future costs for gas and electricity prices change
- how many people live in the property and how warm do they have their home

Each building upgrade will need a different budget to spend on a relatively short list of possible improvements, namely:

Types of Measures	Price Range
Draught proofing existing windows and doors	£
Insulation – loft, wall (cavity, external or internal) or floor	£ - ££££
Energy efficient lighting	£
Smart heating controls	£
An induction cooker	£ - ££
New bathroom and kitchen fans and wider ventilation improvements	£ - ££
Low carbon heating system (e.g., ASHP)	£££ - ££££
New efficient double or triple glazing	££- £££££
Whole house ventilation	££- £££
Solar photovoltaic panels	££- £££

£ <£500	££ £1,000-£5,000	£££ £5,000-£7,000	££££ £7,000-£10,000	£££££ >£10,000
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Types of Retrofit Measure	Typical Cost	Carbon Saving
Cost Effective (CE) Fabric	£4,000	29%

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Heat Pumps	£6,000	94%
Heat Pumps +CE Fabric	£10,000	95%
Photovoltaic (PV)	£3,000	2.4%
Heat Pumps +CE Fabric + PV	£13,000	97%

Property Archetype	Average house price in GM	Forecast Uplift from EPC D to C
Detached houses	£360,858	£18,000
Semi-detached houses	£231,356	£11,500
Terraced houses	£165,645	£ 8,300
Flats and maisonettes	£160,584	£ 8,000
All property types	£207,246	£10,300

GMs Pathways to Healthy Net Zero Housing report determined that the average investment needed per home to make the use of a heat pump cost effective was £10,100, and a further £3,000 if Photovoltaic Solar Panel are installed. This economic case is further strengthened because a “do nothing” scenario will at some point in the next 10 years likely to require maintenance which would have been covered in the new boiler costing £2,000, so the marginal cost of a retrofit is circa £8,000.

In addition to all the benefits of living in a newly renovated home, the costs of an average retrofit will largely be recovered by a comparable increase in a property's value, even before any energy savings are realised.

Funding renovation is a complex challenge which requires a range of different finance solutions that reflect the issues facing different sectors:

- **Individuals** need to be able to easily access finance solutions which are patient and provide an incentive to undertake the necessary work. Successful grant programmes, such as the care and repair grants remain small scale and while they are not sufficient in themselves to address the issue, could form part of the funding package. The recently announced Boiler Upgrade Scheme will give £5,000 up-front to individual households for ASHP installs.
- **Commercial/residential landlords** are often able to access finance through traditional lenders. However, the spend and benefits are misaligned – the landlord pays for the work, but the tenant often sees the direct financial benefit of lower bills (and the payback will not be short term).
- **The Public sector** can access finance through the Public Works Loans Board which generally offers cheaper finance and is easy to obtain. But justifying such loans for building upgrade can be difficult because the wider benefits of retrofit are not captured as income streams take time to cover the loan. There have been some relatively small-scale grant programmes which capture the income stream, to help the business case, but they require a pipeline of proposals to be ready and deliverable. Developing this pipeline of projects requires time, money, and technical specialists – all of which are in short supply.

Whilst the issues around funding are now better understood, and there are now examples of companies accessing 'green' funding, the innovative solutions to address these issues are not currently widely available or publicised. Many of the solutions that address this area of the market require further development and, in some cases, legislative change.

As well as access to finance, there are also financial issues created by competing priorities across organisations. Retrofit measures often deliver marginal financial returns and do so over longer timeframes than traditional development projects. When money is tight, it can therefore be difficult to convince decision-makers to choose to retrofit over alternative options. This is especially true when wider climate change commitments and policies are not factored into the decision making.

Where do we need to be?

There is a need for a suite of widely available financial products, which meet the needs of organisations and individuals who want to renovate their properties, and which are 'technology-blind'. Outside of a few relatively small-scale government grant programmes, there are currently few financing options for retrofit which seek to address the challenges noted above.

There is an opportunity for a GM partnership to act as a trailblazer, bringing new finance initiatives to the market that support the widespread delivery of retrofit in the public, commercial, domestic, and social rented sectors. Key to making this happen will be to review and value the wider benefits of renovation – including the cost of carbon and security against future market price changes and security of supply of gas.

Creating financial products which are predicated on carbon savings and onsite generation should also reduce the prevalence of "value engineering" out the low carbon measure, as to do so would make them ineligible for the financial product.

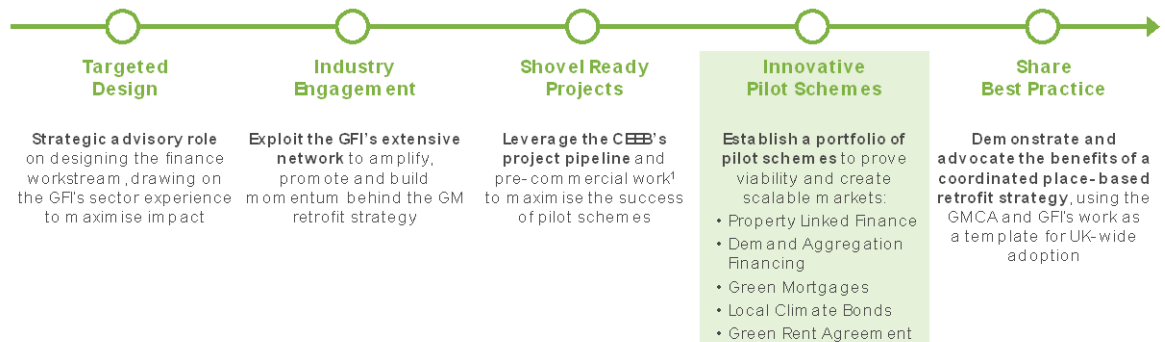
How will we achieve this?

We need to create a blueprint for what suitably structured financial products would look like, demonstrate there are organisations willing to provide them and show there are customers who would be willing to use them. GMCA is working in collaboration with the Green Finance Institute to move forward several workstreams to bring such products to market, as illustrated below:



Key areas for collaboration

Collaborative opportunities between the Green Finance Institute and Greater Manchester Retrofit Strategy



¹Generating financial product ideas from a standing start is proven to be challenging, therefore the CEEB's pre-commercial work can increase the probability of successful delivery |

Examples of pilots that are being developed with GFI include:

- **Local climate bond** – Local Climate Bonds, a type of 'community municipal investment', allow local authorities to raise capital to fund specific initiatives in their neighbourhoods. Detailed work is underway to determine if a viable pilot can be established in GM, potentially as a method of funding the Public Sector retrofit pipeline which has been developed through the Go Neutral programme.
- **Property linked finance** – This is a concept where financing for retrofit stays with the property and not the individual/developer when ownership changes, and it has been successfully piloted in the U.S. Work is already under development by the Green Finance Institute to establish a financial product for older people which would allow them to fund retrofit through an equity release type mechanism. To make this kind of product accessible to the wider population it would likely require legislative change to link the loan to the property so that it does not need to be repaid when the property is sold. The full legal requirements are being worked through, taking into account that the Green Deal repayment mechanism still exists.
- **Demand aggregation and coordination** – This means bringing together many individuals or businesses who want a particular product. This creates a combined volume of demand that then proves attractive to suppliers/financiers, provides economies of scale and reduces costs. For example, the GM Solar Together campaign saw over 300 households sign up together to get Solar PV arrays installed (but due to timing it was not possible to incorporate a suitable financial product with this). A pilot to trial this approach in GM is being developed.
- **Green rental agreement** – This initiative sees retrofit funded through rental agreements for both commercial and residential landlords which include the cost of

heating, this result in the financial savings from the energy efficiency go to the landlord, thus providing an incentive for landlords to act. This addresses one of the key challenges of retrofitting in that the benefits and financing are not always realised by the person who pays for the retrofit. Work is underway to establish how this type of agreement could be linked with design of GM's Good Landlord Charter.

- **Green mortgages** – This is where lenders (like banks and building societies) offer preferential rates to homeowners that retrofit their property. 'Green mortgages' do already exist, but the offer is not extensive or well recognised.

Discussions are ongoing with GFI as to how the messaging in this area could be supported and improved. In addition to the above, GMCA are exploring the establishment of a retrofit fund, which would attract institutional investment and would allow patient capital to be deployed into the market.

4.3 Speeding up Delivery

There are many, often related, reasons why the retrofit market in GM is not delivering at the scale needed to address the challenge. Layered on top of this core market failure, there are currently a range of other competing demands on the retrofit sector, including:

- A backlog of works which were stopped/delayed due to covid restrictions
- A demand for home upgrades being driven by an increase in home working
- A stamp duty relief designed to increase the number of people moving home (moving home often triggers building works)
- Post-Grenfell safety works on External Wall Cladding/Insulation and
- Short term Government initiatives e.g., Green Home Grants

This means that the sector has more work than it can deliver. Companies can therefore pick and choose what they do and, understandably, are mainly choosing routine work they are familiar with rather than doing retrofit work or releasing staff for retrofit training. This cost increase is exacerbated by the rapid increase in the demand for materials on the back of COVID induced supply chain pinches.

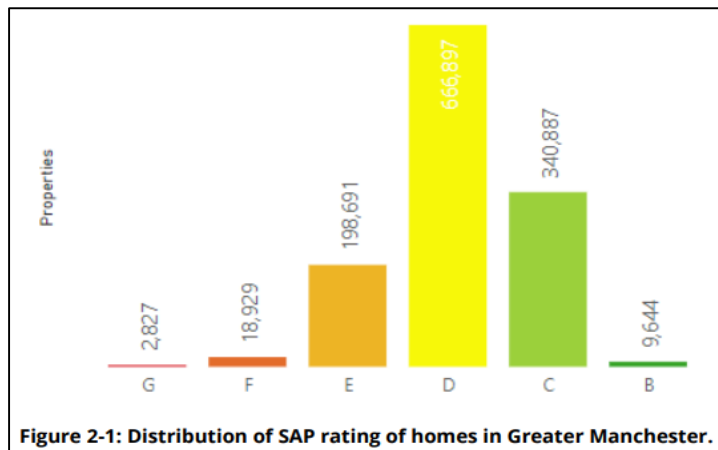
We therefore need to balance the urgent need for large numbers of properties to be retrofitted with the physical limits of the existing supply chain. If we grow demand too quickly then we increase the risk of poor quality or inappropriate installation, which would jeopardise future delivery. One way to help overcome this bottleneck, in the medium term, is to look to develop and implement innovation solutions which make renovation quicker, simpler, cheaper, less invasive with increased customer protection. The mass deployment of such innovative solutions would increase the uptake by reducing upfront costs and non-financial barriers. Other potential solutions to meeting the anticipated demand would be to encourage more retrofit start-ups in GM, or to encourage retrofitting companies from outside the city-region to create new facilities here.

Speeding Up Delivery in each sub-market: domestic, commercial and public buildings

Retrofit delivery is best viewed as three submarkets with distinct opportunities and challenges and distinct public policy levers. These are: domestic retrofit, commercial/industrial retrofit and public building retrofit. The following sections look in more detail at these markets and the opportunities they afford.

4.3.1 Domestic Delivery – The Race to C

For a household to be able to affordably heat their home from renewable sources, the energy rating needs to have an Energy Performance Certificate of C or above, otherwise running costs become prohibitive in the current market. The work we have undertaken with Parity in 2020/21 “Pathways to Healthy Net Zero Housing for Greater Manchester” tells us that we need to increase the thermal efficiency of three quarters of our homes, some 887,000 households.

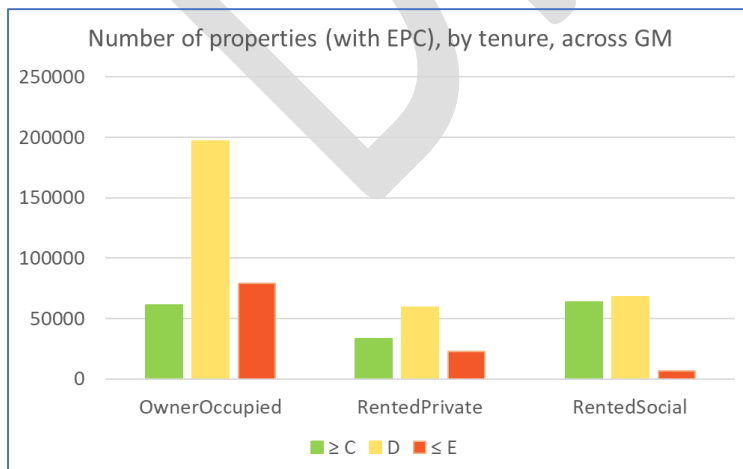


If we are going to be successful in driving delivery, we need to know what progress we are making, and understand efficiency levels across GM's housing stock, without the need for expensive data collection systems. To do this, we intend to use existing nationally available data provided through Energy Performance Certificates (EPCs). These are certificates which measure a home's energy efficiency and which homeowners

are required to get every time a house is sold or let. We will also analyse how Standard Assessment Procedure (SAP scores) change over time, to help determine incremental changes which, while not large enough to result in an EPC score change, are nonetheless a meaningful change when assessed across the entire housing stock.

Our work with Parity identified that 57% of GM households are owner occupied, 20% private rented, and 23% social rented. While renovation activity is needed across all three tenures, the owner occupier sector has the most inefficient housing (both in absolute and percentage terms).

Note: only around half of properties have an Energy Performance Certificate



Our work with the Energy Systems Catapult found that around 30% of GM homeowners say they are willing to retrofit their home in some way but are not doing so because of the barriers previously identified. In recent years there have been several Government interventions to try and encourage households to undertake retrofit (and to subsidise the cost) but they have often been small-scale, short-term, and have had mixed

success.

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To support the market, Government introduced the Green Homes Grant voucher scheme. This was launched in 2020 and targeted the private rented and owner occupier sectors. It was widely deemed to be unsuccessful, has since been scrapped, and received highly critical feedback from the National Audit Office. The similarly named Local Authority Green Homes Grant has been more successful, investing £27m this year in GM to renovate the most fuel poor homes. The challenge with this fund has been that there is not enough capacity in the supply chain to meet customer demand. This means it is likely to underspend in GM, with funds returned to Government. This lack of supply chain capacity is particularly acute for External Wall Insulation contractors due to post-Grenfell remedial works on tall buildings (GM has the highest number of tall buildings in the UK outside London). Whilst both funds have been of some value, their scale and duration have not been commensurate with the challenge GM faces. This is compounded by the schemes' focus on the most inefficient homes (EPC – E, F & G) which make up only a quarter of the 887,000 homes that need retrofitting.

It should be noted that not all homes need to be retrofitted for renewable heating to be a financially viable option, e.g., there are around 205,000 homes in GM which could install an Air Source Heat Pump today without any fabric improvements, a potential £1.2bn market. The Government's £5,000 Boiler Upgrade Scheme grants will, from April 2022, support this market to develop and will be particularly attractive to those who are both willing to pay and live in such a property.

To prevent the retrofit challenge from getting worse, all new GM homes will be designed to be net zero carbon by 2028. Also, in GM we also plan to build 30,000 net zero affordable homes by 2037. This will require new ways of thinking, new supply chains to be engaged and skills to be adopted by both the existing and new workforce. This provides an opportunity to share and transfer the learning secured on new build into the wider retrofit and home improvement market.

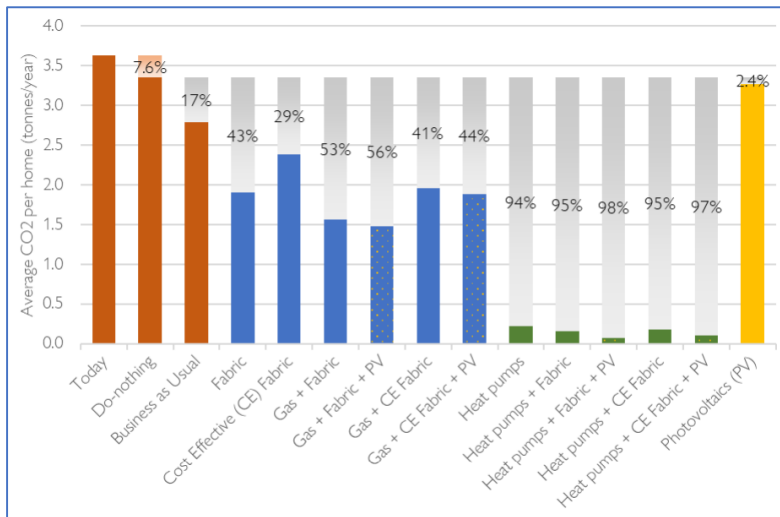
Where do we need to be?

The Parity Project's report *Pathways to Healthy Net Zero Housing in Greater Manchester*² provided a range of scenarios for GM to achieve net zero carbon housing by 2038. Historically, renovation schemes in the UK focus on improving insulation and the efficiency of a boiler, but largely remain reliant on fossil fuel boilers. This must change, as there is no place for mineral gas in net-zero housing. The main option to decarbonise domestic heating in GM is the electrification of heat through air source heat pumps (ASHPs) and, where opportunities exist, the development of heat networks where an energy centre provides and distributes heat to multiple dwellings.

Our modelling suggests that "Heat pump + cost effective fabric + solar PV" is the most cost-effective means of reaching carbon neutrality, reducing emissions by 97% (see graph below © Parity Projects).

² *Pathways to Healthy Net Zero Housing in Greater Manchester* – by Parity Projects, Bays, The Association of Decentralised Energy and Energy Systems Catapult

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To enable an ASHP to cost-effectively heat a home, the home needs to be insulated to an EPC C level and heating systems may need to be altered (e.g., bigger radiators). This means fabric measures like insulation are often necessary to make ASHPs economically viable, although fabric measures alone are not sufficient on their own to cut emissions.

Such insulation measures also support immediate reductions in fuel poverty and, even if they aren't being installed at the same time, make it easy to deploy heat pumps or other zero carbon solutions at a later date. As such:

- We need to stop using gas fired heating
- We need a large-scale rollout of heat pumps this decade
- We need widespread insulation improvements to make homes suitable for low carbon heating technologies (including heat pumps), including retrofitting over 887,000 homes to move from EPC grade D or lower, to a C or above and
- We need to give people the confidence to move from their current heating system to one which can be perceived as novel and complex

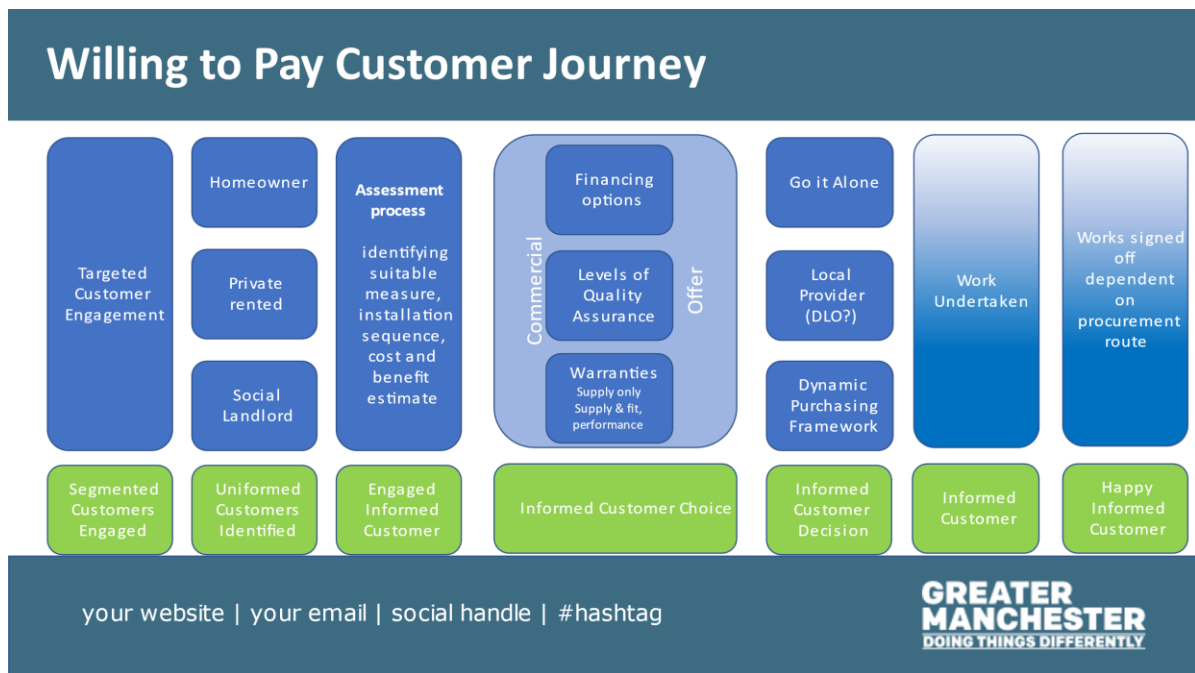
Whilst significant behaviour change is not needed to live in a retrofitted building, residents will need some education on how to best use the technology as heating response times are slower than a gas boiler, providing more constant, controllable stable temperatures.

Further work is also needed to demonstrate to 'place-based regeneration' organisations, departments and future Mayoral Development Corporations, the role and benefits domestic retrofit can deliver against wider policy objectives such as health, poverty, and equality. The inclusion of retrofit measures into such place-based schemes would help develop the market and increase understanding and acceptance in the wider community.

How will we achieve this?

Owner occupiers and the private rented sector

To enable an 'at scale' retrofit market to develop, action is needed in both the social sector and the willing to pay market (private landlords and owner occupiers). To help catalyse this willing to pay market, GMCA is looking to procure a vehicle, (retrofitGM) which will create a flexible customer-focused end to end service. The service will assess a home, clearly outline which retrofit actions are needed, the order the work needs to occur in, the expected costs and sources for finance. Customers can then choose how to progress the works, including contracting RetrofitGM to deliver the improvements. The RetrofitGM scheme is looking to enable a market which can renovation an average of 61,000 homes each year, although this will take time to achieve.



To support the uptake for renewable heating in the Private Rented sector, GM is looking to develop a Good Landlord Charter which will recognise those rental properties with good energy performance and low carbon heating systems. In addition, GM is looking to strengthen regulators enforcement of the private rented sectors through the Good Landlord Scheme.

The social rented sector

Around 20% of GM's 1.2m households live in social housing. On average, these tend to have better energy ratings than a Private rented or Owner Occupier homes, but 138,000 will still need and benefit from building upgrade improvements to make them suitable for renewable heating and to meet the current Minimum Energy Efficiency Standard by 2030.

Social housing providers could send the retrofit market a clear signal as to the scale, nature, and timing of the uptake of renewable heating and any associated retrofit measures. By using Social Value clauses in the procurement of such work, they can stimulate both the provision and uptake of a range of retrofit skills. If this approach is orchestrated with wider public sector procurement, GM could create a de facto GM standard. This collaborative approach is needed to create a fully functioning retrofit market, which can specify minimum standards for key technologies and which, in turn, will reduce the unit costs.

The current picture in the sector is mixed with some Providers already committed to installing no new gas boilers, others looking to make similar commitments, while some have no stated plans to stop 'like for like' replacements for gas boilers. Further work is needed to galvanise those in the sector who are committed to GM's 2038 goal. We need to create a clear pathway with timelines for both the phasing out of gas boilers and the number of properties which will need to be improved. Such an approach will also make it possible to better phase the necessary works over time. This is important as it will help social housing providers to avoid a 'hump' of work as we approach the 2030 deadline, a 'hump' which would put excess demand on retrofit suppliers and drive-up costs. The shape and size of this programme can then be communicated to the market and skills providers to inform and stimulate interest. The sector currently has plans to renovate around 7,200 of the 138,000 homes which need it, with an investment of £118m investment.

In addition, GMCA through the Buildings Challenge Group will look to engage with major housebuilders, the Green Building Council and other relevant parties to determine how the learning on net zero new build can be disseminated to catalyse the uptake of new ways of working.

4.3.2 Commercial

Unlike the residential sector, in building used for commerce electricity makes up 56% of the 1,190 ktCO₂e emitted in 2019, with the remaining arising from gas heating systems.

Increasing the number of commercial buildings which can be heated with renewable energy will not only reduce GM's carbon emissions, but will support the ambitions of their tenants, especially SMEs. For many tenants their inability to reduce their carbon emissions from the buildings they occupy is a major barrier to their zero-carbon transition.

Whilst the problems faced by building owners are very similar in nature to those faced in the residential sector for Owner Occupiers and Landlords, the creation of a viable business case is critical. As such, the previously stated challenges of expenditure on building fabric improvements are not wholly reflected in the asset's value and the split incentive, where a landlord invests but a tenant realises the benefits, are critical barriers.

Many commercial building owners are not aware of what they can do to their buildings to upgrade them for a zero-carbon future, due in part to the market failures outlined above. This challenge is compounded for such building owners as there are a broader suite of technology solutions and more properties that require bespoke interventions, making it harder for the owner to determine the right course of action.

Where do we need to be?

Under the Minimum Energy Efficiency Standards (MEES) Regulations by 2030, all commercial buildings need to have an EPC of B or above, so they are suitable for renewable heating systems. At face value, the Minimum Energy Efficiency Standards (MEES), which applies to all privately rented property from April 2023 should drive this change as this is the standard set, but this is caveated with "where cost effective (payback over 7 years)". In addition, the lack of rigorous enforcement of MEES means that this Standard alone will not drive the change at the pace needed. To do this requires a suite of solutions which are similar to those needed in the domestic sector, such as:

- Access to independent advice which outlines what retrofit actions can and need to be undertaken and an estimation of the cost involved – a Commercial Retrofit Action Plan
- Access to patient capital, which could be linked to a property or portfolio of properties
- Access to rental agreements which share the ongoing benefits of retrofit with the landlord
- Access to proven Energy Service Company (ESCO) providers who turn heat into a service and undertake whole building upgrades.
- Clearly outlined changes, on when, and at what magnitude taxation will shift from electricity to gas, creating a stronger business case for 'pay to save' investments.
- Consistent strong enforcement of MEES

How will we achieve this?

Greater Manchester has diverse commercial letting portfolio, this ranges from domestic scale dwellings e.g., local shops and care homes, to destination retail outlets, large multi-floor offices and mixed tenure buildings. As such many of the mechanisms being put in place to support the domestic sector will, if structured appropriately, support and enable landlords to renovate their properties. These include new financial products, an increased awareness and use of green leases and the use of Energy Service Companies (ESCOs). For smaller properties, the end-to-end renovation vehicle being developed for the domestic sector, RetrofitGM, will also be able to support landlords to increase their EPC to a B, the minimum energy efficiency standard by 2030 (EPC C by 2027).

To help the sector better understand the need for retrofit and what measures need to be taken, GMCA will agree with The Growth Company, and its Business Growth Hub, what role they can take to support the sector. This could build on the support they give via their existing funded programmes and through MIDAS, Business Finance Solutions and Marketing Manchester.

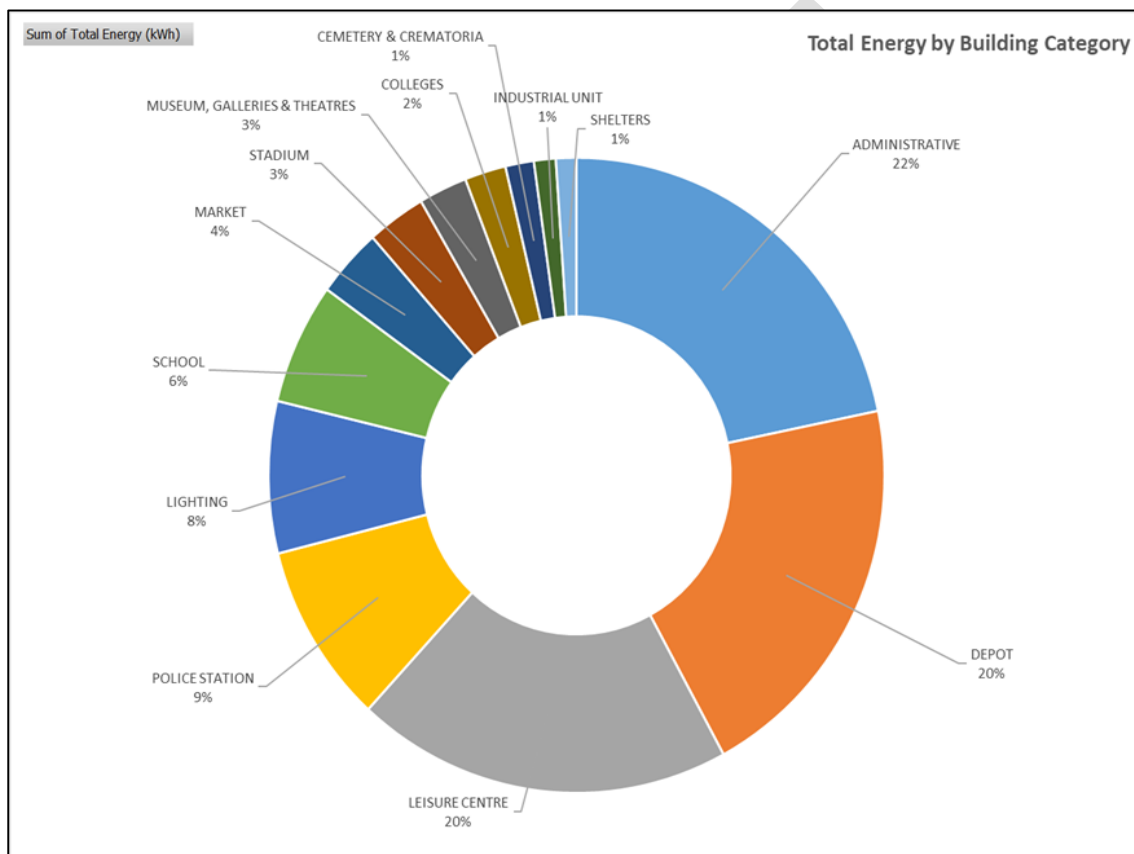
To address the key challenge of the difficulties in making a commercial business case for retrofitting, we will develop new innovative products and services to enable commercial retrofit to work within the current tax and property valuation landscape. As such, The Energy Innovation Agency – a partnership between GMCA, The Growth Company, SSE Enterprise, Hitachi EU, Bruntwood, The University of Manchester, Manchester Metropolitan University, and The University of Salford – will prioritise non-domestic retrofit innovation as a key challenge area to secure rapid adoption of innovative solutions using the estates of anchor organisations as testbeds.

Another challenge the sector faces is that the business model case for renovation is not always strong enough to enable investment and while changes in energy taxation policy (moving taxes from electricity to gas) will help, these are not yet timetabled so cannot currently be factored into future cost/benefit. This challenge is further exacerbated by the fact that, in some cases, tenants need to move out (or the space is vacant) before the necessary works can be undertaken which further challenges the business case. For this reason, there is a clear opportunity to bring in new innovative products and services which both reduce cost and disruption. This is an area of focus for Energy Innovation Agency, a partnership between Bruntwood, Greater Manchester Combined Authority, Hitachi Europe, Manchester Metropolitan University, SSE, The Growth Company and the Universities of Manchester and Salford which look to bridge the innovation gap enable the rapid deployment of low carbon products and services

To encourage the adoption of retrofit Measures, GM is looking to introduce a Good Landlord Charter, similar to the Good Employment Charter with recognises those who are supporting Greater Manchester shared objectives to decarbonise our buildings by 2038. Underpinning this drive to improved energy efficiency are the Minimum Energy Efficiency Standards which state that all commercial building will need an EPC B or greater by 2030. MEES will also require increased enforcement, supported by the Good Landlord Scheme alongside the encouragement provided by the Good Landlord Charter. This backstop date should encourage and motivate the laggards who find it increasingly difficult to rent their properties.

4.3.3 Public Buildings

Greater Manchester's Public Sector is also a significant contributor to heat-based emissions, emitting 4.3% of GM's total carbon footprint. To put this into context, it is equivalent to Wigan's entire transport emissions, or 80% of the combined emissions of all home heating across both Oldham and Rochdale. Through the Public Sector Decarbonisation fund, 150 buildings are currently being retrofitted, with an investment of £78m saving an estimated 9,000 tCO₂e per annum, removing 144,000t CO₂e contribution to our carbon budget. While this is significant, it is also nowhere near the scale needed as it represents less than 2% of the Public Sector's emissions.



Where do we need to be?

For GM to remain within its carbon budget and for the renovation ambition to be credible, the public sector needs to lead by example, to show not tell. Sending a clear message to the supply chain, landlords and society at large that such rapid change is both needed and should be welcomed due to the positive outcomes it will deliver. The goal therefore is to have every public building meet the same minimum energy efficiency standards as commercial landlords by the same 2030 deadline.

How will we achieve this?

There is a need to develop a public sector building decarbonisation programme covering the entire estate. Work contributing to this has already begun. Assessments have been carried out to understand what individual public sector buildings emit and what function they provide,

including local authority-controlled schools. This creates an emissions hierarchy which helps prioritise where early action will have the most impact. This has the potential to reduce implementation costs by developing solutions based on common building archetypes e.g., two thirds of the emissions of public sector buildings come from administrative buildings, depots and leisure centres.

Decarbonisation of the Public sector

Recognising the need for urgent action to reduce our current rate of emissions significantly, public sector organisations have come together to develop a collective systematic approach to the decarbonisation of their estate to ensure we do not exhaust our entire carbon budget in the next 6 years.

The initial focus of this work has been to understand what the opportunities for retrofit and local energy generation exist across the 2,700 properties which make up the estate. By creating a project pipeline, GM has been able to secure £78m from the Public Sector Decarbonisation Scheme. Funding measures such as low-carbon and renewable heating systems, and solar panels in leisure centres, council offices and town halls creating or safeguarding of around 2,000 local jobs.

Another early win is Go Neutral a highly innovative smart energy programme. This programme will develop low carbon renewable energy generation and smart energy assets using public sector land, car parks and buildings, by combining opportunities it has the potential to bring forward schemes which on their own would not current be viewed as economically viable.

In October 2021, Government announced a series of measures which will support the public sector to decarbonise its' estate, making £1.45bn available over the next 3 years through competitive bidding. Whilst this is welcome and, if successful, will help decarbonise some of GM's public estate, it is not at the scale needed to meet our carbon budgets. Also, by only retrofitting buildings when grants are available does not show leadership and risks sending the message that retrofit can only happen when secured through grant funding. The public sector therefore needs to develop business cases which capture the wider benefits that renovation brings to the realisation of the Greater Manchester Strategy. These business cases should be used to unlock finance which could be PWLB, Local Green Bonds or the use of Energy Service Companies (ESCOs). The public sector will need to do this at an unprecedented scale and speed and will need to dedicate resources, both people and capital to make this a reality. This is a step change and will require doing things differently, including more streamlined decision making and governance structures which can support rapid deployment while ensuing the necessary level of scrutiny.

By adopting this approach, the public sector will not only support the emergence of a functional retrofit market and the wider suite of benefits this will bring it will show leadership to others and so catalyse wider more rapid adoption.

Renewable heating and generation supply chain

Suppliers who want to install renewable energy technologies need to be registered with the Microgeneration Certification Scheme (MCS). This means we can use MCS registration data

to better understand the capacity of the renewable energy technology installation market. There are currently 39 MCS-accredited installers in Greater Manchester (though this does not include any of the associated ancillary building work and its supply chain).

The MCS data can also tell us what technology has been deployed, its location, and the tenure of the properties in question. This means that monitoring the number of MCS accredited installations in GM (and how many were done by local companies) can help us to monitor and understand the capacity of the local supply chain to deliver the demand. By combining this with the number of MCS installs that were delivered by GM companies elsewhere in the UK, we can estimate the current capacity of GM's market.

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5. Conclusion

Heating our homes and buildings with renewable heating technologies will not only support our Climate Change objectives it will make significant inroads in addressing some of the wider challenges Greater Manchester faces as we move out of the pandemic.

The scale and longevity of the opportunity will, if addressed in a systemic way, accelerate the realisation of GM's wider strategic objectives including those in the Greater Manchester Strategy, which puts climate change and inequality at its heart (and the supporting strategies including the Local Industrial Strategy). We recognise this opportunity as one which will only arise once-in-a-generation: the potential to deliver substantial carbon reductions, environmental and health benefits for our people, whilst also creating new green industries, innovations and jobs.

There are currently a series of market failures that need to be addressed to realise a fair and just transition to a net zero carbon society. Without intervention the market will be limited to those who have the knowledge, desire, and ability to pay, limiting the benefits to those people and businesses most able in society. Not intervening therefore risks further entrenching inequality, as failing to achieve the transformational scale needed to address Climate Change will limit the impact on wider social and economic policy objectives. This will ultimately cost the economy and society, particularly those least able to afford it, and with the lowest carbon footprint more.

This report sets out how the Retrofit Taskforce will drive systemic action to overcome these failures by:

- The identification, stimulation, coordination and realisation of building renovation across all sectors and tenures, to provide confidence to the market and to secure the necessary investment in the provision of a skilled workforce and in the adoption of innovative solutions
- The development and deployment of new financial products and services which gives building owners access to affordable funding which enables them to undertake the retrofit. This may also look at local green municipal bonds which enable GM's residents to accelerate the transition
- The provision of local 'retrofit' training course places which provide individuals with the knowledge and skills the sector needs, at the time when they are needed. This will cover further and higher education providers, including craft and more specialist roles such as heating engineers and retrofit coordinators
- The collection, verification and analysis of data and other key performance indicators to monitor progress towards the goal of all residential properties having an EPC of at least a C by 2038, and Commercial properties having an EPC of B or above by 2030.

This will be done in such a way as to maximise local social, economic and environmental impact, ensuring that the opportunity retrofit provides is realised in a way which is fair and just and acts as a driver for the wider societal and economic changes needed post pandemic.

6. Implementation Plan

	Short term (0-9 Months)	Medium term (9 – 18 Months)	Long term (18 – 36 Months)
SKILLS			
Increase the number of skilled workers able to work on retrofit projects	<ul style="list-style-type: none"> • Deliver a programme to upskill 875 individuals in related qualifications (Retrofit Skills Hub) – North West Skills Academy • Deliver a programme to attract individuals to the sector (Retrofit Bootcamp) – North West Skills Academy • Explore embedding of Retrofit skills in existing curriculum – Colleges/GMLPN/MCS/ESC • Encourage and enable apprenticeships among Retrofit and Construction workforce – Employers • Investigate using public procurement mechanisms to stimulate apprenticeships- GMCA 	<ul style="list-style-type: none"> • Continue commissioned delivery of Retrofit Skills Hub to additional 265 individuals – North West Skills Academy • Evaluate success of programmes – GMCA • Assess future funding options and programmes – GMCA • Deploy funding from AEB for existing provider network – GMCA & Existing Providers • Investigate the potential of an integrated retrofit skills offer – Salford University, Colleges & existing providers 	<ul style="list-style-type: none"> • Audit, Evaluate and renew funding options for successful programmes – GMCA/ESC • Exploration of long-term provision options (adaptation of existing curriculum, development of new pathways) – GMCA & Existing Providers

	Short term (0-9 Months)	Medium term (9 – 18 Months)	Long term (18 – 36 Months)
Better understand the supply and demand sides of skills for retrofit in GM	<ul style="list-style-type: none"> • Aggregation of market - localised small to medium sized social housing retrofit projects – Sector Bodies • Engage with employers to understand their needs and concerns – B4Box, Rothwell Grp • Monitor the supply of skills (number of starts and completions on relevant programmes and qualifications) – GMCA • Release the Green Economy Skills Intelligence Report – GMCA 	<ul style="list-style-type: none"> • Employers to continue influencing skills provision – Employers • Explore embedding of skills programmes in Public Sector Decarbonisation procurement – GMCA and Local Authorities • Continue to track qualification starts and supply-side data – GMCA 	<ul style="list-style-type: none"> • Continue to aggregate demand to provide certainty to market – Sector Bodies • Employers to continue to share their skills challenges and demand for retrofit skills – Employers
Improve the quality of construction and STEM provision across GM	<ul style="list-style-type: none"> • Encourage onsite training on live projects as part of provision – Employers & Training Providers • Develop additional elements for existing curriculum – Colleges & Training Providers • Qualification and accreditation bodies to ensure skills infrastructure supports quality provision – TrustMark/MCS 	<ul style="list-style-type: none"> • Improve understanding of real-time skills demands among provider market – GMCA & Employers • Feed into central government and other regions to share best practice and challenges – GMCA 	<ul style="list-style-type: none"> • Continue GMCA research into curriculums for trade and specialist roles – GMCA • Evaluate existing qualification pathways and review funding routes and delivery models – Colleges & Training Providers

	Short term (0-9 Months)	Medium term (9 – 18 Months)	Long term (18 – 36 Months)
Promote careers in Retrofit as high-skilled and “Green” careers to attract more workers to the sector	<ul style="list-style-type: none"> Employers to engage with colleges and provider network to share skills needs and demand – Employers Coordinate messaging on Green career pathways through GMACS – GMCA 	<ul style="list-style-type: none"> Employers and stakeholders to provide case studies of careers - Employers Work with Enterprise Advisor network to improve understanding of Retrofit – GMCA & Employers 	<ul style="list-style-type: none"> Continue messaging to change perceptions around career options – GMCA
Funding and Finance			
Programme	<ul style="list-style-type: none"> Establish a collaboration agreement with GFI, and develop a programme strategy – GFI/GMCA Hire a programme manager to provide dedicated resource to design and deliver pilots - GFI 		
Local Climate Bond	<ul style="list-style-type: none"> Determine if the GMCA can sign up to the GFI’s Local Climate Bond pledge - GMCA Develop a pipeline of potential projects to be funded by a Local Climate Bond – GMCA/Local Authorities 	<ul style="list-style-type: none"> Launch the first Local Climate Bond, subject to satisfactory due diligence – GMCA/Abundance 	<ul style="list-style-type: none"> Issue a rolling programme of Local Climate Bonds - GMCA/Abundance

Property Linked Finance	<ul style="list-style-type: none"> Establish legislation changes required in order to effect property linked finance options – GFI Commercial property group to be established to work through specific challenges for the sector – CBRE/Bruntwood 	<ul style="list-style-type: none"> Design a pilot scheme to trial property linked finance in GM - GFI Advocate for legislation changes identified as being required – GMCA/GFI/GM LEP 	<ul style="list-style-type: none"> Launch a GM property linked finance pilot - GFI
Demand aggregation	<ul style="list-style-type: none"> Develop a demand aggregation GM Pilot - GFI 	<ul style="list-style-type: none"> Launch a demand aggregation GM Pilot – GFI/Manchester Growth Company 	<ul style="list-style-type: none"> Issue a rolling demand aggregation programme - GFI/Manchester Growth Company
Green Mortgages	<ul style="list-style-type: none"> Host a Lender Roundtable to discuss the current green mortgage market, potential developments and communications strategy – GMCA/GFI/NatWest 	<ul style="list-style-type: none"> Develop and launch a GM Green Mortgage product - GMCA/GFI/NatWest 	
Green Rental Agreements Retrofit Fund	<ul style="list-style-type: none"> Integrate Green Rental Agreements into the Good Landlord Charter - GMCA Identify Landlords to develop a GM green rental agreement pilot - GFI Host a Lender Roundtable to discuss the opportunity to 	<ul style="list-style-type: none"> Launch a GM green rental agreement pilot – GFI If appropriate, establish a retrofit fund - GMCA/GFI/Lloyds Bank 	

	establish a retrofit fund – GMCA/GFI/Lloyds Bank		
Delivery			
Create a retrofit market in GM aimed at domestic properties with a local trusted supply chain	<ul style="list-style-type: none"> • Procure a project management agent to deliver retrofit plans to the willing to pay market (RetrofitGM) - GMCA • Develop a comprehensive programme of Social Housing retrofit including business case development, project pipeline, procurement, evaluation – Registered providers • Roll out the emerging findings and actions from the Heat Pump Accelerator Programme – Pump Accelerator / Local Authorities • Develop a Collective Purchasing initiative aimed at domestic properties for Heat Pump Installation - GMCA/suppliers/RetrofitGM provider • Subject to opportunity bid for Retrofit funding with suitable partners – GMCA/ Register Providers /Local Authorities 	<ul style="list-style-type: none"> • Engage with suppliers and manufactures on collective procurement opportunities arising from Social Housing retrofit - Registered providers • Implement Heat Pump Collective Purchasing scheme and evaluate impact – GMCA/Procured Supplier • Review the impact and trajectory of the Willing to Pay Market – GMCA • Promote Retrofit GM to public sector employees – Local Authorities / RetrofitGM • Building on the lessons learnt from GM Solar Together, undertake a collective purchasing scheme for Solar PV/battery with a finance offer – GMCA / Suppliers • Based on the investigation, consider implementing a unified approach to “warm home” upgrades for residents in 	<ul style="list-style-type: none"> • Based on the shape and size of the emerging market review the attractiveness to inward investors – MIDAS • Based on impact and need, undertake additional rounds of collective procurement – GMCA / Suppliers

	<ul style="list-style-type: none"> Investigate the development of a unified GM approach to publicly coordinated “warm home” upgrades for residents in vulnerable circumstances, building on existing good practice - GMCA/CCG/Care&Repair Deliver the current Green Homes Grant offer to 1800 homes - GMCA 	vulnerable circumstances - GMCA/CCG/Care&Repair	
Increase the number and resilience of GM suppliers who can provided high quality retrofit service	<ul style="list-style-type: none"> Develop, resource and implement a targeted business support offer to the retrofit supply chain – The Growth Company / GMCC/ GMCA Identify and bid for any additional resources needed to support market develop actions - The Growth Company / GMCC/ GMCA - Engage the local supply chain with the emerging willing to pay market – RetrofitGM agent 	<ul style="list-style-type: none"> Create a simple access gateway for installers to find suitable training provision – Colleges/The growth Company Identify emerging limitations on the local supply chain, and target support to address this – GMCA/Colleges/Installers Identify the specific needs of the early adopter social housing retrofit programme and engage suppliers / training providers / manufacturers – Registered Providers / GMCA 	<ul style="list-style-type: none"> Evaluate impact of Retrofit- GMCA Review the shape, size and growth of the sector to determine what future support its needed - GMCA / The Growth Company -
Create and maintain an open and transparent dialogue to ensure the lessons learnt are timely, understood and acted on	<ul style="list-style-type: none"> Open dialog with domestic new build stakeholders to create a space for lessons and challenges to be learnt and resolved – Budlings and Energy Innovation Challenge Groups 	<ul style="list-style-type: none"> Ensure space for ongoing dialogue, collaboration and dialogue – GMCA Review Lessons learnt considering the upcoming 	<ul style="list-style-type: none"> Ensure space for ongoing dialogue, collaboration and dialogue – GMCA

		Future Homes Standard – Buildings Challenge Group	
Increase the level of innovative products, services and tools deployed to accelerate decarbonisation of commercial buildings	<ul style="list-style-type: none"> • Launch a Commercial Retrofit Innovation Challenge using live opportunities – Energy Innovation Agency • Promotion of the need and opportunity for retrofit in commercial buildings – business support organisations • Develop a Collective Purchasing initiative aimed at SMEs for Solar Photovoltaic panels - GMCA 	<ul style="list-style-type: none"> • Implement the deployment of innovative retrofit solutions into commercial buildings – Commercial landlords • Create a rolling programme of challenge-based innovation sprints – Energy Innovation Agency • Implement PV Collective Purchasing scheme and evaluate impact – GMCA • Engage Commercial Landlords to review post Covid challenges to building retrofit – Buildings Challenge Group 	<ul style="list-style-type: none"> • Evaluate the impact of the Energy Innovation Agency – EIA Board
Increase the decarbonisation of the public estate	<ul style="list-style-type: none"> • Develop local public buildings retrofit procurement framework including feasibility studies - GMCA • Continue to deliver the existing Public Sector Decarbonisation Scheme and increase readiness to deliver future programmes - Public Bodies / GMCA • Develop a comprehensive programme of GM school retrofit and increased readiness including business case development, project pipeline, procurement, evaluation and 	<ul style="list-style-type: none"> • Review progress to date across all retrofit programmes in line with agreed carbon budgets and emerging local and national policy - GMCA • Realise a rolling programme of retrofit delivery aligned to our agreed carbon pathway – Public Bodies / GMCA • Initiate and accelerate the implementation of GM Schools retrofit programme, identifying early lessons learnt - Local Authorities / GMCA 	<ul style="list-style-type: none"> • Review progress to date across all retrofit programmes in line with agreed carbon budgets and emerging local and national policy - GMCA • Complete the rolling programmes of public and maintained school retrofit works in line with agreed carbon budgets – Public bodies/ GMCA • Widen schools’ programme to none maintained schools – GMCA / Local Authorities

	<p>dissemination - Local Authorities / GMCA</p> <ul style="list-style-type: none"> • Develop the Go-Neutral programme of energy generation across publicly owned land assets up to 85MW - Local Authorities / GMCA 	<ul style="list-style-type: none"> • Based on lessons learn Develop a toolbox for none maintained schools and Governors to instigate retrofit programmes – GMCA / Local Authorities / Academy's/ Dioecies • Use the Go Neutral smart energy procurement framework to deliver 20MW of renewable and smart energy assists - Public Bodies / GMCA 	<ul style="list-style-type: none"> • Review Go Neutral Framework and set revised targets – GMCA
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Annex 1: Performance Metrics

Deliverables	3 Year Total*
Number of public buildings retrofitted	300
Number of LA controlled schools retrofitted per annum	210
Number of socially rented homes retrofitted	7,200 (TBD)
Number of Willing to Pay owners engaged	20,000
Number of Willing to Pay homes improved	12,000
Number of households moving from EPC D or less to C and above	Monitor
Number of MCS renewable heating systems deployed in Greater Manchester	Monitor
Number of Retrofit Equivalents**	Monitor
Number of new TrustMark accredited installers in GM	1,000
Number of construction workers upskilled	1,100
Number of new apprentices in Construction Sector	3,600
Number of related qualifications completed through AEB	2,400
Number of related Green Careers engagements through GMACs	1,200
Number of GM Funding Pilots launched	4

* These figures will be reviewed every 12 months and revised accordingly dependent on how the market develops

** Similar to FTE, this is a measure of other overall improvement in the housing stock and is equivalent to the SAP rating increasing by 7 points e.g., if the total SAP score increases by 42, then this is 6 retrofit Equivalents

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GM Housing, Planning and Environment Overview & Scrutiny Committee

Date: 11 January 2022

Subject: Places for Everyone Update

Report of: Anne Morgan, Head of Planning Strategy, GMCA

PURPOSE OF REPORT:

To provide the Committee with the latest Forward Plan of Key Decisions (Appendix A) to identify areas of focus.

RECOMMENDATION:

The Committee is asked to identify areas of focus for consideration at future meetings.

CONTACT OFFICER:

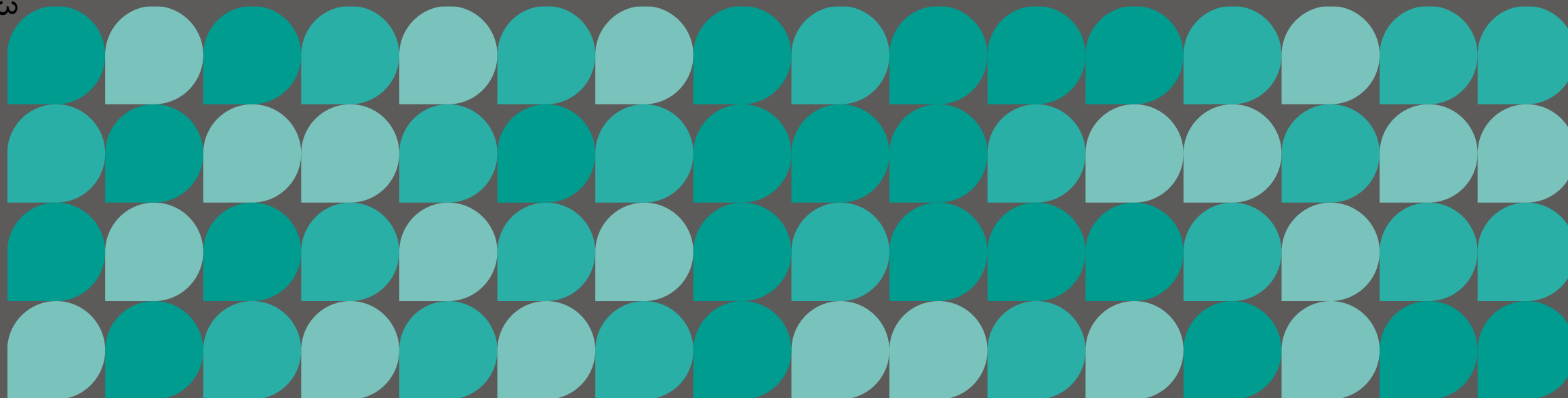
Anne Morgan, Head of Planning Strategy, GMCA
Anne.Morgan@greatermanchester-ca.gov.uk

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PLANNING, HOUSING & ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

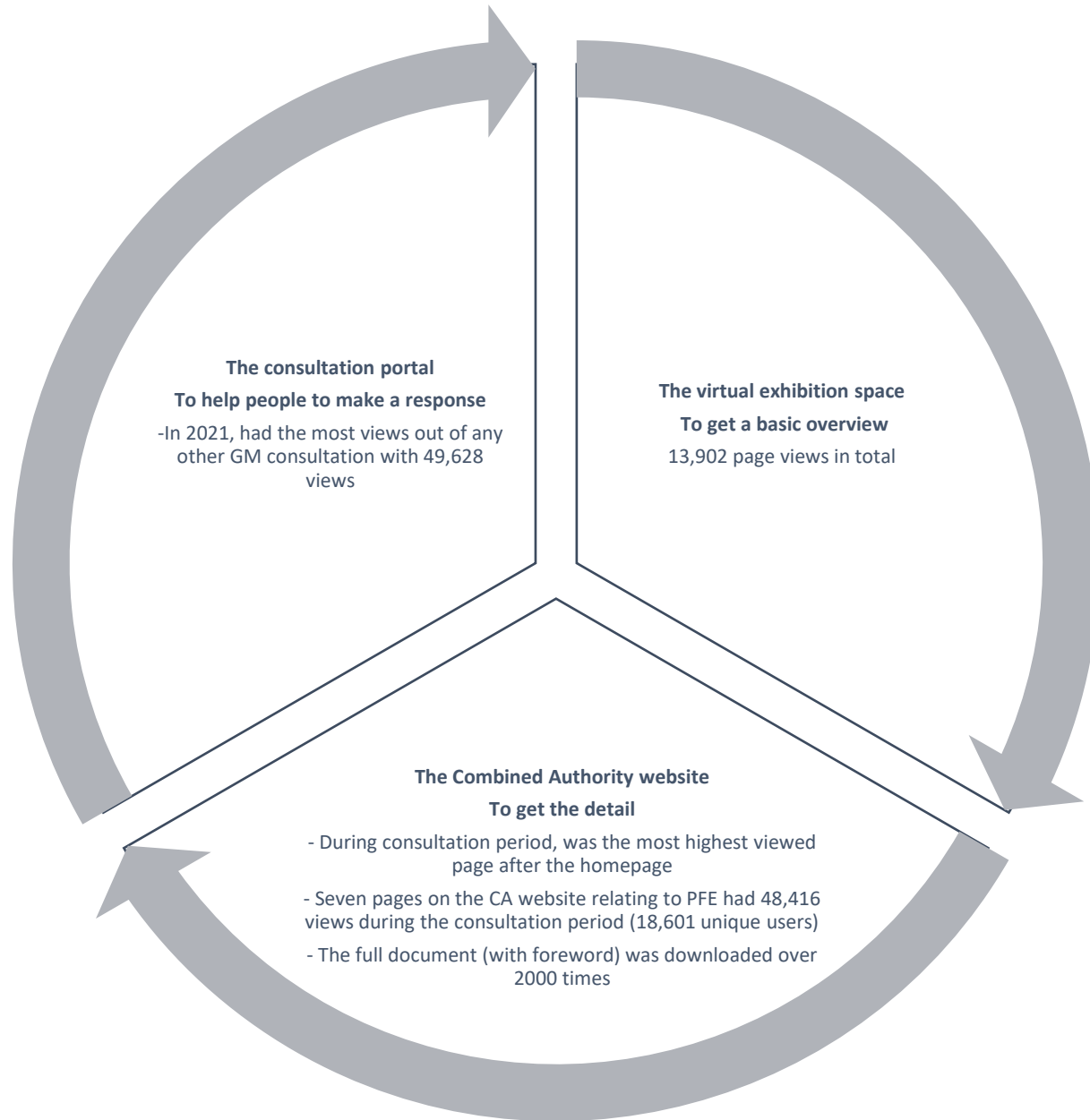
Places for Everyone Update
11 January 2022

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Consultation on Publication Plan

- Consultation took place between 9 August and 3 October
- Consultation was online
- Consultation was on the 'Publication Plan' – whether the plan was legally compliant and sound
- Information was provided to help people understand the purpose of the consultation, what the tests of soundness meant and how to make an effective representation
- Information was available on the website, through the consultation portal and via a dedicated virtual exhibition space



Consultation responses – as at 16 December 2021

- Total number of submissions to Places for Everyone - **3,882**
- The breakdown of submissions by type is:
 - Email: **1,130**
 - Letter: **810**
 - Portal: **1,942**
- Total number of comments - **15,868**
- Representations on every policy
- Numbers may change slightly as final checks are carried out

Consultation responses by chapter– as at 16 December 2021

Chapter	Number of comments
Unclassified	767
Chap 3 Vision	1010
Chap 4 Strategy	2103
Chap 5 Sustainable and Resilient Places	926
Chap 6 Places for Jobs	536
Chap 7 Places for Homes	1015
Chap 8 Greener Places	1814
Chap 9 Places for People	536
Chap 10 Connected Places	390
Chap 11 Allocations: Cross Boundary	483
Chap 11 Allocations: Bolton	81
Chap 11 Allocations: Bury	745
Chap 11 Allocations: Manchester	25
Chap 11 Allocations: Oldham	284
Chap 11 Allocations: Rochdale	716
Chap 11 Allocations: Salford	1335
Chap 11 Allocations: Tameside	285
Chap 11 Allocations: Trafford	62
Chap 11 Allocations: Wigan	1351
Chap 12 Delivering the Plan	358
Appendix B: Green Belt Additions	304

Allocations with most consultation responses by chapter— as at 16 December 2021

Policy/Allocation/Question	Number of comments
JPA35 North of Mosley Common	612
JPA36 Pocket Nook	565
JPA27 East of Boothstown	494
JPA28 North of Irlam Station	451
JPA19 Bamford / Norden	436
JPA7 Elton Reservoir	326
JPA26 Land at Hazelhurst Farm	326
JPA9 Walshaw	322
JPA1.2 Simister and Bowlee (Northern Gateway)	193
JPA31 Godley Green Garden Village	121
JPA1.1 Heywood / Pilsworth (Northern Gateway)	103

Consultation responses by district– as at 16 December 2021

Cross boundary

Policy/Allocation/Question	Number of comments
JPA1.1 Q75 Heywood / Pilsworth (Northern Gateway)	103
JPA1.2 Q76 Simister and Bowlee (Northern Gateway)	193
JPA2 Q77 Stakehill	90
JPA3.1 Q78 Medipark	30
JPA3.2 Q79 Timperley Wedge	67

Bolton

Policy/Allocation/Question	Number of comments
JPA4 Q80 Bewshill Farm	23
JPA5 Q81 Chequerbent North	24
JPA6 Q82 West of Wingates / M61 Junction 6	34

Bury

Policy/Allocation/Question	Number of comments
JPA7 Q83 Elton Reservoir	326
JPA8 Q84 Seedfield	97
JPA9 Q85 Walshaw	322

Consultation responses by district– as at 16 December 2021

Manchester

Policy/Allocation/Question	Number of comments
JPA10 Q86 Global Logistics	25

Oldham

Policy/Allocation/Question	Number of comments
JPA12 Q87 Beal Valley	59
JPA13 Q88 Bottom Field Farm (Woodhouses)	32
JPA14 Q89 Broadbent Moss	63
JPA15 Q90 Chew Brook Vale (Robert Fletchers)	31
JPA16 Q91 Cowlshaw	36
JPA17 Q92 Land south of Coal Pit Lane (Ashton Road)	30
JPA18 Q93 South of Rosary Road	33

Rochdale

Policy/Allocation/Question	Number of comments
JPA19 Q94 Bamford / Norden	436
JPA20 Q95 Castleton Sidings	36
JPA21 Q96 Crimble Mill	66
JPA22 Q97 Land north of Smithy Bridge	67
JPA23 Q98 Newhey Quarry	27
JPA24 Q99 Roch Valley	51
JPA25 Q100 Trows Farm	33

Consultation responses by district– as at 16 December 2021

Salford

Policy/Allocation/Question	Number of comments
JPA26 Q101 Land at Hazelhurst Farm	326
JPA27 Q102 East of Boothstown	494
JPA28 Q103 North of Irlam Station	451
JPA29 Q104 Port Salford Extension	64

Tameside

Policy/Allocation/Question	Number of comments
JPA30 Q105 Ashton Moss West	67
JPA31 Q106 Godley Green Garden Village	121
JPA32 Q107 South of Hyde	97

Trafford

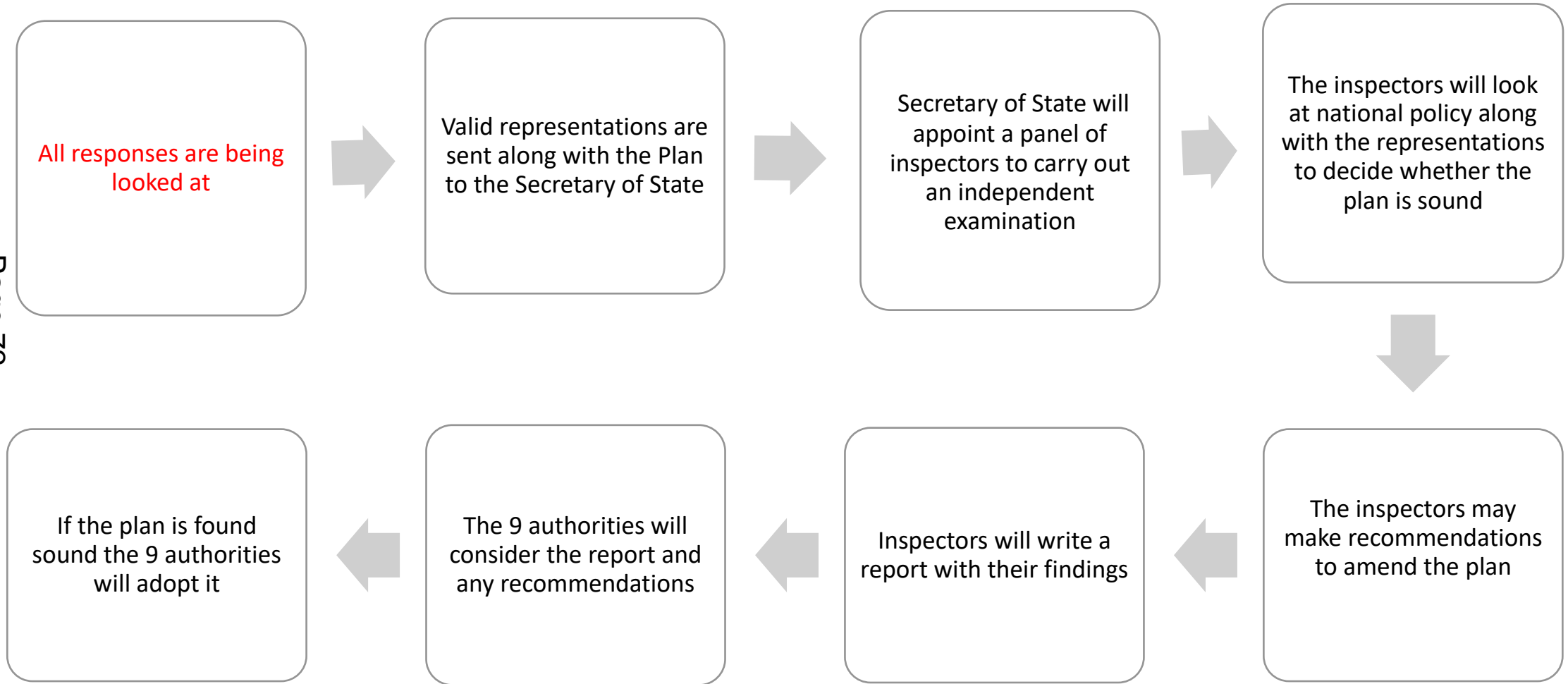
Policy/Allocation/Question	Number of comments
JPA33 Q108 New Carrington	64

Wigan

Policy/Allocation/Question	Number of comments
JPA34 Q109 M6 Junction 25	80
JPA35 Q110 North of Mosley Common	612
JPA36 Q111 Pocket Nook	565
JPA37 Q112 West of Gibfield	94

What happens next?

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GM Housing, Planning and Environment Overview & Scrutiny Committee

Date: 11 January 2022

Subject: Register of Key Decisions

Report of: Joanne Heron, Statutory Scrutiny Officer, GMCA

PURPOSE OF REPORT:

To provide the Committee with the latest Forward Plan of Key Decisions (Appendix A) to identify areas of focus.

RECOMMENDATION:

The Committee is asked to identify areas of focus for consideration at future meetings.

CONTACT OFFICER:

Joanne Heron, Statutory Scrutiny Officer, GMCA
joanne.heron@greatermanchester-ca.gov.uk

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REGISTER OF KEY DECISIONS: 1 JANUARY 2022 TO 30 APRIL 2022 December 2021

Published on 22nd

<p>What is a Register of Key Decisions?</p> <p>The Register is a published list of the key decisions which are due to be taken by the:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Greater Manchester Combined Authority (GMCA) <input type="checkbox"/> Greater Manchester Elected Mayor <input type="checkbox"/> Joint GMCA & AGMA Executive Board <input type="checkbox"/> Transport for Greater Manchester Committee; <input type="checkbox"/> GMCA Resources Committee; <input type="checkbox"/> GMCA's Waste & Recycling Committee; <input type="checkbox"/> Key decisions delegated to officers <p>These decisions must be published on the Register at least 28 clear days before the decision is to be taken, whether in public or private. The Register is updated at least once a month.</p> <p>This Register of Key Decisions has been prepared in accordance with Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 ('the Order').</p> <p>The Register is published on the GMCA's website www.greatermanchester-ca.gov.uk and hard copies are available at the offices of:</p> <p>Greater Manchester Combined Authority & Greater Manchester Mayor Churchgate House Oxford Street Manchester M1 6EU</p>	<p>What is a Key Decision?</p> <p>A key decision defined by 'the Order' is a decision which, in the view of the Greater Manchester Combined Authority's Overview and Scrutiny Committee, would result in any of the decision makers listed:</p> <ul style="list-style-type: none"> (i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or (ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester. <p>The GMCA's has three thematic Scrutiny Committees:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Corporate Issues and Reform <input type="checkbox"/> Economy, Business Growth and Skills <input type="checkbox"/> Housing, Planning and Environment <p>These Committees' role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.</p>	<p>How to find out more on these proposed decisions</p> <p>The report (other than those which contain confidential or exempt information) relating to these decisions will published on the GMCA's website five working days before the decision is to be made see www.greatermanchester-ca.gov.uk.</p> <p>For general information about the decision-making process please contact:</p> <p>GMCA Assistant Director Governance, Scrutiny & Business Support Julie Connor julie.connor@greatermanchester-ca.gov.uk</p>
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Decision title	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Devolved Adult Education Budget - 2022/2023 Academic Year	Greater Manchester Combined Authority	25 Mar 2022	<p>To approve the recommended indicative allocations to skills providers for the 2022/2023 academic year, for Local Authorities; FE College and procured skills providers.</p> <p>Agreement that final allocations are approved under delegated authority to the GMCA Treasurer & GMCA Director – Education, Skills & Work (Policy, Strategy & Delivery) in consultation with the Leader & Chief Executive Portfolio Leads for Skills, Work & Digital.</p>	Report with Recommendations	
Devolved Adult Education Budget - National Skills Fund Level 3 Adult Offer - 2022/2023 Academic Year	Greater Manchester Combined Authority	25 Mar 2022	To approve the recommended indicative allocations to skills providers for the 2022/2023 academic year,	Report with Recommendations	

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Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
			<p>for Local Authorities; FE College and procured skills providers.</p> <p>Agreement that final allocations are approved under delegated authority to the GMCA Treasurer & GMCA Director – Education, Skills & Work (Policy, Strategy & Delivery) in consultation with the Leader & Chief Executive Portfolio Leads for Skills, Work & Digital</p>		
Lifecycle replacement of rail wagons	Greater Manchester Waste & Recycling Committee	January 2022	To include provision in the capital programme for replacement of 10 rail wagons for waste transport each year from 2022 to 2026	Report with Recommendations	David Taylor david.taylor@greatermanchester-ca.gov.uk
ZEBRA submission	Greater Manchester Combined Authority	28 Jan 2022	Approve the submission of a full business case bid for the DfT for the ZEBRA fund	Report with Recommendations	Steve Warrener steve.warrener@tfgm.com

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
<div>Page 78</div>			<p>Approve the proposed allocation of £11.2m local funding contribution</p> <p>Agree the final allocations are approved under delegated authority of GMCA Treasurer and Chief Executive.</p>		
	Greater Manchester Combined Authority	28 Jan 2022	<p>The approval to proceed with the procurement of the retrofitGM Delivery vehicle via an established NW based dynamic purchasing Framework</p> <p>The contract value subject to the decision is £200,000</p>	Report with Recommendations	Mark Atherton mark.atherton@greatermanchester-ca.gov.uk

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Approval of the GM Night Time Economy Adviser's Night Time Economy Blueprint	Greater Manchester Combined Authority	Between 1 Jan 2022 and 31 Mar 2022	Approval of the night time economy blueprint	Report with recommendations	Alison Gordon alison.gordon@greatermanchester-ca.gov.uk
GM One Network	Greater Manchester Combined Authority	11 Feb 2022	To agree and award the contract for GM One Network design, build and operate.	Report with Recommendations	Phil Swan Phil.Swan@greatermanchester-ca.gov.uk
Greater Manchester Information Strategy	Greater Manchester Combined Authority	17 Dec 2021	To approve the draft Greater Manchester Information Strategy	Draft Greater Manchester Information Strategy	Andrew Lightfoot andrew.lightfoot@greatermanchester-ca.gov.uk
GMP Site, Chester Road Trafford.	Greater Manchester Combined Authority	Between 26 Nov 2021 and 17 Dec 2021	To seek approval to establish a joint venture between GMCA, Trafford Council and a Development Partner and related activity to enable the redevelopment of the Chester House site, Old Trafford.		Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Greater Manchester Retrofit Action Plan	Greater Manchester Combined Authority	26 Nov 2021	Approve the Greater Manchester Retrofit Action Plan	Report with Recommendations	Mark Atherton mark.atherton@greatermanchester-ca.gov.uk
Clean Air Plan (CAP) Taxi	Greater Manchester Combined Authority	29 Oct 2021	To grant Capital Programme Entry and grant approval to release funding in line with the business case and delivery plans submitted to JAQU.	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com
Large Scale Foam Making Equipment (Firefighting)	Treasurer GMCA	Between 1 Oct 2021 and 30 Nov 2021	Approval to award successful bidders a place on a Framework for use by North West FRS's which will also be available for National FRS's to utilise.	Contract Award Report	Leon Parkes parkesl@manchesterfire.gov.uk
Greater Manchester Working Well Working Health Programme: JETS ((formally WW Lite) - Contract Extension	Greater Manchester Combined Authority	24 Sep 2021	<p>To approve a variation to the Working Well Health Programme Contract.</p> <p>To utilise additional funding allocated made available by HMT/DWP for the WW HP JETS initially introduced in October 2020 for one year and one year possible extension</p> <p>GMCA now wish to extend the existing service offer to</p>	Report with Recommendations	Mat Ainsworth Matthew.Ainsworth@greatermanchester-ca.gov.uk;

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Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
			continue to support people impacted by unemployment due to the impact of CV19 and the move into employment		
Clean Bus Fund (CBF) - Replacement	Greater Manchester Combined Authority	24 Sep 2021	To grant Capital Programme Entry and grant approval to release funding in line with the business case and delivery plans submitted to JAQU.	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com
Rapid Transit Strategy	Greater Manchester Combined Authority	Between 1 Sep 2021 and 31 Dec 2021	Approval of the GM Rapid Transit Strategy	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com
Greater Manchester Resource and Waste Strategy - Outline Proposals	Greater Manchester Combined Authority	Between 1 Sep 2021 and 31 Dec 2021	To agree outline proposals and to commence public consultation	Report with Recommendations	David Taylor david.taylor@greatermanchester-ca.gov.uk
Intra-city Transport Settlement grant	Greater Manchester Combined Authority	September 2021	Approve the addition of £8.6m to the 2021/22 Transport revenue budget for the Intra-City Transport Settlement grant from Department for Transport	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Appointment of biowaste treatment	Greater Manchester	Between 23 Jul 2021 and 30	To appoint biowaste treatment contractors to	Report with Recommendations	

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
contractors 2022-2026	Combined Authority	Sep 2021	manage 15 'tonnage packages' (lots) of biowaste collected from households across Greater Manchester from 2022 to 2026		
Revenue and capital budget updates	Greater Manchester Combined Authority	Between 1 Jul 2021 and 28 Feb 2022	Approve revisions to revenue budget and capital programme	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Salford Bolton Network Improvements - Bolton Delivery Package 5 Phase 4 Bradshawgate	Greater Manchester Combined Authority	Between 1 Jul 2021 and 31 Oct 2021	Funding Approval	Report with Recommendations	Steve Warrener steve.warrener@tfgm.com
National Skills Fund: Construction/Retrofit Skills Bootcamp	Greater Manchester Combined Authority	Between 1 Jul 2021 and 30 Sep 2021	Award of contract to a provider to deliver a construction/retrofit skills bootcamp. Which will support 200-250 unemployed GM residents to enter the construction industry and gain the skills to work on retrofit projects.	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Local Growth Deal (1, 2 and 3) six monthly progress update	Greater Manchester Combined Authority	Between 1 Jul 2021 and 30 Apr 2022	To grant Full or Conditional Approval and/or release funding / approve expenditure and	Report with Recommendations	Steve Warrener steve.warrener@tfgm.com

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
			allocate/reallocate funding across the programme for schemes within the Growth Deal 1,2,3 and/or the Transforming Cities Fund.		
Development Support to Districts	Greater Manchester Combined Authority	Between 1 Jun 2021 and 31 Aug 2021	To agree approach to providing development support to districts	Report with recommendations	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
Land Acquisition	Greater Manchester Combined Authority	Between 1 Jun 2021 and 31 Jul 2021	Approval to acquire a site and the cost of acquisition be included into the Capital Programme	Report with Recommendations	Steve Warrener steve.warrener@tfgm.com
Clean Funds Scheme (CFS)	Greater Manchester Combined Authority	Between 1 Jun 2021 and 31 Aug 2021	To grant Capital Programme Entry and grant approval to release funding in line with the business case and delivery plans submitted to JAQU.	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com
GM Active Travel Fund Governance Update	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Jul 2021	To approve the proposed governance and scheme of delegation for the GM Active Travel Fund	Report with recommendations	Simon Warburton simon.warburton@tfgm.com
Forthcoming Changes to the Bus Network in Greater Manchester	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Jul 2021	To approve forthcoming changes to subsidised bus services.	Report with Recommendations	Stephen Rhodes stephen.rhodes@tfgm.com

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Transforming Cities Fund 2 - Challenge Fund Approval and Funding	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Jul 2021	To grant Programme Entry, Full or Conditional Approval and/or release funding for cycling and walking schemes within the Transforming Cities Fund – Challenge Fund.	Report with Recommendations	Steve Warrener steve.warrener@tfgm.com
GM Infrastructure Programme	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Dec 2021	Decision to utilise retained business rates to fund work in relation to a GM Infrastructure Programme.	Report with Recommendations	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
GM Business Growth Hub	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Jul 2021	To agree GMCA funding	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
GMCA Gas supply contract	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Jul 2021	Agree to the procurement of a gas supply contract via a Yorkshire Purchasing Organisation (YPO) framework with a contract duration of 4 years	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Clean Air Funding Plan	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Jul 2021	To grant approval to release funding for all GM Clean Air Plan measures in line with the business case and delivery plans submitted to JAQU and approved by the GM Authorities.	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Receipt and Award of HE Revenue Funding to Great Places Housing Group	Greater Manchester Combined Authority	Between 1 May 2021 and 30 Sep 2021	To award revenue grant funding from HE to Great Places Housing Group to progress the next stage of MMC investigations and the Business Case.	Report with Recommendations	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
Greater Manchester Business Funds	Greater Manchester Combined Authority	Between 1 Apr 2021 and 31 Dec 2021	To conditionally approve business investments to proceed to due diligence and/or note commercial changes to existing investments, including where relevant negotiated settlements.	Report with Recommendations	Kirsteen Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk
Greater Manchester Housing Funds	Greater Manchester Combined Authority	Between 1 Apr 2021 and 31 Dec 2021	To conditionally approve housing investments to proceed to due diligence and/or note commercial changes to existing investments	Report with Recommendations	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
Greater Manchester Property Funds	Greater Manchester Combined Authority	Between 1 Apr 2021 and 31 Dec 2021	To conditionally approve property investments to proceed to due diligence and/or note commercial changes to existing investments.	Report with Recommendations	Kirsteen Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk
ESF Skills for Growth Commissioning	Greater Manchester Combined Authority	Between 1 Apr 2021 and 31 Mar 2022	To proceed with the procurement and contracting of providers and activity relating to the GM Skills for	Report with Recommendations	Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
			Growth programme.		
Next Steps for a Tobacco Licensing System and Extending Smoke Free Spaces in Greater Manchester	Greater Manchester Combined Authority	Between 1 Mar 2021 and 31 Dec 2021	To agree the process to take forward a tobacco licensing system and extend smoke free spaces in Greater Manchester in line with the Making Smoking History Strategy, including funding.	Report with Recommendations	Carolyn Wilkins carolyn.wilkins@oldham.gov.uk

GM Housing, Planning and Environment Overview and Scrutiny Committee

Date: 11 January 2022

Subject: Work Programme

Report of: Joanne Heron, Statutory Scrutiny Officer, GMCA

PURPOSE OF REPORT:

The attached document (Appendix A) sets out the Housing, Planning and Environment Overview and Scrutiny Committee's work programme for Members to develop, review, and agree.

This is a live document and will be reviewed and updated at each meeting to ensure that the Committee's work programme remains current.

The Committee also receives the GMCA's register of key decisions whenever it is updated and the GMCA's monthly decision notice.

RECOMMENDATION:

The Committee is asked to develop, review and agree its work programme.

CONTACT OFFICER:

Joanne Heron, Statutory Scrutiny Officer, GMCA
joanne.heron@greatermanchester-ca.gov.uk

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WORK PROGRAMME 2021/22

HOUSING, PLANNING & ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

The table below sets out the Committee's work programme for this municipal year. Members are invited to further develop, review, and agree topics which they would like to consider. Items considered last year are appended at the back of this report. The work programme will be reviewed and if necessary updated following each meeting to ensure that the Committee's work programme remains current.

In addition, the Committee will receive the GMCA's register of key decisions and the GMCA's monthly decision notice.

Date of Meeting	Item	Responsible Officer
Tuesday 1 February 2022	<ul style="list-style-type: none"> Green Energy including solar e.g. Go Neutral Biodiversity – Local Nature Recovery Strategy 	Sean Owen Sam Evans
Tuesday 8 March 2022	<ul style="list-style-type: none"> Mayoral Update Implications of the National Resources and Waste Strategy 	Andy Burnham David Taylor

***Mayor scheduled to attend**

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