

# LGA Housing Retrofit Virtual Event

Thursday 18<sup>th</sup> January 2024

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Manchester City Council

# Introduction

## **Presentation Coverage:**

- Background and Context – Manchester Council Climate Change and Housing Retrofit ambitions, targets etc.
- Council Housing Activity
- Private Sector Housing Activity
- Cross cutting/enabling areas and activity
- Key challenges and lessons learned/learning!!
- Conclusions

***Drawing on wide range of internal and external experience***

## **About me:**

- Current role Manchester City Council – last 14 months
  - Lead for Zero Carbon in Housing cross-tenure
  - Lead a relatively new, small and growing team – the ZC Housing Team
  - Leading & collaborating with a range of others
    - Including Client roles & bringing in other staffing capacity to support
- Previous roles
  - 2 years LCRCA, including Housing Retrofit
    - led LAD2 and SHDF W1 programmes
  - Many years in GM LAs – Lead and key roles in Strategic and Private Sector Housing, Regeneration and Housing Development
    - Including Fuel Poverty and various energy efficiency programmes

# Manchester City Council's Ambitions, Milestones & Targets

Declared a Climate Emergency  
in July 2019

Manchester City Council's  
target is to be zero carbon  
by 2038

Our first Climate Change Action  
Plan (CCAP) spans 5 years -  
2020 to 2025

Our aim is to remain within the  
set carbon budget of 126,336  
tCO<sub>2</sub> for this 5 year period



Manchester has its own  
climate change strategy  
called the **Framework**

Overseen by Manchester  
Climate Change Partnership  
and owned by the  
**Manchester Climate Change  
Partnership**

# MCC Climate Change Action Plan 2020-25 (CCAP)



## Buildings & Energy

Estate retrofit

Build standard

Energy generation

Street lighting

Civic Quarter Heat Network

Housing retrofit

Local Area Energy Plan

Local Plan

Partnerships Working



## Transport & Travel

Electric Waste Vehicles

Fleet electrification

Staff travel

Highways

Public transport

Electric charging infrastructure

Active travel

Manchester Airport

Air Quality



## Consumption & Suppliers

10%  
environmental procurement

Single use plastic free

Sustainable Events

Waste and recycling

Supplier toolkit

Manchester Food Board



## Adaptation & Sequestration

Tree Action Plan

Nature Based Solutions

Green and Blue Strategy

Biodiversity Strategy

Tree planting



## Behaviour & Change

Carbon Literacy

Zero Carbon Decision Making

Finance and Investment

Community Engagement

Citywide Communications

Partnerships & networks –  
local to international

Supporting schools

Government Lobbying

Green Skills

# Housing Retrofit Targets

- About a quarter of the city's Carbon Emissions generated by housing (largely due to space and hot water)
- Housing Strategy 22-25
  - Commitment to producing a Retrofit Plan
  - Target of retrofitting at least 1/3<sup>rd</sup> of all social rented properties to EPC B by 2032
    - Stretch target for RPs
    - Council to lead the way – 60% of our housing stock will need to be retrofitted by 2032 to meet the target
- Climate Change Framework 2022 (update)
  - need to retrofit 84,000 properties to reduce housing emissions by 50% (total estimated cost = £2.1bn)



# Manchester Housing

Dominated by pre-war and mid-century terraced and semi-detached properties

Cavity and solid brick walls common

- High number of uninsulated CW
- Many unsuitable for CW insulation

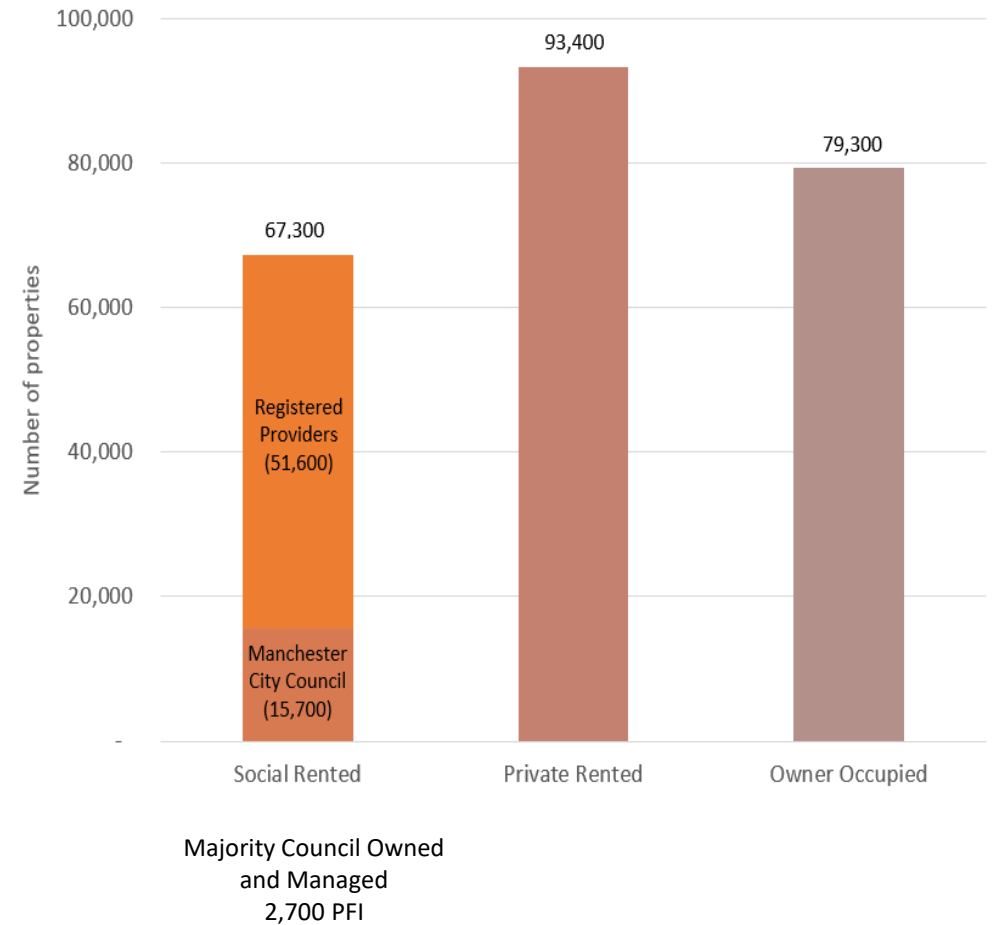
Low levels of roof insulation

Mostly double glazing

Heating

- Gas heating dominates (80%)
- Electric storage heaters also common
- Only 2% coverage on heat pumps

Average - EPC D



# Council Owned and Managed Housing

Key areas of joint working:

- with Strategic Investment and Asset Management
  - Data and Intelligence – now underway:
    - Stock condition survey include energy aspects
    - Technical consultancy work looking at energy performance at detailed level across 20 archetypes – will scale up to cover c85% of stock
  - In development:
    - Strategy/Plan re pathway to EPC B/Zero Carbon;
    - Council Housing Asset Management Strategy (incorporating the above)
- on Voids
  - Technical consultancy work underway – informing approach to voids and voids standard re Retrofit
- on Repairs and Maintenance

Leading SHDF Programme

# SHDF Programme - overview

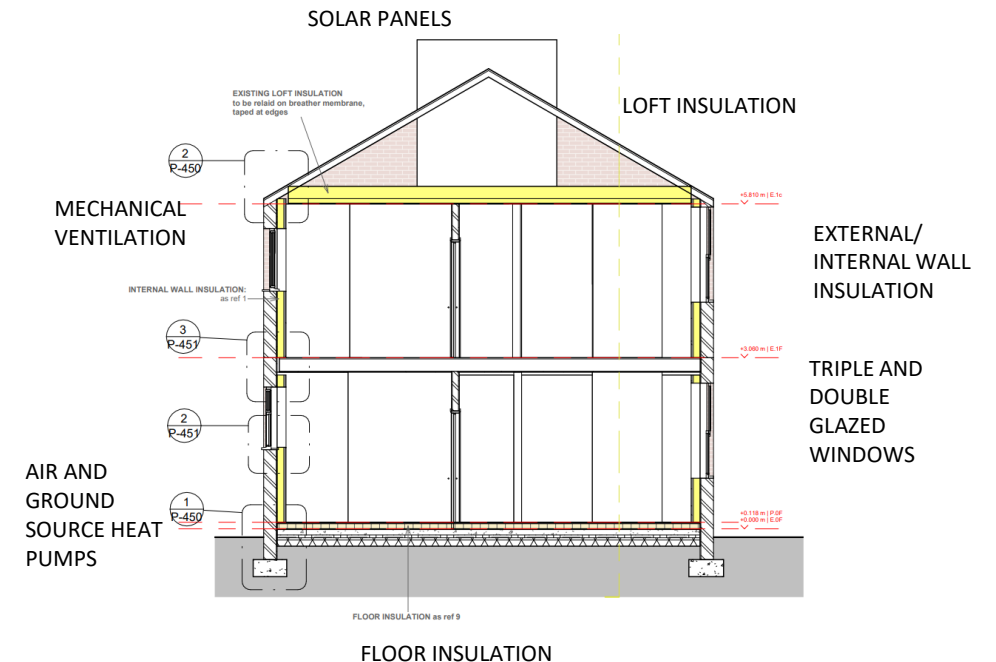
- Bid made to SHDF Wave 2.1 via GMCA, Nov 23
- Part of consortia – 18 GM consortia of 18 RPs, 6,000 properties, £35m grant funding ask (£90m total value of works)

## MCC Programme:

- 1603 properties, 6 varied projects – high rises, low rises, blocks, individual properties
- Comprehensive – retrofit works alongside Decent Homes and Building/Fire Safety works
- £49.7m total capital costs
  - c£39m grant eligible works (£11.6m grant, c£28m co-funding)
  - c£10.7m 'other' works
- Grant to be spent by end March 25 – co-funding for grant eligible works end Sep 25
- Grant eligible works limited to achieving EPC C – we may achieve EPC B in some properties



## Works Include





# SHDF Programme – Activity and Progress

## Mobilisation

- Staffing resources – Project and Programme management/delivery
- Governance and other arrangements
- Engagement with GMCA – Reporting and Monitoring
- Engagement Strategy/ Framework and Resource Plan

## Procurement

- Turnkey Contractors
- Retrofit Assessment and Co-ordination separate from Design and Installation
- Various consultants and external providers e.g., Employers Agent M&E, Design, QS
- Social Value

## Delivery/Progress

- Pre-construction activity underway
- Unexpected issues – cladding safety, structural safety of balconies etc.
- Outcomes of Retrofit Assessments – challenging earlier assumptions, recommending unhelpful measures e.g., heating of stair wells
- Cost increases
- Process of further Development, Review and Revision of Projects

# Council Owned Housing – PFI Properties

- Contract/managed by different (RP) organisations
- Moved from average EPC E to C – good foundation towards ZC
- Target - 60% properties to reach EPC B by 2032 (or handover date)
- Developing Sustainability Strategies:
  - Understanding stock – survey/modelling work to understand baseline and challenge = largely completed

Plymouth Grove – in  
Ardwick – c500  
properties  
(contract - 2003-2033)

Miles Platting –  
c1,400 properties  
(contract - 2007-2037)

Brunswick – c800  
properties  
(contract - 2013-2038)



# Heat Network Efficiency Scheme (HNES)

- Funding to tackle communal or district heat systems operating sub-optimally.
  - Revenue and Capital as separate opportunities
- MCC successful in securing revenue funding for 2 projects
- Plymouth Grove Village:
  - PFI managed development
  - Feasibility study underway, outcome expected in February 2024
  - Exploring options for capital funding
- Newton Heath:
  - Part of SHDF programme – help in funding challenges



# Other Social Housing

|   |        |
|---|--------|
| <b>67,300</b> social housing properties (22/23) |        |
| 15,700 owned by MCC - 51,600 by other RPs       |        |
| 70% of total owned by MCC & 3 others:           |        |
| MCC   | 15,700 |
| Wythenshawe CHG                                 | 13,500 |
| One Manchester                                  | 11,800 |
| Southway  | 5,700  |
| Other RPs                                       | 20,600 |
| Total   | 46,700 |

- Housing stock of the 3 main RPs has similarities (properties stock transferred from MCC)
- Strong, effective collaborative arrangements over many years - GM and Manchester Council level
- Asset Management and Zero Carbon workstreams
- Key Benefits/Outcomes:
  - Shared learning
  - Monitor and demonstrate progress – establishing metrics
  - Emissions baselining exercise completed - covering 85% of Manchester RP stock
    - 96% of emissions from housing stock
    - 70% of energy used is gas

# Private Sector Housing - MCC Led Programmes

## HUG2

- £10m grant and up to 500 homes
- Prioritisation of IMD areas 1-3
- Turnkey Contractor - Next Energy Solutions, appointed Nov 23
- Consultancy Support – pre-contract work (data, targeting), contract administration
- DAC passed - Nov 23
- Delivery anticipated from end of Jan 24 to Mar 25



Department for  
Energy Security  
& Net Zero

## Area Based Schemes

**Carbon Co-op**

- Supporting Carbon Coop
- Small scale, but collective work delivery = economies of scale
- Mix of grant and resident self-funded
- Planning secured, in contract negotiation stages

## Care and Repair

- Access to low interest or zero interest loans provided by MCC
- C & R undertake the works as well as facilitating loans

Manchester  
**care&repair**

## Collaborative Working



MANCHESTER  
CITY COUNCIL

- Working with central Zero Carbon Team
- Supporting area-based projects

# Private Sector Housing - GMCA led programmes

## ECO 4 (Flex) and GBIS

- Single statement of intent for all GM providers
- Single provider in Manchester – Improveeasy
- Working with locum doctors to support Route 3 referrals
- Work with internal teams to promote
- June-Dec 23: 208 enquiries of which 75 completions, 110 in process



## GMCA portal

Residents can self-certify eligibility:

<https://gmca.retrofitportal.org.uk/home>

## Local Energy Advice

### Demonstrator

- In person support for hard-to-reach residents
- Groundwork Northwest
- Support for MCC HUG2 programme



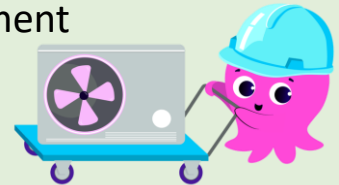
## Your Home Better

- Target willing and able to pay market
- -Number of services:
  - Retrofit Assessment
  - Access to loans
  - Technical support



## Boiler Upgrade Scheme

- Partnerships with Octopus and Daikin
- Octopus have innovation hub in NW & conducted tariff trials
- Daikin exploring investment zone and manufacturing investment

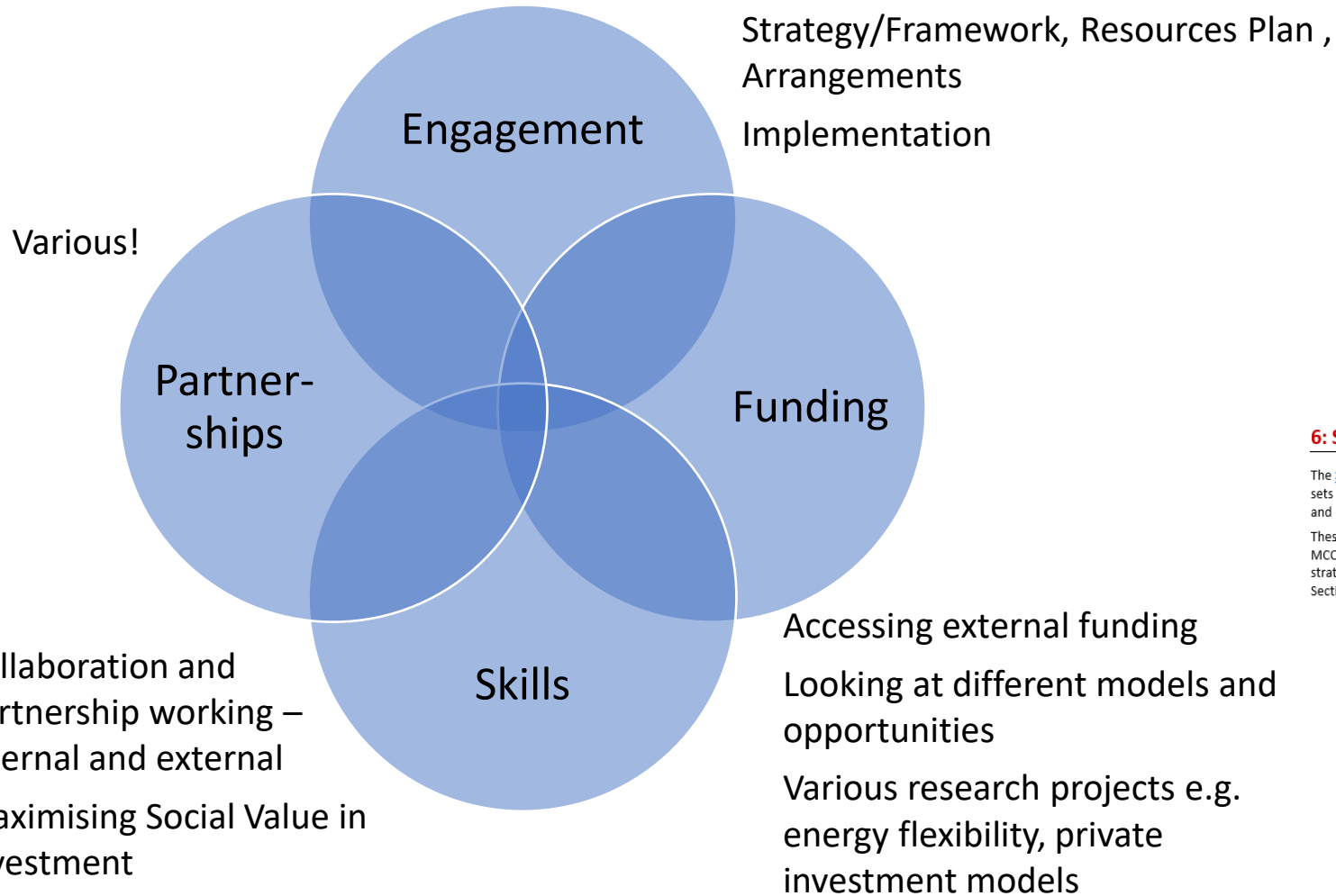


## “Feel the Benefit”

- Marketing campaign launch in February
- Single brand for all GMCA led programmes
- Strong focus on benefits for residents (bills) rather than carbon benefits
- Promotion of portal



# Enablers



**FOREVER**  
CONSULTING

MANCHESTER  
CITY COUNCIL

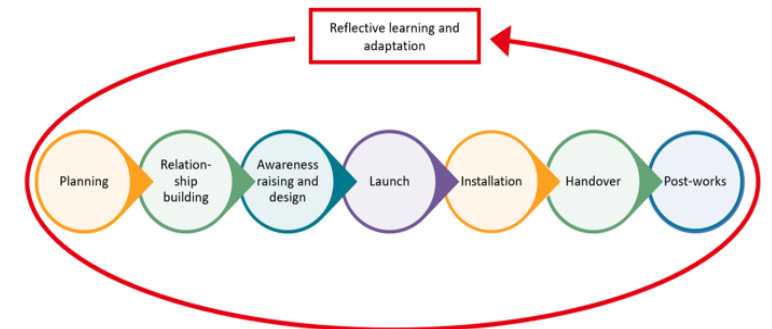
## 6: STAGES OF COMMS AND ENGAGEMENT ACTIVITIES

The [Social Housing Retrofit Accelerator's Resident Engagement Toolkit](#) sets out several stages to communicate to, and engage with, residents and other stakeholders throughout a retrofit project.

These stages have been adapted for this Guide to meet the needs of MCC's retrofit programmes and ensure compliance with the strategies, and legislative and regulatory frameworks outlined in Sections 2 and 3.

There are seven stages that generally follow consecutively, and a further stage of 'reflective learning and adaptation', which occurs on a continuous cycle throughout every retrofit project.

This section describes each stage, and includes key actions, timescales and responsibilities. However, they are not exhaustive and should be tailored for each retrofit programme and updated as each project evolves and progresses.



# Key Challenges

## Financial Resources

- HRA
- PFI contracts
- Competing priorities
- External funding
- Other models

## People Resources

- Internal:
  - Deliver team
  - Other support
- External:
  - Contractors
  - Consultants

## Delivery Barriers and complexity

- Planning
- DNO
- High Rise and Higher Risk Buildings

## External Funding Environment

- Bidding
- Criteria
- Requirements – monitoring and reporting

## Supply Chain

- Capacity
- Skills
- Competition

## Resident buy in

- General understanding
- Language barriers
- Financing

## Complexities

- Technical and otherwise
- Fast moving

## Costs

- Inflation
- Material scarcity



# Retrofit Programmes - Key Lessons Learned/ Learning!

## Having a solid base

Have the right type and level of:

- Resources - people and financial, internal and external
- Arrangements – governance, collaboration, monitoring and reporting

Robust programme and project management from the point of deciding to bid to project close

## Understand the programme

- Everyone needs to understand funding requirements, systems being used, relationships responsibilities and ownership

## Expect the unexpected!

- Everything takes longer than expected
- Plan for challenges, changes and delays

## Procurement

- Smart and strategic
- Capitalize on bespoke frameworks, multiple services
- Maximise social value

## Engagement

- Internal and external project team and a range of others
- Networks and collaboration
- Statutory bodies – planning, DNO's, others – early and continuous

## Residents

- Early and continuous
- Ensure housing and communication colleagues engaged
- Robust and well resourced

# CONCLUSIONS

- Making good progress
- Taken a lot of effort and time
- Lots more to do
- Harness the relationships and partnerships
- Continuous learning and reflection



# Thank you

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