

Project Mandate

VERSION 6 20.01.2022



1 - PROJECT DETAILS	
Project Name:	SY Retrofit Programme Development
Project Location/ Address, including Post Code and Local Authority Area:	South Yorkshire
Organisation Name, Size & Company Registration Number (if applicable):	SYMCA
Is your organisation an SME? If so, state size of organisation (Micro, Small or Medium)	N/A
Contact Name and Role:	Richard Sulley
Address:	11 Broad Street West, Sheffield, S1 2BQ
Email:	richard.sulley@southyorkshire-ca.gov.uk
Telephone:	N/A
Other Delivery Partners and Roles:	<p>SYMCA Retrofit Working Group (chaired by John Dowie – see Appendix A for full organigram)</p> <ul style="list-style-type: none"> Role: Overview oversight + sign off on all aspects of the SY Retrofit Programme <p>Regional Retrofit Group – including all 4 Local Authorities (chaired by Sarah Norman)</p> <ul style="list-style-type: none"> Role: SYMCA Retrofit Programme Lead (RPL) will feed into this group, engage and ask for feedback/support at various stages of the programme development. <p>South Yorkshire Housing Providers Forum – Retrofit Working Group – including all active SY Housing Associations (chaired by SYHA)</p> <ul style="list-style-type: none"> Role: SYMCA Retrofit Programme Lead (RPL) will feed into this group, engage and ask for feedback at various stages of the programme development. <p>South Yorkshire Sustainability Centre</p> <ul style="list-style-type: none"> Role: Delivery of retrofit focussed research and Monitoring and Evaluation of pilot programmes.

Estimated total project cost	<p>Overall SY Retrofit Programme Cost – TBC</p> <ul style="list-style-type: none"> - <i>Capital and revenue required will be determined through the development of business case in phases.</i> <p>Revenue required to Develop SY Retrofit Programme up to SBC - £300k</p> <ul style="list-style-type: none"> - <i>Detail below in section 5.1</i>
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2 – SOCIAL VALUE ELIGIBILITY CONDITIONS

2.1 Please confirm how you intend to comply with the eligibility conditions for accessing support from the Mayoral Combined Authority. Full details of the conditions, why they are important and examples of how they can be achieved and measured can be found here <https://governance.southyorkshire-ca.gov.uk/mgConvert2PDF.aspx?ID=10630>

The conditions and your current position (taking into account your organisation size and level of funding sought) will be discussed and will form part of your contractual obligations

Conditions	How is your organisation currently delivering against these conditions? (e.g. have you achieved, are you working towards or is it not yet something you are doing?)	What evidence do you have for your current position? How will you measure future change?	Please provide any further details here
1. Pay Real Living Wage to full and part time employees, for regularly contracted hours and overtime	N/A – SYMCA		
2. Ensure secure work for employees, with zero hours contracts only for those who want them	N/A – SYMCA		
3. Spend more with local suppliers in South Yorkshire, particularly with SMEs and the Voluntary, Community and Social Enterprise (VCSE) sector	N/A – SYMCA		
4. Empower employees to be informed about the business and involved in decision-making	N/A – SYMCA		
5. Enhance workforce diversity	N/A – SYMCA		
6. Offer more pathways into employment through work experience, placements, internships and apprenticeships	N/A – SYMCA		
7. Support staff progress in the organisation through training and development	N/A – SYMCA		
8. Engage with local communities	N/A – SYMCA		
9. Achieve Net Zero	N/A – SYMCA		

10. Create a healthy workplace	N/A – SYMCA		
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3 – PROJECT SUMMARY

3.1 – Tell us about the project

Please provide a summary description of your project and what you intend to achieve. Why are you looking to embark on this project? What do you want to achieve? What is the problem you want to address or what is the opportunity? What is the project about?

Brief description of the project – Approx. 200 words

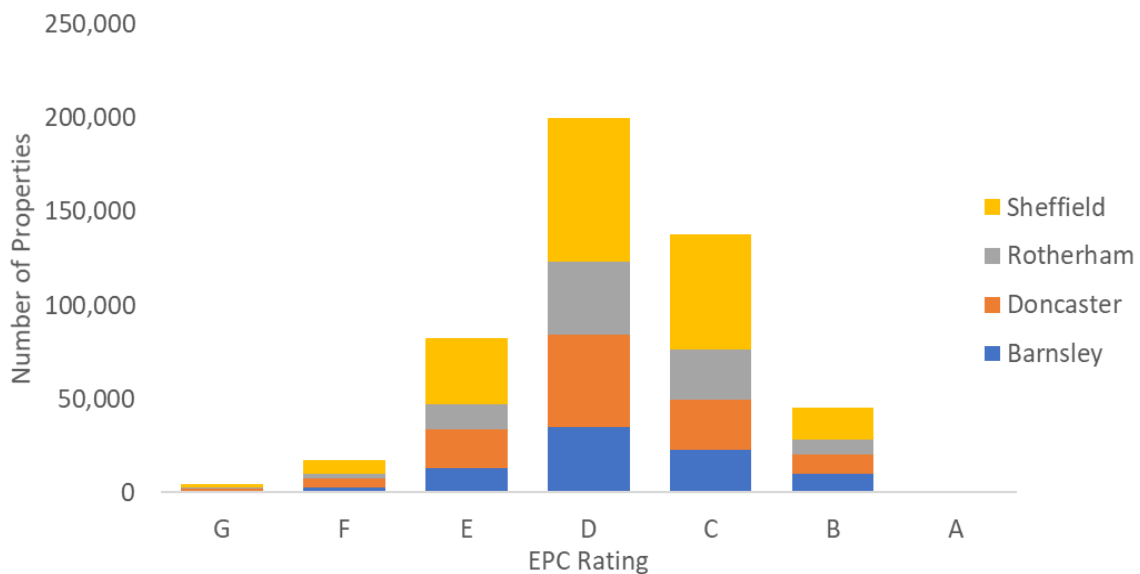
The combination of poor housing stock and low average rates of pay has resulted in South Yorkshire having some of the highest rates of homes in fuel poverty in the country.

Prior to the 2021/22 rises in energy prices the rates of fuel poverty were as below;

- South Yorkshire (18.7%),
- Barnsley (19.2%),
- Doncaster (18.8%),
- Rotherham (17.9%),
- Sheffield (18.9%)

This is compared to the national average of 13.2% and WYCA at 17.7%. These local rates are now likely to be well over 50%, with an equivalent gap to the national average.

Of the approximately 620,000 homes in South Yorkshire, 62% of those are EPC D or below rated, compared to England at 58%, Government has set a target that all residential properties be of EPC C as a minimum by 2035.



To meet the region's Net Zero Target, all our homes will need to be as high an EPC rating as possible and will need to involve a replacement of gas as the primary heating source.

The provisional objective for this programme is to target EPC C, through basic "fabric first" retrofit interventions.

The total cost to upgrade all houses to a minimum of EPC C, at an estimate of £15k per home, would be ~£6Billion, reducing carbon emissions in the sector by ~33%.

Full decarbonisation would need a spend many times this. Investment will need to be sought from multiple sources, including central government, institutional investors, pension funds, communities and individuals.

The supply chain, both at a local and national level cannot support the scale or speed required so any at scale retrofit programme needs to take account of this.

Discussion between the Local Authority leads, housing providers, and other combined authorities has identified that to tackle the interconnected constraints which currently prevent the delivery of retrofit at the scale required, action at the regional level is needed.

Appendix B shows the retrofit ecosystem, and how through activity across multiple workstreams a South Yorkshire scale programme will be developed, covering Data, Marketing and Communications, Skills and Business, Financing and Delivery.

This business case is for the **Strategic Programme Case** which will;

- Set out the scale of the retrofit challenge with complete data sets, collating existing data and through the use of targeted commissions fill gaps in knowledge.
- Develop the strategic case for SYMCA intervention
- Set out the possible intervention options and scale the possible economic benefits available for each
- Better define and agree the workstreams set out in Appendix B+C with the Retrofit stakeholders
- Define the timeframes, resources and funding required to for the further development work required on each workstream that will feed back into the main SY Retrofit Programme
- Identify the elements of the overall programme which need testing through demonstration, enabling larger scale SYMCA, Government and Institutional investment – see Appendix E (High Level SY Retrofit programme development chart)

What do you hope to achieve by delivering the project?

- **Activities**
 - *Appointment of a SYMCA Retrofit Programme Lead (RPL) – this could be an individual or an organisation*
 - *Workshops with LA partners, private sector*
 - *Stakeholder engagement*
 - *Commissions as part of the development workstreams.*
- **Outputs**
 - *A Strategic Programme Business Case, including the high level economic preferred way forward and making the case for change.*
 - *SYMCA owned and regional available quality regional housing stock data*
 - *Briefs for demonstrator schemes enabling partners to bid for pilot projects for feasibility or proof on concept for agreed elements of the overall programme.*
- **Outcomes**
 - *Further development of business case for a SY Retrofit Programme*
 - *Further development towards workable financial models to deliver retrofit at scale*
- **Impacts of the programme**
 - *Carbon savings*
 - *Reduction in fuel poverty*
 - *Improved Health Outcomes*
 - *Creation of skilled jobs*
 - *Growth of local businesses for delivery of Retrofit services.*

See Appendix D for the draft logic model of an SY Retrofit Scheme

4 – STRATEGIC ALIGNMENT

4.1 – Using the table below, please set out which of the MCA’s Core Strategic Outcomes (Stronger, Fairer and Greener), as set out in the Strategic Economic Plan and Renewal Action Plan, your programme/project will contribute to.

Projects that deliver against at least one indicator from all three of Strategic Outcomes (Stronger, Greener, Fairer) are more likely to be prioritised for investment.

Useful links:

For details of the Strategic Economic Plan (SEP)

[https://southyorkshire-ca.gov.uk/getmedia/4256c890-d568-42c8-8aa5-c8232a5d1bfd/SCR_SEP_Full_Draft_Jan_21-\(accessible\).pdf](https://southyorkshire-ca.gov.uk/getmedia/4256c890-d568-42c8-8aa5-c8232a5d1bfd/SCR_SEP_Full_Draft_Jan_21-(accessible).pdf)

For details of the Renewal Action Plan (RAP)

<https://southyorkshire-ca.gov.uk/getmedia/bf2c27b2-a5c7-4ac5-ac64-b4f8798df095/Sheffield-City-Region-Renewal-Action-Plan-Document-Final.pdf>

Theme	Indicator	Outcome	Contribution from this Programme/Project e.g. increase in [outcome] of x [number/%] by y [year]. Please be specific as you possibly can be at this stage of the project.
Stronger – Achieve sustained, inclusive growth, underpinned by productivity gains that matches the UK average	Productivity per hour worked	A higher productivity workforce	Both professional and trade jobs will be created.
	High growth business	A larger proportion of high growth businesses	Supply chain will need to expand to deliver at scale, targeted support can ensure as much of this as possible is SY based.
	Business density	More businesses in the area, relative to population	
Greener – Drive forward environmental sustainability to achieve our net-zero carbon target by 2040	Flooding	Better protect over 17,000 homes and businesses, and regionally significant infrastructure across South Yorkshire	N/A
	Carbon emissions	Reduced carbon emissions	Housing represents 2,073ktCO₂e of SY carbon emissions, approx. 29% of the total. Fabric First retrofit would target 681ktCO₂e
	Carbon intensity of transport network	Improved carbon intensity	N/A

Fairer – Unlock prosperity by eliminating the wage gap and other inequalities (particularly health) with South Yorkshire and between South Yorkshire and the national average and by improving standards of living for disadvantaged communities	Economic inactivity & unemployment	Fewer people are economically inactive and unemployed	Both professional and trade jobs will be created, with a significant number of entry level roles. There are opportunities to target some job creation around neighbourhoods.
	Wage levels	A lower proportion of employees on low earnings	Both professional and trade jobs will be created.
	Qualifications & skills	A higher proportion of working-age population possess higher qualifications, indicating progression in education and employment.	An increased number of people attaining PAS 2035 Retrofit qualifications.
	Personal Wellbeing	Improved personal wellbeing (as measured by indicators on feeling life is worthwhile, life satisfaction, happiness, and anxiety).	Cold and leaky homes have a direct impact on health and wellbeing. A reduction in poor health outcomes would be expected, as well as indirect benefits such as better education outcomes.

5 – SYMCA SUPPORT REQUIRED

5.1 How can the South Yorkshire MCA support the delivery of the project?

If you know what support you need from the MCA, please state this here (include the funding programme if known). This includes any financial or in-kind support and when you will need this. For financial support, a range estimate will suffice at this stage.

Please note that the MCA wishes to use its limited funding in a way that that creates a self-sustaining fund and will therefore usually seek a return for our investment. Applicants are required to discuss and agree the broad outline of any financial investment you may be seeking with the relevant MCA Executive Officer, prior to submitting this form. [Grant would be the funding option of last resort

- **£110k for SYMCA Retrofit Programme Lead (RPL)** who will develop an Strategic Programme Business Case to define the following workstreams
 - o WS1. Retrofit Data
 - o WS2. Retrofit Offer
 - o WS3. Business Development
 - o WS4. Skills Development
 - o WS5. Develop a Retrofit Plan with revenue and capital asks for the MCA
- **£100k for WS1 data commission** to fill gaps in housing stock data to support the above SBC.
- **£40k to £90k** for other targeted commissions around financial models, skills delivery, business support programmes as required.

5.2 Please provide details of any funding secured and/or details of other funders you are approaching.

None currently - but institutional funders are keen to understand how retrofit could payback and it is expected that by developing the workstreams identified (and testing different approaching through pilot studies) large scale funding could be attracted into the region.

Match funding from the SY Districts and other delivery partners may be attracted for the demonstrator projects.

5.3 What additionality will MCA investment bring?

*What would happen with MCA intervention that wouldn't happen without it?
What would happen without MCA intervention?*

Without SYMCA intervention it is likely that retrofit would continue to be brought forward in a similar way as it has in recent years with a mixture of central government fund initiatives targeting the worse performing, lowest income households such as LAD and SHDF. This has been narrowly focussed on social housing with short timescales for highly competitive bidding, tight restrictions on eligibility and limited delivery windows.

Funding	Date	Value (£M)	Status	Barnsley MBC	Doncaster MBC	Rotherham MBC	Sheffield City Council
LAD1a (Local Authority Delivery scheme)	Aug-20	74.0	Closed (August 2021)	✗	✓	✗	✗
LAD1b (Local Authority Delivery scheme)	Jan-21	126.0	Closed (March 2022)	✗	✓	✓	✗
LAD2 (Local Authority Delivery scheme)	Mar-21	53.2	Closed (March 2022)	£1,517,337	£1,957,750	✗	£2,971,249
LAD3 (Local Authority Delivery scheme)	Dec-21	280.0	In Delivery (ends March 2023)	£4,791,063	0	0	0
HUG (Home Upgrade Grant)	Dec-21	218.0	In Delivery (ends March 2023)	£522,418	✗	✗	£681,816
SHDF (Social Housing Decarbonisation Fund) Wave 1	Feb-22	179.0	In Delivery (ends March 2023)	£1,700,000	£3,200,000	£1,500,000	0
SHDF (Social Housing Decarbonisation Fund) Wave 2	TBC	TBC	TBC				
Total				£ 8,530,818	£ 5,157,750	£ 1,500,000	£ 3,653,065

Figure 1 LAD and SHDF funding to date

Currently, there have been no effective in-roads made into retrofitting the PRS and owner occupier sectors of the housing market which make up 79% of the market and based on estimates of the range of EPCs across tenures more than 80% of the Carbon emissions.

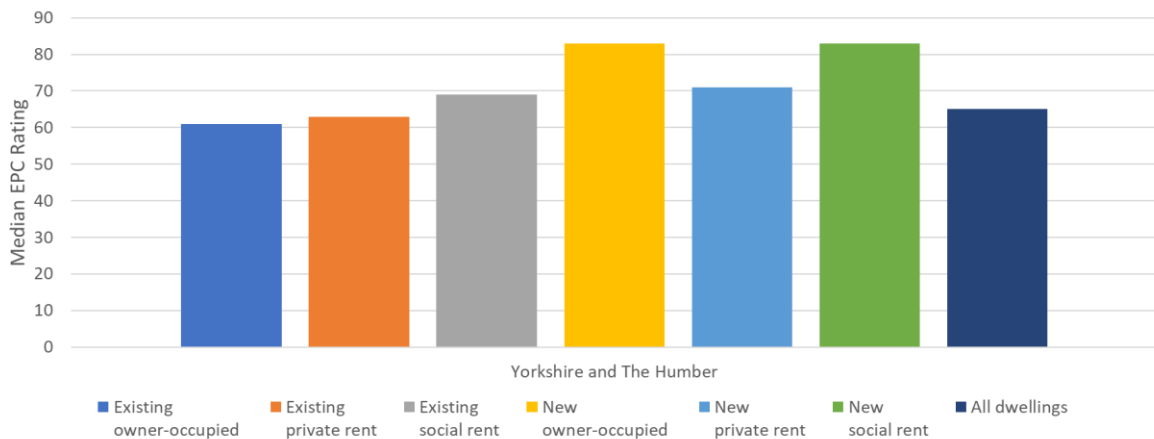


Figure 2 median EPC ratings of houses by tenure across Y&H

There are many groups who have an interest getting the retrofit market working at scale – these include but are not limited to - energy companies, institutional funders, universities and colleges, local authorities, housing associations, NHS and social care and more. There are many retrofit working groups around the region (and nationally) - all looking at the problem from various angles. This work would look to work alongside different groups to engage, share learning and combine activities.

The barriers to retrofit at scale and their interactions are illustrated in Figure 3 below;

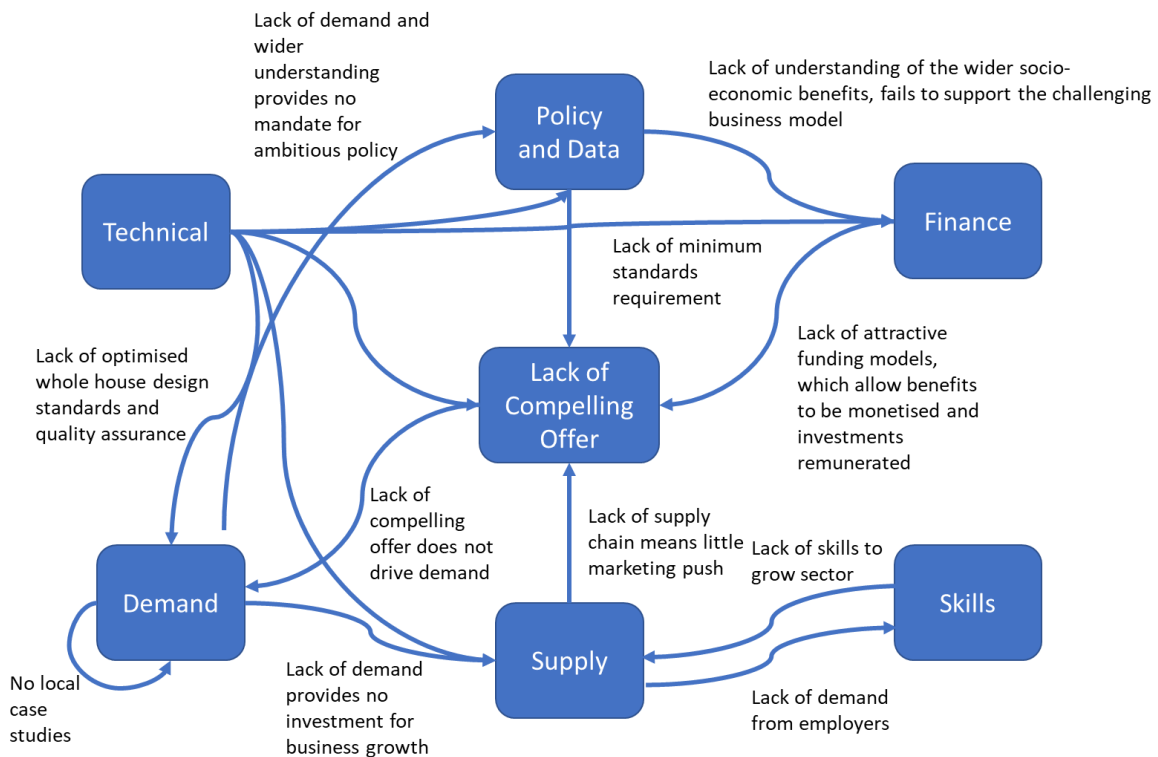


Figure 3 Retrofit Barriers

The SY Retrofit Programme would look to address the barriers above through the development of a number of co-dependent workstreams set out in the appendices.

The potential benefits of unlocking retrofit are considerable,

Reduced Carbon
Reduction in Fuel Poverty

Reduced Energy Bills
Improved Health Outcomes

Growth in Local SMEs
Community Wealth Building

Green Skilled Jobs

This work will start to quantify these benefits.

6 - CONSULTATION

6.1 – Who have you consulted with about the project idea?

Please insert South Yorkshire MCA	PMO – Becky Guthrie Finance - Gareth Sutton Policy - Felix Kumi-Ampofo Place - John Dowie
Local Authority	<i>Via Housing Directors and Regional Retrofit Group, chaired by Sarah Norman – add membership if requested.</i>
Other consultees, for example:	
Other MCAs	GMCA, WYCA, LCR
Financial Institutions	Lloyds Bank, 3Ci
Housing Associations	<i>Via Housing Providers Forum</i>
Education Institutes	SHU/ SU/FE Colleges
Local community	Through development of the SY Retrofit Programme
Relevant businesses	SSE, Energyse Barnsley, Retrofit Academy, Efficiency North
Others?	Yorkshire and Humber Climate Commission, M10, UK100

7 – TIMESCALES FOR DELIVERY

7.1 – What is the preferred date that the project can commence delivery? If this is currently unknown, please set out your proposed next steps below

[Please advise the date and any dependencies]

The overall high level draft SY Retrofit Programme can be found in Appendix E – this sets out the wider thinking and expected trajectory of the programme workstreams as a whole.

Key milestones for work up to SBC can be found below, as well as high level milestone dates for the overall programme (which will be revised at SBC)

6.2 – If currently known, please outline the key milestones required to deliver the project and provide forecast dates for achievement. <i>[e.g. complete outline design, secure all funding, procurement complete, statutory processes complete]</i>	
Retrofit Steering Group formed	In place already
SYMCA Retrofit Programme Lead (RPL) appointed	Jan 23
Data project commissioned	Mar 23
Data project completed	Jun 23
SBC draft – circulation and engagement stakeholders begins	July 23
SBC finalised - including defined costed workstreams and follow on projects and programme	Sept 23
OBC/ FBCs - workstream business cases progress to develop Retrofit projects and pilots	TBC
Implementation	TBC
Monitoring and Evaluation	TBC

8 – DEPENDENCIES

8.1 – Is the project linked to or dependent on any other project or activity, especially one the MCA may be involved in?

[Please advise if the delivery or success of the project is dependent on any other project or activity taking place]

This work should be considered as part of the wider, ongoing SYMCA investment strategy development and would ideally be timed to sit inside of the Transformational Plan

The SYMCA ‘ask’ (revenue, capital and internal resource allocation) will be defined through the development of workstream business case, which will fall out of the programme SBC.

This activity is a component element of the MCA Housing Framework (currently at draft stage)

8.2 – Are there any statutory processes required for you to deliver the project?

[Please advise if the project will require planning permission or other statutory approvals prior to commencement. If so, please provide more detail on progress and the forecast timescales for achievement?]

This will be considered through the business case process as they affect the different workstreams.

Policy interventions may be proposed as part of the work and will be considered as there arise with relevant authorities and stakeholders.

Please attach any document(s) or provide links to reference material that support any of the information presented above.

Document Sign Off

9 – DECLARATION AND SIGN OFF

On signing the Project Mandate Form the project sponsoring organisation agrees to the following:

- 1. The South Yorkshire (SY) Mayoral Combined Authority (MCA) is a public body and is therefore subject to information/transparency laws and the Local Government Transparency Code 2015. This Project Mandate Form will be shared with the appropriate SYMCA Boards including the MCA and Local Enterprise Partnership (LEP). In line with legislation, papers to the MCA and LEP meetings are published in advance and made publicly available. These papers will detail the applicant and summarise the Mandate Form in sufficient detail to allow the members to take an informed decision. At this point, under Local Government access to information provisions, the Mandate Form may have to be made available for inspection to any member of the public who requests it.*

Once a project is admitted onto our programme pipeline, in line with MCA's Assurance and Accountability Framework and Freedom of Information Act (FOI) Publication Project, the Mandate Form must be published on the applicant's and the SYMCA website.

For this purpose, you may wish to also send a redacted copy stating any exemption or exception applied under FOI or Environmental Information Regulations. We will consider any requested redaction. Any comments received after publication are required to be reflected in SOBC, the OBC and FBC if the project progresses further. MCA will require evidence of this through the assurance process.

- 2. MCA support is not allocated to a project at this stage. The Project Mandate Form is the means by which the MCA can accept project ideas into the Programme Pipeline. Further project development and submission of SOBC, OBC and FBC or BJC in line with the Assurance Framework will be required.*
- 3. To the best of your knowledge all the information provided in this Project Mandate Form is true and correct. You acknowledge that the information provided will inform any future contract should a decision be made to support the project.*
- 4. You will comply with due diligence requirements appropriate to this project. This will be conducted by the SYMCA Executive Team and further details will be provided if the project progresses further.*

Person responsible for the application (Chief Executive or relevant Executive Director in your organisation)

Name:	Martin Swales
Role:	Chief Executive and Head of Paid Services
Date:	

Counter signatory – Director of Finance	
Name:	Gareth Sutton
Role:	Chief Finance Officer/S73 Officer
Date:	

Signature of the appropriate thematic Director in the SYMCA	
Name:	John Dowie
Role:	Interim Executive Director of Infrastructure and Place (Project Sponsor)
Date:	

For MCA Use Only	
Programme/Project Reference Number:	
Date Received/ Accepted:	
Version Number:	
Summary of Amendments: (if applicable)	
Resource implications for the MCA	<i>Key staff resources or functional team involvement required to deliver the project. These could be expert consultants (external) or internal functions (e.g. procurement team, HR, Tram Concession Manager, Active Travel team etc).</i>

Appendix A

SYMCA Retrofit Working Group

John Dowie
Exec Director of Infrastructure and Place
Chair

Richard Sulley
Net Zero Project Director

ANO
Retrofit Programme Development Lead

Becky Guthrie
Programme Management Office

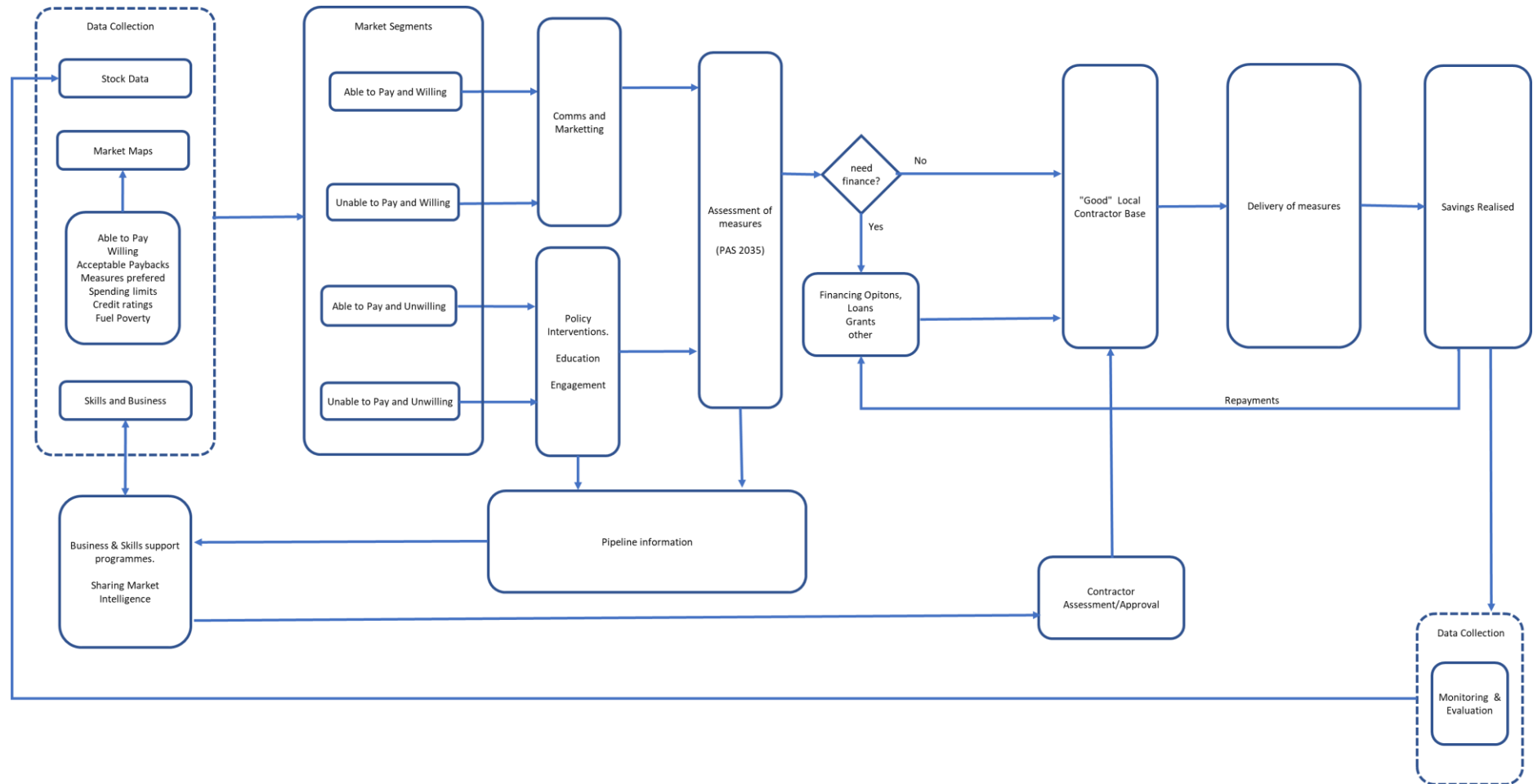
ANO
Finance Lead

ANO
Data Lead

Ekaterina Nikolova
Marketing and Comms Lead

Appendix B

SYMCA Retrofit Ecosystem



Appendix C

SYMCA Retrofit Development Workstreams

Workstreams	Outline Brief	Output
WS1. Retrofit Data	WS1 (a) Summarise SY available data, completed and ongoing data collection projects (Office for Data Analytics, etc), assess options for what SYMCA could/ should hold and manage and for what reasons/ create a brief for the right level of data collection	WS 1 (a) Recommendations for what housing stock data the SYMCA should hold and manage (including high level costs)
	WS1 (b) Brief created from WS1 (a)	WS1 (b) Commission SYMCA housing stock data collection and any ongoing monitoring + management
WS2. Retrofit Offer	WS2 (a) Identify/ quantity/ map the different SY retrofit markets (able to pay + willing/ unable to pay + willing/ able to pay and unwilling/ unable to pay and unwilling) <ul style="list-style-type: none"> • Who and where are these people? • What house type do they have predominantly? • How many are there? • How much are they willing to spend? Market research their payback preferences/ types of measures they'd prefer, etc Link to WS1 (b) Data.	WS 2 (a) Report detailing SY housing retrofit markets and consumer feedback
	WS2 (b) Develop intervention options for each market <ul style="list-style-type: none"> • Financing + payback mechanisms? • Other support – tech advice/ good contractor scheme? • How can they be reached? – comms/ publicity? • Model example interventions - outputs, costs and benefits, etc ALSO – consider model options such as local energy grid interventions and smaller scale household interventions such as thermal water tanks	WS 2 (b) Retrofit Options Strategy Report - linked to WS1
WS3. Business Development	WS3 Commission to develop retrofit supply chain interventions - include collaboration with wider retrofit plan to ensure maximum impact	WS3 Retrofit supply chain intervention report
WS4. Skills Development	WS4 Commission to develop retrofit skills interventions - include collaboration with wider retrofit plan to ensure maximum impact	WS4 Retrofit skills intervention report

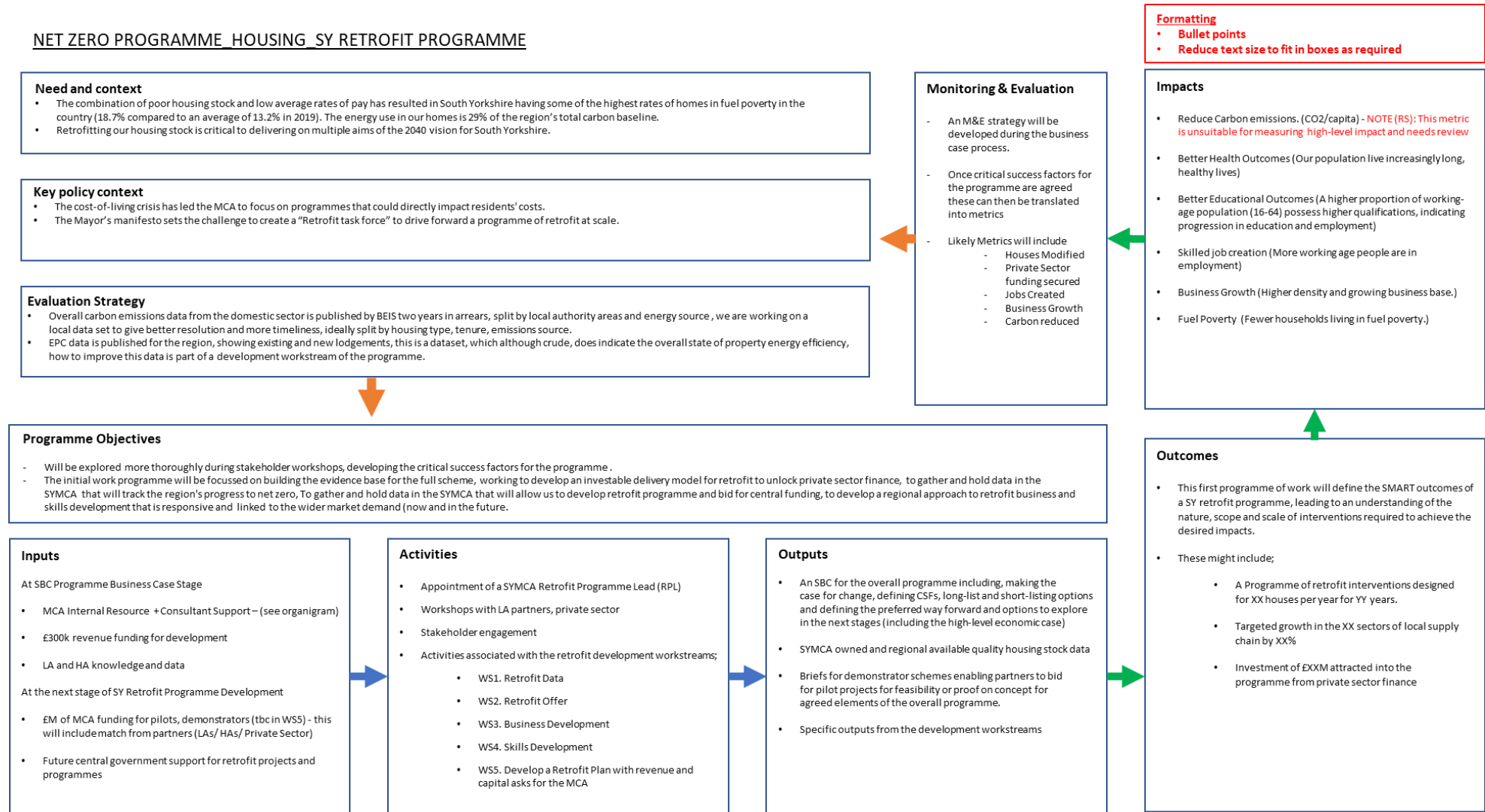
Appendix C

SYMCA Retrofit Development Workstreams

WS5. Develop a Retrofit Plan with revenue and capital asks for the MCA	WS5 (a) Creation of a SYMCA Retrofit Board - internal and external members tbc	WS5 (a) Retrofit Board tasked with merging various commissions and taking ongoing decisions on 5 cases to create OBC/FBC ready for MCA
	WS5 (b) Retrofit lead to unified various workstreams into a SY Retrofit Plan using various commission data and Retrofit Board input	WS5 (b) SY Retrofit Plan OBC taken to MCA to progress to FBC and to sign off FF asks
	WS5 (c) OBC refined to FBC	WS5 (c) SY Retrofit Plan FBC taken to MCA to sign off ££ asks

SYMCA Retrofit Logic Model

NET ZERO PROGRAMME HOUSING SY RETROFIT PROGRAMME



Appendix E

High Level SY Retrofit programme development chart

