

# Hertfordshire Local Area Retrofit Accelerator

Workshop 2 Report, November 2024

# Executive Summary

The second of the Hertfordshire LARA workshops took place on Tuesday 19th November, bringing together key stakeholders from across Hertfordshire to consolidate a shared understanding of the retrofit system, agree a collective vision for collaborating on retrofit in Hertfordshire, and begin to identify strategic priorities for change in the retrofit system.

## Working group reports

In preparation for Workshop 2, four focus areas were identified: Procurement, Governance, Vision, and Shared Understanding/Baseline, with dedicated working groups established to address them. Each group met to clarify motivations, roles, and objectives, generating tailored outputs to contribute to the Hertfordshire Retrofit Strategy. This part of the workshop explored the aims and outputs of the different groups.

The Procurement and Governance groups' aims and priorities were shared in Workshop 2, with recommendations to be reviewed at Workshop 3.

The Procurement Group is considering how to leverage the procurement system to enable retrofit activity to more consistently support local businesses, jobs, skills, and innovation while improving efficiency and reducing costs. The group highlighted key challenges, such as short-term grant-driven procurement peaks, SME engagement, and lack of ongoing procurement visibility.

The Governance Group aims to recommend future governance models and delivery vehicles for shared retrofit activity which reduce risk and enable collaboration and ongoing engagement.

# Executive Summary

## Developing a vision - Where are we going?

The Vision working group drafted a Vision statement that was reviewed and revised during the session. Workshop 2 participants proposed an amendment to separate the statement into a Vision and a Mission. The agreed upon Vision statement is: *"Everyone has a home fit for now and for our future,"* with a Mission statement which says: *"Collaborating with communities in Hertfordshire to accelerate the retrofit of all homes, in ways which protect the environment, enhance resilience, improve health, cut fuel poverty, support local jobs, and fight climate change."*

Following a voting system, the group adopted the Vision. Feedback indicated a desire for further refinement of the Mission statement.

## Shared Understanding - What is our baseline?

After Workshop 1, the Shared Understanding Working Group met to start creating and refining a SWOT summary based on the range of data and conversations which took place before, during and after the workshop. This was presented during Workshop 2, and highlighted the county's strengths in collaborative networks, green skills programs, and successful grant funding, while identifying challenges such as resource limitations, skills gaps, and public hesitation. Opportunities included community engagement, local supply chains, and collective purchasing, counterbalanced by threats like funding uncertainty, supply chain constraints, and regulatory delays. This was reviewed and revised by the group and a revised SWOT analysis, approved by 98% of stakeholders, will now guide the retrofit strategy's development.

# Executive Summary

## Hertfordshire retrofit activity and learning - what can we learn?

This part of the workshop explored key insights and lessons from past and ongoing retrofit projects across Hertfordshire, showcasing diverse initiatives to inspire collaborative action and inform strategic planning. Presentations from five stakeholders from Hertfordshire Futures, Solar Together, Settle Housing, Three Rivers District Council and Watford Borough Council highlighted the scope, successes, challenges, and replicable elements of their work. Together, these initiatives demonstrated the importance of skills development, community engagement, tailored solutions, and collaborative partnerships in advancing Hertfordshire's retrofit ambitions while tackling systemic challenges and scaling successful schemes and activities.

## Developing a Theory of Change and action planning for the LARA strategy

Participants engaged in a simulation game to explore principles and strategies for collaborative retrofit initiatives in Hertfordshire. The exercise highlighted challenges such as siloed actions, lack of coordination, and minimal strategic oversight in Round 1, which evolved into greater collaboration, shared goals, and efficient resource use in Round 2. Groups then used this learning to reflect on real-life changes they want to see in Hertfordshire's retrofit system.

Key principles for a better retrofit system were identified, including equity, sustainability, collaboration, and accountability. Priorities identified included shared vision, workforce upskilling, community engagement, targeted funding, and innovative financing models. The follow-up discussions emphasised leveraging local resources, fostering partnerships, and applying insights to real-world challenges to drive systemic change and accelerate retrofitting efforts effectively.

# Executive Summary

## What's Next?

Workshop 3: Developing the Retrofit Strategy for Hertfordshire - *21st January 2025*

Workshop 3 will involve finalising the strategic objectives to establish a clear and unified direction. This will be followed by agreeing on pathways, priority actions, and demonstrator projects, and designing accountability mechanisms. Finally, we will celebrate the progress made and acknowledge our collective achievements and inspire continued momentum.

Before Workshop 3, the key work involves sharing and gaining support for the vision and emerging priorities, engaging missing stakeholders, and finalising the mission. Governance recommendations and a theory of change will be developed, alongside continued refinement of action proposals, such as procurement strategies. Additionally, drafting a retrofit strategy will ensure a comprehensive approach to the priorities.

## Working Groups

The Working Groups have been tasked with navigating identified challenges and articulating what would be needed to overcome them. It is likely therefore that Working Groups will reconvene at least twice before 21 January to ensure detailed progress has been maintained underneath the strategic oversight progress.

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# LARA: History and purpose

The Local Area Retrofit Accelerator (LARA) was launched by the [MCS Foundation](#) in response to the Climate Change Committee's warning that progress in reducing carbon emissions from home heating and addressing fuel poverty is way off target. LARA introduces a systems and place-based approach to accelerate retrofit activity, transforming energy efficiency and the use of renewable energy in homes. It aims to improve the coordination of local initiatives, laying the foundation for expanding retrofit efforts across communities and kickstarting effective action.

The LARA pilot will test a process for rapidly co-developing Local Retrofit Strategies with key stakeholders to drive collaborative action and maximise funding and financing opportunities.

Dark Matter Labs was contracted to design the Strategy "Co-design" process, which has three phases:

- Developing Shared Understanding,
- Developing a Vision, a Theory of Change and a Strategy
- Review, Endorsement and Early Action.

Strategy Co-design is the second part of a broader process, which begins with engaging local system stakeholders and ends with delivering, reviewing and evaluating the Strategy.

In summer 2024 there was an application process for local authority areas to join the pilot LARA process and four areas were selected, of which Hertfordshire is the very first to pilot the process.

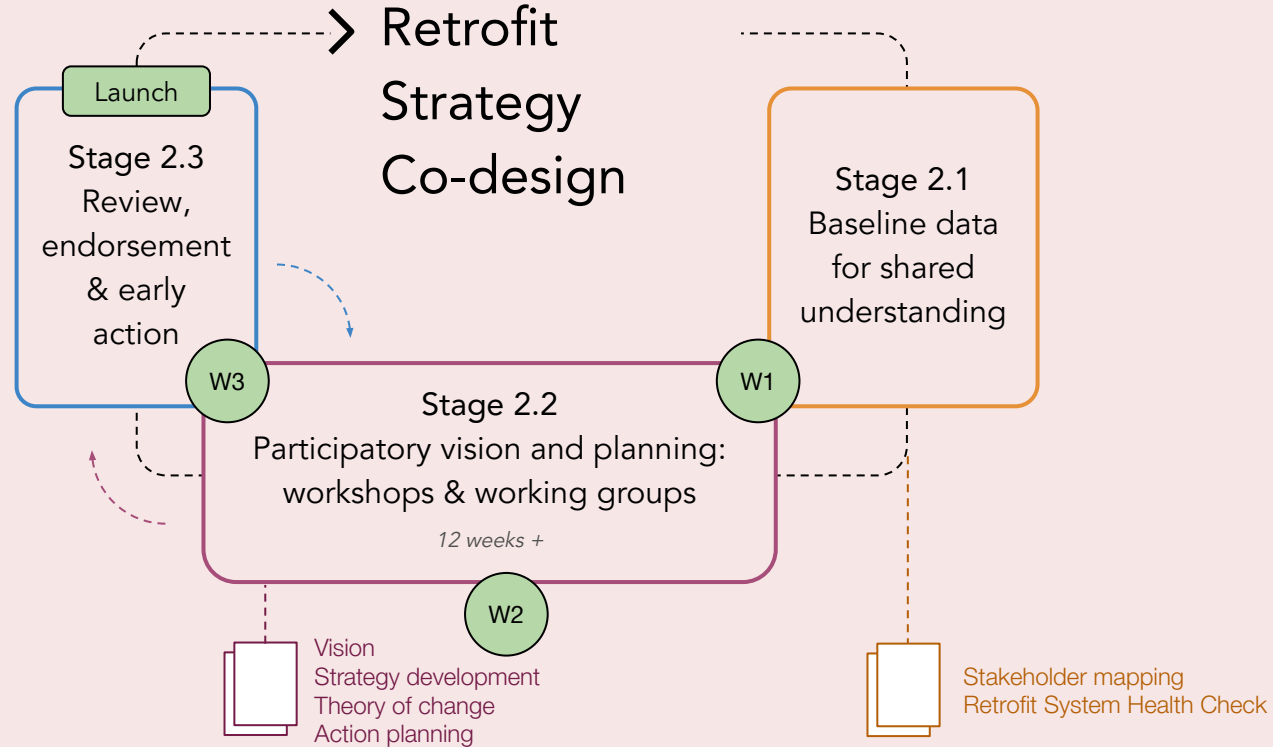
# Description of the LARA process

Hertfordshire stakeholders are coming together in a facilitated, participatory process to establish a shared vision for accelerating domestic retrofit, and develop a plan to move in the direction of the vision. The process will develop a Local Retrofit Strategy, which will include a summary of the current system, the vision for a more effective domestic retrofit system, a theory of change, a three-year action plan, a monitoring and evaluation plan, and an approach to governance and accountability. The final draft of the strategy will be reviewed by senior representatives and once agreed, it is expected that stakeholders will sign up to the strategy, kick-starting effective, collaborative retrofit action.

Hertfordshire's LARA process is hosted by Hertfordshire Climate Change and Sustainability Partnership. It will run from October 2024 to January 2025. Workshop 1 took place on October 14th at Rothamsted Institute, Harpenden, and Workshop 2 on November 19th at Hertfordshire Development Centre, Stevenage.



# LARA Process



# Workshop 2

# Purpose of LARA Workshop 2

**Purpose:** bring new participants into the Hertfordshire LARA process, and foster wider engagement and collaboration.

**Aims:**

- establish a baseline shared understanding of the strengths, weaknesses, opportunities, and challenges within Hertfordshire's retrofit system, creating a foundation for informed decision-making.
- bring participants together to agree on a collective vision for the Hertfordshire retrofit strategy, and develop key principles, priority actions, and pathways for achieving systemic change through a theory of change framework.

# Summary of Workshop 2

The workshop engaged participants in advancing Hertfordshire's LARA strategy retrofit process, introducing new Participants, fostering community, and building a shared sense of purpose and momentum. The day began with an inspiring keynote from Emma Fletcher of Octopus Energy, followed by an orientation and networking session that set the context for the LARA programme and its progress. Participants reviewed and refined a draft Vision and SWOT analysis, ensuring these were helpful for guiding Hertfordshire's retrofit strategy. The morning also featured presentations from local retrofit projects, which provided valuable insights and highlighted successes and lessons learned.

The afternoon focused on refining a shared Vision and SWOT for adoption, engaging participants in a voting process to confirm alignment. A scenario-based game facilitated deeper understanding of the retrofit system, enabling Participants to explore pathways for systemic change and identify collaborative priorities. Participants shared ideas which can build into a theory of change and strategic priorities for action, laying the groundwork for progress before the next workshop. The event concluded with a wrap-up that reinforced the importance of collaboration, outlined next steps, and encouraged participation in working groups, ensuring continued momentum toward a comprehensive Hertfordshire retrofit strategy.

Who are we?

# Workshop 2 Attendance List

David Adams	<i>UK Green Building Council</i>	Paul Ciniglio	<i>National Energy Foundation</i>
Anna Addison	<i>Watford &amp; Three Rivers Friends of the Earth</i>	James Clarke	<i>Energy Saving Trust</i>
Farah Afzal	<i>Oaklands College</i>	Lauren Cleghorn	<i>Hertfordshire County Council</i>
William Allen	<i>Dacorum Borough Council</i>	Andrew Clifford	<i>Carbon Rewind</i>
Faye Ashton-Wright	<i>Think Delta Consulting LTD</i>	Maura Connolly	<i>East Herts District Council</i>
Daniel Aspinwall	<i>Wates</i>	Keith Cotton	<i>St Albans City &amp; District Council</i>
Reuben Ayavoo	<i>North Herts District Council</i>	Lee Crean	<i>Clarion Housing Group</i>
Andrew Ayres	<i>Braughing Parish Council</i>	Scott Crudgington	<i>Hertfordshire County Council</i>
Nazia Azad	<i>Centre for Ageing Better</i>	Adam Culyer	<i>Clarion Housing Group</i>
Eche Badifu	<i>Oaklands College</i>	Nikki Dekker	<i>Greater South East Net Zero Hub</i>
John Bell	<i>GUCE &amp; EcoBerko</i>	Elen Dolder	<i>Three Rivers District Council</i>
Jessica Beynon	<i>Dacorum Borough Council</i>	Vivian Dordor	<i>Hertfordshire County Council</i>
Tony Bradford	<i>Hertfordshire County Council</i>	Katrina Dougherty	<i>Hertford Regional College</i>
Ed Bristow	<i>Watford Borough Council</i>	Sara Edmonds	<i>National Retrofit Homes</i>
Robert Broom	<i>Stevenage Borough Council</i>	Ross Elliott	<i>Watford FC Sports &amp; Education Trust</i>
Donal Brown	<i>Ashden Climate Solutions</i>	Deolinda Eltringham	<i>North Herts &amp; Stevenage Green Party</i>
Eric Buckmaster	<i>Hertfordshire County Council</i>	Adrian England	<i>Dacorum Borough Council</i>
Sarah Burgess	<i>Grand Union Community Energy</i>	Lucy Fish	<i>Hertfordshire County Council</i>
Steve Burr	<i>Black Architecture</i>	Jenny Foster	<i>East Herts District Council</i>
Helen Burridge	<i>HCCSP</i>	Jonathan Geall	<i>East Herts District Council</i>
Oliver Burrough	<i>Dacorum Borough Council</i>	Aaron Goldie-McSorley	<i>Essex County Council</i>
Tim Cameron-Kitchen	<i>Pyramid Eco</i>	Andrew Goodman	<i>Good Architecture</i>
Emma Cantu	<i>Hertfordshire County Council</i>	Amanda Goodman	<i>Pirton Parish Council</i>
Veronica Chan	<i>Stevenage Borough Council</i>	Julie Greaves	<i>Hertfordshire County Council</i>
Georgina Chapman	<i>North Herts District Council</i>	Rose Grewal	<i>Welwyn Hatfield Borough Council</i>
Varick Chautard	<i>Hertfordshire County Council</i>	Jess Hague	<i>Purcell UK</i>
		Daisy Harris	<i>North Herts District Council</i>
		Laura Hayter	<i>HCCSP</i>
		Joanna Heneker	<i>Estu Global</i>

# Workshop 2 Attendance List

Lisa Hernaman  
Joanna Hewitson  
Sally Hodgkinson  
Ellie Hollingsworth  
Max Holloway  
Anna Hollyman  
Tim Hoskin  
John Howie  
Fiona Hughes  
Cara Jenkinson  
Gavin Killip  
Sarah Kingsley  
Elissa Knowles  
Marissa Kodikara  
Adrian Ledbury  
James Lees  
Edward Leigh  
Victoria Leitner  
Rachna Lévêque  
Yang Lu  
Rachel Macrorie  
Clive Marshall  
Adrian Marshall  
Michael Martin  
Linda Meehan

GSK  
*Three Rivers District Council*  
*National Energy Foundation*  
*North Herts District Council*  
*Welwyn Hatfield Borough Council*  
UKGBC  
*East Herts District Council*  
*Hertfordshire Futures*  
*Green Heat Coop*  
*Ashden Climate Solutions*  
*Nottingham Trent University*  
*North Herts District Council*  
*National Energy Foundation*  
*Welwyn Hatfield Borough Council*  
*Herts Sport Partnership*  
*North Herts District Council*  
*North Herts District Council*  
*Herts County Council*  
*Connected Places Catapult*  
*Envol Labs*  
*Centre for Sustainable Construction & Retrofit, Nottingham Trent*  
*Braughing Old Boys School Community Trust*  
*The Retrofit Academy CIC*  
Wenta  
*East Herts District Council*

Adam Morse  
Lauren Murkin  
Kelly Murphy  
Michael Nates  
Sarah Nelmes  
Elliot Nichols  
Tom O'Rourke  
Niall O'Rourke  
Elizabeth Oswick  
Fabian Oyarzun  
Matt Partridge  
Helen Pollock  
Mihnea Pruna  
Nigel Quinton  
Susheel Rao  
Paul Richards  
Richard Roberts  
Anthony Roche  
David Royle  
Paul Seeby  
Bob Sherren

*Sustain Homes*  
*Oaklands College*  
*Welwyn Hatfield Borough council*  
*Multiverse Consultants*  
*Three Rivers District Council*  
*Thrive Homes*  
*Carbon Rewind Ltd*  
*Settle Housing*  
*East Herts District Council*  
*Stevenage Borough Council*  
*Stevenage Borough Council*  
*Hertfordshire Futures*  
*Broxbourne Borough Council*  
*Welwyn Hatfield Borough Council*  
*Watford Borough Council*  
*Hertsmere Borough Council*  
*Herts County Council*  
*North Herts District Council*  
*Sustainable Sawbridgeworth*  
*Broxbourne Borough Council*  
*Sustainable Three Rivers CIC*

# Workshop 2 Attendance List

*Peter John Simpson  
Kate Simpson  
Phil Skone  
Caroline Smith-Wright  
Simon Speller  
Robert Sprigge  
John Sturzaker  
Michelle Sweeney  
Jacqui Taylor  
Orrell Thomas  
Neil Walker  
Nicola Ward  
Oliver Waring  
Amanda Washbrook  
Jill Weston  
Jo Wheeler  
Flavie Whetman  
Steven Whitlam  
Marc Wilcox  
Matt Wilkinson  
Caitlin Williams  
Gill Worgan  
Michael Zohouri*

*Hertfordshire County Council  
Centre for Sustainable Construction and Retrofit, Nottingham Trent  
  
Dacorum Borough Council  
Stevenage Borough Council  
Knebworth Environmental Group  
University of Hertfordshire  
Clague  
St Albans City & District Council  
Morizon  
Watford Borough Council  
St Albans City & District Council  
Welwyn Hatfield Borough Council  
West Herts College Group  
Welwyn Hatfield Borough Council  
UKGBC  
Hertfordshire County Council  
Broxbourne Borough Council  
Hertfordshire County Council  
E.ON Next  
East Herts District Council  
West Herts College Group  
PyramidEco*



What work has been going on?

# Working Group Reports

At the end of Workshop 1, we discussed what areas of work we needed to focus on before we met again in November. The following four areas were identified:

- Procurement
- Governance
- Vision
- Shared Understanding/Baseline

Between then and Workshop 2, the groups worked to prepare an output that could be shared at either Workshop 2 or 3 that would feed into the Hertfordshire Retrofit Strategy.

The Vision and Shared Understanding groups came to Workshop 2 with a draft Vision statement and SWOT analysis, that was reviewed, critiqued and revised during the course of the day. More details about this can be found on slides 20-32.

The Procurement and Governance groups' outputs will be shared and reviewed at Workshop 3, but more detail regarding the aims and priorities for both groups were shared at Workshop 2, and can be found on the next 5 slides.

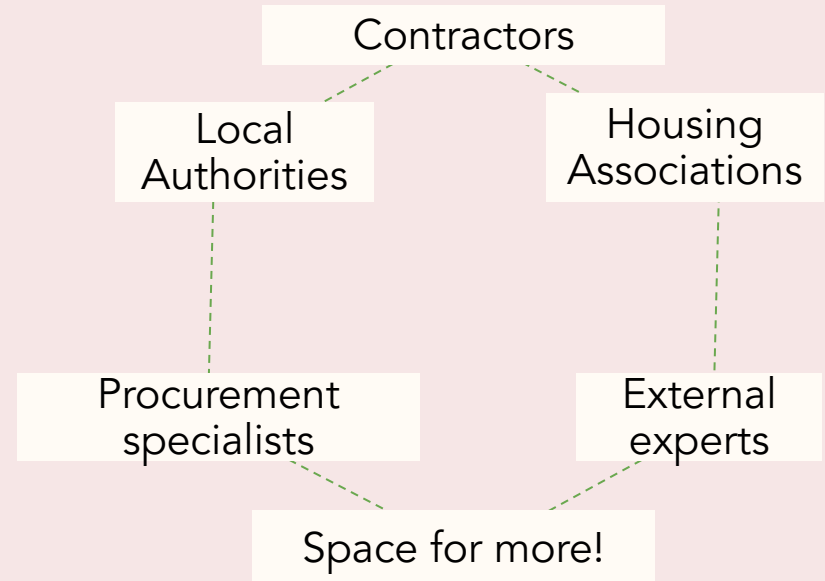
# Procurement Working Group

## What are the aims of the group?

To develop suggestions and actions for how Hertfordshire stakeholders could use retrofit procurement as a strategic tool to:

- Develop local businesses
- Foster local jobs and skills
- Improve supplier diversity
- Support high quality work while reducing costs
- Promote innovation.

## Who is currently in the group?



# Procurement Working Group

## What are the issues?

- Grant programmes drive procurement short-term peaks and troughs
- Investing in skills for the long term is challenging
- Public procurement often favours larger firms and managing agents, can build in a risk/cost premium and some inefficiencies
- SMEs can be harder to engage
- Lack of ongoing/forward procurement visibility means that opportunities for effective collaboration are missed

## What's next?

Learning from/building on past and current/ongoing activity:

- Mapping current and future opportunities
- Exploring the Procurement Act
- Getting started with some local supply chain piloting and considering local suppliers lists
- Exploring if/how/when joint procurement might be possible
- Other actions to follow...

# The power of procurement...

believe housing are renovating and retrofitting 5,600 homes over the next four years, in a contract worth up to £62.4m (gross).

To deliver the works, five North East organisations have established the be:ONE strategic partnership.

Led by believe housing, the partnership includes Buston & Maughan Group, RE:GEN Group, Sendrig Construction Limited and Sunter Limited.

Strong focus on supporting the local economy and employment, with a commitment to create new jobs and apprenticeships

Ruth Dent, Director of Assets and Compliance at believe housing: "We're desperately keen to make sure the pounds we spend stay local, so the people who live and work in our homes and communities feel the full benefit of believe housing's investment."



**RE:GEN**  
GROUP

**RE:GEN**  
ACADEMY

**BUSTON & MAUGHAN**  
GROUP

**Sendrig**  
CONSTRUCTION LIMITED



# How might procurement work as a strategic tool?

## Improving the pipeline of work

Better matching and forecasting of demand and supply

+

Building a more consistent 'baseload' of longer term demand

+

Integrated social value programme

+ others

## Improving the quality of work & workers

Greater incentives to invest within supply chain

+

Better quality work

+

Skills development

+

Supplier and community participation

## Healthier local supply chain

Healthier local supply chain

+

More and better retrofits



Extending into Willing to Pay



# Governance Working Group

## What was the ask of the group?

Propose governance options to cover mechanisms to:

- Adopt the Hertfordshire Retrofit Strategy
- Deliver leadership and accountability for progressing recommendations
- Manager future review and updating of strategy

## What are the current priorities for the group?

- Consider approval processes for the LARA strategy - Local Authorities and other types of organisations
- Explore a separate delivery vehicle for the strategy, or for it to sit under an existing body
- Think about how to communicate progress widely with stakeholders and how to engage the wider public

Where are we heading?



# Developing a Vision

We are developing a retrofit strategy to guide collaborative work to decarbonise homes across Hertfordshire, which needs a motivating vision to bring people together. The following vision was developed by the Vision working group considering a range of organisational Visions brought to Workshop 1 and the motivations that brought people into LARA:

*“Collaborating in Hertfordshire to accelerate the retrofit of all homes, so that we cut fuel poverty, support local jobs and businesses and reduce carbon emissions to fight climate change.”*

At the second workshop, participants considered whether they were happy with this vision or if there was anything that they felt was missing.

There was a general consensus that the vision was on the right lines, however, it was noted that it read as more of a mission statement than a vision.

The Vision working group, along with members of the project team, convened during workshop breaks to review the suggested amendments and divide the draft Vision statement into a Mission and Vision. The revised versions can be found on the following 2 slides.

# Developing a Vision and Mission Statement

*Proposed Vision:*

*“Everyone has a home fit for now and for our future.”*

Participants were asked to vote on whether to adopt the revised Vision statement.

98% agreed with the Vision and 2% were “broadly happy with it but felt it could be more inspiring/ambitious”.

The vision was therefore adopted.

# Developing a Vision and Mission Statement

*Proposed Mission:*

*“Collaborating with communities in Hertfordshire to accelerate the retrofit of all homes, in ways which protect the environment, enhance resilience, improve health, cut fuel poverty, support local jobs, and fight climate change.”*

20% agreed with the Mission and 80% were broadly happy with it, but felt it could be more inspiring/ambitious.

The Mission statement is therefore heading in the right direction, but needs further refinement before Workshop 3.

What is our baseline?

# Shared Understanding Working Group

Hertfordshire needs a baseline to understand the current retrofit system, its strengths, and weaknesses.

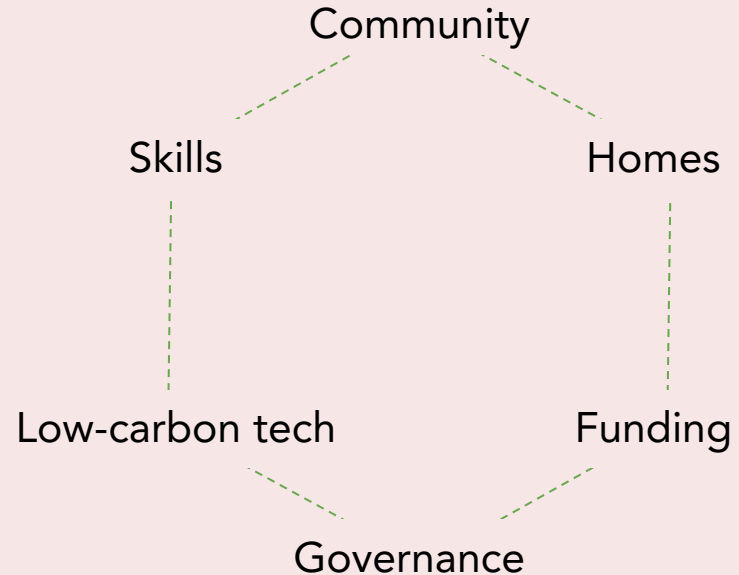
This process created a baseline using quantitative and qualitative data alongside stakeholder insights.

Notwithstanding possible limitations of a desktop approach, this process aims to guide decision-making, prioritisation, and track progress.

Before Workshop 1, we reviewed data and interviewed key stakeholders to assess the system across six categories.

The Shared Understanding Working Group refined this into a SWOT analysis between before Workshop 2, where participants then reviewed it and made amendments.

Members of the Shared Understanding working group and the project team convened to review the suggested amendments and refined the draft SWOT analysis. See the following slides for the SWOT and project proposals addressing these observations.



# Shared understanding

## Working Group

### Build on the strengths & opportunities

Community

Skills & training

Homes

Low carbon  
technology

Financial  
resourcing

Governance

#### 01 Skills

Use established retrofit skills programmes as a public engagement tool.

#### 02 Participation

Use knowledge built up in community energy & retrofit work to inform participation and engagement of public programmes where locally relevant.

#### 03 Health co-benefits

Develop stronger links between public health and the alignment of co-benefits through retrofit.

#### 04 Strategy & funding

Use established partnerships within and beyond HCCSP to develop a formal Hertfordshire Retrofit Strategy and retrofit delivery vehicle, to which future funding can be anchored.

# Shared understanding

## Working Group

### Address the weaknesses & threats

Community

Skills & training

Homes

Low carbon  
technology

Financial  
resourcing

Governance

#### 01 Priorities

Lack of objective priorities across a range of categories with limited funding or capacity to develop them.

#### 02 Careers pathways

Immature retrofit marketplace and defined / attractive career pathways make it harder to attract and retain talent locally.

#### 04 Market & home segmentation

The next level of analysis to match delivery models, funding options, and retrofit housing archetypes.

#### 03 Resource & capacity

Lack of ongoing resource to build capacity at strategic level to drive greater clarity of objectives and overall strategy.

# Shared Understanding - SWOT

## STRENGTHS IN HERTFORDSHIRE RETROFIT SYSTEM

Collaborative Networks & established governance  
Partnerships and governance already exist through HCCSP. Shared learning and alignment of county-wide goals. Collaboration opportunities through existing partnerships

Established green skills programmes  
Training providers are ready and waiting for students and trainers.

Previous experience establishing pilot projects  
Development of Retrofit; Greener Homes, participation in LARA Pilot.

Mixed populations, rural and urban  
Provides a good testing ground for different delivery models. Large urban populations, e.g. Watford, Stevenage etc provide density and opportunities to roll out large scale retrofit programmes or Heat Networks

High level of home ownership & affluence  
Good opportunity to test private funding models. Also opportunity to market retrofit projects to homeowners

Similar housing archetypes in specific locations  
Housing tends to be built at scale in certain periods and locations eg Garden cities have very similar property types, making mass retrofit potentially less complex

Proven track record of attracting grant funding  
Councils and consortia successful in securing LAD and HUG funding under all rounds.

## ADDITIONAL STRENGTHS

Recognition of the climate emergency and political will

Established industry leaders e.g. GSK



# Shared Understanding - SWOT

WEAKNESSES IN HERTFORDSHIRE RETROFIT SYSTEM	ADDITIONAL WEAKNESSES
<p>Lack of objective priorities Range of options leads to potential for scattergun and disconnected approaches, potentially contradictory and/or unsuccessful.</p>	<p>Limited numbers of community energy groups and not seen as a partner</p>
<p>Limited Resources and Capacity Capacity constraints within local authorities could hinder the ability to deliver retrofit initiatives at the necessary scale.</p>	<p>Colleges ready, but not getting students</p>
<p>Skills shortage Significant skills gap; estimated 59,800 retrofitters required to meet targets, but only 157 certified installers currently registered businesses operating in the county.</p>	<p>Policy environment and communication from</p>
<p>Limited installation capacity The existing workforce is insufficient to handle the scale of retrofitting required (c.500k homes by 2050).</p>	<p>Government are inconsistent and unhelpful</p>
<p>Higher than average listed and conservation homes Could make retrofit programmes more complex, expensive and take longer to deliver.</p>	<p>Lack of trust and confidence in tech and installation; need trusted and knowledgeable local intermediaries</p>
	<p>Lack of public/householder demand</p>
	<p>Fragmentation of housing tenures</p>
	<p>Lack of show homes and other visible/accessible opportunities to see tech in person</p>

# Shared Understanding - SWOT

OPPORTUNITIES IN HERTFORDSHIRE RETROFIT SYSTEM	ADDITIONAL OPPORTUNITIES
<p><b>Strategy Development</b> The opportunity exists to develop a county-wide Hertfordshire Retrofit Strategy, informed by local pilots, like the LARA project, and national climate priorities.</p>	<p>Skills training and career development for young people</p>
<p><b>Funding Availability</b> Strong collaborations through HCCSP's stakeholders could help secure and leverage potential and existing funding for retrofitting initiatives, enabling broader reach and more impactful results across both public and private buildings.</p>	<p>Working with local communities, faith groups</p>
<p><b>Local job creation</b> Aligning ambition with a consistent work programme could help provide market stability and confidence to improve and maintain workforce in the local area.</p>	<p>Decentralise electricity grid and develop renewable heat networks</p>
<p><b>Leverage co-benefits through aligned procurement</b> Appetite for aligned procurement approaches demonstrated through RCCF procurement working groups and Supply Hertfordshire. An undertaking for a countywide procurement charter could be a good step to help align ambition for a sustainable supply chain.</p>	<p>Mobilise the Repair, Maintenance Industry</p>
	<p>Engage health professionals and align to health and social care objectives</p>
	<p>Group buying</p>
	<p>Retrofit as a springboard to encourage behaviour change</p>
	<p>Partnering with private investment</p>
	<p>Devolution</p>

# Shared Understanding - SWOT

THREATS IN HERTFORDSHIRE RETROFIT SYSTEM	ADDITIONAL THREATS
<b>Funding Gaps or Uncertainty</b> Uncertainty around funding availability for retrofitting could delay projects or reduce their scope. Securing continuous financial support is critical.	<b>Liabilities from consortia and risk averse councils</b>
<b>Funding bodies' changing priorities</b> Choice to follow the funding, or develop a strategy that can stand alone.	<b>Energy pricing uncertainty and volatility</b>
<b>Capacity Strain</b> Capacity within local authorities could be overstretched, particularly as collaboration increases in scale and complexity.	<b>Politicisation of climate change conversation</b>
<b>Regulatory and Policy Delays</b> Delays in policy and shifts in direction cause uncertainty and slower progress.	<b>Poor quality work undermines trust and confidence</b>
<b>Urgency of Climate Impact Response</b> Shift of focus away from long-term retrofit plans.	<b>Devolution process derails agendas</b>
<b>Housing stock analysis</b> Sources e.g. Herts Insight, Parity Projects and Urban Tide offer some opportunities for data insights. These rely on knowledge and capacity to be able to create meaningful analysis. More clarity needed on 'asks' to facilitate appropriate data queries.	
<b>Difficulties in developing the workforce</b> Loss of younger people in the workforce to neighbouring (cheaper) counties and London.	
<b>Supply Chain Constraints</b> High demand for materials and technologies could lead to supply shortages.	
<b>Public perception and engagement in retrofit</b> Resistance or apathy towards retrofitting. Key challenges are financial, disruption during installation and trust in contractors.	

# Adopting our Shared Understanding - SWOT

Participants were asked to vote on whether they agreed with the revised SWOT.

98% agreed with the revised SWOT

1% were “broadly happy with it, but feel it was too optimistic or pessimistic or missing something vital”.

1% felt that they didn't have enough understanding to make a judgement

Subsequently, it was agreed that the SWOT was accepted by the group as an accurate reflection of the current situation in Hertfordshire.

The amended SWOT will now be used to inform and guide the drafting of the Hertfordshire Local Retrofit Strategy.

# Retrofit in Action: Learning from current activity in Hertfordshire

# Hertfordshire retrofit activity and learning

This section of the workshop focused on sharing insights from past and ongoing retrofit projects across Hertfordshire to build a shared understanding of the current landscape and inspire future actions. A panel of five speakers presented their experiences:

- Helen Pollock discussed retrofit skills development initiatives through Hertfordshire Futures
- Oliver Burrough shared insights on the Solar Together project in Dacorum
- Niall O'Rourke highlighted the Greener Herts program by Settle Housing
- Ellen Dolder introduced the Three Rivers SuperHomes Project
- Neil Walker outlined Watford Council's financial incentives for mobilising retrofit efforts

Each presentation covered:

- The scope of the project
- Progress achieved
- Metrics of success
- Challenges faced
- Lessons learned
- Considerations for scaling or repeating such initiatives

Summaries of the presentations can be found on the next 3 slides.

# Hertfordshire retrofit activity and learning

## Hertfordshire Futures

Hertfordshire Futures highlighted the critical role of retrofit in driving the greener economy and addressing the region's supply chain challenges. With half a million homes to retrofit and a projected need for 60 million trained retrofitters, the scale of the task is substantial. Over the past year, Hertfordshire Futures has implemented a 9-point retrofit skills plan, established a [Greener Homes](#) web presence, conducted targeted digital campaigns reaching over 40,000 people, and hosted two retrofit skills events. Initiatives such as training grants for 75 learners, upskilling college staff, and supporting 140 individuals to acquire retrofit qualifications demonstrate a strong commitment to building the local workforce and unlocking net-zero opportunities.

## Solar Together

The [Solar Together](#) programme, now managed by Dacorum Borough Council, has successfully delivered two rounds of community-focused solar installation projects. The first round attracted 13,300 registrations and delivered a £13 million investment, saving an estimated 19,000 tonnes of CO<sub>2</sub>. The second round, though smaller with 5,000 registrations, continued to deliver impactful results and reinforced public interest. The program exemplifies how group purchasing can reduce costs for purchasers (22% typical discount) and drive climate action. Preparations are underway for the third round in early 2025, while similar models for 'Heat Pumps Together' are being explored nationally too.

# Hertfordshire retrofit activity and learning

## Settle Housing

Settle Housing provided insights into the challenges and opportunities of retrofitting social housing: their portfolio is 65% houses and just 35% flats. As part of the [Greener Herts](#) Consortium, Settle has learned valuable lessons about addressing tenant concerns about damp and mold issues using strong communication and engagement to improve health outcomes. With 2,000 homes identified for retrofit out of 10,000, the organisation is developing a strategic asset management plan and pursuing a £7 million bid for Wave 3 funding. Their work highlights the importance of resident engagement, collaborative funding approaches and tailored solutions for the social housing sector.

## Three Rivers District Council

Three Rivers' innovative approach to retrofitting was showcased through their [HERO plan](#), which targeted 300 homes with specific challenges and achieved 100% resident satisfaction. Funded by Innovate UK, their efforts include street-level approaches to retrofitting, supply chain development through sixth-form training events, and creating a "heritage one-stop shop" to support planners and conservationists. Key achievements include reducing survey costs for customers and improving collaboration among stakeholders. Their focus on knowledge sharing and partnerships with HCCSP exemplifies a scalable and community-focused approach to retrofitting.



# Hertfordshire retrofit activity and learning

## Watford Borough Council

[Watford Borough Council](#) emphasised the urgent need to address cold homes and inefficient housing stock, with 90% of hard-wall homes uninsulated and over half of Hertfordshire homes rated D or below for energy efficiency. Watford Borough Council has a long track record of social housing retrofit, having delivered 15 retrofit schemes. It also supports its community through grants and loans to supplement government funding. The assistance is subject to conditions and funding availability, to households deemed appropriate to receive energy measures and is subject to an appropriate qualifying quote. This work recognises the positive impact of retrofit on citizen health and wellbeing by reducing fuel poverty, improving the energy efficiency of homes, reducing carbon emissions and helping residents save money.

What is the work we need to do next?

# Developing a Theory of Change

To begin exploring a theory of change, participants engaged in a simulation game inspired by the game [Systemic](#) by Policy Lab.

In the activity, each participant assumed a specific role (see diagram) with defined actions, guided by instructions and game materials at their table.

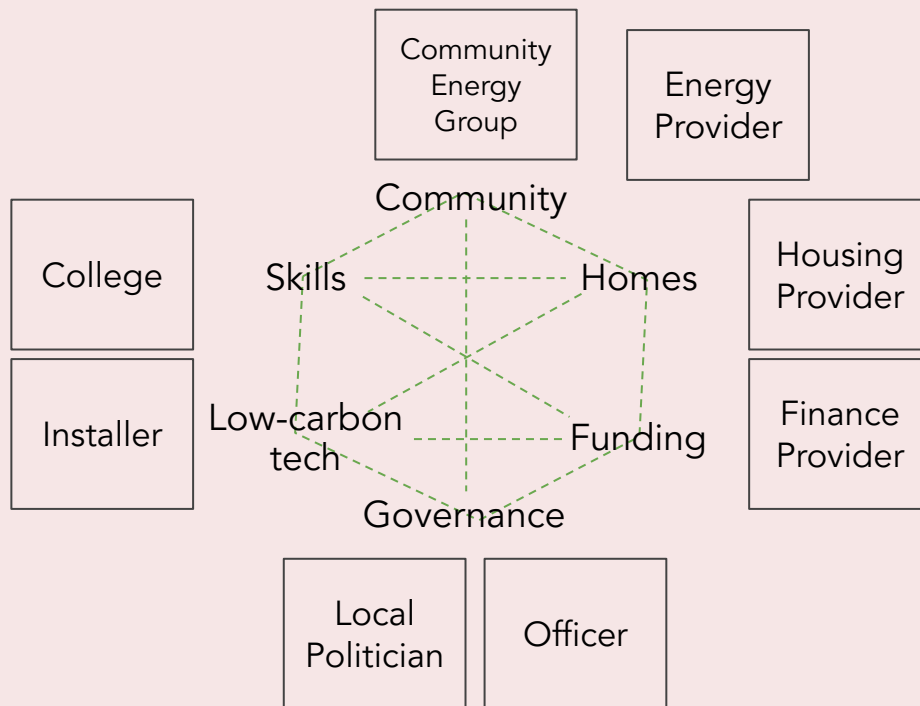
- Round 1: Participants worked individually
- Round 2: Participants worked collaboratively

After each round, the group debriefed to reflect on their experiences. The workshop concluded with participants stepping out of their roles to discuss how the insights could be applied to Hertfordshire.

The workshop game aimed to create an engaging and collaborative setting for participants to:

- Simulate teamwork in a dynamic environment
- Explore actionable ideas relevant to Hertfordshire
- Test different approaches to change
- Identify key priorities
- Foster experimentation and creativity in problem-solving

Summaries of responses to reflective questions (during and after the game) are provided on the following slides.



# Developing a Theory of Change

## Round 1: What have you accomplished and learned?

The groups reflected on a mix of minimal achievements and overarching challenges during this round, highlighting areas for improvement and systemic alignment.

Some of the groups celebrated successes, noting they:

- *"Made money!"* and achieved positive outcomes

Whilst the majority of the groups reflected on the lack of cohesion in their groups' actions:

- *"Not joined up (e.g., supporting local jobs vs training)"*
- *"Hard to know what joined-up actions are when you can only see your own actions"*
- *"Some actions seemed disjointed"*
- *"Felt uncoordinated/siloed"*

Subsequently, there were clear lessons learned and areas for improvement:

- *"Unable to see the consequences of actions taken"*
- *"Options all very positive - skewed reality"*
- *"Lacked strategic oversight"*
- *"Hotpotch of actions - reflective of now!"*
- *"Acting as individuals impacts what others can do, but unintended consequences arise when uncoordinated"*
- *"Don't get the best overall result - collaborative opportunities are missed"*

## Developing a Theory of Change - Round 2: What principles are guiding your choices?

Principle	Reasoning
Collaboration	<i>"Collaboration is key; every player has to be involved and committed"</i> <i>"Discuss before making decisions—collaborative discussion ensures alignment"</i>
Local and Co-Benefits	<i>"Investing in local benefits and co-benefits maximises impact"</i> <i>"Best value is achieved when every decision leads to a measurable return, including social, environmental, economic gains"</i>
Governance and Accountability	<i>"One head should take the lead on the project they wish to accomplish"</i> <i>"Clear governance structures ensure accountability and decision-making efficiency"</i>
Financial Viability	<i>"Retrofit initiatives must be financially viable to ensure sustainability"</i> <i>"Best value comes when financial resources are used efficiently to achieve long-term results"</i>
Consensus Building	<i>"Consensus-driven decision-making fosters community buy-in and collaboration"</i> <i>"Getting buy-in from all stakeholders ensures that projects are supported and successful"</i>
Considered Distribution of Resources and Funds	<i>"Maximise the reach of available resources by spreading them across the highest-priority areas"</i> <i>"Spread available funds/resources as far as possible to maximise impact"</i> <i>"Inclusivity is a priority—retrofit should be available to all, especially vulnerable communities"</i>
Systematic Approach	<i>"View the retrofit process as a system that balances supply and demand"</i> <i>"Action plans must reflect local conditions and address regional disparities"</i>
Climate Justice and Accessibility	<i>"Ensure that the retrofit strategy supports climate justice and is accessible to all"</i> <i>"Access to retrofitting solutions must be equitable and aligned with social justice principles"</i>

# Developing a Theory of Change - Round 2: What have you accomplished and learned?

Accomplishments	Lessons Learnt	Future Improvements and Guiding Principles
<ul style="list-style-type: none"> <li>Accomplished more for less, as the council didn't spend money because they trusted others</li> <li>Avoided duplication, creating efficiency and better outcomes</li> <li>Viewed the problem holistically and grouped actions into themes</li> <li>Communicated and aligned/shared goals</li> <li>Spent time learning about each other's roles and actions</li> <li>Collaboratively found alternatives when something didn't work</li> <li>Got more done, both collaboratively and individually</li> <li>Established better relationships through mutual reliance on resources</li> </ul>	<ul style="list-style-type: none"> <li><i>"Strong personalities are necessary to drive requirements"</i></li> <li><i>"Financial considerations heavily influence individual decisions"</i></li> <li><i>"Collaboration is easier when actions are fewer and can build on each other"</i></li> <li><i>"Differences exist between private and social sector approaches"</i></li> <li><i>"Actions grouped into themes have more impact"</i></li> <li><i>"Minimal retrofitting progress has been made despite many actions already occurring"</i></li> <li><i>"Compromises were required to work together effectively"</i></li> <li><i>"Vetting ideas for alignment delayed actions but improved outcomes"</i></li> </ul>	<ul style="list-style-type: none"> <li>Needed more time to achieve correct outcomes</li> <li>Some areas suffered from a lack of enforcement, e.g., building regulations</li> <li>Needed stronger alignment to avoid duplication of funding pots</li> <li>Actions need to happen together, with holistic alignment</li> <li>Use milestone triggers as leverage for retrofitting</li> <li>Acknowledge everyone's roles, actions, and priorities from the start</li> <li>Space and time for dialogue are essential to achieve alignment</li> <li>Avoid duplication of efforts for greater impact</li> <li>Focus on community energy efforts as distinct from VCSE umbrella organisations</li> </ul>

# Action planning for the LARA Strategy

The purpose of the game follow-up was to bridge the insights gained from the game to real-world challenges, specifically identifying priorities for collaborative action on retrofitting in Hertfordshire. It also aimed to encourage participants to reflect on how systemic change occurs and consider practical steps to drive such change in their context.

In the game follow-up, participants were asked to step out of their roles and discuss priorities for collaborative action. They considered the principles that should guide these priorities, the resources that could be unlocked through collaboration, and the changes they hoped to achieve through their actions. Additionally, they explored what factors or conditions would support effective collaboration.

Summaries of the groups answers to these questions can be found on the next four slides.

# Action planning for the LARA Strategy - What are your priorities for collaborative action?

Priorities	How will they be realised?
Establishing a Shared Vision and Collaborative Framework	<i>"Shared vision and mission, each stakeholder has a list of what they want to achieve and provide"</i> <i>"Work out what everyone wants first and then understand overlaps and opportunities"</i> <i>"Collaboration from day 1"</i>
Inclusive and Comprehensive Stakeholder Engagement	<i>"Enabling is essential - everybody around the table at the start"</i> <i>"Collaboration across councils/regions required"</i>
Upskilling and Workforce Development	<i>"Upskilling"</i> <i>"Training using 4 colleges (Octopus academy)"</i>
Targeted and Fair Funding Allocation	<i>"Government funding needs to prioritise hard to treat/hard to reach"</i> <i>"Combine low hanging fruit with harder to treat to make cost effective"</i>
Community Engagement and Trust Building	<i>"Connect with community groups to tell them what's coming and how they can get behind it"</i> <i>"Use trusted health/housing community champions to talk about energy"</i> <i>"Building understanding and trust at an individual resident level"</i>
Efficient Use of Data and Technology	<i>"Data to demonstrate need and access funding (feasibility)"</i> <i>"Possible intersection with Octopus where skill set/data etc already exists"</i>
Coordinated Delivery	<i>"Cost-effective joined up delivery"</i> <i>"Maintain continual dialogue"</i>
Innovative Financing and Market Engagement	<i>"From a Local Authority perspective - reach out to banks and other financiers for funding"</i> <i>"Community groups have access to funding that Local Authorities don't"</i> <i>"Build relationships with banks/pension funds"</i>
Long-Term Thinking and Structural Change	<i>"Think about 2050 plans"</i> <i>"Bring back committee approach over rule by few"</i>



# Action planning for the LARA Strategy - What resources could be unlocked and from whom?

What resources?	By whom?	Reasoning
Unused Local Authority Funds	Local Authorities, National leadership	<i>"Unlock unused funds from localities who don't require as much funding"</i> <i>"Unused funding shared between local authorities - if one has more road budget than needed swap for housing"</i>
Enhanced Use of Data	Councils, energy providers, insights teams	<i>"Data - energy providers, Herts insights know which houses need which retrofitting measures"</i> <i>"Using thermal imaging cameras - map where households are leaking"</i>
Training and Workforce Development	Corporates, universities, colleges, councils	<i>"Retrofit coordinations - level 4 qualification - not enough of them as not a visible line of career"</i> <i>"Show homes (Eco Homes Cambridge) created by skills creators, apprentices, students - people can then go visit"</i> <i>"Large corporates could give in kind resources - e.g. space for training"</i>
Private Sector Contributions	Retrofit installers, private companies	<i>"Installers could offer social value - e.g. for every 100 homes do a community centre"</i> <i>"Private company ESG's to unblock funding"</i>
Circular Economy Initiatives	Local Authorities, social housing providers	<i>"Could re-use more efficient boilers in public buildings - circular economy"</i>
Long-Term and Stable Funding	Government, banks, financial institutions, energy providers	<i>"Proper government and long term funding"</i> <i>"Other funding - national lottery, energy redress, housing improvement funds, GB energy"</i>
Shared Finance Models	Councils, finance providers	<i>"Sharing of finance from council and finance provider to create green bond"</i>
Localised and Community Driven Resources	Local Authorities, community groups	<i>"Make connections between Local Authorities and community groups to be effective"</i> <i>"Community centres as exemplars but need funding"</i>
Commercial and Strategic Partnerships	Private companies, Local Authorities	<i>"Commercial - how to link better with e.g. Octopus on retrofit - link to commercial thinking"</i>

## Action planning for the LARA Strategy - What principles should guide the retrofit strategy and help decide the priorities?

Principle	Reasoning
Collaboration and Partnerships	<i>"Collaboration is key, as we are stronger together"</i> <i>"A collaborative approach to resource allocation ensures that no region or group is left behind"</i>
Fairness and Equity	<i>"Design strategies that ensure low-income households are not left behind"</i> <i>"Tailor messages to particular groups, considering their diverse needs and concerns"</i>
Sustainability Across All Dimensions	<i>"Sustainability should be built into every aspect – socially, financially, and environmentally"</i> <i>"Solutions must balance environmental impact, cultural relevance, and long-term financial viability"</i> <i>"Circular financial sustainability ensures that retrofitting efforts remain self-sustaining"</i>
Effective Communication and Tailored Messaging	<i>"Clear, accessible communication is crucial to engage people and maintain momentum"</i> <i>"Tailor messages to different groups, emphasising the benefits that matter most to them"</i>
Phased Implementation and Market Learning	<i>"Phasing activities allows for both learning and scaling"</i> <i>"Generate enough activity to create learning in the market and improve over time"</i> <i>"Incremental progress ensures that strategies evolve and adapt as lessons are learned"</i>
Accountability and Trust	<i>"Honesty, trust, and accountability build lasting relationships"</i> <i>"Ensure that all parties involved are accountable for their roles and deliverables"</i>
Managing Workforce and Skills Development	<i>"The workforce must be managed and trained in tandem to avoid gaps"</i> <i>"Build a skilled workforce and ensure that training aligns with project demands"</i>
Realistic Ambition and Strategic Review	<i>"Be realistic about ambitions and act on them—ambitious goals should be balanced with practical steps"</i> <i>"Review the strategy every year to ensure it is still relevant and delivering on its promises"</i> <i>"Build strategy around primarily carbon saving, using other benefits as a lever to pull in funding"</i>

# Action planning for the LARA Strategy

*What change do you expect to come from your actions? How will change happen?*

- *"More resources - staff and funding/training across all sectors to join up and fill gaps"*
- *"Select 1-2 projects and focus on the team and deep dive on resources to do it well"*
- *"Testing pilot ideas"*
- *"Someone has to take first step and then others will follow"*
- *"Financial sustainability can help us take longer view and plan better"*

*What assumptions are you making?*

- *"Assumed shared verbal agreements were sufficient to accomplish the vision"*
- *"Expected trust and collaboration to maximise outcomes"*
- *"Anticipated technology and prices would improve next year, influencing decisions"*
- *"Believed in leveraging EPC ratings and other milestones to promote retrofitting"*
- *"That people/sectors want to collaborate and are on roughly the same page"*

This activity focused on translating insights from the game into actionable steps for retrofitting in Hertfordshire. The insights gathered suggest that potential priorities include collaborative frameworks, inclusive stakeholder engagement, workforce upskilling, targeted funding, and data-driven decision-making. The groups explored unlocking resources such as unused local funds, private sector contributions, and circular economy initiatives while emphasising principles like fairness, sustainability, accountability, and phased implementation. These valuable insights that have been gathered will now be used to feed into the draft Local Retrofit Strategy for Hertfordshire.

# Next Steps

## Workshop 3: Developing the Retrofit Strategy for Hertfordshire

*21st January 2025*

- Finalise strategic objectives
- Agree pathways, priority actions and demonstrator projects
- Design governance and accountability mechanisms
- Celebrate progress

## What is the work needed before Workshop 3?

### For participants:

- Share and seek support for the vision and emerging priorities
- Develop governance recommendations
- Continue to develop action proposals e.g. procurement
- Finalise the mission
- Start thinking and discussing potential actions with colleagues

### For the project team:

- Draft a retrofit strategy
- Reach out to missing stakeholders
- Develop a theory of change

# Retrofit Strategy Working Groups

- Meet online
- 1-2 meetings before January 21st
- 1-2 hours per meeting
- Convened and supported by core team
- All welcome!
- A more specific brief for each of the groups will be circulated prior to the meeting(s)
- Current working groups are Procurement, Governance, and Vision
- Do you want to propose a new group or join an existing working group? If so, please contact Andrew at MCSF: [andrew.rice@mcsfoundation.org.uk](mailto:andrew.rice@mcsfoundation.org.uk)

You can still complete the end of workshop feedback survey if you haven't already!

LARA Hertfordshire Pilot: The  
Process Survey - Workshop 02



Thank you for coming!