

Hertfordshire Local Area Retrofit Accelerator

Workshop 3 Report, January 2025

LARA Hertfordshire Workshop 3: Executive Summary

LARA Hertfordshire Workshop 3 focused on refining the proposed strategic goals, actions and principles of the outline Hertfordshire Local Retrofit Strategy (LRS), as well as developing and adopting an approach to future governance and development of the LRS.

Reviewing the Principles, Goals and Actions

In the morning we reviewed the draft strategic goals and proposed actions for the outline Hertfordshire Local Retrofit Strategy. The goals and actions were shaped by insights from Workshops 1 and 2, working groups, and best practice and are aligned to the vision and mission which were endorsed in Workshop 2.

We worked in groups to refine four proposed strategic goals for the retrofit strategy: 'Increase demand and delivery of retrofit measures', 'Increase local benefits of retrofit', 'Strengthen the local supply chain' and 'Create a supportive policy environment'. All goals received broad endorsement, with some amendments being proposed and agreed.

The final strategic goals agreed are:

1. Increase uptake and demand for/successful delivery of retrofit advice and measures,
2. Realise the co-benefits of retrofit for the local area
3. Increase local supply chain capacity and quality through better access and control
4. Create a confident, trusted retrofit environment.

LARA Hertfordshire Workshop 3: Executive Summary

Governance - How will we continue to work together?

The afternoon focused on how we will organise ourselves in Hertfordshire to finalise adopt, govern and implement the Local Retrofit Strategy. Decisions made were as follows:

Strategy Adoption: The preferred approach was '*in principle*' adoption of the strategy, which will commit partners to collaboration without requiring formal resource commitments, ensuring flexibility for future changes.

Interim Governance: Participants favoured the existing Governance Working Group as the body tasked with ensuring strategy adoption, with conditions to ensure broader representation, diversity of thought, and periodic wider stakeholder input. This may later adapt into an Interim Board.

Special Purpose Vehicle (SPV): There was agreement to explore proposals for an SPV to collectively manage large-scale initiatives, such as a one-stop-shop for retrofit advice and major grant schemes.

Next steps - What is the work we need to do next?

Next steps include incorporating Workshop 3 feedback into the draft Hertfordshire Retrofit Strategy, followed by a strategy review by the Governance Working Group. The revised strategy will then be shared for wider comment and approval before adoption by individual organisations. Detailed action plans will be developed as a foundation for implementation. MCSF will continue to provide support, including facilitating connections and financial discussion.

LARA Hertfordshire Workshop 3: Executive Summary

Committing to the Local Retrofit Strategy

We ended the workshop by committing our support to the LRS, each thinking about the roles we want to play, what we can contribute personally, professionally, and organisationally, and how we can benefit. These benefits include:

- Clearer, broader and more transparent comms from relevant organisations
- Being part of a strategic/collaborative network
- Professional connections
- The satisfaction of delivering meaningful change

We also envisioned what change to the retrofit system we hoped to see in three years time, assuming that the strategy was implemented:

- A stronger retrofit system in Hertfordshire, where residents understand how to retrofit their homes, have access to skilled contractors, and can secure funding.
- Retrofit will become the norm, widely understood, accessible, and valued for its benefits to both people and the planet. Hertfordshire aims to be a national exemplar, leading the way in high-quality retrofit at scale.
- A joined-up approach will create a seamless customer journey, increasing awareness and ensuring fair access to retrofit opportunities.
- A robust governance framework will drive measurable impact, making Hertfordshire a better place to live and work. 4

Introducing the Local Retrofit Strategy

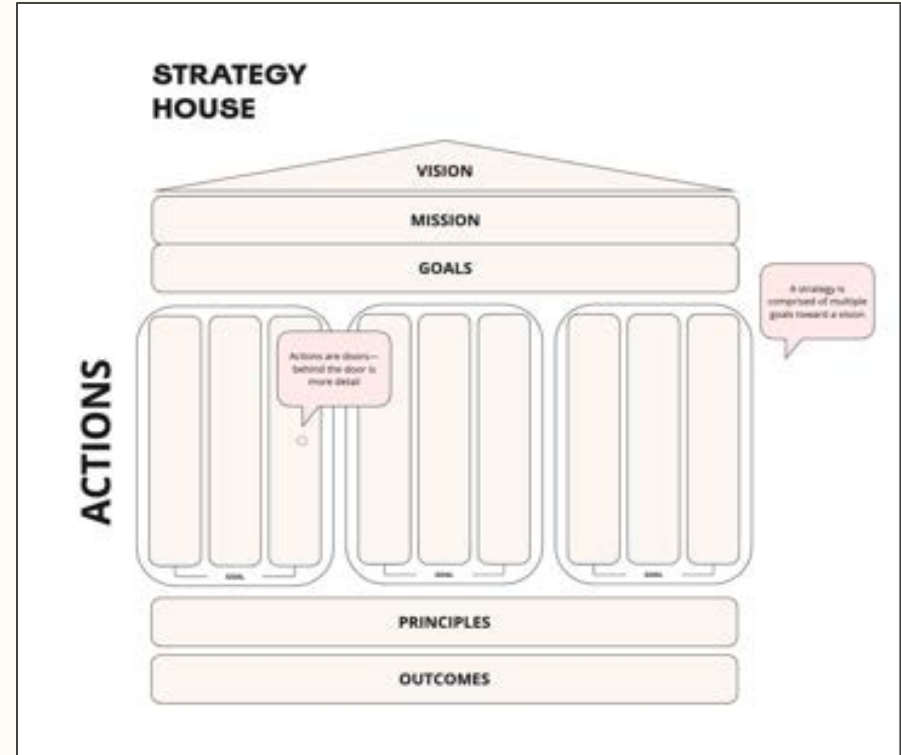
This diagram summarises the agreed structure for the Local Retrofit Strategy.

The vision, mission, principles and strategic goals and indicative actions have been developed and refined by participants during the three workshops and within working groups.

Further work will be needed to identify a set of intended outcomes and to detail the assumptions behind each set of actions.

The outline strategy will also be compared to and influenced by good practice from other places.

Finally, a set of action plans will be developed to support implementation.



Full Workshop Report

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Background

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 places and communities.

The LARA pilot is testing 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 in July 2024.

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.

The LARA process

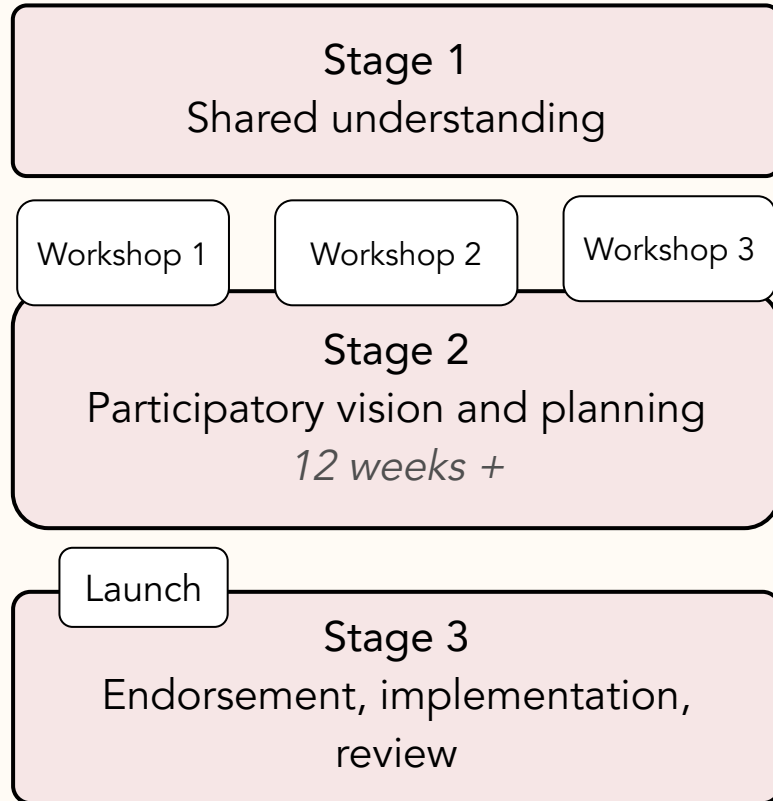
Hertfordshire's LARA process has been hosted by the Hertfordshire Climate Change and Sustainability Partnership. It ran from October 2024 to February 2025. Workshop 1 took place on October 14th at Rothamsted Institute, Harpenden, Workshop 2 on November 19th at Hertfordshire Development Centre, Stevenage, and Workshop 3 on January 21st at Rothamsted Institute, Harpenden.

Hertfordshire stakeholders came together in a facilitated, participatory process (through a set of workshops and working groups) to establish a shared vision for accelerating domestic retrofit, and to develop a Local Retrofit Strategy which will move us in the direction of the vision.

The Local Retrofit Strategy will include a summary of the current system, a future vision for retrofit, principles, strategic goals, actions and underlying assumptions, monitoring and evaluation measures, 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, accelerating effective, collaborative retrofit action.

The LARA process



Stakeholder mapping
Retrofit System Assessment



Vision and Mission
SWOT, Principles
Strategy development
Action planning & prioritisation
Governance



Retrofit Strategy

The process so far (up to workshop 3)

What have we worked on so far?

- Mapping stakeholders and key players
- A baseline assessment and SWOT of the retrofit system
- Discussions to develop our shared understanding
- Developing a shared vision and mission
- Playing the retrofit system game
- Developing principles, goals and proposed actions
- Developing governance proposals

What data have we used?

- Stakeholders knowledge and experience
- Quantitative data sets
- Stakeholder interviews
- Review of local documents and policies
- Review of other retrofit strategies and guidance
- Sector knowledge (MCSF and advisors)

Workshop 3

Purpose of LARA Workshop 3

- Agree a set of principles to guide the retrofit strategy.
- Get feedback and refine the draft strategic goals and indicative actions
- Decide where in the strategy to start and/or what to prioritise
- Agree adoption, governance and implementation process
- Secure ongoing commitment for strategy work

Summary of Workshop 3

The workshop introduced the outline Local Retrofit Strategy (LRS), summarising the progress made so far and presenting the proposed strategic goals, actions, principles, and expected outcomes.

Participants were given an overview of the strategy, offered an opportunity to see its anticipated shape and ambition and provide initial feedback.

Through collaborative discussions, goals and actions were refined and prioritised. Groups then shared their proposals, seeking endorsement for the strategic goals, priorities and supporting actions.

Governance and stewardship were explored, identifying roles and responsibilities for future retrofit work.

Finally, participants made individual and organisational commitments, considering the benefits of engagement and envisioning the transformation of Hertfordshire over the next three years.

Who are we?

Workshop 3 Attendance List

Adam Culyer (Clarion Housing Group)

Amanda Washbrook (West Herts College)

Dave Evans (National Energy Foundation)

Eche Badifu (Oaklands College)

Ed Bristow (Watford Borough Council)

Fiona Hughes (Green Heat Coop)

Flavie Whetman (Hertfordshire County Council)

Helen Burrigge (HCCSP)

Helen Pollock (Hertfordshire LEP)

James Clarke (Energy Saving Trust)

Jo Barrett (Thrive Homes)

John Bell (GUCE)

Jo Hewitson (Three Rivers District Council)

Jonathan Geall (East Herts Council)

Julie Greaves (Hertfordshire County Council)

Justine Biggs (E.ON Energy)

Katrina Dougherty (North Hertfordshire College)

Linda Meehan (East Herts Council)

Marissa Kodikara (Welwyn Hatfield Borough Council)

Marc Jiggins (Pyramid Eco)

Michael Zohouri (Pyramid Solutions)

Mihnea Pruna (Borough of Broxbourne)

Neil Walker (Watford Borough Council)

Niall O'Rourke (Settle Housing)

Oliver Burrough (Dacorum Borough Council)

Oliver Waring (Welwyn Hatfield Borough Council)

Ollie Pendered (Community Energy South)

Paul Ciniglio (National Energy Foundation)

Robert Sprigge (Councillor)

Sam Bosson (Greater South East Net Zero Hub)

Sarah Burgess (GUCE)

Sarika Jain (Hertsmere Borough Council)

Sharon Selby (E.ON Energy)

Steph Salmon (Cambridge City Council)

Steve Burr (Black Architecture)

Susheel Rao (Watford Borough Council)

Tim Cameron-Kitchen (Pyramid Eco)

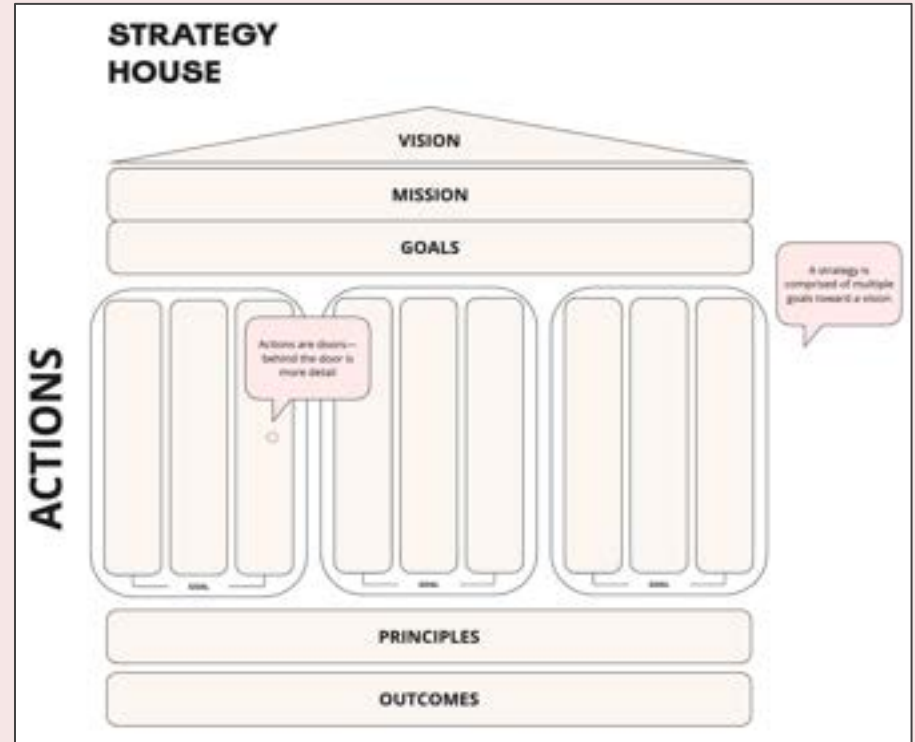
What work has been going on?

Introducing the Local Retrofit Strategy

We started the workshop by reviewing the structure and contents of the draft Hertfordshire Local Retrofit Strategy, which has been developed by the core team, and influenced by other retrofit strategies.

The vision, mission, principles goals and actions have been developed from contributions put forward in Workshops 1 and 2, through working group discussions and learning from other places.

Workshop 3 focussed on reviewing and critiquing the goals, actions and principles. The endorsed Vision and Mission statements can be found on the next slide.



Our Vision

"Everyone has a home fit for now and for our future."

Our Mission

"Collaborating in Hertfordshire to retrofit all homes, so that we enhance our environment and climate resilience, address fuel poverty, improve health and support local jobs."

Working Together

Reviewing the Principles, Goals and Actions

Reviewing the Strategy Principles, Goals and Actions

Participants were asked to walk around the 'gallery', where the proposed Local Retrofit Strategy Principles, Goals and Actions were displayed on the walls. Participants were asked to review these and add comments and questions, and tick any and all of the principles that they agreed with.

After this, participants self-selected one of the four strategic goals to work on individually, with each goal discussed in groups in more detail. The four proposed strategic goals were:

Goal 1: Increase demand for/ delivery of retrofit measures

Goal 2: Increase benefits of retrofit to locality

Goal 3: Increase local supply chain capacity and quality

Goal 4: Create a supportive environment

The outcomes from the gallery walk, and from the group discussions, can be found on the next 14 slides. It is worth noting that when signing or mark-making on the 'endorsement' scale, participants were advised to add their initials if they wanted further discussion on content or to address any concerns.

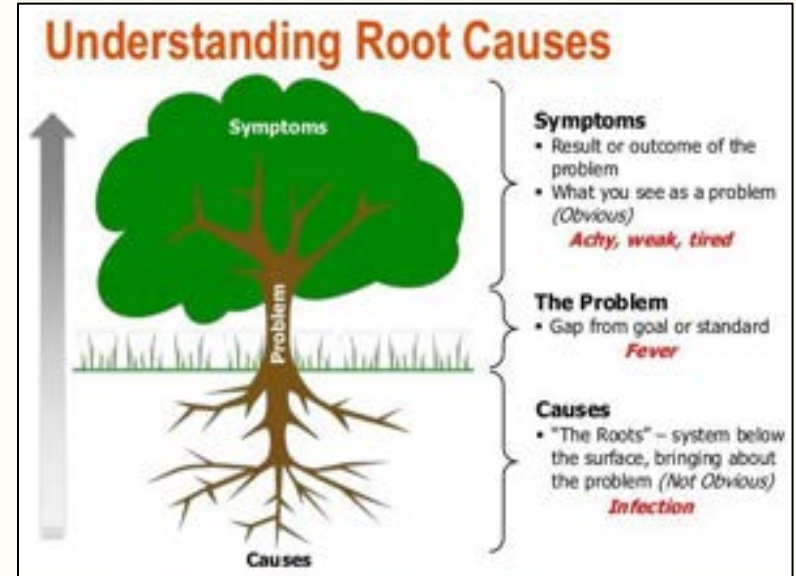
Refining the Retrofit Strategy Principles

Principle	Votes	Suggested amendments or edits
Work together	6	
Be purposeful	3	'Be educated'
Think systemically	3	
Be pragmatic	3	
Be accountable	3	
Think circular in the local economy	3	'Material, skills and broader environment as well as financial'
Be data-informed	3	'And evidence based'
Be trustworthy	2	
Maximise holistic benefits	2	'Optimise' instead of 'maximise'
Be responsive to different needs	1	

Refining Goals and Actions and Prioritising

On their tables, participants were asked to do the following:

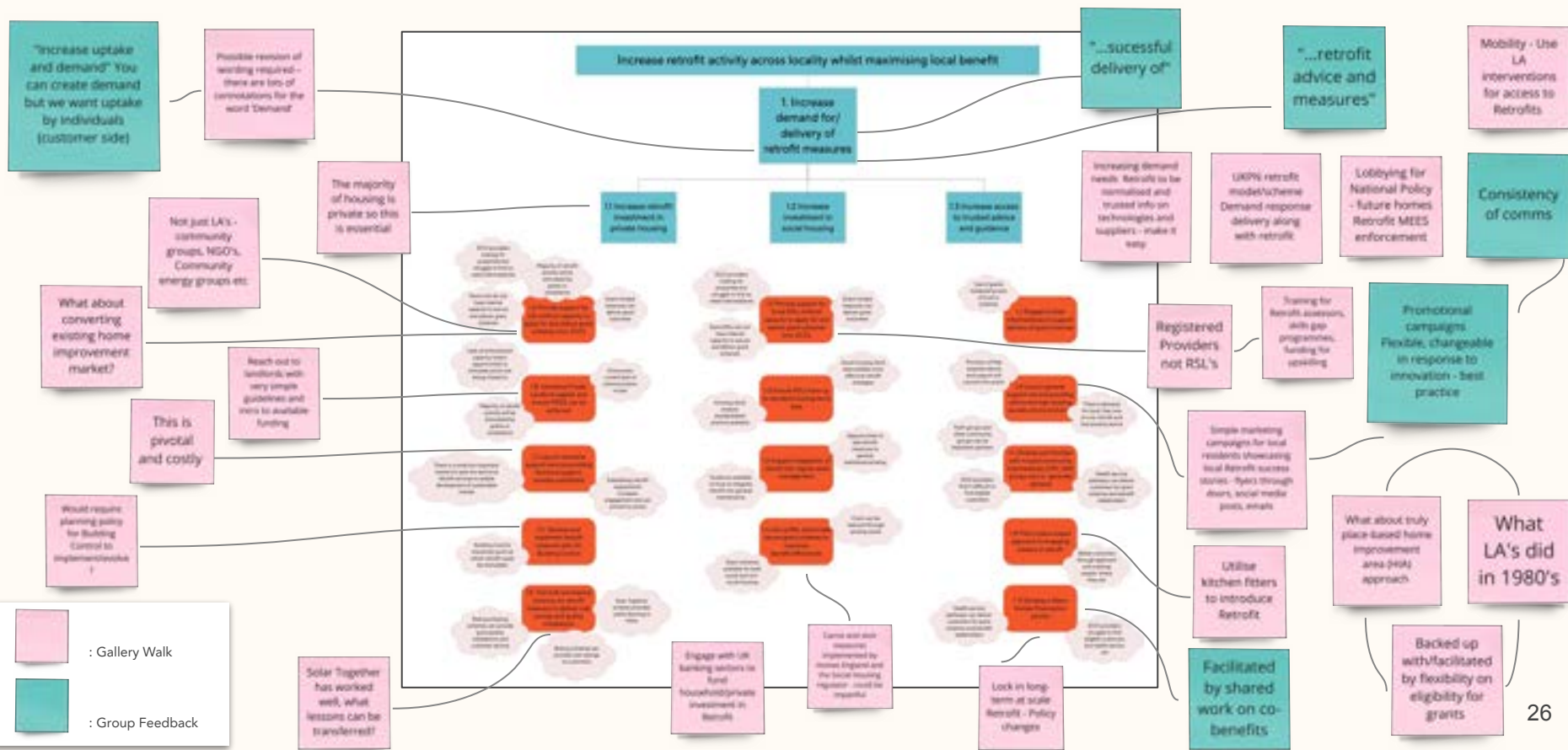
- Review the goal and consider whether it needed rephrasing based on feedback, and if it was a suitable three-year goal.
- Review the actions, and evaluate them on an analysis tree, assessing whether they addressed symptoms or root causes.
- Prioritise the actions, explore how the actions supported each other, consider existing barriers and factors to be aware of, and identify priorities and first steps.
- Report back to the whole group, and seek endorsement for their strategic goal and supporting actions.



PROPOSED Goal 1: Increase demand for/ delivery of retrofit measures

1.1 Increase retrofit investment in private housing	1.2 Increase investment in social housing	1.3 Increase access to trusted advice and guidance
1A. Provide support for LAs without capacity to apply for and deliver grant schemes (incl. ECO)	1F. Provide support for those RSLs without capacity to apply for and deliver grant schemes (incl. ECO)	1J. Engage trusted intermediaries to support delivery of grant schemes
1B. Introduce Private Landlord register and ensure MEES can be enforced	1G. Ensure RSLs have up to standard housing stock data	1K. Launch general support service providing advice and sign-posting via web, phone and email
1C. Launch specialist support service providing technical support, possibly subsidised	1H. Support integration of retrofit into regular asset management	1L. Develop partnerships with trusted community intermediaries (GPs, faith groups etc) to generate demand
1D. Develop and implement retrofit measures plan for Building Control	1I. Link up RSL and private tenure grant schemes to maximise benefit/efficiencies	1M. Pilot a place-based approach to engaging citizens in retrofit
1E. Trial bulk-purchasing schemes for retrofit measures to deliver cost savings and quality installations		1N. Develop a Warm Homes Prescription service

Comments on Proposed Goal 1: Increase demand for/ delivery of retrofit measures



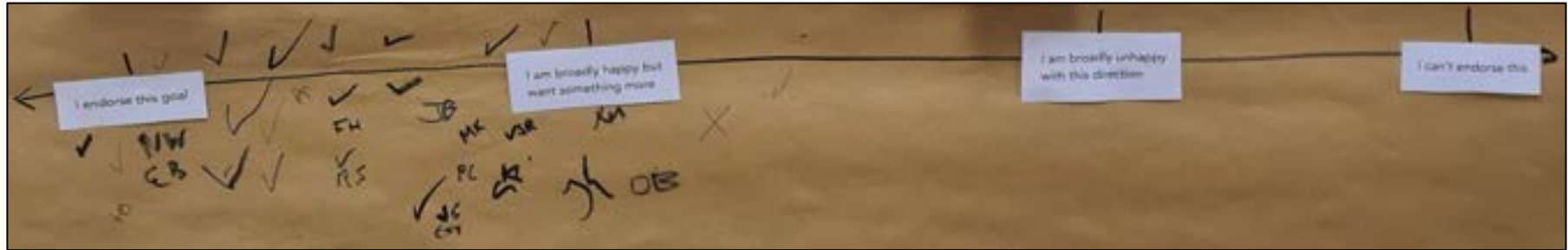
Object	Proposed	Refining Goals, Actions and Priorities: Comments and Changes
Goal 1	Increase demand for/ delivery of retrofit measures	<ul style="list-style-type: none"> “Increase uptake and demand for/successful delivery of Retrofit advice and measures”
Sub-Goal 1.1	Increase retrofit investment in private housing	<ul style="list-style-type: none"> The majority of housing is private so this is essential Efforts should be largely focused on the private offer because social sector has EPC C target which providers will legally need to hit
Sub-Goal 1.2	Increase investment in social housing	
Sub-Goal 1.3	Increase access to trusted advice and guidance	<ul style="list-style-type: none"> UKPN retrofit model - demand response delivery along with retrofit Lobbying for National Policy - future homes retrofit MEES enforcement
Action 1A	Provide support for LAs without capacity to apply for and deliver grant schemes (incl. ECO)	<ul style="list-style-type: none"> Not just LA's, but community groups, NGO's, Community Energy Groups etc What about converting existing home improvement market?
Action 1B	Introduce Private Landlord register and ensure MEES can be enforced	<ul style="list-style-type: none"> Reach out to landlords with very simple guidelines and intro to available funding
Action 1C	Launch specialist support service providing technical support, possibly subsidised	<ul style="list-style-type: none"> This is pivotal and costly
Action 1D	Develop and implement retrofit measures plan for Building Control	<ul style="list-style-type: none"> Would require planning policy for Building Control to implement/evolve
Action 1E	Trial bulk-purchasing schemes for retrofit measures to deliver cost savings and quality installations	<ul style="list-style-type: none"> <u>This is a Priority Action</u> Solar Together has worked well, what lessons can be transferred?

Object	Proposed	Refining Goals, Actions and Priorities: Comments and Changes
Action 1F	Provide support for those RSLs without capacity to apply for and deliver grant schemes (incl. ECO)	<ul style="list-style-type: none"> Should say 'Registered Providers' not 'RSL's' Should reference training for retrofit assessors, skills gap programmes, funding for upskilling
Action 1G	Ensure RSLs have up to standard building stock data	
Action 1H	Support integration of retrofit into regular asset management	
Action 1I	Link up RSL and private tenure grant schemes to maximise benefit/efficiencies	<ul style="list-style-type: none"> Carrot and stick measures implemented by Homes England and the Social Housing regulator - could be impactful
Action 1J	Engage trusted intermediaries to support delivery of grant schemes	
Action 1K	Launch general support service providing advice and sign-posting via web, phone and email	<ul style="list-style-type: none"> <u>This is a Priority Action</u> Simple promotional marketing campaigns for local residents showcasing local retrofit success stories <u>Additional Linked Action:</u> 'Consistency of comms'
Action 1L	Develop partnerships with trusted community intermediaries (GPs, faith groups etc) to generate demand	<ul style="list-style-type: none"> Should utilise kitchen fitters to introduce retrofit
Action 1M	Pilot a place-based approach to engaging citizens in retrofit	<ul style="list-style-type: none"> <u>This is a Priority Action</u> Focus on and put effort into identifying those who are IN i.e. want to retrofit their homes first. Early adopters and those who will never engage are not worth wasting time and resource on
Action 1N	Develop a Warm Homes Prescription service	<ul style="list-style-type: none"> Add '...facilitated by shared work on co-benefits'

Endorsement of goals, sub-goals and priority actions

Goal 1: Increase uptake and demand for/successful delivery of retrofit advice and measures

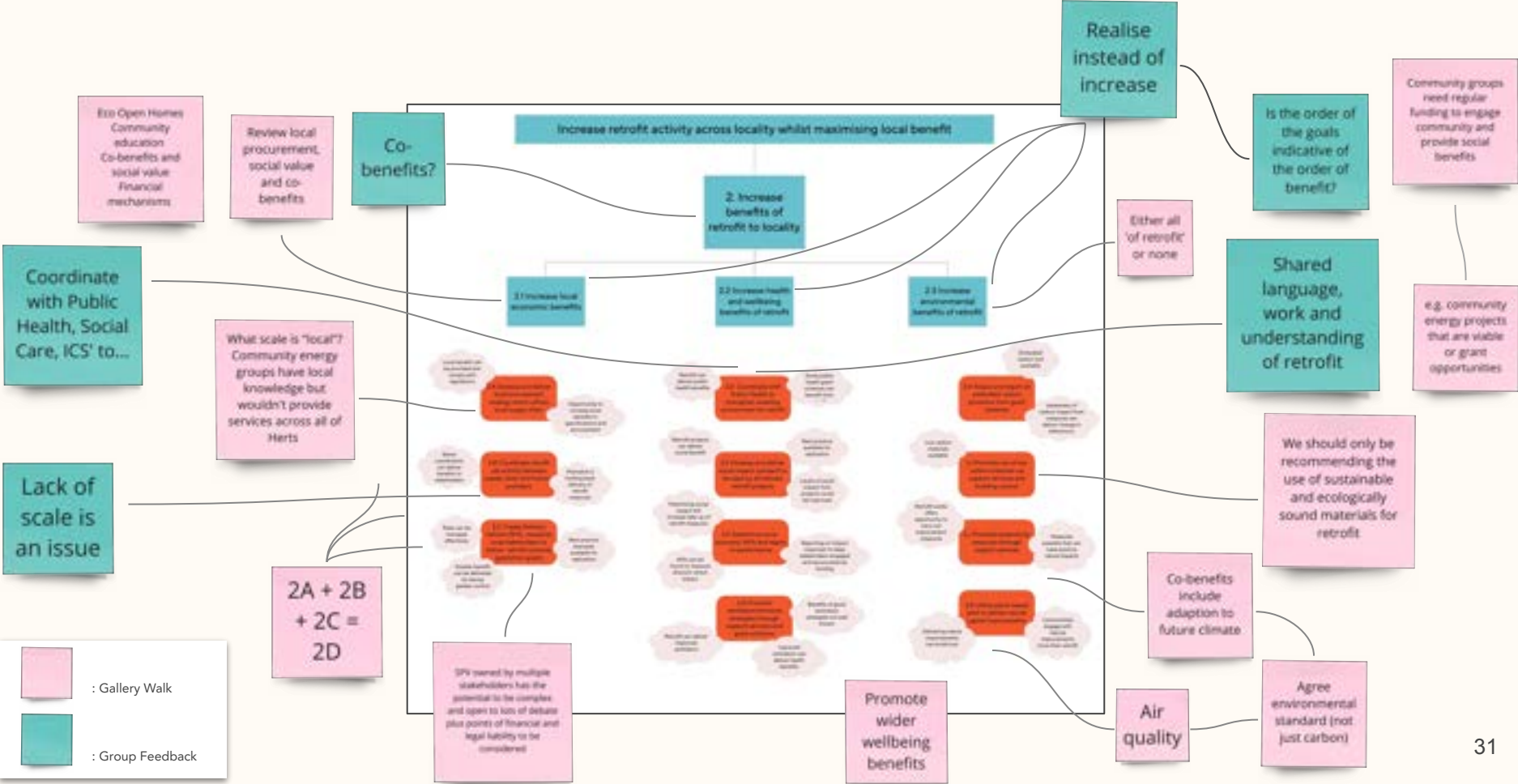
Goal 1 was largely endorsed, with most participants expressing either strong approval or contentment, with some interest in enhancements. No-one was unable to support the goal.



PROPOSED Goal 2: Increase benefits of retrofit to locality

2.1 Increase local economic benefits	2.2 Increase health and wellbeing benefits of retrofit	2.3 Increase environmental benefits of retrofit
2A. Develop and deliver local procurement strategy which utilises local supply chain	2D. Coordinate with Public Health to strengthen enabling environment for retrofit	2H. Assess and report on embodied carbon emissions from grant schemes
2B. Coordinate retrofit job activity between supply chain and training providers	2E. Develop and deliver social impact standard to be used by all relevant retrofit projects	2I. Promote use of low carbon materials via support services and building control
2C. Create Delivery Vehicle (SPV) owned by local stakeholders to deliver retrofit schemes (grant/non-grant)	2F. Determine socio-economic KPIs and report on performance	2J. Promote biodiversity measures through support services
	2G. Promote ventilation/moisture strategies through support services and grant schemes	2K. Utilise place-based pilot to deliver natural capital improvements

Comments on Proposed Goal 2: Increase benefits of retrofit to locality



Object	Proposed	Workshop 3: Exercise Refining Goals, Actions and Priorities Comments and Changes
Goal 2	Increase benefits of retrofit to locality	“Realise the co-benefits of Retrofit for the local area”
Sub-Goal 2.1	Increase local economic benefits	<ul style="list-style-type: none"> Is the order of the sub-goals indicative of the order of benefit? Should start with the term ‘realise’ rather than ‘increase’
Sub-Goal 2.2	Increase health and wellbeing benefits of retrofit	<ul style="list-style-type: none"> Should be either ‘all of retrofit’ or none Should start with the term ‘realise’ rather than ‘increase’ Shared language/framework - mobilise resources for impact
Sub-Goal 2.3	Increase environmental benefits of retrofit	<ul style="list-style-type: none"> Should be either ‘all of retrofit’ or none Should start with the term ‘realise’ rather than ‘increase’
Action 2A	Develop and deliver local procurement strategy which utilises local supply chain	<ul style="list-style-type: none"> <u>This is a Priority Action</u> What scale is "local"? Community energy groups have local knowledge but wouldn't provide services across all of Herts $2A+2B+2C=2D$
Action 2B	Coordinate retrofit job activity between supply chain and training providers	<ul style="list-style-type: none"> Lack of scale is an issue
Action 2C	Create Delivery Vehicle (SPV) owned by local stakeholders to deliver retrofit schemes (grant/non-grant)	<ul style="list-style-type: none"> SPV owned by multiple stakeholders has the potential to be complex and open to lots of debate plus points of financial and legal liability to be considered

Object	Proposed	Workshop 3: Exercise Refining Goals, Actions and Priorities Comments and Changes
Action 2D	Coordinate with Public Health to strengthen enabling environment for retrofit	<ul style="list-style-type: none"> • <u>This is a Priority Action</u> • "Coordinate with Public Health, Social Care and ICS' to strengthen the enabling environment for retrofit and create a shared language, work and understanding of it"
Action 2E	Develop and deliver social impact standard to be used by all relevant retrofit projects	
Action 2F	Determine socio-economic KPIs and report on performance	
Action 2G	Promote ventilation/moisture strategies through support services and grant schemes	
Action 2H	Assess and report on embodied carbon emissions from grant schemes	
Action 2I	Promote use of low carbon materials via support services and building control	<ul style="list-style-type: none"> • We should only be recommending the use of sustainable and ecologically sound materials for retrofit
Action 2J	Promote biodiversity measures through support services	<ul style="list-style-type: none"> • Community groups need regular funding to engage community and provide social benefits • e.g. community energy projects that are viable or grant opportunities
Action 2K	Utilise place-based pilot to deliver natural capital improvements	<ul style="list-style-type: none"> • Co-benefits include adaptation to future climate • Agree environmental standard (not just carbon)

Endorsement of goals, sub-goals and priority actions

Goal 2: Realise the co-benefits of retrofit for the local area

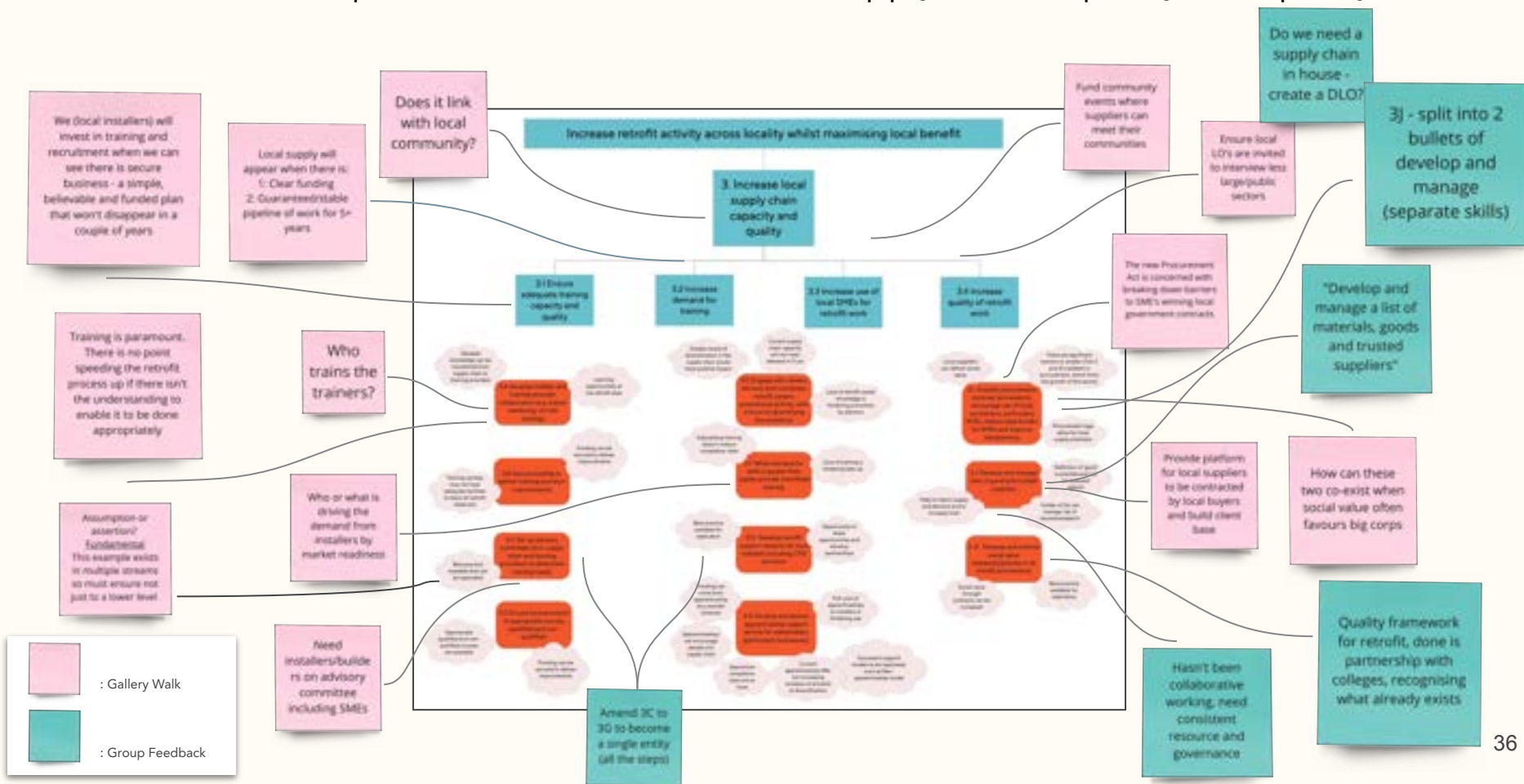
Goal 2 was largely endorsed, with most participants supporting it or being broadly content with it, though there was a clear appetite for further refinement. A couple of participants were dissatisfied with the direction of the goal, but none were unable to endorse it.



PROPOSED Goal 3: Increase local supply chain capacity and quality

3.1 Ensure adequate training capacity and quality	3.2 Increase demand for training 3.3 Increase use of local SMEs for retrofit work	3.4 Increase quality of retrofit work
3A. Develop installer and training-provider collaboration (e.g. trainer mentoring, on-site training)	3E. Engage with careers services and coordinate retrofit careers promotional activity, with a focus on diversifying the workforce	3I. Simplify procurement policies/ processes to encourage use of local contractors, particularly SMEs, reduce data burden for SMEs and improve transparency.
3B. Secure funding to deliver training provision improvements	3F. When demand for skills is greater than supply, provide subsidised training	3J. Develop and manage lists of good and trusted suppliers
3C. Set up advisory committee (incl. supply chain and training providers) to determine training needs	3G. Develop retrofit support network for local installers including CPD provision	3K. Develop and enforce social value standards/policies in all retrofit procurements
3D. Ensure local provision of appropriate courses (qualified and non-qualified)	3H. Develop and deliver apprenticeship support service for stakeholders (particularly businesses)	

Comments on Proposed Goal 3: Increase local supply chain capacity and quality



Object	Proposed	Refining Goals, Actions and Priorities: Comments and Changes
Goal 3	Increase local supply chain capacity and quality	"Increase local supply chain capacity and quality through better access and control"
Sub-Goal 3.1	Ensure adequate training capacity and quality	
Sub-Goal 3.2	Increase demand for training	
Sub-Goal 3.3	Increase use of local SMEs for retrofit work	<ul style="list-style-type: none"> • Fund community events where suppliers can meet their communities • Local supply will appear when there is: clear funding and guaranteed/stable pipeline of work for 5+ years • Local installers will invest in training and recruitment when we can see there is secure business, a simple, funded plan that won't disappear in a couple of years • Do we need a supply chain in house - create a DLO?
Sub-Goal 3.4	Increase quality of retrofit work	
Action 3A	Develop installer and training-provider collaboration (e.g. trainer mentoring, on-site training)	
Action 3B	Secure funding to deliver training provision improvements	<ul style="list-style-type: none"> • Question of who will train the trainers • Training is paramount - there is no point speeding the retrofit process up if there isn't the understanding to enable it to be done appropriately
Action 3C	Set up advisory committee (incl. supply chain and training providers) to determine training needs	<ul style="list-style-type: none"> • Amend 3C to 3G to become a single entity (all the steps) • Need installers/builders on advisory committee including SMEs • This example exists in multiple streams so must ensure not just to a lower level
Action 3D	Ensure local provision of appropriate courses	37

Object	Proposed	Refining Goals, Actions and Priorities: Comments and Changes
Action 3E	Engage with careers services and coordinate retrofit careers promotional activity, with a focus on diversifying the workforce	
Action 3F	When demand for skills is greater than supply, provide subsidised training	<ul style="list-style-type: none"> Who or what is driving the demand from installers by market readiness?
Action 3G	Develop retrofit support network for local installers including CPD provision	<ul style="list-style-type: none"> Amend 3C to 3G to become a single entity (all the steps)
Action 3H	Develop and deliver apprenticeship support service for stakeholders (particularly businesses)	
Action 3I	Simplify procurement policies/ processes to encourage use of local contractors, particularly SMEs, reduce data burden for SMEs and improve transparency	<ul style="list-style-type: none"> The new Procurement Act is concerned with breaking down barriers to SME's winning local government contracts How can 3I and 3K co-exist when social value often favours big corps?
Action 3J	Develop and manage lists of good and trusted suppliers	<ul style="list-style-type: none"> <u>This is a Priority Action</u> Hasn't been collaborative working, need consistent resource and governance 2 separate skills: "Develop a list of materials, goods and trusted suppliers" and "Manage a list of materials, goods and trusted suppliers" Provide platform for local suppliers to be contracted by local buyers and build client base
Action 3K	Develop and enforce social value standards/policies in all retrofit procurements	<ul style="list-style-type: none"> <u>This is a Priority Action</u> Quality framework for retrofit, done in partnership with colleges, recognising what already exists

Endorsement of goals, sub-goals and priority actions

Goal 3: Increase local supply chain capacity and quality through better access and control'

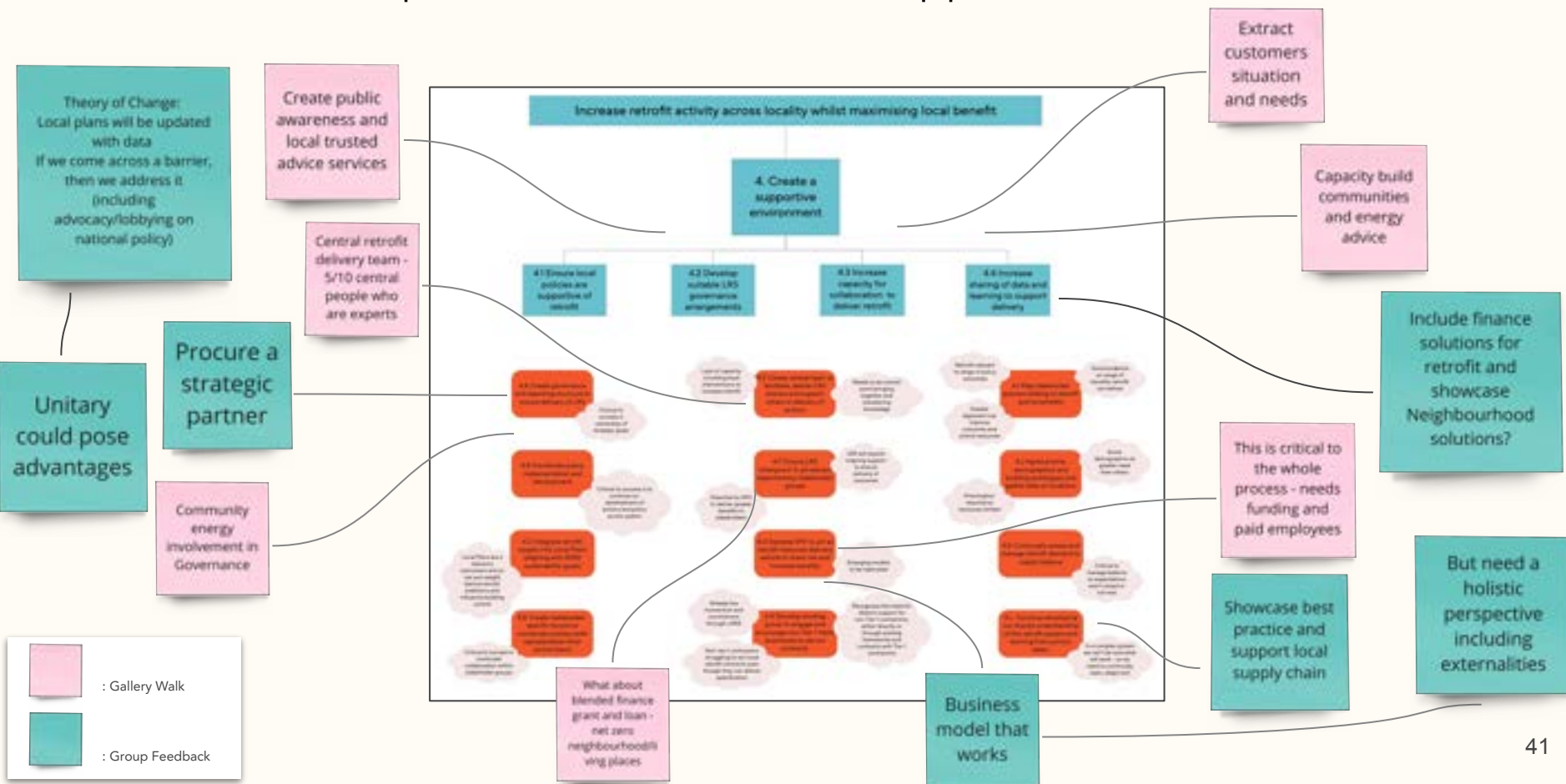
Goal 3 was strongly endorsed or viewed positively by most participants, with some indicating a desire for improvement, particularly in reducing environmental impact. No participants were unhappy with the direction or unable to endorse the goal.



PROPOSED Goal 4: Create a supportive environment

4.1 Ensure local policies are supportive of retrofit	4.2 Develop suitable LRS governance arrangements 4.3 Increase capacity for collaboration to deliver retrofit actions	4.4 Increase sharing of data and learning to support delivery
4A. Create governance and reporting structure to ensure delivery of LRS	4E. Create central team to facilitate, deliver LRS actions and support others in delivery of actions	4I. Map stakeholder policies relating to retrofit and its benefits
4B. Coordinate policy implementation and development	4F. Ensure LRS 'champions' in all relevant departments/ stakeholder groups	4J. Agree priority demographics and building archetypes and gather data on locations
4C. Integrate retrofit targets into Local Plans (aligning with 2050 sustainability goals)	4G. Develop SPV to act as retrofit measures delivery vehicle to share risk and increase benefit	4K. Continually assess and manage retrofit demand to supply balance
4D. Create stakeholder-specific forums to coordinate activity (with representation from central team)	4H. Develop working group to engage and encourage non-Tier 1 Herts. businesses to secure contracts	4L. Continue developing our shared understanding of the retrofit system and learning from actions taken

Comments on Proposed Goal 4: Create a supportive environment



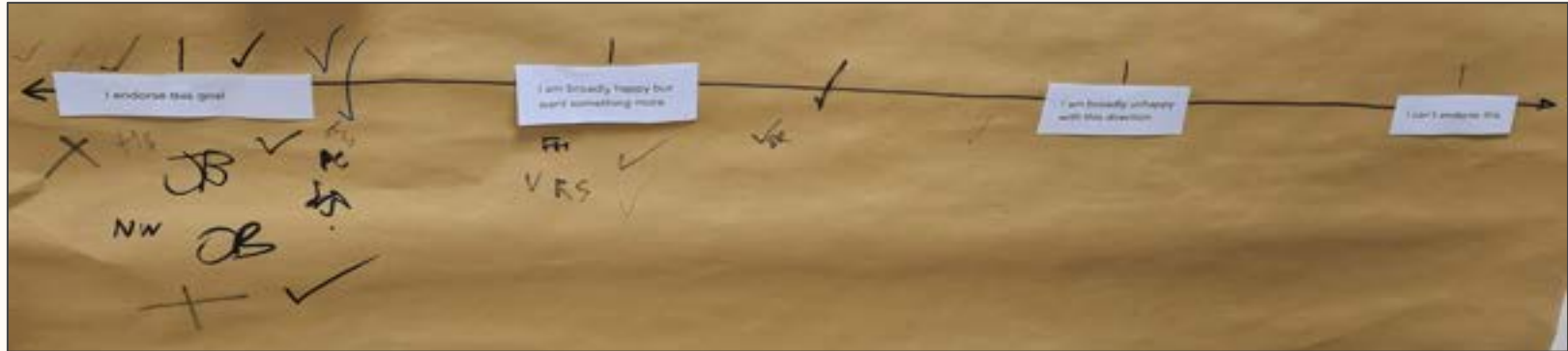
Object	Proposed	Refining Goals, Actions and Priorities: Comments and Changes
Goal 4	Create a supportive environment	"Creating a confident, trusted retrofit environment"
Sub-Goal 4.1	Ensure local policies are supportive of retrofit	<ul style="list-style-type: none"> Create public awareness and local trusted advice services
Sub-Goal 4.2	Develop suitable LRS governance arrangements	
Sub-Goal 4.3	Increase capacity for collaboration to deliver retrofit actions	<ul style="list-style-type: none"> Capacity build communities and energy advice What about blended finance grant and loan - Net Zero neighbourhood/living places
Sub-Goal 4.4	Increase sharing of data and learning to support delivery	<ul style="list-style-type: none"> Extract customers information and needs
Action 4A	Create governance and reporting structure to ensure delivery of LRS	<ul style="list-style-type: none"> <u>This is a Priority Action</u> Need to secure a strategic partner and involve all relevant stakeholders Community energy involvement in governance
Action 4B	Coordinate policy implementation and development	
Action 4C	Integrate retrofit targets into Local Plans (aligning with 2050 sustainability goals)	
Action 4D	Create stakeholder-specific forums to coordinate activity (with representation from central team)	

Object	Proposed	Refining Goals, Actions and Priorities: Comments and Changes
Action 4E	Create central team to facilitate, deliver LRS actions and support others in delivery of actions	<ul style="list-style-type: none"> Central retrofit delivery team - 5/10 central people who are experts
Action 4F	Ensure LRS 'champions' in all relevant departments/ stakeholder groups	<ul style="list-style-type: none"> 4A+4F+4F = Create the governance, delivery vehicle and reporting structure to ensure implementation of the LRS
Action 4G	Develop SPV to act as retrofit measures delivery vehicle to share risk and increase benefit	<ul style="list-style-type: none"> <u>This is a Priority Action</u> This is critical to the whole process - needs funding and paid employees Needs a business model that works but also a holistic perspective including externalities
Action 4H	Develop working group to engage and encourage non-Tier 1 Herts businesses to secure contracts	
Action 4I	Map stakeholder policies relating to retrofit and its benefits	
Action 4J	Agree priority demographics and building archetypes and gather data on locations	
Action 4K	Continually assess and manage retrofit demand to supply balance	<ul style="list-style-type: none"> Showcase best practice and support local supply chain
Action 4L	Continue developing our shared understanding of the retrofit system and learning from actions taken	<ul style="list-style-type: none"> Include and push the co-benefits of finance solutions for retrofit and showcase Neighbourhood Solutions

Goal 4: Endorsement of goals, sub-goals and priority actions

Goal 4: Create a confident, trusted retrofit environment'

Goal 4 was largely endorsed, with the majority of participants supporting it, though there were a few who indicated that they would value further refinement. A couple of participants were moving towards being dissatisfied with the direction of the goal, but none were unable to endorse it.



Agreed Strategic Goals for the Hertfordshire Local Retrofit Strategy

1. Increase uptake and demand for /successful delivery of retrofit advice and measures
2. Realise the co-benefits of retrofit for the local area
3. Increase local supply chain capacity and quality through better access and control
4. Create a confident, trusted retrofit environment

Next Steps

The collated comments and suggested changes to the goals and actions will now be reviewed and fed into the next draft of the Local Retrofit Strategy, ready for review by the Governance Working Group and the wider LARA network.

How can we work together?

Governance Working Group

Governance Working Group - Purpose of the session

The purpose of this session was to discuss how we will organise ourselves going forward to ensure the adoption, governance, stewardship, implementation, review and improvement of the strategy.

Questions we explored were:

- How the strategy would be formally adopted, and whether uniform / formal sign off was needed.
- What the transition from LARA to an interim governing body could look like.
- How the strategy would be implemented longer term.
- How to continue to build relationships and partnerships, learn together and continue to refine/update shared understanding of what needs to change in the system.

Organising Ourselves - Decision 1: Adoption

Participants were asked, on behalf of their organisation, to describe what they felt adoption must involve and what the minimum amount of bureaucracy necessary could look like, to secure buy-in and follow through.

Overall, the preferred route for adoption of the Local Retrofit Strategy was an '*in principle*' adoption approach.

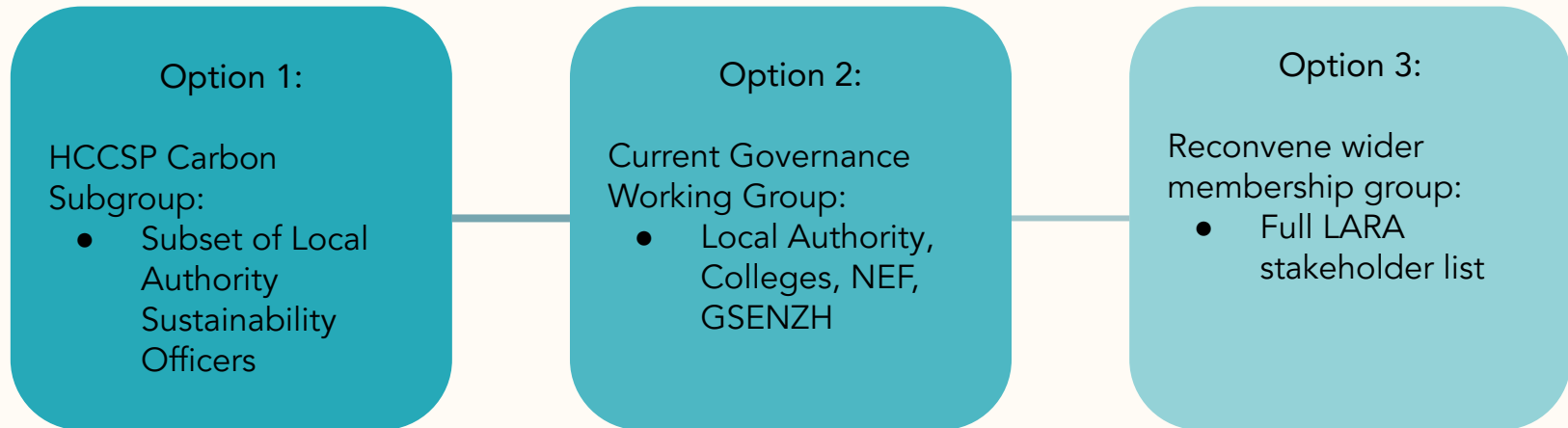
The strategy will state that partners have a "commitment to work together" to undertake activities in the strategy. These will not be firm commitments with resources attached as that would require political sign-off in local authorities.

The strategy will emphasise cross-sector participation, including private sector and education partners, and reflect this on a page with logos.

This approach will also allow for future-proofing in the case of changes in the operating environment such as devolution.

Organising Ourselves - Decision 2: Interim Board

Participants were asked to discuss and choose which option they preferred out of the three put forward, to steer the draft strategy to completion and begin mobilisation and oversight of progress:




Organising Ourselves - Decision 2: Interim Board

The pros and cons of each of the options were presented:

	Option 1: Carbon Subgroup	Option 2: Governance Working Group	Option 3: Reconvene LARA
Pros	Informed government officers Expertise and precision Efficient Focussed approach Cost-effective Clarity of accountability	Established rapport -> efficient completion Diverse perspectives Familiarity with content and challenges Good balance between detail and efficiency	Inclusive representation Diverse perspectives Transparency Broad ownership
Cons	Perceived bias Limited perspective Reduced buy-in – disengage or undermine LARA process Risk of too much technical detail	Currently lacking private business Risk of groupthink Partial buy-in without broader representation	Complicated logistics Inefficient to resource and facilitate Potential uneven contributions in such a large group Risk of dilution

Organising Ourselves - Decision 2: Interim Board

Overall, the preferred option was Option 2 (Governance Working Group), with some caveats:



1. The group needs to be representative of all stakeholders e.g. community energy groups

2. There should be more than one representative per stakeholder group/sector, to ensure diversity of thought

3. There should be at least one point when contributions from the wider retrofit stakeholder network are solicited

Organising Ourselves - Decision 3: Special Purpose Vehicle

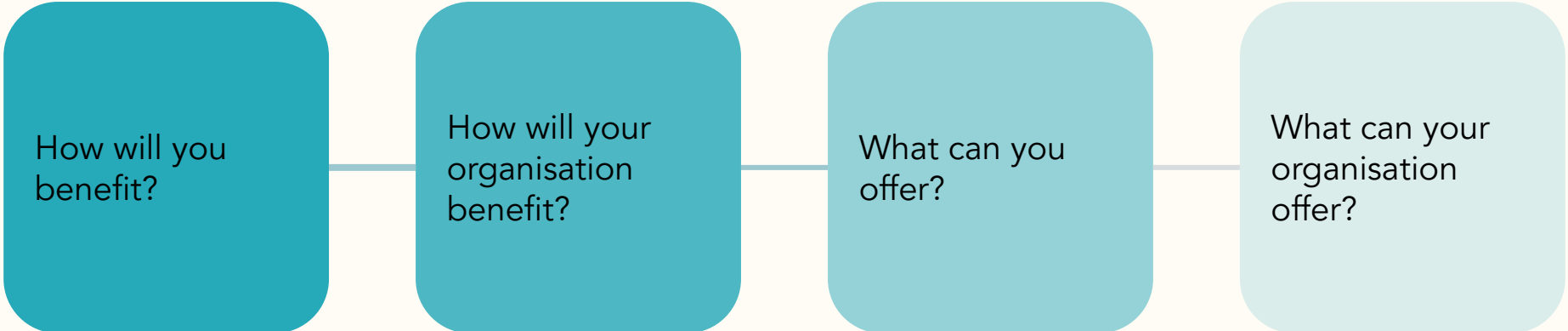
Participants were asked whether it would be a good use of time to continue to develop proposals and a business case for a Special Purpose Vehicle, which could take collective responsibility and collective risk for big ticket items like a one-stop-shop for advice, for large grant schemes and for consortia.

Participants approved a suggestion to explore a Special Purpose Vehicle for the delivery of some coordinated retrofit activities, recognising that the specific model needs further investigation.

What can we offer?

Offers and benefits

Participants were asked to consider what we felt excited to take forward and what we wanted to sign up to. We were asked to consider what role we wanted to play going forwards, what we could offer personally and/or professionally and what we could offer from our organisations. We also considered how we could benefit from continued involvement. Responses are summarised on the following slide.

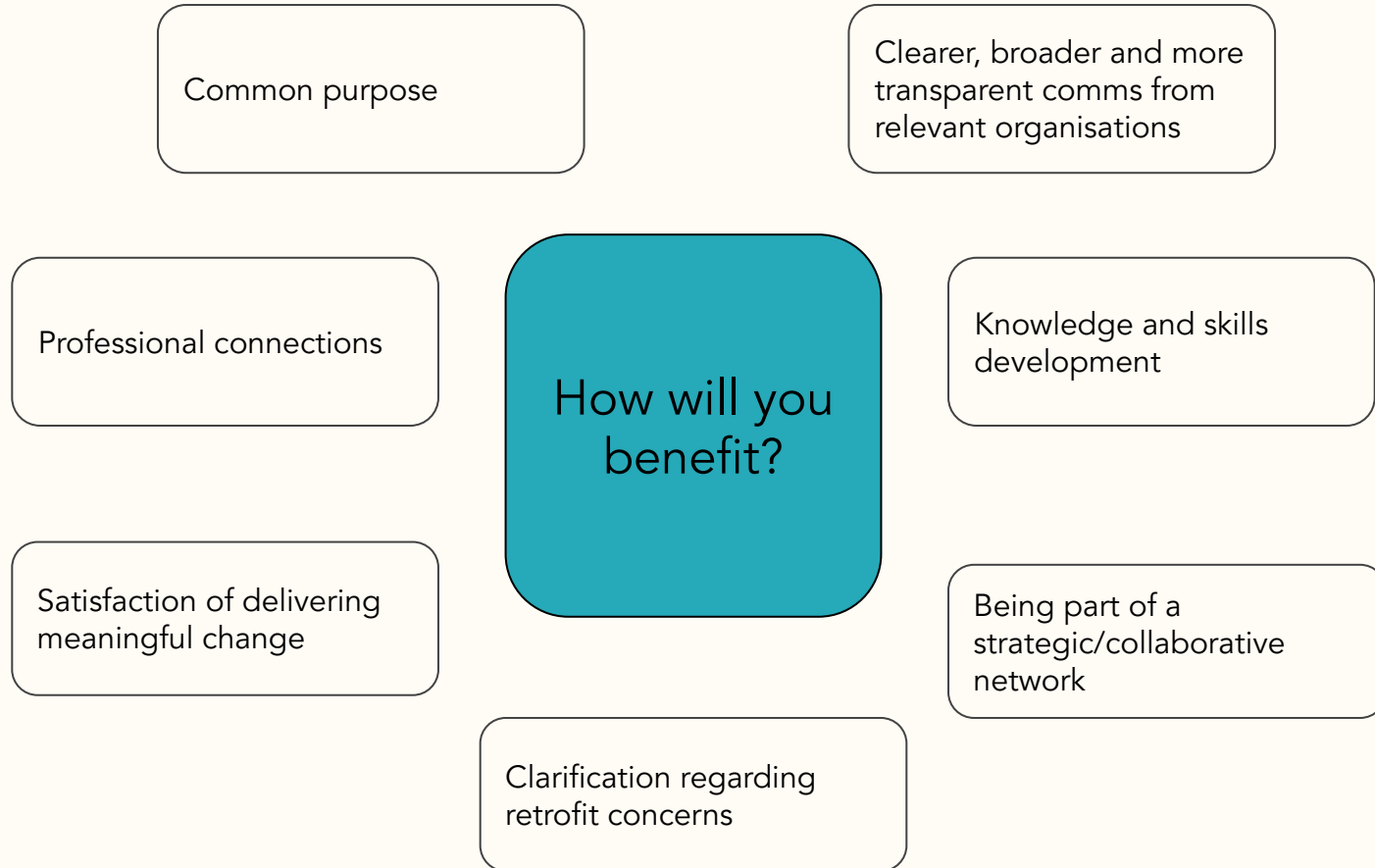


How will you benefit?

How will your organisation benefit?

What can you offer?

What can your organisation offer?



Hertfordshire County
Council
Supporting meeting its
target of Net Zero county
by 2050

Three Rivers District
Council
Reduce district emissions
Crack retrofit for able to
pay

Shared resource

Growth of households
interested in our retrofit
advice, offering
connections to other
organisations

Happier, more supported
residents

Track emission reduction
of building works towards
council housing

Progress towards Net Zero

How will your
organisation
benefit?

NEF
Potential future service
delivery

Reduced borough wide
emissions

Network of stakeholders
to liaise with and share
experiences and best
practice

East Hertfordshire
Access to wider body of
experts and potential
access to bigger funding
pots

Watford Borough Council
Help in the delivery and of
existing strategies and
policies

GUCE
Taking community energy
to the mainstream
Funding
Awareness

Energy

Input on strategy
development and design
of delivery mechanisms

Retrofit delivery
experience

Heritage building
expertise

Organise workshop with
suppliers, experts and
other Local Authorities to
discuss data gaps and
needs to identify best
practice and
collaboration
opportunities

Knowledge and expertise
of energy saving

Resource

What can you
offer?

Support in the delivery of
the strategy

Ideas

Help and advice on
decision-making in local
authority and access to
East Herts networks

Progress

Local homeowner
perspective

Making things happen

Passion and energy

Opportunity to invite
speaker for evening
presentation

Talk to community library
about publicising
appropriate YouTube
videos about Smart
Homes

Three Rivers District
Council
Skilled at grant funded
retrofit
Experience of setting up
a retrofit one-stop-shop

Signposting comms

Experience of Retrofit 400
and plan to Retrofit 2000
in 4 years

We design one-stop-shops

We deliver one-stop-shop
energy advice

We do options
assessments for retrofit
services

What can your organisation offer?

GUCE
Resources, community
engagement experience,
energy, knowledge and
hands-on advice

Watford Borough Council
Knowledge across wide
remit

Green Heat Coop
Connection to SME
installers in Herts
Strategic view and
experience of engaging
homeowners on retrofit

NEF
Member of Governance
working group
Present examples of
service delivery model
options

Where are we going?

Hertfordshire in 3 years

We were asked to think about how the retrofit system in Hertfordshire would be better in 3 years time, if progress was made with the agreed goals and actions:

Residents understand how to retrofit their homes



Access to contractors who can do the work



Access to funding to pay for it

Better for people, better for the planet

Make Hertfordshire an exemplar for retrofit, helping make it a better place to live and work

Retrofit: "It is just what people do!"

More outcomes: Greater than the sum of the parts!

Hertfordshire residents know where to go to start their retrofit journey and access support

It's normal: People understand the need and benefits, are willing to pay for it, know where to go and there is a mature supply

Recognised in Hertfordshire and nationally as a trailblazer in the delivery of quality retrofit at scale

Easy, joined-up customer journey

Greater awareness of retrofitting

Wider access to appropriate retrofit for all

Streamlined climate action (retrofit included)

Retrofit access for all

Fair grants

The Stewardship, Governance and Collaborative approach will have put in place a robust/responsive framework that has delivered impact and measurable benefits for the communities located within Hertfordshire

What is the work we need to do next?

Next Steps for Hertfordshire Local Retrofit Strategy

- MCSF to incorporate the changes to the draft Local Retrofit Strategy (LRS).
- Governance Working Group to be enlarged and reconvened.
- LRS to go through Governance Working Group for review.
- LRS out to everyone in LARA network for comments and approval.
- LRS Adoption by each individual organisation.
- Local Retrofit Strategy Launch (early July)
- Governance Working Group to be reconvened as Interim Board.
- Develop detailed action plans
- Begin implementation
- MCSF continue to support with time, connections and financial conversations

Thank you for coming!