



Retrofit London

Implementation Plan

April 2022

Contents

1.	10 Minute Summary	2
2.	Background	7
3.	Implementation Plan Overview	10
4.	The Activities Ahead	14
5.	Risks and Issues	26
6.	Communications	30
7.	Delivering Retrofit London	33
8.	<u>Glossary</u>	37
8.	Appendix 1	39



1. 10 Minute Summary



- 1.1 Retrofitting London's housing stock across all tenures is a project of a such scale that makes it a nationally important infrastructure programme, so how do we implement it?
- 1.2 London's local authorities and London Councils set out to address the challenge head on by developing the Retrofit London Housing Action Plan ([RLAP](#)) which explores the key issues, sets out the principles, and actions that can achieve a set of defined objectives. It was a collaborative and consensual document that defined an approach for decarbonising London's homes.
- 1.3 On behalf of London Councils LB Enfield then commissioned [Campbell Tickell](#) to produce a Retrofit London Implementation Plan (RLIP) which takes the actions set out in the RLAP and translates them into a coordinated programme of activities. Every RLAP activity links to one or more RLIP activities.
- 1.4 The RLIP covers the period 2022 - 2025, laying the groundwork for achieving the key objective: **all homes to be an average of EPC B (or equivalent) by 2030**. It takes time to gather information, then design and implement projects. Retrofit London is a complex, multi-year programme involving multiple participants. This document contains the main text of our report and at Appendix 1 a summary of all the tasks identified with a suggested timeline. Further appendices (2-7) are contained in a separate document which is available.

- 1.5 The intention is that this report will inform the development of an annual Retrofit London Housing Implementation Plan (RLHIP). It covers the period from Q1 2022 to Q2 2025/25. Some projects clearly will run beyond this period. It is a point where the work done to deliver **an average of EPC B (or equivalent) by 2030** for all homes can be evaluated and the next phase planned.

The business case for joint working

- 1.6 The overall objective is the same for every local authority, though the local baseline circumstances differ widely. Joint working and joint commissioning can hugely reduce the quantity of effort needed at a local level to achieve the required outcomes. Moreover, joint working with, for example the supply chain and labour market, can reduce costs.
- 1.7 For these reasons we have focused on developing an approach which, in a variety of ways, enables London's local authorities and other stakeholders to work together on the issues that matter to them.

Getting things moving

- 1.8 In designing the programme approach and sequencing activities we have prioritised an approach which supports and enables activity to start quickly. For this reason, at the outset, we are proposing a small nimble delivery vehicle focused on enabling boroughs to start delivering activities. And, for the same reason we have prioritised from the outset the assembly and dissemination of a common dataset. The dataset will inform all that follows.

Actions are broken down into activities

- 1.9 The RLAP Is a detailed description of the actions that when completed will achieve reductions in CO2 emissions and improve the energy efficiency of London's homes. In the RLAP activities are grouped by themes and issues rather than sequentially.
- 1.10 The RLIP takes all/each of the RLAP actions and translates them into sequenced activities. We have grouped activities under seven headings. Four of these relate directly to Retrofit Tasks while the remaining three cover programme management issues such as the delivery vehicle, programme governance, risk, and communications.
- 1.11 The **seven workstreams** are set out below- for ease of reference items related to each workstream are colour coded.

-
-  Data collation and dissemination
-
-  Market making
-
-  Developing the delivery vehicle
-
-  Governance
-
-  Technical solutions including design and planning
-
-  Funding
-
-  Communications and lobbying
-

- 1.12 Each workstream breaks the programme down in a consistent way and enables each local authority to see on how they can engage. For example:

Theme	Technical solutions including design and planning		
2.3.6	Produce planning guidance to enable retrofit on heritage buildings	Q3 22/23	Q3 22/23
2.3.6.1	Create project group to lead this work	Q3 22/23	Q4 22/23
2.3.6.2	Prepare brief for consultancy advice and procure advisor via framework	Q4 22/23	Q1 23/24
2.3.6.3	Prepare advice and consult on it	Q1 23/24	Q1 23/24
2.3.6.4	Steering Group approves advice	Q1 23/24	Q1 23/24
2.3.6.5	Provide guidance for planning officers	Q4 24/25	Q4 24/25
2.3.6.6	Refresh Guidance	Q4 24/25	Q4 24/25

Opportunities

- 1.13 Completing the programme will be a journey of a million steps. In order to make the huge overall task accessible we have broken it down in to **Opportunities**. An Opportunity is a group of time-bound activities together with a description of the way in which those activities will be taken forward. According to their resources, skills and priorities, stakeholders will have choices about whether to lead an opportunity, participate in its development, or to participate only in the delivery of the activities. For example:

Scaling up procurement across multiple local authorities offers the opportunity to increase pace, improve consistency and reduce costs

Early installation of Smart Meters offers the opportunity to gather data which can then inform future works.

Well-executed **horizon scanning** will enable programme workstreams to flex as the economic, statutory and regulatory contexts evolve.

1 Example Opportunities

- 1.14 These are areas where starting soon creates the conditions which enable progress to be made on delivery more quickly. You can find the full set of Opportunities at Appendix 3. Each presents an opportunity for each local authority or group of local authorities to volunteer to get involved in the programme according to their resources, skills and priorities. These Opportunities are all addressed individually within the RLIP.

Governance to drive activity

- 1.15 In order to support a speedy mobilisation of the programme we are proposing that existing bodies provide governance at the outset. An annual review of governance will enable governance arrangements to reflect the scale of the programme as it grows. The RLIP suggests three levels of governance:
- **London programmes level** - London Councils Transport and Environment Committee providing political oversight of 7 London level programmes and the Climate Oversight Group providing senior officer oversight.
 - **Programme level** - Retrofit London Steering Group providing strategic direction for the programme, with oversight from the London Housing Directors' Group.
 - **Project level** - The delivery vehicle, through its Practitioners' Group will oversee coordination of the various elements of the programme and delivery of projects with support from current task and finish groups as well as standing subgroups.
- 1.16 The Retrofit London programme does not exist in isolation and there will be a need for close coordination with the other programmes: Collaboration on Low Carbon New Development and Renewable Power 4 London will be particularly important if future retrofit is to be avoided for homes that are being built now – circa 40,000 per year.

The delivery vehicle

- 1.17 Crucial to getting the programme moving is the delivery vehicle. The initial role defined for the Programme Management Office (PMO) is tightly focused on programme and project management. The intention is that the delivery vehicle will be able to evolve from first focusing on setting up a project methodology which makes each opportunity accessible and enabling the PMO to grow to meet the future challenges and deliver the related opportunities arising from the Retrofit London programme. It is anticipated that as the programme matures and evolves local authorities and others will take an increasing role in delivery.

Data

- 1.18 Delivery of Retrofit London is dependent on the collection, interpretation, and application of data to understand the scale of the challenge, track progress and analyse the benefits. [RLIP](#) focuses on identifying gaps in the current data, closing those gaps and using the data collected to inform action, monitor progress and celebrate successes.

Communications and Lobbying

- 1.19 Implementing the programme will require four key strands of communications activity
- Providing a compelling, cogent and consistent case to government for investment on the basis that the programme delivers a basket of benefits beyond the core goal of achieving an average of EPC B, or equivalent, by 2030. As discussed in terms of the business case this will cover positive economic, social and health outcomes.

- Promoting the programme and its positive outcomes to all interested parties (for example housing association asset managers)
- Targeted campaigns for particular groups such as owner occupiers, small landlords or in neighbourhoods
- Reactive work to counter adverse comment at a strategic or project level

- 1.20 The delivery vehicle will lead on the creation of a communications strategy that supports the delivery of consistent and complementary communications across all of the workstreams.

Early Opportunities

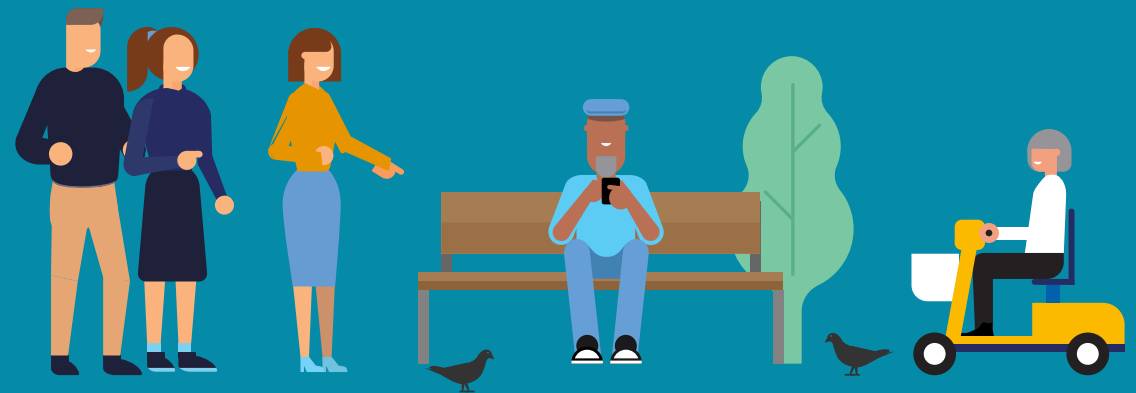
- 1.21 These are issues which can be progressed in the short term to deliver value over the medium and longer terms. They can be undertaken in parallel with creating the delivery vehicle and deciding the process for data collection and dissemination. These activities can develop habits of collective working, highlight the benefits of working collaboratively and begin to address the challenge of ensuring homes across London reach an average EPC B (or equivalent) standard by 2030. For example:
- Establish funding and skills groups
 - Lobby for more support, guidance, and funding
 - Review of evidence on wall insulation
 - Set out approach to data
 - Social landlord liaison.

- 1.22 Appendix 6 summarises possible early opportunities for progress, the list is extensive allowing organisations to select one or more which they wish to pursue.
- 1.23 In parallel with the development of this plan further initiatives were being launched by the GLA to accelerate decarbonisation of London, especially its work on public buildings and commercial properties will provide opportunities to work on an area basis to install innovative technologies that benefit multiple building types, including homes. There is a wealth of knowledge available about what works to support retrofit, the next step is to apply that knowledge at scale, with pace and with the support of residents to be effective. One aspect of the work of the PMO will be to map what is happening then link the activities together towards shared goals.

Imperative to act now

- 1.24 Retrofit across London has a huge contribution to make to decarbonisation and there exist opportunities to achieve positive social and economic outcomes for London's diverse communities. The scale of the overall task means that making progress is daunting, but it is imperative. The RLIP proposes a mechanism to support an early start and rapid progress through a set of activities which build on existing and emerging opportunities as well as priorities identified by stakeholders.

2. Background



- 2.1 In October 2021 London Councils published the Retrofit London Action Plan ([RLAP](#)), setting out a comprehensive plan to reduce the carbon emissions from London's housing stock of almost four million homes. The principal objective for assessing the impact of the programme is that London's homes achieve an average of EPC B, or equivalent, by 2030. This means:
- Understanding what measures are possible for all the dwelling types in London
 - Enabling all owners to implement the works.
- 2.2 On behalf of London Councils LB Enfield then commissioned [Campbell Tickell](#) to develop an implementation plan derived from the activities in the RLAP. This document, the Retrofit London Implementation Plan (RLIP) builds on the RLAP and proposes a road map as to how the overall task can be started. It covers the period April 2022 to March 2025, not because the job will be done by then, but it is as far ahead as can be foreseen with a necessary degree of confidence. The three-year duration encompasses, borough, mayoral and national election cycles.
- 2.3 The context for RLIP is shaped by the goals set at COP26, the impact of rapidly escalating energy costs, recovery from COVID, the continuing economic impacts of Brexit, together with the implications of the Grenfell tragedy and how that will affect the willingness of occupiers to consent to works, especially those involving external wall insulation. The contribution of Retrofit London to

combatting poverty cannot be overlooked it will make homes warmer, drier, and cheaper to run as well as creating new, skilled jobs.

- 2.4 The retrofit challenge is large in scale and complex in nature. It is a challenge that lands differently dependent upon the make-up of built assets and upon steps already taken by domestic property owners and managers. There exists the potential for huge additional costs caused by duplication of efforts and failures to grasp potential economies of scale. There is scope to generate considerable economic and social benefit from the process of meeting the retrofit challenge and as an outcome of it.
- 2.5 Central to successful delivery is a robust governance process and a programme management capability which can evolve over time to support property owners to identify what they can do, how they can fund it and the benefits achievable from implementation. Knight Frank¹ have shown that there is an 18% increase in the value of "green" commercial buildings, there is, as yet no evidence of a similar impact on residential values.
- 2.6 The guiding objective, which defines the rate of progress within the RLIP, is ensuring that London's homes achieve an average of EPC B, or equivalent, by 2030. This leads to a challenging set of activities and a packed schedule. RLIP describes an approach which flexes to the needs of stakeholders creating opportunities to access the economic and social benefits. The RLIP is direct about the challenge whilst being realistic about the constraints under which organisations are working.

Linking to Retrofit London Housing Action Plan (RLAP)

- 2.7 The RLAP set out the principles and actions that provide the framework for delivery of the Programme. It was a collaborative and consensual document that defined an approach for decarbonising London's homes.
- 2.8 The RLIP has been built on the RLAP. Every RLAP action links to one or more RLIP activities. During the development of the RLIP this was tested and cross checked. In developing the RLIP the order and scope of activities have been changed to group activities by workstreams and put into a time sequence showing where activities build upon each other. The approach taken has been evolutionary, developing the ideas and actions in the RLAP to give local authorities, and others, clarity about not just what should be done to meet the target of every home in London having reached an average of being at EPC B or equivalent standard by 2030 but also what they can do to bring this about.

Outcomes

- 2.9 Retrofit London has a simple objective to ensure that all homes in London are an average of EPC 'B' or equivalent by 2030. This in turn delivers environmental gains from the reduction in carbon emitted and energy consumed. However, to secure the level of funding needed the benefits case needs to be expanded.

¹www.knightfrank.com/research/article/2021-09-29-green-building-value-do-green-rated-buildings-add-a-premium-to-sales-price

2.10 Alongside these direct impacts of the programme there are other outputs and outcomes that need to be captured:

- Health – warmer, drier homes reduce respiratory disease and make managing chronic conditions easier.
- Poverty – a reduction in energy costs means fewer households are in fuel poverty.
- Housing – warmer, better ventilated homes reduce dampness and mould growth, updating heating equipment reduces costs.
- Skills – the modern technologies and the need for installation capacity will stimulate demand for skilled labour and encourage the take up of training opportunities.
- Employment – the manufacture, supply, installation servicing and repair of retrofitted items will create new jobs and opportunities.
- Investment – increased demand stimulates investment in plant, equipment, and labour.

2.11 These wider benefits need to be captured to demonstrate the full benefits case from the programme to help develop a robust case for investment. One activity in the RLIP is the creation of a business case. Initially this will be high-level, although as the scale of the programme ramps up, it is assumed that the ‘Green Book’ five case model will be used. This will monetise the benefits of the programme to support requests for funding. Completion of the

Business Case will rely on inputs from a number of activities within RLIP and cannot be undertaken without these inputs, especially those derived from the Archetypes Study.

2.12 Elsewhere it is noted that higher EPC ratings increase commercial property values and rents. A result from Retrofit London could be a similar statistic for homes. This will be a key point for engagement with stakeholders, including market leaders such as the Green Finance Institute as well as the banking sector, to ensure that added value is recognised.

2.13 We recognise that the RLIP, in totality, is a large and complex entity. However, in operation the plan divides down into a series of projects. Effective project management will be key to successful delivery, so a delivery template has been developed. 2.14 The RLIP covers the period Q1 2022/23 to Q2 2025/26. Completion of this phase of the work described in the RLAP will provide a robust basis on which the work of retrofitting can be continued and concluded.



3. Implementation Plan Overview



Purpose

3.1 This Implementation Plan has four main purposes:

- To set out a sequence of activities that achieve an average of EPC B, or equivalent, by 2030.
- To propose a programme structure and programme management structure capable of achieving the required objective.
- Maximising transparency within the programme so that each local authority can easily work out what the opportunities are to get involved.
- Supporting the process of securing approval to implement Retrofit London and create the delivery capability to do so.



Key Activities per Workstream

Workstream	Workstream
Data collation and dissemination	Technical solutions including design and planning
Key Activities	Key Activities
Develop and agree suite of data essential to monitor programme (link to work by Parity Projects) Confirm and quantify targets for Retrofit London (EPC B certifications, kgCO₂ (for carbon), kWh/m²/yr. (for energy efficiency) and connection to gas grid (for fossil fuel use) Identify baseline data required – including surrogates if actual data is not available Determine which social and economic indicators should be collected to support business case/funding applications Agree collection regime, frequency, and shared reporting Discuss and agree technical specification for data collection (needs to reflect diverse IT platforms) Set up baseline position against which change is measured Finalise Data Collection Process Set out agreed data standards, collection, and collation protocols, GDPR requirements - performance agreement between delivery vehicle and local authorities Launch data collection process	Produce planning guidance to enable retrofit on heritage buildings Upskill Building Control Officers and drive up the quality of retrofit works Develop whole house retrofit plan templates for key building archetypes Set an energy efficiency target for each home Establish the most appropriate future low carbon heating system for each home Develop a specific strategy for buildings heated by direct electric Develop specifications and typical designs for Archetypes Analyse outline cost of retrofit for whole housing stock Reduce demand for and use of non-renewable electricity in space and water heating Deliver smart meters and demand flexibility (controls, storage) in retrofitted homes Review market for heat pumps, costs (capital & revenue), efficiency, installation issues, maintenance, and servicing

Key Activities per Workstream

Workstream	Workstream	Workstream
Market making	Funding	Developing the delivery vehicle
Key Activities	Key Activities	Key Activities
Encourage and facilitate each local authority to produce an asset profile for their area London local authorities to develop an action plan for their own stock Liaise with other registered social landlords (e.g., G15) to coordinate actions on retrofit Collaborate across councils on finance and funding Coordinate applications for government funding Analyse current characteristics and levels of energy efficiency of the housing stock Produce a comprehensive profile of housing stock in each council area - including heating systems Collective action by local authorities Cross local authority engagement on joint opportunities Facilitate procurement of materials and services at a larger scale Develop a plan for retrofitting ventilation systems to improve health and air quality Drive better External and Internal Wall Insulation Enable windows upgrades and no more single glazing in London by 2030 Stop the replacement of gas boilers with gas boilers Develop retrofit skills actively across London Develop a London Wide vetting scheme for retrofit suppliers and sub-contractors	Establish the business case for funding retrofit for council-owned stock Create a 'Finance for retrofit' taskforce with finance experts Assess borrowing and private investment opportunities Understand the demand for non-public sector funding needed to implement programme Identify revenue sources to support borrowing and whether they are acceptable to lenders Analyse and develop options for seed funding to leverage future finance Highlight pilot funding streams to support projects and analyse for relevance Support homeowners and landlords with funding applications and lending	Agree role of Programme Management Office and delivery vehicle Secure funding for delivery vehicle Commission delivery vehicle Delivery vehicle operational
		Workstream
		Communications and lobbying
		Key Activities
		Lobby Central Government for more support, guidance, and funding Develop tools to communicate the benefits of retrofit with both tenants and leaseholders Run a London-wide information campaign on retrofit Delivery vehicle operational
		Workstream
		Governance
		Key Activities
		Confirm governance structure and keep under review as delivery vehicle evolves Regular meeting cycles and reporting

Priority Tasks

- 3.2 This table sets out a list of early activities within RLIP that will enable progress to be made and momentum to be built.

2.1	Agree role of Programme Management Office and delivery vehicle – this will be kept under review and evolve over the programme period.	Q1 22/23	Q1 25/26 ²
2.2.1	Develop and agree suite of data essential to monitor programme	Q1 22/23	Q1 22/23
2.3	London local authorities to develop an action plan for their own stock including an approach to funding and a programme of works	Q1 22/23	Q1 25/26
3.2.1	Prepare specification for archetype study and commission	Q1 22/23	Q2 22/23
5.4.1	Commission a review of existing (post-Grenfell) evidence on external and internal wall products/specifications, take evidence for experts, residents' groups, and industry	Q2 22/23	Q4 22/23
6.1	Work with existing training schemes and programmes to develop local skills	Q2 22/23	Q2 25/26
7.1	Establish expert panel on public and private sector funding for retrofit	Q2 22/23	Q3 22/23

Programme Approach

- 3.3 The overall programme approach is predicated upon:

- A small Programme Management Office (Delivery Vehicle) primarily focused on creating, deploying, and administering/managing a programme and project methodology. This will focus on coordinating the activity of others (as opposed to a larger delivery vehicle undertaking more of the work).

- Local authorities undertaking project activity by providing resource to implement one or more of the opportunities to get involved, from later in 2022/23 and increasingly over time.

- 3.4 The retrofit activity initiated by this plan will span 20 years plus. We selected three years as the planning horizon because whilst the current lack of clarity in terms of preferred technological pathways and funding mechanisms makes longer term planning impractical there is a huge amount of initial work that local authorities can be doing despite that lack of clarity.

- 3.5 The programme is planned from quarter 1 2022/23 to quarter 2 2025/26. Activities will extend beyond the nominal end of the core plan period, which is to quarter 4 2024/25. The chart below summarises the programme, by the workstreams identified in paragraph 1.11 A further implementation plan will be needed to cover the period quarter 1 2025/26 to quarter 4 2029/30. The focus of the RLIP is creating the conditions within which the target to achieve an average of EPC B, or equivalent, by 2030 can be realised.

- 3.6 Subsequent to preparation of this document a one-year plan has been prepared for the PMO to begin the programme, secure participation of local authorities and other stakeholders the to deliver the first wave of projects. Over time leadership of projects will transfer to others.

²This is the end of the period covered by this document when the programme will be reviewed.



4. The Activities Ahead



- 4.1 This section provides background to the task areas and an overview of what they involve.

Developing the Delivery vehicle

- 4.2 Following work by NESTA agreement has been reached on the creation of the Programme Management Office and delivery vehicle. The RLIP looks in detail at what needs to be done build on that approach, how the subsequent stages are discussed and agreed, including how it is funded. However, the RLIP does not presume to prescribe a solution. There will need to be agreement across the local authorities and other stakeholders on this topic.

- 4.3 The delivery vehicle has a key role to play in organising, initiating, and managing projects. Therefore, getting an appropriately resourced delivery vehicle up and running is a crucial foundation of the programme.
- 4.4 As with data collection and dissemination this activity is fundamental to driving the programme forward. Without all local authorities being engaged, positively and actively, there is a significant risk to the programme.
- 4.5 See section [2.1 – Agreeing role of Programme Management Office and delivery vehicle](#) for the sequence of activities that will set up the delivery vehicle.

Data Collection and Dissemination

- 4.6 Data is the most important foundation for the programme. Good data will provide line of sight on the scale and nature of the challenge for each borough; support boroughs in their resource planning and enable the measurement of progress towards the main objective. A dataset that is common across boroughs is of key importance in creating a platform for joint working across boroughs. The focus must be on a dataset that can reflect each borough's unique situation and therefore support each borough to reach data-driven decisions about joint working and solo initiatives. In addition, it will be crucial for the dataset to capture impact measures, how much carbon is being saved, what is the reduction in the use of energy overall for space heating and providing hot water.

To attract public money, it will also be necessary to collect data on social and economic factors. A critical outcome will be reducing the number of households in fuel poverty; along with jobs created and skills gained through the programme; what is the impact on GDP/GVA across London; and is there a contribution to the 'levelling up agenda' through supply chains. This activity will draw on work done by Parity Projects and identify what further work is needed to create a firm baseline for Retrofit London and monitor progress towards programme goals.

- 4.7 The workstream could be led by a focused working group who will develop the process, templates, and measures, assess the collection process and deal with the legal issues which may arise from the collection and use of data on properties.
- 4.8 The dataset will deliver value borough-by-borough but also in aggregate and will be a vital component in decision making about joint working and to workstreams such as lobbying.
- 4.9 This activity has several layers of complexity from agreeing what is measured, to defining the collection process and ensuring consistency of data inputs. Adoption by all boroughs is a key objective.
- 4.10 See [section 2.2 – Data Collection and Dissemination](#) for the sequence of activities under this heading.



Developing the Business Case

- 4.11 As was noted under Data Collection and Dissemination potential funders of the programme will want to understand what their investment is delivering. Whilst the core target of EPC 'B' for all London homes by 2030 is a desirable objective translating this into reductions in carbon emissions or decreases in energy used which can be monetised is a necessary step. Equally funders will want to see social impacts, especially around fuel poverty and skills, as well as economic impacts in terms of jobs and GVA/GDP increases. The Business Case proposed within the RLIP covers the whole programme and provides source material for all sub projects and funding bids.
- 4.12 The RLIP assumes that the Treasury 'Five Case' model will be used, in line with the Green Book, which has been revised to give more weight to sustainability in its assessment processes. The production of a robust 'Green Book' at the level of the RLIP will have the following advantages:
- It provides a strategic overview of the programme, its benefits and how these will be achieved to justify the level of investment required
 - It will support the approach to Government for funding and to all other funders
 - It will enable decisions on projects to be taken on the basis of comprehensive, consistent, and relevant factors
 - It will bring together environmental, social, economic benefits in a coordinated way

4.13 In so doing it will set the scene for the delivery of the programme to 2030, this document looks at the first three years – 2022-2025.

4.14 Compiling a model which collates and monetises these impacts with the ability to evaluate different scenarios in terms of funding, measures adopted, and timescale will contribute to creating a compelling case for investment. This will need to be covered in five sections:

- Strategic case: Around transition to net neutral by 2050, mitigating climate change, reducing poverty, and increasing employment. Economic case: Is this programme value for money, is the best use of public or other investment to deliver the state strategic objectives.
- Commercial case: How will the necessary goods and services be procured, is this the appropriate route, will it deliver value for money
- Financial case: Is the programme affordable, will the income generated, or savings made justify the investment, can any loans be paid back.
- Management case: Can the project be delivered? Are the necessary resources available? Is there clear governance and accountability?

4.15 It is probable that external support will be needed to develop the business case including the scenario testing in the economic case. Advice on the data to be collected to create a compelling case may be useful as a part of developing the dataset (see activity 2.2).

4.16 The RLIP assumes that developing the business case will follow from the archetypes study and associated costs exercise, as those outputs will help quantify the cost as well as enabling an assessment of the social and economic impacts. The business case needs to be built on the data collected about stock condition and the evidence gathered through the archetype study.

4.17 See section **3.3 – Funding – Establishing the business case** for the sequence of activities under this heading.

Funding Expert Finance Panel

4.18 Retrofit London will not be funded entirely by the public purse and will not only deal with publicly owned homes. Works to privately owned properties whether owned by landlords or the occupiers will need funding, and this is unlikely to come from the public sector. The RLAP suggested that an expert panel be set up to look at funding options. RLIP sets out a process for this to be undertaken and a clear role for such a panel in looking at the need for investment, where that investment can come from and how it can be afforded. The expert panel would meet bi-monthly to provide strategic and operational advice on how to fund the programme. It will be important to bring in organisations such as the Council of Mortgage Lenders who determine if and how owners can access money secured against their property. Advice may also be taken from organisations representing landlords and leaseholders. Consumer credit is highly regulated, both the Financial Ombudsman Service and the Financial Conduct Authority may be useful consultees.

- 4.19 As well as developing the tools by which property owners can access funding there is an equally significant strand of work involved in persuading owners to make the investments, de-risking the process for owners and providing project support to owners.
- 4.20 RLIP assumes that one local authority will take the lead on creating the panel, but assistance from a specialist consultancy may be useful to map organisations and individuals who can make effective contributions.
- 4.21 See section [7 – Create a Finance for Retrofit Taskforce](#) for the sequence of activities under this heading.

Market Making – Social Housing

- 4.22 Data has a crucial part to play in enabling each borough to understand the profile of properties within their area. The dataset can then be used to inform decision making on how to shape markets.
- 4.23 By way of example, the dataset will support the identification of geographical areas (across borough boundaries) where there is a commonality of challenge and therefore joint commissioning is worthwhile. The dataset might also quantify demand for a certain type of retrofit product across specific property archetypes. There are a considerable number of combinations that might give rise to market making activity.
- 4.24 The greatest benefits will come from a shared format and presentation of data thus enabling consistent data-driven decision making by boroughs alone and in concert. The RLIP

proposes a task and finish group of up to five local authorities would work together on a format that can be drawn from the data held by authorities, augmented as appropriate with material from housing associations, corporate landlords and others with access to property data.

- 4.25 This information will assist in determining the scale and nature of the market opportunities, influencing how to engage with manufacturers, suppliers, and installers. There is a relationship with the activities on procurement and engaging with the supply chain.
- 4.26 See section [2.3 Local Authority Asset Profiles](#) for the sequence of activities under this heading.

Market Making – Procurement

- 4.27 There is a shortage of public sector procurement resources across London. This places a constraint on how quickly projects can be progressed. Collaborative action by local authorities through sharing procurement resources can deliver a range of benefits including:
- Sharing the work of appraising then approving tenders.
 - Collaborating with suppliers and manufacturers will give confidence in forward orders which will stimulate the creation of extra capacity, bring forward imports and stimulate innovation.

- 4.28 A potential source of delay in delivering projects is the availability of procurement staff within local authorities to prepare, publish and process tender documentation. The RLIP identifies multiple potential procurement exercises. There is a shortage of capacity in the construction industry, escalation in prices and the risk that tenders will attract a poor response. Through aggregating potential demand, market engagement and investigating appropriate routes to market some of these risks can be mitigated. There is a plethora of frameworks available to local authorities in London, assessing which are appropriate for Retrofit London is a crucial element within this



task area. Adopting the wrong procurement strategy can bring delays and increased costs. Using dynamic purchasing mechanisms or neutral vendor frameworks can also reduce procurement timescales whilst still delivering MEAT³ outcomes.

4.29 The delivery vehicle has a role as a facilitator, identifying opportunities for joint working on procurement. Local authorities have the lead role in making joint working happen when it can deliver meaningful value, for example there are many estates built by the GLC which share a built form, and therefore common issues with retrofitting to meet EPC'B'.

4.30 See section [5.2 Facilitate Procurement](#) for the sequence of activities under this heading.

Market Making – skills, supply, and value chain development

4.31 The spend required to meet the target of all 3.78 million homes in London to be at EPC'B' standard by 2030 is considerable and in the context of all the other demands on the construction industry over the period capacity is a real issue. There are shortages of labour, rapid increases in prices and lengthy delivery times for materials. At the time, a sudden increase in demand for retrofit works should encourage new entrants to the market, stimulate new investment in capacity and promote training in new skills. An unintended consequence of this could be an increase in less qualified and skilled providers reducing the quality of outcomes. It will be important to work with the industry to ensure manufacturing and installers are accredited to the right level and that there is a sufficient supply of labour with the right skills.

4.32 There are opportunities to ensure that local economies benefit maximally from the huge increase in activity that will be generated by retrofit activity whether that is training, manufacturing, installing, or servicing.

4.33 The RLIP tackles these issues by creating a subgroup of boroughs to consider supply chain issues and bring together all sides of industry, accreditation providers and training agencies with local authorities. It will be important to plan demand and the necessary increases in capacity. Depending on the outcomes of the discussions there may be a case for direct market intervention in terms of training provision, accreditation, or product assurance. The RLIP focuses on an information gathering, market assessment exercise to identify what further inventions are needed.

4.34 During the Housing Market Renewal Pathfinder Programme significant work was done to upskill smaller builders and suppliers to compete for, win and deliver renovation projects. Taking learning from this process would help create the installation capacity needed in parallel with work with supply chains. Additionally, there are other examples in terms of supply chains, purchasing consortia and frameworks, such as London Housing Consortium or neutral vendors framework, such as NEPO which could offer useful insights and experience.

4.35 Availability of suitably skilled servicing capacity for new products, along with spares and replacements is also crucial to encouraging take-up.

4.36 See section [6 Market Making – Develop retrofit skills](#) for the sequence of activities under this heading.

Market Making – assessing products, design, and specification issues

4.37 As the work on archetypes and design solutions concludes it becomes critical to develop specifications which set out how to achieve the desired standards and to do so at pace. This suggests standard solutions using a standard set of products. The RLIP proposes that a technical subgroup should lead this process where asset managers can develop solutions which can be rolled out at scale. There are three especially complex and contentious issues:

- Eliminating single glazing
- Phasing out gas fired appliances
- Insulation of walls

4.38 In each case there should be a process of discovery, option evaluation and defining a preferred solution or solutions. There is an argument for commissioning a report from industry specialists who can produce a report which identifies the issues, possible and preferred solutions.

4.39 See section [5.3 – 5.7 Market Making – Develop a Plan for Retrofitting](#) for the sequence of activities under this heading.

³Most Economically Advantageous Tender

Technical Solutions – Planning and Building Control Guidance

- 4.40 If the Retrofit programme is to protect the richness of London's built heritage (including large parts of the estate owned by local authorities) then considered, robust and widely accepted guidance is needed on implementing retrofitting schemes to homes that are listed (nationally or locally) or are in conservation areas.
- 4.41 To achieve this needs engagement with multiple parties, clearly civic and amenity societies, conservation planning bodies, and other interested parties, such as garden village societies. Any changes to prominent buildings will be contentious but through a process of developing tools and techniques to minimise the consequences of retrofitting projects the issues can be mitigated. A particular challenge will be moving from single to double or greater glazing in heritage buildings whilst not changing the appearance.
- 4.42 The work will be led by a subgroup with substantial professional experience and credibility in conservation planning. The development of report and guidance should be commissioned from an appropriate planning and heritage consultancy which can provide national and international experience in retrofitting heritage buildings. Works to heritage buildings are likely to have higher costs than comparable projects and may find it harder to meet the required standard. Concomitantly, to achieve the required overall reduction in emissions some homes may need to go beyond EPC B.

- 4.43 Coming from the Grenfell enquiry has been considerable discussion of the role of Building Control. Residents will want to be assured that the works proposed to their homes are designed properly, meet all the requisite standards, and are conducted in accordance with the approved drawings. Part of this could include providing building control staff with the skills and knowledge they need to give that assurance. Like the heritage guidance it is suggested that the work should be commissioned from a consultancy that can provide the breadth and depth of skills needed. Consideration should be given to providing a library of best practice solutions and guides to support skill development.
- 4.44 See section [2.3.6 Technical Solutions – Planning and Building Control Guidance](#) for the sequence of activities under this heading.

Technical Solutions – design guidance and budget costs

- 4.45 This activity is concerned with the development of retrofit plan templates for key building archetypes.
- 4.46 Within the RLIP this activity is pivotal, it is a major input to the business case, guides the development of technical solutions and supports market making. As such it should be prioritised as an early opportunity. The development of the specifications could be allocated to the Technical Subgroup who may wish to ask a local authority to produce a draft or to commission the development of the specification from an external agency. In both cases time is critical and whilst the programme suggests it could start in Q1 23/24 there are programme benefits if it can start sooner.

- 4.47 The work itself will need sophisticated architectural, sustainability, engineering, and commercial skills. As well as developing low carbon designs it will be important to develop specifications which are low carbon in use, repair, and replacement.
- 4.48 See section [3.2 Technical Solutions – develop whole house retrofit plans](#) for the sequence of activities under this heading.

Technical Solutions – Design and product options

- 4.49 Within the Mayor's Accelerated Green Pathways programme are three metrics:
- Nearly 40 per cent reduction in the total heat demand of our buildings, requiring over 2 million homes and a quarter of a million non-domestic buildings to become properly insulated
 - 2.2 million heat pumps in operation in London by 2030
 - 460,000 buildings connected to district heating networks by 2030
- 4.50 This aspect of the RLIP looks at ways to reduce reliance on fossil fuels and increase the use of solar energy (which also implies increases in the use of batteries to store energy).

- 4.51 It is noted that there are pan-London and other initiatives in hand addressing District Heat Networks (DHNs). There will need to be engagement with these areas of work, so that they can inform delivery of the Retrofit London programme.
- 4.52 Wider acceptance of smart meters will support management of demand, enabling households to be more aware of energy usage.
- 4.53 Whilst the general case is that adopting heat pump technology requires building fabric to be insulated to reduce heat loss an interim position is that by combining on site (or bought in) solar energy with an existing gas fired plant can deliver cost and carbon savings pending an upgrade of the fabric. BEIS is funding a scheme for this currently targeting public buildings. This set of activities seeks to create the conditions for the wider adoption of heat pump technology and needs to address:
- Cost of plant – reducing capital costs towards those of an equivalent gas fired boiler
 - Energy source – the RLAP discounts the use of hydrogen, there is a question mark over whether this should be left unchallenged and other sources of heat (tubes, water, industrial processes) as well air and ground sources
 - Electricity generation – use of renewable sources
 - Supply chain – access to sufficient pumps of the right capacity (local/UK manufacture?)

- Value chain – supply, installation, servicing, repair, and replacement
- Planning issues for larger plant especially in sensitive locations (is security an issue?)

4.54 See section **4 Technical Solutions – Reduce Demand for and Use of Non-Renewable Electricity** for the sequence of activities under this heading.

Communications

- 4.55 Creating the communications and lobbying sub-group should be an early activity to set up the necessary infrastructure to identify and capitalise on opportunities for positive publicity for Retrofit London and be able to counter any critical comment. Whilst the delivery vehicle can take the lead on the creation of the capability it will be important to have a diverse range of stakeholders engaged and be aware of the opportunity to co-opt additional participants, especially outside of local government. Task 8.1 is focused on long term, strategic engagement with government to support the programme through to 2030. Once Retrofit London has compiled the data on the need for investment in London's homes to achieve an average of EPC 'B' by 2030 discussion with government can begin, seeking comments on the evidence needed to influence decision making, which will influence the Business Case as well as smaller bids.
- 4.56 Significant decisions on promotional strategy, especially lobbying government should be taken by the Transport and Environment committee of London Councils on the advice of the Climate Oversight Group and London Housing Directors.

- 4.57 The tasks of planning and executing lobbying comms will be enacted by the subgroup. It will be involved in other tasks, such as the production and launch of reports and papers, managing the production of publicity material, placing articles about Retrofit London in appropriate media and similar work.

See section **8 Communications/Lobby Central Government** for the sequence of activities under this heading.

Governance and Decision Making

- 4.58 Programme and project governance has a key contribution to make. Governance needs to be capable of managing risk appropriately and to be capable of operating at pace.
- 4.59 The **Transport and Environment Committee** (TEC) of London Councils is the lead body for the seven climate change programmes. It provides political oversight of the overall programme.
- 4.60 Below the TEC sits a **Climate Oversight Group** which provides senior officer leadership of the seven climate change programmes.
- 4.61 The lead body for Retrofit London is the **London Housing Directors' Group** to which the **Retrofit London Steering Group reports**, the RLIP suggests this body should continue to provide oversight and scrutiny of the programme.
- 4.62 The pre-existing **Practitioners' Group** will provide the first line of oversight of the operation of the programme, working with the Programme Management Office.

4.63 Below this will be delivery groups looking at specific themes and tasks, for example:

- **Technical Group** – looking at all design, specification, asset management, energy, and heritage topics.
- **Finance Group** – funding (public and private), expert finance panel, and private sector engagement.
- **Communications and Lobbying Group** – external communications, promotions, campaigns and responding to adverse comment.
- **Skills and Training Group** – considering how to ensure that there are sufficient skilled people in accredited organisations able to deliver the programme and support owners to service, repair, maintain, and replace items installed as part of a retrofit project.

4.64 It is probable that other groups will be required either as a continuing part of the governance structure or to deliver a specific time bound task.

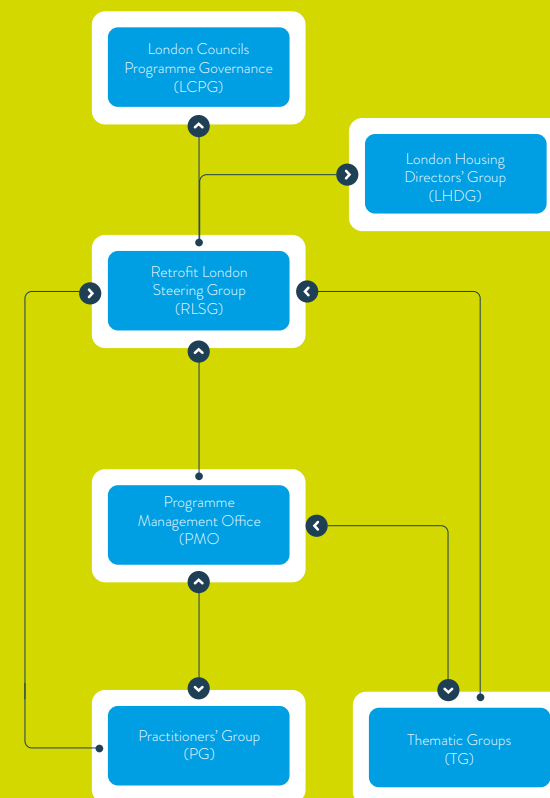
4.65 It should be noted that the Housing Directors' Group also plays a vital role in respect of wider engagement and endorsement of strategic elements of the programme. As is noted in the discussion of the business case, demonstrating effective governance is a crucial aspect of seeking and securing investment. There will also be project specific governance in line with corporate standards for the organisation delivering it. It is probable that, where public money is advanced for the programme, a local authority will need to be nominated as the Accountable Body for funding, being required to account to the sponsoring department of government for use of the funds.

4.66 The advantage of using existing arrangements at the outset is the ability to move at speed. As the programme grows in scale changes to governance may well be needed. The RLIP provides for an annual review of governance arrangements. This will enable the governance approach to evolve as needed over time.

4.67 The current governance structure is summarised in the graphic to the right. We understand that all groups meet quarterly, unless the needs of the programme require more frequent meetings. The Delivery vehicle is a continuing function, hosted by Enfield and Waltham Forest with the support of London Councils. The Retrofit London Steering Group, a sub-group of London Housing Directors, and London Housing Directors are the decision-making bodies. Day to day decision making sits with the delivery vehicle. Monitoring and reporting are through specific task areas.



Figure 1 Governance Structure



- 4.68 [See section 1 Governance](#) for the sequence of activities under this heading.
- 4.69 Delivering Retrofit London is a complex, challenging task. There is no single solution to the plethora of challenges to be met and resolved. The processes outlined in the RLIP provide decision makers with the evidence on which to make choices but there needs to be a structure through which these are made. There are existing structures in place, which are reflected in the RLIP. As the programme evolves it will be important to keep these under review and ensure that the governance remains appropriate for the scale of the programme. Some changes are recommended to reflect the pace required to achieve the targets set by the RLAP. The following processes are set out, for discussion in the Retrofit London Steering Group and the endorsement of London Housing Directors.
- 4.70 The RLIP programme includes a quarterly review of the programme with an annual reappraisal to review performance and to set revised targets for the next period. Given the context for the programme it is suggested that the annual, strategic review is conducted by the Climate Oversight Group (COG) of London Councils. The quarterly review is actioned by the London Housing Directors (LHD) steering group. In both cases there is a compelling case for the attendance to augmented by other significant participants in the programme, such as housing associations, financial services, construction industry and private landlords. The RLIP does not prescribe the way the governance procedures work but it will be important that local authorities retain control of the process, for example that only those local authorities contributing financially are able to vote.
- 4.71 Below the Steering Group there needs to be an operational meeting monthly to steer the programme within the strategic and tactical guidance from the LHD. At the outset this will be the Practitioners Group. This will work with four task groups (Technical, Skills and Training, Finance, Communications and Lobbying). A smaller operational executive meeting may be needed as this board could become large.
- 4.72 If a local authority becomes the “accountable body” there will be a degree of governance to prove that Financial Regulations and Standing Orders have been met. Individual local authorities delivering projects will have their own processes to follow, too. The following pages discuss these in more detail.
- Retrofit London Steering Group (RLSG)*
- 4.73 This meeting will receive a regular progress report from the Retrofit London Practitioners’ Group seeking guidance on implementation of the programme in the light of monitoring data, project progress and risk management.
- 4.74 RSLG will make recommendations to COG on changes to programme strategy and focus. RLSG will monitor programme goals, targets and outcomes and advise TEC if changes are needed.
- 4.75 Attendance at meetings may be augmented by representatives of significant participants in the programme, such as the NHF, ARLA, CML. (These will be ex officio and have no voting rights but be able to speak.)
- 4.76 RLSG will lead development of the delivery vehicle and determine those projects to be undertaken directly by the delivery vehicle. This may include setting up procurement frameworks to help with securing supplies of key products or installation capacity.
- 4.77 In conjunction with LHD and COG central to the role of RLSG will be to consider how the delivery vehicle will be funded.
- 4.78 Items for further discussion:
- Frequency of meetings.
 - Decide the level of authority over the programme which the RLSG has, what decisions it can take to, what is the relationship with the “accountable body”.
 - Who should be regular attendees for Retrofit London items?
 - We have suggested that RLSG as convened currently remains and is supported by the delivery vehicle and its Practitioners’ Group.
- Practitioners’ Group*
- 4.79 To supply close support to delivery of this complex programme it is proposed that a Practitioners’ Group be created reporting to RLSG.
- 4.80 The Practitioners’ Group meets monthly to monitor progress on all projects and work streams. One approach would be a high-level review across the programme to highlight significant variances, a deep dive into one work stream in rotation and oversight of monitoring reports – just before the quarterly review.

4.81 Attendance needs to encompass all agencies active in delivering Retrofit London. For this reason, it may be right to have a smaller executive group which can meet and decide the agenda for the main Practitioners' Group, agree papers and propose courses of action.

4.82 Items for further discussion:

- Develop terms of reference for Practitioners' Group and Executive
- Decide attendance at each meeting
- Consider whether work stream specific groups should be set up (in addition to task and finish groups – to provide support, guidance, and act as critical friend)
- Agree terms of reference and attendance for each group set up
- Develop standard reporting processes to LHD and TEC
- Agree urgency procedures (with especial reference to communications and press relations)

4.83 The resourcing of this group will need to be agreed. One route would be to use a secondment structure and for each local authority to dedicate officer time and resource support. A further option instead or in parallel to this would be develop a subscription option, where access to the work done by the Delivery vehicle is based on a tiered annual fee

4.84 The Practitioner's Group will be accountable to the Steering Group for achieving the programme goals as set by the TEC, derived from RLIP. It will also be accountable for delivery of projects delivered through the delivery vehicle. It will also collate data on projects delivered by the local authorities and others.

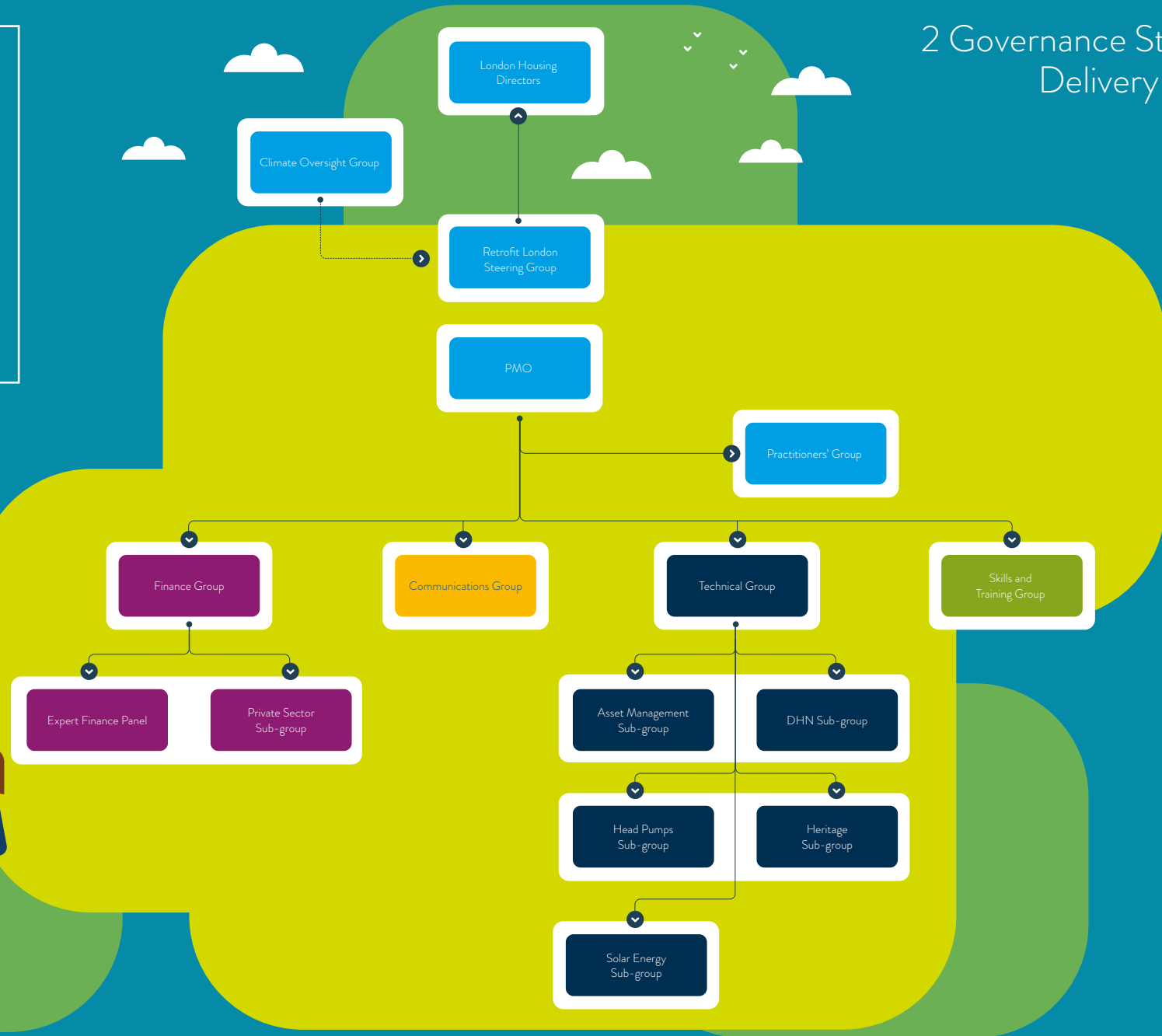
4.85 Where funding from government is received one local authority will need to be accountable for its use in line with the funding agreement.



Governance Structure

4.86 This structure is appropriate, based on the programme and the comments above. Sitting below the Practitioners' Group are Task Groups as identified in the project plan. These groups are ones which will continue through the programme, there may be others, less formal that exist to deliver a specific output or outcome.

2 Governance Structure Delivery Vehicle



4.87 To achieve the targets set out in RLAP requires mobilisation of resources across London. As the RLAP says:

“The aim of this project is to develop a pan-London, borough-owned action plan to determine the most effective suite of retrofitting measures to achieve the key target of average EPC B by 2030, incorporating a radical reduction in carbon emissions and a suite of other complementary targets, together with recommended actions in terms of delivery, skills, costs, funding, and communication. The Action Plan looks forward to the ultimate aim of achieving Net Zero by 2050 at the very latest.”

4.88 We understand that the programme has a provisional cost of £49bn to achieve an average of EPC B by 2030. This aligns with analysis commissioned by the Mayor of London which looks at how London can accelerate to net zero by 2030. There is also the more ambitious target of achieving a net zero average, although it is recognised that this is a stretch target rather than the core deliverable of the programme.

4.89 RLIP assumes that debate will continue during the programme and the outcome, in terms of structure will be determined by what local authorities need and want the delivery body to do and how much authority, autonomy and resource they are prepared give it.

4.90 The assumption made is that the delivery vehicle will start small and evolve as local authorities wish it to assume more executive functions and are willing to fund it to do those things.

4.91 Trying to determine what the appropriate legal structure should be without clarity on the objects of the organisation, its tax status (especially VAT) and how to enable it to take advantage of the Teckal exemption on procurement is premature. What local authorities need the delivery vehicle to do will drive the structure and governance. The corollary to determining what the delivery vehicle should do is agreement on funding for it.

4.92 The model adopted for the PMO is summarised below.

4.92.1 Starting Point:

- Small team focused on creating and operating the programme and project methodologies, data collection, collation, and dissemination, providing local authorities and others with the tools to begin.
- Enables local authorities to lead on work individually or in small groups.
- Identifies where pan-London action is required, with agreement takes that action.
- Creating programme and project management processes and procedures.
- Identifying project gateways and approval routes.

4.92.2 Mid-Point

- As programme matures scope for collective action increases and more tasks are allocated to delivery vehicle.
- Local authorities agree to cede authority to delivery vehicle. Recognition that this necessitates a more formal legal structure which can act on behalf of local authorities and others.
- Delivery vehicle is managing or delivering its own projects or services agreed by local authorities that support Retrofit London

4.92.3 End Point

- Creation of a formal legal structure with executive powers to act on behalf of Local authorities. Will require active political support as well as addressing issues around sharing decision-making between local authorities.
- Will require binding agreements on decision-making, funding, and participation.
- Acting independently to deliver projects and services that support Retrofit London

4.93 Approval of the RLIP only approves governance arrangements and delivery vehicle scope of activity at the outset. Further evolution of these arrangements is subject to consideration and agreement as the needs arise.

5. Risks and Issues



Introduction

- 5.1 This section focuses on the strategic risks to delivery of the RLIP not the risks inherent in delivering retrofit projects.
- 5.2 There is concern that retrofitting projects can have adverse consequences for occupiers, for example: reductions in air movement within a property can lead to increased condensation of cold surfaces, promoting mould growth. Cladding projects will face particular scrutiny. There will need to be a clear link between spend on retrofitting, reduced carbon emissions, lower energy bills and no reduction in comfort levels for occupiers. Equally, property owners will need to see benefits to justify investment.
- 5.3 Quality standards on projects must be unambiguous and robustly enforced.
- 5.4 The RLAP supports training of building control teams to ensure that when plans are approved the works will pass this test. Building Control provides assurance that the designs and specifications approved through the planning process are implemented on site and through inspection checks that these have been implemented correctly. Equally, recognising the importance of architectural heritage in London agreement on how buildings can be retrofitted without unacceptable adverse impacts is crucial. It is worth noting that significant parts of the social and affordable rented estate are listed or are in conservation areas where retrofitting will pose specific challenges.

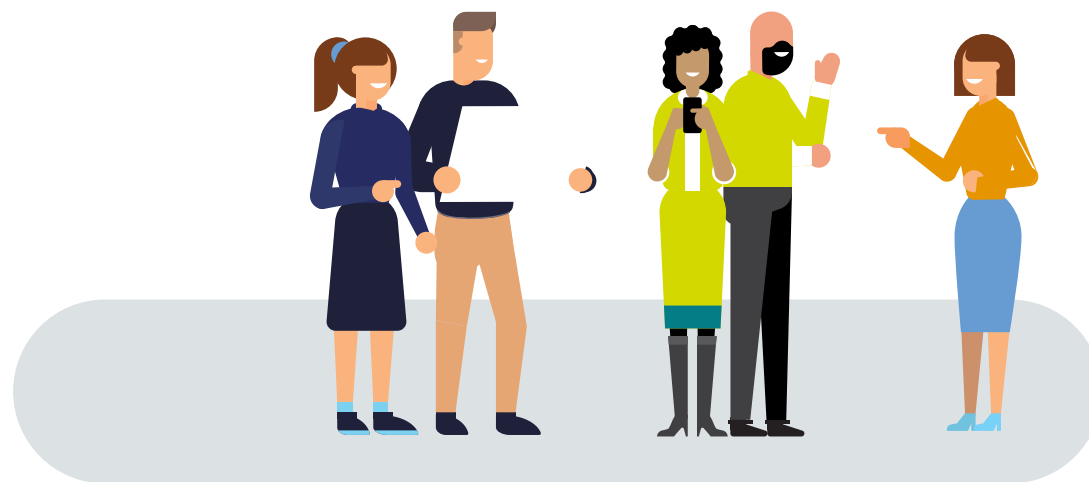
- 5.5 There is also the ultimate risk that if the Retrofit London programme does not deliver its intended outcomes, then the future costs to local authority, the government and individuals will be significant due to the missed opportunity.

Risk Assessment Process

- 5.6 Risk process in the RLAP focuses on the strategic risks to achieving the project goal of achieving an average of EPC B, or equivalent, by 2030. Over the last 11 years there have been events⁴ which influence and impact the delivery of enhanced standards of thermal efficiency.
- 5.7 There has a review of the existing RLAP and emerging RLIP to develop an understanding of the risks which the programme will need to keep under scrutiny. A simple matrix expresses these in an accessible and a readily understandable way. It is recommended that under this high-level risk matrix more detailed, finer grained risk mapping exercises are conducted to further inform management decisions.

- 5.8 If risks are matters which, if they happen, will have adverse consequences for delivery of programme outcomes then issues are those items which need attention now, risks which have crystallised. For example, a risk may be that a preferred supplier of a specific product fails then an issue would be that a preferred supplier of a specific product has failed. This will see impacts ripple through the programme, supply of future products, warranties for products already installed, spare parts for installed products and a risk that the liquidators/ administrators of the supplier may seek to reclaim products supplied but not paid for. An issue would be that a supplier has gone into liquidation or administration and the programme needs to respond to avoid damage to the delivery of one or more projects.

⁴ In particular, the Grenfell and Lakanal House fires, the subsequent discovery of flammable cladding on many buildings and the lengthy delays in agreeing solutions



Summary risk matrix:

5.9 This can be shown as a matrix, which directs management attention to the highest likelihood risks with the greatest impact on the programme.

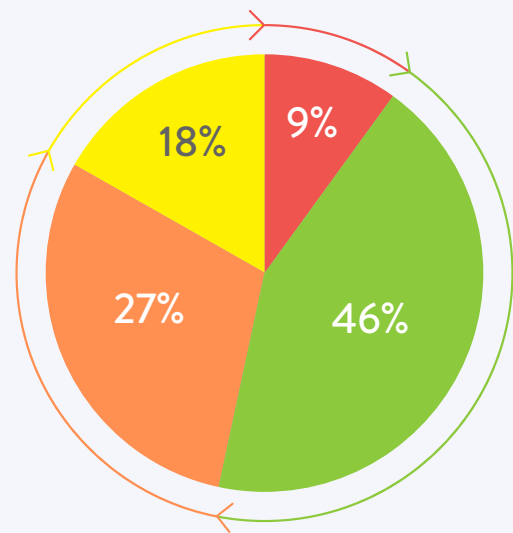
Likelihood	5	Housing associations adopt a different and contrary approach to retrofit		- Lack of owner occupier engagement - Lack of landlord engagement - Shortages of technical equipment (such as heat pumps) - Delays in procurement processes cause programme delays/increased costs	- Governance structure ineffective - Adverse publicity from a project failure - Lack of strategic oversight of programme
	4	Boroughs do not submit monitoring data	- Shortage of revenue for councils to employ staff/develop non-capital projects - Shortage of capital for councils to invest in retro-fit projects	- Lack of professional, management and trades skills to deliver programme - Materials shortages - Reluctance of residents to accept works - post Grenfell anxiety	
	3	Boroughs opt out of programme continue their own programme	- Limited joint working between boroughs reduces efficiencies/economies of scale - Owners prioritise 'improvements' over retro-fit measures - lack of take up - Lack of data on performance of current properties	- Boroughs opt out of programme - stop their own programme - Competition between boroughs drives up costs - reduces scale of programme possible - Lack of finance products to support private sector investment	
	2		- Changes in government policy during programme period - Decision making process on delivery vehicle is protracted and delays progress		
	1				BEIS declines to fund PMO
	1	2	3	4	5
	Impact				

5.10 Parallel to the risk matrix a valuable tool is creating and keeping an Issue Log. This picks up risks which have crystallised and for which mitigations are required. An example is provided.

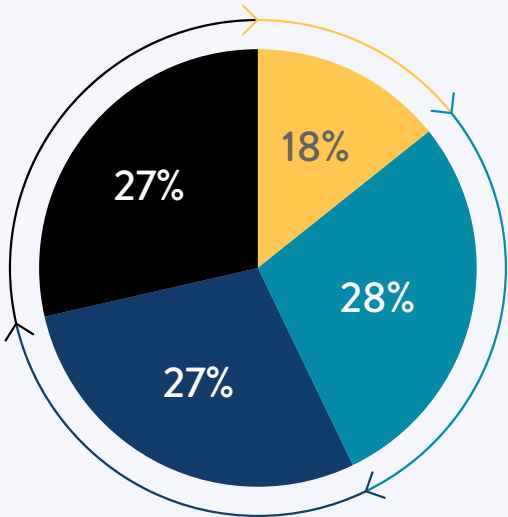
Issues Log Template

	Issue	Status		Priority	
1		In Progress		Low	
2		Complete		Medium	
3		Complete		High	
4		In Progress		Critical	
5		Not started		Medium	
6		In Progress		High	
7		Overdue		Critical	
8		Complete		Low	
9		In Progress		Medium	
10		Overdue		High	
11		In Progress		Critical	

Status Tallies



Priority Tallies



Statueses		Tally Statueses	Statueses		%
Not started		1	Low		18
In Progress		5	Medium		27
Complete		3	High		27
Overdue		2	Critical		27

	Not Started
	In progress
	Complete
	Overdue

	Low
	Medium
	High
	Critical

6. Communications



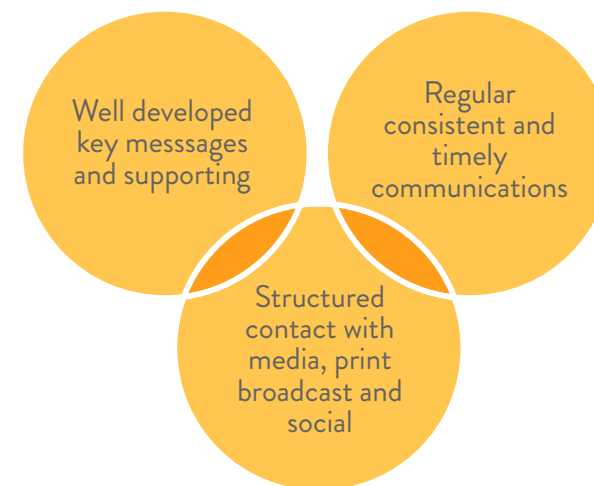
Introduction

- 6.1 Retrofitting all homes in London by 2030 is a gargantuan task, as there are almost four million homes, most of which will require some retrofit works to be delivered. Even if there were a strong consensus about the need to deliver such a programme there is a much lower level of agreement about what the programme should be. The goals of the communication effort need to be considered and articulated carefully, then tailored to the needs of each specific audience.
- 6.2 There are three elements:
- Why retrofit matters, what are the consequences of not acting, what are the benefits, specifically for the target audience.
 - What retrofit means for specific property types and for specific audiences.
 - How retrofit can be delivered and afforded.
- 6.3 The role of communications is to:
- Promote the programme and the opportunities within it to property owners, including landlords and their tenants in London,
 - Highlight successes and what that means for the quality of life for households in London (lower bills, less air pollution, better comfort standards and more jobs)
 - Challenge misinformation
 - Respond to adverse comment

Messaging Summary

- 6.4 Retrofit is a complex, multi-dimensional issue, Retrofit London needs to address specific audiences with information, which is succinct, cogent, and relevant.
- 6.5 Simple goals for all messaging are to avoid points which may be controversial or appear argumentative. A regular communications workshop with press/PR teams at each local authority/LC/GLA/BEIS/NHF) may well be helpful. As the programme develops this could be widened to include the Council of Mortgage Lenders and ARLA.
- 6.6 It will be important that Retrofit London adopt a consistent tone and quality of communications. There will be a crucial role for the delivery vehicle in developing, implementing, and monitoring the Communications Strategy. The scope of the strategy will cover all forms of comms including lobbying as well as the dissemination of information and consultation.
- 6.7 The quantity of project activity will necessitate that project leads carry out communications activity. Maintaining consistency will require a clear framework allied to resources which enable and support high quality, cogent and clear communications that refer to the central messages of Retrofit London, when decided. Engagement with Residents

3 Communications Matrix



4 Messaging Themes



Engagement with Residents

- 6.8 The bulleted lists to the right of this page illustrate how targeting may be applied to communicating with residents to build a consensus around the need for action, whilst considering the concerns that residents will have about proposals to retrofit their property.
- 6.9 These groups can be subdivided by looking at who the landlord/head lessee/freeholder is and what that means for consultation over works.

- 6.10 Owner-occupiers⁵ (whether lessees or freeholders) tend to put up with items of disrepair until they are remedied as part of an improvement project. Therefore, retrofitting should be seen as enhancing a property rather than rectifying a shortcoming.
- 6.11 Multiple communication channels will need to be used to involve residents, and where social media is used this will need to be monitored for feedback and comments. The table below picks out some points to consider.

Tenants

- Concerned about disruption/disturbance
- Loss of space or other amenity
- Scepticism about technology
- Fears of EWI/cladding

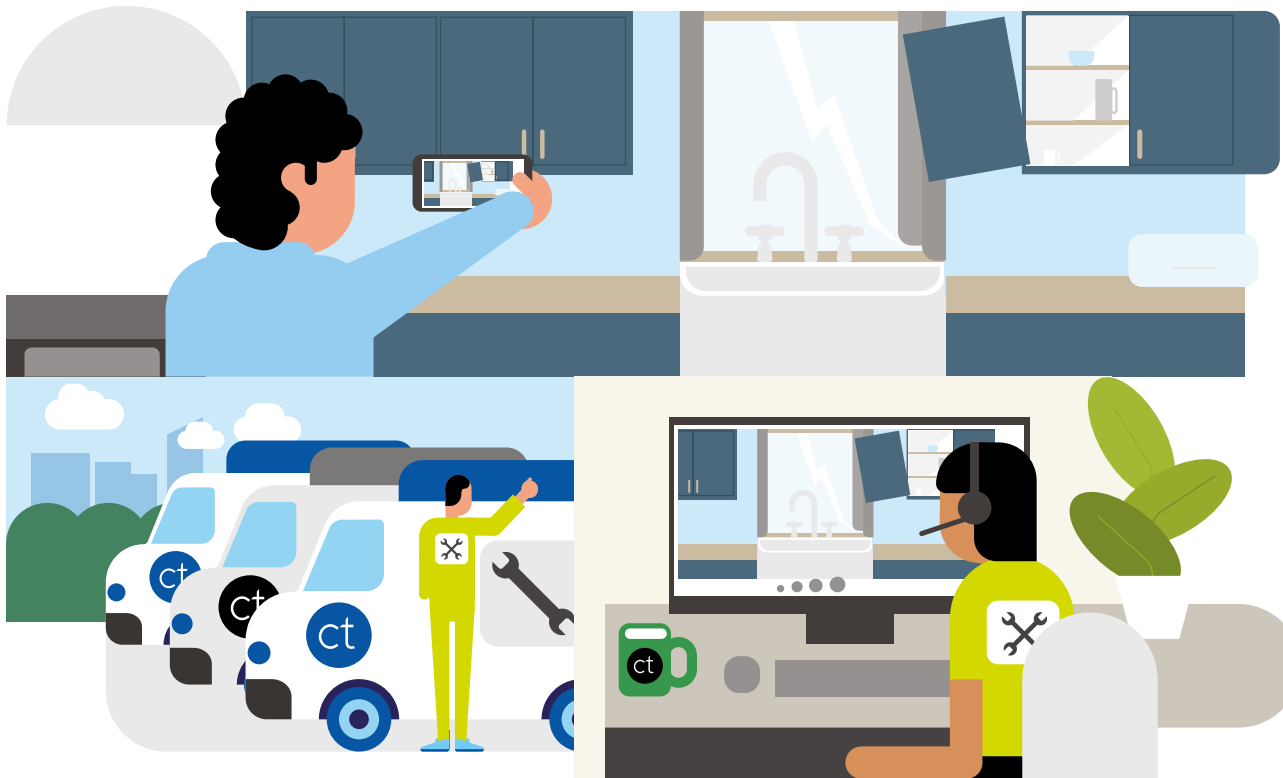
Leaseholders (in Local authority/HA stock)

- May not share landlord priorities – see comments on home owners
- Worried about costs and quality of work
- Fears of EWI/cladding

Owner-Occupiers

- Worried about affordability – will savings on energy costs cover loans?
- Anxiety over new technologies
- Lack of motivation to retrofit except as part of improvement programme.
- Access to skilled and reliable installers

5 Messaging Issues



⁵ Mackintosh & Leather Encouraging Housing Maintenance in the Private Sector (SAUS/Joseph Rowntree Foundation 1994)

7. Delivering Retrofit London – closing thoughts



7.1 Retrofit London is being implemented against a backdrop of anxiety over the costs of energy and the security of energy supplies. The programme needs to be positioned as a rational, effective, and affordable response to those challenges, as well as addressing the impacts of carbon and other emissions on the environment. The scale of the challenge

which Retrofit London addresses is daunting. It requires a considerable amount of work to be delivered by a wide range of players and partners. The adopted RLAP and the RLIP sets out a route to achieving the ambition of the programme. It can be done. To achieve it the following principal actions are needed:

Topic	Commentary	Topic	Commentary
Delivery mechanism	Formalising the delivery mechanism and vehicle, empowering it, and setting out a clear programme and project management structure, with agreed milestones, which enables regular reports and monitoring of progress. This is fundamental to moving forward with the pace and determination needed to achieve the programme goals.	Delivery Models	These provide an opportunity to build new and stronger partnerships with advisors, consultants, the private sector, and suppliers. These partnerships need to be created and explored early in the process. It will be important to bring diverse relevant expertise to the table when developing template solutions for complex buildings.
Local authorities lead the way	Creating a method and environment which bring to the fore boroughs with particular needs, skills or interests and then enables those boroughs to lead lines of activity will be key to the success of the programme. Good examples of where local authorities working collectively have delivered and continue to deliver positive outcomes include the Cross River Partnership ⁶ and the West London Alliance ⁷ .	Expand Existing Retrofit Expertise	The programme will cause expansion in existing expertise on retrofitting and enable new models and solutions to be established while reducing or eliminating carbon emissions and reducing people's energy and water bills, reducing fuel poverty, and creating new income streams.
Data	This is key and additional metrics need to be agreed at stage one, building on the work done by Parity Projects. Having finalised the data metrics, the data needs to be collated and analysed across all tenures. It is important to set up the data collection systems quickly, making these easily accessible so that a clear picture of the situation across London is captured and mapped. There is a real opportunity here for all the local authorities to obtain and map the situation across their own stock first and at speed, providing a model into which the private sector data can be input	Live Demonstration Projects	Active learning through "live" demonstration projects supported by local authorities, private suppliers and training and learning establishments should be a focus of the programme. The projects present opportunities to create a sustainable initiative which delivers London's solution and is template for many other towns and cities.
		Private Sector Engagement	Engaging the private sector is critical. We need not only the data but a willingness to interact and deliver which will be dependent on the messaging and communication strategy adopted.
		Funding Challenge	This cannot be ignored, and a robust business case will be needed to support the various solutions.

⁶ <https://crossriverpartnership.org/>

⁷ <https://wla.london>

Issue	Commentary	Issue	Commentary
Equity	- Central to the acceptability of the change to a lower carbon city will be ensuring that the costs are apportioned fairly and those with the least resource are not disproportionately disadvantaged by changes - Drawing on the lessons from the switch to natural gas from town gas in the period 1968 – 1976 the process needed to be swift, coordinated, and efficient, ensuring a smooth transition from fossil fuels for heating and hot water.	Fabric First	The best way to save energy and reduce carbon emissions is to highly insulate the property. In small homes/flats and those with restrictions such as planning, conservation or historic buildings, innovative ideas are needed. This creates an ideal opportunity for multi sector input research and development.
Data	- There is a highly persuasive case for the collection and centralisation of the data, metrics, archetypes, and energy solutions. Further work will be needed to obtain this information from the private sector. Additional data sources should be explored such as Land Registry, Council Tax, property agents (sales and rentals), engagement with resident and tenant organisations. - There is an opportunity to digitise and make the collected data (in a suitable format within data protection protocols) widely accessible as part of the communication and lobbying activity.	Marketing campaigns	Awareness raising and access to quality information is a foundation to this project. It needs to be invested in and extremely well run. Use of websites, “live” demonstration links, quality certified suppliers and use of social media will be key. There will be a range of campaigns and these need to be linked and co-ordinated
Research	- The potential for partnerships has been clearly outlined in the report. Retrofit London presents an ideal “live” demonstration opportunity. Through a series of “live” projects, local authorities, decision makers, investors, partners, and the public will be able to see real and relevant solutions applicable to them based on the archetype mapping. This initiative could serve as a medium-term on-going demonstration conference using a range of projects across London. - Calls for partners and projects would generate increased awareness of Retrofit London. It could replicate similar expos that demonstrate new housing solutions, used in Finland, as well as in the UK by Bristol, and, in the near future, Sunderland for example. A similar Retrofit London event could be planned for the second phase (post 2025).	Heat Pumps	Research into alternative energy/heating solutions is a key part of the RLIP. While heat pumps are one option, more research is needed to consider the practical issues of installation, location, accessibility, maintenance and be aware of the on-going concerns around noise and disturbance. The outcomes of current research into the use of heat pumps (for example in Scotland) should be considered.
		Solar Power/ Renewables/ No More Gas	The technical solutions warrant significant further research. While solar power has its advantages, the opportunities for wide scale installation need to be understood by comparing to other renewable power solutions which might be best sourced out of London. (Partnering with a renewable energy supplier offshore for example).

Issue	Commentary	Issue	Commentary
	- Sharing best practice work on the use of DHN so encouraging both replication and greater take up. The forthcoming ban on boilers using fossil fuels is encouraging wider consideration of DHNs. Options exist to use other heat sources, for example air or ground source, need to be identified and adopted. Options such as waste heat from recycling and waste facilities as well as the London Underground network are already being used but can this be extended; another option is to use the rivers and canals. - At this time the assumption, in line with the RLAP, is that Green Hydrogen⁸ is not a viable heat source for residential properties. - Engagement and lobbying of central government are key on this point to obtain clarity in the choices and direction of policy/investment.		- A co-ordinated London Wide Sustainability Strategy which brings all the tasks and actions together will be powerful. - An element of the programme will need to be encouraging people to use their recently installed technology effectively, so that they feel the benefits financially and in terms of comfort levels within the homes. In designing projects there will need to be an allowance for providing support to residents to do this. This may need to be in the form of incentives and recognition of efforts made. This often referred to as 'Nudge Theory' or Behavioural Economics.
Incentives or not	A decision regarding how to incentivise private owners and landlords in adapting their properties is needed as part of the programme. The EPC banding and lettings legislation will assist but other tools are likely to be needed and will need resourcing. The point of introducing incentives needs to be timely to generate greatest outcome/reward for any investment. Whilst owner occupiers benefit from either increased comfort levels or savings in energy costs landlords do not and finding incentives for them will be a challenge.	Behaviour Change	- The hardest part of moving to a sustainable, low carbon economy and lifestyle is to achieve a behaviour change. For people to make lifestyle changes they typically need to be "nudged" positively into an action or change. This project allows case studies/exemplars stories to be told which can form part of a wider sustainability behavioural change activity and narrative. - It is important to understand the barriers to change as well as understanding the importance of promoting 'what works' is required. - A pan-London behaviour change campaign and supporting resources would be a powerful statement of collective intent, particularly if applied across a range of challenges such as transport and energy consumption.
Embedding Sustainability	- Retrofit London creates an opportunity to embed the wider principles of wider sustainability (economic, environmental, and social) into a range of strategies and policy tools. Connecting Retrofit London with other initiatives such as the London Mayor's recently announced Accelerated Green pathway.⁹ - Combining these locally and London wide will help to reduce carbon emissions while also supporting Londoners to live sustainable lives.	Stranded Assets	There is the potential that as the project works through the Implementation Plan and gets closer to 2030, based on the data, there may well be assets which simply do not and cannot meet the project objectives. Decisions will need to be made as to what happens with these properties. Removal and demolition will be expensive but would result in highly efficient new build addressing many of the issues resulting from this work while creating new work and boosting the local economy. As against recent announcements by RIBA arguing against demolition in all circumstances because of the carbon embedded in existing structures. An area for investigation will be creating an effective carbon calculator which can evaluate options based on carbon as well as financial impacts.

⁸ Green hydrogen is produced by electrolysis using water and renewable electricity, Blue Hydrogen is produced by treating natural gas to break it down into carbon dioxide and hydrogen, the carbon dioxide is then captured and stored, blue hydrogen is seen as a cheaper option.

⁹ <https://www.london.gov.uk/>

8. Glossary



Acronym	Expansion
ARLA	Association of Residential Landlords
BEIS	Department for Business, Energy, and Industrial Strategy
CML	Council of Mortgage Lenders
DHN	District Heat Network
EPC	Energy Performance Certificate
EWI	External Wall Insulation
FCA	Financial Conduct Authority
FSO	Financial Services Ombudsman
G15	Group of leading London Housing Associations
GDP	Gross Domestic Product
GLC	Greater London Council
GVA	Gross Value Added
LABC	Local Authority Building Control
LC	London Councils
MSOA	Medium Super Output Area
NESTA	National Endowment for Science, Technology, and the Arts
NHB	National House Builders Federation
NHF	National Housing Federation
PMO	Programme Management Office



9. Appendix 1

WBS	Task Name	Start	End	WBS	Task Name	Start	End
0	Retrofit London Implementation Plan	Q1 22/23	Q1 26/27	2.1.2.1	Subgroup sets out governance and scheme of delegation for delivery vehicle	Q1 22/23	Q1 22/23
1	Retrofit London Implementation Plan Governance Calendar	Q1 22/23	Q2 25/26	2.1.2.2	Steering Group endorse governance arrangements	Q1 22/23	Q1 22/23
1.1	Practitioners' Group	Q1 22/23	Q4 24/25	2.1.3	Secure funding for delivery vehicle	Q1 22/23	Q2 22/23
1.2	Quarterly Review	Q1 22/23	Q1 25/26	2.1.3.1	Negotiate outcome of BEIS grant application	Q1 22/23	Q2 22/23
1.3	Annual Review	Q3 22/23	Q1 25/26	2.1.3.2	Identify funding shortfall and options to close it	Q2 22/23	Q2 22/23
1.4	Mayoral Election	Q1 24/25	Q1 24/25	2.1.3.3	Propose options to enable delivery vehicle to proceed pending securing additional funding	Q2 22/23	Q2 22/23
1.5	Borough Elections	Q1 22/23	Q1 22/23	2.1.3.4	Submit additional funding requests	Q3 22/23	Q3 22/23
1.6	Last Possible Date for General Election	Q1 24/25	Q1 24/25	2.1.4.	Commission delivery vehicle	Q1 22/23	Q3 22/23
1.7	Receive Nesta Report	Q1 22/23	Q1 22/23	2.2	Data Collection and Dissemination	Q1 22/23	Q2 25/26
2	Governance and delivery vehicle	Q1 22/23	Q3 25/26	How	This work to be delivered by an Asset Management sub-group of five local authorities with one local authority taking the lead		
2.1	Agree role of Programme Management Office and delivery vehicle	Q1 22/23	Q1 25/26	2.2.1	Develop and agree suite of data essential to monitor programme	Q3 22/23	Q1 25/26
How	The Lead local authorities and London Councils will do this for approval by the London Housing Directors.			2.2.1.1	Confirm and quantify targets for Retrofit London (EPC B certifications, kgCO ₂ (for carbon), kWh/m ² /yr. (For energy efficiency) and connection to gas grid (for fossil fuel use)	Q1 22/23	Q1 22/23
	Note since drafting the RLIP this set of tasks have been completed before the beginning of the programme period			2.2.1.2	Identify baseline data required – including surrogates if actual data is not available	Q1 22/23	Q1 22/23
2.1.1	Develop Terms of Reference for delivery vehicle	Q1 22/23	Q1 22/23	2.2.1.3	Determine which social and economic indicators should be collected to support business case/funding applications	Q1 22/23	Q2 22/23
2.1.1.1	Review NESTA report and feedback from Retrofit London Steering Group	Q1 22/23	Q1 22/23	2.2.2	Agree collection regime, frequency, and shared reporting	Q1 22/23	Q2 22/23
2.1.1.2	Develop governance, Terms of Reference, and reporting arrangements, to include periodic review process	Q1 22/23	Q1 22/23				
2.1.2	Agree governance arrangements for delivery vehicle	Q1 22/23	Q2 22/23				

WBS	Task Name	Start	End	WBS	Task Name	Start	End
2.2.2.1	Discuss and agree technical specification for data collection (needs to reflect diverse IT platforms)	Q1 22/23	Q2 22/23	2.3	Encourage and facilitate each local authority to produce an asset profile for their area.	Q1 22/23	Q1 25/26
2.2.2.2	Agree frequency of data collection	Q1 22/23	Q2 22/23	How	The focus of this work is agreeing a common asset management profile across local authorities so that opportunities for joint procurement are highlighted		
2.2.2.3	Determine how data is collated and presented within the London Retrofit programme	Q1 22/23	Q2 22/23	2.3.1	Review current maintenance programmes and identify retrofit opportunities	Q1 22/23	Q1 25/26
2.2.3	Agree data security and GDPR requirements	Q1 22/23	Q2 22/23	2.3.2	London local authorities to develop an action plan for their own stock	Q1 22/23	Q3 22/23
2.2.3.1	Seek appropriate legal and technical advice on the data collected and held - including registration with the ICO	Q1 22/23	Q2 22/23	2.3.3	Liaise with other registered social landlords (e.g., G15) to coordinate actions on retrofit	Q1 22/23	Q1 25/26
2.2.3.2	Determine which body is accountable for data security	Q1 22/23	Q2 22/23	2.3.4	Collaborate across local authorities on finance and funding	Q3 22/23	Q3 22/23
2.2.3.3	Ensure that there is a clear and well understood process to data subject to see what is held about them	Q2 22/23	Q2 22/23	2.3.5	Coordinate applications for government funding	Q4 22/23	Q1 25/26
2.2.4	Determine regime for dissemination and promotion of results	Q1 22/23	Q2 22/23	2.3.6	Produce planning guidance to enable retrofit on heritage buildings	Q3 22/23	Q4 24/26
2.2.4.1	Set up data reporting function within delivery vehicle	Q1 22/23	Q2 22/23	How	This work needs consensus across all local authorities. A task & finish group should lead the appointment of consultants, ensure stakeholder consultation, work towards consensus on guidance. The group will also play a role in other design related tasks.		
2.2.4.2	Prepare suite of reports and test across IT platforms	Q2 22/23	Q2 22/23	2.3.6.1	Create project group to lead this work	Q3 22/23	Q3 22/23
2.2.4.3	Set up baseline position against which change is measured	Q2 22/23	Q2 22/23	2.3.6.2	Prepare brief for consultancy advice and procure advisor via framework	Q3 22/23	Q4 22/23
2.2.5	Finalise Data Collection Process	Q2 22/23	Q3 22/23	2.3.6.3	Prepare advice and consult on it	Q4 22/23	Q1 23/24
2.2.5.1	Set out agreed data standards, collection, and collation protocols, GDPR requirements - performance agreement between delivery vehicle and Local authorities	Q2 22/23	Q3 22/23	2.3.6.4	Steering Group approves advice	Q1 23/24	Q1 23/24
2.2.5.2	Provide desk instructions for local authorities on what is required of them	Q2 22/23	Q3 22/23	2.3.6.5	Provide guidance for planning officers	Q1 23/24	Q1 23/24
2.2.5.3	Secure agreement of local authorities to performance agreement	Q2 22/23	Q3 22/23	2.3.6.6	Refresh Guidance	Q1 24/25	Q3 24/25
2.2.6	Launch data collection process	Q3 22/23	Q3 22/23	2.3.6.7	Develop tools to communicate the benefits of retrofit with both tenants and leaseholders	Q2 3/24	Q2 3/24

WBS	Task Name	Start	End	WBS	Task Name	Start	End
2.3.6.8	Run a London-wide information campaign on retrofit	Q3 23/24	Q3 25/26	3.2.2.6	Steering Group sign off report	Q3 23/24	Q3 23/24
2.3.6.9	Consider a London-wide retrofit programme for homeowners	Q2 22/23	Q3 22/23	3.2.2.7	Launch report	Q3 23/24	Q3 23/24
2.3.6.10	Support homeowners and landlords with funding applications and lending	Q 4 22/23	Q4 24/25	3.3	Establish the business case for funding retrofit for local authority-owned stock	Q3 23/24	Q2 24/25/
3	Analyse current characteristics and levels of energy efficiency of the housing stock	Q2 22/23	Q2 23/24	How	The delivery vehicle will lead on bringing the business case together but will need support from the sub-groups and an external advisor		
3.1	Produce a comprehensive profile of housing stock in each borough - including heating systems	Q2 22/23	Q3 23/24	3.3.1	Commission production of business case for retrofit programme	Q3 23/24	Q4 23/24
3.1.1	Define requirements for profile, data sources and presentation (inc. GIS)	Q3 22/23	Q3 22/23	3.3.2	Agree inputs to business case	Q4 23/24	Q4 23/24
3.1.2	Commission third party to collect, collate and present data	Q3 22/23	Q1 23/24	3.3.3	Prepare business case	Q1 24/25	Q2 24/25
3.1.3	Prepare borough profile - define output areas (MSOA/Ward/borough?)	Q4 22/23	Q1 23/24	3.3.4	Steering group sign off business case	Q2 24/25	Q2 24/25
3.1.4	Launch borough profiles	Q1 23/24	Q2 23/24	4	Reduce demand for and use of non-renewable electricity in space and water heating	Q2 22/23	Q3 25/26
3.2	Develop whole house retrofit plan templates for key building archetypes	Q1 22/23	Q2 22/23	How	The focus here is to cut use of fossil fuels directly or indirectly for space and water heating and power across London. Each strand will need a nominated lead local authority with a supporting task and finish group. delivery vehicle to coordinate, Steering Group approve		
3.2.1	Prepare specification for archetype study and commission	Q1 22/23	Q2 22/23	4.1	Work with District Network Operators and utility providers on electrification of heat	Q3 22/23	Q3 22/23
3.2.2	Carry out archetypes study	Q2 22/23	Q1 23/24	4.1.1	Set up task group to work with DHN operators and others on this issue	Q3 22/23	Q3 22/23
3.2.2.1	Set an energy efficiency target for each home	Q2 22/23	Q3 23/24	4.2	Review the carbon impact of heat networks and focus on sustainable connections	Q3 22/23	Q2 25/26
3.2.2.2	Establish the most appropriate future low carbon heating system for each home	Q3 23/24	Q4 23/24	4.2.1	Identify all operators of DHN and similar plant in London using fossil fuels as primary energy source	Q2 22/23	Q2 22/23
3.2.2.3	Develop a specific strategy for buildings heated by direct electric	Q4 22/23	Q4 22/23	4.2.2	Assess costs of switching to alternative fuels (capital and revenue)	Q2 22/23	Q3 22/23
3.2.2.4	Develop specifications and typical designs for Archetypes	Q4 22/23	Q2 23/24	4.2.3	Identify options for funding switch	Q2 22/23	Q1 23/24
3.2.2.5	Analyse outline cost of retrofit for whole housing stock	Q2 22/24	Q3 23/24				

WBS	Task Name	Start	End
4.2.4	Produce report on Options for moving DHNs away from fossil fuels	Q1 23/24	Q1 23/24
4.2.5	Steering Group receives report	Q1 23/24	Q1 23/24
4.2.6	Implement programme for reducing use of fossil fuels in DHNs	Q2 23/24	Q2 25/26
4.3	Increase solar energy generation on London homes	Q3 22/23	Q2 25/26
4.3.1	Create Solar energy sub-group (link to DHN subgroup)	Q3 22/23	Q4 22/23
4.3.2	Identify factors inhibiting solar energy generation in London	Q3 22/23	Q4 22/23
4.3.3	Develop measures that address inhibitors	Q3 22/23	Q1 23/24
4.3.4	Identify ways to fund increase in solar generation	Q4 22/23	Q1 23/24
4.3.5	Produce report on options to increase solar generation capacity	Q1 23/24	Q1 23/24
4.3.6	Steering Group receives report	Q1 23/24	Q1 23/24
4.3.7	Implement agreed measures to increase solar energy generation	Q2 23/24	Q2 25/26
4.4	Deliver smart meters and demand flexibility (controls, storage) in retrofitted homes	Q2 23/24	Q2 25/26
4.4.1	Asset management sub-group commissioned to examine why smart meters are not being rolled out	Q2 23/24	Q2 23/24
4.4.2	Identify measures to encourage take up of Smart Meters	Q2 23/24	Q3 243/24
4.4.3	Work with energy providers to address inhibitors	Q3 23/24	Q2 25/26
4.4.4	Liaise with Technical sub-group to ensure that smart meters are included in all retrofit designs	Q3 23/24	Q2 25/26
4.4.5	Monitors take up through reporting cycle	Q3 23/24	Q2 25/26
4.5	Develop clear guidelines/requirements to 'get heat pumps right'	Q2 22/23	Q1 25/26

WBS	Task Name	Start	End
4.5.1	Review market for heat pumps, costs (capital & revenue), efficiency, installation issues, maintenance, and servicing	Q2 22/23	Q2 22/23
4.5.2	Report on issues which affect take up - especially in private sector	Q4 22/23	Q4 22/23
4.5.3	Work with manufacturers and installers to address these	Q3 22/23	Q1 25/26
4.5.4	Identify measures to stimulate demand	Q3 22/23	Q1 23/24
4.5.5	Identify and support creation of a value-chain to improve attractiveness of heat pumps	Q3 22/23	Q1 2/24
4.5.6	Enable a heat pump roll out at scale	Q1 23/24	Q1 25/26
5	Collective Action by Local authorities	Q1 22/23	Q2 25/26
How	Delivery vehicle will coordinate actions by local authorities individually, in groups and collectively to bring forward projects to achieve programme goals, using purchasing power to improve prices and quality.		



WBS	Task Name	Start	End	WBS	Task Name	Start	End
5.1	Maximise capital finance for local authority owned stock (and eligible homes)	Q3 22/23	Q2 25/25	5.4.2	Produce discussion document on issues and options, identifying technical, aesthetic and acceptability issues affecting wall insulation	Q4 22/23	Q1 24/25
5.1.1	London local authorities to develop an action plan for their own stock	Q3 22/23	Q1 23/24	5.4.2.1	Consult Heritage sub-group	Q4 22/23	Q1 24/25
5.1.2	Cross local authority engagement on joint opportunities	Q4 22/23	Q2 23/24	5.4.2.2	Consult LABC/NHB	Q4 22/23	Q2 23/24
5.1.3	Work with partners to develop a spending commitment for retrofit	Q4 22/23	Q2 25/26	5.4.2.3	Consult manufactures, suppliers, specifiers, and installers	Q4 22/23	Q2 23/24
5.2	Facilitate procurement of materials and services at a larger scale	Q3 22/23	Q3 25/26	5.4.2.4	Consult residents' groups	Q2 23/24	Q3 23/24
5.2.1	Develop area-based strategies to enable bulk procurement and delivery	Q3 22/23	Q1 23/24	5.4.3	Collate responses and prepare a technical note on options which address the concerns and issues raised.	Q3 23/24	Q1 24/25
5.2.2	Investigate existing purchasing frameworks for opportunities to streamline procurement of services, products, and construction	Q3 22/23	Q4 22/23	5.5	Reach a London wide consensus on acceptable Internal Wall Insulation (IWI) solutions	Q1 22/23	Q1 22/23
5.2.3	Share procurement for local authority-owned homes	Q1 23/24	Q3 25/26	5.5.1	Take as part of 5.4 External Wall Insulation	Q1 22/23	Q1 22/23
5.3	Develop a plan for retrofitting ventilation systems to improve health and air quality	Q1 23/24	Q1 25/26	5.6	Enable windows upgrades and no more single glazing in London by 2030	Q4 22/23	Q1 26/27
5.3.1	Identify the scale of the issue (existing properties with high levels of insulation subject to overheating) [Part O Building Regs]	Q1 23/24	Q2 23/24	5.6.1	Analyse tools available to mandate double (or better) glazing for all new and replacement windows	Q4 22/23	Q4 22/23
5.3.2	Understand potential solutions and carbon impact/cost associated	Q2 23/24	Q3 23/24	5.6.2	Discuss with GLA use of planning powers	Q4 22/23	Q1 23/24
5.3.3	Assess financial impacts of remedial work and ways to fund it	Q3 23/24	Q4 23/24	5.6.3	Options for enforcement through building control	Q1 23/24	Q1 23/24
5.3.4	Set out and promote proposals to increase awareness of issues and ways to address it	Q3 23/24	Q4 23/24	5.6.4	Seek legal advice on whether a London byelaw was desirable/possible	Q1 23/24	Q2 23/24
5.3.5	Promote retrofitting to address overheating	Q1 24/25	Q1 25/26	5.6.5	Identify incentives to deter building owners from using single glazing and encourage replacement of exiting glazing	Q1 23/24	Q2 23/24
5.4	Drive better External Wall Insulation (EWI)	Q2 22/23	Q4 23/24	5.6.6	Implement programme	Q3 23/24	Q2 25/26
5.4.1	Commission a review of existing (post-Grenfell) evidence on external and internal wall products/specifications, take evidence for experts, residents' groups, and industry	Q2 22/23	Q4 22/23	5.7	Stop the replacement of gas boilers with gas boilers	Q3 22/23	Q4 24/25

WBS	Task Name	Start	End
5.7.1	Review legislation before Parliament - understand current proposals	Q3 22/23	Q3 22/23
5.7.2	Discuss options to prevent replacement of existing boilers in advance of 2035	Q3 22/23	Q3 22/23
5.7.3	Discuss with GLA options to accelerate ban in new homes	Q3 22/23	Q3 22/23
5.7.4	Identify options to encourage private owners not to replace exiting boilers	Q3 22/23	Q4 22/23
5.7.5	Develop incentive and promotions package	Q4 22/23	Q4 22/23
5.7.6	Implement proposals	Q1 23/24	Q4 24/25
6	Develop retrofit skills actively across London	Q2 22/23	Q2 25/26
How	A lead local authority with a task & finish group of up to ten local authorities will review supply and value chains for retrofit to identify weaknesses and bring forward remedial actions.		
6.1	Work with existing training schemes and programmes to develop local skills	Q2 22/23	Q2 25/26
6.1.1	Set up Skills & Training Sub-group	Q2 22/23	Q2 22/23
6.1.2	Collate existing training and skills initiatives, identify gaps and scope for new activity	Q2 22/23	Q3 22/23
6.1.3	Develop programmes to meet Retrofit London needs and opportunities	Q3 22/23	Q4 22/23
6.1.4	Deliver training programmes	Q1 23/24	Q1 25/26
6.1.5	Create London retrofit training centres for existing and aspiring tradespeople	Q1 23/24	Q1 25/26

WBS	Task Name	Start	End
6.2	Develop a London Wide vetting scheme for retrofit suppliers and sub-contractors	Q2 22/23	Q4 22/23
6.2.1	Review existing vetting and accreditation schemes and highlights gaps	Q2 22/23	Q3 22/23
6.2.2	Discuss issues with existing providers and seek amendments	Q2 22/23	Q3 22/23
6.2.3	If existing schemes do not meet needs, consider developing new product	Q3 22/23	Q4 22/23
6.2.4	Report to Steering Group and seek further instructions	Q4 22/23	Q4 22/23
6.3	Upskill Building Control Officers and drive up the quality of retrofit works	Q4 23/24	Q2 25/26
6.3.1	Identify skills gaps in building control staff	Q4 23/24	Q1 24/25
6.3.2	Review building control guidance post-Grenfell and produce training materials	Q1 24/25	Q2 24/25
6.3.3	Roll out training to building control teams	Q2 24/25	Q4 24/25
.4	Review effectiveness and update guidance	Q2 25/26	Q2 25/256
7	Create a 'Finance for retrofit' taskforce with finance experts	Q2 22/23	Q1 25/26
How	This work is to be led by one local authority with support of up to five others to create service and direct a specialist finance group to seek funding for public and private retrofit actions.		
7.1	Establish expert panel on public and private sector funding for retrofit	Q2 22/23	Q3 22/23
7.1.1	Develop terms of reference for Expert Panel	Q2 22/23	Q2 22/23
7.1.2	Commission search agency to identify and recruit members	Q2 22/23	Q3 22/23
7.1.3	Set up expert group and agree work plan	Q3 22/23	Q3 22/23

WBS	Task Name	Start	End
7.2	Assess borrowing and private investment opportunities	Q4 23/24	Q1 24/25
7.2.1	Understand the demand for non-public sector funding needed to implement programme	Q4 22/23	Q1 23/24
7.2.2	Identify revenue sources to support borrowing and whether they are acceptable to lenders	Q4 22/23	Q1 23/24
7.2.3	Assess emerging financial products appropriate for different tenures	Q1 23/24	Q2 23/24
7.2.4	Consider developing innovative finance offerings to support blended funding	Q1 23/24	Q2 23/24
7.2.5	Private Rented Sector: provide incentives to pioneers	Q1 23/24	Q2 23/24
7.2.6	Develop and implement funding packages for private sector owners	Q2 23/24	Q3 23/24
7.2.7	Produce investment guide for funders and borrowing guide for property owners	Q3 23/24	Q4 23/24
7.2.8	Steering Group approve funding guide	Q4 23/24	Q1 24/25
7.3	Analyse and develop options for seed funding to leverage future finance	Q3 22/23	Q2 25/26
7.3.1	Highlight pilot funding streams to support projects and analyse for relevance	Q3 22/23	Q1 23/24
7.3.2	Recommend funding streams for pilot projects	Q1 23/24	Q1 23 24
7.3.3	Support applications for funding	Q1 23/24	Q1 25/26
8	Lobby Central Government for more support, guidance, and funding	Q2 23/24	Q3 25/26
How	A Communications sub-group should be established to lead on this work with direction from the Steering Group, sign off for all lobbying work by TEC. The Communications sub-group will also work closely with the delivery vehicle to deal with all media issues, especially responding to adverse criticism, promotional material, and events.		

WBS	Task Name	Start	End
8.1	Develop pitch to government	Q2 23/24	Q3 23/24
8.2	Prepare campaign strategy - set clear goals	Q3 23/24	Q4 23/24
8.3	Produce collateral and justification	Q4 23/24	Q2 24/25
8.4	Implement strategy (ph. 1)	Q2 24/25	Q1 25/26
8.5	Review responses and revise approach	Q3 24/25	Q3 24/25
8.6	Continue lobbying	Q3 24/25	Q3 25/26



CAMPBELL TICKELL

+44 (0)20 8830 6777

+44 (0)20 3434 0990

(Recruitment)

info@campbelltickell.com

www.campbelltickell.com

