



# **Agenda Reports & Other Papers**

Presented to the  
Meeting of the  
**Hertfordshire Growth Board**  
on  
**Wednesday, 16 July 2025**



## HERTFORDSHIRE GROWTH BOARD

---

**Hosted by: Hertsmere Borough Council, Elstree Way,  
Borehamwood, WD6 1WA**

---

**Wednesday, 16 July 2025, 11:30AM**

---

### **MEMBERS OF THE BOARD (16) – QUORUM 9 VOTING MEMBERS**

#### **Council Leaders (11 Voting Members)**

G. Gander, Broxbourne Borough Council  
S. Symington, Dacorum Borough Council  
B. Crystall, East Herts District Council  
S. Jarvis, Hertfordshire County Council  
J. Newmark, Hertsmere Borough Council (Chair)  
D. Allen, North Hertfordshire District Council  
P. De Kort, St Albans City and District Council  
R. Henry, Stevenage Borough Council  
S. Giles-Medhurst, Three Rivers District Council  
P. Taylor (Mayor), Watford Borough Council  
M. Holloway, Welwyn Hatfield Borough Council

#### **Co-opted Members (5)**

P. Burstow, Hertfordshire and West Essex ICS, NHS  
A. Hawkins, Hertfordshire Local Enterprise Partnership Chairman  
J. Krause, Homes England  
J. Ash-Edwards, Hertfordshire Police and Crime Commissioner  
W. Wills, University of Hertfordshire

### **1A. Appointment of Chair**

In accordance with Annex A to Appendix 1 of the Hertfordshire Growth Board Constitution the Board “the appointment of the Chair shall be decided annually as the first substantive item of business at the AGM.

The Board is therefore invited to elect a Chair.

### **1B. Appointment of Vice-Chairs**

In accordance with Annex A to Appendix 1 of the Hertfordshire Growth Board Constitution the Board “the appointment of the Vice Chairs shall be decided annually as the first substantive item of business at the AGM. At the time of appointing the Vice-Chairs, the HGB shall decide which of them takes priority if the Chair is absent and both of them are present. There shall be no term limits for Vice-Chairs”.

The Board is therefore invited to elect two Vice-Chairs and decide which takes priority in the Chair's absence.

## **2. Minutes**

The Board is invited to note the Minutes of the Board meeting held on 22 January 2025 (attached).

## **3. Public Questions**

At the discretion of the Chairman, members of the public may ask questions at meetings of the Hertfordshire Growth Board (HGB). Notice of the question should be submitted to the Chief Legal Officer of Hertfordshire County Council by 10am at least five working days before the meeting.

The Hertfordshire Growth Board arrangements for the receipt of public questions are set out in Annex A – Standing Orders of the Hertfordshire Growth Board Constitution\*.

## **4. Public Petitions**

At the discretion of the Chairman, members of the public may submit and present petitions to the Hertfordshire Growth Board if they include at least 500 signatures of people living or working in Hertfordshire.

Notification of intent to present a petition must be given at least 10 clear working days before the date of the meeting.

The Hertfordshire Growth Board arrangements for the receipt of petitions are set out in Annex A – Standing Orders of the Hertfordshire Growth Board Constitution\*.

\*If you have any queries about the questions or petitions procedures for this meeting please contact Stephanie Tarrant, Democratic Services Officer, by telephone on 01992 555481 or by email to [stephanie.tarrant@hertfordshire.gov.uk](mailto:stephanie.tarrant@hertfordshire.gov.uk)

## **5. Hertfordshire Growth Board (HGB) - Endorsement of Hertfordshire Retrofit Strategy**

Presented by Neil Hayes, Director of Economy and Skills, HCC  
Report author: Helen Burrridge, Hertfordshire Climate Change & Sustainability Partnership. *Paper attached*

## **6. Hertfordshire Growth Board: Advocacy Status Report**

Presented by Neil Hayes, Director of Economy and Skills, HCC  
Report author: Lucy Gravatt, Director of Advocacy and Partnerships for Hertfordshire Growth Board. *Paper attached*

## **7. Other Part I Business**

Such other Part I Business which, if the Chairman agrees, is of sufficient urgency to warrant consideration.

**Date of next formal public meeting:** *TBC*

## **PART II ('CLOSED') AGENDA EXCLUSION OF PRESS AND PUBLIC**

There are no items of Part II business on this agenda. If Part II business is notified the Chairman will move:-

"That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item/s of business on the grounds that it/they involve/s the likely disclosure of exempt information as defined in paragraph/s ..... of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information."

If you require further information about this agenda, please contact Stephanie Tarrant, Democratic and Statutory Services, Hertfordshire County Council on Telephone 01992 555481, or email [stephanie.tarrant@hertfordshire.gov.uk](mailto:stephanie.tarrant@hertfordshire.gov.uk)  
Agenda documents are available on the internet at:  
<https://www.hertfordshiregrowthboard.com/documents>

**QUENTIN BAKER**  
**DIRECTOR OF LAW & GOVERNANCE**  
**Hertfordshire County Council on behalf of the Hertfordshire Growth Board**

This page is intentionally left blank

# Hertfordshire Growth Board Meeting Minutes

Wednesday, 22 January 2025



**Hertfordshire**  
Growth Board

# Minutes

**To:** All Members of the Hertfordshire Growth Board  
**From:** Legal, Democratic & Statutory Services, Hertfordshire County Council  
**Ask for:** Stephanie Tarrant  
**Tel:** 01992 555481

**Date:** Wednesday, 22 January 2025

## Attendance

### Council Leaders (11 Voting Members)

M. Mills-Bishop, Broxbourne Borough Council  
A. England, Dacorum Borough Council  
B. Crystall, East Herts District Council  
S. Wortley (*substituted for R. Roberts*), Hertfordshire County Council  
J. Newmark, Hertsmere Borough Council (Chair)  
D. Allen, North Hertfordshire District Council  
P. de Kort, St Albans City and District Council  
R. Henry, Stevenage Borough Council (Vice-Chair)  
S. Giles-Medhurst, Three Rivers District Council  
P. Taylor (Mayor), Watford Borough Council (Vice-Chair)  
M. Holloway, Welwyn Hatfield Borough Council

### Co-opted Members (4)

P. Burstow, Hertfordshire and West Essex ICS, NHS  
A. Hawkins, Herts Futures  
J. Krause, Homes England  
W. Wills, University of Hertfordshire

The full Board Meeting can be viewed here: [Hertfordshire Growth Board - 22 January 2025](#).



## 1. Minutes

- 1.1 The Minutes of the Board meeting held on 17 July 2024 (Part I) were confirmed as a correct record.

## 2. Public Questions – Standing order 12

- 2.1 There were no Public Questions.

## 3. Public Petitions – Standing Order 13

- 3.1 There were no Public Petitions.

## 4. Spotlight on Hertsmere Borough Council's Growth Ambitions and Priorities

[Officer Contact: Cllr Jeremy Newmark, Leader Hertsmere Borough Council Sajida Bijle, Chief Executive Hertsmere Borough Council]

- 4.1 The Board received a presentation from Hertsmere Borough Council on its growth ambitions and priorities. The presentation can be viewed here: [Presentation - Hertsmere Borough Council's Growth Ambitions and Priorities](#).
- 4.2 Members heard that Hertsmere Borough Council was celebrating its 50th anniversary, noting its position on the edge of Hertfordshire and London. The district included Bushey, Borehamwood, Radlett, and Potters Bar, with a population of around 110,000. Notably, 36.9% were from ethnic minorities. Challenges for the borough included a median pay of just over £27,000 and average house prices close to £500,000, making housing affordability difficult. Hertsmere ranked 2224 out of 3177 in terms of deprivation, with 20% of adults reporting to be physically inactive. Hertsmere benefitted from excellent rail and road connections to London, including King's Cross, St Pancras, the M25, and the A414. It was noted that nearly 80% of the borough was within the green belt.
- 4.3 Hertsmere was a hub for creative industries, hosting major studios like Elstree and Sky Studios. The area was focused on sustainable development, aiming to deliver 9,400 homes by 2040, with an emphasis on affordable housing. Economic growth was supported through local business initiatives and a creative strategy. Environmental goals included reducing greenhouse gas emissions and enhancing biodiversity. Hertsmere was home to international

CHAIRMAN'S INITIALS

businesses such as Leonardo Helicopters, Fujitsu, and the BBC, which contributed to its innovative and resilient economy.

- 4.4 Hertsmere was progressing with its new local plan by engaging in stakeholder discussions, which included the County Council and infrastructure providers. Major developments, including a significant data centre proposal, were in progress. The council had updated its community safety plan and developed a new physical activity and well-being strategy. Affordable housing schemes were being progressed, with the Clarendon Road scheme completed last year. Engagement with local businesses continued, highlighted by the 'Our Generation Hertsmere scheme', which connected students with businesses. The local plan sought to reduce Green Belt allocation by 40% and deliver around 9,400 homes, with a focus on town centre regeneration and brownfield site development to preserve green spaces.
- 4.5 Hertsmere was continuing to invest in Elstree Studios and developing a screen tourism offer. Feasibility studies were being conducted for a film and TV heritage centre in Borehamwood. Environmental efforts across the borough had included park improvements, investment in electric vehicle charging, and a commitment to achieve net zero carbon by 2050. The outlook focused on balancing growth with environmental protection and sustainable development.
- 4.6 This item can be viewed here at 00:09:03 [Item 4 - Hertsmere Borough Council's Growth Ambitions and Priorities](#).

## **RESOLVED**

- 4.7 The Growth Board noted the information shared within the presentation.
- 5. 'Right Homes, Right Places' Housing Mission Deep Dive**  
[Officer Contact: Cllr Paul de Kort, Leader St Albans City and District Council, Claire Hamilton, Chief Executive St Albans City and District Council, Colin Haigh, Director of Growth and Place, Hertfordshire County Council]
- 5.1 The Board received a report which provided a deep dive into progress to date and the proposed approach to contribute to the delivery of the Right Homes, Right Places housing mission for Hertfordshire.

CHAIRMAN'S INITIALS

- 5.2 Members heard from Homes England about the role of the agency in the context of the “Right Homes, Right Places” initiative. It was noted that a new chief executive, Eamonn Boylan, from Greater Manchester Combined Authority, had joined the agency and the focus was on following direction from the new government and using all available tools to achieve housing growth, including a target of 1.5 million homes during this Parliament. The Board noted priorities such as delivering social housing and supporting the New Towns Task Force and New Homes Accelerator. The Devolution White Paper’s emphasis on regional focus and collaboration with mayoral strategic authorities to develop delivery pipelines was acknowledged and it was noted that Homes England aimed to support local growth by aligning with local visions and needs.
- 5.3 The Growth Board had identified housing as a key mission due to its significant impact on growth. Key goals within the mission included:
- Building more social, affordable, and specialist housing to support those in need.
  - Highlighting a pipeline of development sites to expedite projects.
  - Ensuring homes were well-designed and sustainable to create healthy, safe places.
  - Preparing joint strategic plans for long-term growth and infrastructure.
- 5.4 The Board considered the level of ambition and discussed additional actions to advance the housing agenda.
- 5.5 Members noted that the housing delivery test figure for Watford was incorrectly reported as 12%, with the correct figure being 97%. It was noted that the dominance of a few large developers was a fundamental cause of the housing crisis across Hertfordshire and the UK and acknowledged a need to support smaller and medium-sized developers to increase competition. Officers noted that this could be achieved by ensuring a mix of sites for development were allocated, with smaller sites attracting smaller developers.
- 5.6 In response to a Member question regarding why only three developers had signed up to the Quality Charter, officers advised that on speaking to developers, they had expressed a desire for concessions within the planning system on signup. Developers wanted guarantees for fast-tracked determinations of their applications or assurances that their applications would be decided by officers. Officers advised that other methods of holding developers

CHAIRMAN’S INITIALS

to account would be reviewed, including updating building regulations.

- 5.7 The Board heard that the Housing First policy had been successful in Watford and other districts and acknowledged a need to discuss future plans for this policy, given its success. Officers from the County Council were not familiar with the policy and agreed to review the policy with district/borough colleagues.
- 5.8 The Board considered that many residents would be happier with new developments if infrastructure, such as health centres and schools, were guaranteed to be in place alongside new housing developments. Members highlighted examples where promised infrastructure had not been built, leading to frustration. It was noted that any plans to fast-track planning applications should require detailed plans upfront, rather than outline applications, to ensure what is proposed is delivered. This would provide more assurance to residents and prevent changes after initial approval.
- 5.9 Members commented on affordable house and noted that even with a 20% reduction in housing costs, it would not come close to tackling the housing problem. Ongoing work with social housing and Homes England was required.
- 5.10 This item can be viewed here at 00:21:00 [Item 5 - 'Right Homes, Right Places' Housing Mission Deep Dive](#).

Colin Haigh

## **RESOLVED**

- 5.11 The Growth Board supported the proposed next steps for the Topic Expert Group as set out in Section 8 of the report.

## **6. Healthy and Safe Places For All Mission Deep Dive**

[Officer Contact: Paul Burstow, Chair of the Mission and Chair of Hertfordshire and West Essex ICB and Ben Martin, Associate Director of Planning, Infrastructure and Economy, Watford Borough Council]

- 6.1 The Board reviewed a report which provided a deep dive into progress to date, and the proposed next steps to take forward the Healthy and Safe Places for All Mission work programme. The Board received a presentation on the Healthy and Safe Places For All Mission Deep Dive. The presentation can be viewed here: [Presentation - Healthy and Safe Places For All Mission Deep Dive](#).

CHAIRMAN'S INITIALS

- 6.2 The Board acknowledged the importance of creating healthy places to mitigate potential harm from development and provide tangible benefits to residents. The mission focused on ensuring that neighbourhoods were designed to improve physical and mental health, safety, and improve social connectedness. The mission prioritised maintaining health and preventing illnesses caused by health disparities, population growth, housing pressures, transport issues, and environmental challenges like poor air quality and gaps in active travel infrastructure.
- 6.3 The mission was underpinned by five key goals which sought to improve and regenerate places, embed health and well-being principles in planning and infrastructure, address inequalities and improve collaboration to ensure health infrastructure met local needs.
- 6.4 The Board heard that the planned rebuild of Watford General Hospital was progressing positively following the Secretary of State's recent announcement. It was noted that the redevelopment would go ahead, with more detailed and encouraging information emerging. The project was now in wave two of the program and that as Watford General was well-advanced in its plans, there was the potential for the project to advance more rapidly if an earlier slot became available, however continued effort was needed to maintain progress. Members challenged this view, noting that construction had been proposed for 2034, having placed 24<sup>th</sup> in the list, despite having land and planning permission ready and the current site requiring significant investment. These comments were taken on board and the mission leads were working on a case to advance to an earlier slot if one become available.
- 6.5 The mission leads had completed a comprehensive review of data and literature to understand the current state and identify best practices globally for developing a healthy places framework. Funding had been secured to advance this workstream and engagement with stakeholders, especially elected members, was underway to refine and ensure the framework was practical and usable by local authorities. A first draft of the framework was being finalised for wider stakeholder input.
- 6.6 In response to a Member question regarding the challenges of devolution, the Board heard that the NHS were keen to support where appropriate and were watching how neighbouring authorities were progressing. It was noted that the NHS was interested in understanding how risks could be managed with a potential change in service areas.

CHAIRMAN'S INITIALS

- 6.7 The Board commented on the opportunities to embrace AI in helping progress the mission. It was noted that AI had made significant progress recently, and whilst it was constantly evolving, the team was considering its potential benefits. The team aimed to develop a long-lasting framework that incorporated AI to aid in the development process and inform future development choices.
- 6.8 Members heard that 1,000 police officer hours per month were used supporting those requiring mental health intervention due to the NHS not having capacity within the system. This was raised for the partnership to consider future provision. It was noted that work on mental health was ongoing with a new mental health hub opening at Lister Hospital
- 6.9 The Board agreed that there was strong support for a robust formal process in the development and the adoption of the framework.
- 6.10 This item can be viewed here at 01:06:00 [Item 6 - Healthy and Safe Places For All Mission Deep Dive](#).

## **RESOLVED**

- 6.11 The Growth Board supported the proposed next steps for the Strategic Steering Group to take forward, as set out in Section 8 of the report.

## **7. Hertfordshire Growth Board (HGB) – proposed draft budget for 2025/26 financial year**

[Officer Contact: Matt Chatfield, Head of Strategy and Programmes, HGB]

- 7.1 The Board received a report which summarised the proposed draft budget for financial year 25/26 for consideration and approval by the Board. The budget position as of December 2024 indicated that HGB is expected to have spent £593k by the end of the financial year 2024/25, with approximately £922k available within the Herts Business Rates Retention pilot growth reserve. Future funding will need to be considered beyond 2026/27 to continue resourcing the HGB and its programmes, including pooling of funds between partners.
- 7.2 Key deliverables over the last financial year included supported Herts Futures launch the 'Invest Hertfordshire' prospectus, awarding

CHAIRMAN'S INITIALS

contracts for high-speed internet under Project Gigabit, and funding the local area retrofit accelerator. The board also launched the development charter and worked closely with the development sector through the Hertfordshire Infrastructure Development Board. An annual report further summarising the deliverables would be presented to the Board in March 2025. The proposed budget for 2025/26 included funding rollovers and salary increases to account for inflation.

- 7.3 Members heard that to avoid staffing gaps and address future funding uncertainties, interim staffing arrangements starting 10 February 2025 were proposed. It had been decided not to backfill the Growth Board Director position immediately, allowing flexibility in response to government policy directions and the Devolution White Paper. Interim leadership was to be provided by Neil Hayes, Director for Economy and Skills at Hertfordshire County Council/Chief Executive of Hertfordshire Futures, supported by the Head of Partnerships & Advocacy. These arrangements would be revisited in Spring 2025, with the remaining Growth Board team continuing their roles and reporting to the Director for Economy and Skills.
- 7.4 The Board supported the outlined proposals and emphasised the urgency of reviewing the growth board and its funding and demonstrating cooperation to Government. The Board commented on the potential weaknesses of the Growth Board being managed by Hertfordshire Future's, however officers highlighted that there was a significant strategic opportunity to align the independent voice of businesses, with public sector leaders. The joint oversight had the potential to strengthen collaboration on the growth agenda, particularly in relation to the economic mission. It was crucial for business leaders to understand and support the growth initiatives, including housing, healthy places, and digital access.
- 7.5 Forogh Rahmani, Hertfordshire Growth Board Director was thanked by the Board for her leadership and direction.
- 7.6 This item can be viewed here at 01:40:00 [Item 7 - Proposed draft budget for 2025/26 financial year](#).

### **RESOLVED**

- 7.6 The Growth Board:
- Approved the draft budget for 2025/26 financial as per paragraph 3.2 of the report.

CHAIRMAN'S INITIALS

- Approved the proposal for interim arrangements being put in place to backfill the HGB Director, as per paragraph 3.4 in the report.
- Noted the current financial position, with further work to be done to consider appropriate future funding arrangements from financial year 2026/27 following review of HGB in late spring/ early summer.

## **8. Hertfordshire Growth Board: Advocacy, Communication and Engagement Plan**

[Officer Contact: Forogh Rahmani, Hertfordshire Growth Board, Tel: 01992 588233]

- 8.1 The Board received a report which provided an update on the communications, engagement and advocacy work of the HGB.
- 8.2 Over the past year, the Board had focused on enhancing its communications and engagement strategy to raise awareness of its collective efforts and growth agenda. This included amplifying work to communities, key stakeholders, government officials, and local MPs. The Board had utilised various channels such as local press, media, and paid advertising to strengthen its reach. Significant successes included the promotion of partner initiatives with the University of Hertfordshire now represented on the Board and the effective use of LinkedIn. Moving forward, the Board planned to further engage with government and local MPs, starting with an upcoming event at Westminster.
- 8.3 This item can be viewed here at 01:51:00 [Item 8 - Advocacy, Communication and Engagement Plan](#).

### **RESOLVED**

- 8.4 The Growth Board noted the information shared within the presentation.

## **9. Other Part I Business**

- 9.1 None.

## **10. Date of next meeting**

- 10.1 The date of the next meeting was noted as Wednesday 16 July 2025.

**CHAIRMAN**.....

CHAIRMAN'S INITIALS





**Hertfordshire**  
Growth Board



[www.HertfordshireGrowthBoard.com](http://www.HertfordshireGrowthBoard.com)

[@hertsgoodgrowth](https://twitter.com/hertsgoodgrowth)



## Agenda Pack Page 15

Room 204, Hertfordshire County Council, County Hall, Pegs Lane, Hertford SG13 8DE

This page is intentionally left blank

# Agenda item 5

## Hertfordshire Growth Board (HGB) - Endorsement of Hertfordshire Retrofit Strategy

**Report Author:** Helen Burridge, Hertfordshire Climate Change & Sustainability Partnership

---

### 1 Purpose of report

- 1.1 This report seeks the Board's endorsement of the Hertfordshire Local Retrofit Strategy (the 'Strategy') at Appendix 1. The Strategy establishes a coordinated framework for retrofit delivery, partnership working and access to funding. It supports Goal 3 of the *Sustainable County Mission* in the HGB Vision and Mission and builds upon the Commitment to Retrofit, which was endorsed by local authorities in Hertfordshire in April 2025.
- 1.2 The Strategy has been shaped through a consultation process (March – June 2025) engaging all Hertfordshire local authorities. Endorsement by HGB will demonstrate unified support at the highest level across the public sector in the county.
- 1.3 The Strategy has been developed through the Local Area Retrofit Accelerator ('LARA') project – a cross-sector initiative involving local authorities, training providers, social landlords, trade representatives, and community organisations to establish a shared framework for retrofit initiatives. Endorsement of the Strategy will strengthen joint working and improve access to funding opportunities while placing no financial or legal obligations on signatories at this stage.
- 1.4 HGB members may recall the previous endorsement of the *Commitment to Retrofit* which set out a high-level ambition and framework for collaboration. The Strategy now provides the detailed roadmap for delivery, including strategic priorities and mechanisms for coordinated action through task and finish groups, projects and action plans.

### 2 Background

- 2.1 The LARA initiative was developed to address the systemic challenges of delivering large-scale retrofit programmes. It provides a countywide approach to scaling up domestic retrofit delivery by increasing coordination, stakeholder engagement, and investment opportunities.
- 2.2 Benefits of adopting a countywide retrofit strategy include:
  - a) Enhanced collaboration across local authorities and key industry sectors.

- b) Greater access to funding through joint applications and shared resource development.
- c) Targeted skills development to grow the local retrofit supply chain.
- d) Resource efficiency through alignment with national and regional climate adaptation and sustainability goals, in particular those of the Hertfordshire Climate Change and Sustainability Partnership (HCCSP) and HGB.

2.3 Given the urgency of retrofit to achieve net-zero targets and improve housing efficiency, achieving formal support is a critical step in enabling implementation.

### **3 Summary**

3.1 Endorsing the Strategy will position HGB as a regional leader on retrofit and provide a platform for joint action, capacity building and economic opportunity. It will also strengthen Hertfordshire's collective voice in regional and national policy and funding forums.

3.2 Approval of this report will signal support for a collaborative delivery model and enable the next phase of strategic planning and implementation.

### **4 Next Steps**

- 4.1 Subject to HGB approval, the following actions will be taken:
- a) The Strategy's action plan will be refined with input from multi-agency stakeholders.
  - b) Initial LARA engagement will focus on identifying priority actions, progressing opportunities for strategic alignment, and identifying funding and resourcing structures.
  - c) Progress updates will be reported via Hertfordshire Climate Change and Sustainability Partnership (HCCSP) and Hertfordshire Growth Board.

### **5 Implications**

5.1 There are no adverse legal, financial, equalities, environmental, sustainability or other implications arising from this report and its recommendations which support the ongoing work and priorities of the Growth Board.

5.2 Endorsement of the Strategy carries no immediate legal or financial commitments. Funding to support coordination and delivery oversight is currently being sought from the MCS Foundation.

5.3 Any future proposals requiring financial support will be brought to HGB for consideration as individual projects are developed.

## 6 Recommendations

- 6.1 That Hertfordshire Growth Board agree to:
- a) Endorse the Hertfordshire Local Retrofit Strategy in principle, as aligned with the Board's Vision and Mission.
  - b) Support continued engagement with the Strategy to enable knowledge-sharing, partnership working, and collaborative access to funding.
  - c) Encourage internal coordination to ensure alignment with relevant service areas and strategic priorities.
  - d) Note the development of a delivery-focused action plan, to be finalised through multi-agency collaboration.

This page is intentionally left blank

**Hertfordshire Local Retrofit Strategy 2025 to 2028**  
***Final text for stakeholder endorsement***  
***Spring 2025***

## Contents

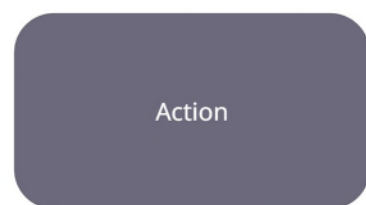
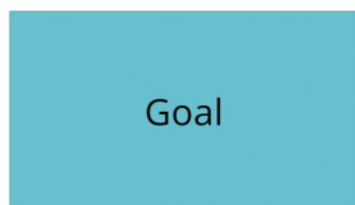
<b>1. Executive summary .....</b>	<b>4</b>
<b>2. Definitions.....</b>	<b>10</b>
<b>3. The Retrofit Strategy .....</b>	<b>11</b>
3.1. Introduction .....	11
<b>4. Vision &amp; Mission.....</b>	<b>12</b>
4.1. Vision Statement .....	12
4.2. Mission Statement .....	12
<b>5. SWOT Analysis.....</b>	<b>12</b>
<b>6. Shared Principles.....</b>	<b>13</b>
6.1. Work Together.....	13
6.2. Evidence-Led Approach .....	13
6.3. Sustainability Focused .....	13
6.4. Ambitious but Realistic .....	13
<b>7. Outcomes .....</b>	<b>13</b>
7.1. Introduction .....	13
<b>8. Goals .....</b>	<b>14</b>
8.1. Goal 1: Increase uptake and successful delivery of domestic retrofit advice and measures .....	15
8.2. Goal 2: Realise the co-benefits for Hertfordshire.....	15
8.3. Goal 3: Increase local supply chain capacity and quality in Hertfordshire through improved retrofit standards and demand.....	15
8.4. Goal 4: Create a confident, trusted retrofit environment .....	16
<b>9. Conclusion: A Collective Commitment to Action .....</b>	<b>16</b>
<b>10. Appendices .....</b>	<b>17</b>
<b>1. The LARA Pilot.....</b>	<b>17</b>
1.1. Introduction .....	17
<b>2. Vision and Mission .....</b>	<b>18</b>
2.1. Introduction .....	18
<b>3. SWOT .....</b>	<b>19</b>
3.1. Introduction .....	19
3.2. Strengths.....	20
3.3. Weaknesses .....	21
3.4. Opportunities .....	23
3.5. Threats .....	25
<b>4. Principles .....</b>	<b>27</b>
4.1. Introduction .....	27
4.2. The principles .....	27
<b>5. Outcomes, Goals and Actions: .....</b>	<b>28</b>
5.1. Outcomes .....	28
5.2. Goals .....	28



5.3.	Actions for each goal.....	28
5.4.	Goal 1.1: Increase uptake and successful delivery of domestic retrofit measures .....	32
5.5.	Goal 1.2: Increase retrofit investment in owner occupied and private landlord housing .....	36
5.6.	Goal 1.3: Increase retrofit investment in social housing.....	40
5.7.	Goal 2.1: Realise local economic benefits .....	43
5.8.	Goal 2.2: Realise health and wellbeing benefits .....	44
5.9.	Goal 2.3: Realise environmental benefits .....	46
5.10.	Goal 3.1: Increase local supply chain capacity and quality through improved retrofit standards and demand.	
	Strategic fit (across all goal actions):.....	49
5.11.	Goal 3.2: Increase demand for training and ensure adequate capacity/quality .....	51
5.12.	Goal 4.1: Develop suitable retrofit strategy, governance and delivery arrangements .....	53
5.13.	Goal 4.2: Increase collaboration, data-sharing and learning .....	57
5.14.	Goal 4.3: Ensure local policies are supportive .....	59

## 1. Executive summary

- 1.1. The Hertfordshire Local Retrofit Strategy (the “Strategy”) sets out a three year, structured and actionable roadmap for accelerating domestic retrofit in Hertfordshire, ensuring clear priorities, governance, and implementation steps. In alignment with county wide Net Zero targets, the Strategy sets out to address inefficiencies in Hertfordshire's housing stock. It is a people-led approach to improve the energy efficiency in homes to a high standard through a diverse range of measures. Critically, the Strategy itemises how, by working collaboratively, more can be delivered.
- 1.2. Key strategic priorities include:
  - 1.2.1. **Increasing the uptake of appropriate retrofit measures** through enhanced advice services and financial mechanisms.
  - 1.2.2. **Maximising co-benefits** such as local economic growth, health improvements, and environmental resilience.
  - 1.2.3. **Strengthening the local supply chain** by boosting skills, quality assurance, and contractor capacity.
  - 1.2.4. **Ensuring a coordinated, trusted delivery model** through strong governance, partnerships, and policy alignment.
- 1.3. This strategy moves beyond pilot stage to establish a coordinated, structured, long-term delivery framework, establishing good governance and oversight to ensure transparency and effectiveness.
- 1.4. The Hertfordshire approach is summarised through this ‘Strategy House’ and the underlying goals and actions illustrated here. Shown here are each of the four goals (in teal) and then the associated actions. The actions are in grey under each goal, with Priority actions in dark blue.



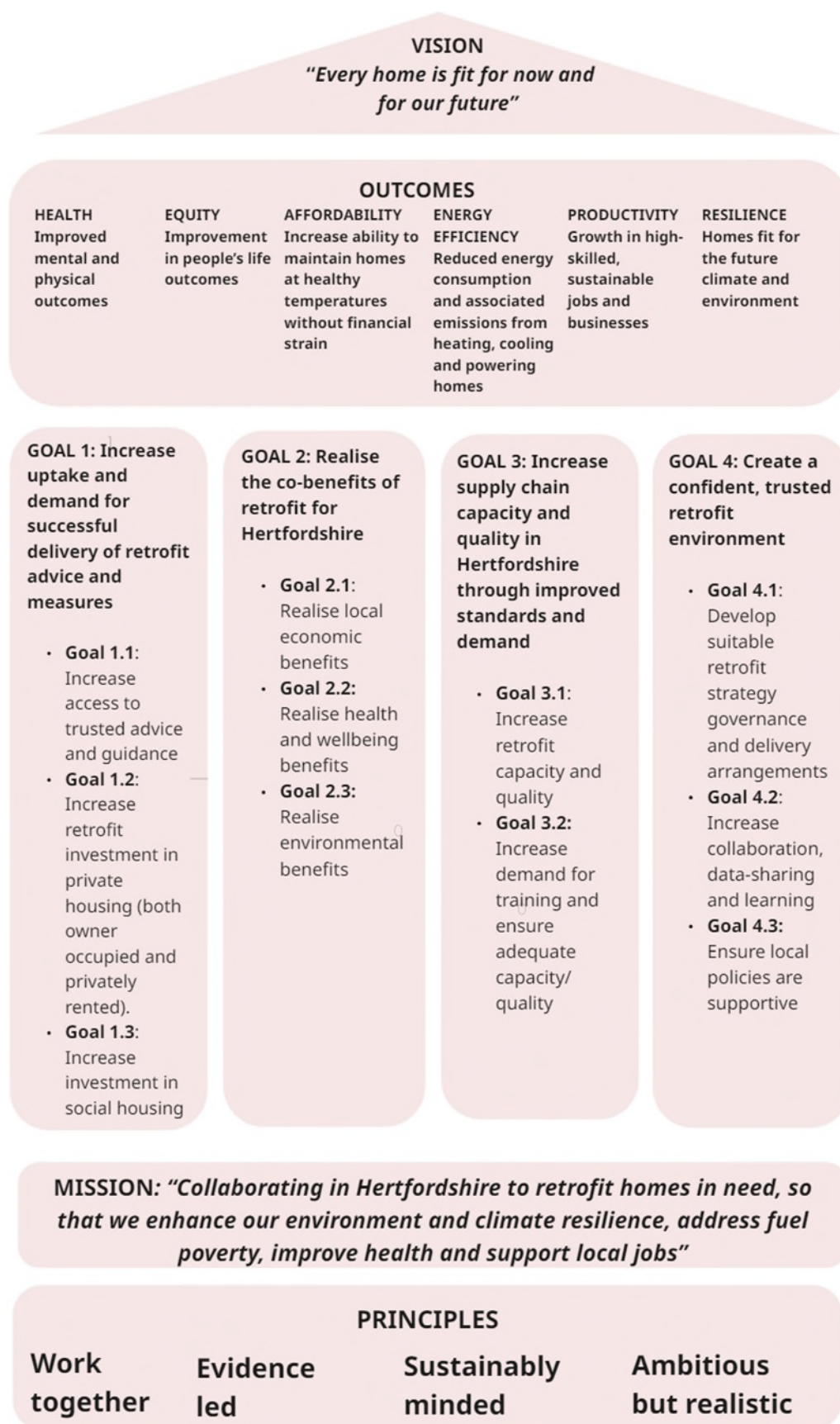
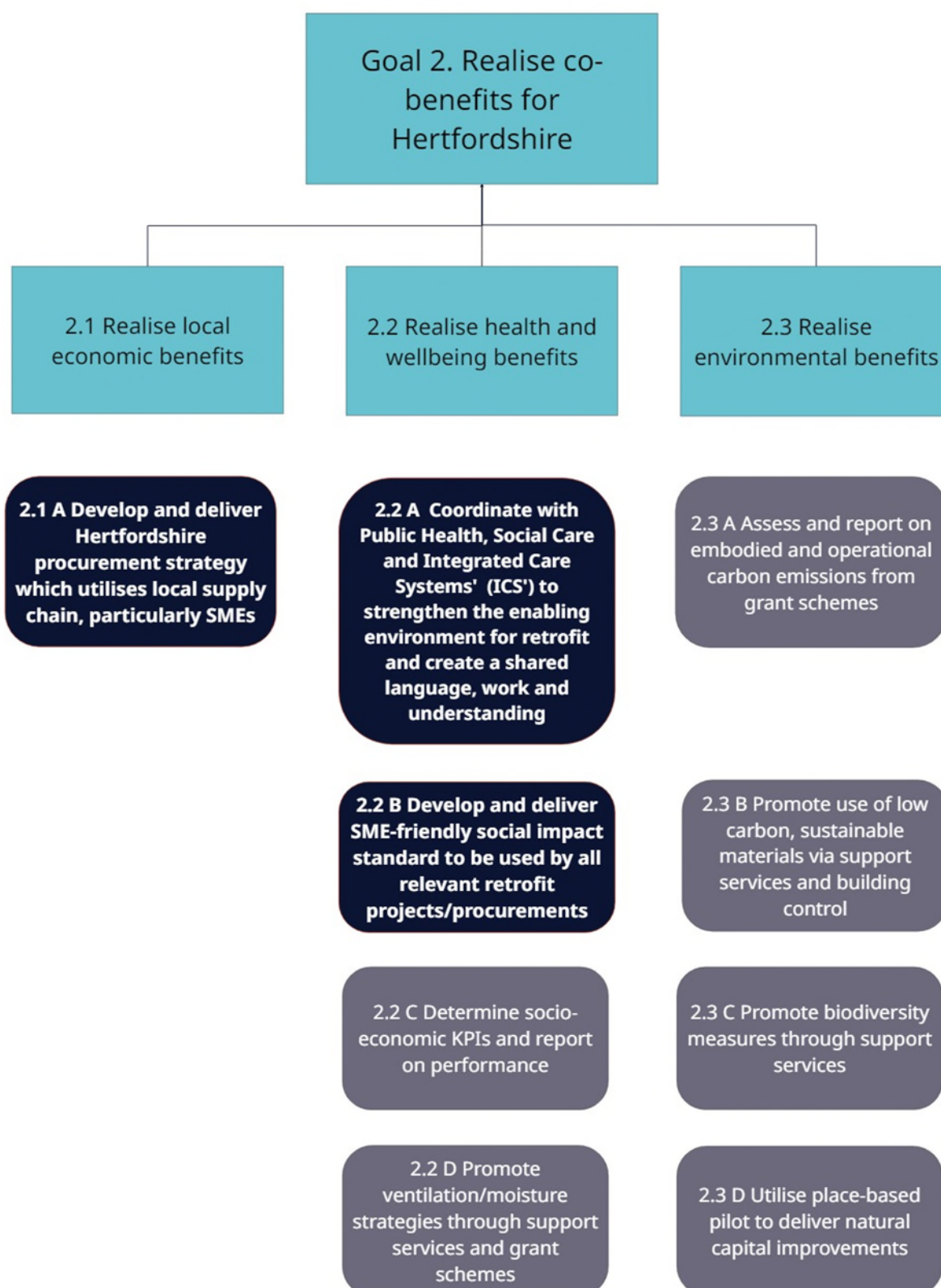


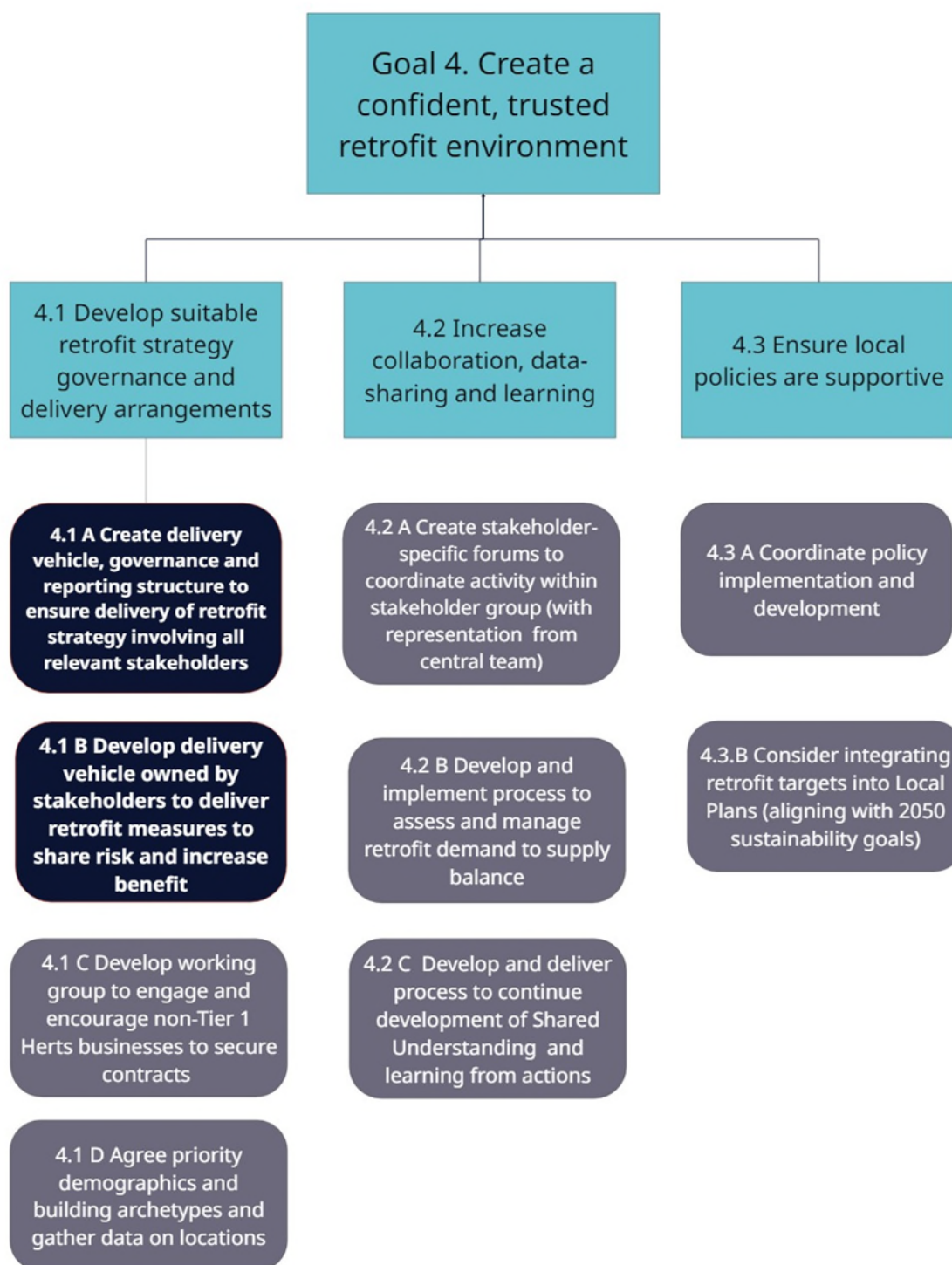
Figure 1: Strategy house, with the roof representing the vision and outcomes, supported by goals and resting on mission and shared principles.











## 2. Definitions

The terms used in this document are defined as follows:

**Central Team:** The operational team responsible for the operational progress of the Retrofit Strategy for Hertfordshire. In its early stages this team will include the Manager and the Support Officer (HCCSP), Programmes Director (MCS Foundation), Chair of HSOG (Head of Sustainability, HCC) and the Chair of the Carbon Subgroup (Programme Manager, Carbon, HCC). Once a dedicated retrofit officer is recruited, that individual will also join the central team.

**Emissions:** refers to the release of greenhouse gas that contributes to global warming. This includes carbon dioxide (CO<sub>2</sub>) and carbon dioxide equivalent (CO<sub>2</sub>e) emissions, primarily generated from the burning of fossil fuels.

**External factors:** Any factors outside the direct control of stakeholders involved in the LARA process. These may include national policies on incentives to install retrofits, the financial markets' interest in investing in retrofit schemes, or the fluctuating price of electricity or fossil fuels that impact residents and the choices they may make.

**Governance Working Group:** The working group volunteered during the LARA process whose membership includes HSOG Chair, HCCSP Manager, and representatives from public health, training colleges, energy charities, and some of the local authority sustainability officers of Hertfordshire.

**Internal factors:** Any factors that can be influenced or controlled by LARA stakeholders. Examples include the ability to apply for available grants, a college expanding its training courses, or a community organisation sharing relevant communications with its audiences.

**Local:** predominantly means the geographic county of Hertfordshire with the qualifying phrases intending to mean:

- **Local demand:** The market for retrofit work, products and services within the geographic area of Hertfordshire.
- **Local contractors:** The practice of appointing contractors based in or near Hertfordshire, with preference given to those within 50 miles of Welwyn Garden City as the central point in Hertfordshire, where legally permissible. This approach supports the local economy by creating jobs, reducing traffic related emissions and congestion and strengthening the regional supply chain. It also enables closer collaboration with local training providers such as colleges and universities. Where local contractors are unavailable, proximity-based selection should still be considered, subject to procurement regulations.
- **Local benefits:** The co-benefits of retrofit work that improve the health, wellbeing and environmental conditions of the human and natural communities within Hertfordshire.

**Local Area Retrofit Accelerator or “LARA” Process:** Refers to the LARA process a series of three workshops involving key stakeholders from the retrofit supply chain in Hertfordshire. The outputs of this process include the LARA Commitment document and this Retrofit Strategy.

**Natural Capital:** The world's stocks of natural assets including geology, soil, air and water and all living things which provide ecosystem services essential to life and human wellbeing<sup>1</sup>.

**Task and Finish Group:** Any task-specific group formed from the pool of wider LARA stakeholders (and beyond), created to address a particular action or initiative related to the retrofit process.

---

<sup>1</sup> <https://naturalcapitalforum.com/about/>



**Wider LARA Stakeholders:** The full list of representatives from stakeholder groups involved in the retrofit system in Hertfordshire, detailed in the appendices of this strategy.

*Any other terms, acronyms or references are expanded in the text or available on a simple internet search.*

## 3. The Retrofit Strategy

### Introduction

- 3.1.1. The Hertfordshire Local Retrofit Strategy sets out how Hertfordshire can make progress in tackling greenhouse gas emissions (“emissions”) from the heating and cooling of domestic buildings and the alleviation of fuel poverty. The Strategy sets out a plan to support growth in the green sector, with investment in both private and social housing whilst creating skilled and well-paid jobs. The Strategy is centred around decision making which balances economic, social and environmental factors, and focuses on forward planning for the climate to come. These themes are captured in the [vision](#) and [mission](#) and are articulated in the [goals](#) and [actions](#) to achieve them.
- 3.1.2. The Strategy was developed as part of the Local Area Retrofit Accelerator project (“LARA”) held in the autumn and winter of 2024/25. This initiative considered a systems approach to tackling retrofit, using baselining and visioning to agree a series of actions and goals to lead to an agreed outcome. More details on LARA, the facilitators and funding, and the co-collaboration efforts of the participants to develop this Strategy, are provided in the [Appendices](#).
- 3.1.3. Identified strategic goals are:
- Increasing the uptake of appropriate domestic retrofit measures through enhanced advice services and financial mechanisms.
  - Maximising co-benefits such as local economic growth, health improvements, and environmental resilience.
  - Strengthening the supply chain by boosting skills, quality assurance, and contractor capacity.
  - Ensuring a coordinated, trusted delivery model through strong governance, partnerships, and policy alignment.
- 3.1.4. To transition from strategy to implementation, the following immediate steps are recommended:
1. **Establish oversight and operational mechanisms:** A governance body will oversee implementation and monitor progress. It will have broad stakeholder representation from the LARA stakeholder group while remaining independent of HCCSP. The exact structure and level of involvement will be shaped collaboratively to balance capacity and effectiveness.
  2. **Develop a financial roadmap:** Identify and align funding opportunities and needs with strategic priorities to ensure sustainable investment.
  3. **Launch targeted pilot initiatives:** Deploy early interventions to build confidence, refine delivery models, and scale successful approaches.
  4. **Enhance stakeholder coordination:** Formalise engagement mechanisms to continue collaboration across public, private, and community sectors.
- 3.1.5. By focusing on structured delivery, Hertfordshire can lead the way in scaling retrofit at pace and ensuring homes are fit for the future.
- 3.1.6. The Strategy has been endorsed by the following organisations:

[Page of Logos]

## 4. Vision & Mission

### Vision Statement

***“Every home is fit for now and for our future”***

### Mission Statement

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

## 5. SWOT Analysis

The Strategy is underpinned by a comprehensive shared understanding of the current retrofit system in Hertfordshire as at autumn 2024 (see [Appendices](#)), recognising the Strengths, Weaknesses, Opportunities and Threats.

- 5.1.1. **Strengths** include established collaborative networks such as HCCSP and Hertfordshire Futures, a green skills programme, the pilot project experience through LARA, varied population types for testing retrofit models, homeownership levels that favour private funding, and a history of attracting grants.
- 5.1.2. **Weaknesses** involve a lack of clear regional priorities and alignment across stakeholders, skills gaps, procurement issues, and public misunderstandings of retrofitting. Addressing these will require strategic actions across governance, policy, and resource management.
- 5.1.3. **Opportunities** identified include the potential for developing a county-wide retrofit strategy, securing funding, promoting local job creation, leveraging innovation, working with local communities, and partnering with private investment. Also, aligning with health and social care objectives could provide opportunities to integrate retrofit with broader public health goals and broaden opportunities for identifying funding.
- 5.1.4. **Threats** primarily stem from a lack of consistent funding and access to grants, policy delays, capacity strain, and the urgency of climate change response. Regulatory changes and shifts in funding priorities could slow progress, so these will need to be managed with a clear, adaptable strategy.

This analysis provides a context for actions to sit within, addressing weaknesses while building on strengths, maximising opportunities and maintaining an awareness of the impact of external threats outside of the wider LARA stakeholders' influence.

## 6. Shared Principles

The Strategy is guided by four core principles that shape all actions and commitments by signatories:

### Work Together

Collaboration and partnership working require commitments to fairness, honesty, equity, and shared accountability.

### Evidence-Led Approach

Actions should be based on clear evidence, with data collection and evaluation ensuring continuous learning.

### Sustainability Focused

Solutions must balance environmental, economic, and social (to include consideration of heritage and cultural) impacts while maximising local benefits.

### Ambitious but Realistic

The Strategy should balance risk awareness with bold action, aiming to optimize outcomes rather than maximise risks.

In May 2025, the Commitment to Retrofit was endorsed by stakeholders to ensure these principles remain at the core of all activities.

## 7. Outcomes

### Introduction

The Strategy is designed to deliver measurable improvements in the following areas:

- **HEALTH:** Improved mental and physical outcomes
- **EQUITY:** Improvement in people's life outcomes
- **AFFORDABILITY:** Increased ability to maintain homes at healthy temperatures without financial strain
- **ENERGY EFFICIENCY:** Reduced energy consumption and associated emissions from heating, cooling and powering homes
- **PRODUCTIVITY:** Growth in high-skilled, sustainable jobs and businesses
- **RESILIENCE:** Homes fit for the future climate and environment

These outcomes are interdependent and will be collectively achieved across all Strategy goals, reflecting the systems-based approach at the heart of this work. Progress will be monitored through a series of Key Performance Indicators (KPIs) which will be defined as part of [actions 2.2C, 2.3A, 4.1A and 4.2B](#). Some KPIs may rely on proxy measures where direct

measurement is challenging – for example, assessing the impact of ‘knowledge sharing’. At this stage we would expect the following to be part of that suite:

- Average EPC rating across Hertfordshire, adjusted for building age and tenure to provide a fair reflection of housing stock.
- Total number of retrofits completed and measures installed.
- Fuel poverty indices to track the impact of retrofit interventions.
- Number of people employed in retrofit careers, including apprenticeships and training completions.
- Number of accredited installers (e.g. MCS, Trustmark) operating in Hertfordshire.
- Health data: prevalence of health issues due to damp and/or mould.
- Collaboration and partnership activity: Amount of high-quality and impactful joint initiatives and strategic partnerships in the retrofit system.
- Amount of high-quality and impactful active community-funded retrofit projects and community energy organisations.
- Number of MCS accredited low carbon technology installations per year.
- Investment secured and delivered through a retrofit body (see [action 4.1 B](#))
- Monitored value for money of installing retrofit measures compared to a baseline.

## 8. Goals

The following goals and sub-goals have been determined:

- 1. Increase uptake and successful delivery of domestic retrofit advice and measures**
  - 1.1. Increase access to trusted advice and guidance
  - 1.2. Increase retrofit investment in private housing (both owner occupied and privately rented)
  - 1.3. Increase retrofit investment in social housing
- 2. Realise the co-benefits for Hertfordshire**
  - 2.1. Realise local economic benefits
  - 2.2. Realise health and wellbeing benefits
  - 2.3. Realise environmental benefits
- 3. Increase supply chain capacity and quality in Hertfordshire through improved retrofit standards and demand**
  - 3.1. Increase retrofit capacity and quality
  - 3.2. Increase demand for training and ensure adequate capacity/quality
- 4. Create a confident, trusted retrofit environment**
  - 4.1. Develop suitable retrofit strategy governance and delivery arrangements
  - 4.2. Increase collaboration, data-sharing and learning
  - 4.3. Ensure local policies are supportive

## Goal 1: Increase uptake and successful delivery of domestic retrofit advice and measures

- 8.1.1. **Rationale:** This goal is to directly increase the number of retrofit measures being carried out in homes in Hertfordshire and therefore become 'fit for now and the future'. The sub-goals split this between the two main domestic ownership groups: private (owner-occupied, and privately rented) and social housing. There are some actions that will help both tenures but there is value in treating them differently. For example, private homeowners and social landlords can access different grant schemes and are affected by different regulations. Individual behaviour as a tenant or an owner may need different approaches also. A large focus of this goal is in supporting and facilitating action and a reliance on grants and/or value for money evidence to help bring it about.
- 8.1.2. **Assumptions:** The goal assumes grants, low-interest loans or private investment will be accessed when a persuasive offer can be told and a supply chain able to deliver. Economic conditions will have a big impact on the ability to deliver this goal. The goal also assumes that any short-term increase in demand can be delivered by the existing supply chain or with minimal formal training concurrently with the increased supply chain capacity being developed through Goal 3.

## Goal 2: Realise the co-benefits for Hertfordshire

- 8.1.3. **Rationale:** This goal is to help drive take up of appropriate, high-quality retrofit measures by maximising the benefit it provides to the locality and therefore improve the local business case. For example, if people can see retrofit delivers local jobs and better life outcomes then they are more likely to engage with retrofit. Whether that be as an informal promoter, by purchasing measures or working in the supply chain. The sub-goals split this between the three main types of benefits: economic, social and environmental. This goal will also help to reinforce the benefit of retrofit to stakeholders involved in delivering the Strategy. Through articulating these co-benefits, there are opportunities for enhancing scarce resources through shared outcomes, aligned funding applications (where different groups are eligible for related but different resources) and broader stakeholder opportunities.
- 8.1.4. **Assumptions:** The goal assumes retrofit can deliver a wide range of benefits and that these can be measured directly or indirectly to determine performance.

## Goal 3: Increase local supply chain capacity and quality in Hertfordshire through improved retrofit standards and demand

- 8.1.5. **Rationale:** This goal is the counter to goal 1, developing supply to meet current and future demand. Importantly for delivery of the vision, this goal also works towards ensuring quality within the supply chain. This is important to ensure emissions-reductions are delivered but also to give consumers trust and confidence in the works and increase demand. The sub-goals split this between ensuring demand for training, capacity to deliver training and delivery of informal training support, particularly for micro and small to medium-sized (SME) businesses.
- 8.1.6. **Assumptions:** The goal assumes formal and informal training courses are available. Also, that there will be an increase in demand in the medium-long term. With many training courses taking c. 3 years to complete, work needs to start now to meet the stated demand growth.

## Goal 4: Create a confident, trusted retrofit environment

- 8.1.7. **Rationale:** This goal is to ensure the vision and strategy has a supportive and trusted eco-system. Critically this goal covers the governance and people element needed to deliver the Strategy but also highlights actions to ensure continued collaboration. Much of the retrofit system is affected by public policy and this goal covers policy-related actions.
- 8.1.8. **Assumptions:** The goal assumes a governance arrangement can be achieved which all strategy signatories can agree to, which can be resourced for sufficient time to embed the growth of retrofit into 'business as usual' across Hertfordshire.

## 9. Conclusion: A Collective Commitment to Action

The Hertfordshire Local Retrofit Strategy is not just a plan—it is a commitment to action. By aligning stakeholders, resources, and expertise, we are setting the foundation for lasting change in the way homes are adapted for a low-carbon future and the future climate. The journey ahead will require sustained collaboration, innovative approaches, and collective determination.

Success will be measured not just in KPIs but in warmer and cooler homes, healthier residents, thriving local businesses, and a community empowered to take charge of its energy future. The Strategy provides a clear path forward—now, it is up to all of us to turn ambition into impact.

With governance structures in development, funding pathways envisioned, and stakeholder partnerships established, the next steps are clear. Hertfordshire has the opportunity to demonstrate that a well-coordinated, place-based approach to retrofit can deliver meaningful results for people, the economy, and the planet.

From determined but disparate first steps in retrofit over recent years, this Strategy will be the acceleration Hertfordshire needs for a sustained, ambitious journey—one that ensures every home in Hertfordshire is fit for now and for the future.



## 10. Appendices

To maintain clarity and focus within the strategy document, details on developing the Strategy through LARA, and how key principles and outcomes were developed, have been moved to this Appendix. This section provides transparency on stakeholder engagement, methodology, and decision-making processes as well as an indicative direction to aid the development of action plans, budgets and planning for next steps.

### 1. The LARA Pilot

#### Introduction

- 1.1.1. This Strategy came from a series of workshops and working groups attended by stakeholders involved in retrofit within Hertfordshire. The Pilot team, consisting of experts in systems change ([Dark Matter Labs](#)), community engagement ([Collaborate CIC](#)) and the retrofit landscape ([MCS Foundation](#)) carried out research to help inform decisions and facilitated conversations enabling the Strategy to emerge. [Hertfordshire Climate Change and Sustainability Partnership](#) ("HCCSP") were the lead organisation for the process. The Pilot team worked closely with HCCSP from the start. An extensive list of stakeholders was developed with HCCSP. Interviews were held with a sample of stakeholders and findings were combined with desk-based research to build a picture of the area, the Locality Assessment. This then guided work at the first workshop to develop a Shared Understanding of how things were working currently. From this the attendees started to develop themes for a vision. This was then honed by one of the working groups (self-selected, smaller groups of workshop attendees, getting together between workshops) and approved at the next workshop. Once the vision was in place the stakeholders could start to develop the goals and actions needed. Importantly, they also agreed on the shared principles needed to ensure they can work together and achieve the vision.
- 1.1.2. A systems approach is a way of thinking about problems and solutions by considering the entire system, rather than just individual parts. It's a holistic and interdisciplinary method that emphasises how different elements interact. The Pilot also aimed to take a place-based approach, that is an approach using a collaborative process to address the needs of a community by working together to improve the quality of life. It involves understanding a place's social context and physical setting. In this context the place was Hertfordshire and stakeholders from across the retrofit system in Hertfordshire were invited to co-develop the Strategy.
- 1.1.3. The Strategy has the following defined terms:
  - **ACTIONS: Things done** by people and organisations in Hertfordshire in support of goals, by individuals or groups
  - **GOALS: Something Hertfordshire hopes to achieve** which is formed of multiple actions and achieved by multiple parties
  - **MISSION: How the work** needed to achieve the vision will be taken forward
  - **OUTCOMES: The result of something**, or the consequence of it, is the outcome
  - **STRATEGY: A plan** for Hertfordshire made up of multiple goals (under which sit actions) toward a wider mission and vision
  - **VISION: One sentence that describes the future-facing, longer term ambition** of the Strategy and offers inspiration and motivation
- 1.1.4. The Pilot was funded and led by The MCS Foundation which is a charity working to decarbonise all homes in the UK. The Pilot has been delivered in partnership with Ashden,

National Retrofit Hub, Greater Southeast Net Zero Hub and the UK Green Building Council. The Pilot team would also like to thank UK Green Building Council, who supported the workshops held in Hertfordshire. The workshops were designed by Dark Matter Labs and Collaborate CIC and delivered by The MCS Foundation and Collaborate CIC.

### Organisations Represented:

Over 100 stakeholders took part in this project representing over 60 organisations across three workshops. This includes local authorities, Hertfordshire Futures, training colleges and institutions, private landlords and social landlords, community groups, local organisations responsible for supporting heritage areas (such as [Letchworth Heritage Foundation](#) and [Welwyn Garden City Estate Management Scheme](#)), contractors responsible for building and retrofit work (including technical low emission installers and general construction companies with retrofit expertise), and energy advice charities:

Ashden	Grand Union Community Energy	Oaklands College
Black Architecture		PyramidEco
Braughing Old Boys School Community Trust	Greater South East Net Zero Hub	Sawbridgeworth Town Council
Braughing Parish Council	Green Heat Coop	Settle Housing Group
Broxbourne Council	HCCSP	St Albans City and District Council
Carbon Rewind Ltd	Hertford Regional College	Stevenage Borough Council
Centre for Ageing Better	Hertfordshire County Council	Sustain Homes
Clarion Housing Group	Hertfordshire Futures	Three Rivers District Council
Dacorum Borough Council	Hertsmere Borough Council	Thrive Homes
E.ON Energy	Knebworth Environment Group	University of Hertfordshire
East Herts District Council	Letchworth Garden City Heritage Foundation	Wates
Education for a Sustainable Future	LGA	Watford and Three Rivers Friends of the Earth
EELGA	Multiverse Consultants	Watford Borough Council
Energy Saving Trust	NEF	Welwyn Hatfield Borough Council
Envol Labs	North Herts & Stevenage Green Party	West Herts College
Estu Global	North Herts Council	

## 2. Vision and Mission

### Introduction

- 2.1.1. Work on the vision started during workshop one. Please see the [workshop report](#) for more information.



- 2.1.2. The vision exercise revealed several key themes shaping individual and organisational aspirations. These included achieving a net-zero Hertfordshire, fostering innovation, ensuring equity, financial and business sustainability, adaptability and resilience, and strengthening partnerships. Stakeholders emphasised the importance of inter-generational justice, affordable warmth, and community-centred approaches. The discussion then shifted to how stakeholders are already working together and how collaboration could be improved, focusing on spheres of influence. Councils can facilitate change through grants, policymaking, planning, multi-agency initiatives and as landlords, while businesses can influence customer demand, skills development, and investment in growth and new technologies. To enhance collaboration, participants recognised the need to work together on accessing funding, data sharing, building consumer trust, and connecting and growing supply chains.
- 2.1.3. A working group was set up to refine the vision. The working group drafted a vision statement that was reviewed and revised during Workshop two. Participants proposed an amendment to separate the statement into a vision and a mission. The agreed upon vision statement was: *“Every home is fit for now and for our future,”*. The mission statement says: *“Collaborating in Hertfordshire to retrofit homes in need, so that we enhance our environment and climate resilience, address fuel poverty, improve health and support local jobs.”* Following a voting system, the group adopted the vision and mission. Please see the [workshop report](#) for more information.

## 3. SWOT

### Introduction

- 3.1.1. The SWOT was developed over several phases. The Pilot team conducted qualitative and quantitative research published in the Locality Assessment with data gathered through desk-based research and stakeholder interviews. The Locality Assessment informed the workshops, particularly the Shared Understanding and set a baseline understanding of Hertfordshire’s retrofit system. The Locality Assessment report [\[insert link\]](#) details specific geographic and demographic information about the locality. It also provides insight into activity within the locality in relation to six pillars of a retrofit system<sup>2</sup>. The ‘six pillars’ are a tool to understanding a system as follows:
- Community:
    - Awareness and appetite for retrofitting from residents
    - Trust building
    - Participation & engagement
  - Skills and Training:
    - Market size and quality of works
    - Range of different programmes, tenures & building typologies
    - Skills pipeline needed for future works
  - Homes:
    - Building types and tenures across the area
    - Approach to the carbon and energy saving
  - Low carbon technology:

---

<sup>2</sup> A process developed by [Dark Matter Labs](#)

- Heat pump 'readiness'
    - Energy generation & storage
    - Planning & infrastructure e.g. grid constraints
  - Financial resourcing:
    - Funding and finance
    - Variations across tenures & delivery models
    - Impacts on quality retrofit works e.g. user-centred service models
  - Governance
    - Ownership and governance
    - Procurement policy e.g. community wealth building
- 3.1.2. After Workshop one, the Shared Understanding Working Group met to start creating and refining a SWOT based on the Locality Assessment and outputs from the workshop. This was presented during Workshop two, and highlighted the county's strengths in collaborative networks, green skills programmes, and successful grant funding, while finding challenges such as resource limitations, skills gaps, and public hesitation. Opportunities included community engagement, local supply chains, and collective purchasing, counterbalanced by threats like funding uncertainty, supply chain constraints, and regulatory delays. This was reviewed and revised by the group and a revised SWOT put to stakeholders for approval, with 98% of stakeholders agreeing with the final document.

## Strengths

- 3.1.3. Strength 1: Collaborative networks and established governance
- Further information: Partnerships and governance already exist through HCCSP. Shared learning and alignment of county-wide goals. Collaboration opportunities through existing partnerships
  - Response: Build on through [action 4.1 A](#) and [action 4.1 B](#)
- 3.1.4. Strength 2: Established green skills programme
- Further information: Training providers are ready and waiting for students and trainers
  - Response: Build on through [action 3.2 A](#), [action 3.2 B](#) and [action 3.2 C](#)
- 3.1.5. Strength 3: Previous experience establishing pilot projects
- Further information: Development of retrofit projects, e.g. Greener Homes, and participation in LARA pilot
  - Response: Take experience into delivery of Strategy and particularly [action 1.1 A](#), [action 1.1 B](#), [action 1.1 D](#), [action 1.2 A](#), [action 2.1 A](#), [action 4.1 B](#)
- 3.1.6. Strength 4: Mixed populations, rural and urban
- Further information: Provides a good testing ground for different delivery models with large urban populations providing opportunities for large scale retrofit programmes or Heat Networks
  - Response: Can be utilised for [action 1.1 B](#) and [action 1.2 C](#)

3.1.7. Strength 5: High level of home ownership & affluence

- Further information: Good opportunity to test private funding models and opportunity to market retrofit projects to homeowners
- Response: Can be utilised by [action 1.1 A](#) and [action 1.1 E](#)

3.1.8. Strength 6: Similar housing archetypes in specific locations

- Further information: Housing tends to be built at scale in certain periods and locations e.g. Garden cities have very similar property types, making mass retrofit potentially less complex
- Response: Can be utilised by [action 1.1 A](#), [action 1.1 E](#) and [action 1.2 A](#)

3.1.9. Strength 8: Proven track record of attracting grant funding

- Further information: Councils and consortia successful in securing LAD and HUG funding under all rounds
- Response: Can be utilised across Strategy but particularly by [action 1.2 B](#) and [action 1.3 A](#)

3.1.10. Strength 9: Recognition of the climate emergency and political will

- Further information: N/A
- Response: Will support Strategy delivery and be supported by [action 2.2 C](#) and [action 2.3 A](#)

3.1.11. Strength 10: Established industry leaders e.g. GSK

- Further information: N/A
- Response: No specific actions but needs to be utilised by [action 4.1 A](#)

## Weaknesses

3.1.12. Weakness 1: Lack of objective priorities

- Further information: Range of options leads to potential for scattergun and disconnected approaches, potentially contradictory and/or unsuccessful
- Response: Strategy directly responds to weakness and supported by [action 4.1 A](#) and [action 4.2 A](#)

3.1.13. Weakness 2: Lack of retrofit strategy

- Further information: The absence of a formal Hertfordshire retrofit strategy limits clear direction and coordinated county-wide action on retrofitting, creating uncertainty in planning and project prioritisation
- Response: Development and endorsement of the Local Retrofit Strategy and managed going forward through [action 4.1 A](#)

3.1.14. Weakness 3: Limited resources and capacity

- Further information: Capacity constraints within local authorities could hinder the ability to deliver retrofit initiatives at the necessary scale
- Response: [action 4.1 A](#) aims to deliver central capacity to coordinate and deliver whilst facilitating others

3.1.15. Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes

- Further information: N/A
- Response: Mitigated in part through demand development actions sitting under goal 1 but also directly through [action 3.1 C](#) and [action 3.2 D](#)

3.1.16. Weakness 5: Collaboration between all stakeholders could complicate project oversight if governance, roles, and responsibilities aren't clearly defined, especially in the absence of a guiding strategy

- Further information: N/A
- Response: To be mitigated through the Strategy itself and [Shared Principle 1](#) but also [action 4.1 A](#), [action 4.2 A](#) and [action 4.3 A](#)

3.1.17. Weakness 6: Limited stakeholder engagement and lack of public understanding

- Further information: Public and stakeholder understanding of retrofitting, especially around its adaptation benefits, may be limited, requiring further education and engagement efforts
- Response: Mitigated for the public through [action 1.1 A](#), then reporting on performance via [action 2.2 C](#) and [action 2.3 A](#), policy support via [action 4.3 A](#) and for stakeholders through engagement via [action 4.2 A](#)

3.1.18. Weakness 7: Procurement reticence

- Further information: Anxiety in public sector around risk, responsibility, and reputation, preventing 'preferred' suppliers being shared beyond LA organisations. Need for procurement to be inclusive of government legislation.
- Response: Mitigated through [action 2.1 A](#)

3.1.19. Weakness 8: Skills shortage and limited installation capacity

- Further information: The existing workforce is not equipped to meet the scale of retrofitting required (c. 500k homes by 2050)
- A lack of knowledge in the construction, materials and behaviour of traditional (pre-c.1919) buildings – approximately 25% of UK homes – may result in inappropriate retrofit interventions which can cause long term damage.
- Response: Mitigated in part through demand development actions sitting under goal 1 and supply actions under [goal 3.1](#) and [goal 3.2](#)

3.1.20. Weakness 9: Higher than national average of listed and conservation (heritage) properties

- Further information: Could make retrofit programmes more complex, expensive and take longer to deliver
- Response: Possibly mitigated in part through [action 4.1 D](#) but needs monitoring as affects a number of actions such as [action 1.1 A](#) and [action 2.2 D](#)

3.1.21. Weakness 10: Limited numbers of community energy groups and not seen as a partner

- Further information: N/A
- Response: To be mitigated through [action 4.2 A](#) and possibly [action 4.1 A](#) but could be key to successful delivery of [action 1.1 A](#) and [action 1.1 B](#)

3.1.22. Weakness 11: Colleges ready but not getting students

- Further information: Training providers not getting demand for retrofit courses
- Response: Mitigated in part through demand development actions sitting under goal 1 but specifically via [action 3.1 C](#) and [action 3.2 D](#)

3.1.23. Weakness 12: Policy environment and communication from government

- Further information: Lack of short and long term supportive national policy and awareness campaigns supplemented by inconsistent communication when initiatives are launched.
- Response: Government policy sits outside of the Strategy's scope but may be mitigated through actions sitting under [goal 1.1](#), increasing consumer confidence through actions sitting under [goal 3.1](#) and [goal 3.2](#) and specifically [action 4.3 A](#)

3.1.24. Weakness 13: Lack of confidence in technology, installation quality and trusted and knowledgeable local intermediaries

- Further information: N/A
- Response: Mitigated through actions sitting under [goal 1.1](#), [goal 3.1](#) and [goal 3.2](#)

3.1.25. Weakness 14: Lack of public/householder demand

- Further information: N/A
- Response: Mitigated through actions sitting under [goal 1.1](#), [goal 1.2](#) and [goal 1.3](#)

3.1.26. Weakness 15: Lack of show homes and other visible/accessible opportunities to see tech in person

- Further information: N/A
- Response: Could be mitigated through specific actions as part of [action 1.1 A](#) and [action 1.1 B](#)

## Opportunities

3.1.27. Opportunity 1: Strategy development

- Further information: The opportunity exists to develop a county-wide Hertfordshire retrofit strategy, informed by local pilots, like the LARA project, and national climate priorities
- Response: Development of the Local Retrofit Strategy and specifically [action 4.1 A](#) to guide and ensure delivery of the [vision](#) and [goal](#)

3.1.28. Opportunity 2: Funding availability

- Further information: Strong collaborations through HCCSP's stakeholders could help secure and leverage potential and existing funding for retrofitting initiatives, enabling broader reach and more impactful results across both public and private buildings
- Response: Realisation specifically through [action 4.1 A](#) and actions under [goal 4.1](#) and [goal 4.2](#)

3.1.29. Opportunity 3: Innovation and knowledge sharing

- Further information: Programmes like LARA offer opportunities to co-create solutions and share knowledge across sectors, boosting the effectiveness of

retrofit projects. Herts Insight as a portal for aligning better data will help stakeholders reach aligned conclusions for action.

- Response: To be utilised by [action 4.1 A](#), and actions sitting under [goal 4.2](#) and [goal 4.3](#)

3.1.30. Opportunity 4: National and local policy alignment

- Further information: Hertfordshire's commitment to green growth and climate resilience aligns with UK government priorities, which may attract policy incentives or increased funding
- Response: To be utilised by [action 4.1 A](#), [action 1.2 B](#) and [action 1.3 A](#)

3.1.31. Opportunity 5: Local job creation

- Further information: Aligning ambition with a consistent work programme could help provide market stability and confidence to improve and keep workforce in the local area
- Response: To be utilised by actions sitting under goal 1 and mitigated through [action 2.1 A](#) and [action 4.2 B](#)

3.1.32. Opportunity 6: Leverage co-benefits through aligned procurement

- Further information: Appetite for aligned procurement approaches proven through [Regional Climate Change Forum](#) procurement working groups and Supply Hertfordshire, with a possible undertaking for a countywide procurement charter to help align ambition for a sustainable supply chain
- Response: To be realised through [action 2.1 A](#) and supported by [action 4.1 C](#)

3.1.33. Opportunity 7: Skills training and career development for young people

- Further information: N/A
- Response: To be realised through actions under goal 3

3.1.34. Opportunity 8: Working with local communities

- Further information: N/A
- Response: To be realised through [action 1.1 C](#)

3.1.35. Opportunity 9: Decentralise electricity grid and develop renewable heat networks

- Further information: N/A
- Response: Not specifically realised through actions but could well be part of response coming out of [action 1.1 B](#), [action 4.3 A](#) and [action 4.3 B](#)

3.1.36. Opportunity 10: Mobilise the repair and maintenance industry

- Further information: N/A
- Response: To be realised through demand-side actions sitting under [goal 1.1](#), [goal 1.2](#) and [goal 1.3](#) and [action 3.1 A](#) and [action 3.1 B](#)

3.1.37. Opportunity 11: Engage health professionals and align to health and social care objectives

- Further information: N/A
- Response: Realised through [action 2.2 A](#) and [action 4.3 A](#)

3.1.38. Opportunity 12: Group buying

- Further information: N/A
- Response: To be realised through [action 1.2 A](#)

3.1.39. Opportunity 13: Retrofit as a springboard to encourage behaviour change

- Further information: N/A
- Response: No directly related action but feeds into [action 2.2 A](#)

3.1.40. Opportunity 14: Partnering with private investment

- Further information: N/A
- Response: No directly related action but feeds into [actions](#) sitting under [goal 1.2](#)

3.1.41. Opportunity 15: Local government reform

- Further information: Following the [English Devolution White Paper](#) outlining plans for local government reform, changes in funding and powers at a local level could affect mandate and resources to effect change in the county.
- Response: To be monitored by output from [action 4.1 A](#)

## Threats

3.1.42. Threat 1: Funding gaps or uncertainty

- Further information: Uncertainty around funding availability for retrofitting could delay projects or reduce their scope, securing continuous financial support is critical
- Response: To be managed by output from [action 4.1 A](#)

3.1.43. Threat 2: Funding bodies changing priorities

- Further information: Choice to follow the funding or develop a strategy that can stand alone, waiting for relevant funding to develop.
- Response: To be managed by output from [action 4.1 A](#) and an endorsed Local Retrofit Strategy

3.1.44. Threat 3: Capacity strain

- Capacity within local authorities could be overstretched, particularly as collaboration increases in scale and complexity. Capacity will also be challenged by potential challenges of local government reform.
- Response: To be managed by output from [action 4.1 A](#) and collaborative working facilitated through [action 4.2 A](#) and endorsement of [Shared Principle 1](#).

3.1.45. Threat 4: Regulatory and policy delays

- Further information: Delays in policy and shifts in direction cause uncertainty and slower progress
- Response: Mitigated through endorsed Local Retrofit Strategy and development of local market using actions under goal 1 and goal 3

3.1.46. Threat 5: Urgency of Climate Impact Response

- Further information: Shift of focus away from long-term retrofit plans, with resulting negative impacts on fuel poverty, carbon emissions, thermal comfort,



intergenerational equality, health and wellbeing and other interrelated impacts of inaction.

- Response: An important threat, particularly to potentially long-term initiatives such as action 1.1 B, that needs to be managed by output from [action 4.1 A](#) and data from [action 2.2 C](#) and [action 2.3 A](#)

3.1.47. Threat 6: Ability to conduct housing stock analysis

- Further information: Although potential sources of housing data exist (e.g. Herts Insights, Parity Projects, etc) these rely on knowledge and capacity to be able to create meaningful analysis and alongside an understanding of the right data queries. More detailed and accurate housing stock analysis relies on specific budget: but difficult to know whether the cost/benefit analysis aligns.
- Response: To be managed by output from [action 4.1 A](#) and collaborative working facilitated through [action 4.2 A](#) and endorsement of [Shared Principle 1](#), impacts on [action 1.3 B](#)

3.1.48. Threat 7: Difficulties in developing the workforce

- Further information: Loss of younger people in the workforce to neighbouring (cheaper) counties and London
- Response: To be mitigated through demand-side actions sitting under [goal 1.1](#), [goal 1.2](#) and [goal 1.3](#) and [action 3.1 A](#) and [action 3.1 B](#)

3.1.49. Threat 8: Supply chain constraints

- Further information: High demand for materials and technologies could lead to supply shortages
- Response: To be managed through [action 4.2 B](#)

3.1.50. Threat 9: Poor public perception and engagement in retrofit

- Resistance or apathy towards retrofitting due to financial, disruption and trust barriers
- Response: To be managed through [action 1.1 A](#), [action 1.2 B](#) and [action 1.3 A](#)

3.1.51. Threat 10: Liabilities from consortia and risk averse councils

- Further information: N/A
- Response: Key risk to be mitigated through output from [action 4.1 A](#) and an endorsed Local Retrofit Strategy with agreed [Shared Principles](#)

3.1.52. Threat 11: Energy pricing uncertainty and volatility

- Further information: N/A
- Response: Threat sits mainly outside of the Local Retrofit Strategy's scope but [action 1.1 A](#) will provide a response

3.1.53. Threat 12: Politicisation of climate change conversation

- Further information: N/A
- Response: To be understood more but [action 1.1 B](#) and [action 1.1 C](#) is in response, in part, to this Threat

3.1.54. Threat 13: Poor quality work undermines trust and confidence



- Further information: N/A
- Response: To be mitigated through actions sitting under [goal 3.1](#) and [goal 3.2](#)

3.1.55. Threat 14: Devolution process derails agendas

- Further information: N/A
- Response: To be managed by output from [action 4.1 A](#) and collaborative working facilitated through [action 4.2 A](#)

## 4. Principles

### Introduction

- 4.1.1. During workshop two, participants engaged in a systems simulation game to explore principles and strategies for collaborative retrofit initiatives in Hertfordshire. The exercise highlighted challenges such as siloed actions, lack of coordination, and minimal strategic oversight in Round 1. This evolved into greater collaboration, shared goals, and efficient resource use in Round 2. Groups then used this learning to reflect on real-life changes they want to see in Hertfordshire's retrofit system.
- 4.1.2. Key principles for a better retrofit system were identified, including equity, sustainability, collaboration, and accountability. Priorities found included shared vision, workforce upskilling, community engagement, targeted funding, and innovative financing models. The follow-up discussions emphasised leveraging local resources, fostering partnerships, and applying insights to real-world challenges to drive systemic change and accelerate retrofitting efforts effectively.
- 4.1.3. These shared principles will guide all activity by signatories to the Strategy. The governance agreements between signatories to the Strategy will formally ensure their importance. The principles below have influenced the goals and actions and are critical in achieving the vision.

### The principles

4.1.4. Principle 1: Work together

- Principle of collaboration and partnership working which may require commitments to fairness, honesty, equity, clear lines of accountability with risks shared
- "Collaboration is key, as we are stronger together"
- "A collaborative approach to resource allocation ensures that no region or group is left behind"

4.1.5. Principle 2: Evidence led

- Principle to ensure, wherever, possible that actions are based on evidence, data is gathered, and actions are evaluated to enable a sense of purpose
- "Generate enough activity to create learning in the market and improve over time"
- "Incremental progress ensures that strategies evolve and adapt as lessons are learned"

4.1.6. Principle 3: Sustainably minded

- Principle that solutions must balance and understand their environmental, economic, and social value whilst maximising local benefit

- “Solutions must balance environmental impact, cultural relevance, the value of heritage assets and long-term financial viability”

#### 4.1.7. Principle 4: Ambitious but Realistic

- Principle to help strive a balance between being too risk-averse and too careless which can only be done by understanding risks and collective accountability, some time aiming to optimise rather than maximise
- “Be realistic about ambitions and act on them—ambitious goals should be balanced with practical steps”

## 5. Outcomes, Goals and Actions:

### Outcomes

- 5.1.1. During workshop one, participants engaged in a visioning exercises. The results from this have informed the development of a set of outcomes for the strategy.
- 5.1.2. Data from Locality Assessments and national best practices informed outcome priorities.
- 5.1.3. Final outcomes were tested with stakeholders to ensure relevance and feasibility.

### Goals

- 5.1.4. During workshop two, participants engaged in a simulation game to explore principles and strategies for collaborative retrofit initiatives in Hertfordshire – see 5.1.1. Priorities identified included shared vision, workforce upskilling, community engagement, targeted funding, and innovative financing models. The follow-up discussions emphasised leveraging local resources, fostering partnerships, and applying insights to real-world challenges to drive systemic change and accelerate retrofitting efforts effectively.
- 5.1.5. The Pilot team then took the findings from workshop two and began drafting potential goals reflecting where stakeholders want to be, the vision, and the agreed priorities and principles. These were presented and agreed at workshop three.

### Actions for each goal

#### 5.1.6. Introduction

- 5.1.6.1. The Pilot team then took the findings from workshop two and started drafting potential actions reflecting where stakeholders want to be, the vision, and the agreed priorities and principles. These were presented, refined and agreed at workshop three.
- 5.1.6.2. Each action has the following further information:
  - CONTEXT: The problem or issue the action is planning to affect
  - APPROACH: High-level plan of how the action could be completed
  - ASSUMPTIONS: The assumptions are we making to justify the desired action
  - RESOURCES: Estimated resources needed to deliver the action: these are indicative costs to assist with planning, funding and prioritisation and will be subject to further specification, procurement processes and individual decisions by the particular working group or system actor who may be responsible for progressing that action.

- LINKS: Any other action that needs to be completed beforehand or are strongly linked
  - STRATEGIC FIT: Which element of the SWOT and Shared Principles the action responds to and who the 'direct beneficiaries' who will see the primary benefit of the action
- 5.1.6.3. The phasing of actions will need to be determined. The Links section outlines dependencies and related actions. At this stage we recommend prioritising:
- [Action 4.1 A](#), "Create delivery vehicle, governance and reporting structure to ensure delivery of the Retrofit Strategy involving all relevant stakeholders". This should be the first action as it enables decision-making and ensures capacity to facilitate or directly deliver actions.
  - [Action 4.2 A](#), "Create stakeholder-specific forums to coordinate activity within stakeholder group (with representation from central team)". This would be the second action as this could help distribute the workload of further actions.
  - Action 2.2 C "Determine socio-economic KPIs and report on performance". This, along with KPIs and reporting frameworks within governance and reporting structures at 4.1A, will help to keep stakeholders engaged and secure external funding

Figure 2: goals and actions below sets out the actions in **grey** under each goal, in **teal**, with Priority actions in **dark blue**.



Figure 3: goals and actions



All the proposed actions are linked together because the Strategy takes a systems-based approach – retrofit involves a web of linked challenges and opportunities that need to be tackled together, not in isolation. The following diagrams shows some of the strongest links (teal lines) and proposed pre-cursors (green lines with arrow pointing to second task)



Figure 4: action linkages and order

## Goal 1.1: Increase access to trusted advice and guidance

### 5.1.7. **Strategic fit** (across all goal actions):

- Weakness 12: Policy environment and communication from government
- Weakness 13: Lack of confidence in technology, installation quality and trusted and knowledgeable local intermediaries
- Weakness 14: Lack of public/householder demand
- Opportunity 5: Local job creation
- Opportunity 10: Mobilise the repair and maintenance Industry
- Threat 4: Regulatory and policy delays
- Threat 7: Difficulties in developing the workforce

### 5.1.8. Action 1.1 A: Launch general support service providing advice and signposting via web, phone and email

- 5.1.8.1. **Context:** Lack of knowledge and support is stopping citizens from carrying out retrofit measures and/or seeing benefit from said measures, can build on work by local community energy organisations
- 5.1.8.2. **Approach:** Research effectiveness of different approaches to establish *level of service* required to meet Strategy aims, potential service providers (including Hertfordshire-based organisations), secure budget, develop specification and procure delivery partner ensuring evaluation plan put in place
- 5.1.8.3. **Assumptions:**
- Provision of free bespoke advice and support will convert into action
  - Service providers are available locally/nationally who can deliver a suitable level of service
  - There is demand for local, free, one to one, retrofit and fuel poverty advice in Hertfordshire
- 5.1.8.4. **Resources:** Likely to require one or more entities to contract with a service provider and pay for service provision
- People: Project Manager, Procurement Officer
  - Money: c. £50,000 per year for external service provision
- 5.1.8.5. **Links:**
- Pre-cursor to all homeowner/ tenant support-related activity such as [action 1.1 D](#), [action 1.1 E](#), [action 1.2 A](#), [action 1.2 C](#), [action 2.2 D](#), [action 2.3 B](#)
  - Likely benefit from being in place prior to [action 1.1 B](#)
- 5.1.8.6. **Strategic fit:**
- Principle 1 Working Together: Potential for service to be acting on behalf of several stakeholders and supporting a range of local policy objectives

- Direct beneficiaries: Homeowners, tenants, local authorities, public health, supply chain
- Added-value potential through use of local contractor(s)
- Strength 3: Previous experience establishing pilot projects
- Strength 6: Similar housing archetypes in specific locations
- Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes
- Weakness 6: Limited stakeholder engagement and lack of public understanding
- Weakness 9: Higher than national average listed and conservation (heritage) properties
- Weakness 10: Limited numbers of community energy groups and not seen as a partner
- Threat 9: Poor public perception and engagement in retrofit

5.1.9. **Action 1.1 B: Pilot a place-based approach to engaging citizens in retrofit**

- 5.1.9.1. **Context:** Many residents, particularly those in fuel poverty, are not engaging with retrofit grant initiatives due to a lack of trust in providers and poor understanding of the benefits. In Hertfordshire, 7% of households are in fuel poverty, but a large proportion of households are ineligible for funding. The challenge is to engage these households in retrofit efforts too.
- 5.1.9.2. **Approach:** Research potential engagement approaches and delivery partners, identify supporting contractors, engage with community energy groups, select a pilot location, secure budget, develop project specification and procure a delivery partner(s) ensuring evaluation plan put in place.
- 5.1.9.3. **Assumptions:**
- Better outcomes are possible through approaching and meeting people 'where they are'
  - People feel decarbonisation activity is done to them and not with them
- 5.1.9.4. **Resources:** Likely to require one or more entities to contract with a service provider and pay for service provision. Stronger internal collaboration between departments will also be necessary.
- People: Project Manager, Procurement Officer, Marketing/Communications Officer
  - Money: TBC
- 5.1.9.5. **Links:**
- Likely to benefit from [action 1.1 C](#) being started or completed first
  - May require [action 2.3 D](#) to be completed first or at least initial research
  - Likely will need [action 4.1 D](#) to be completed first
- 5.1.9.6. **Strategic alignment:**
- Principle 3 Sustainably minded: Potential to provide holistic support to a locality, maximising local benefit

- Direct beneficiaries: Homeowners, tenants, local authorities, social landlords, supply chain
- Strength 3: Previous experience establishing pilot projects
- Strength 5: High level of home ownership & affluence
- Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes
- Weakness 10: Limited numbers of community energy groups and not seen as a partner
- Weakness 15: Lack of show homes and other visible/accessible opportunities to see tech in person
- Opportunity 9: Decentralise electricity grid and develop renewable heat networks
- Threat 12: Politicisation of climate change conversation

5.1.10. Action 1.1 C: Engage and develop partnerships with trusted intermediaries (including faith groups) to support delivery of goals

- 5.1.10.1. **Context:** There is distrust in grant schemes and retrofit interventions more generally and therefore activities are needed to be delivered to rebuild relationships with communities and increase rates of retrofit delivery
- 5.1.10.2. **Approach:** Conduct stakeholder mapping and assessment, research best practice, determine engagement strategy, implement strategy, and develop partnership initiatives
- 5.1.10.3. **Assumptions:**
- Use of grants hindered by lack of trust in schemes
  - Partnerships with trusted intermediaries can increase delivery of retrofit measures
  - Trusted intermediaries (consider community, cultural, faith groups as well as GPs and other trusted advocates) can be engaged
  - [ECO](#) and other grant providers find it difficult to find eligible customers
- 5.1.10.4. **Resources:** Focus will be people but when moving into the engagement and delivery phase marketing spend may be needed, specialist support may also be needed. Note at the time of writing this strategy, no stakeholders are obligated to commit resource, and no fixed implementation timelines are agreed
- People: Project Manager, Project Support Officer, community engagement specialists (TBC)
  - Money: c. £20,000 for external contractors and marketing activity.
- 5.1.10.5. **Links:**
- Precursor to [action 1.1 B](#) as potentially important in effective delivery of place-based initiative or could be incorporated
  - Likely will need [action 4.1 D](#) to be completed first
- 5.1.10.6. **Strategic alignment:**



- Principle 1 Work together: Collaborating fully with local community organisations by meeting them 'where they are' and building trust
- Direct beneficiaries: Local authorities, social landlords, ECO providers
- Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes
- Weakness 15: Lack of show homes and other visible/accessible opportunities to see tech in person
- Opportunity 8: Working with local communities, considering community, cultural, faith groups as well as GPs and other trusted advocates faith groups
- Threat 12: Politicisation of climate change conversation

5.1.11. Action 1.1 D Develop a 'Warm Homes Prescription' service facilitated by shared work on co-benefits

5.1.11.1. **Context:** Retrofit measures can deliver health benefits and with GPs being a critical part community health they can be utilised to engage those most in need

5.1.11.2. **Approach:** Conduct stakeholder mapping and assessment, research best practice, determine GP engagement strategy, consult with GPs on potential initiatives, develop business case

5.1.11.3. **Assumptions:**

- ECO providers struggle to find eligible customers but health service can
- Health service pathways can deliver customers for grant schemes and benefit stakeholders
- Retrofit measures can deliver health benefits
- Best practice to be replicated
- GPs can be engaged to partner in delivery of service

5.1.11.4. **Resources:** Focus will be people but when moving into the engagement and delivery phase marketing spend may be needed, specialist support may also be needed

- People: Project Manager, Project Support Officer, Warm Home Prescription specialists (TBC)
- Money: c. £20,000 for external contractors and marketing activity

5.1.11.5. **Links:**

- Benefit from [action 1.1 A](#) being completed first
- Overlap with [action 1.1 C](#) so some activity could be incorporated
- Strong link with [action 2.2 A](#)

5.1.11.6. **Strategic alignment:**

- Principle 1 Work together: Collaborating fully with local community organisations and helping to ensure equity by supporting those most in need
- Direct beneficiaries: Public health, local authorities, supply chain
- Strength 3: Previous experience establishing pilot projects

- Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes

5.1.12. Action 1.1 E Develop business plan to launch specialist technical support for homeowners

- 5.1.12.1. **Context:** The delivery of retrofits often requires detailed assessments of homes and occupants to determine the right solutions, correct design and checking that works have been done correctly
- 5.1.12.2. **Approach:** Research potential business models and comparative risks, consult with stakeholders on preferred models, develop fully costs business plan and secure funding
- 5.1.12.3. **Assumptions:**
- There is a small but important market for paid-for technical retrofit services to enable development of sustainable market
  - Subsidising retrofit assessments increases engagement and can convert to action
  - Best practice to be replicated
- 5.1.12.4. **Resources:** Initially mainly a research and desk-top exercise but may require consultation with Procurement Officers in relation to securing external service providers
- People: Project Manager, Project Support Officer, Procurement Officers, independent Retrofit Adviser
  - Money: Minimal to develop business plan but would require seed funding (c. £250k +)
- 5.1.12.5. **Links:**
- Service could be added on to general support service output from [action 1.1 A](#)
  - Link with [action 4.1 B](#)
- 5.1.12.6. **Strategic alignment:**
- Principle 4 Realistic and ambitious: When the need has been fully figured out, striving to be entrepreneurial
  - Direct beneficiaries: Homeowners, supply chain
  - Strength 5: High level of home ownership & affluence
  - Strength 6: Similar housing archetypes in specific locations
  - Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes

## Goal 1.2: Increase retrofit investment in owner occupied and private landlord housing

5.1.13. **Strategic fit** (across all goal actions):

- Weakness 14: Lack of householder/tenant demand
- Opportunity 5: Local job creation
- Opportunity 10: Mobilise the Repair, Maintenance Industry

- Opportunity 14: Partnering with private investment
- Threat 4: Regulatory and policy delays
- Threat 7: Difficulties in developing the workforce

5.1.14. **Action 1.2 A: Trial bulk-purchasing scheme for retrofit measures to deliver cost savings and quality installations**

5.1.15. **Context:** Cost of retrofit measures acts as a barrier to take up

5.1.15.1. **Approach:** Research potential providers of service and, if available, develop specification and procure delivery partner ensuring evaluation plan put in place.

5.1.15.2. **Assumptions:**

- Bulk-purchasing of low carbon retrofit technology can deliver costs savings to the consumer and still provide high quality customer service and installation
- A pilot could be developed like Solar Together for different retrofit measures (for example for Air Source Heat Pumps)
- There is a market for retrofit measures
- One or more entities will contract with a service provider and invest funding (likely for marketing campaign if like Solar Together model)
- Earlier Solar Together schemes show this type of initiative can deliver benefits

5.1.15.3. **Resources:** Likely to require one or more entities to contract with a service provider and invest in marketing campaign

- People: Project Manager, Procurement Officer, external service provider (TBC)
- Money: c. £50,000 for marketing campaign

5.1.15.4. **Links:**

- May benefit from launching after [action 1.1 A](#) has launched General Support Service
- Link with [action 2.1 A](#) as local SMEs could be supported in securing contract

5.1.15.5. **Strategic alignment:**

- Principle 2 Evidence led: Building on successful past projects to deliver more
- Direct beneficiaries: Homeowners
- Strength 3: Previous experience establishing pilot projects
- Strength 6: Similar housing archetypes in specific locations
- Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes

5.1.16. **Action 1.2 B: Support eligible entities without capacity to apply for and deliver government grant schemes (incl. ECO)**

5.1.16.1. **Context:** Current grant schemes require local authorities ([Warm Homes Local Grant](#), [ECO LA Flex](#)) or social landlords (Warm Homes Social Housing) to secure

funding and deliver projects and some do not have the capacity to apply and/or deliver

5.1.16.2. **Approach:** Consult with stakeholders to figure out capacity/knowledge gap, develop plan to increase delivery with initial focus on ECO LA Flex as other grant schemes closed for applications, agree plan with stakeholders and implement

5.1.16.3. **Assumptions:**

- Majority of retrofit activity will be stimulated by grants or compliance
- Grant funded measures can deliver good outcomes
- Some local authorities and social landlords do not have internal capacity or access to match funding to secure and deliver grant schemes
- Best practice, particularly around e.g. ECO LA Flex, is available for replication
- E.g. ECO providers looking for properties but struggle to find so need intermediaries

5.1.16.4. **Resources:** Coordination, research and planning like to be main tasks and not require external support but may require analysis of housing stock

- People: Project Manager, Project Support Officer
- Money: c. £20,000 for analysis of housing stock

5.1.16.5. **Links:**

- Supported by [action 4.2 A](#)

5.1.16.6. **Strategic alignment:**

- Principle 1 Working together: Providing support, sharing best practice, and making best of cost efficiencies through collaboration
- Direct beneficiaries: Homeowners, local authorities, e.g. ECO providers, supply chain
- Strength 8: Proven track record of attracting grant funding
- Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes
- Opportunity 4: National and local policy alignment
- Opportunity 12: Group buying
- Threat 9: Poor public perception and engagement in retrofit

5.1.16.7. **Development:**

- Proposed by LARA Project Team at Workshop three
- Endorsed by stakeholders at Workshop three and classed as Priority action
- Revised by LARA project team following feedback during Exercise Reviewing goals, actions and Priorities

5.1.17. Action 1.2 C: Introduce Private Landlord register and provide with guidance/ support

5.1.17.1. **Context:** Using register communications with private landlords can be improved and therefore their use of support service and grants

- 5.1.17.2. **Approach:** Consult with stakeholders to determine current services, research other models to provide options, consult with stakeholders on options, implement recommendations
- 5.1.17.3. **Assumptions:**
- Private rental properties are a considerable proportion of housing
  - Private rental properties are often most in need of retrofit measures
  - Majority of retrofit activity will be stimulated by grants or compliance
  - Lack of enforcement capacity means opportunities to stimulate action are being missed
  - Likely to be regulations coming in requiring improvement in performance of rental housing
  - Best practice to be replicated
- 5.1.17.4. **Resources:** Research and planning at first but implementation may require addition of activities to existing staff or increase in capacity or use of external contractors to develop online service
- People: Project Manager, Project Support Officer
  - Money: Dependent on preferred option
- 5.1.17.5. **Links:**
- Support element could be delivered through [action 1.1 A](#) so this may need to be completed prior to launch
- 5.1.17.6. **Strategic alignment:**
- Principle 2: By engaging with private landlords, we can best determine needs and appropriate improvement actions to achieve mutual benefits
  - Direct beneficiaries: Private landlords, local authorities, supply chain
  - Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes
- 5.1.18. Action 1.2 D Develop and implement retrofit measures plan for Building Control including planning policy
- 5.1.18.1. **Context:** Building control are often involved in home improvements, particularly extensions, so could support delivery of retrofit measures either within context of building regulation compliance or signpost to further support
- 5.1.18.2. **Approach:** Consult with building control stakeholders to determine need and potential new services, research any best practice in UK, develop options paper and implement recommendation(s)
- 5.1.18.3. **Assumptions:**
- There is an interaction point with Building Control at which retrofit could be stimulated
  - Some retrofit measures can be delivered through ensuring compliance with building regulations – noting that not all retrofit measures come under building control.
  - Building Control may lack up to date knowledge of retrofit design and installation best practice

- Homeowners carrying out building improvements may be encouraged to carry out retrofit measures when supported
- 5.1.18.4. **Resources:** Research and planning at first but implementation may require additional activities for existing staff or production of guidance
  - People: Project Manager, Project Support Officer
  - Money: Dependent on preferred option and required guidance documentation
- 5.1.18.5. **Links:**
  - May benefit from [action 4.2 A](#) and [action 4.3 A](#) being started or completed first
- 5.1.18.6. **Strategic alignment:**
  - Principle 1 Work Together: Engaging and working collaboratively with a stakeholder that can leverage an important trigger point
  - Direct beneficiaries: Homeowners
  - Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes

## Goal 1.3: Increase retrofit investment in social housing

### 5.1.19. **Strategic fit** (across all goal actions):

- Weakness 14: Lack of public/householder and tenant demand
- Opportunity 5: Local job creation
- Opportunity 10: Mobilise the Repair, Maintenance Industry
- Threat 4: Regulatory and policy delays
- Threat 7: Difficulties in developing the workforce

### 5.1.20. Action 1.3 A: Provide support for those social landlords without capacity to apply for and deliver grant schemes (incl. ECO)

- 5.1.20.1. **Context:** Current grant schemes require local authorities (Warm Homes Local Grant, ECO LA Flex) or social landlords (Warm Homes Social Housing) to secure funding and deliver projects and some do not have the capacity to apply and/or deliver
- 5.1.20.2. **Approach:** Consult with stakeholders to determine capacity/knowledge gap, develop plan to increase delivery as grant schemes open for applications, agree plan with stakeholders and implement. Ensure awareness of [RISE](#) service and other products already providing this service to these stakeholders. Consider option of low-cost procurement framework such as Watford/Three Rivers to support coordinated approach.
- 5.1.20.3. **Assumptions:**
  - Majority of retrofit activity will be stimulated by grants or compliance
  - Grant funded measures can deliver good outcomes
  - Some local authorities and social landlords do not have internal capacity or access to match funding to secure and deliver grant schemes

- Best practice is available for replication
- Providers are looking for properties but struggle to find so need intermediaries
- 5.1.20.4. **Resources:** Coordination, research and planning likely to be main tasks and will not require external support but may require analysis of housing stock
  - People: Project Manager, Project Support Officer
  - Money: c. £20,000 for analysis of housing stock
- 5.1.20.5. **Links:**
  - Replication of [action 1.2 B](#) but for social landlords
- 5.1.20.6. **Strategic alignment:**
  - Direct beneficiaries: Tenants, social landlords, stock-holding local authorities, ECO providers, supply chain
  - Strength 8: Proven track record of attracting grant funding
  - Weakness 4: Lack of marketplace for graduates or potential employees for skills programme
  - Opportunity 4: National and local policy alignment
  - Threat 9: Poor public perception and engagement in retrofit
- 5.1.21. Action 1.3 B Support social landlords in having up to standard housing stock data
  - 5.1.21.1. **Context:** Effective delivery of retrofit strategies needs to be built on good stock data and benefits grant applications
  - 5.1.21.2. **Approach:** Consult with social landlords to determine current level of data, research standards and best practice, determine gap, develop business case for improving data and secure internal/external funding
  - 5.1.21.3. **Assumptions:**
    - Levels of building stock data vary between social landlords
    - Best practice and/or standard is available
    - Having good stock data provides financial savings for social landlords and therefore a business case for investment can be made
  - 5.1.21.4. **Resources:** Research and planning at first but implementation may require addition of activities to existing staff or external specialist support (software)
    - People: Project Manager, Project Support Officer
    - Money: Dependent on preferred option
  - 5.1.21.5. **Links:**
    - May need completion to enable [action 1.3 A](#) and [action 4.2 A](#) to be effective
    - May need [action 1.3 C](#) to be completed in parallel
  - 5.1.21.6. **Strategic alignment:**
    - Direct beneficiaries: Tenants, social landlords
    - Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes



- Threat 6: Ability to conduct Housing stock analysis

5.1.22. Action 1.3 C Support integration of retrofit into regular asset management by social landlords

- 5.1.22.1. **Context:** Social landlords continually carry out improvement works, and this provides opportunity to expand into retrofit measures at less of an opportunity cost than when doing separately
- 5.1.22.2. **Approach:** Consult with social landlords to determine current practices, research best practice, develop business case for additional investment in retrofit over and above 'business as usual' and options paper and consult to determine improvement action
- 5.1.22.3. **Assumptions:**
- Opportunities to add retrofit measures to general maintenance being missed
  - Guidance available on how to integrate retrofit into general maintenance
- 5.1.22.4. **Resources:** Research and planning at first but implementation may require addition of activities to existing staff or external specialist support (software)
- People: Project Manager, Project Support Officer
  - Money: Dependent on preferred option
- 5.1.22.5. **Links:**
- May need [action 1.3 B](#) to be completed in parallel
- 5.1.22.6. **Strategic alignment:**
- Direct beneficiaries: Social landlords, tenants, supply chain
  - Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes

5.1.23. Action 1.3 D Link up social landlord and private tenure grant schemes to maximise benefit/efficiencies

- 5.1.23.1. **Context:** Social landlords will be carrying out grant-funded and non-grant funded retrofit works which may be in areas with non-social housing property and therefore economies of scale could be found.
- 5.1.23.2. **Approach:** Consult with social landlords and local authorities to determine current and planned works, assess to see if opportunities to deliver works in partnership, develop business case and options paper and consult to determine improvement action
- 5.1.23.3. **Assumptions:**
- Costs can be reduced through pooling works
  - Grant schemes available for both social and non-social housing
  - Procurement and contractual strategies can be delivered to enable partnership delivery of retrofit measures
- 5.1.23.4. **Resources:** Research and planning at first but implementation may require addition of activities to existing staff or external specialist support (procurement, contracting)
- People: Project Manager, Project Support Officer



- Money: Dependent on preferred option

5.1.23.5. **Links:**

- Likely need [action 4.2 A](#), [action 1.2 B](#) and [action 1.3 A](#) to be completed first

5.1.23.6. **Strategic alignment:**

- Direct beneficiaries: Local authorities, social landlords, private landlords, tenants, homeowners
- Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes

## Goal 2.1: Realise local economic benefits

5.1.24. **Strategic fit** (across all goal actions):

- N/A

**5.1.25. Action 2.1 A: Develop and deliver Hertfordshire procurement strategy which utilises local supply chain, particularly SMEs**

5.1.25.1. **Context:** Current procurement policies and processes hinder involvement by local contractors, particularly SMEs and therefore minimise local benefit

5.1.25.2. **Approach:** Create procurement working group with representation from local authorities and social landlords to review processes/policies, develop potential intervention(s) (e.g. standard tender template, reduced data entry requirements for contractors), consult on interventions and agree improvement plan.

5.1.25.3. **Assumptions:**

- There are significant barriers to smaller (Tier 2 and 3) installers in procurement, which limits the growth of the sector)
- Local benefit can be provided and comply with regulations
- Local suppliers can deliver greater socioeconomic value
- Public procurement regulations allow for emphasis on local suppliers
- SMEs report a perception of complexity and technicality in public procurement which hinders their involvement

5.1.25.4. **Resources:** Likely to require specialist procurement input and potentially legal advice and may well need IT support to develop online systems

- People: Project Manager, Procurement Officer(s)
- Money: £20,000 - £30,000 for legal support, £20,000 for web support/data entry

5.1.25.5. **Links:**

- Pre-cursor to [action 2.2 B](#)
- [action 1.2 A](#) may benefit from action 2.1 A being completed first

5.1.25.6. **Strategic alignment:**

- Direct beneficiaries: Supply chain (local)
- Strength 3: Previous experience establishing pilot projects

- Weakness 7: Procurement reticence
- Opportunity 5: Local job creation
- Opportunity 6: Leverage co-benefits through aligned procurement

## Goal 2.2: Realise health and wellbeing benefits

### 5.1.26. **Strategic fit** (across all goal actions):

- N/A

### 5.1.27. Action 2.2 A Coordinate with Public Health, Social Care and Integrated Care System's (ICS') to strengthen the enabling environment for retrofit and create a shared language, work and understanding of it

- 5.1.27.1. **Context:** Retrofit can deliver public health benefits but there is a lack of understanding, capacity and process to enable this to happen
- 5.1.27.2. **Approach:** Develop Retrofit and Health working group with representation from public health, social care and ICS', review existing policy framework and determine improvement actions
- 5.1.27.3. **Assumptions:**
  - Some public health grant schemes can benefit from retrofit
  - Retrofit can deliver public health and social benefits
- 5.1.27.4. **Resources:** Likely to require stakeholder time for meetings and officer time to develop material for working groups, research aspects of the work
  - People: Project Manager, public health/social care officers
  - Money: Dependent on need for additional research
- 5.1.27.5. **Links:**
  - Links with [action 4.3 A](#)
  - Likely a pre-cursor to [action 1.1 D](#)
- 5.1.27.6. **Strategic alignment:**
  - Direct beneficiaries: Public health, local authorities
  - Opportunity 11: Engage health professionals and align to health and social care objectives
  - Opportunity 13: Retrofit as a springboard to encourage behaviour change

### 5.1.28. Action 2.2 B: Develop and deliver SME-friendly social impact standard to be used by all relevant retrofit projects/procurements

- 5.1.28.1. **Context:** Social value is a defined term and part of public procurements which enables contractors to invest in specific activities that deliver social good
- 5.1.28.2. **Approach:** Determine best practice in social value standards, review with stakeholders (including SMEs), secure stakeholder approval and then implement standard in public sector procurements
- 5.1.28.3. **Assumptions:**
  - Levels of social value from projects could be improved

- Best practice available for replication
- Maximising social value may increase take up of retrofit measures
- 5.1.28.4. **Resources:** Researcher needed to review existing standards, working group of procurement officer to create draft then stakeholder group to consult with
  - People: Project Manager, procurement officers
  - Money: Dependent on need for additional research and legal advice
- 5.1.28.5. **Links:**
  - Will likely need [action 2.1 A](#) completed first or in parallel
- 5.1.28.6. **Strategic alignment:**
  - Direct beneficiaries: Supply chain, local authorities, social landlords
  - Opportunity 13: Retrofit as a springboard to encourage behaviour change

#### 5.1.29. Action 2.2 C: Determine socio-economic KPIs of the Strategy and report on performance

- 5.1.29.1. **Context:** Socio-economic benefits of retrofit is important to stakeholders and therefore performance needs to be evaluated to figure out progress towards outcomes.
- 5.1.29.2. **Approach:** Research socio-economic KPIs and data sources as well as data gathering processes, map against outcomes, consult with stakeholders on findings, develop improvement action proposal with budget requirements, consult with stakeholders and implement
- 5.1.29.3. **Assumptions:**
  - Reporting on impact important to keep stakeholders engaged and secure external funding
  - KPIs can be found to measure direct/in-direct impact
- 5.1.29.4. **Resources:** Research and planning at first but implementation may require addition of activities to existing staff or external specialist support (data gathering)
  - People: Project Manager, Project Support Officer
  - Money: Dependent on final process
- 5.1.29.5. **Links:**
  - May receive help from integration into [action 2.3 A](#).
- 5.1.29.6. **Strategic alignment:**
  - Direct beneficiaries: System-wide
  - Strength 9: Recognition of the climate emergency and political will
  - Weakness 6: Limited stakeholder engagement and lack of public understanding
  - Threat 5: Urgency of Climate Impact Response
- 5.1.30. Action 2.2 D: Promote ventilation/moisture strategies through support services and grant schemes
  - 5.1.30.1. **Context:** Some houses suffer from poor ventilation and damp and making buildings more air-tight or installing insulation can cause other problems

- 5.1.30.2. **Approach:** Research best-practice strategies, consult with stakeholders on findings, develop improvement actions for use by support services and grant scheme designers
- 5.1.30.3. **Assumptions:**
- Retrofit can deliver improved ventilation
  - Benefits of good ventilation strategies not well known
  - Improved ventilation can deliver health benefits
  - Best practice strategies can be found
- 5.1.30.4. **Resources:** Research and planning at first but implementation may require addition of activities to existing staff or external specialist support (technical guidance)
- People: Project Manager, Project Support Officer
  - Money: Dependent on final process
- 5.1.30.5. **Links:**
- Will require [action 1.1 A](#) to be completed to enable provision of support to population
- 5.1.30.6. **Strategic alignment:**
- Direct beneficiaries: Homeowners, tenants, health services
  - Weakness 9: Higher than national average listed and conservation (heritage) properties

## Goal 2.3: Realise environmental benefits

### 5.1.31. **Strategic fit** (across all goal actions):

- N/A

### 5.1.32. Action 2.3 A: Assess and report on embodied and operational carbon emissions from grant schemes

- 5.1.32.1. **Context:** Delivering retrofit measures requires materials and these will come with their own carbon footprints which negatively impact on the carbon-savings the measures are delivering
- 5.1.32.2. **Approach:** Research embodied carbon of retrofit measures to decide if process possible (e.g. database available), develop reporting process, consult with stakeholders, implement improvement action
- 5.1.32.3. **Assumptions:**
- Awareness of carbon impact from measures can deliver change in behaviours
  - Embodied carbon tool available
- 5.1.32.4. **Resources:** Mainly research activity at first then consultation but may require technical support to develop reporting tool
- People: Project Manager, Project Support Officer
  - Money: Dependent on final improvement action

5.1.32.5. **Links:**

- May benefit from focus on [action 2.2 C](#) prior to completion or integration of actions.

5.1.32.6. **Strategic alignment:**

- Direct beneficiaries: System-wide
- Strength 9: Recognition of the climate emergency and political will
- Weakness 6: Limited stakeholder engagement and lack of public understanding
- Threat 5: Urgency of Climate Impact Response

5.1.33. Action 2.3 B: Promote use of low carbon, sustainable materials via support services and building control

5.1.33.1. **Context:** Delivering retrofit measures requires materials and these will come with their own ecological footprints which negatively impact on the sustainability benefits the measures are delivering

5.1.33.2. **Approach:** Research databases of low carbon, sustainable materials, develop information sharing process, consult with stakeholders, implement improvement action. Consider use of Energy Technology List and other independent sources of best practice data.

5.1.33.3. **Assumptions:**

- Retrofit works offers opportunity to carry out improvement measures
- Low carbon materials available

5.1.33.4. **Resources:** Mainly research activity at first then consultation but may require technical support to develop reporting tool

- People: Project Manager, Project Support Officer
- Money: Dependent on final improvement action

5.1.33.5. **Links:**

- Implementation will be dependent on completion of [action 1.1 A](#) and would be supported by [action 1.1 E](#)

5.1.33.6. **Strategic alignment:**

- Direct beneficiaries: Supply chain
- Threat 5: Urgency of Climate Impact Response

5.1.34. Action 2.3 C: Promote biodiversity measures through support services

5.1.34.1. **Context:** Biodiversity in the UK is declining, with many species threatened with extinction and the UK is one of the most nature-depleted countries in the world. Resources and expertise exist and potentially interconnect with HNRS, Local Authority Biodiversity Duty and other regulatory expectations, that can be amplified through partnership working.

5.1.34.2. **Approach:** Consult with HNRS to highlight biodiversity measures that could be included in a retrofit, develop information sharing process, consult with stakeholders on ability to implement measures, implement improvement action

5.1.34.3. **Assumptions:**

- Measures possible that can have positive nature impacts
- Best practice available for replication
- 5.1.34.4. **Resources:** Mainly research activity at first then consultation but may require technical support to develop reporting tool
  - People: Project Manager, Project Support Officer
  - Money: Dependent on final improvement action
- 5.1.34.5. **Links:**
  - Implementation will be dependent on completion of [action 1.1 A](#) and would be supported by [action 1.1 E](#)
  - Link with [action 2.3 D](#)
- 5.1.34.6. **Strategic alignment:**
  - Direct beneficiaries: System-wide
  - Threat 12: Politicisation of climate change conversation
- 5.1.35. Action 2.3 D: Utilise place-based pilot to deliver natural capital improvements
  - 5.1.35.1. **Context:** Natural capital in urban areas is decreasing due to the expansion of built-up areas, leading to the loss of green spaces, destruction of natural habitats, and reduced biodiversity, ultimately impacting ecosystem services like air purification, water filtration, and climate regulation as cities grow and develop
  - 5.1.35.2. **Approach:** Research natural capital improvement measures/schemes, develop information sharing process, consult with stakeholders on ability to implement measures, implement improvement action
  - 5.1.35.3. **Assumptions:**
    - Delivering nature improvements can build trust and therefore aid place-based initiatives
    - Communities engage with natural improvements more than retrofit
  - 5.1.35.4. **Resources:** Mainly research activity at first then consultation but may require technical support to develop reporting tool
    - People: Project Manager, Project Support Officer
    - Money: Dependent on final improvement action
  - 5.1.35.5. **Links:**
    - Implementation will be dependent on [action 1.1 B](#) and may be considered a pre-cursor
    - Link with [action 2.3 C](#)
  - 5.1.35.6. **Strategic alignment:**
    - Direct beneficiaries: Homeowners, tenants
    - Threat 12: Politicisation of climate change conversation

### Goal 3.1: Increase local supply chain capacity and quality through improved retrofit standards and demand. Strategic fit (across all goal actions):

- Weakness 12: Policy environment and communication from government
- Weakness 13: Lack of confidence in technology, installation quality and trusted and knowledgeable local intermediaries
- Opportunity 7: Skills training and career development for young people
- Threat 4: Regulatory and policy delays
- Threat 13: Poor quality work undermines trust and confidence

#### 5.1.36. Action 3.1 A: Develop and manage lists of good and trusted suppliers

- 5.1.36.1. **Context:** Quality within the supply chain is an issue and holds back take up of measures through a lack of consumer confidence
- 5.1.36.2. **Approach:** Research best practice within UK, create procurement working group with representation from local authorities and social landlords to review findings and develop proposals, consult with supply chain and develop business plan. Consider incentives for suppliers to be on list to ensure integrity and variety.
- 5.1.36.3. **Assumptions:**
- Holder of list can manage risk of 'recommendation'
  - Definition of 'good' is possible and can be assessed against
  - Intervention can help to match supply and demand and to increase commissioner/consumer trust
- 5.1.36.4. **Resources:** Likely to require research time and legal advice to decide how to manage risk
- People: Project Manager, Procurement Officer(s)
- 5.1.36.5. **Money:** £20,000 - £30,000 for legal support
- 5.1.36.6. **Links:**
- If to be used by public sector organisations may benefit from completion of [action 2.1 A](#) beforehand
- 5.1.36.7. **Strategic alignment:**
- Direct beneficiaries: Homeowners, social landlords
  - Weakness 8: Skills shortage and limited installation capacity
  - Opportunity 10: Mobilise the Repair, Maintenance Industry
  - Threat 7: Difficulties in developing the workforce
- 5.1.37. Action 3.1 B: Develop and deliver support network for local installers with training including Continuing Professional Development sessions
- 5.1.37.1. **Context:** Retrofit knowledge within the supply chain is low but there is likely to be a number of installers who could be engaged with and a network grown
- 5.1.37.2. **Approach:** Research best practice within UK, produce options paper, consult with stakeholders, revise and develop business plan and secure funding
- 5.1.37.3. **Assumptions:**



- Appropriate qualified and non-qualified courses are available
- Best practice available to be replicated
- Demand from installers
- 5.1.37.4. **Resources:** Likely to require research time and then project management to develop options paper and secure funding, possible external contractor support
  - People: Project Manager, Project Support Officer
- 5.1.37.5. **Money:** £20,000 - £30,000 for external support and run engagement activities
- 5.1.37.6. **Links:**
  - May benefit from completion of [action 2.1 A](#) beforehand so supply chain can see demand generation activity happening and therefore encourage engagement
  - Would tie in with launch of specialist support service under [action 1.1 E](#)
  - Could support [action 3.1 A](#)
- 5.1.37.7. **Strategic alignment:**
  - Direct beneficiaries: Supply chain
  - Weakness 8: Skills shortage and limited installation capacity
  - Opportunity 10: Mobilise the Repair, Maintenance Industry
  - Threat 7: Difficulties in developing the workforce
- 5.1.38. Action 3.1 C: Develop and deliver apprenticeship support service for stakeholders (particularly businesses)
- 5.1.38.1. **Context:** Supply chain often finds it difficult to take on apprentices, but capacity is falling and therefore we need to engage new entrants
- 5.1.38.2. **Approach:** Research best practice within UK, produce options paper, consult with stakeholders, revise and develop business plan and secure funding
- 5.1.38.3. **Assumptions:**
  - Full cost of apprenticeships to employers is hindering their use
  - Apprentice completion rates are an issue
  - Funding can come from apprenticeship levy transfer schemes
  - Successful support models to be replicated, such as flexi-apprenticeship model
  - Current apprenticeship offers not increasing numbers of entrants of diversification
  - Apprenticeships can encourage people into supply chain
- 5.1.38.4. **Resources:** Likely to require research time and then project management to develop options paper and secure funding, possible external contractor support
  - People: Project Manager, Project Support Officer
- 5.1.38.5. **Money:** Dependent on chosen option(s)
- 5.1.38.6. **Links:**



- May benefit from completion of [action 3.2 A](#) and [action 3.2 B](#) first

5.1.38.7. **Strategic alignment:**

- Direct beneficiaries: New entrants, supply chain
- Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes
- Weakness 8: Skills shortage and limited installation capacity
- Weakness 11: Colleges ready but not getting students

## Goal 3.2: Increase demand for training and ensure adequate capacity/quality

5.1.39. Strategic fit (across all goal actions):

- Weakness 12: Policy environment and communication from government
- Weakness 13: Lack of confidence in technology, installation quality and trusted and knowledgeable local intermediaries
- Opportunity 7: Skills training and career development for young people
- Threat 4: Regulatory and policy delays
- Threat 13: Poor quality work undermines trust and confidence

5.1.40. Action 3.2 A: Develop process between supply chain, commissioners, and training providers to ensure training provision meets needs

5.1.40.1. **Context:** There are interconnections between the supply chain, contract commissioners (e.g. local authorities, social landlords) and training providers which would benefit from support and coordination

5.1.40.2. **Approach:** Research current informal/formal relationships between stakeholders, research any best practice nationally, figure out gap, develop options paper, consult with stakeholders, develop business plan and secure funding to implement

5.1.40.3. **Assumptions:**

- Better coordination can deliver benefits to stakeholders
- Best practice available that can be replicated
- Mismatch is holding back delivery of retrofit measures

5.1.40.4. **Resources:** Likely to require research time and project management with further activity dependent on chosen improvement actions

- People: Project Manager, Procurement Officer(s)

5.1.40.5. Money: TBC when improvement actions determined

5.1.40.6. **Links:**

- Could support effective delivery of [action 3.1 C](#) and [action 3.2 B](#)

5.1.40.7. **Strategic alignment:**

- Direct beneficiaries: Supply chain, local authorities, social landlords, training providers
- Strength 2: Established green skills programmes

- Weakness 8: Skills shortage and limited installation capacity

5.1.41. Action 3.2 B: Develop installer and training-provider collaboration (e.g. trainer mentoring, on-site training)

5.1.41.1. **Context:** Training providers may find it difficult to keep up with development and best practice within the supply chain

5.1.41.2. **Approach:** Research any current links between local training providers and the supply chain, research best practice, develop options paper, consult with stakeholders, develop business plan and secure funding to implement

5.1.41.3. **Assumptions:**

- Valuable knowledge can be transferred from supply chain to training providers and back again
- Learning opportunities at live retrofit sites

5.1.41.4. **Resources:** Likely to require research time and project management with further activity dependent on chosen model

- People: Project Manager, Procurement Officer(s)

5.1.41.5. Money: c. £50,000 per year for delivered service

5.1.41.6. **Links:**

- May benefit from completion of [action 3.2 A](#) first
- May well benefit from [action 3.1 A](#) and [action 3.1 B](#)

5.1.41.7. **Strategic alignment:**

- Direct beneficiaries: Supply chain, training providers
- Strength 2: Established green skills programmes
- Weakness 8: Skills shortage and limited installation capacity

5.1.42. Action 3.2 C: Secure funding to deliver training provision improvements

5.1.42.1. **Context:** Training providers require improvement in training facilities to meet demand for retrofit training and to meet demand for increased levels of trainee knowledge

5.1.42.2. **Approach:** Review and update current training provision and any national best practice/ standards, figure out gap, develop options paper, consult with stakeholders, develop business plan and secure funding to implement

5.1.42.3. **Assumptions:**

- Funding can be secured to deliver improvements
- Training centres may not have adequate facilities to teach all retrofit measures

5.1.42.4. **Resources:** Likely to require research time and project management with further activity dependent on chosen improvement actions

- People: Project Manager, Procurement Officer(s)
- Money: TBC when improvement actions determined

5.1.42.5. **Links:**

- Benefit from completion of [action 3.2 A](#) first

5.1.42.6. **Strategic alignment:**

- Direct beneficiaries: Training providers
- Strength 2: Established green skills programme
- Weakness 8: Skills shortage and limited installation capacity

5.1.43. Action 3.2 D: Engage with careers services and coordinate retrofit careers promotional activity, with a focus on diversifying the workforce

5.1.43.1. **Context:** A career in the construction sector is often not seen as a good career path and particularly for women, minorities and disadvantaged groups

5.1.43.2. **Approach:** Research careers advice system in locality and current provision, research any national best practices, figure out gap, develop options paper, consult with stakeholders, develop business plan and secure funding to implement

5.1.43.3. **Assumptions:**

- Current supply chain capacity will not meet demand in 3-yrs
- Greater levels of diversification in the supply chain would have positive impact
- Lack of retrofit career knowledge is hindering promotion by advisors

5.1.43.4. **Resources:** Likely to require research time and project management with further activity dependent on chosen improvement actions

- People: Project Manager, Procurement Officer(s)
- Money: TBC when improvement actions determined

5.1.43.5. **Links:**

- Would benefit from completion of [action 3.2 A](#) first

5.1.43.6. **Strategic alignment:**

- Direct beneficiaries: Careers services, supply chain, training providers
- Weakness 4: Lack of marketplace for graduates or potential employees for skills programmes
- Weakness 8: Skills shortage and limited installation capacity
- Weakness 11: Colleges ready but not getting students

## Goal 4.1: Develop suitable retrofit strategy, governance and delivery arrangements

5.1.44. **Strategic fit** (across all goal actions):

- Opportunity 2: Funding availability

5.1.45. Action 4.1 A: Create delivery vehicle, governance and reporting structure to ensure delivery of retrofit strategy involving all relevant stakeholders

5.1.45.1. **Context:** The Local Retrofit Strategy will require a centralised or decentralised team to deliver, and processes put in place to ensure decisions are effectively taken on behalf of stakeholders

- 5.1.45.2. **Approach:** Put in place LRS project delivery team and board to develop and deliver actions either directly or via stakeholder/third-party
- 5.1.45.3. **Assumptions:**
- Needs to be a central point bringing together and transferring knowledge
  - LRS will require ongoing support to ensure delivery of outcomes
  - Critical to success is ownership of strategic goals
  - Lack of capacity is holding back interventions to increase retrofit
- 5.1.45.4. **Resources:** Likely to require Project Manager and Project Officer(s) and then board representatives from stakeholders
- People: Project Manager, Project officer(s)
  - Money: c. £100,000 per year to run project delivery team
- 5.1.45.5. **Links:**
- Recommend as pre-cursor to all other actions
- 5.1.45.6. **Strategic alignment:**
- Direct beneficiaries: Local authorities, social landlords, training providers, community energy organisations, supply chain
  - Strength 10: Established industry leaders e.g. GSK
  - Weakness 1: Lack of objective priorities
  - Weakness 2: Lack of retrofit strategy
  - Weakness 3: Limited resources and capacity
  - Weakness 5: Collaboration between all stakeholders could complicate project oversight if governance, roles, and responsibilities aren't clearly defined, especially in the absence of a guiding strategy
  - Opportunity 1: Strategy development
  - Opportunity 2: Funding availability
  - Opportunity 3: Innovation and knowledge sharing
  - Opportunity 4: National and local policy alignment
  - Opportunity 15: Devolution
  - Threat 1: Funding gaps or uncertainty
  - Threat 5: Urgency of Climate Impact Response
  - Threat 10: Liabilities from consortia and risk averse councils
  - Threat 14: Devolution process derails agendas
- 5.1.46. **Action 4.1 B: Develop delivery vehicle owned by stakeholders to deliver retrofit measures to share risk and increase benefit.**
- 5.1.46.1. **Context:** Retrofit is an emerging market with limited capacity in the supply chain and high costs therefore ways to maximise capacity, minimise costs and maximise benefits can support development of a wider supply chain

- 5.1.46.2. **Approach:** Research existing examples of best practice, form working group to review, develop proposals for consultation and then develop business plan.
- 5.1.46.3. **Assumptions:**
- Risks can be reduced through becoming managing agent
  - Potential for SPV to deliver greater benefits to stakeholders
  - Emerging models to be replicated
- 5.1.46.4. **Resources:** Project Manager and Project Officer(s) to carry out research and develop business plan
- People: Project Manager, Project officer(s)
  - Money: TBC
- 5.1.46.5. **Links:**
- Require [action 4.1 A](#) to be completed first
  - May benefit from following [action 1.1 A](#)
  - Could be used to deliver measures as part of [action 1.1 B](#)
  - May be incorporated with [action 1.1 E](#)
- 5.1.46.6. **Strategic alignment:**
- Direct beneficiaries: Local authorities, social landlords
  - Strength 1: Collaborative networks and established governance
  - Weakness 10: Limited numbers of community energy groups and not seen as a partner
- 5.1.47. Action 4.1 C: Develop working group to engage and encourage non-Tier 1 Herts businesses to secure contracts
- 5.1.47.1. **Context:** Achieving the strategic vision will require an increase in supply chain capacity and SMEs can find it difficult to win contracts and therefore will not be stimulated to invest
- 5.1.47.2. **Approach:** Define draft terms of reference for Working Group, invite stakeholders to take part, review and agree terms of reference, find chair and arrange meetings
- 5.1.47.3. **Assumptions:**
- Recognises the need for distinct support for non-Tier 1 contractors, either directly or through existing frameworks and contracts with Tier 1 contractors
  - Already has momentum and commitment through LARA
  - Non-tier 1 contractors struggling to win local retrofit contracts even though they can deliver specification
- 5.1.47.4. **Resources:** Project Manager and Project Officer(s) to carry out development and then facilitate meetings
- People: Project Manager, Project officer(s)
  - Money: Minimal
- 5.1.47.5. **Links:**
- Require [action 4.1 A](#) to be completed first

- Probable pre-cursor to [action 2.1 A](#)
- Provide feedback for options coming from [action 2.2 B](#)

5.1.47.6. **Strategic alignment:**

- Direct beneficiaries: Supply chain (local)
- Strength 1: Collaborative networks and established governance
- Strength 3: Previous experience establishing pilot projects
- Opportunity 6: Leverage co-benefits through aligned procurement

5.1.48. Action 4.1 D: Agree priority demographics and building archetypes and gather data on locations

5.1.48.1. **Context:** With limited resources the use of prioritisation could enable more efficient delivery of vision

5.1.48.2. **Approach:** Use Locality Assessment and Herts Insight to develop potential prioritisation models, consult with stakeholders, develop final plan and implement

5.1.48.3. **Assumptions:**

- Some demographics may be considered to have greater need than others and/or resonate with vision more, or groups in greater need may already have been extensively targeted through grant funding.
- Metrics available to decide demographics and/or archetypes
- Data can be found to decide locations of prioritised demographics/archetypes

5.1.48.4. **Resources:** Project Manager and Project Officer(s) to carry out development and then support, directly and indirectly through stakeholders, the evidenced prioritised demographics/archetypes

- People: Project Manager, Project officer(s)
- Money: TBC when approach is determined

5.1.48.5. **Links:**

- To be completed prior to [action 1.1 B](#)
- Likely need to be completed prior to [action 1.2 B](#) and [action 1.3 A](#)

5.1.48.6. **Strategic alignment:**

- Direct beneficiaries: TBC
- Weakness 9: Higher than national average listed and conservation (heritage) properties

5.1.48.7. **Development:**

- Developed by Procurement Working Group
- LARA Project Team revised and proposed action at Workshop three
- Endorsed by stakeholders at Workshop three

## Goal 4.2: Increase collaboration, data-sharing and learning

### 5.1.49. **Strategic fit** (across all goal actions):

- Opportunity 2: Funding availability
- Opportunity 3: Innovation and knowledge sharing

### 5.1.50. Action 4.2 A: Create stakeholder-specific forums to coordinate activity within stakeholder group (with representation from central team)

5.1.50.1. **Context:** Critical to success is continued collaboration within stakeholder groups

5.1.50.2. **Approach:** Define draft terms of reference for Stakeholder Groups and appropriate stakeholder types, invite stakeholders to take part, review and agree terms of reference, find chair and arrange meetings

5.1.50.3. **Assumptions:**

- Stakeholders will see value in continuing to collaborate
- Sharing of knowledge will improve benefits and ability to achieve vision

5.1.50.4. **Resources:** Project Manager and Project Officer(s) to carry out development and then facilitate meetings

- People: Project Manager, Project officer(s)
- Money: Minimal

5.1.50.5. **Links:**

- Require [action 4.1 A](#) to be completed first and then likely pre-cursor to all further actions

5.1.50.6. **Strategic alignment:**

- Direct beneficiaries: System-wide
- Weakness 1: Lack of objective priorities
- Weakness 5: Collaboration between all stakeholders could complicate project oversight if governance, roles, and responsibilities aren't clearly defined, especially in the absence of a guiding strategy
- Weakness 6: Limited stakeholder engagement and lack of public understanding
- Weakness 10: Limited numbers of community energy groups and not seen as a partner
- Threat 1: Funding gaps or uncertainty
- Threat 14: Devolution process derails agendas

### 5.1.51. Action 4.2 B: Develop and implement process to assess and manage retrofit demand to supply balance

5.1.51.1. **Context:** If demand outstrip supply consumers may lose interest and prices increase and if supply outstrips demand suppliers may lose interest and disinvest, with both scenarios creating a lag on rectification

5.1.51.2. **Approach:** Decide process to ascertain supply and demand, consult with stakeholders, revise and implement plan



5.1.51.3. **Assumptions:**

- Demand and supply can be figured out through consultation with supply chain and commissioners of services (e.g. local authorities, social landlords)
- Demand and supply can be determined to a level that enables corrective/improvement actions
- actions can be put in place to alter levels of demand or supply
- actions can be put in place to ensure demand and supply balance in the future

5.1.51.4. **Resources:** Project Manager and Project Officer(s) to carry out development and then deliver process

- People: Project Manager, Project officer(s)
- Money: TBC

5.1.51.5. **Links:**

- Require [action 4.1 A](#) and [action 4.2 A](#) to be completed first

5.1.51.6. **Strategic alignment:**

- Direct beneficiaries: Training providers, supply chain, local authorities, social landlords
- Opportunity 5: Local job creation
- Threat 8: Supply chain constraints

5.1.52. Action 4.2 C: Develop and deliver process to continue development of Shared Understanding and learning from actions

5.1.52.1. **Context:** In a complex system we can't be sure what will work, so we need to continually learn, adapt and improve

5.1.52.2. **Approach:** Develop evaluation framework based on Shared Understanding process, consult with stakeholders, develop final plan and implement

5.1.52.3. **Assumptions:**

- Indicators can be found to figure out progress
- Learnings from actions can lead to improvements

5.1.52.4. **Resources:** Project Manager and Project Officer(s) to carry out development and then facilitate learning process

- People: Project Manager, Project officer(s)
- Money: TBC when process determined

5.1.52.5. **Links:**

- Likely to need [action 4.1 A](#) and [action 4.2 A](#) completed first
- Could be incorporated with [action 2.2 C](#)

5.1.52.6. **Strategic alignment:**

- Direct beneficiaries: Local authorities, social landlords, training providers, community energy organisations, supply chain

## Goal 4.3: Ensure local policies are supportive

### 5.1.53. **Strategic fit** (across all goal actions):

- Opportunity 3: Innovation and knowledge sharing

### 5.1.54. Action 4.3 A: Coordinate policy implementation and development

- 5.1.54.1. **Context:** Retrofit offers a wide range of benefits and therefore touches on several policy areas
- 5.1.54.2. **Approach:** Map stakeholder policies relating to retrofit benefits, review areas to see how or if retrofit incorporated, consult with relevant stakeholders and determine improvement actions, implement actions.
- 5.1.54.3. **Assumptions:**
  - Critical to success is to continue co-development of actions and policy across system
  - Greater alignment can improve outcomes and unlock resources
  - Benefits of retrofit known
- 5.1.54.4. **Resources:** Project Manager and Project Officer(s) to carry out development and then facilitate delivery of improvement action but will require input from public sector policy officers
  - People: Project Manager, Project officer(s)
  - Money: TBC
- 5.1.54.5. **Links:**
  - May benefit from [action 4.2 A](#) being completed first as a policy group could be set up
  - Likely links with [action 2.2 A](#)
  - Potential pre-cursor to [action 1.2 D](#) to give rationale/ support for improvement actions
- 5.1.54.6. **Strategic alignment:**
  - Direct beneficiaries: Local authorities, public health
  - Weakness 5: Collaboration between all stakeholders could complicate project oversight if governance, roles, and responsibilities aren't clearly defined, especially in the absence of a guiding strategy
  - Weakness 12: Policy environment and communication from government
  - Opportunity 9: Decentralise electricity grid and develop renewable heat networks

Opportunity 11: Engage health professionals and align to health and social care objectives

### 5.1.55. Action 4.3 B: Consider integrating retrofit targets into Local Plans (aligning with 2050 sustainability goals)

- 5.1.55.1. **Context:** A local plan outlines how an area will develop in the future and created by a local planning authority following consultation
- 5.1.55.2. **Approach:** Review existing Local Plans for retrofit inclusion, find best practice nationally, determine potential improvements, consult with relevant stakeholders,

implement improvement actions, considering relevant policy changes from central government and any upcoming local government reorganisation and its implications to align policies and plans with aligned retrofit targets.

5.1.55.3. **Assumptions:**

- Local Plans are a statutory instrument and so can put weight behind retrofit ambitions and influence building control

5.1.55.4. **Resources:** Project Manager and Project Officer(s) to carry out development and then facilitate delivery of improvement action but will require input and on-going support from planning officers

- People: Project Manager, Project officer(s)
- Money: TBC

5.1.55.5. **Links:**

- May benefit from [action 4.2 A](#) being completed first as a Planning group could be set up
- Links with [action 4.3 A](#)

5.1.55.6. **Strategic alignment:**

- Direct beneficiaries: Local authorities

Opportunity 9: Decentralise electricity grid and develop renewable heat network

# Agenda item 6

## Hertfordshire Growth Board (HGB) - Advocacy Status Report

**Report Author:** Lucy Gravatt, Interim Director of Advocacy and Partnerships

---

### 1 Purpose of report

- 1.1 At the last Hertfordshire Growth Board meeting members endorsed the proposed approach to developing a new advocacy plan. This twin track plan of action would:
  - Spotlight where Hertfordshire can play a key role nationally via a programme of high-profile events and other activities.
  - Take a more tactical approach to how and when we can influence Government. This will enable us to become more agile in our decision making and become more responsive on key policy issues relating to the HGB Vision and Missions and wider growth agenda.
- 1.2 While these two pillars still form the basis of this workstream, Hertfordshire Growth Board can play a vital role in the next couple of years positioning the county and a future mayor for success. By articulating Hertfordshire's ambitions for place with key stakeholders, residents and government, HGB can be a galvanising force for action and help set the foundations for a new Strategic Authority. This activity would align with the devolution timescale and use the key components of the new Local Growth Plan and the Missions as a framework for engagement.
- 1.3 This approach would enable us to enter into a more meaningful dialogue with Government by aligning advocacy to the wider devolution and policy agenda. As part of developing a new Local Growth Plan, a raft of strategies will be brought forward over the next six/12 months. These will be factored into the wider advocacy programme.
- 1.4 With a renewed focus on growth and what can be realistically achieved in the timescales this would foster community cohesion and a greater sense of momentum and ownership. An annual stakeholder event would enable Hertfordshire Growth Board to report back on progress and build consensus for future devolved arrangements, being led by Hertfordshire County Council, and the plan for growth.
- 1.5 The advocacy strategy to be presented at the Board Meeting will set out an integrated approach to delivering our strategic objectives across government relations, policy influencing, communications and marketing and audience engagement functions. Once activated it will also provide a steady drumbeat

of activity during a period of significant transition and reorganisation. With the appropriate level of resourcing in place, this will drive our reputational, influencing and engagement work, elevating our status and national outreach. The Advocacy Director will work closely with Mission Leads to co-develop policy positions that recognise the co-interdependencies between climate, housing, health, transport, the economy and digital inclusion. This may require additional technical expertise to develop responses.

## **2 Advocacy activity update**

- 2.1 The table at appendix 1, provides an interim update on advocacy activity that has already taken place over the last quarter and other key events/activity planned over the next six to 12 months where HGB can have a key influencing role.
- 2.2 This programme of activity has been designed to play to Hertfordshire's strengths across its key sectors and spheres of influence. Some of the activity has been or will be hosted in Hertfordshire showcasing where the county has assets of global importance, attracting further investment. Other activity, such as UK Real Estate Investment and Infrastructure Forum (UKREiIF) and EXPO Real in Munich, will enable Hertfordshire to compete nationally and internationally. Where possible, we have cross-referenced this activity to the Missions. Other activity aligns to the second pillar – developing a Hertfordshire voice on national issues and policy. This area will be the focus of the Strategy.

## **3 Recommendation**

- 3.1 For Hertfordshire Growth Board to:
  - Note the activity set out in Table 1 and to endorse the draft Strategy which will be presented at the next Board Meeting.
  - Agree that the Advocacy Director acts as dedicated lead officer with strategic oversight from HGB Steering Group or another HGB Board Member.
  - Agree for this work to get underway immediately after the Board Meeting, subject to any modifications required.
  - Note the activity will be funded from existing budgets.

Date	Name	Core Audience/Purpose	Activity	Mission
<b>JAN – DEC 2025</b>	UK Screen Investment Programme (UKSIP)	Investors, industry, Government officials and local stakeholders	<ul style="list-style-type: none"> <li>A new national platform set up to secure the next wave of capital investment for the UK's screen sector.</li> <li>Steering group chaired by former Hertfordshire Futures Board Member David Conway, CEO, Pinewood Group with representation from HGB Vice Chair Cllr Jeremy Newmark; Hertfordshire Futures Board Member Celia Taylor, Head of Media Trust; film studios; British Film Commission; Screen Alliance North and range of investors.</li> <li>Key local partners comprise Hertfordshire Futures; Hertfordshire Growth Board and University of Hertfordshire.</li> <li>Two steering group meetings held in central London providing top tier industry voice into Government on key issues such as impact of US tariffs on 'foreign made' productions. Policy discussion with sector Director from Department for Business &amp; Trade who leads the overall on creative sector growth plans for Industrial Strategy.</li> <li>Programme comprises series of roundtable events with <b>AI roundtable on 26 June</b> with further roundtables on screen tourism and skills (working with University of Herts) planned for later in the year. <b>Investor dinner to be hosted by Hertfordshire Growth Board at The Grove with summit for up to 150 high level stakeholders and Government officials set to be hosted by Hertfordshire at BAFTA in central London on 26 November.</b></li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> </ul>
<b>MAY</b>	UKREiif	Real Estate Industry: Developers/Investors/Policy makers	<ul style="list-style-type: none"> <li>Developed pipeline of sites with a Gross Development Value (GDV) of £12.9 billion.</li> <li>Streamlined <a href="#">investment brochure</a> to facilitate investor interest.</li> <li>Secured commercial sponsorship deals worth £22.5k</li> <li>Brokered greater dialogue with real estate sector via Hertfordshire Infrastructure and Development Board (HIDB).</li> <li>Shifted focus away from generic place promotion (year one) to investor ready sites and more targeted media placements in trade/investor press (year 2).</li> <li>Partner evaluation now underway to drive continuous improvement and streamline offer for year 3 onwards.</li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> <li>Right Homes, Right Places</li> </ul>
	Pharmaceutical Industry Network Group (PING) Conference	Life Science/Pharma Sector, key local stakeholders and government representatives.	<ul style="list-style-type: none"> <li>High profile event held at Hatfield House developed in partnership with Hertfordshire Futures.</li> <li>Keynote address from Hertfordshire Futures Board Member Dr Stephen Ward, CTO, Cell and Gene Therapy Catapult and video broadcast from Andrew Lewin, MP for Welwyn Hatfield.</li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> </ul>

			<ul style="list-style-type: none"> <li>Sent out clear message of intent to 120 stakeholders from across life science industry that Hertfordshire is an attractive place for further sector growth.</li> <li>PING Innovation Award presented by Chair Hertfordshire Futures, Adrian Hawkins OBE, to local SME VasoDynamics trialling innovations in cancer care for patients. Further evidence of strong ecosystem of support for SME growth.</li> <li>Thematic discussion on sustainability within pharma with series of online roundtable sessions on other topical issues planned for Autumn 2025 with Ethical Medicines Industry Group (EMIG) and VVW who provide legal advice to the sector locally.</li> </ul>	
<b>JUNE</b>	Elstree Studios Centenary launch	Royal Visit with key local stakeholders	<ul style="list-style-type: none"> <li>His Royal Highness The Duke of Edinburgh visits Elstree to mark the official start of its centenary celebrations. HRH accompanied by Elstree's Head of Studios, Rebecca Hawkes, Chairman, Cllr Jeremy Newmark and accompanied by Acting CEO Michael Beavan.</li> <li>Use centenary as a launchpad for projects to enhance Hertfordshire's creative industry infrastructure and global visibility, including a Film and TV immersive experience in Borehamwood High Street and Hollywood-style lettering along the A1.</li> <li>Align UK Screen Investment Programme (UKSIP) with landmark centenary and leverage its unique heritage.</li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> </ul>
	Invest 2035: Modern Industrial Strategy	Stakeholders and Government	<ul style="list-style-type: none"> <li>Develop Hertfordshire-wide response that brings in diverse viewpoints across key sectors/business groups; academia and wider place partnerships to engage with Government. <b>This will form a central strand of our advocacy work.</b></li> </ul>	
<b>JULY</b>	Adult Skills Strategy  Small Business Strategy Launch	Working in partnership towards full employment, promoting lifelong learning, retraining and upskilling opportunities	<ul style="list-style-type: none"> <li>Publish July 2025, and work with partners to align all adult skills and job initiatives, including Get Britain Working and Apprenticeships.</li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> </ul>
<b>SEPT-DEC</b>	Economic Strategy and Digital Strategy launch	Key local stakeholders	<ul style="list-style-type: none"> <li>First building block of Local Growth Plan evidencing Hertfordshire's growth ambitions and key economic priorities shaped around four key themes: innovation; creativity; people and community; openness and connectivity.</li> <li>Potential for digital summit building on themes of Economic Strategy digital inclusion webinar.</li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> <li>Digital Access for All</li> </ul>
	EXPO Real, Munich	International trade fair for property and investment	<ul style="list-style-type: none"> <li>Explore partnership opportunities for Invest Hertfordshire to have enhanced profile and build on its presence from 2024.</li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> </ul>



	UKSIP		<ul style="list-style-type: none"> <li>Investor Dinner and Summit, as above. Invitations to go out to Treasury and Department for Business and Trade co-signed by local partners.</li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> </ul>
	Clean Growth Conference	Business focused	<ul style="list-style-type: none"> <li>Aimed at c. 75 businesses showcasing green innovation and stimulating net zero action. Align with development and launch of Hertfordshire Retrofit Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable County</li> </ul>
	Local Nature Recovery Strategy Launch/Publication	Land owners/managers; investors; environmental bodies; construction; businesses; residents	<ul style="list-style-type: none"> <li>Public consultation: July/August</li> <li>Review consultation feedback/refinements: Sept</li> <li>Formal launch: Oct onwards</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable County</li> </ul>
	Get Hertfordshire Working	Lead Hertfordshire's response on reducing worklessness and providing employment opportunities.	<ul style="list-style-type: none"> <li>Development Sept 2025 onwards.</li> <li>Implementation from March 2026</li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> <li>Healthy and Safe Places for All</li> </ul>
	Local Transport Plan		<ul style="list-style-type: none"> <li>Consultation with residents, Sept 2025 onwards</li> </ul>	<ul style="list-style-type: none"> <li>Transport for Hertfordshire</li> </ul>
	Hertfordshire and Infrastructure and Funding Prospectus		<ul style="list-style-type: none"> <li>Launch updated version, Dec 2025</li> </ul>	<ul style="list-style-type: none"> <li>Transport for Hertfordshire</li> </ul>
<b>JAN 2026</b>	HGB Annual Stakeholder Event		<ul style="list-style-type: none"> <li>Model based on Westminster reception 2025 bringing in diverse range of voices across industry, local government and sponsored by a Hertfordshire MP.</li> </ul>	<ul style="list-style-type: none"> <li>ALL</li> </ul>
	Spatial Development Strategy	Setting out a policy framework and identifying potential locations for economic growth, housing growth and strategic infrastructure.	<ul style="list-style-type: none"> <li>Development starts Jan 2026 onwards</li> </ul>	<ul style="list-style-type: none"> <li>Right Homes, Right Places</li> <li>World Class Economy</li> </ul>
<b>MAY 2026</b>	UKREiif	Real Estate	<ul style="list-style-type: none"> <li>For HGB to play a more active role in setting out our stall for place and our 'pitch' for devolution. This would put us on the front foot – using this forum as a platform to set out the 4/5 high level projects/ambitions that would set Hertfordshire apart both regionally and nationally. <b>The work on this agenda needs to start now.</b></li> </ul>	<ul style="list-style-type: none"> <li>World Class Economy</li> <li>Right Homes, Right Places</li> </ul>

This page is intentionally left blank