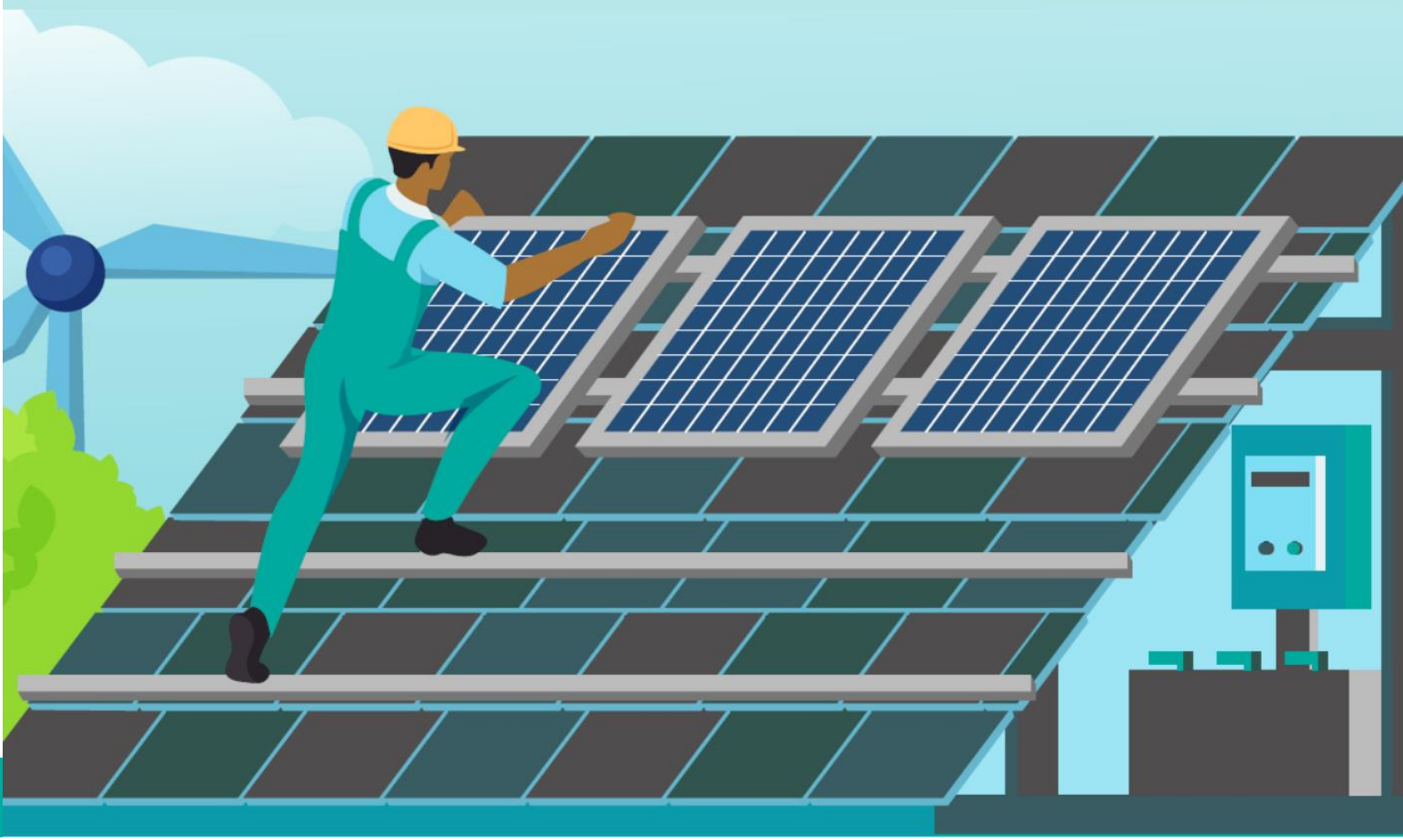


East Midlands Local Retrofit Strategy

Action Plan



1. High-level Action Plan

1.1. Introduction

- 1.1.1. The project team then took the findings from workshop 2 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 3.
- 1.1.2. Each action has the following further information:
 - **CONTEXT/ ASUMPTIONS:** The problem or issue the action is planning to affect and the assumptions made to justify the desired action
 - **APPROACH:** High-level plan of how the action could be completed
 - **RESOURCES:** Estimated resources needed to deliver the action in terms of money, roles and stakeholders
 - **LINKS:** Actions that need to be completed beforehand or importantly 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

1.2. Priority Actions

- 1.2.1. The strategy provides a high-level list of actions to be completed to achieve the goals. Information is given on the actions that need to be completed prior to an action (pre-actions, PA). However, stakeholders will need to develop a more detailed timeline at the appropriate time. The project team recommend tackling the following priority actions first.

1.2.2. Set up interim steering group

- 1.2.2.1. Based on the work of the Governance working group, during workshop 3 it was agreed that during the endorsement phase an interim steering group will be needed to lead this work and ensure momentum is kept.
- 1.2.2.2. As well as managing the endorsement phase, the interim steering group will start drafting of the Terms of Reference for the full steering group. It will not make decisions on behalf of the partnership of stakeholders.
- 1.2.2.3. Members of the interim steering group will be:
 - Adrian Prestidge, Nottinghamshire County Council (chair)
 - Richard Winters, Bolsover District council
 - Andrew Rice, MCS Foundation
 - Rachel Wood, Midlands Net Zero Hub
 - Carolynne Watson, Nottingham City Council

- Stuart Smith, Derby City Council
- Caroline Toplis, Derbyshire County Council
- Skills provider (TBC)
- Private sector/ installer (TBC)
- Social landlord (TBC)

1.2.3. Backbone organisation

- 1.2.3.1. The effective delivery of the strategy will require it to 'held' by one organisation which is referred to as the 'backbone' organisation. A backbone organization is a 'dedicated entity that provides support and coordination for collaborative initiatives aimed at achieving a shared goal, often within a community or sector. It acts as a central hub, facilitating communication, strategy development, and resource mobilization among participating organizations.' The strategy requires collaboration and cooperation to succeed and be based on democratic decision-making processes. However, it is likely progress will be difficult without the backbone organisation.
- 1.2.3.2. During workshop 3 agreement was achieved that the most suitable organisation for taking on the backbone role in the long-term is the East Midlands Combined Counties Authority (EMCCA). At the time of writing the authority is still being set up and therefore an interim backbone organisation is required, managed by the interim steering group – see 9.2.2.3. This will be Nottinghamshire County Council. The interim backbone organisation and steering group will need to work to ensure interim arrangements are put in place quickly and work on the long-term solution continues.

1.2.4. Roles

- 1.2.4.1. A key aspect of the strategy is dedicated roles to drive forward elements. These do not necessarily need to be new positions within an organisation and could be allocated to existing officer duties for example. Having this capacity and skills is important in achieving the strategy's goals.
- 1.2.4.2. A priority action is for the backbone organisation to review capacity across the system and, working with stakeholders and the project team, determine job descriptions and where the role will sit. Some of the roles could be held by the same person or one role could be shared across a officers duties.
- 1.2.4.3. The strategy includes the following roles:
 - Community Engagement: Supporting work to engage with community organisations and manage activity
 - Grants Scheme Support & Coordination: Working to increase access to grants and coordinate delivery of schemes between stakeholders
 - Retrofit Data & Research: Carrying out research activities and collating data on retrofit performance across the system

- Retrofit Finance Coordination: Leading on work to deliver finance actions and coordinating activity across the system
- Retrofit Fuel Poverty: Acting as a champion for fuel poverty reduction across the system, coordinating and delivering activity
- Retrofit Market Development: Supporting delivery of advice and support services to households across tenures
- Retrofit Supply Chain: Supporting development of the supply chain in terms of capacity and quality
- Retrofit System Coordination: Managing forums and action groups, convening stakeholders

1.3. Actions

1.3.1. Goal 1.1: Develop a coordinated and trusted communication, information and advice service

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Weakness 1	Not got a list of suppliers to recommend - would be hard to make recommendations to householders
Weakness 2	Not got an offering for everyone (in terms of grants and support)
Weakness 9	Retrofit is dry - needs a reframe
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Opportunity 6	Midland Net Zero Hub doing some work on a signposting webpage
Opportunity 7	Digital space opportunity building on the Green Rewards app to include retrofit based guidance and other digital tools such as the Local Area Energy Planning Digital twin led by the Midlands Net Zero Hub
Opportunity 8	Archetype guides for different types of properties, e.g. off-gas, for householders and installers
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 7	'Net Zero' push-back
Threat 8	Uncertainty about energy bills, policy, etc

1.3.1.1. *Action 1.1 A: Create Retrofit Market Development role(s) or add to existing position*

- **Context/ Assumptions:**
 - Delivery of actions sitting under the goal will require someone to coordinate and deliver and this isn't currently in place within the system
 - A suitable person can be recruited, or an existing role can be expanded
- **Approach:**
 - Recruit into the backbone organisation or add to existing role reporting into said organisation.
- **Resources:**
 - Money: c. £40,000 per year in salary
 - Stakeholders: Local authorities, social landlords, community energy organisations
- **Links:**
 - Pre-action(s): Backbone organisation
- **Strategic fit:**

Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Opportunity 2	Audit and coordination of future skills development - Green Skills initiative; need for coordination and aligning of skills sector
Threat 5	Too many places to get information from
Threat 9	Local government restructure: loss of expertise and historical knowledge when teams or roles get cut

1.3.1.2. *Action 1.1 B: Gather marketing best practice and develop marketing plan to raise awareness and engagement with retrofit, highlighting the benefits and success stories of retrofit*

- **Context/ Assumptions:**
 - There are examples of best practice that can be replicated in the locality to deliver positive outcomes
- **Approach:**
 - Retrofit Market Development role gathers best practice locally and nationally and produces case studies for review by appropriate stakeholders. The relevant stakeholders can then feedback, and a marketing plan developed for agreement and delivery.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Market Development

- Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action: 1.1A
- **Strategic fit:**

Strength 1	Rich experience of retrofit in Nottingham
Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Strength 7	Nottingham has a heat network
Weakness 7	The community sector varies across the EMCC area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.
Weakness 9	Retrofit is dry - needs a reframe
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Opportunity 8	Archetype guides for different types of properties, e.g. off-gas, for householders and installers
Threat 8	Uncertainty about energy bills, policy, etc

1.3.1.3. Action 1.1 C: Develop a comprehensive map of regional retrofit actors and networks and a flow chart which helps support providers navigate and provide the best signposting advice

- **Context/ Assumptions:**
 - Currently a range of actors involved in market development which makes it difficult to deliver efficient initiatives and for households to access
 - Actors and processes can be determined
 - Tools/diagrams can be developed which help household engage with active services
- **Approach:**
 - Retrofit Data & Research role works with Market Development role to research into services and then maps out using appropriate software such as Miro. Working with stakeholders this is then translated into a tool to help stakeholders engaging households provide a streamlined service.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Market Development, Retrofit Data & Research
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations

- **Links:**
 - Pre-action(s): 1.1A, 2.1D
- **Strategic fit:**

Strength 4	Local Authority Energy Partnership in place
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.1.4. *Action 1.1 D: Explore web/phone-based apps, e.g. Fairer Warmth or other, for provision of advice to households, triage to bespoke support, and leveraging of nudge theory, behavioural psychology*

- **Context/ Assumptions:**
 - The provision of services via the web or smart phones can help households engage with retrofit and act
 - Specific approaches to changing behaviours can deliver desired outputs/outcomes
 - The delivery of said services and approaches is within the capabilities of system stakeholders
- **Approach:**
 - Retrofit Data & Research role works with Market Development role to research into services and evaluate to assist stakeholders in determining the most appropriate subsequent actions.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Market Development, Retrofit Data & Research roles
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action(s): 1.1A
- **Strategic fit:**

Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Weakness 2	Not got an offering for everyone (in terms of grants and support)

Weakness 3	Lack of comparable data collection and availability
Weakness 7	The community sector varies across the EMCC area; ex-coalfields lack community cohesion and well-developed voluntary community services. High levels of digital exclusion.
Weakness 9	Retrofit is dry - needs a reframe
Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 8	Uncertainty about energy bills, policy, etc

1.3.1.5. Action 1.1 E: Stakeholders involved in market development commit agree approach to delivering activities

- **Context/ Assumptions:**
 - To enable the benefits of collaborations and simplifying activities to ensure household engagement an agreed approach will need to be found
 - Stakeholders involved in market development activity can agree approach
 - Agreement of approach can deliver benefits
- **Approach:**
 - Retrofit Market Development role engages with stakeholders involved in market development activity and builds relationship. Through
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Market Development
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action(s): 1.1 C, 2.1G
- **Strategic fit:**

Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.1.6. Action 1.1 F: Develop a trust-worthy brand or badge for all regional advice and guidance providers to help public and suppliers to know who they can trust

- **Context/ Assumptions:**

- Trust in measures and those involved in delivering measures is an issue and there seems a perceived value in a local brand
- Stakeholders can agree a central brand and associated processes
- Trust can be developed and will result in increased take up
- **Approach:**
 - Retrofit Market Development role builds on the pre-actions to facilitate an agreed specification and then process to deliver said specification.
- **Resources:**
 - Money: To be determined depending on deliver route (e.g. internal/ external)
 - Roles: Retrofit Market Development, market delivery stakeholder forum
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action(s): 1.1E, 2.1B
- **Strategic fit:**

Weakness 9	Retrofit is dry - needs a reframe
Opportunity 6	Midland Net Zero Hub doing some work on a signposting webpage
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 8	Uncertainty about energy bills, policy, etc

1.3.1.7. *Action 1.1 G: Create General Retrofit Support Service website to provide advice and triage service via website, email, phone and events*

- **Context/ Assumptions:**
 - Utilising the locality brand, a service can be developed to engage and keep engaged households in making progress with retrofit
 - Households are seeking retrofit and related (e.g. energy costs) advice
 - Households look for advice on the web, over the phone, via email and at community events
 - The provision of advice can create action
 - The triaging of household needs increases the use of other retrofit-related services
 - External service providers are available, or internal resource can be allocated/ trained up
- **Approach:**
 - Retrofit Market Development role will need to consult with stakeholder forum to develop specification and then deliver specification through internal or external service providers

- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Market Development, market development stakeholder forum
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action: 1.1F
- **Strategic fit:**

Weakness 2	Not got an offering for everyone (in terms of grants and support)
Weakness 9	Retrofit is dry - needs a reframe
Opportunity 4	Energiesprong, FurbNow and other models can be replicated.
Opportunity 7	Digital space opportunity building on the Green Rewards app to include retrofit based guidance and other digital tools such as the Local Area Energy Planning Digital twin led by the Midlands Net Zero Hub
Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.1.8. Action 1.1 H: Develop an online archetypes tool for the East Midlands which gives homeowners an idea of what measures their property can receive based on their inputs

- **Context/ Assumptions:**
 - Archetypes can be used as an engagement tool by effectively summarising a local range of housing types into a selection of the most common and then determining retrofit pathways for each one.
 - A cost-effective number of archetypes can be determined for the locality
 - Archetypes can engage homeowners and deliver action
- **Approach:**
 - Retrofit Market Development role will need to consult with stakeholder forum to develop specification and then deliver specification through external technical service providers
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Market Development, market development stakeholder forum
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**

- Pre-action: 1.1G

- **Strategic fit:**

Weakness 4	Awareness of rural and urban differences but grants don't take account of differential costs.
Opportunity 8	Archetype guides for different types of properties, e.g. off-gas, for householders and installers

1.3.1.9. Action 1.1 I: Develop a coordinated knowledge resource bank for advisors of trusted, endorsed resources with a coordinator maintaining and making it relevant and tailored to local context

- **Context/ Assumptions:**

- Retrofit is a complex area with a high amount of technical information which can benefit from being made locally specific to achieve best outcomes
- Sources of correct information can be found
- Provision of resources to retrofit advisors will improve outcomes

- **Approach:**

- Retrofit Data & Research role works with Market Development role to research sources of information (National Retrofit Hub, MCS Foundation etc) and develop process to review information prior to publishing on a suitable platform.

- **Resources:**

- Money: To be determined, hopefully free information can be found so only possible investment will be in a suitable platform
- Roles: Retrofit Market Development and Retrofit Data & Research roles
- Stakeholders: Local authority, social landlords, community energy organisations, community organisations

- **Links:**

- Pre-action: 1.1G

- **Strategic fit:**

Weakness 7	The community sector varies across the EMCC area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.
Opportunity 7	Digital space opportunity building on the Green Rewards app to include retrofit based guidance and other digital tools such as the Local Area Energy Planning Digital twin led by the Midlands Net Zero Hub
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.1.10. Action 1.1 J: Develop DIY courses in retrofit

- **Context/ Assumptions:**

- There is a small but potentially significant number of people who could deliver retrofit measures themselves and this then increases the chances of peer-to-peer conversations that stimulate further action
- Homeowners are interested in doing retrofits themselves
- Some retrofit measures can be explained sufficiently to the formally untrained
- Unprofessional retrofit measures can be delivered that achieve positive outcomes

- **Approach:**

- Retrofit market development role to consult with local and non-local stakeholders to determine what is in existence that can be repurposed and then determine an appropriate specification for the provision of courses to the local stakeholders.

- **Resources:**

- Money: To be determined
- Roles: Retrofit Market Development, market development stakeholder forum
- Stakeholders: Local authority, social landlords, community energy organisations, community organisations

- **Links:**

- Pre-action: 1.1G

- **Strategic fit:**

Weakness 9	Retrofit is dry - needs a reframe
Opportunity 8	Archetype guides for different types of properties, e.g. off-gas, for householders and installers
Threat 10	Lower skills workforce

1.3.1.11. Action 1.1K: Engage with estate agents and mortgage providers to utilise property purchase trigger point

- **Context/ Assumptions:**

- Anecdotal evidence is that a lot of people conduct renovations at the point of purchase and so estate agents could be used as a channel to engage this market in retrofit
- Estate agents are interested in supporting the communication of retrofit to customers
- Processes can be put in place to utilise this trigger point

- Homebuyers can be persuaded to include retrofit measures in their planned renovations
- **Approach:**
 - Retrofit Market Development role to consult with stakeholders and develop proposals for stakeholders to agree and then deliver
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Market Development, market development stakeholder forum
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations

1.3.1.12. Links:

- Pre-action: 1.1G

1.3.1.13. Strategic fit:

Weakness 9	Retrofit is dry - needs a reframe
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.2. Goal 1.2: Support and invest in community and peer to peer approaches

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Threat 7	'Net Zero' push-back
Threat 8	Uncertainty about energy bills, policy, etc
Weakness 7	The community sector varies across the D2N2 area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.

1.3.2.1. Action 1.2 A: Create Community Engagement retrofit role or add to existing to empower community organisations to support retrofit

- **Context/ Assumptions:**
 - Community organisations hold trusted positions within communities and so can be an important intermediary in delivering change
 - Community organisations are willing to engage with retrofit
 - Community organisations can be empowered to support take up of retrofit measures

- A suitable person can be found to deliver the Community Engagement retrofit role
- **Approach:**
 - Develop job description with stakeholders, consult to see if can be added to existing role and, if not, recruit
- **Resources:**
 - Money: c. £40k per year if full-time
 - Roles: Retrofit Market Development, market development stakeholder forum
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action: 2.1A
- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Weakness 7	The community sector varies across the EMCC area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Threat 9	Local government restructure: loss of expertise and historical knowledge when teams or roles get cut

1.3.2.2. Action 1.2 B: Map community organisations and for retrofit initiatives/engagement

- **Context/ Assumptions:**
 - Community organisations operating in locality can be determined
 - Mapping of organisations will enable further actions to be delivered effectively
- **Approach:**
 - Retrofit Data & Research role works with Community Engagement retrofit role to develop research approach, engage with stakeholders to determine sources of information and then gather data into a suitable format
- **Resources:**
 - Money: To be determined but mainly person hours
 - Roles: Community Engagement – Retrofit, Retrofit Market Development, Retrofit Data & Research
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations

- **Links:**
 - Pre-action(s): 1.2A, 1.1C

- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Weakness 7	The community sector varies across the EMCC area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.

1.3.2.3. Action 1.2 C: Develop a network of community champions and organisations and provide retrofit training

- **Context/ Assumptions:**
 - A way to make best use of the trusted role community groups play at the ground level would be through training and developing champions
 - Champions can create action within a community
 - Adequate training can be given to enable that action
 - People will be interested in becoming community champions
- **Approach:**
 - Using the mapping data, the Community Engagement – Retrofit can consult with organisations on a community champion role, then consult with strategy stakeholders and develop a 'job description' and training process
- **Resources:**
 - Money: To be determined but mainly person hours
 - Roles: Community Engagement – Retrofit, Retrofit Market Development
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action(s): 1.2B
- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Weakness 7	The community sector varies across the EMCC area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.
Threat 4	Lack of trust and disinformation

Threat 5	Too many places to get information from
Threat 8	Uncertainty about energy bills, policy, etc
Threat 10	Lower skills workforce

1.3.2.4. Action 1.2 D: Develop and deliver retrofit engagement plans with community champions

- **Context/ Assumptions:**
 - Community champions can increase engagement with retrofit by residents
 - Effective ways to enable community champions to engage residents can be determined
 - Best practice in engaging residents in retrofit can be found and replicated
- **Approach:**
 - Utilising best practice from other areas and working with stakeholders, the Community Engagement – Retrofit and community champions can develop and trial engagement plans
- **Resources:**
 - Money: To be determined, mainly staff time at start but make require funding or materials/events
 - Roles: Community Engagement – Retrofit, Retrofit Market Development
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-actions(s): 1.2C
- **Strategic fit:**

Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 7	'Net Zero' push-back

1.3.2.5. Action 1.2 E: Create an open home network, demonstrating different technologies, incentivise householders to 'open' their homes and support community groups to run open homes days

- **Context/ Assumptions:**
 - Open homes are where properties which have had retrofit measures carried out allow the public to come and look
 - Homeowners can be found who have retrofit measures to a good enough standard and are willing to enable access by the public

- Seeing and speaking to peers who have carried out retrofits will increase further action by others
- Best practice for running open homes is available
- **Approach:**
 - Community Engagement – Retrofit and community champions develop an open homes model and then run a promotion to recruit participants utilising previous grant schemes
- **Resources:**
 - Money: To be determined
 - Roles: Community Engagement – Retrofit, Retrofit Market Development, Community Champions
 - Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action(s): 1.2B
- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 7	'Net Zero' push-back

1.3.2.6. *Action 1.2 F: Develop and agree with grant commissioners and community orgs an approach to use community groups to deliver grant projects*

- **Context/ Assumptions:**
 - Community organisations can increase take up of retrofit measures by being seen as a trusted party, this can assist grant schemes which can be held back by a lack of trust in said schemes by residents
 - Community organisations are trusted by local households
 - Community organisations can be engaged to support delivery of grant schemes
 - Grant commissioners (local authorities, social landlords) are willing to work with community organisations in delivery of schemes
- **Approach:**
 - Retrofit Data & Research role works with Community Engagement retrofit role to research national best practice/ case studies and then consult with grant commissioners on potential models, then consult with community organisations and co-develop approaches for agreement by all involved
- **Resources:**
 - Money: To be determined, staff time in the first instance

- Roles: Community Engagement – Retrofit, Retrofit Market Development, Community Champions, Retrofit Data & Research
- Stakeholders: Local authority, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action(s): 1.2B, 1.2D, 2.1F
- **Strategic fit:**

Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 7	'Net Zero' push-back

1.3.3. Goal 1.3: Enable quality assurance for all retrofit work

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Threat 4	Lack of trust and disinformation

1.3.3.1. Action 1.3 A: Research quality standards relating to retrofit and provide guidance to public via the Support Service on how to ensure quality of retrofit delivery

- **Context/ Assumptions:**
 - With retrofit being an emerging sector, it is sensitive to 'bad news' retrofit stories due to installations and usage issues, ensuring quality can help to counter this and drive uptake
 - Quality standards are available for retrofit measures and can be implemented
- **Approach:**
 - Retrofit Data & Research role works with Retrofit Supply Chain role to research quality standards and consult with stakeholders (including the supply chain) on appropriate guidance to give to homeowners.
- **Resources:**
 - Money: To be determined, mainly staff time
 - Roles: Retrofit Supply Chain and Retrofit Data & Research roles
 - Stakeholders: Local authority, social landlords, community energy organisations, supply chain
- **Links:**

- Pre-action(s): 1.1G

- **Strategic fit:**

Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Threat 4	Lack of trust and disinformation
Threat 7	'Net Zero' push-back

1.3.3.2. Action 1.3 B: Develop an agreed approach for all retrofit grant commissioners to ensure good governance and quality of retrofit install

- **Context/ Assumptions:**

- Using an agreed approach around governance and quality for all grant schemes can provide additional benefits
- Grant commissioners can agree on approach
- Governance best practice can be found or determined
- Quality assurance best practice can be found or determined.

- **Approach:**

- Retrofit Data & Research role works with Grant Scheme Support and Coordination role and Retrofit Supply Chain role conduct research into best practice and then consult with grant commissioners and the supply chain on an agreed approach.

- **Resources:**

- Money: To be determined, primarily staff time
- Roles: Grant Scheme Support and Coordination, Retrofit Supply Chain, Retrofit Data & Research
- Stakeholders: Local authority, social landlords, community energy organisations, supply chain

- **Links:**

- Pre-action(s): 2.1A, 2.1F, 3.1A

- **Strategic fit:**

Weakness 3	Lack of comparable data collection and availability
Weakness 5	Housing associations not coordinating their retrofit work
Threat 4	Lack of trust and disinformation
Threat 10	Lower skills workforce

1.3.3.3. Action 1.3 C: Prepare options paper on 'trusted traders lists' and/or regional 'kitemark' scheme

- **Context/ Assumptions:**

- Homeowners are often looking for recommendations for which organisations can best deliver a retrofit measure
- Best practice can be replicated or determined ensuring risks are mitigated for all parties involved
- **Approach:**
 - Retrofit Data & Research role works with Retrofit Supply Chain role to research any existing best practice and develop options paper including risk register for review by stakeholders.
- **Resources:**
 - Money: To be determined, primarily staff time initially
 - Roles: Retrofit Supply Chain, Retrofit Data & Research roles
 - Stakeholders: Local authority, social landlords, community energy organisations, supply chain
- **Links:**
 - Pre-action(s): 1.3B
- **Strategic fit:**

Weakness 1	Not got a list of suppliers to recommend - would be hard to make recommendations to householders
Opportunity 10	Engage more trades people in retrofit
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 4	Lack of trust and disinformation

1.3.3.4. Action 1.3 D: Review all LA plans for enforcement of Minimum Energy Efficiency Standard (MEES) regulations

- **Context/ Assumptions:**
 - The Minimum Energy Efficiency Standard (MEES) will require private landlords to achieve a minimum Energy Performance Certificate rating by a to be specified date but enforcement is inconsistent across UK
 - There is best practice enforcement to be replicated
 - Local authorities will be responsible for the enforcement of MEES regulations
 - MEES regulations will come into effect within the life of the strategy
 - MEES could be used to drive take up of retrofit measures
- **Approach:**
 - Grant Scheme Support and Coordination role to engage with all tier-2 authorities within the locality and determine current plans, research best practice and determine options.
- **Resources:**

- Money: To be determined
- Roles: Grant Scheme Support and Coordination, Retrofit Market Development
- Stakeholders: Local authority, social landlords, supply chain, energy providers, community energy organisations
- **Links:**
 - Pre-action(s): 2.1A
- **Strategic fit:**

Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Strength 4	Local Authority Energy Partnership in place
Threat 9	Local government restructure: loss of expertise and historical knowledge when teams or roles get cut

1.3.3.5. Action 1.3 E: Create advice service / outreach for private rented tenants & landlords

- **Context/ Assumptions:**
 - Substantial number of homes in the locality will be owned by a private landlord and require specialist advice and support
 - Private landlords can be motivated to retrofit either through regulation or provision of advice
 - Tenants can have positive outcomes through retrofit
 - Advice can be given that results in retrofit measures being delivered
- **Approach:**
 - Retrofit Market Development role to engage with private landlords, research national best practice in private rental sector advice provision, consult with stakeholders and private landlords and replicate
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Market Development
 - Stakeholders: Local authority, private landlords, supply chain
- **Links:**
 - Pre-action(s): 1.1G, 1.3D, 1.3F
- **Strategic fit:**

Weakness 2	Not got an offering for everyone (in terms of grants and support)
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.3.6. *Action 1.3 F: Review LAs for ECO LA Flex practices and agree and deliver coordinated, minimum service level approach*

- **Context/ Assumptions:**
 - Energy Company Obligation Local Authority Flex (ECO LA Flex) offers opportunity to increase delivery of retrofit measures but levels of engagement by local authorities often differs
 - Best practice in delivery of ECO LA Flex is available and can be replicated
- **Approach:**
 - Retrofit Market Development officer to determine current ECO LA Flex strategies by all local authorities, determine best practice and consult with stakeholders, including energy providers, on options and then work to implement
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Market Development,
 - Stakeholders: Local authority, social landlords, community energy organisations, supply chain
- **Links:**
 - Pre-action(s): 2.1J
- **Strategic fit:**

Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Strength 4	Local Authority Energy Partnership in place
Weakness 2	Not got an offering for everyone (in terms of grants and support)
Opportunity 2	Audit and coordination of future skills development - Green Skills initiative; need for coordination and aligning of skills sector
Threat 1	High levels of deprivation
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.3.7. *Action 1.3 G: Create Retrofit Supply Chain role(s) or add to existing*

- **Context/ Assumptions:**
 - To balance demand activity there needs to be resource put into expanding and improving the retrofit supply chain
 - A suitable person can be recruited or found internally

- **Approach:**
 - Develop job description in consultation with stakeholders, determine if existing role can take on duties, if not determine employer and recruit.
- **Resources:**
 - Money: c. £40k per year
 - Roles: Backrow organisation
 - Stakeholders: Local authority, social landlords, community energy organisations, supply chain
- **Links:**
 - Pre-action(s): 2.1A
- **Strategic fit:**

Opportunity 10	Engage more trades people in retrofit
Opportunity 11	More on-site training opportunities
Threat 2	Many issues with training provision
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 6	Complex retrofit projects are not cost-effective for installers
Threat 10	Lower skills workforce

1.3.3.8. Action 1.3 H: Create a support network for Retrofit Coordinators and Assessors in area

- **Context/ Assumptions:**
 - Retrofit coordinators and assessors enable retrofit to deliver better outcomes for all involved and need to be supported
 - Supporting coordinators and assessors can improve outcomes
 - Numbers of coordinators and assessors need to be increased, and support network can help deliver that
- **Approach:**
 - Retrofit Supply Chain role to conduct stakeholder assessment activity of existing coordinators and assessors in locality, consult on support needed and develop business case for stakeholders to decide and implement
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain role
 - Stakeholders: Local authority, social landlords, community energy organisations, supply chain
- **Links:**
 - Pre-action(s): 1.3G

- **Strategic fit:**

Opportunity 10	Engage more trades people in retrofit
Opportunity 11	More on-site training opportunities
Threat 2	Many issues with training provision
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 6	Complex retrofit projects are not cost-effective for installers

1.3.3.9. *Action 1.3 I: Create Building Control forum on retrofit to ensure best practice and knowledge is exchanged*

- **Context/ Assumptions:**

- Moment when people are carrying out works on properties that comes under building regulations is an opportunity to raise retrofit measures with client
- Building control have ability to encourage works that go beyond building regulations
- Retrofit measures can be installed under current building regulations
- Building control would benefit from additional retrofit measures knowledge

- **Approach:**

- Retrofit Supply Chain role to conduct stakeholder assessment activity of building control in locality, then to consult on with officers on how to support and with what information, then deliver forum.

- **Resources:**

- Money: To be determined
- Roles: Retrofit Supply Chain role
- Stakeholders: Local authority, social landlords

- **Links:**

- Pre-action(s): 1.3G, 2.1J

- **Strategic fit:**

Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 9	Local government restructure: loss of expertise and historical knowledge when teams or roles get cut

1.3.3.10. *Action 1.3 J: Create a community of practice for training providers & supply chain to share learning and best practice*

- **Context/ Assumptions:**

- There is often a lack of communication training providers and the supply chain with a lack of capacity on both fronts to develop
- Training providers would benefit from hearing from the supply chain on the skills they require
- Supply chain would benefit from supporting training providers in developing the right skills market
- Supply chain can provide useful knowledge to training providers to ensure good outcomes
- Supply chain can be encouraged to take on apprentices through discussion with training providers
- **Approach:**
 - Retrofit Supply Chain role to conduct stakeholder assessment of training providers to ensure full coverage, consult with supply chain and training providers on needs, develop community of practice to transfer knowledge and rectify issues.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain
 - Stakeholders: Training providers, supply chain
- **Links:**
 - Pre-action(s): 1.3I, 2.1H
- **Strategic fit:**

Strength 9	Bolsover District Council Retrofit Employers Forum - could be expanded
Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of EMCC by RLB - retrofit climate, and employers, educators and local authority forum.
Opportunity 2	Audit and coordination of future skills development - Green Skills initiative; need for coordination and aligning of skills sector
Opportunity 8	Archetype guides for different types of properties, e.g. off-gas, for householders and installers
Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Opportunity 10	Engage more trades people in retrofit
Threat 2	Many issues with training provision
Threat 5	Too many places to get information from
Threat 10	Lower skills workforce

1.3.3.11. *Action 1.3 K: Support Service to broker and promote Retrofit Assessor and Coordination services*

- **Context/ Assumptions:**
 - Retrofit coordinators and assessors enable retrofit to deliver better outcomes for all involved and need to be supported
 - Supporting property owners to engage with coordinators and assessors can improve outcomes
 - Numbers of coordinators and assessors need to be increased, and support service can help deliver that
- **Approach:**
 - Retrofit Supply Chain role to consult with retrofit work commissioners (local authorities, social landlords, homeowners) to gather information on current usage, research best practice nationally and develop business case for support service for adoption
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain
 - Stakeholders: Local authorities, social landlords, community energy organisations
- **Links:**
 - Pre-action(s): 1.1G, 1.3H
- **Strategic fit:**

Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of EMCC by RLB - retrofit climate, and employers, educators and local authority forum.
Opportunity 10	Engage more trades people in retrofit
Threat 10	Lower skills workforce

1.3.4. **Goal 2.1: Get active participation in structures and processes for collaboration**

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.

1.3.4.1. *Action 2.1 A: Develop a steering group or accountable body for governance of the strategy*

- **Context/ Assumptions:**
 - Delivery of the strategy involves all system stakeholders but will require a central organisation to lead
 - A steering group can be set up that represents all stakeholder organisation types within locality
 - Decision-making processes can be put in place that ensure effective representation
- **Approach:**
 - Backbone organisation to develop terms of reference, consult with stakeholders to secure agreement and then recruit stakeholders to fulfil positions on steering group/ accountable body
- **Resources:**
 - Money: To be determined
 - Roles: Backbone organisation
 - Stakeholders: All
- **Links:**
 - Pre-action(s): None
- **Strategic fit:**

Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Threat 9	Local government restructure: loss of expertise and historical knowledge when teams or roles get cut

1.3.4.2. *Action 2.1 B: Create role to coordinate stakeholder activity or allocate to existing role(s)*

- **Context/ Assumptions:**
 - There is a lot of uncoordinated retrofit activity happening with the locality which could be better coordinated
 - Coordination of activity improves outcomes
- **Approach:**
 - Backbone organisation develop job description for Retrofit Coordination role and either allocate to existing or recruit
- **Resources:**
 - Money: c. £40k per year
 - Roles: Backbone organisation
 - Stakeholders: All

- **Links:**
 - Pre-action(s): 2.1A
- **Strategic fit:**

Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Threat 9	Local government restructure: loss of expertise and historical knowledge when teams or roles get cut

1.3.4.3. Action 2.1 C: Conduct stakeholder assessment of local authority and social landlord sector of those involved in retrofit capital programmes

- **Context/ Assumptions:**
 - By understanding retrofit capital programmes happening within locality actions can be delivered which improve outcomes
 - Information on retrofit capital programmes within locality can be gathered
- **Approach:**
 - Retrofit Coordination role to carry out stakeholder assessment to gather as much information of current activity and secure points of contact for each
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Coordination role
 - Stakeholders: Local authorities, social landlords
- **Links:**
 - Pre-action(s): 2.1B
- **Strategic fit:**

Strength 4	Local Authority Energy Partnership in place
Weakness 3	Lack of comparable data collection and availability
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Threat 9	Local government restructure: loss of expertise and historical knowledge when teams or roles get cut

1.3.4.4. Action 2.1 D: Conduct stakeholder assessment of organisations involved in homeowner engagement activity

- **Context/ Assumptions:**

- By understanding homeowner engagement activity programmes happening within locality actions can be delivered which improve outcomes
- Information on retrofit capital programmes within locality can be gathered
- **Approach:**
 - Retrofit Coordination role to conduct stakeholder assessment activity and disseminate findings, then support future actions
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Coordination role
 - Stakeholders: Local authorities, social landlords, community energy organisations, community organisations
- **Links:**
 - 2.1B
 - Pre-action(s)
- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Opportunity 4	Energiesprong, FurbNow and other models can be replicated.
Opportunity 6	Midland Net Zero Hub doing some work on a signposting webpage
Opportunity 7	Digital space opportunity building on the Green Rewards app to include retrofit based guidance and other digital tools such as the Local Area Energy Planning Digital twin led by the Midlands Net Zero Hub

1.3.4.5. Action 2.1 E: Conduct stakeholder assessment of training and supply chain sector for skills development representatives

- **Context/ Assumptions:**
 - By understanding training and supply chain sector within locality actions can be delivered which improve outcomes
 - Information on retrofit capital programmes within locality can be gathered
- **Approach:**
 - Retrofit Coordination role to conduct stakeholder assessment activity and disseminate findings, then support future actions
- **Resources:**

- Money: To be determined
- Roles: Retrofit Coordination role, Retrofit Supply Chain role
- Stakeholders: Training providers, supply chain
- **Links:**
 - Pre-action(s): 2.1B
- **Strategic fit:**

Strength 2	Retrofit training led by Nottingham Trent University and local colleges
Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of EMCC by RLB - retrofit climate, and employers, educators and local authority forum.
Strength 11	Comparable data collection and availability
Opportunity 2	Audit and coordination of future skills development - Green Skills initiative; need for coordination and aligning of skills sector
Opportunity 10	Engage more trades people in retrofit
Threat 10	Lower skills workforce

1.3.4.6. *Action 2.1 F: Set up cross-sector action groups for LA and RSL for grant programmes to drive partnership activity, convened by strategy lead*

- **Context/ Assumptions:**
 - By understanding local authority and social landlord sector within locality actions can be delivered which improve outcomes
 - Information on retrofit capital programmes within locality can be gathered
- **Approach:**
 - Retrofit Coordination role to conduct stakeholder assessment activity and disseminate findings, then support future actions
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Coordination role, Grant Scheme Support & Coordination role
 - Stakeholders: Local authorities, social landlords
- **Links:**
 - Pre-action(s): 2.1C
- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Weakness 5	Housing associations not coordinating their retrofit work

1.3.4.7. *Action 2.1 G: Set up cross-sector action groups for market development, convened by strategy lead*

- **Context/ Assumptions:**
 - By working together stakeholders can deliver better outcomes
 - Those involved in market development can be persuaded of benefits of collaboration
- **Approach:**
 - Retrofit Coordination role to determine benefits of collaboration, engage with those involved in market development and develop, determine draft terms of reference and set up action group
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Coordination role, Community Engagement role
 - Stakeholders: Local authorities, social landlords, community energy organisations
- **Links:**
 - Pre-action(s): 2.1D
- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Strength 4	Local Authority Energy Partnership in place
Weakness 2	Not got an offering for everyone (in terms of grants and support)
Weakness 7	The community sector varies across the EMCC area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.4.8. *Action 2.1 H: Set up cross-sector action groups for employers and training providers for skill development to coordinate and drive partnership activity, convened by strategy lead*

- **Context/ Assumptions:**
 - By working together stakeholders can deliver better outcomes
 - Those involved in employment can be persuaded of benefits of collaboration

- **Approach:**
 - Retrofit Coordination role to determine benefits of collaboration, engage with those involved in market development and develop action group
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Coordination role, Retrofit Supply Chain role (optional)
 - Stakeholders: Training providers, supply chain
- **Links:**
 - Pre-action(s): 2.1E
- **Strategic fit:**

Strength 2	Retrofit training led by Nottingham Trent University and local colleges
Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of EMCC by RLB - retrofit climate, and employers, educators and local authority forum.
Opportunity 2	Audit and coordination of future skills development - Green Skills initiative; need for coordination and aligning of skills sector
Opportunity 10	Engage more trades people in retrofit
Opportunity 11	More on-site training opportunities
Threat 2	Many issues with training provision
Threat 3	Lack of incentive for SMEs to invest in training staff

1.3.4.9. Action 2.1 I: Set up stakeholder specific groups to ensure engagement across stakeholder group and effective gathering and dissemination of information

- **Context/ Assumptions:**
 - Network of stakeholder specific groups convened by backbone organisation can improve outcomes
 - By working together stakeholders can deliver better outcomes
 - Having stakeholder specific groups will aid engagement
- **Approach:**
 - Retrofit Coordination role to utilise stakeholder assessment activity carried out previously, deliver any additional assessments, develop draft terms of reference and engage stakeholders.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Coordination, Retrofit Market Development role, Retrofit Supply Chain, Grant Support & Coordination role
 - Stakeholders: All

- **Links:**
 - Pre-action(s): 2.1B
- **Strategic fit:**

Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 9	Local government restructure: loss of expertise and historical knowledge when teams or roles get cut

1.3.4.10. *Action 2.1 J: Action groups agree terms of reference including to collaborate whenever possible*

- **Context/ Assumptions:**
 - By working together stakeholders can deliver better outcomes
- **Approach:**
 - Retrofit Coordination role to agree terms of reference with participants
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Coordination, Retrofit Market Development role, Retrofit Supply Chain, Grant Support & Coordination role
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 2.1F, 2.1G, 2.1H, 2.1I
- **Strategic fit:**

Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
----------------------	--

1.3.4.11. *Action 2.1 K: Steering group to review activity of actions groups and stakeholder specific groups on a quarterly basis*

- **Context/ Assumptions:**
 - By working together stakeholders can deliver better outcomes
 - By ensuring information is reviewed centrally better outcomes can be delivered
- **Approach:**
 - Retrofit Coordination role to support steering group in reviewing outputs and minutes from action groups
- **Resources:**

- Money: To be determined
- Roles: Retrofit Coordination role
- Stakeholders: Backbone organisation

- **Links:**

- Pre-action(s): 2.1J

- **Strategic fit:**

Weakness 3	Lack of comparable data collection and availability
Weakness 5	Housing associations not coordinating their retrofit work
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority

1.3.4.12. Action 2.1 L: Annual retrofit gathering to celebrate progress, reenergise, share learning and develop solutions

- **Context/ Assumptions:**

- Recognising progress and giving opportunities to network can improve outcomes
- Progress will be made on an annual basis

- **Approach:**

- Backbone organisations to work with roles and action groups to develop content and then deliver event

- **Resources:**

- Money: To be determined
- Roles: Retrofit Coordination role
- Stakeholders: Backbone organisation

- **Links:**

- Pre-action(s): 2.1K

- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Opportunity 2	Audit and coordination of future skills development - Green Skills initiative; need for coordination and aligning of skills sector
Threat 7	'Net Zero' push-back

1.3.5. Goal 2.2: Share retrofit knowledge and data

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 4	Local Authority Energy Partnership in place
Strength 11	Comparable data collection and availability
Weakness 3	Lack of comparable data collection and availability
Weakness 10	Need better ways to measure benefits of retrofit
Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Opportunity 8	Archetype guides for different types of properties, e.g. off-gas, for householders and installers
Opportunity 3	Pilot of mine water heat scheme in ex-coalmine. Could be replicated, if successful.
Opportunity 4	Energiesprong, FurbNow and other models can be replicated.
Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit

1.3.5.1. Action 2.2 A: Create role to Retrofit Data & Research role or allocate to existing role(s)

- **Context/ Assumptions:**
 - There is a range of retrofit-related data within the locality which is brought to and managed centrally could improve outcomes for all stakeholders
 - Regulations can be complied with and still data and/or learnings transferred between stakeholders
 - The role can be delivered by a new entrant or existing
- **Approach:**
 - Backbone organisation to consult with stakeholders on data provision, develop draft job description, agree with stakeholders and then recruit or add to existing role.
- **Resources:**
 - Money: c. £40k per year
 - Roles: Retrofit Coordination
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 2.1A
- **Strategic fit:**

Strength 11	Comparable data collection and availability
Weakness 3	Lack of comparable data collection and availability

Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Threat 5	Too many places to get information from

1.3.5.2. *Action 2.2 B: Facilitate data sharing between organisations involved in retrofit. Collate and analyse data to build understanding and map capabilities in the region, and in turn drive collaboration*

- **Context/ Assumptions:**
 - There is a range of retrofit-related data within the locality which is brought to and managed centrally could improve outcomes for all stakeholders
 - Regulations can be complied with and still data and/or learnings transferred between stakeholders
- **Approach:**
 - Retrofit Data & Research role to map data being produced and develop data strategy including sharing agreements, management processes and reporting processes, agree with stakeholders and deliver
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Data & Research
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 2.2A
- **Strategic fit:**

Strength 11	Comparable data collection and availability
Weakness 3	Lack of comparable data collection and availability
Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Threat 5	Too many places to get information from

1.3.5.3. *Action 2.2 C: Regularly gather and publish information on demand and supply data to help to ensure balance*

- **Context/ Assumptions:**
 - There is a range of retrofit-related data within the locality which is brought to and managed centrally could improve outcomes for all stakeholders
 - Regulations can be complied with and still data and/or learnings transferred between stakeholders
 - Balancing demand for retrofit services for supply of said services is important to monitor and put in rectification actions if high differential

- **Approach:**
 - Retrofit Data & Research to determine options for monitoring supply and demand and agree, if viable, with steering group option to take forward
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Data & Research role, steering group
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 2.2B
- **Strategic fit:**

Strength 11	Comparable data collection and availability
Weakness 3	Lack of comparable data collection and availability
Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Threat 5	Too many places to get information from

1.3.5.4. Action 2.2 D: Determine metrics to select area-based retrofit schemes and use to determine location(s)

- **Context/ Assumptions:**
 - Area-based retrofit schemes can deliver improved outcomes
 - Metrics can be decided that will help ensure location meets stakeholder needs
 - Data for chosen metrics can be gathered
- **Approach:**
 - Retrofit Data & Research researches any national best practice, consults with stakeholders, develops options paper and presents to steering committee for decision
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Data & Research
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 2.2C
- **Strategic fit:**

Weakness 7	The community sector varies across the EMCC area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.
Threat 1	High levels of deprivation

1.3.5.5. *Action 2.2 E: Create case studies for previous demonstration projects and disseminate to partnership and hold on website*

- **Context/ Assumptions:**
 - Case studies can deliver improvement in activity
- **Approach:**
 - Retrofit Data & Research role to work with stakeholders to determine potential case studies, develop style guide, agree list with steering group, gather information and then write and publish case studies
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Data & Research
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 1.1G, 2.2C
- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Opportunity 4	Energiesprong, FurbNow and other models can be replicated.
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.6. **Goal 2.3: Coordinate resources and align bids and funding options**

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Weakness 6	Supported housing as a sector misses out on grants
Weakness 4	Awareness of rural and urban differences but grants don't take account of differential costs.
Weakness 5	Housing associations not coordinating their retrofit work
Threat 3	Lack of incentive for SMEs to invest in training staff

1.3.6.1. *Action 2.3 A: Determine with local authorities and social landlords involved in grant schemes areas for collaboration in delivery of grant schemes*

- **Context/ Assumptions:**
 - Stakeholders are delivering government-funded grants schemes within locality, often from same scheme, without a level of collaboration
 - Collaboration can improve outcomes from grant schemes
- **Approach:**
 - Grant Scheme Support and Coordination role to determine current and planned activity, review national best practice on collaboration activities, consult with stakeholders on potential ways to collaborate, develop collaboration action plan and enact.
- **Resources:**
 - Money: To be determined
 - Roles: Grant Scheme Support and Coordination
 - Stakeholders: Local authorities, social landlords
- **Links:**
 - Pre-action(s): 2.1F, 3.1A
- **Strategic fit:**

Weakness 5	Housing associations not coordinating their retrofit work
Weakness 6	Supported housing as a sector misses out on grants
Weakness 8	A lot of the contractors on the Dynamic Purchasing System (Midland Net Zero Hub) are from outside the region and lack local context.
Threat 1	High levels of deprivation
Threat 7	'Net Zero' push-back

1.3.6.2. *Action 2.3 B: Realise opportunities for collaboration and local supplier procurement from Warm Homes funding*

- **Context/ Assumptions:**
 - Immediate opportunity to maximise outcomes from grant schemes which are in set up phase
 - Collaboration can deliver better outcomes
 - Local authorities and social landlords can collaborate and not breach funding agreement terms
 - Local authorities and social landlords see benefit in collaborating
 - Procurement of local suppliers can be carried out within terms of funding agreement

- **Approach:**
 - Could be done in parallel with 2.3A and follows same approach.
- **Resources:**
 - Money: To be determined
 - Roles: Grant Scheme Support and Coordination
 - Stakeholders: Local authorities, social landlords
- **Links:**
 - Pre-action(s): 2.3A
- **Strategic fit:**

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Weakness 5	Housing associations not coordinating their retrofit work
Weakness 6	Supported housing as a sector misses out on grants

1.3.6.3. Action 2.3 C: Create new role or assign to existing to determine and keep up to date data on resources allocated to retrofit initiatives

- **Context/ Assumptions:**
 - Understanding the resources being allocated can help to determine impact on supply chain and future need
 - Data can be collected to determine resource use
- **Approach:**
 - Retrofit Data & Research role to engage with stakeholders and determine data that can be provided, develop system and start collating and reporting.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Data & Research
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 2.2B
- **Strategic fit:**

Strength 11	Comparable data collection and availability
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority

1.3.7. Goal 3.1: Develop tailored support pathways for all housing tenures to improve access to funding

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.
Weakness 6	Supported housing as a sector misses out on grants
Threat 4	Lack of trust and disinformation
Weakness 2	Not got an offering for everyone (in terms of grants and support)
Threat 5	Too many places to get information from

1.3.7.1. Action 3.1 A: Create Grant Scheme Support and Coordination role or allocate to existing role(s)

- **Context/ Assumptions:**

- Increase in coordination and collaboration between grant schemes can provide better outcomes
- Grant scheme delivery organisations can be persuaded of benefits to collaboration

- **Approach:**

- Backbone organisation develops job description in consultation with stakeholders and then proposal put to steering group to resource through existing or additional role

- **Resources:**

- Money: c. £40k per year
- Roles: Backbone organisation
- Stakeholders: All

- **Links:**

- Pre-action(s): 2.1A

- **Strategic fit:**

Weakness 2	Not got an offering for everyone (in terms of grants and support)
Weakness 4	Awareness of rural and urban differences but grants don't take account of differential costs.
Weakness 5	Housing associations not coordinating their retrofit work
Weakness 6	Supported housing as a sector misses out on grants
Threat 1	High levels of deprivation

1.3.7.2. *Action 3.1 B: Research Retrofit Facilitation Provider/ Specialist Support Service and develop options paper*

- **Context/ Assumptions:**
 - A Retrofit Facilitation Provider builds on the General Support Service by providing technical support in terms of design, planning and evaluating
 - Best practice nationally which could be replicated
 - A market is available for paid for technical services
 - Although a small market it has value in supporting development of private, micro to small retrofit installer supply chain
- **Approach:**
 - Retrofit Data & Research role works with Grant Scheme Support & Coordination role research options and develop options paper for steering committee
- **Resources:**
 - Money: To be determined
 - Roles: Grant Scheme Support & Coordination and Retrofit Data & Research roles
 - Stakeholders: Backbone organisation, steering committee
- **Links:**
 - Pre-action(s): 3.1A
- **Strategic fit:**

Opportunity 4	Energiesprong, FurbNow and other models can be replicated.
Opportunity 11	More on-site training opportunities
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 6	Complex retrofit projects are not cost-effective for installers

1.3.7.3. *Action 3.1 C: Consult with stakeholders on most appropriate model and deliver*

- **Context/ Assumptions:**
 - An appropriate Retrofit Facilitation Model can be developed
 - Stakeholders will see benefit from Retrofit Facilitation Model
- **Approach:**
 - Grant Scheme Support & Coordination to consult with stakeholders on options paper and bring back recommendations to then take forward preferred model.
- **Resources:**
 - Money: To be determined
 - Roles: Grant Scheme Support & Coordination

- Stakeholders: All
- **Links:**
 - Pre-action(s): 2.1I, 3.1B
- **Strategic fit:**

Opportunity 4	Energiesprong, FurbNow and other models can be replicated.
Opportunity 11	More on-site training opportunities
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from
Threat 6	Complex retrofit projects are not cost-effective for installers

1.3.7.4. Action 3.1 D: Engage ECO providers as a consortium to simplify customer journey

- **Context/ Assumptions:**
 - Energy Company Obligation (ECO) is currently an important source funding for retrofit measures but is under performing due to a range of reasons
 - By working together barriers to the take up of ECO can be reduced
- **Approach:**
 - Retrofit Data & Research role works with Grant Scheme Support & Coordination to research best practice nationally, develop options with steering committee and then consult with stakeholders to determine improvement actions
- **Resources:**
 - Money: To be determined
 - Roles: Grant Scheme Support & Coordination and Retrofit Data & Research roles
 - Stakeholders: ECO providers, local authorities, social landlords, community energy organisations
- **Links:**
 - Pre-action(s): 1.3F, 3.1A
- **Strategic fit:**

Weakness 2	Not got an offering for everyone (in terms of grants and support)
Weakness 6	Supported housing as a sector misses out on grants
Threat 1	High levels of deprivation
Threat 4	Lack of trust and disinformation
Threat 5	Too many places to get information from

1.3.8. Goal 3.2: Support creation of consistent, long term funding streams for retrofit – an offering for all sectors of the market

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Threat 4	Lack of trust and disinformation

1.3.8.1. Action 3.2 A: Create Retrofit Finance Coordination role or allocate to existing role(s)

- **Context/ Assumptions:**
 - The provision of finance for retrofit activity is important in achieving the rates required
 - There is a market for finance if designed appropriately
 - Finance is an appropriate way to support delivery of retrofit measures
- **Approach:**
 - Backbone organisation to develop draft job description and agree with steering committee along with plan to recruit or add to existing role.
- **Resources:**
 - Money: c. £40k per year
 - Roles: Backbone organisation
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 2.1A
- **Strategic fit:**

Weakness 2	Not got an offering for everyone (in terms of grants and support)
Threat 1	High levels of deprivation
Threat 5	Too many places to get information from

1.3.8.2. Action 3.2 B: Assess and compare all available funding options, grants, Lendology, carbon offsetting options for local authority funding

- **Context/ Assumptions:**
 - The provision of finance for retrofit activity is important in achieving the rates required
 - There is a market for finance if designed appropriately
 - Finance is an appropriate way to support delivery of retrofit measures
- **Approach:**

- Retrofit Data & Research role works with Retrofit Finance Coordination role to research national best practice and options and agree final options paper with steering committee
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Finance Coordination and Retrofit Data & Research roles
 - Stakeholders: Steering committee
- **Links:**
 - Pre-action(s): 3.2A
- **Strategic fit:**

Weakness 2	Not got an offering for everyone (in terms of grants and support)
Threat 1	High levels of deprivation
Threat 5	Too many places to get information from

1.3.8.3. Action 3.2 C: Consult with stakeholders on findings and determine preferred option(s)

- **Context/ Assumptions:**
 - The provision of finance for retrofit activity is important in achieving the rates required
 - There is a market for finance if designed appropriately
 - Finance is an appropriate way to support delivery of retrofit measures
- **Approach:**
 - Retrofit Finance Coordination role to consult with stakeholders through action groups and forums, collate feedback and agree preferred option(s) with steering committee.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Finance Coordination role
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 2.1I, 3.2B
- **Strategic fit:**

Weakness 2	Not got an offering for everyone (in terms of grants and support)
Threat 1	High levels of deprivation
Threat 5	Too many places to get information from

1.3.8.4. *Action 3.2 D: Develop and test preferred options (such as low interest loan scheme for the able-to-pay market)*

- **Context/ Assumptions:**
 - The provision of finance for retrofit activity is important in achieving the rates required
 - There is a market for finance if designed appropriately
 - Finance is an appropriate way to support delivery of retrofit measures
- **Approach:**
 - Retrofit Finance Coordination role develops action plans and manage delivery.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Finance Coordination
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 3.2C
- **Strategic fit:**

Opportunity 4	Energiesprong, FurbNow and other models can be replicated.
Opportunity 7	Digital space opportunity building on the Green Rewards app to include retrofit based guidance and other digital tools such as the Local Area Energy Planning Digital twin led by the Midlands Net Zero Hub
Threat 1	High levels of deprivation
Threat 5	Too many places to get information from

1.3.9. **Goal 4.1: Grow and diversify the retrofit workforce**

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Threat 3	Lack of incentive for SMEs to invest in training staff
Strength 2	Retrofit training led by Nottingham Trent University and local colleges
Strength 9	Bolsover District Council Retrofit Employers Forum - could be expanded
Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of D2N2 by RLB - retrofit climate, and employers, educators and local authority forum.

Weakness 8	A lot of the contractors on the Dynamic Purchasing System (Midland Net Zero Hub) are from outside the region and lack local context.
Opportunity 10	Engage more trades people in retrofit
Opportunity 11	More on-site training opportunities
Threat 2	Many issues with training provision
Threat 10	Lower skills workforce

1.3.9.1. Action 4.1 A: Create Retrofit Installer support forum to provide upskilling, recruitment and retention support

- **Context/ Assumptions:**

- There is a lack of retrofit knowledge and confidence within the supply chain, particular micro to small
- The lack of knowledge and confidence is a barrier to the take up of retrofit measures by homeowners
- The lack of knowledge is also risking poor quality retrofit interventions
- The supply chain can be supported to improve outcomes

- **Approach:**

- Retrofit Data & Research role works with Retrofit Supply Chain role research national best practice and develops options paper for steering committee to review, then consult with stakeholders before developing and delivering final plan

- **Resources:**

- Money: To be determined
- Roles: Retrofit Supply Chain and Retrofit Data & Research roles
- Stakeholders: Local authorities, social landlords, community energy organisations, supply chain

- **Links:**

- Pre-action(s): 1.3G, 2.1I

- **Strategic fit:**

Strength 2	Retrofit training led by Nottingham Trent University and local colleges
Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of EMCC by RLB - retrofit climate, and employers, educators and local authority forum.
Opportunity 2	Audit and coordination of future skills development - Green Skills initiative; need for coordination and aligning of skills sector
Opportunity 10	Engage more trades people in retrofit

Opportunity 11	More on-site training opportunities
Threat 2	Many issues with training provision
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 10	Lower skills workforce

1.3.9.2. *Action 4.1 B: Develop and agree improvement plan for retrofit training in the region*

- **Context/ Assumptions:**

- There is a lack of retrofit knowledge and confidence within the supply chain, particular micro to small
- The lack of knowledge and confidence is a barrier to the take up of retrofit measures by homeowners
- The lack of knowledge is also risking poor quality retrofit interventions
- The supply chain can be supported to improve outcomes

- **Approach:**

- Retrofit Supply Chain role to determine current local training provision and consult with supply chain and training providers on potential options, agree improvement plan with steering committee

- **Resources:**

- Money: To be determined
- Roles: Retrofit Supply Chain role
- Stakeholders: Training providers, supply chain

- **Links:**

- Pre-action(s): 4.1A

- **Strategic fit:**

Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of EMCC by RLB - retrofit climate, and employers, educators and local authority forum.
Opportunity 2	Audit and coordination of future skills development - Green Skills initiative; need for coordination and aligning of skills sector
Opportunity 10	Engage more trades people in retrofit
Opportunity 11	More on-site training opportunities
Threat 2	Many issues with training provision
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 10	Lower skills workforce

1.3.9.3. *Action 4.1 C: Ensure relevant courses are available locally to meet gaps in skills demand*

- **Context/ Assumptions:**

- There is a lack of retrofit knowledge and confidence within the supply chain, particular micro to small
- The lack of knowledge and confidence is a barrier to the take up of retrofit measures by homeowners
- The lack of knowledge is also risking poor quality retrofit interventions
- The supply chain can be supported to improve outcomes
- There is a gap in skills provision within locality
- **Approach:**
 - Retrofit Supply Chain role to work with training providers to deliver improvement plan and ensure provision of courses.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain role
 - Stakeholders: Training providers, supply chain
- **Links:**
 - Pre-action(s): 4.1B
- **Strategic fit:**

Opportunity 10	Engage more trades people in retrofit
Opportunity 11	More on-site training opportunities
Threat 10	Lower skills workforce

1.3.9.4. Action 4.1 D: Industry to support colleges by creating 'end of career' pathway to 'give back' via trainer roles

- **Context/ Assumptions:**
 - Quality of training provision could be improved through bringing in industry knowledge to train tutors and/or students
 - Industry is willing to support training providers
- **Approach:**
 - Retrofit Supply Chain role to consult with training providers on areas that could be part of a pilot and then engage the supply chain to find 'industry trainers' and deliver activity.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain role
 - Stakeholders: Training providers, supply chain
- **Links:**

- Pre-action(s): 4.1C

- **Strategic fit:**

Opportunity 10	Engage more trades people in retrofit
Opportunity 11	More on-site training opportunities

1.3.9.5. *Action 4.1 E: Develop and deliver service to support new entrants and cross-trainers into retrofit careers (advice, information, website, apprenticeships, bursaries etc).*

- **Context/ Assumptions:**

- Retrofit supply chain requires new entrants to be trained in time to meet increased demand due to policy incentives and grant schemes
- Current numbers of new entrants and cross-trainers not sufficient to meet future demand

- **Approach:**

- Retrofit Supply Chain role to conduct stakeholder assessment of relevant organisations (careers advisors (school and training providers), local authority departments, community organisations, national service providers, research current local activity and national best practice, develop options paper with steering committee, consult with stakeholders and determine improvement action(s).

- **Resources:**

- Money: To be determined
- Roles: Retrofit Supply Chain role
- Stakeholders: Local authorities, community organisations, training providers

- **Links:**

- Pre-action(s): 4.1A

- **Strategic fit:**

Opportunity 10	Engage more trades people in retrofit
Opportunity 11	More on-site training opportunities
Threat 10	Lower skills workforce

1.3.9.6. *Action 4.1 F: Secure funding to invest in vocational training centres that integrate skills development with real-world applications.*

- **Context/ Assumptions:**

- Training provision would benefit from additional funding to create learning environments that incorporate real-world applications
- Funding is available to training providers to develop learning environments
- Best practice is available for replication

- **Approach:**
 - Retrofit Supply Chain role consults with training providers on existing provision and potential improvements, then consults supply chain on potential improvements, agrees 'wish list' with stakeholders and works to secure funding for delivery.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain role
 - Stakeholders: Training providers, supply chain
- **Links:**
 - Pre-action(s) 4.1C
- **Strategic fit:**

Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of EMCC by RLB - retrofit climate, and employers, educators and local authority forum.
Opportunity 10	Engage more trades people in retrofit
Threat 10	Lower skills workforce

1.3.10. Goal 4.2: Work towards a robust local/regional supply chain and a viable retrofit market

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Threat 3	Lack of incentive for SMEs to invest in training staff
Strength 2	Retrofit training led by Nottingham Trent University and local colleges
Strength 9	Bolsover District Council Retrofit Employers Forum - could be expanded
Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of D2N2 by RLB - retrofit climate, and employers, educators and local authority forum.
Weakness 8	A lot of the contractors on the Dynamic Purchasing System (Midland Net Zero Hub) are from outside the region and lack local context.
Opportunity 10	Engage more trades people in retrofit
Opportunity 11	More on-site training opportunities
Threat 2	Many issues with training provision
Threat 10	Lower skills workforce

Strength 5	Dynamic Purchasing System for contractors operated by Midlands Net Zero Hub
Opportunity 2	Audit and coordination of future skills development - Green Skills initiative; need for coordination and aligning of skills sector
Threat 6	Complex retrofit projects are not cost-effective for installers

1.3.10.1. Action 4.2 A: Develop and deliver procurement strategy which utilises local supply chain, particularly SMEs

- **Context/ Assumptions:**
 - Increasing the use of the local supply chain in delivery of procured capital projects will provide additional benefits to the locality
 - The local supply chain has the skills and capacity to deliver capital retrofit projects
 - A process can be found which meets public procurement regulations
- **Approach:**
 - Retrofit Supply Chain role to consult with local authorities and social landlords on current strategies, research best practice, develop options paper and consult again before preparing final recommendations for approval by steering committee and then action.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain
 - Stakeholders: Local authorities, social landlords, supply chain
- **Links:**
 - Pre-action(s): 1.3G, 2.1F, 2.3C, 3.1A
- **Strategic fit:**

Strength 9	Bolsover District Council Retrofit Employers Forum - could be expanded
Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of EMCC by RLB - retrofit climate, and employers, educators and local authority forum.
Threat 2	Many issues with training provision
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 10	Lower skills workforce

1.3.10.2. Action 4.2 B: Develop and deliver SME-friendly social impact standard to be used by all relevant retrofit projects/ procurements.

- **Context/ Assumptions:**

- Increasing the use of the local supply chain in delivery of procured capital projects will provide additional benefits to the locality
- The local supply chain has the skills and capacity to deliver capital retrofit projects
- Current utilisation of social value clauses in public procurement regulations could be improved
- **Approach:**
 - Retrofit Supply Chain role to consult with local authorities and social landlords on current strategies, research best practice, develop options paper and consult again before preparing final recommendations for approval by steering committee and then action.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain
 - Stakeholders: Local authorities, social landlords, supply chain
- **Links:**
 - Pre-action(s): 4.2A
- **Strategic fit:**

Strength 9	Bolsover District Council Retrofit Employers Forum - could be expanded
Strength 10	There has been a lot going on around skills. In 2021 Nottingham Trent University did a report on green skills. Then a further project on behalf of EMCC by RLB - retrofit climate, and employers, educators and local authority forum.
Threat 2	Many issues with training provision
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 10	Lower skills workforce

1.3.10.3. Action 4.2 C: Boost regular & consistent comms with supply chain, incl. 'meet-the-buyer', to promote opportunities with local supply chain, celebrate best practice and foster peer support around challenges

- **Context/ Assumptions:**
 - Increasing the use of the local supply chain in delivery of procured capital projects will provide additional benefits to the locality
 - The local supply chain has the skills and capacity to deliver capital retrofit projects
 - By being informed of opportunities, the local supply chain will be better placed to compete for contracts with non-local companies

- **Approach:**
 - Retrofit Supply Chain role to determine current engagement activity by buyers, research best practice, consult with commissioners with options and agree improvement plan with steering committee.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain role
 - Stakeholders: Local authorities, social landlords, supply chain
- **Links:**
 - Pre-action(s): 4.2B
- **Strategic fit:**

Strength 8	Local Area Energy planning underway - producing more data
Strength 9	Bolsover District Council Retrofit Employers Forum - could be expanded
Threat 3	Lack of incentive for SMEs to invest in training staff
Threat 10	Lower skills workforce

1.3.10.4. Action 4.2 D: Collate advice and guidance on accessing start up finance for market entrants or for SMEs to expand

- **Context/ Assumptions:**
 - Retrofit supply chain requires new entrants to be trained in time to meet increased demand due to policy incentives and grant schemes
 - Current numbers of new entrants and cross-trainers not sufficient to meet future demand
 - Entry or expansion into the retrofit supply chain can require start-up finance
- **Approach:**
 - Retrofit Data & Research role works with Retrofit Supply Chain role to research and evaluate existing advice and how it is provided, produce draft options paper for steering committee to approve before wider consultation with stakeholders.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Supply Chain and Retrofit Data & Research roles
 - Stakeholders: Local authorities, training providers, supply chain
- **Links:**
 - Pre-action(s): 1.3G
- **Strategic fit:**

Strength 8	Local Area Energy planning underway - producing more data
Threat 3	Lack of incentive for SMEs to invest in training staff

1.3.11. Goal 5.1: Promote and evaluate the health impacts of retrofit

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Weakness 10	Need better ways to measure benefits of retrofit
Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit
Weakness 7	The community sector varies across the D2N2 area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.
Threat 1	High levels of deprivation

1.3.11.1. Action 5.1 A: Set up forum of public health, social care and Integrated Care Systems representatives to determine and deliver areas of collaboration for mutual benefit

- **Context/ Assumptions:**
 - Retrofit can deliver health and social outcomes of benefit to related service providers
 - There is the potential for greater levels of collaboration, and this can provide better outcomes
- **Approach:**
 - Supported by the steering committee, Retrofit Coordination role to engage stakeholders and secure support for forum, develop and agree terms of reference and then enact.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Coordination role
 - Stakeholders: Local authorities, health sector
- **Links:**
 - Pre-action(s): 2.1I
- **Strategic fit:**

Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit
Threat 1	High levels of deprivation

1.3.11.2. *Action 5.1 B: Carry out a detailed evaluation of the health benefits of different retrofit approaches to guide future health-based investment*

- **Context/ Assumptions:**

- Retrofit can deliver health and social outcomes of benefit to related service providers
- Information on the benefits could be improved through an evaluation methodology developed with health-related stakeholders
- Greater confidence in health benefits will increase interest in retrofit by health sector and therefore support growth
- Greater understanding of the health benefits will enable development of most effective initiatives

- **Approach:**

- Retrofit Data & Research role to gather data on health-benefits of retrofit and review with health specialists to determine further areas of research required, develop evaluation methodology in consultation with stakeholders for initiatives and put in place processes for evaluations to be conducted and data gathered

- **Resources:**

- Money: To be determined
- Roles: Retrofit Data & Research
- Stakeholders: Health, local authorities

- **Links:**

- Pre-action(s): 2.2A, 5.1A

- **Strategic fit:**

Weakness 10	Need better ways to measure benefits of retrofit
Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit
Threat 1	High levels of deprivation

1.3.11.3. *Action 5.1 C: Determine and agree with the forum, ways to incorporate maximising health benefits into retrofit projects*

- **Context/ Assumptions:**

- Retrofit can deliver health benefits
- Ensuring projects can deliver health benefits will enable better outcomes and potentially funding

- **Approach:**

- Retrofit Data & Research to consult with stakeholders involved in project design on health benefits and produce to guide for future initiatives, keeping up to date as learnings develop

- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Data & Research
 - Stakeholders: Health, local authorities, social landlords, community energy organisations
- **Links:**
 - Pre-action(s): 5.1B
- **Strategic fit:**

Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit
----------------------	---

1.3.11.4. Action 5.1 D: Develop collaboration and pilot projects between health and housing sectors such as social prescribing

- **Context/ Assumptions:**
 - Retrofit can deliver health benefits
 - Best practice can be replicated for projects designed with health sector involvement
- **Approach:**
 - Retrofit Data & Research and Retrofit Coordinator roles to work together to raise awareness with stakeholders, research best practice, put forward options paper to steering committee for decision on which to take forward.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Data & Research and Retrofit Coordinator roles
 - Stakeholders: Health, local authorities, social landlords, community energy organisations
- **Links:**
 - Pre-action(s): 5.1C
- **Strategic fit:**

Weakness 5	Housing associations not coordinating their retrofit work
Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit

1.3.11.5. Action 5.1 E: Develop a programme targeting coal users, including fitting air quality monitors, education and demonstration homes

- **Context/ Assumptions:**
 - Number of homes within locality still using coal to heat their homes

- Use of coal internally to heat homes has a negative impact on health
- Through engagement and education, the use of coal can be reduced
- **Approach:**
 - Retrofit Data & Research role works with Market Development role to research best practice and produce options paper for approval by steering committee and then wider consultation with stakeholders, prior to delivery of pilots.
- **Resources:**
 - Money: To be determined
 - Roles: Market Development, Grant Scheme Support & Coordination and Retrofit Data & Research roles
 - Stakeholders: Health, local authorities, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action(s): 1.2C, 5.1C
- **Strategic fit:**

Weakness 7	The community sector varies across the EMCC area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.
Opportunity 3	Pilot of mine water heat scheme in ex-coalmine. Could be replicated, if successful.

1.3.12. Goal 5.2: Prioritise the alleviation of fuel poverty

Strategic fit (across all goal actions):

Strength 1	Rich experience of retrofit in East Midlands Combined Counties region
Weakness 10	Need better ways to measure benefits of retrofit
Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit
Weakness 7	The community sector varies across the D2N2 area; ex-coalfields lack community cohesion and well-developed VCS. High levels of digital exclusion.
Threat 1	High levels of deprivation
Strength 3	Foundation of partnerships and local advice centres. Marches and Nottingham Energy Partnership are the backbone.

1.3.12.1. Action 5.2 A: Create Retrofit Fuel Poverty role or allocate to existing role(s)

- **Context/ Assumptions:**
 - Fuel poverty is a growing issue and a barrier to reaching carbon emissions goal

- Fuel poverty can be alleviated through action
- There is a lack resource to drive forward activities to reduce fuel poverty
- **Approach:**
 - Backbone organisation to agree job description with steering committee and, in consultation with stakeholders, either recruit or add to existing role
- **Resources:**
 - Money: c. £40k per year
 - Roles: Backbone org
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 2.1A
- **Strategic fit:**

Weakness 4	Awareness of rural and urban differences but grants don't take account of differential costs.
Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit
Threat 1	High levels of deprivation

1.3.12.2. Action 5.2 B: Conduct stakeholder assessment of those involved in fuel poverty work within locality

- **Context/ Assumptions:**
 - Fuel poverty is a growing issue and a barrier to reaching carbon emissions goal
 - Fuel poverty can be alleviated through action
 - An understanding of who's working in the fuel poverty area is necessary to then achieve better outcomes
- **Approach:**
 - Retrofit Fuel Poverty role to conduct stakeholder assessment of those involved in fuel poverty work and report to steering committee and then wider stakeholder group on findings.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Fuel Poverty role
 - Stakeholders: Health, local authorities, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action(s): 5.2A

- **Strategic fit:**

Weakness 3	Lack of comparable data collection and availability
Threat 1	High levels of deprivation

1.3.12.3. Action 5.2 C: Create a fuel poverty forum of those active in area

- **Context/ Assumptions:**

- Fuel poverty is a growing issue and a barrier to reaching carbon emissions goal
- Fuel poverty can be alleviated through action
- By bringing stakeholders in fuel poverty together we can increase collaboration and coordination of activity
- Collaboration and coordination of activity will deliver better outcomes

- **Approach:**

- Retrofit Fuel Poverty role to develop draft terms of reference and agree with steering committee before taking for final approval with the stakeholder group, then delivering forum.

- **Resources:**

- Money: To be determined
- Roles: Retrofit Fuel Poverty role
- Stakeholders: Health, local authorities, social landlords, community energy organisations, community organisations

- **Links:**

- Pre-action(s): 5.2B

- **Strategic fit:**

Strength 4	Local Authority Energy Partnership in place
Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Strength 8	Local Area Energy planning underway - producing more data

1.3.12.4. Action 5.2 D: Determine and agree with stakeholders metrics to decide place-based retrofit project delivering fuel poverty alleviation

- **Context/ Assumptions:**

- Fuel poverty is a growing issue and a barrier to reaching carbon emissions goal
- Fuel poverty can be alleviated through action
- Place-based projects can support fuel poverty alleviation through focus on community engagement and work on the ground

- Metrics can be determined which help ensure projects are most effective at meeting needs
- **Approach:**
 - Retrofit Fuel Poverty and Retrofit Data & Research roles to determine metric options, consult with stakeholders and then agree metrics with steering committee.
- **Resources:**
 - Money: To be confirmed
 - Roles: Retrofit Fuel Poverty and Retrofit Data & Research
 - Stakeholders: Health, local authorities, social landlords, community energy organisations, community organisations
- **Links:**
 - Pre-action(s): 2.2D, 5.2C
- **Strategic fit:**

Strength 8	Local Area Energy planning underway - producing more data
Strength 11	Comparable data collection and availability
Weakness 3	Lack of comparable data collection and availability
Weakness 5	Housing associations not coordinating their retrofit work
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Opportunity 3	Pilot of mine water heat scheme in ex-coalmine. Could be replicated, if successful.
Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit
Opportunity 8	Archetype guides for different types of properties, e.g. off-gas, for householders and installers
Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible

1.3.12.5. Action 5.2 E: Deliver place-based, fuel poverty alleviation retrofit project

- **Context/ Assumptions:**
 - Fuel poverty is a growing issue and a barrier to reaching carbon emissions goal
 - Fuel poverty can be alleviated through action
 - Place-based projects can support fuel poverty alleviation through focus on community engagement and work on the ground
 - Best practice for place-based interventions is available for replication
- **Approach:**
 - Retrofit Data & Research role works with Retrofit Fuel Poverty role to research best practice and funding sources and then work with Retrofit Coordination and

Grant Scheme Support and Coordination role to develop options paper for consultation with Steering Committee then stakeholders followed by delivery of project.

- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Fuel Poverty, Retrofit Coordination and Grant Scheme Support and Coordination and Retrofit Data & Research roles
 - Stakeholders: All
- **Links:**
 - Pre-action(s): 5.2D
- **Strategic fit:**

Strength 6	Best practice to build on e.g. Amber Valley grants work, Green Meadows/Nottingham Energy Partnerships, Heat Hub project
Strength 8	Local Area Energy planning underway - producing more data
Opportunity 1	Coordinated action through East Midlands Combined Counties Authority
Opportunity 3	Pilot of mine water heat scheme in ex-coalmine. Could be replicated, if successful.

1.3.12.6. Action 5.2 F: Assess retrofit activity on biannually basis to determine if fuel poverty alleviation is being prioritised and develop improvement plans if needed

- **Context/ Assumptions:**
 - Fuel poverty is a growing issue and a barrier to reaching carbon emissions goal
 - Fuel poverty can be alleviated through action
 - Data can help make future activity more effective
- **Approach:**
 - Retrofit Fuel Poverty to work with Retrofit Data & Research to develop activity dashboard and disseminate to stakeholders.
- **Resources:**
 - Money: To be determined
 - Roles: Retrofit Fuel Poverty, Retrofit Data & Research
 - Stakeholders: Health, local authorities, social landlords
- **Links:**
 - Pre-action(s): 2.2C, 5.2C
- **Strategic fit:**

Opportunity 5	Quite a lot of fuel poverty data. Public health very interested in retrofit
----------------------	---

Opportunity 9	Quite a lot of data but needs bringing together and making easily accessible
Threat 1	High levels of deprivation