

SHAP

SUSTAINABLE HOUSING
ACTION PARTNERSHIP

Retrofit

**Creating a deliverable,
high-quality retrofit
business model:
a system change
proposal to government**

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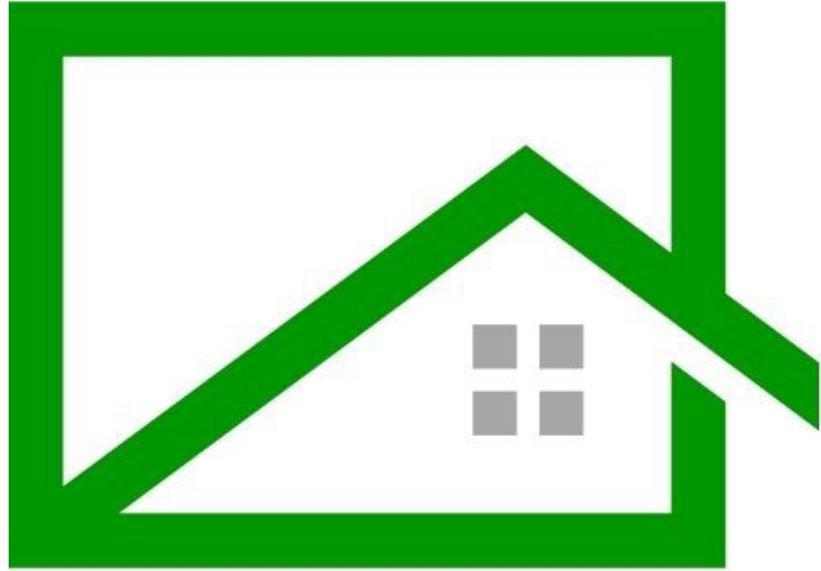
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SHAP

**SUSTAINABLE HOUSING
ACTION PARTNERSHIP**

**Our Ask, in
summary**

A system change vision for retrofit

Realising a hopeful vision



Enabling the achievement of clear targets



To stimulate supply and demand



Government-led systems change

A vision for retrofit



Flourishing communities, warm homes and healthy people

Zero Carbon Targets

Clear net-zero kWh/m² targets based on house archetypes

Enabling a green supply chain

A diverse supply chain (size, skills and reach / footprint) with increased capacity, stimulated by long-term funding with certainty and stability of demand

Optimising Customer Experience

A customer-excellence framework that informs and underpins geographical household engagement and optimal retrofit delivery

Needs-based Technology

Effective and appropriate use of technology for whole-house retrofit, enabled by primarily fabric first approach and monitoring to check in-use performance

Whole-house Property Assessments

Central repository of medium-term plans, delivering measures in the right order and that are accessible for future use.

Enhancing Skills and Quality

A long-term intelligent plan to meet the future retrofit skill needs to ensure high-quality delivery and the creation of new, sustainable jobs

Supportive Regulation and Legislation

Legislation and regulation that actively enables the scaling and adoption of energy efficiency

Sustainable Financing

Public, private and hybrid financing options based on need and ability to pay, encouraging investment in energy efficiency

Geographical Ownership

Geographical areas of excellence based on shared skills and resources, enabling efficiencies and consistency of roll-out, leading to sustainable employment opportunities

National Campaign

A national government information campaign to increase awareness, serve as an umbrella to localised engagement and stimulate supply and demand

Our Ask: act now to address persistent challenges to scaling up retrofit by enabling system change...

- With the cost of living and climate crises, a new approach to the retrofit industry is required, building on what has already been done and creating affordable to run, comfortable, healthy, low-carbon homes - stimulating local business opportunities and local skills, training and jobs.
- To enable this, we are asking for 6 immediate actions to be taken:
 - 1. Designate housing as critical infrastructure:** and commit to *outcomes* rather than outputs as appraisal measures
 - 2. Confirm a minimum 10-year capital funding commitment:** allowing the supply chain to innovate, invest in the market and prepare for consistent, stable growth.
 - 3. Allocate 3 – 5 year revenue funding:** to create the necessary teams to start building long-term programmes and ensure ‘levelling up’.
 - 4. Establish national coordination and local collaboration:** providing a consistent framework (including digital tools, data management, access, skills and training), for adoption at a local level.
 - 5. Initiate a national and sustained awareness communications campaign:** to stimulate demand.
 - 6. Introduce and evaluate short-term regulatory changes:** to reduce barriers and catalyse progress to a fully functioning retrofit system.

See pages 31 – 34 for full detail



...using already committed funding *differently*, to create long-term certainty and a scaled retrofit pipeline

1. **Reallocate 15-20% of committed retrofit capital funding to provide revenue for creation of building blocks of a sustained retrofit industry (on top of current admin allowance):** Switching some capital to revenue will allow the restructuring of teams required to support the development of a sustained retrofit industry within the context of Net Zero Neighbourhoods.
2. **Local retrofit grant allocations:** Regional/sub-regional capital allocations rather than national competitions will allow more confident pipeline planning
3. **Address barriers through systemic change: Note - no new money is needed.** The benefits of system change can be demonstrated through committed funding, e.g. publicly funded retrofit programmes.

The Ask of government: use reallocated capital to create local retrofit leadership and demonstrate system change model and benefits

The Ask

The national Ask

One local authority officer retrofit post funded for 5 years = 333 LAs x £50,000 x 5 yrs = **£83.25m**.

The regional Ask

Revenue to support regional capital allocations driving long-term system change

10 sub-regional retrofit centres of excellence – 5 staff to create partnerships, provide technical support to LAs and RPs, drive collaboration and coordination = 10 teams x 5 yrs x 5 staff each team x £50,000 = **£12.5m** (c.f North East and Yorkshire Net Zero Hub model).

The SHAP Ask

£20m over 5 years, allocated to 5 – 10 social housing providers and local authorities who will restructure internally to establish new retrofit teams.

The rationale

Restructuring from 'business as usual' to be able to resource the planning and delivery of net zero housing programmes has a cost. This cost does not lie within existing budgets.



The long-term impact

The leverage of funded/financed investment that will create sustained local social and economic impact and jobs.

The outcomes

The interim EPC C outcomes

A 5 year, **£2.3m** investment in retrofit skills **leverages £14m** to take **10,000 social homes to EPC C** and **creates £71m social, economic benefit** and **7,400 tonnes GHG emissions reductions**.

The net-zero outcomes

10,000 unit stockholder – a 5 year, **£2.3m** government revenue investment in retrofit skills **leverages £230m** to take **10,000 social homes to net zero** and **creates £944m social & economic benefit** and **31,000 tonnes GHG emissions reductions**. For 30,000 unit stockholder, a £4.7m funding gap would require financing.

A system change vision for retrofit: our role and offer

Government-led systems change will create opportunities for stakeholders to operate very differently to support the change. In return for revenue to build capacity and confirmed allocations of capital, our commitment is to demonstrate retrofit investment can deliver sustained, financed scaled up retrofit with some and some indicative outcomes listed below

Local authorities and public sector bodies

- Dedicated Retrofit Champion with retrofit clearly defined in their portfolio.
- Council members briefed and engaged with statistics, data and outcomes of retrofit- potential for positive impact on electorate.
- Local plans to include a commitment to retrofit
- Delivery against wider range of government objectives through existing networks, customer journey support and collaboration – not just energy but health, housing quality, transport, community integration and crime alongside retrofit delivery.
- Retrofit funding and broader investment matched through regeneration.
- Research and publish annual reviews on progress and outcomes.
- Build up shared learning and feed back to government to generate ongoing improvement.
- Act as 'guinea pigs' for good practice and testing new approaches (such as ECO flex).
- Data-based factors – understanding and coordinating local need and building collaboration.
- Create collaboration to the existing supply chain through ongoing engagement and understanding of shared demand.

Social housing providers

- Retrofit Champion nominated at board level.
- Executive retrofit lead nominated.
- Support these roles by sharing SHAP (and other) briefing papers on retrofit learning and best practice.
- Commit to cleared, definable retrofit budgets and resources (staff teams as well as capital) and share this commitment with government.
- Make a cross-tenure retrofit delivery offer, especially where the social housing provider holds stock in mixed tenure areas in order to deliver mixed-tenure, area-based retrofit programmes.
- Engage tenants/customers in retrofit programmes from the outset.

Energy advice/fuel poverty organisations

- Recruit and train Energy Advisors to be experts at retrofit alongside fuel poverty.
- Upskill current Energy Advisors, especially around RE and retrofit.
- Train and upskill staff around Retrofit Assessor and Retrofit Co-ordinator roles to provide an independent service operating alongside existing fuel poverty work.
- Secure health connections, and strengthen collaboration with other third sector organisations, such as Age UK, CAB and community organisations.
- Strengthen community and tenant engagement around sustainable energy, whole house retrofit, cold homes issues, etc.

Contributors from across the housing/construction sector including:

The Wrekin
Housing Group



CITY OF
WOLVERHAMPTON
COUNCIL



West Midlands
Combined Authority



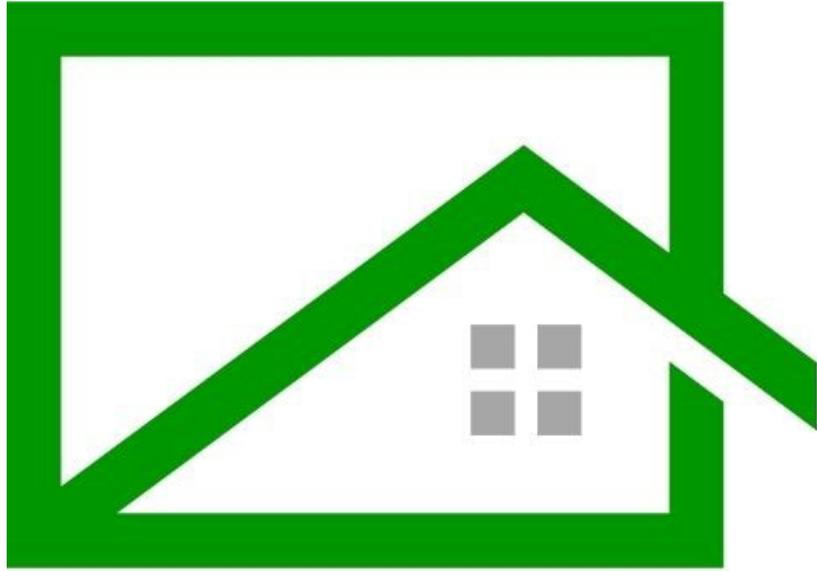
LOVELL



South
Yorkshire
Housing
Association



Lichfield
district council



SHAP

SUSTAINABLE HOUSING
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**The detail:
context**

Context

During 2021 and 2022, SHAP worked with a range of organisations to gather experience, evidence and ideas, including social housing providers (owning over 200,000 properties), local and combined authorities, fuel poverty organisations and the retrofit supply chain.

The retrofit challenge is complex, with many dependencies and well understood barriers. The system its current form is unlikely to improve housing at scale at the pace required, meaning carbon reduction targets will not be met, householders will continue to face significant increases in energy bills and the health impacts of people living in cold, damp properties will not be addressed the low carbon economy will fail to grow and the energy system transformation will not be optimised.

This systems change proposal is evidence-based and in three parts:

- **A vision for retrofit:** The issues we believe a retrofit system should address to be able to deliver at scale and efficiently, over the next 10-20 years.
- **The Ask of government:** The immediate ‘Ask’ we feel is necessary for new retrofit programmes to address, including the forthcoming Government retrofit grant programmes.
- **Our commitment:** The ‘return’ from organisations – how we can operate differently to ensure retrofit is a successful system.



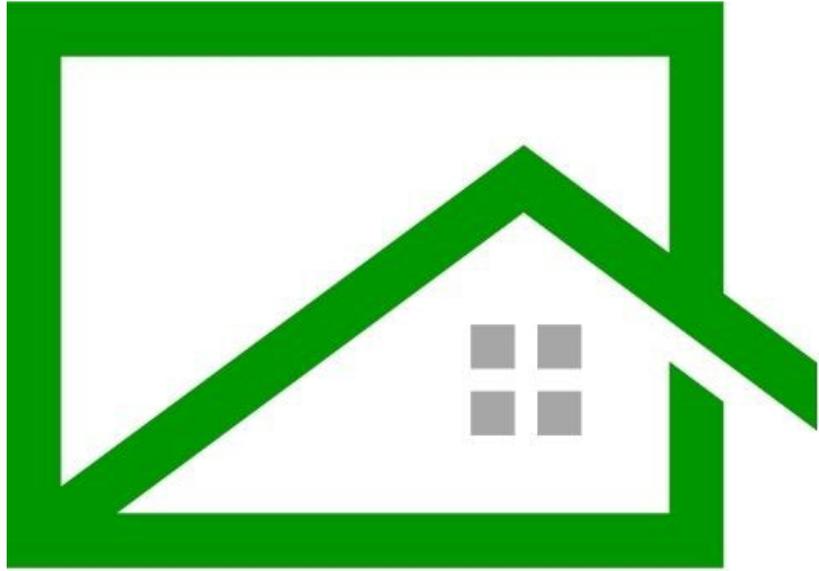
Context

- SHAP is a not-for-profit member-led network with 15 years of experience of working with local and regional public bodies, housing providers, fuel poverty organisations and the supply chain to understand problems with retrofit and the potential to develop solutions. **This proposal has been developed by a diverse group of housing sector leaders in retrofit**, who have committed significant resource to developing their retrofit strategic planning and delivery.
- Government, regional and local policy and activities are understood and acknowledged. They are not specifically repeated in this proposal. **This proposal is the outcome of the experience of trying to deliver retrofit at scale, within the existing national and global context.** The speed of Government action and the vision and ambition are recognised and applauded. Government economic stimulus investment in retrofit has been very successful in incentivising partnerships and collaboration and in stimulating some organisations to move forward fast in retrofit planning and delivery.
- The persistent barriers and market failures in retrofit are widely understood and also not rehearsed in detail in this proposal but clarity, continuity and long-term commitment are required to build a sustained retrofit industry. **With a confirmed pipeline, the market will respond.** The need is clear but demand is not.



Context

- Learning from past retrofit pilots, demonstrators and current LAD, HUGs and SHDF projects, **this proposal builds on success factors and seeks to address what is not working well or fast enough.**
- Where recommendations have been made that seem to have been overtaken by current policy and delivery actions, they have still been included to highlight the need for clearer, consistent, more widely disseminated communication, which is one of the recommendations.



SHAP

SUSTAINABLE HOUSING
ACTION PARTNERSHIP

**A vision for
retrofit:
the detail**

Realising a hopeful vision

Enabling the achievement of clear targets

To stimulate supply and demand

Government-led systems change

A vision for retrofit



Flourishing communities, warm homes and healthy people

Zero Carbon Targets

Clear net-zero kWh/m² targets based on house archetypes



Enabling a green supply chain

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Optimising Customer Experience

A customer-excellence framework that informs and underpins geographical household engagement and optimal retrofit delivery



Needs-based Technology

Effective and appropriate use of technology for whole-house retrofit, enabled by primarily fabric first approach and monitoring to check in-use performance



Whole-house Property Assessments

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Enhancing Skills and Quality

A long-term intelligent plan to meet the future retrofit skill needs to ensure high-quality delivery and the creation of new, sustainable jobs



Supportive Regulation and Legislation

Legislation and regulation that actively enables the scaling and adoption of energy efficiency



Sustainable Financing

Public, private and hybrid financing options based on need and ability to pay, encouraging investment in energy efficiency



Geographical Ownership

Geographical areas of excellence based on shared skills and resources, enabling efficiencies and consistency of roll-out, leading to sustainable employment opportunities



National Campaign

A national government information campaign to increase awareness, serve as an umbrella to localised engagement and stimulate supply and demand



SUPPORTIVE REGULATION AND LEGISLATION

- Housing designated as critical infrastructure, with a commitment to outcomes rather than outputs as measures of KPIs and Value for Money appraisals.
- National coordination for development aspects of retrofit, including digital tools, data management and access, skills and training.
- Legislation providing clear kWh/m² target and timeline for each housing tenure, meaning properties cannot be sold, rented or mortgaged without meeting an energy efficiency requirement.
- Regulatory barriers inhibiting effective retrofit delivery (e.g. inconsistent VAT rates for different measures, unclear permitted development planning policies, etc) addressed.
- PAS 2035 potentially added to Decent Homes 2 and integrated into Building Regulations, with awareness of affordability, efficiency and deliverability.
- Planning policies that support and enable retrofit and energy demand reduction, energy generation and storage.
- A clear legislative framework for equitable recovery of investment e.g. 'warm rents'.
- Addressing shortfalls of SAP or move to kWh/m²/pa targets/Enerphit modelling, with fully evidenced outcomes.

Government-led systems change

Supportive Regulation and Legislation

Legislation and regulation that actively enables the scaling and adoption of energy efficiency



SUSTAINABLE FINANCING

- **An explicit link between energy efficiency and property value (rent and capital):**
 - Property valuation methodology to incorporate and reflect energy efficiency.
 - Regulation to push market to EPC C as a minimum standard for sale or rent, with a mechanism for a finance package to bring properties up to standard.
- **A suite of finance options based on needs and ability to pay:**
 - A spectrum of funding options, from fully publicly funded through to private finance packages and blended options in between.
 - A minimum of 10 years funded rolling programmes to create confidence for investors, supply chain and customers.
- **Tiered energy prices that encourage reduced consumption:**
 - Energy companies to price energy in line with consumption – higher unit rates for higher consumption levels per m2, with flexibility for hard-to-treat, multi-occupancy, health and other factors.
 - Address the increasingly disproportionate element of standing charges which is leading to decisions to disconnect.
- **Mainstream adoption of energy efficiency measures:**
 - Re-introduction of incentives such as feed-in tariff where they encourage market take-up.
 - A watching brief on best practice overseas.
- **Clear intermediary milestones for the energy transition to avoid inertia and/or stranded technology**
 - A coherent analysis and pathway to net-zero, with clarity on technologies to be adopted and complementary infrastructure to be established.

Government-led
systems change



Sustainable Financing

Public, private and hybrid financing options based on need and ability to pay, encouraging investment in energy efficiency

GEOGRAPHICAL OWNERSHIP

- **Create geographical areas of excellence or cohorts with common characteristics**
 - Apolitical, long-term delivery vehicles that promotes collaboration.
 - Greater integration of funding and delivery, allowing cross-tenure coordination and targeting of all homes in an area.
 - Consistent planning guidance across local authority boundaries.
 - 3-5 year revenue funding to create the necessary teams to build long term programmes and ensure 'levelling up' and support for smaller organisations.
 - Whole-place low carbon solutions leading to net zero neighbourhoods, recognising the interface between buildings, mobility, etc.
 - Recognise the timescales for adoption of new planning policy and work on interim solutions to facilitate retrofit.
- **Standardised/consistent, efficient, street-by-street retrofit roll-out:**
 - Sharing of data to enable housing stock assessment and planning.
 - Regional awareness campaigns and shared energy advice centres.
 - Multi-regional 'care and repair' agencies.
- **Sustainable local employment and inclusive growth**
 - Long-term funding for career certainty.
 - Consistent and accredited training and development.
 - Local regional procurement frameworks tailored to smaller contractors' needs.

Government-led
systems change

Geographical Ownership

Geographical areas of excellence based on shared skills and resources, enabling efficiencies and consistency of roll-out, leading to sustainable employment opportunities



NEEDS-BASED TECHNOLOGY

- **Technology used appropriately for whole house retrofit:**
 - Fabric first approach taken, based on whole-house retrofit plan, not SAP points.
 - Learning from monitored outcomes fed back into decision-making processes and available on a central open-source resource showing detailed evaluation, learning and improvements.

Needs-based Technology

Effective and appropriate use of technology for whole-house retrofit, enabled by primarily fabric first approach and monitoring to check in-use performance



**Government-led
systems change**

Government-led systems change



Whole-house Property Assessments

Central repository of medium-term plans, delivering measures in the right order and that are accessible for future use.

WHOLE HOUSE PROPERTY ASSESSMENTS

- **Shared information to enable clear starting positions for retrofit design programmes:**
 - Easily accessible and visible retrofit design playbooks, based on data and designs gathered from publicly funded programmes.
- **Detailed property assessments providing accurate information about a property and occupancy behaviour:**
 - Innovation funding for improvements in assessment process and building passports.
 - More investment in higher quality technology, with improved accuracy, enabling reduced costs of assessments.
 - Property assessments reflective of occupant behaviour and needs, with clear links to health.
 - Building passports to provide pathways to net zero whole home approaches in Net Zero Neighbourhoods, also considering and adapted to wider stock condition needs.
 - Increased emphasis on real-time performance (before/after improvements). e.g. through air tightness testing and thermal imaging.
 - Ensure optimal delivery of PAS2035 accreditation through (for example) mentoring and spot checks.
 - National occupational standard for assessors and national assessment standard of a high universal quality.
- **Deliver retrofit in the right order at the right time:**
 - Retrofit assessments lodged with Trustmark need to be made accessible to allow landlords, tenants and homeowners to access them in the future against the building passport for the home.

ENHANCING SKILLS AND QUALITY

- **Long-term programmes that create and deliver a national plan for retrofit skills delivery:**
 - A clear strategy that maps, plans, delivers and improves skills across the entire retrofit value chain, in line with delivery plans.
 - Skills development roles delivered through colleges and universities.
 - Access to free CPD/continuous learning to all involved in retrofit.
 - Geographical areas of excellence focused on local skills development, with five-year revenue support to create consistency.
 - Surveyors to be upskilled for retrofit assessment.

Government-led
systems change

Enhancing Skills and Quality

A long-term intelligent plan to meet the future retrofit skill needs to ensure high-quality delivery and the creation of new, sustainable jobs



To stimulate
supply and
demand

NATIONAL CAMPAIGN

- **A sustained clear national government-led information campaign targeted at stockholders (all tenures), decisionmakers including senior managers and elected members, public and other key stakeholders to:**
 - Demonstrate the links to the cost-of-living crisis
 - increase awareness and cultivate behaviour change
 - serve as an umbrella to localised engagement
 - stimulate supply and demand
 - To be adopted by Net Zero Hubs and Local Authorities

National Campaign

A national government information campaign to increase awareness, serve as an umbrella to localised engagement and stimulate supply and demand



To stimulate
supply and
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Enabling a green supply chain

A diverse supply chain (size, skills and reach / footprint) with increased capacity, stimulated by long-term funding with certainty and stability of demand

ENABLING A GREEN SUPPLY CHAIN

Creating the conditions for market innovation through:

- **Longer-term certainty over funding and longer funding cycles:**
 - Providing confidence for businesses to invest in green and invest in PAS 2030/2035 accreditations.
 - Sustainable scaling up of demand, in line with planned programmes.
- **Increased capacity across all sectors and disciplines:**
 - No individual technologies and single measures unless within a whole-house net-zero plan.
- **Training funding aligned with local supply chain and delivery needs:**
 - Funding for training alongside local area scheme capital costs.
- **Integrated supply chain:**
 - Nationally coordinated business support programmes that promote co-creation.
 - Affordable and timely retrofit products and materials accreditation and certification, within a whole-house retrofit systems approach.
 - Optimised PAS 2035, with increased clarity on requirements and responsibilities.
 - Tenders that are clear and unambiguous to price.

To stimulate
supply and
demand

OPTIMISING CUSTOMER EXPERIENCE

- **Build on PAS 2035 requirements to create a customer journey excellence model to build trust:**
 - Minimum standards and specifications for all retrofit work.
 - Defined and dedicated support for vulnerable customers.
 - Clear routes and maximum times allowed for work remediation.
 - Insurance-backed warranty scheme with low excess to increase householder confidence.
 - Defined customer journeys based on critical success factors.



Optimising Customer Experience

A customer-excellence framework that informs and underpins geographical household engagement and optimal retrofit delivery

Enabling the
achievement of
clear targets



Zero Carbon Targets

Clear net-zero kWh/m² targets based on house archetypes

ZERO CARBON TARGETS

- Clear targets for houses based on kWh/m² targets for house archetypes.
- Net zero, affordable goals with metrics based on running costs and carbon that allow for flexibility in how targets are met.

Realising a hopeful vision

Enabling the achievement of clear targets

To stimulate supply and demand

Government-led systems change

A vision for retrofit



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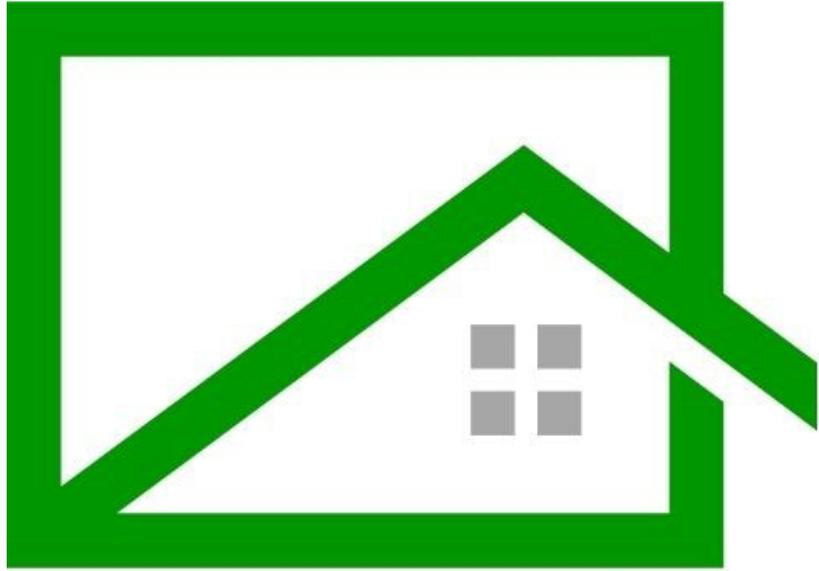
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SHAP

SUSTAINABLE HOUSING
ACTION PARTNERSHIP

**The Ask of
government:
the detail**

Immediate actions to effect systems change

- 1. Designate housing as critical infrastructure:** and commit to outcomes rather than outputs as measures of Key Performance Indicators and Value for Money appraisals.
- 2. Confirm a minimum 10-year capital funding commitment:** spanning parliamentary cycles with longer bidding timescales and simpler eligibility criteria for beneficiaries - allowing the supply chain to innovate and invest in the market and prepare for consistent, stable growth.
- 3. Allocate 3 – 5 year revenue funding:** to create the necessary teams to start building long-term programmes and ensure 'levelling up' so smaller organisations aren't left behind. This should include funding for:
 - 1 retrofit project manager post at every Local Authority and every Registered Provider.
 - 1 retrofit hub at every Combined Authority and at every sub-region not otherwise served by a Combined Authority and/or retrofit hubs plus mini hubs at Net Zero hubs.
 - A SHAP partner demonstrator of system change in delivering retrofit at scale.
- 4. Establish national coordination:** of the development of the components of the national retrofit programme including digital tools, data management, access, skills and training from client to public and the whole supply chain - providing a consistent framework, for adoption at a local level.



Immediate actions to effect systems change

- 5. Initiate a national and sustained public awareness and housing sector communications campaign:** with clear, straightforward information and guidance to build trust and demand.
- 6. Introduce and evaluate short-term regulatory changes:** to reduce barriers and catalyse progress to a fully functioning retrofit system.

See pages 31-34 for the full scope of these priority Asks.

The Ask of government: use reallocated capital to create local retrofit leadership and demonstrate system change model and benefits

The Ask

The national Ask

One local authority officer retrofit post funded for 5 years = 333 LAs x £50,000 x 5 yrs = **£83.25m**.

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The Ask: a sustainable funding model

A funding model is needed that goes beyond capital-only, short-term programmes that only serve to increase costs and fail to build customer confidence as well as failing to enable the supply chain to increase skills and confidence.

- Change the structure of future grant funding to be a **rolling programme over 5+ years**.
- Registered Providers/Local Authorities to submit their 5 years plans to the programme funder, with initial revenue released to validate the plans for the first portion of houses.
- Once a stage gate is passed, capital is released for the retrofit works.
- **Capital to be allocated on regional/sub-regional basis** rather than through national competition to enable confidence in pipeline creation.
- Programme to be monitored against output KPIs **and** long term outcomes.
- Registered Providers' progress against retrofit plans to be integrated into the audit process every 3 years by the Regulator of Social Housing.
- Support rolling programmes that will enable a **place-based approach** to be taken and ensure retrofit is integrated in social housing stock investment programmes in the long run.
- **Develop new finance models** taking into account new VAT rates for energy efficiency works – extending 5% VAT to enabling works required to create watertight, well ventilated buildings.
- **Develop business case** for 'Warm rents' to enable viable retrofit investment.
- **Develop a technology roadmap and energy cost models** to ensure fuel poverty is addressed in fabric + low carbon energy solutions to reducing domestic energy demand.
- **Develop energy generation/storage/income models** – regulatory framework changes, income values and timescales applying.

The Ask: national co-ordination and local collaboration

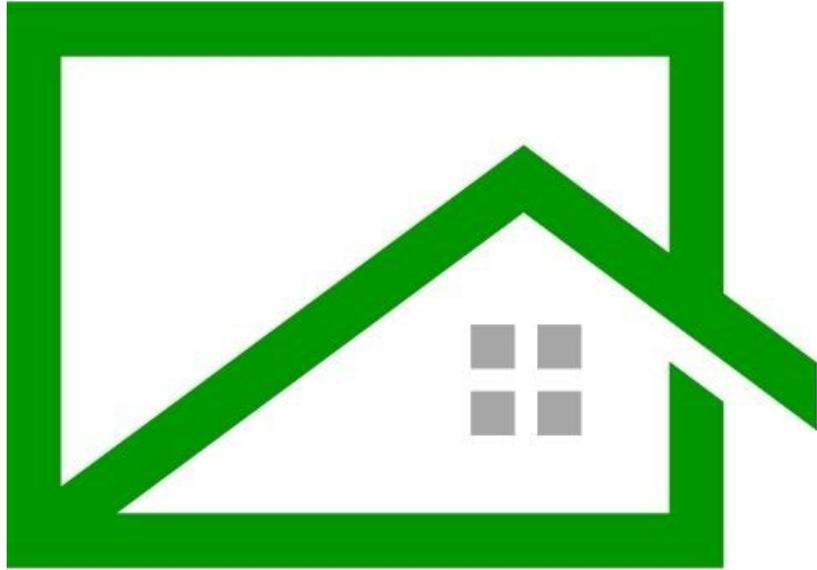
Current short-term, limited outputs do not build skills and create legacy supply or demand to build retrofit sector for the long term. The start-stop series of activity cycles increases costs by neighbouring local authorities and social housing providers competing for a limited supply of contractors and equipment.

- **5-year revenue funding to build skills** in retrofit surveys and work, supporting local area co-ordination. This should include revenue funding for LA/RP officers to manage delivery and also for MEES enforcement – possibly funding enforcement from HHSRS fines.
- **Area co-ordination** to fund property assessment and project development (such as building passports, net zero neighbourhood plans), ensuring projects are more effectively delivered.
- **BEIS secondments** to be integrated into local co-ordination schemes to facilitate learning.
- Area co-ordination to build a local skills hub.
- Funding clients and supply chain to **collaborate** and improve skills for developing and responding to tender documents.
- **Retrofit design playbook** to be developed, through local coordination of retrofit designs.
- Co-ordination of **local development rights** to enable area based retrofit in Net Zero Neighbourhoods.

The Ask: short-term regulation changes

Existing regulation creates barriers with no significant safeguards or benefits. These should be relaxed during the development and delivery of the next funding programmes, providing a no/low-cost approach to gathering evidence and implementing changes for future retrofit delivery.

- Greater ability to **integrate different funding streams** (potentially through a gateway process) and scrap fixed funding deadlines for individual government grant schemes, to create ability to bid into BEIS for a range of grants with the potential to tie this together with new ECO flex and other local funding pots, whilst allowing for better phasing and timing of works.
- Include a local government role in investment decisions for DNOs as a mechanism to fund energy efficiency through DNOs.
- Create a **national innovation fund** sitting alongside publicly funded retrofit programmes – for building passport development, improving assessment through better application of technology and SMETERs.
- **Access to previous retrofit assessments** from Trustmark – overcoming issues with GDPR /interaction of accreditation schemes.
- **Clearer PAS 2035 guidance** for specific types of home, e.g. park homes.
- Access to xml data files from EPCs into asset management software (API) to improve efficiency of retrofit planning.
- **Scrap EPC quotas** to avoid pepper potting but **clarify/confirm energy performance targets** for retrofitted homes as kWh/m²/pa or other modelled and evidenced performance standard.



SHAP

**SUSTAINABLE HOUSING
ACTION PARTNERSHIP**

**Our commitment:
the detail**

Our commitment in return

Government-led systems change will create opportunities for stakeholders to operate very differently to support the change. In return for revenue to build capacity and confirmed allocations of capital, our commitment is to demonstrate retrofit investment can deliver sustained, financed scaled up retrofit with some and some indicative outcomes listed below

Local authorities and public sector bodies

- Dedicated Retrofit Champion with retrofit clearly defined in their portfolio.
- Council members briefed and engaged with statistics, data and outcomes of retrofit- potential for positive impact on electorate.
- Local plans to include a commitment to retrofit
- Delivery against wider range of government objectives through existing networks, customer journey support and collaboration – not just energy but health, housing quality, transport, community integration and crime alongside retrofit delivery.
- Retrofit funding and broader investment matched through regeneration.
- Research and publish annual reviews on progress and outcomes.
- Build up shared learning and feed back to government to generate ongoing improvement.
- Act as 'guinea pigs' for good practice and testing new approaches (such as ECO flex).
- Data-based factors – understanding and coordinating local need and building collaboration.
- Create collaboration to the existing supply chain through ongoing engagement and understanding of shared demand.

Social housing providers

- Retrofit Champion nominated at board level.
- Executive retrofit lead nominated.
- Support these roles by sharing SHAP (and other) briefing papers on retrofit learning and best practice.
- Commit to cleared, definable retrofit budgets and resources (staff teams as well as capital) and share this commitment with government.
- Make a cross-tenure retrofit delivery offer, especially where the social housing provider holds stock in mixed tenure areas in order to deliver mixed-tenure, area-based retrofit programmes.
- Engage tenants/customers in retrofit programmes from the outset.

Energy advice/fuel poverty organisations

- Recruit and train Energy Advisors to be experts at retrofit alongside fuel poverty.
- Upskill current Energy Advisors, especially around RE and retrofit.
- Train and upskill staff around Retrofit Assessor and Retrofit Co-ordinator roles to provide an independent service operating alongside existing fuel poverty work.
- Secure health connections, and strengthen collaboration with other third sector organisations, such as Age UK, CAB and community organisations.
- Strengthen community and tenant engagement around sustainable energy, whole house retrofit, cold homes issues, etc.