

# Retrofit London Programme



**James McHugh, Head of Housing Strategy, Waltham Forest**  
**Dominic Millen, Head of Climate Action & Sustainability, Enfield**

# Objective and programme

Retrofit (with fabric improvements, heat decarbonisation and renewable energy) all domestic buildings to an average level of EPC B (or equivalent) by 2030.



# How did it all start?

Strong leadership and a coordinated approach:

- Joint Statement on Climate Change (December 2019), agreed by London Councils' Transport and Environment Committee (TEC) and the London Environment Directors' Network (LEDNet).
- London Housing Directors stepped up to undertake background work which formed the core brief.
- Regional groups and organisations (including the GLA) recognised retrofit as a strategic priority so jointly funded the development of the programme.

# Scaling the peak

Data analysis looked at two pathways:

**EPC B average interim  
target**

**Net zero as a final target**

Total investment

**£49bn**

**£98bn**

Average investment per home

**£13,000**

**£26,000**

Total carbon reduction in tonnes of CO<sub>2</sub>

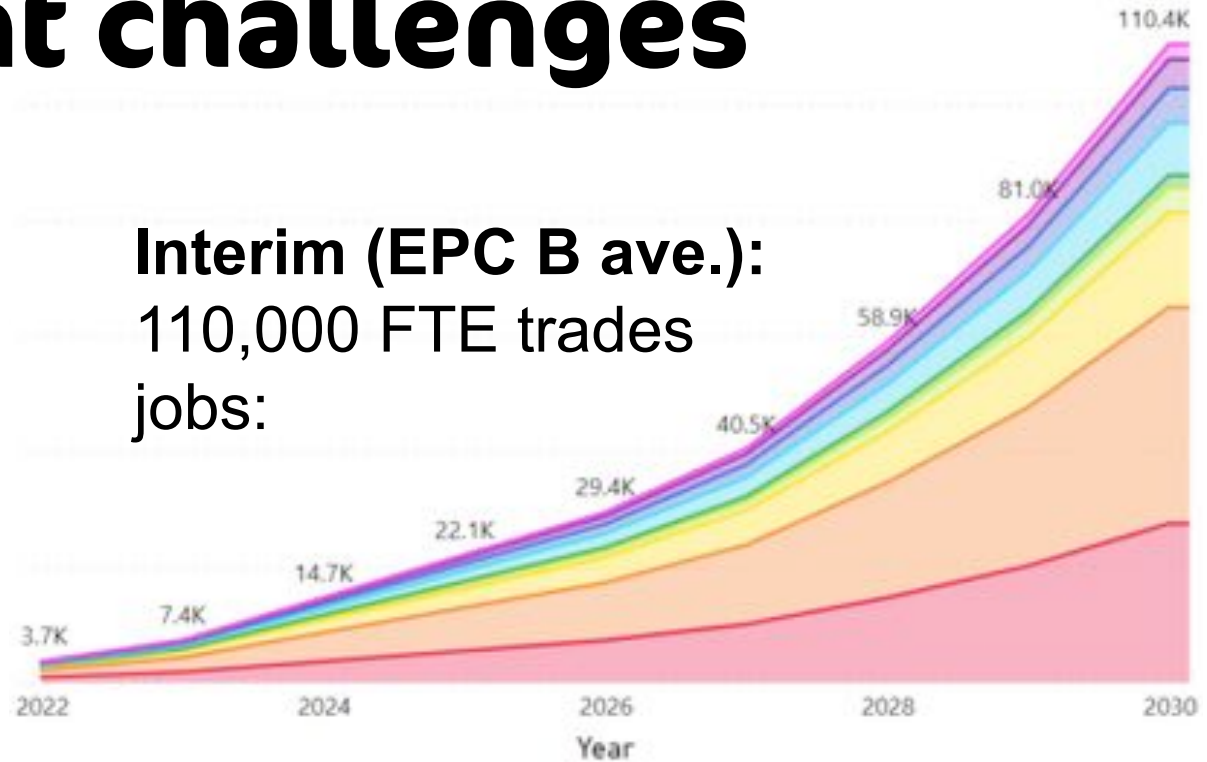
**5.8m**

**10.5m**

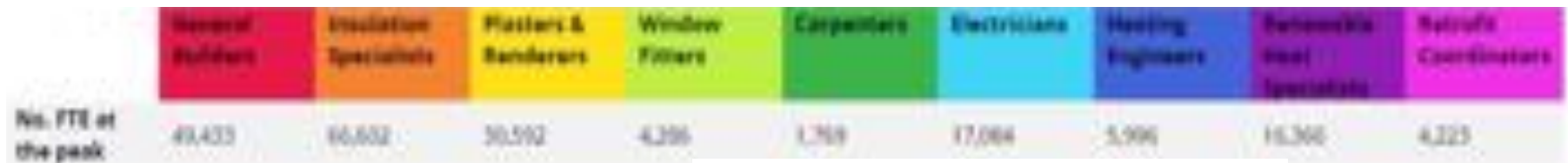
# Significant challenges

Skills and employment a huge challenge and massive opportunity!

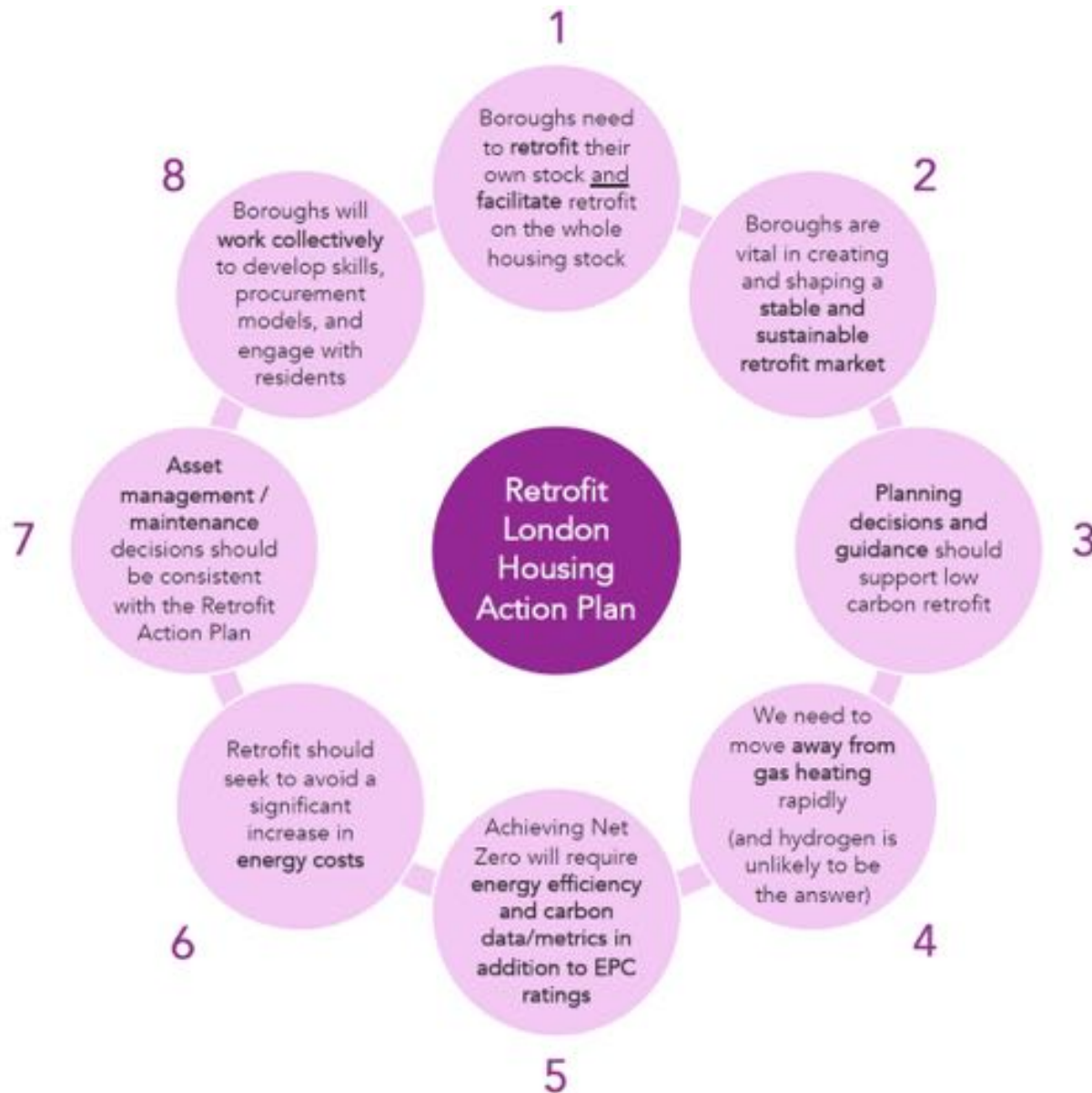
**Interim (EPC B ave.):**  
110,000 FTE trades jobs:



**Net zero: 196,000 FTE trades jobs:**



# Principles



# The Action Plan

## Retrofit measures and plans

1. Fabric
2. Ventilation
3. Electrify heat
4. Smart controls
5. Solar energy
6. Retrofit plan for every house

## Costs, funding and finance

1. Establish costs and business case
2. Maximise capital for Council stock
3. Retrofit finance task force
4. Private investment for private properties

## Delivery models, skills and supply chain

1. Maintenance programmes
2. Large scale procurement
3. Planning as an enabler
4. Develop retrofit skills
5. Reporting and monitoring

## Engagement, take up and lobbying

1. Social housing engagement
2. Private sector engagement
3. Lobby Government
4. Implement the Action Plan together!

**Retrofit London is of a scale  
that makes it a nationally  
important infrastructure project  
so how do we implement it?**



# The Implementation Plan

## Data

Collection and dissemination

Monitoring and reporting

## Market making

Procurement

Skills, supply and value chain

Products and specifications

## Funding and finance

Developing the Business Case

Finance for retrofit task force

## Technical Solutions

Planning and building control

Design and costs guidance

Options for designs and products

## Crosscutting

Governance including Delivery Approach

Risks and Issues

Communications

# Under the hood

Each area has delivery focused tasks covering next 3 years:

2.3.1	<b>Review current maintenance programmes and identify retrofit opportunities</b>	<b>Q1 22/23</b>	<b>Q1 25/26</b>
2.3.2	London local authorities to develop an action plan for their own stock	Q1 22/23	Q3 22/23
2.3.3	Liaise with other registered social landlords (e.g., G15) to coordinate actions on retrofit	Q1 22/23	Q1 25/26
2.3.4	Collaborate on finance and funding	Q3 22/23	Q3 22/23
2.3.5	Coordinate applications for government funding	Q4 22/23	Q1 25/26

# Programme Next Steps

- Final drafting of Implementation Plan.
- Implementation Plan sign off.
- Project management function established.
- Start working through tasks with potential early priorities including:
  - Establish groups to look at finance and skills
  - Lobby for more support, guidance and funding
  - Review of evidence on wall insulation
  - Set out approach to data
  - Social landlord liaison.

# Thank You