

This Action Plan follows the publication of the H&F Council Housing Retrofit Strategy in 2024

The Action Plan details actions that support the implementation of targets and agreements made in the Retrofit Strategy. It is a live document that provides a method for tracking projects and maintaining the Council's accountability to the agreed retrofit agenda.

There are eight main categories of work, each separated into tabs:

- 1** Low carbon heat
- 2** Capital delivery
- 3** Resident engagement
- 4** Finance
- 5** Planning
- 6** Climate adaptation
- 7** Repairs and Voids
- 8** Data Management
- 8** Business Case
- 10** Embodied carbon

Low carbon heat

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
1.1 Strategy	Develop low-carbon heating strategy	1.1.1	Build on the fabric retrofit strategy and approach to decarbonising communal boilers through development of strategy for decarbonising all heating systems.	2025	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical
1.2 District heat networks	Investigate potential of district heat networks within H&F and potential connection of council-owned homes to these networks.	1.2.1	Undertake energy masterplanning to identify potential heat network zones.	2023	Strategic Lead for Net Zero Housing	Clean Energy Lead	Assistant Director for Climate Change	Climate Team
		1.2.2	Undertake pilot on council stock.	2024-2028	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical / Clean Energy Lead	Assistant Director Resident & Building Safety	Mechanical & Electrical
1.3. Apartment block boiler systems	Transition council-owned blocks to communal low-carbon heating/heat networks	1.3.1	Feasibility study on what communal systems could be upgraded to communal ASHP in the short term.	2025	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical
		1.3.2	Pilot gas to ASHP communal system upgrade.	2025	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical
		1.3.3	Develop plan for transitioning all remaining heating from apartment blocks from 2028 onwards.	2026	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical

1.4 Domestic systems (street properties)	Transition council-owned street properties with the potential for individual low-carbon heating systems to the most appropriate system, taking into consideration resident health, comfort and energy bills.	1.4.1	Pilot individual ASHP at street property.	2025	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical		Mechanical & Electrical
		1.4.2	Pilot alternative electric solutions for harder to treat properties.	2025-2026	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical
		1.4.3	Develop plan for transitioning all remaining heating from street properties from 2028 onwards.	2026	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical

Capital delivery

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
2.1 Retrofit Programme	Deliver long term retrofit programme	2.1.1	Deliver retrofit as part of the longer term capital programme. Retrofit should be built in where possible to all projects.	Ongoing	Strategic Lead for Net Zero Housing	Head of Capital Delivery	AD for Resident safety	Capital Delivery
		2.1.2	Refine H&F council-housing archetypes. There are 6 common archetypes developed within the T&T strategy document. These should be expanded on with developed solutions.	2025	Strategic Lead for Net Zero Housing	Head of Capital Delivery	AD for Resident safety	Capital Delivery
		2.1.3	Work alongside Asset management strategic lead to embed retrofit into the AM strategy.	2025	Strategic Lead for Net Zero Housing	Head of Asset Management	AD for Resident safety	Asset Management
		2.1.4	Work with strategic lead and capital delivery team to develop outline long term retrofit programme that is embedded in the wider AM programme.	2025	Strategic Lead for Net Zero Housing	Head of Capital Delivery	AD for Resident safety	Asset Management
2.2 Neighbourhood retrofit programmes	Explore the value of adopting a neighbourhood approach to retrofit and decarbonisation.	2.2.1	Look at undertaking a small pilot to demonstrate the value of this approach.	2026	Strategic Lead for Net Zero Housing	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management

Resident engagement

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
3.1 Leaseholders	Ensure leaseholders are updated on the councils approach to net zero and what this means for the stock.	3.1.1	Develop a resident engagement plan specifically for leaseholders, communicating clearly the benefits of retrofit works (lower energy consumption, lower risk of damp & mould, warmer & more comfortable homes).	2025	Communications coordinator	Strategic Lead for Net Zero Housing	AD Operations	Asset Management
		3.1.2	Agree Council approach to leaseholder payments.	2025	Sustainability Asset Manager	Sustainability Asset Manager	AD Operations	Asset Management
3.2 Tenants	Ensure tenants are updated on the councils approach to net zero and what this means for the stock.	3.2.1	Develop a resident engagement plan specifically for tenanted households, communicating clearly the benefits of retrofit works (lower energy consumption, lower risk of damp & mould, warmer & more comfortable homes). This is not a project-specific engagement plan.	2025	Communications coordinator	Strategic Lead for Net Zero Housing	AD Operations	Asset Management

Finance

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
4.2 Test New Finance Models	Investigate new finance models	4.2.1	Highlight risks, benefits and legal implications, select potential models for piloting.	2025	Strategic Lead for Net Zero Housing	Head of Finance	Head of Finance	Finance
	Pilot new financial model	4.2.2	Assess benefits, lessons learnt, feasibility for wider application/scale up.	2026	Strategic Lead for Net Zero Housing	Head of Finance	Head of Finance	Finance

Planning

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
5.1 Planning Guidance	Develop a Retrofit Planning Guide	5.1.1	Outline main archetypes/typologies within H&F's council-owned stock. Develop specific design guidance around what measures can be applied to the archetypes.	2025	Strategic Lead for Net Zero Housing	Urban Design and Heritage Lead	Head of Spatial Development	Planning
		5.1.2	Develop specific guidance for retrofit in Conservation Areas, identifying buildings that may be "Negative" or "Neutral" and thus more retrofit work may be allowable.	2025	Strategic Lead for Net Zero Housing	Urban Design and Heritage Lead	Head of Spatial Development	Planning
		5.1.3	Review permitted development rights to support retrofit.	2025	Strategic Lead for Net Zero Housing	Urban Design and Heritage Lead	Head of Spatial Development	Planning
5.2 Planning Application Process	Develop retrofit-specific application processes	5.2.1	Develop a retrofit-specific application process to support retrofit projects. This should streamline planning applications for identified archetypes within H&F's council-housing stock. Potential for this work to be opened to private housing sector as well.	2026	Strategic Lead for Net Zero Housing	Urban Design and Heritage Lead	Head of Spatial Development	Planning

Climate adaptation

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
6.1 Policy & action plan	Adopt H&F climate adaptation policy and action plan	6.1.1	Develop policy that aligns with H&F's corporate approach to climate adaptation, outlining what a resilient home looks like (based on data, technical standards, costs and how residents are supported).	2025	Sustainability Asset Manager	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management

Repairs and Voids

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
7.1 Voids	Review lettable standard to ensure this facilitates move towards decarbonisation e.g. electric cookers are encouraged.	7.1.1	Paper needed to show implications for tenants and leaseholders. Agreement	2025	Strategic Lead for Net Zero Housing	Strategic Head of Housing Repairs	AD for Repairs	Asset Management
	Develop void retrofit programme.	7.1.2	Options analysis paper needed showing impacts on turn around times, specifications etc.	2025	Strategic Lead for Net Zero Housing	Strategic Head of Housing Repairs	AD for Repairs	Asset Management
7.2 Repairs	Repairs service supports decarbonisation approach	7.2.1	Agree what decarbonisation measures will be included in new contract.	2025	Strategic Lead for Net Zero Housing	Strategic Head of Housing Repairs	AD for Repairs	Asset Management

Business Case

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
8.1 Health	Understand the benefits of retrofit on health.	8.1.1	Work with partners to measure impacts projects in the capitol programme.	Ongoing	Strategic Lead for Net Zero Housing	Head of Asset Management	Strategic Head of Area Regeneration	Asset Management

Data management

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
9.1 Data management tool	Invest in long term housing management tool that will support the goals of decarbonisation.	9.1.1	Portfolio invested in until January 2025 need a long term contract to ensure data is continually updated.	2024	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management
	Ensure housing management tool is continually updated to reflect SCS and retrofit projects.	9.1.2	Data asset manager to be trained on Portfolio and have it included in key responsibilities.	Ongoing	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management
9.2 Monitoring/Smart technology	Develop data monitoring/smart technology plan for homes	9.2.1	Carry out an options appraisal on monitoring equipment.	2025	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management
		9.2.2	Procure supplier and installer for data monitoring equipment.	2025	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management

Embodied carbon

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
10.1 Baselining	Quantify and baseline embodied carbon emissions on retrofit projects	10.1.1	Undertake pilot to quantify Whole Life Carbon emissions for x2 projects.	2026	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management
	Set embodied carbon performance targets for retrofit projects	10.1.2	LETI Embodied Carbon Primer guidance provides targets for existing homes. These targets could be adapted by H&F to our retrofit projects, and should be included in specifications and communicated early with contractors/consultants.	2027	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management