



LGA Housing Retrofit Action Learning Sets: challenges and enablers



Action Learning Sets

An action learning set (ALS) is a group of people within a workplace that meet with the specific intention of solving workplace problems. The main aim of an ALS is to come away with a set of realistic actions that will help to solve or understand the issues at hand.

People work together to explore the issues, share ideas and challenge perceptions in a trusting, supportive environment.

Action Learning Sets

Over six months, 24 officers and councillors from local authorities across England were invited to explore, unpick and address the challenges of retrofitting domestic properties from their perspective.

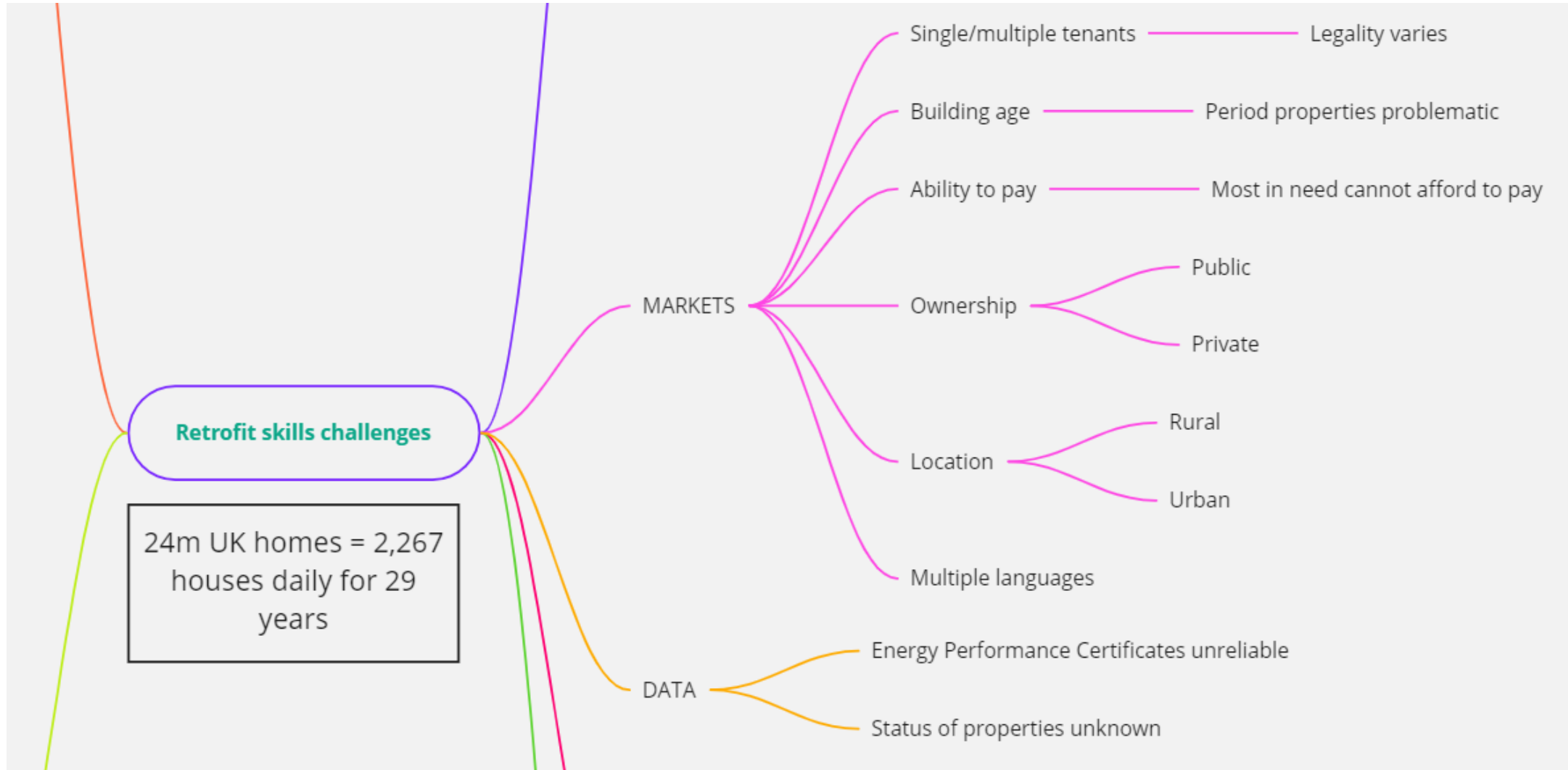
The focus was on developing the skills required to manage and implement retrofit programmes, including co-ordinating internal and external stakeholders, generating demand from householders, and upskilling suppliers.

Challenges

Key challenges faced by most participants:

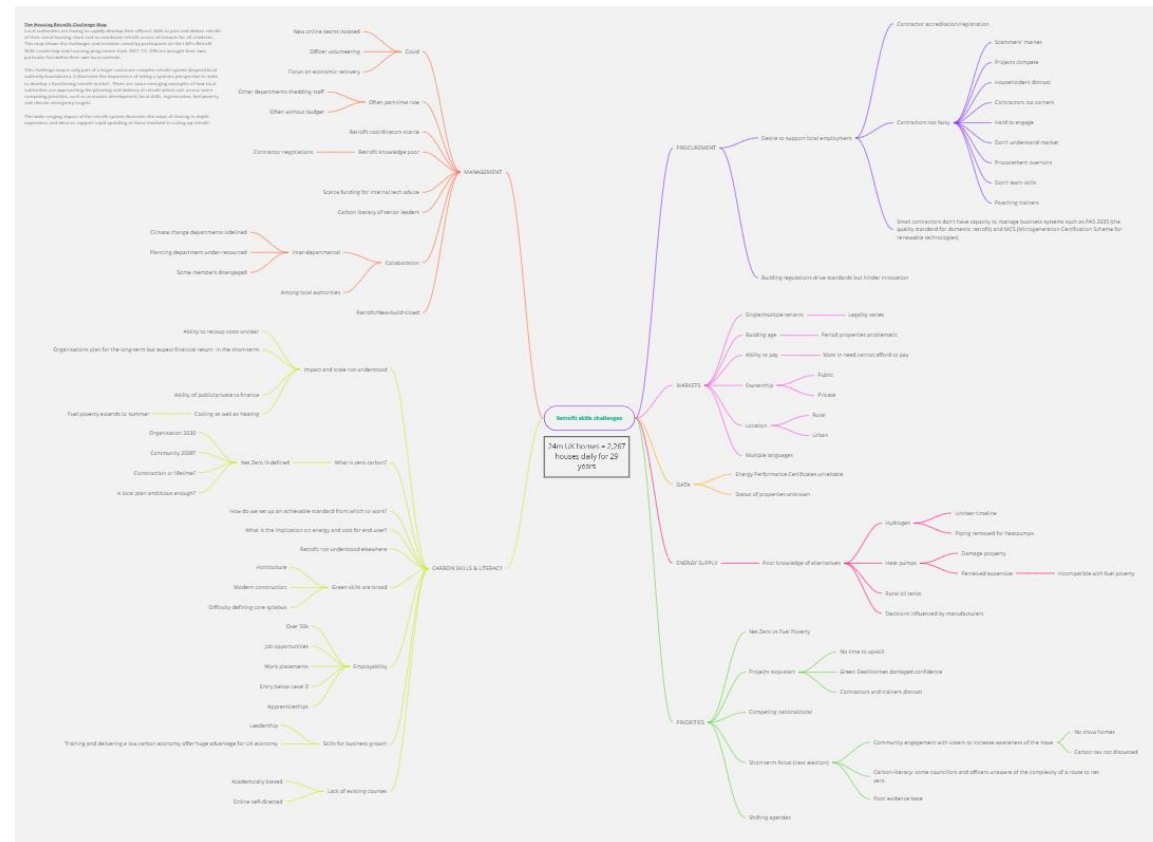
- **Resources** – many officers working on retrofit part-time and remotely. Climate targets are difficult to achieve without adequate resources.
- **Financial implications** – stop-start programmes leads to price increases and difficulties in accessing quality contractors.
- **Long-term planning** – ensuring programmes allow the right retrofit measures to be installed in the right order.

Challenge map



Challenge map

The full challenge map can be viewed at <https://miro.com/app/board/uXjVOZFu5xM=/>



Enablers

The Action Learning Set process allowed participants to share their successes and factors that they found enabled retrofit to be delivered more effectively.

- Strategic leadership.
- Sharing technical knowledge across authorities.
- Developing a relationship with local contractors.
- Dedicating resources to bid for resources.

Enablers

- Collaboration across local and regional authorities to create local delivery networks.
- Developing external and internal communication groups that engage officers, members, residents, businesses, training organisations.
- Whole house planning focussing on reducing energy need, while councils build their capacity to grow retrofit delivery.

Action Learning Sets

Feedback from officers taking part in the Action Learning Sets reinforced much of SHAP's other retrofit findings, particularly:

- The important **leadership** and **practitioner** role for local authorities in coordinating retrofit delivery.
- The need for adequate **skills to manage the wide ranging tasks and responsibilities** involved in complex area-based retrofit programmes which cut across so many local authority duties and community issues.
- The **retrofit challenge is complex** with many factors lying outside local authority control, including regulation, the availability of funding, and the capacity of supply chains.