

WRT

Westminster Retrofit Taskforce



Innovate
UK



City of Westminster

WRT
Westminster
Retrofit
Taskforce

WRT

Westminster Retrofit Taskforce

Hackney Scrutiny Committee

January 17th 2024

AGENDA

1. Westminster Retrofit Taskforce Overview
2. Investment & Funding of the Taskforce
3. Workstream Overview
4. Innovation in Planning Legislation
5. Partnership Pilot Projects

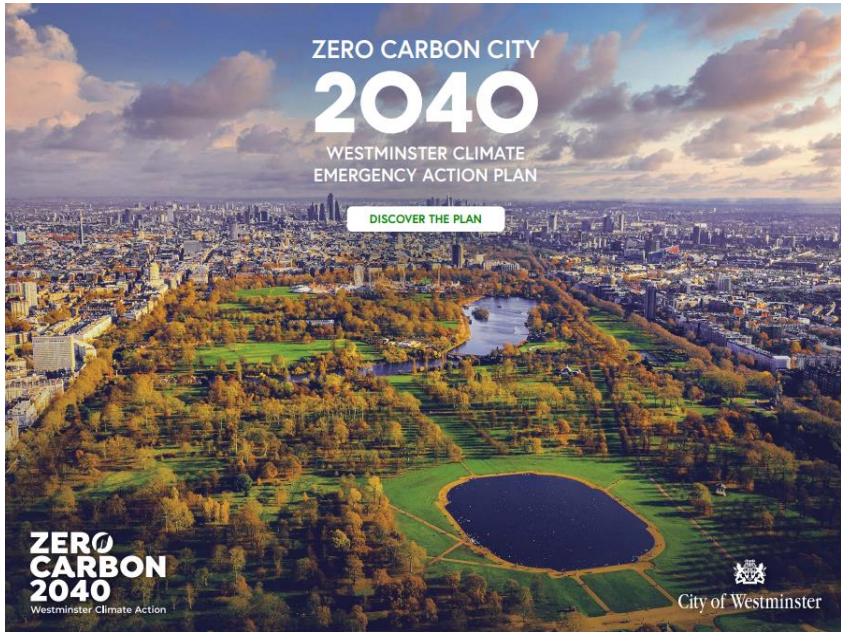
1. Westminster Retrofit Taskforce Overview

What is the Taskforce?



1. Westminster Retrofit Taskforce Overview

What is the Taskforce?



<h3>Efficient Buildings</h3> <p>Priority: Improve building efficiency and deliver energy cost savings</p> <p>Goal 1: Maximise the retrofitting of buildings to cut their energy demand.</p> <p>Goal 2: New developments achieve best practice standards to minimise their whole life carbon and air quality impact.</p> <p>Goal 3: Residents and businesses reduce their energy use and save money.</p> <p>Goal 4: Organisations take clear and ambitious action to reduce the carbon emissions associated with their buildings and activities.</p>	<h3>Clean and Affordable Energy</h3> <p>Priority: Increase availability, affordability and use of low and zero carbon energy</p> <p>Goal 1: Harness opportunities for the local generation and distribution of renewable energy.</p> <p>Goal 2: Empower homeowners, tenants, and landlords to use energy from low and zero carbon sources.</p>	<h3>Reduced Consumption and Waste</h3> <p>Priority: Reduce waste, increase recycling, and promote sustainable consumption</p> <p>Goal 1: Adopt sustainable purchasing practices and products.</p> <p>Goal 2: Drive reductions in waste and a step change in rates of recycling.</p> <p>Goal 3: Fully embed resource efficiency and the re-use of materials as part of a thriving low carbon circular economy. Enhance the low carbon economy and expand local green skills and jobs</p>	<h3>Sustainable Travel and Transport</h3> <p>Priority: Cut transport-based sources of emissions and air pollution</p> <p>Goal 1: Cut vehicle trips and increase sustainable and active travel.</p> <p>Goal 2: Accelerate the transition to electric vehicles across Westminster.</p> <p>Goal 3: Freight and deliveries are consolidated and streamlined to reduce on-road emissions.</p> <p>Goal 4: Reduce Westminster's contribution to travel emissions outside of the city.</p>	<h3>Green and Resilient City</h3> <p>Priority: Enhance the natural environment and ensure the city is resilient to climate change impacts</p> <p>Goal 1: Protect and enhance Westminster's green space.</p> <p>Goal 2: Safeguard Westminster from the impacts of climate change.</p>
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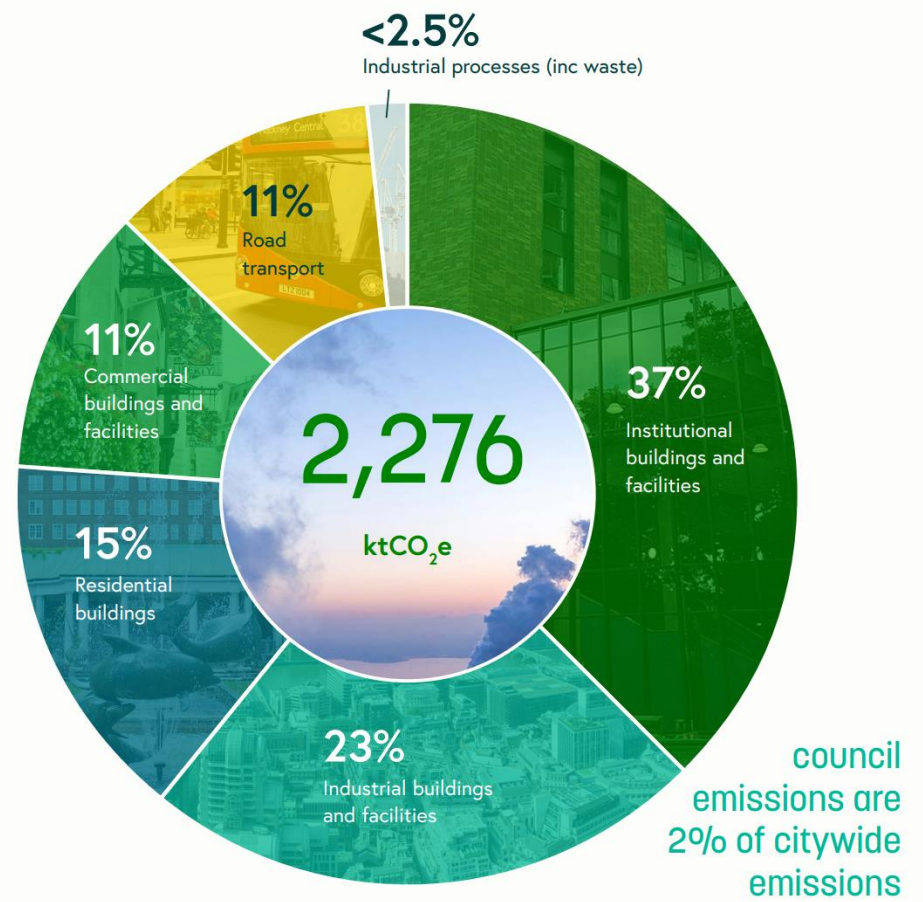
1. Westminster Retrofit Taskforce Overview

What is the Taskforce?

Citywide emissions

The City of Westminster has some of the highest carbon emissions by local authority area in the UK, producing over two million tonnes in 2017.

This is largely a reflection of its densely built environment, with 86% of Westminster's emissions produced from the energy used in our homes, hospitals, shops, offices, hotels and other buildings.



1. Westminster Retrofit Taskforce Overview

What is the Taskforce?

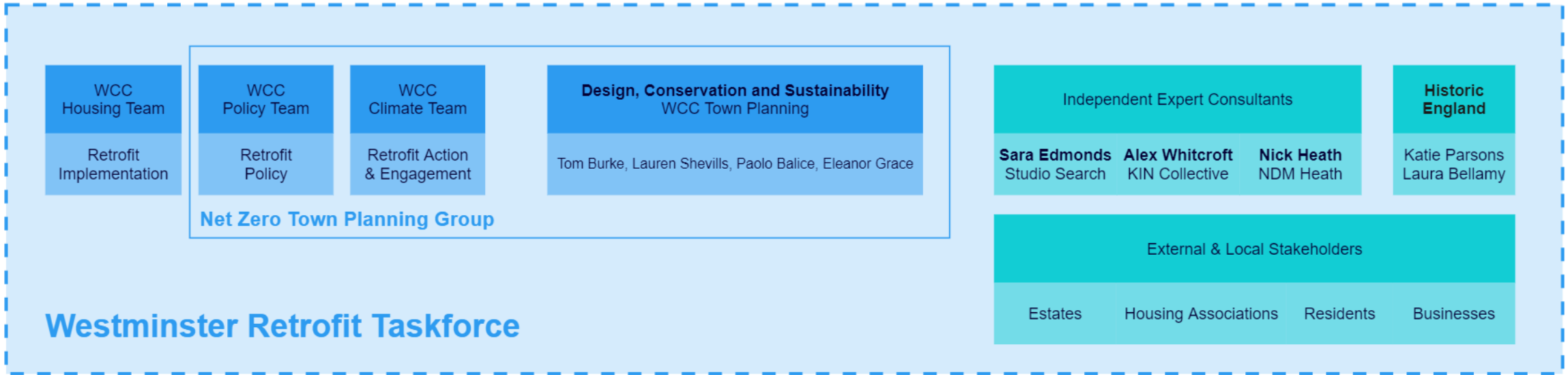


1. Westminster Retrofit Taskforce Overview



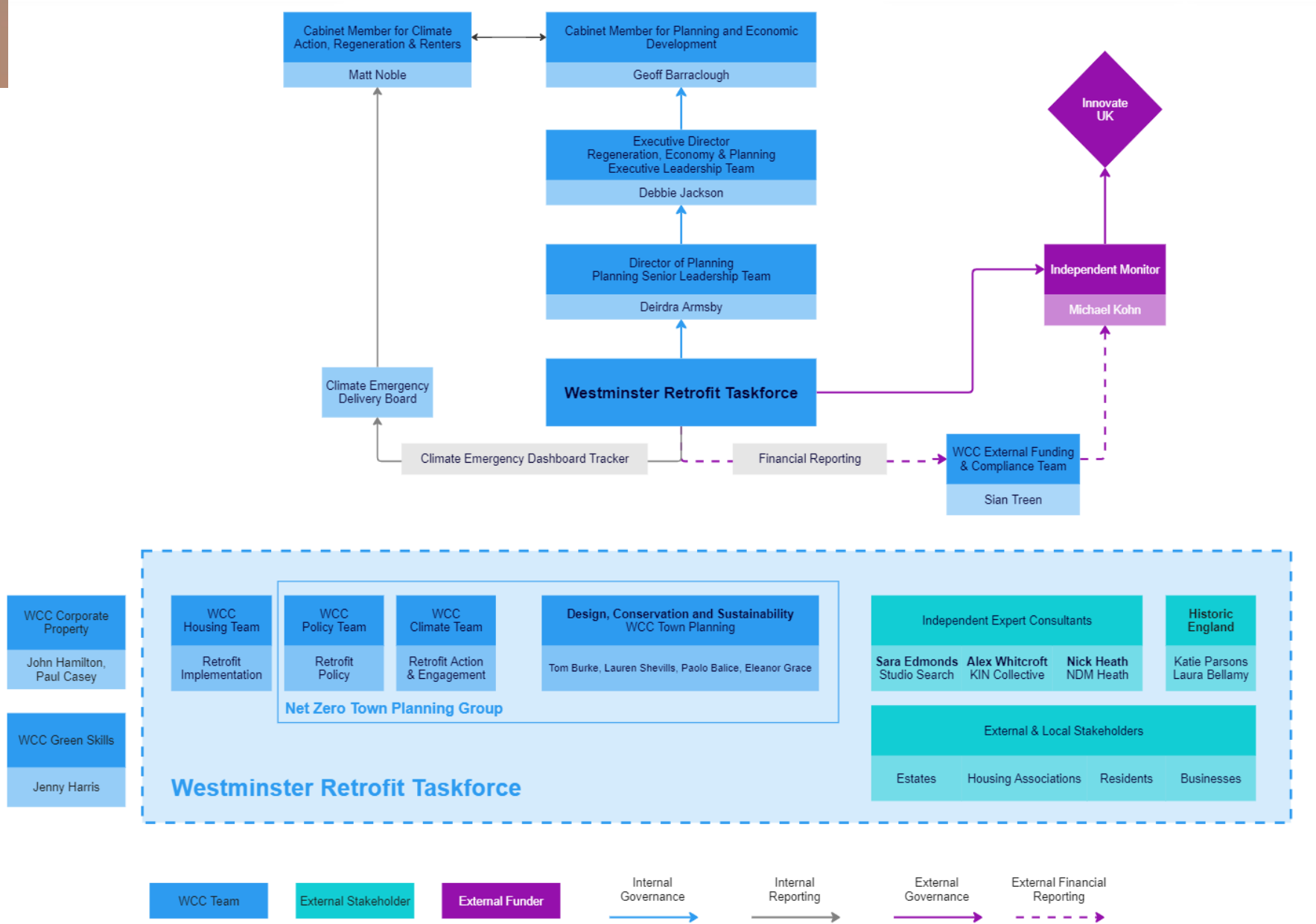
What is the Taskforce?

Who's on the Taskforce?



1. Westminster Retrofit Taskforce Overview

Governance Structure Westminster City Council

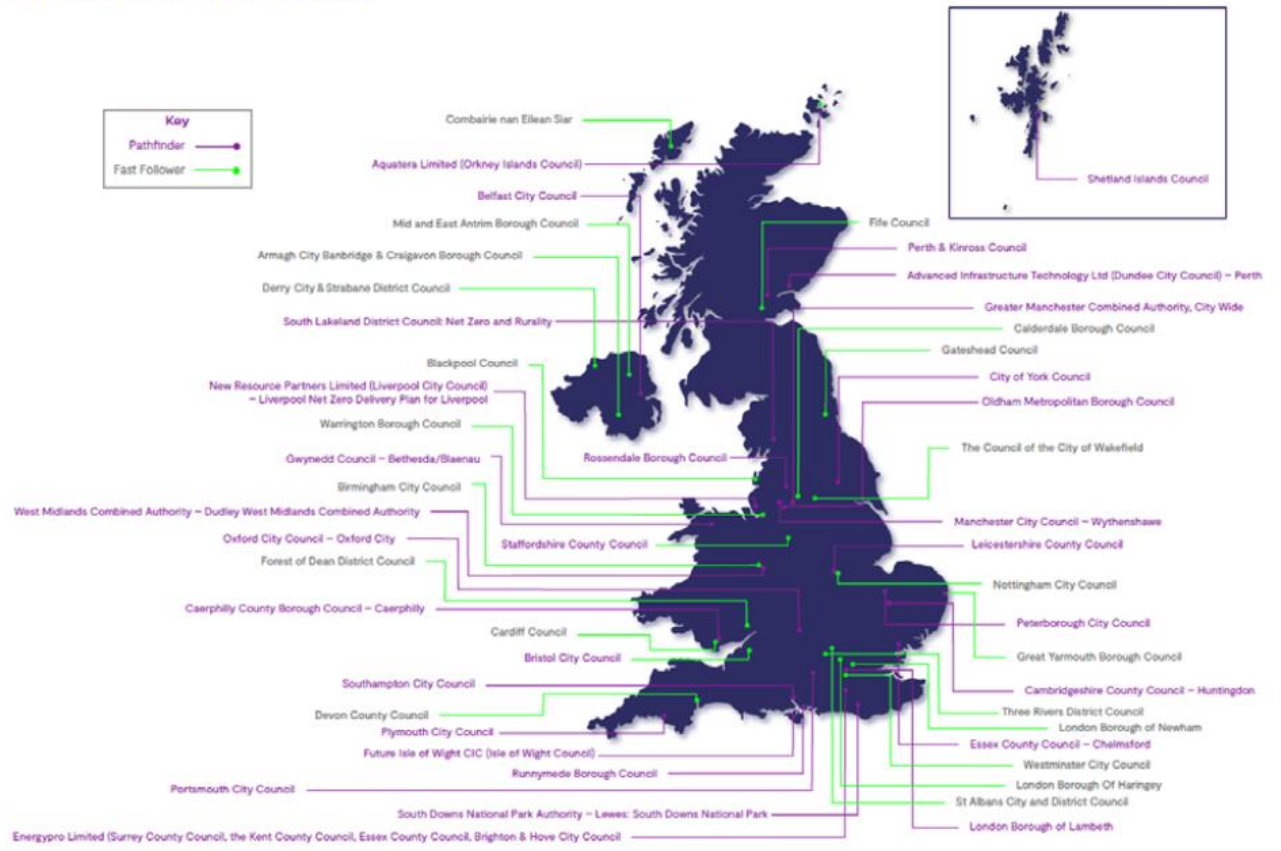


2. Investment & Funding of the Taskforce

Funding Bid Innovate UK Future Ready



Pathfinder Places & Fast Followers



FUTURE READY → COHORT WELCOME PACK

Net Zero Living: Fast Followers

2. Investment & Funding of the Taskforce

Funding Bid Innovate UK Future Ready

Selected research category
Feasibility studies

Project summary
Project summary
The vast majority (86%) of Westminster's emissions are from residential buildings. Reducing these emissions to reach net zero requires a unique combination of the following:

- **Policy and regulation** – 11,000 properties (covering 78% of the city. This includes residential buildings and limits how retrofit can be delivered)
- **Practice and process** – 86% of residential properties are multiple owned. Multiple ownership creates barriers to retrofit. We need to explore arrangements, add significant support and resources
- **Perception** – retrofit policy and process is not widely understood. There is a widespread perception that retrofit is too expensive and too difficult

A retrofit taskforce (comprising council officers and industry experts) was established to develop a delivery plan with complementary measures to address the identified barriers to retrofit. The taskforce will include:

- Creating building **archetype-s** to simplify, incentivise and standardise retrofit
- Collaboratively **piloting new approaches** to retrofit
- Providing **stewardship** for retrofit projects and support, sharing approach and resources across organisations and well-connected individuals

Funding is sought to provide capacity to collectively influence systemic change. Without investment, delivery of the Council's business-as-usual approach to retrofit is limited. Innovate UK investment in the Taskforce will deliver priority workstreams, break down barriers to retrofit with engaged stakeholders, drive collaboration, develop new retrofit methodologies and co-ordinate pilot projects. Lessons from these innovative approaches will be utilised to improve policies, processes and perceptions, driving systemic change that makes retrofit more efficient and effective. This will help address Westminster's largest emission source and meet our net zero 2040 target.

4. Net Zero Innovation and Delivery Officer to deliver change at a systems level, by influencing and decision-making groups and external stakeholders.

The Net Zero Innovation and Delivery Officer will deliver change at a systems level, by influencing and decision-making groups and external stakeholders. They will be line managed and sponsored by the Council's Sustainability (DCS) in our Town and City Centre. The Officer is responsible for the heritage and sustainability of the Council's Town and City Centre Chairs the Retrofit Taskforce, making it a central focus of the Council's work based within the Council's Sustainability Department.

The officer will work collaboratively with senior members of the following council departments:

- Climate Emergency –co-ordinate a whole-of-Council response to the climate emergency;

5. Your net zero project and programme development

[Net Zero Living:Fast Followers-WCC Letter of Support.pdf \(opens in a new window\)](#)
(application/10072262/form/question/31498/forminput/84074/file/507781/download).

Assessor feedback

Assessor 1
The role of the officer and their place in the existing structure is well described.

Assessor 2
Strong recruitment plan and description of where the officer will sit within the organisation. Requires a plan for disseminating learning however.

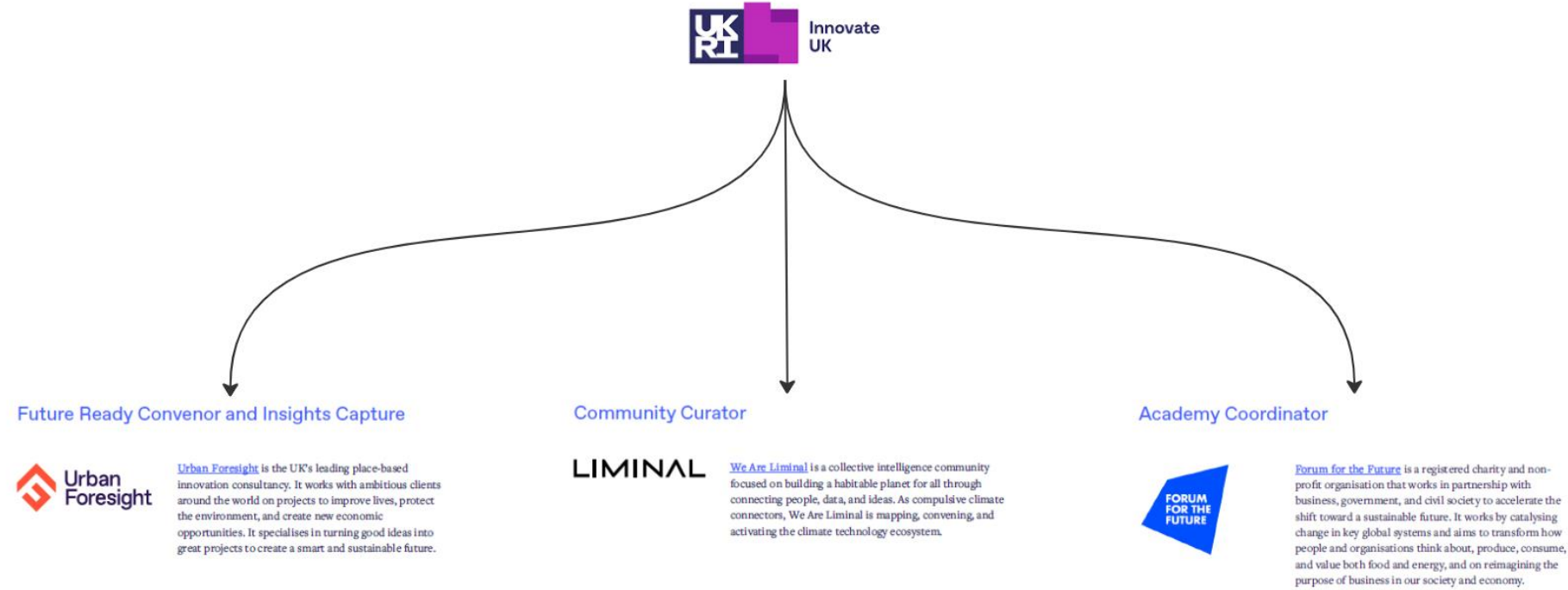
Assessor 3
The response provides a good level of detail on the recruitment of the Net Zero Innovation and Delivery Officer, where they will sit within the organisation and how they will be supported. The key teams that they will interact with and the focus of their activities is presented. An appropriate letter of support is provided.

Assessor 4
The NZDIO role and management within only the retrofit team is noted. Linkages to other departments and reporting to various groups are described. Recruitment is briefly described, as are skills. The intention to focus on delivery of the roadmap is clear. The appendix is a single page letter of support from a councillor. It is not clear how this role will really drive change.

Assessor 5
There is a good plan in place to include and integrate the Officer in the organization as well as the role and responsibilities he will be given. There is clear possibility for the officer to influence and drive change, as the person will be embedded in strategic boards or decision-making groups. The key soft skills required for the role are described in this application, however some more details could be given in terms of hard skills expected, recruitment planning and timing to meet the tight timelines.

2. Investment & Funding of the Taskforce

Governance Structure Innovate UK Partners



3. Workstream Overview

Emerging Work

1. Archetype Approach & Retrofit Procurement Club



2. Planning Policy & Process



3. Partnership Pilot Projects & Case Studies



4. Neutral & Collaborative Stewardship



5. Communications, Guidance & Training



1 ■ Archetype Approach & Retrofit Procurement Club



- Literature Review and Stakeholder Discussions around Archetype Approaches
- Map, Identify and review any existing procurement frameworks
- Write brief / scoping document for procurement club options, identifying barriers.
- Identify partner authorities and organisations to co-develop the procurement club

The Retrofit Taskforce is piloting a Retrofit Procurement Club to enable stockowners to meet building demand based on criteria relating to the archetype of their building to select appropriate retrofit interventions. Building archetypes are representations of ‘typical’ buildings and help us to understand a building’s thermal behaviour and how best to retrofit them.

Developing this concept of a Retrofit Procurement Club allows building owners access to quality supply chain of services and products to carry out retrofit works, ideally prioritising deep whole-house retrofit.

This will be grounded in an Archetype Approach to provide the most effective solution to varying building types in Westminster’s vast existing building stock.

2. Planning Policy & Process



- Challenge Paper – Emerging Actions
- ‘Retrofit First’ Draft Planning Policy
- Retrofit Policy Workshop 24th November – with key stakeholders
- Heritage Partnership Agreements – *in Progress*
- Retrofit Policy Workshop in 2024 – with WCC Planning Officers

The Retrofit Taskforce is working to identify any revisions to current planning policies that will streamline high-quality retrofit, whilst prioritising a ‘Retrofit First’ approach to planning applications. Wherever possible, we will encourage a ‘Retrofit First’ approach to encourage planning applicants to consider extending, adapting and repurposing a building.

This workstream will include scoping opportunities within the current planning system to encourage, enable and mandate responsible retrofit. Responsible retrofit will enable a reduction in the buildings operational carbon, whilst improving the buildings resilience to the impacts of climate change.

3 Partnership Pilot Projects & Case Studies



- Stakeholder Engagement with key stock-owners in Westminster:
 - WPA Sustainability Group
 - NLA half-day workshop
 - Westminster Citizen Climate Action Group
 - NexGen and WCC Housing
- Develop criteria for pilot projects based on archetypes, planning policy work and early market engagement.
- Update stakeholders on progress, including a 'Call out for case studies' in a December Newsletter

Westminster has several key stock-owning stakeholders that the Retrofit Taskforce will engage with to ensure outputs are useful. By developing partnerships, the Retrofit Taskforce will be in a strong position to gather exemplar projects and set high standards of quality retrofit for other stockowners to target.

These pilot projects will demonstrate proof of concepts and enable clearer understanding of carbon reduction impacts.

The intention is for lessons from partnership pilot projects to be shared and learnings trickled down to smaller stakeholders.

4. Neutral & Collaborative Stewardship



The Stewardship model:

- Seeks to Implement radical ‘step change’ solutions which are required at scale to tackle the challenge of retrofit.
- Build upon existing work to deepen research and to fill gaps.
- Remove barriers around intellectual property rights.

Work done to date:

- Identify other pan-London and national retrofit collaboration bodies/opportunities
- Convened with London groups
- Produce a visual map of other retrofit bodies and organisations

The Retrofit Taskforce endeavours to contribute knowledge and expertise in a neutral and collaborative manner, either by establishing a new initiative with other local authorities or contributing to existing organisations’ venture to help avoid silo working.

Retrofitting is not for one organisation or local authority to solve.

5 ■ Communications, Guidance & Training



- Webpage Update:
 - Approval for Retrofit Taskforce Webpage
 - Design and build webpage
 - Publish taskforce updates on webpage – Target Date: Thurs 14th Dec
- 12 month 'Newsletter' update
- Climate Champions Podcast: Episode 45
- Scoping Training Opportunities for WCC Officers

Retrofit is multi-faceted problem and to address these challenges the Retrofit Taskforce must better connect all its moving parts, work around communication, guidance and training to enable the smooth running of the other four workstreams. We must demonstrate a dynamic approach to evolving policy, guidance and communicating findings to a wide audience of stakeholders and interested parties.

4. Innovation in Planning Legislation

Challenge Paper

Written by industry experts

- 14th Aug Challenge Paper Submitted by Industry Experts
- 26th Sep Internal Officer Review*
- 10th Oct Challenge Paper Review Meeting 01*
- 27th Oct Challenge Paper Review Meeting 02*
- 11th Dec Internal Officer Action Review

Revisions

Rev. no.	Date	Comment	Author (org)	Author (initial)
01	14 Aug 2023	Initial issue for review by task force	KIN	AW
02	09 Oct 2023	Initial response comments from WCC	WCC	TB
03	10 Oct 2023	Group Meeting to review WCC comments	WCC	TB
04	27 Oct 2023	Group Meeting to review last items notes added to 3rd column with date	WCC	LS

Develop planning policy that supports retrofit		
<p><i>Question/ for discussion:</i></p> <p>Planning policy should support building owners who want to retrofit their buildings. There are currently no/not enough retrofit specific policies. This results in unfavourable planning application timescales, and a lack of certainty of achieving a planning approval. Changes need to be made to planning policy to de-risk, and incentivise greater uptake of, retrofit projects. Will WCC make planning policy changes to achieve this?</p> <p>Suggestions for discussion:</p> <ul style="list-style-type: none"> Produce retrofit specific design guide and adopt it (as quickly as possible) as Supplementary Planning Guidance (SPG). 	<p><i>WCC response/comments:</i></p> <p>The Council has produced its Environmental Supplementary Planning Document - Environment Supplementary Planning Document Westminster City Council – which has a chapter devoted to retrofit. This SPD is currently being reviewed. What isn't in the current retrofit chapter that should be.</p> <p>It is envisaged that the next version of the National Planning Policy Framework may strengthen the planning balance issue. The consultation earlier this year was suggesting the addition of the following paragraph:</p> <p><i>"To support energy efficiency improvements, significant weight should be given to the need to support energy efficiency improvements through</i></p>	<p><i>Group Discussion 10 Oct 2023</i></p> <p>ESPD Review wording and technical content – with feedback provided eg, review pros and cons of risk (NH happy to input to this further)</p> <p>How the retrofit part of the SPD is presented and where you can find it. Could it be pulled out and separated from the rest of the document and made more prominent eg, Westminster Retrofit SPD.</p> <p>Suggestion of a Retrofit Website Landing Page Guide from where all guidance documents incl. a refreshed Retrofit SPD (for example) could be found. Doing something quickly around this has an additional benefit of demonstrating urgency of the need for retrofit. Would allow links to more detailed technical stuff.</p>

*Challenge Paper Review included Council officers from: Development Management; Climate Emergency Team; Policy Officers; Industry experts; and Historic England

Emerging Actions:

- Position Paper on Heritage vs. Climate Adaptation.** WCC to put out an unambiguous position statement in terms of balancing sustainability and heritage. *Action: Draft to be produced by NH/AW/SE as a starting point for discussion.*
- Validation sub-lists** which tries to tailor validation requirements. down to particularly types of applications. *Action: WCC could review whether a retrofit validation checklist is possible.*
- Planning Conditions (Carrot/Stick)** Submitting details but not making it onerous or prohibitive to applicant. Need to make sure we are still incentivising Retrofit – **(Carrot!)** *Action: WRT & WCC to look at what these conditions might be?*
- Use Existing Regulatory Bodies (Carrot/Stick)** Building Control is statutory requirement, how can we look at equipping WCC Building Control Officers with best practice knowledge around Retrofit. *Action: WRT & WCC to look into potential training for Building Control, or to look into Retrofit Coordinator training.*
- Retrofit Review Panel.** Much like the design review panel, might be invited to review design on significant projects. *Action: Could WCC have a retrofit review panel, which would likely include this group and WRT?*
- Improve retrofit knowledge of decision makers, bespoke training for WCC Officers** *Action: WRT to recommend training courses and in parallel WCC to enquire about using Carbon Offset for training.*

4. Innovation in Planning Legislation

Draft Planning Policy & 'Retrofit First' Policy Workshop

Extensions: policy to support innovation and good growth

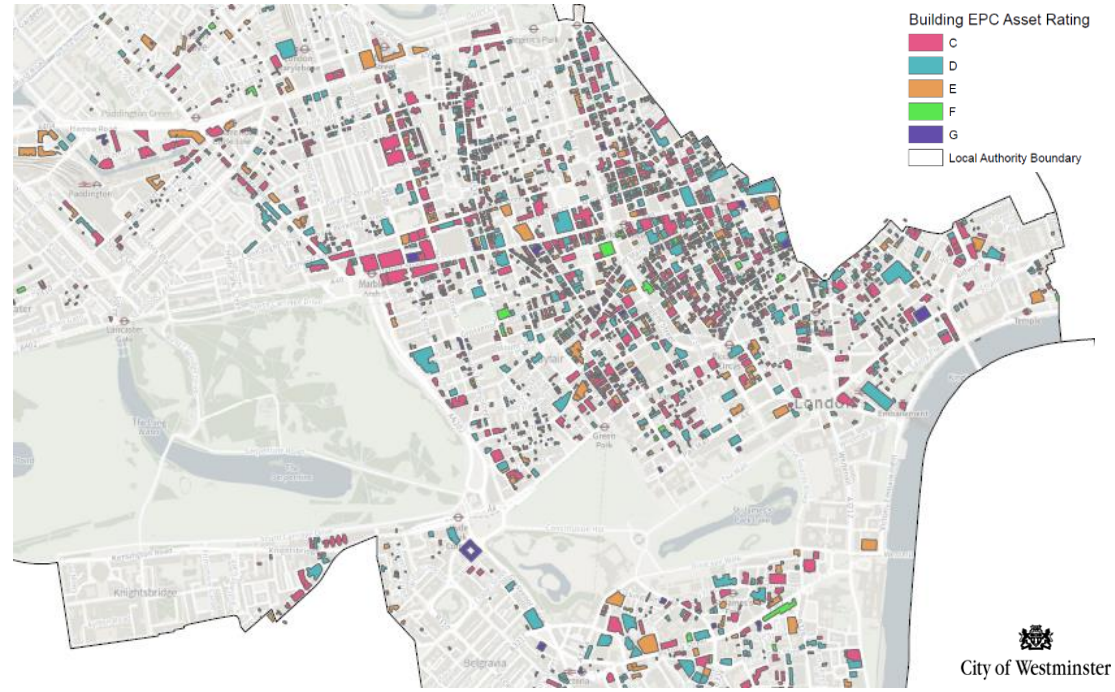




- Retrofitting buildings requires innovative and creative thinking.
- City Plan to take a more supportive approach to extensions which facilitate retrofit when considering townscape/design.

Explicit support for responsible retrofit

- **Responsible Retrofit:** clear guidance and definition of what is considered responsible retrofitting – which if followed should result in favourable planning decision.
- buildings can support space growth through retrofits.

Draft policy part 3: Unlocking retrofit

- Set out a presumption in favour of responsible retrofit.
- Tip the balance slightly on environmental considerations vs design/heritage/townscape when considering responsible retrofit.
- View more favourably extensions (in-fill or upwards) which are required to facilitate retrofit.
- Give clarity to applicants over retrofit.



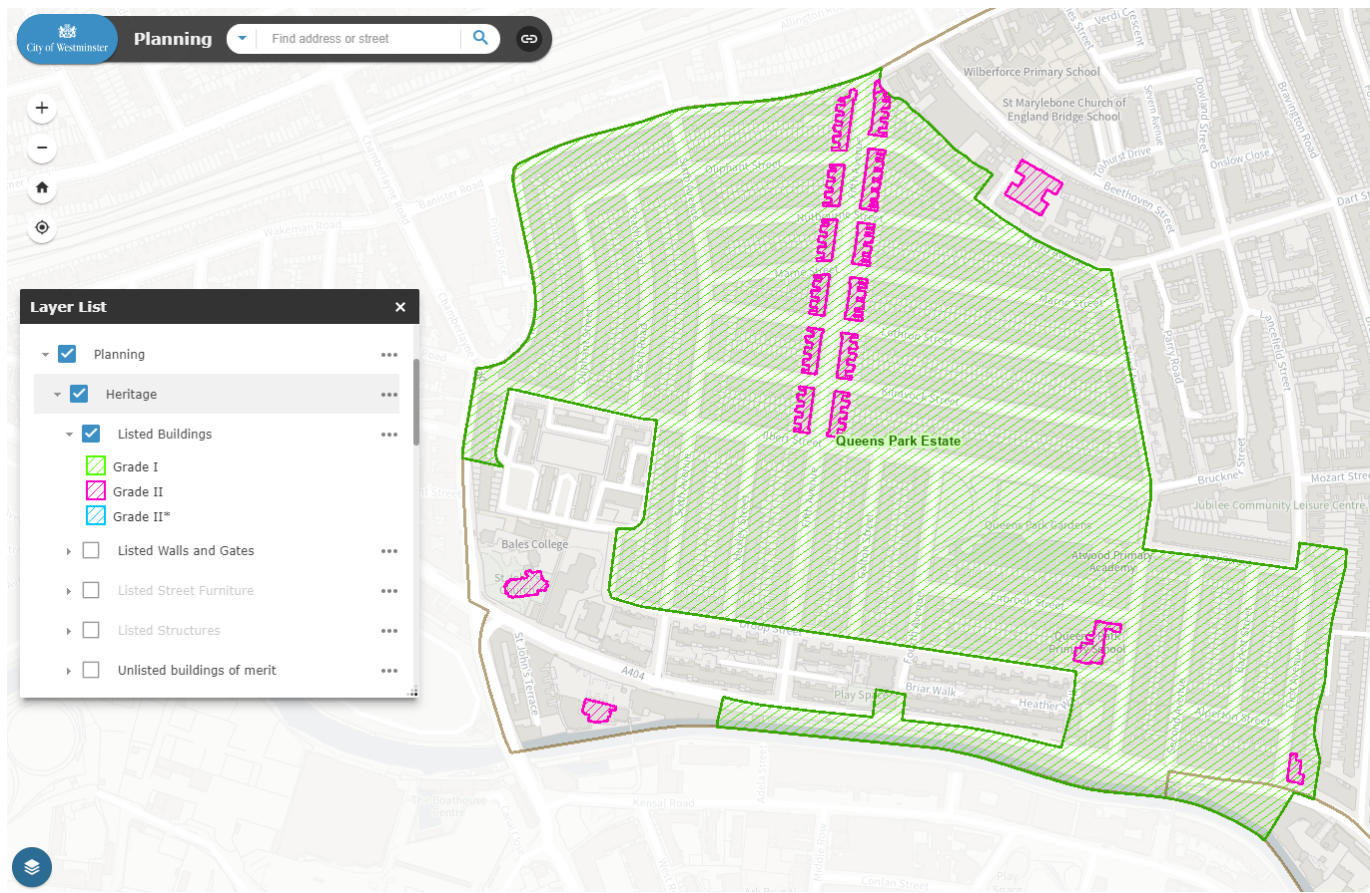
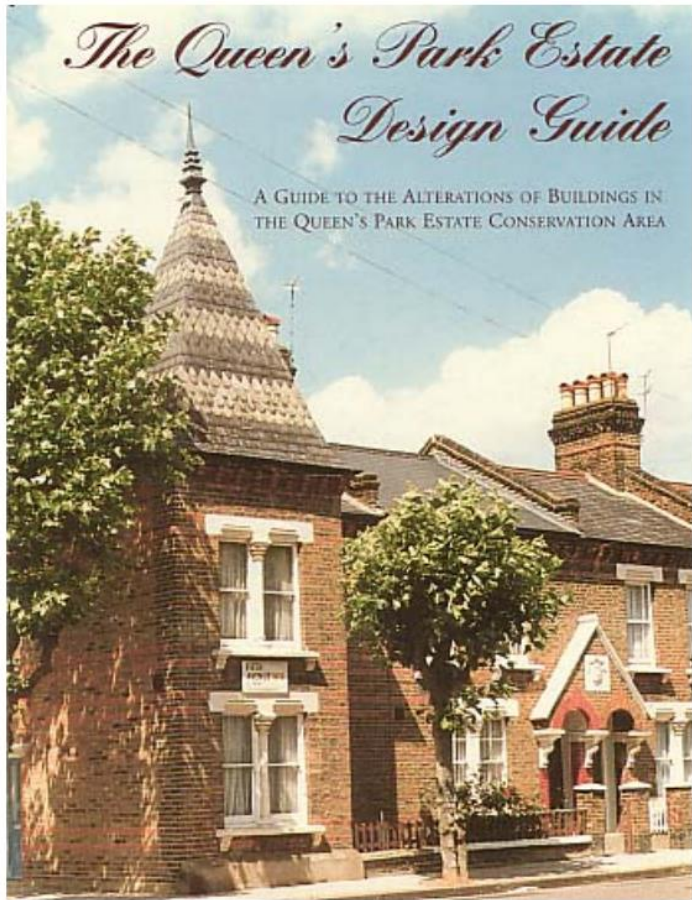
Commercial units in the CAZ which are EPC rated C to G

Current regulation timelines mean all commercial units must be:
EPC C by 2027
EPC B by 2030

4. Innovation in Planning Legislation

Opportunity for Local Development Order: The Queen's Park Estate

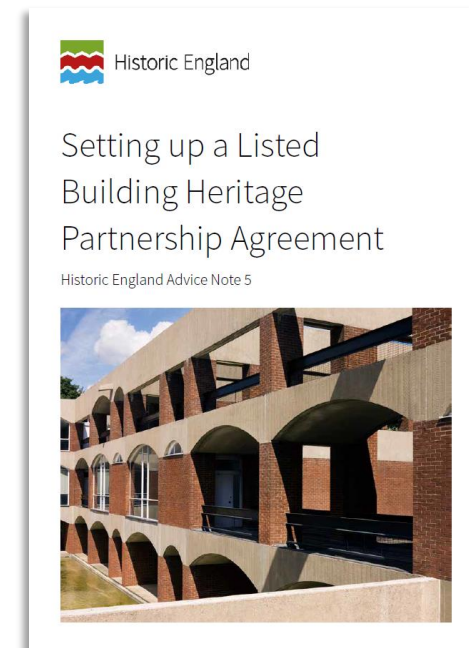
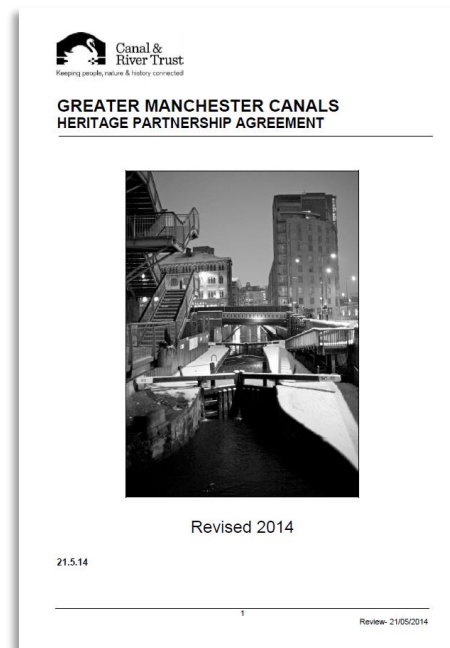
THE QUEEN'S PARK ESTATE DESIGN GUIDE



5. Partnership Pilot Projects

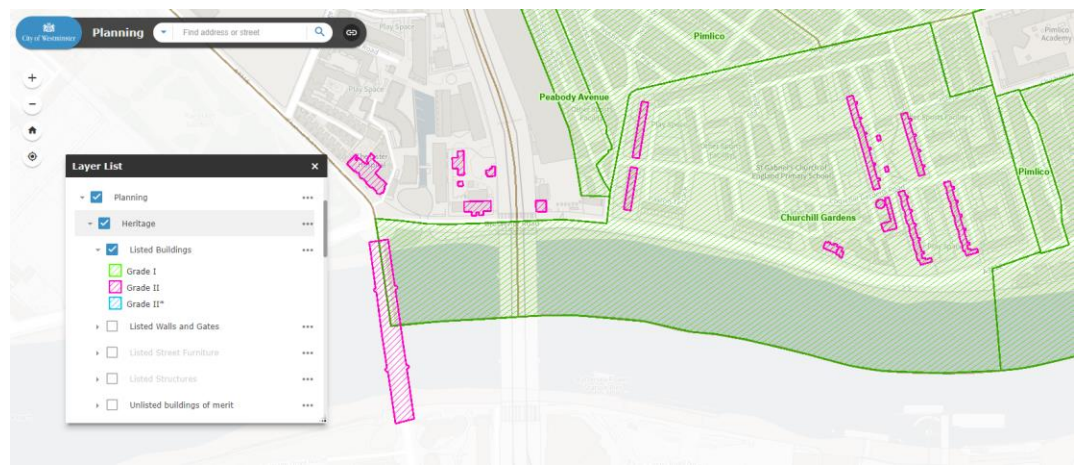
Heritage Partnership Agreements: Literature Review and Scoping Exercise

- Literature Review, around Heritage Partnership Agreements, HPA, guidance on setting them up and confidential examples below, CRT & Howard de Walden Estate



5. Partnership Pilot Projects

Heritage Partnership Agreements: WCC Emerging Case Study



Block No.	Block Ref	Block Type	Block Status	Block Description	Block Details	Block Notes	Block Actions	Block Comments	Block Status	Block Date	Block User
1001	1001	Residential Area	Green	Churchill Gardens 1001	Green	2023-01-01	WCC Housing Team
1002	1002	Residential Area	Red	Churchill Gardens 1002	Red	2023-01-01	WCC Housing Team
1003	1003	Residential Area	Yellow	Churchill Gardens 1003	Yellow	2023-01-01	WCC Housing Team
1004	1004	Residential Area	Green	Churchill Gardens 1004	Green	2023-01-01	WCC Housing Team
1005	1005	Residential Area	Red	Churchill Gardens 1005	Red	2023-01-01	WCC Housing Team
1006	1006	Residential Area	Yellow	Churchill Gardens 1006	Yellow	2023-01-01	WCC Housing Team
1007	1007	Residential Area	Green	Churchill Gardens 1007	Green	2023-01-01	WCC Housing Team
1008	1008	Residential Area	Red	Churchill Gardens 1008	Red	2023-01-01	WCC Housing Team
1009	1009	Residential Area	Yellow	Churchill Gardens 1009	Yellow	2023-01-01	WCC Housing Team
1010	1010	Residential Area	Green	Churchill Gardens 1010	Green	2023-01-01	WCC Housing Team

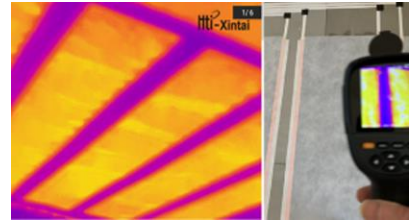
Retrofit Delivery Plan for Churchill Gardens by WCC Housing Team

Churchill Gardens, Nash House (Phase II)
Image: Michael Heyward

5. Partnership Pilot Projects



Established Pilot Project from Stakeholder Engagement:



24TH MAY @ 12.40

TOWN TALKS

THE FUTURE OF HEATING? GRAPHENE NEXGEN

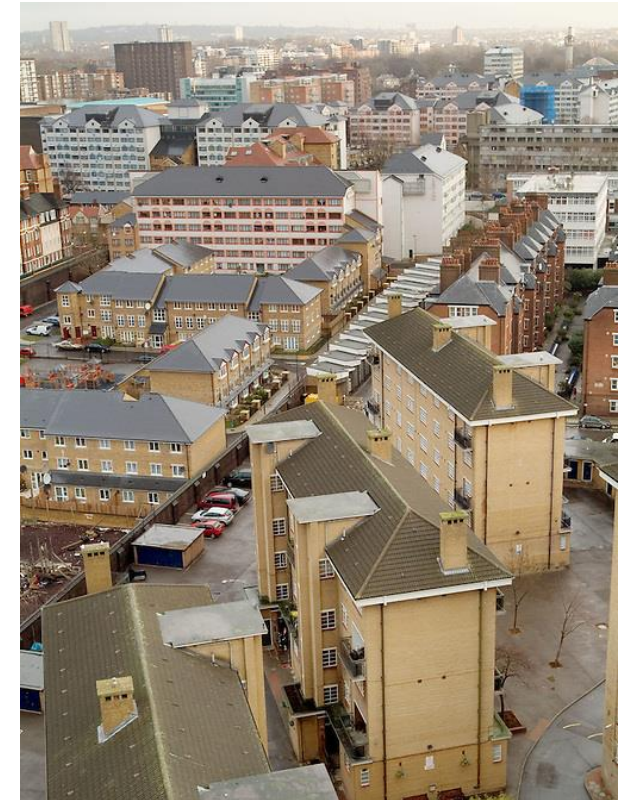
HYBRID EVENT WITH LIVE DEMONSTRATION AT CITY HALL - PLEASE READ EMAIL FOR MORE DETAILS

We are absolutely thrilled to welcome Ian Sanderson and Oliver Olsson from NexGen to enlighten us on the cutting-edge innovation of graphene-based infrared heating and its role in shaping sustainable living spaces. They will delve into the fascinating science behind graphene's unique properties, its exceptional heat efficiency, and the current state of research in this field. Prepare to be amazed by a LIVE DEMONSTRATION showcasing the potential of graphene-based infrared heating systems in real-time. Additionally, Ian and Oliver will explain how local authorities can foster a greater understanding and application of this revolutionary technology, empowering communities to embrace sustainable solutions for a brighter future



NexGen came to City Hall for our Town Talk Series in May

Paolo Balice (WRT) visited pilot demonstrator in Richmond and made introduction to WCC Housing Teams



Westminster Pilot Projects under development 13 Fourth Avenue & Lisson Green Estate
Above Image: Lisson Green by Philip Wulmoth