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***INCREES (Improving Norfolk Carbon Reduction and Energy Efficiency in existing Stock): Implementation Plan***

***NCCQ42933***

Service Specification

15 March 2024

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# Contextual Information

## About Norfolk County Council

Norfolk County Council (NCC) is the local authority for Norfolk. We provide a wide range of services for people who live, work, do business or visit here. They include passenger transport, Children’s and Community services, highway maintenance, waste disposal, libraries, museums, fire and rescue, economic development and trading standards. Further details may be obtained from [www.norfolk.gov.uk](http://www.norfolk.gov.uk).

There are ambitious plans for Norfolk – we are looking to create 73,000 more homes, 57,000 more jobs and 5,300 new businesses by 2026. Our key sectors, many of which are of national importance, are spearheading growth. We have a powerful energy hub on the east coast, advanced engineering and manufacturing capabilities and a world-class food, life-science and Agri-tech cluster.

The Council will play a leading role in ensuring that Norfolk has a growing economy, thriving people and strong communities. Our aim is to deliver economic growth for the region and address some of our challenges, such as housing, transport, productivity and skills.

Norfolk is also a place where highly skilled people work, where ideas flourish, and where businesses grow. It’s also a place that a diverse population of people call home.

## Context for this assignment

Norfolk County Council (NCC) are delivering the INCREES (Improving Norfolk Carbon Reduction and Energy Efficiency in existing Stock) project.

INCREES (Improving Norfolk Carbon Reduction and Energy Efficiency in existing Stock) will deliver a comprehensive intervention to accelerate and expand Norfolk’s Net Zero responsiveness by:

* Developing an implementation plan in 2024 to enable public sector partners to accelerate the increase in energy efficiency and quality of Norfolk’s housing and commercial stock.

This Implementation Plan will feature alongside:

* The development of a funding strategy, outlining methods and recommended funding programmes to support the installation of retrofit measures across the County.
* A fully costed study, establishing the feasibility of developing a Norfolk Net-Zero Academy and/or Norfolk Net-Zero training provider network

## Requirement

The Implementation Plan will establish a visible roadmap for the Authority in reducing carbon within Norfolk housing stock.

This work will include bringing together stakeholders to develop specification and forward design of the implementation plan that will deliver a place-based carbon reduction and energy efficiency programme to begin in December 2024.

The Implementation Plan will include:

* Assessment and recommendations to support businesses develop a green culture and drive engagement to decarbonise commercial building stock.
* Assessment and recommendations to support adoption of retrofit by consumers
* A deep dive in Norfolk green supply chain, increasing net zero growth opportunity across key stakeholders.
* Recommended support for existing businesses (carbon installers etc) to start to move away from outdated technologies and move to green-friendly installations.
* Indicate methods and support to grow the business base: start up and SME growth support specific to energy efficiency and carbon reduction.
* Gain comprehensive understanding of the challenges and opportunities available to key housing providers across the County, utilising these in the development of a deliverable and sustainable roadmap.
* Best practice and local authority case studies that are replicable and/or scalable

## Specification

This Implementation Plan will deliver a place-based carbon reduction and energy efficiency programme.

This Implementation plan for retrofit across Norfolk should encompass:

* Both domestic and non-domestic retrofit.
* A review of current locally delivered retrofit schemes and uptake - tracked against the projected demand profile based on building stock.
* An assessment of the availability of funding within the region, including both private and public: Assessing how well is this deployed locally vs other areas.
* A consumer segmentation and creation of personas to inform engagement approaches.
* An understanding of the localised barriers to retrofit, using national evidence but supplemented by local market research.
* Engagement with tier 1 contractors as a minimum to understand challenges and opportunities locally. Map their routes to market to tailor the plan.
* A workshopped consensus on plan / roadmap to deliver retrofit at scale from local stakeholders and delivery organisations.
* Summary of recommended actions to unlock retrofit potential

## Experience and Expertise

We require the successful consultant to have the following:

**Expertise:**

* Extensive experience across energy efficiency and carbon reduction initiatives, particularly in the context of retrofit programs for both residential and commercial properties.
* Demonstrated proficiency in developing comprehensive implementation plans and funding strategies to support large-scale sustainability projects.
* In-depth knowledge of funding mechanisms and sources, encompassing both private and public sectors, with a keen understanding of their deployment at the local and regional levels.
* Expertise in consumer segmentation and persona development, utilizing a combination of local surveys, interviews, and market research to inform targeted engagement strategies.
* Experience in engaging with tier 1 contractors and other key stakeholders, facilitating productive dialogues to understand localized challenges and opportunities.
* Proven facilitation skills in conducting workshops and stakeholder engagements, ensuring consensus-building and the development of actionable plans for scalable implementation.
* Previous involvement in similar projects or initiatives aimed at driving sustainable development and carbon reduction within communities or regions.

Experience of engaging with:

* Local authorities, government agencies, and public sector partners involved in sustainability and carbon reduction efforts.
* Community groups, residents, and other stakeholders impacted by retrofit initiatives, fostering inclusive and participatory decision-making processes.
* Funding bodies, financial institutions, and private investors involved in financing sustainable infrastructure projects.
* Industry experts, contractors, and suppliers within the construction and retrofit sectors, establishing collaborative relationships to drive innovation and efficiency.
* Academic institutions and research organizations contributing to the advancement of knowledge and best practices in energy efficiency and sustainability.

## Milestones

Monthly milestone meetings with Norfolk County Council throughout the delivery phase.

Suggested timeframe, with an intended project completion in October 2024:

* Project Initiation 08 May: Kickoff meeting, stakeholder identification, and initial engagement.
* Stakeholder Engagement, Research and Analysis (08 May - 15 July): Review existing schemes, assess funding availability, identify barriers, and engage with contractors.
* Strategy Development (July 16 - August 15, 2024): Develop implementation plan, segmentation, and engagement strategies.
* Stakeholder Workshop and Feedback (August 16 - September 5, 2024): Conduct workshop for consensus building and feedback on the plan.
* Refinement and Finalisation (September 6-30, 2024) - Including presentation of first draft
* Presentation of final Implementation Plan (October 1-15, 2024): Present the final Implementation Plan to Norfolk County Council and key stakeholders for approval.
* Project Closure and Handover (15 – 21 October 2024): Complete project documentation, conduct final review, and formally hand over deliverables to Norfolk County Council.