

		Headline - metrics	Performance	Units	(RAG) status against plan	Commentary – what’s happening? Why? And what we are going to do about it?	
For Housing Committee & other high level executive review	Lagging (outputs/ou	The Delivery Plan - Performance monitoring framework KPIs EC3.1 Agree costs plan to retrofit all council homes as necessary and begin the 1 <sup>st</sup> phase of delivery to realize optimum emission reductions and achieve an average Energy Performance Certificate (EPC) rating C across al council homes by 2030.				Focus is currently on Wave One. Dramatic materials costs increases and contractor technician/ project team candidate availability / affordability and a prudent/ cautious/ conservative risk managing approach to means that whilst some of the impact has been mitigated it is forecasted that the number of units retrofitted in 2020 season will 80% of that planned (circa 376 against target of 470).	
		<b>Sub headline - metrics</b>					
	Leading (inputs/ activities)	1. Creating and sustaining a project management team and a project management system to do					Still recruiting. Carbon reduction and Sustainability role - 1 unsuitable applicant for role. Considering alternative – a development opportunity for internal SDC resource. 2 technical/ project management officers – engaged staff agency.  Proposed Root cause – salary too low.  Corrective action – sharing resource with others, develop internal resource
		2. Financials inc funding (inputs)					Finance all in place but concern that externally driven materials and labour cost increases could outpace planned budget without additional grant funding.
		3. Contractors					In year 2 or 3 year contract with option for 2 more years. Performance is ‘adequate’. They are suffering with same staffing, costs and materials issues.
		4. External Project Context Risk/ Opportunity/ Critical Path Tracking - short/ medium term (SWOT - Threats/ Opportunities)					
		5. Internal Project risk/ critical path tracking (SWOT - Strengths/ Weaknesses)					
		6. Tenant engagement programme					TBC
	Lagging (outputs/outcomes)	1. Retrofit project activity measure - performance against 470 units per year plan	376 (Est)	<i>Housing Units pa</i>			Est 376 of units refroffited for 2022 season is 20% lower than target. Root cause – materials and technology cost increases circa 40% having to pay more for less. Technician cost increases and BREXIT driven poor availability. Concern about adequacy of capital funding for project costs in current climate.  Corrective action –tech/ materials already bought in bulk (seizing procurement economies of scale) in advance anticipating cost increases and storing at depot or bonded warehouse. This has partially mitigated. Plan to further mitigate through filling gaps with grant funding. Hope is that targeted EU visa regime for technicians being may ease though technicians can command same/ similar salaries in EU now.
		2. In use effectiveness measure - before and after energy/ carbon		<i>SAP rating (before/</i>	TBD		Monitoring under BIES grant pilot schemes continuing/ work in progress. Too early for results. Some lessons learnt from Hamfallow project where it was discovered that data

	emissions assessments (SAP - energy efficiency) against plan		after)		transmitters were not located correctly resulting in intermittent/ interrupted data uploads.
	2.2. Normalized planned/ designed / modelled % carbon savings and £savings against baseline (on sample basis)		kgCO2epa per unit/ £ savings pa	TBD	
	2.3. actual (real world % carbon savings and £savings (accounts for weather and occupant behavior)		kgCO2epa per unit/ £ savings pa	TBD	
	2.4. deviance between 2.2 and 2.3 to date		+/- %	TBD	
	3. Carbon savings measure - total carbon savings against baseline in (tCO2e pa)		tco2e pa against baseline	TBD	
	4. Engagement measure		TBC	TBD	TBD
	4.1 % uptake of tenants of retrofit offer		% take up against offered	TBD	TBD
	4.2 Success rate of 'in use' behavioral measures		TBC	TBD	TBD
For Retrofit T&F Grp and Operational Delivery team planning, implementation, monitoring and Leading (inputs/ activities)	<b>Project stages/ workstreams metrics</b>				
	<b>1. Creation of project management team and a system to do -</b>				
	1.1. 1 x Carbon retro fit engagement officer to engage and liaise with tenants inc explanation if benefits in plain in non tech language, tenant to tenant conversations (links with Tenant Empowerment T&F group work)				Still recruiting. Carbon reduction and Sustainability role (Carbon retro fit engagement officer) – 1 <u>unsuitable</u> applicant for role.
	1.2 2 x Project management officers				2 technical/ project management officers – open vacancies Probable Root cause – salary offer too low/ not competitive in current market Planned corrective action -- a development opportunity for internal SDC resource. Sharing resource. Engaged staff agency.
	1.3 1 x Energy assessors - to train up for before and after assessment (checking/ quantifying success)		TBD	TBD	TBD
	1.4 Best practice project management system inc single source of information for project management and reporting, embedding Prince2 process based project manager standards in project. (ref <a href="https://www.prince2.com/uk/what-is-prince2">https://www.prince2.com/uk/what-is-prince2</a> )				Project management system in place

	<b>2. Finance</b>				
	2.1. planned borrowing facilities based on draw down as we needed so as not to pay interest too early.				
	2.2 monitoring additional sources of central government or other funding for burden/ risk sharing and extension of ambition				
	<b>3. Contractors/ Suppliers</b>				
	3.1. Prospective/ selected - Retrofit contractor (a key roles defined as programme assessors, coordinators, designer and advisors) need to have PAS 2045 'Retrofitting dwellings for improved energy efficiency' accreditation.		N/A currently		NB this section is triggered when tender process is planned / is in planning. Noted that we are in year 2 or 3 year of a contract with option for 2 more years. Current performance is 'adequate' under the circumstances. Contractor is suffering with same staffing, costs and materials issues.
	3.2 Prospective/ selected - technology Original Equipment Manufacturer (OEM) certification requirements.		N/A currently		
	3.2 Progress of Tendering/ and selection process through portal (2-3 month process).		N/A currently N/A currently		
	3.4. Procurement -Strategic sourcing KPIs (sections 9-13 inc VFM, Social Value, Sustainable Procurement, Supporting Local Economy and Ethical Procurement of - Ref - <a href="https://www.stroud.gov.uk/media/1070402/final-sdc-procurement-strategy-2019.pdf">https://www.stroud.gov.uk/media/1070402/final-sdc-procurement-strategy-2019.pdf</a> )		N/A currently N/A currently		
	<b>4. . Project Context Risk/ Opportunity/ Critical Path Tracking - Horizon and short/ medium term tracking (SWOT - Threats/ Opportunities)</b>				
	4.1. Gathering and assessment of Market Intelligence on - 1. materials (materials availability) 2. Labour - increased demand and reduced supply of trained/ qualified technicians, 3. labour cost increases - 4. Heat pumps equipment supply/ distribution. (lists may/ should alter)				Active gathering and assessment of Market Intelligence continues and appears effective. NB detected that Materials and technology cost increases circa 40% having to pay more for less. Technician cost increases. BREXIT driven – reduced technician availability.
	4.2 Progress of project risk mitigation/ elimination actions				Corrective action – already bought in bulk (economies of scale) in advance anticipating cost increases an storing at depot or bonded warehouse. This has partially mitigated. Plan to further mitigate through filling gaps with grant funding. Hope is that targeted EU visa regime for technicians being may ease though technicians can commend same/ similar salaries in EU now.
	4.3 Tracking Evolution of the SAP standard - e.g. AI learning technology				No changes

	<b>5. Project risk/ critical path tracking (SWOT - Strengths/ Weaknesses) (not covered in SDC owned and controlled aspects of 1, 2 and 3 above)</b>				
	5.1 Technology selection inc reliability, reparability and warrantee period - contractor and manufacturer				Some lessons learnt from Hamfallow project where it was discovered that data transmitters were not located correctly resulting in intermittent/ interrupted data uploads.
	5.2. SDC acceptance - before and after warrantee - development - skilled SDC maintenance 'wise buyer' capability at acceptance/ handover (before end of warranted)				Renewables added to SDC in house maintenance team training/ competency programme. Manufacturer training sessions
	5.2.1 SDC Skills for long term maintenance - ID and procure training for own engineers and implement apprenticeship programme (NB 1 only currently 2 more coming).				
	5.3 Pilot Study lessons learnt implementation				See Hamfallow lessons learnt
	<b>6. Tenant / Occupant engagement programme</b>				
	6.1 Best professional practice innovation diffusion/ behavior change and engagement methods/ capability.		TBC	TBD	
	6.2 Implementation of Best professional practice innovation diffusion/ behavior change and engagement methods		TBC	TBD	