Borders Community Action

Scottish Borders Council

Evaluation of Village Halls Retrofit Project

Final Report for Borders Community Action


Social Research


Service Design & Innovation


Strategy & Collaboration


Evaluation Support


Social Impact Measurement

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Social Value Lab

1. Introduction

Borders Community Action (BCA) is the Third Sector Interface (TSI) for the Scottish Borders, created to strengthen support for local charities, social enterprises, community groups, and volunteers. Established in April 2023, BCA serves as an advocate and resource for the third sector, with a mission to foster a vibrant and resilient community infrastructure. Through collaboration, capacity building, and sustainable development, BCA plays a central role in empowering community organisations and advancing social and environmental impact across the region.

About the Project

The Village Halls Retrofit Project aimed to enhance energy efficiency and reduce carbon emissions across community buildings in the Scottish Borders. The project mainly targeted village halls that serve as vital community hubs and support a range of local activities.

The programme was coordinated by Borders Community Action (BCA) in partnership with the Federations of Village Halls. The four federations have funded the employment costs of a Village Halls Development Officer for the past 12 months, whose support for the village halls was a key element of this programme,

The core aims of the project are as follows:

- Improve energy efficiency through retrofit measures including energy assessments, insulation and airtightness, upgraded windows and doors, heating, solar and batteries, lighting, digital controls and infrastructure
- Enhance the financial sustainability of village halls by reducing energy costs and enabling additional income generation
- Strengthen organisational capacity and knowledge among volunteer-led committees
- Contribute to environmental goals by reducing carbon emissions and promoting sustainable practices
- Help halls maintain or enhance their offer to the local community

This project builds on the "Bridging the Gap" knowledge transfer pilot (2021/22) which helped 17 village halls develop energy audits and decarbonisation plans. This project was led by The Bridge and Berwickshire Association for Voluntary Service (BAVS), partner organisations in the former Scottish Borders TSI.

14 village halls are receiving grant funding for their retrofit project in this phase, with three halls receiving more than one retrofit improvement.

Professional energy surveyors assessed 36 community spaces to identify ways of boosting energy efficiency through renewable, low carbon solutions.

This project was funded by the UK Government through the UK Shared Prosperity Fund (£188,685). Scottish Borders Council provided additional funding to support energy audits for more village halls and community centres (£53,856).

In total nine community centres received energy audits under partnership arrangements with Live Borders[1].

[1] The arm's length body responsible for community centres in the Scottish Borders.

Since this evaluation was commissioned, BCA have secured follow-on funding via the Community Spaces Decarbonisation Fund (formerly Levelling Up Fund). This will consist of an investment of £650,000 from the same funders and partners (UK Ministry of Housing, Communities and Local Government, Scottish Borders Council and Borders Community Action). This initiative will continue to help local organisations reduce carbon emissions and boost sustainability by investing in insulation, renewable energy and heating systems.

Purpose of Evaluation:

This evaluation is designed to capture lessons learned from this pilot initiative, highlighting the benefits for community facilities and organisations. It also reviews the approach to programme implementation and reviews available information on the case for further action and investment.

It is useful to consider a set of evaluation questions for the study to help guide research and data collection:

Implementation

1. What challenges were encountered during the implementation phase (e.g., funding, contractor availability, technical issues)?

2. To what extent did the phased / step by step approach support implementation and help organisations to plan and deliver improvements?

3. How useful were the initial energy efficiency assessments?

4. What role did coordination and support from Borders Community Action (especially by the Village Halls Development Officer) play in project delivery?

5. What impact did the coordination of retrofits across multiple village halls have (i.e., access to contractors, technical knowledge, project efficiency, distribution of funds)?

Organisational Impacts

6. To what extent will retrofits enhance the overall usability, quality, comfort or lifespan of village halls?

7. Are these projects likely to generate benefits for the local community?

8. What evidence is there that energy efficiency improvements will reduce energy costs or boost the financial sustainability of village halls (e.g., reinvestment, income generation)?

9. How has the programme helped to improve the skills and knowledge of volunteers and committees regarding energy efficiency and retrofit projects?

10. Are village halls better prepared to manage future energy efficiency initiatives or similar projects?

Environmental Contribution

11. To what extent have the funded measures improved the energy efficiency or reduced the carbon emissions of village halls?

12. How well do these improvements align with or support local action towards achieving Net Zero targets?

Future Development

13. What lessons from this pilot can inform future action in this area?

14. What is the case for further, increased or longer-term investment in the retrofit of community facilities?

15. To what extent is the coordinated/supported/staged approach the most effective way of achieving this?

16. What changes might further enhance reach or effectiveness?

Methods

The following research tasks have been undertaken:

- Review of programme documents and data
- Online survey of halls completing retrofit projects (14)
- Trustee / committee interviews (7)
- Staff, partner and stakeholder discussions (7)

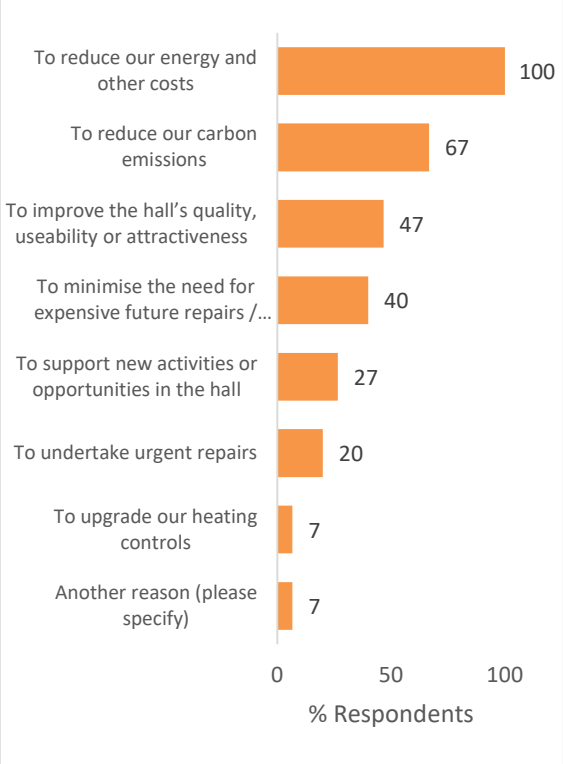
2. Programme Implementation

Background / Need

Village halls are central to rural community life in the Scottish Borders, hosting essential social and recreational activities and supporting inclusion. However, high energy costs and outdated buildings pose sustainability challenges.

The following chart shows the main reasons or motivations of the funded organisations. Reducing energy costs (100%) and carbon emissions (67%) are clearly the most significant drivers for retrofit funding applications. Several organisations wanted to use the opportunity to enhance the hall's quality or usability (47%) or reduce future maintenance costs (40%). Addressing urgent repair needs (20%) or expanding community use (27%) were less frequently mentioned as motivating factors, though the improvements are likely to benefit communities in the longer term.

FIGURE 2.1 Q1 WHY DID YOU ORIGINALLY APPLY FOR FUNDING?



BASE: Online survey (14)

The most commonly cited obstacle facing village halls was financial, including a general lack of available funding, prohibitive costs of work and materials, knowledge of or access to financial support or grants. Some mentioned the cost of windows and other retrofit components as a significant barrier, while others highlighted issues related to knowledge, experience, or confidence in managing retrofit projects. This included limited understanding of retrofit or inexperience in overseeing complex building improvements. Finally, there were also practical issues mentioned, such as difficulties finding reliable contractors to carry out the work and building regulations restrict the measures or materials that can be used (particularly for listed buildings or conservation areas).

Implementation process

The project adopted a phased, coordinated approach to implementation, facilitating energy assessments and retrofits across multiple village halls. This approach aimed to maximise efficiency while building the capacity of volunteer-led committees. The Village Halls Development Officer played a vital role in engaging stakeholders, supporting project delivery and facilitating the sharing of knowledge and learning.

A key component of this approach was the adoption of a 'Fabric First' strategy, prioritising insulation and airtightness before considering renewable energy systems. This method ensured that energy efficiency improvements were maximised by reducing heat loss and enhancing building performance. By focusing on the building envelope first, village halls were better positioned to benefit from subsequent installations such as heat pumps or solar panels, ensuring cost efficiency and long-term sustainability.

Problems and challenges

The biggest issue faced by village halls was the shorter timeframe for project completion due to delays in the funder approving plans and releasing funding.

"I think we got the final confirmation in October, and then the deadline was March, so it didn't leave us much time at all"

There is a general shortage of specialist contractors in rural areas like the Scottish Borders, meaning that availability and scheduling were always likely to be factors.

"There's just not many firms round here who'll do small jobs like this, especially on short notice"

"We were lucky we already had a contractor in mind who we'd worked with us before, otherwise I don't think we'd have found one in time"

The shorter timeframe is likely to have further complicated this for the village halls, requiring significant local committee involvement to monitor the works and maintain progress. It has also meant that work has had to be undertaken in the winter months, affecting many projects, particular those working on building exteriors.

"Getting someone in the winter wasn't easy. A few said no because of the weather or they were already booked"

A shorter timeframe can also amplify the impact of unanticipated issues and problems that can occur during a major refurbishment (e.g. discovery of hazardous materials during exploratory works).

Some of the beneficiaries mentioned delays to funding approval and complex information and documentation requirements, though the advice and support provided by BCA was welcomed by many.

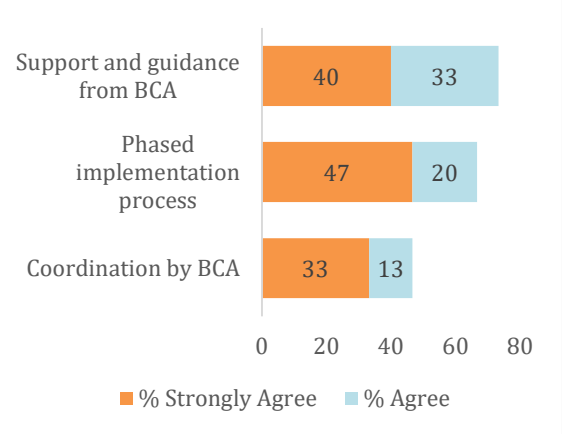
"There was a lot of paperwork. Some of it wasn't very clear, and we had to go back and forth a few times to get things right"

Programme design

Respondents to the online survey were also asked the extent to which each of the following aspects of programme design and delivery have been useful:

- Support and guidance from BCA / Village Halls Development Officer, particularly around project management
- Programme coordination by BCA, ensuring that external contractors and experts are available when needed
- Phased step-by-step process, ensuring that village halls have the information needed, choose the right improvements, maintain progress

FIGURE 2.2 Q5 HAVE THE FOLLOWING BEEN USEFUL FOR YOUR PROJECT



BASE: Online Survey (14)

All aspects received favourable responses though survey respondents felt that the support and guidance from BCA was seen as the most positive element of programme design (73% either agreeing or strongly agreeing that it was useful). This included helping halls navigate the application process, identify suitable contractors, and

coordinating communication between organisations.

"BCA were a massive help. We wouldn't have got through the paperwork without them"

"They explained what was needed and followed up with us when we were stuck"

The phased implementation process was also seen as useful by many. This included the value of starting the process with a detailed energy assessment or the potential to split work up into phases.

"The audit helped us decide what was worth doing [now] and what could wait. We hadn't thought about the floor insulation before"

"We wouldn't have managed the whole project at once, so being able to focus on insulation first and look at heating later was really useful"

"That step-by-step process, that phased process makes sense. Get one thing fixed and bedded in … and then move on to the next"

There were fewer comments suggesting that it might be better to do different retrofit measures in one go, as way of minimising disruption for halls and their users.

BCA's role coordinating the programme received more mixed responses, but this may be because village halls had less knowledge of programme planning or coordination (36% selected 'don't know').

3. Review of Impacts

Progress and Outputs

The following table shows how organisations used the funding they received. Improvements to insulation (6) were the most common measure, alongside new heating systems, solar panels and/or batteries (4), then windows or doors (3). The funding was also used to support digital infrastructure and replacement LED lighting, with some using the Retrofit funding as match funding alongside other grants.

TABLE 3.1 PROGRAMME OUTPUTS

Type:	Projects	Funding
Energy audits	36	£59,760
Insulation	6	£83,976
Heating, solar and batteries	4	£45,939
Windows	3	£36,139
Digital and lighting	2	£8,732
Total	52	£234,546[2]

SOURCE: BCA

BCA have developed and supported a pipeline of (often complex) retrofit projects with the time and resources available.

The following sections present some emerging findings from online survey and interviews on the impacts and benefits seen so far.

Building and organisational impacts

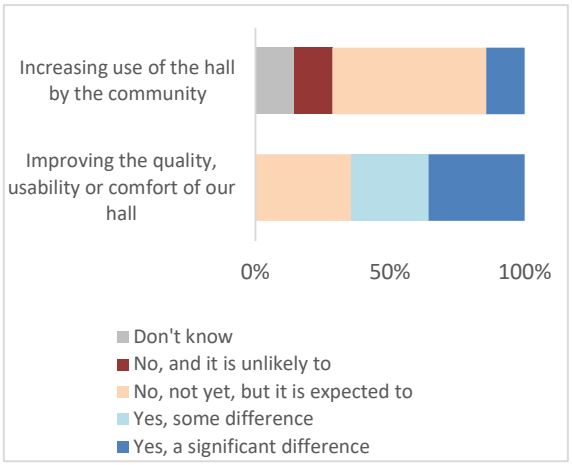
Several village halls reported that the funding had already helped increase comfort and usability, particularly where insulation, heating systems and windows have been upgraded.

"People have noticed it's more comfortable, and we've had more bookings since the work was finished"

"We've had good feedback from users, people are saying it's a much nicer space now"

In most cases it is too early to say that community use has increased although most (57%) expect this to be the case. Several halls closed for extended periods or ran reduced timetables in winter, meaning that the improvements will bring year-round benefits. Some have installed air-to-air systems which are also capable of providing cooling in summer.

FIGURE 3.1 Q6 MAKING A DIFFERENCE TO YOUR ORGANISATION



BASE: Online Survey (14)

Financial benefits

The project will have clear financial benefits for supported organisations, not least that they have received significant amounts of external funding that they will not need to find or fundraise for. They can therefore focus efforts on community events and activities rather than building repairs.

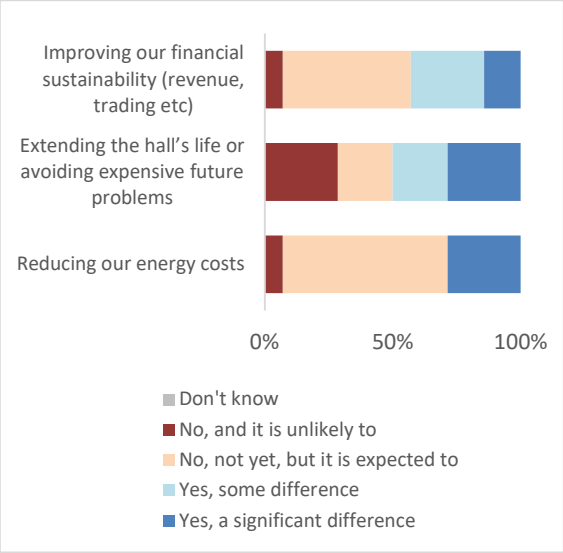
[2] Plus £8,000 for external evaluation

While a small number have already seen significant reductions in energy costs, virtually all organisations are anticipating spending less money on energy in future. As community organisations any savings will be available to support local action and initiatives.

"We haven't done a full comparison yet, but we've noticed the heating isn't on as much, so we expect the bills will come down"

"It's early days, but we're seeing savings"

FIGURE 3.2 Q7 FINANCIAL SUSTAINABILITY



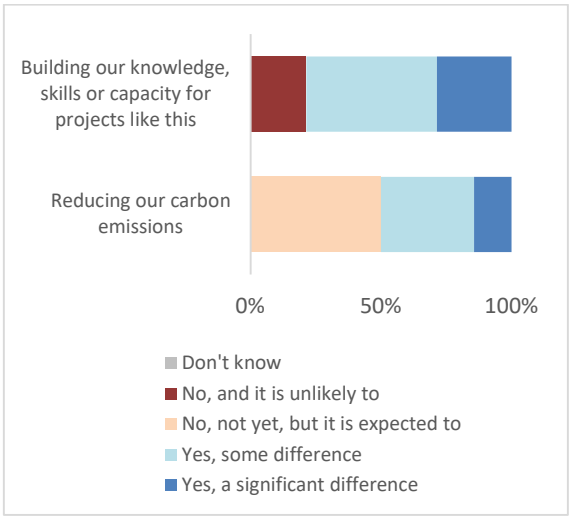
BASE: Online Survey (14)

Some acknowledged the strategic value of the retrofit funding as match funding, enabling them to lever in finances from other sources. Whether or not the funding is helping to future proof buildings or reduce future liabilities is a more mixed picture.

Environmental impacts

The project is having clear environmental impacts, helping organisations to reduce carbon emissions. The 'Fabric First' approach prioritising insulation, airtightness, etc. is an important element of this and will help to maximise the subsequent impact of renewable heating systems.

FIGURE 3.3 Q8 ENVIRONMENTAL IMPACTS



BASE: Online Survey (14)

While some of the trustees and volunteers are clearly skilled and knowledgeable about building maintenance and renewable energy, others talked about the project helping build their knowledge, skills or confidence in energy efficiency, procurement and project management.

Knowledge sharing among committees, facilitated by Borders Community Action, was seen as beneficial.

"It helped hearing what other halls were doing. We didn't feel like we were figuring it all out on our own"

Others saw the project as an opportunity to raise awareness and demonstrate the benefits of energy efficiency, inspiring others to consider similar improvements. This included plans for awareness-raising programmes and links with Home Energy Scotland to support home energy efficiency.

Community Benefits

Some respondents identified additional community benefits from their retrofit project, around building attractiveness, use and accessibility. For example, improving comfort levels can encourage greater attendance (particularly among older community members) and support social integration.

"We had a couple of events recently and people said it felt warmer than they expected"

"We can actually use the hall without layering up in coats!"

"It's made a big difference. The hall holds the heat better, and it's not as draughty"

Reduced energy costs will help to maintain (or even reduce) hire rates, ensuring the hall remains affordable for local groups and activities. A few respondents highlighted other community uses, such as developing the hall's role as a resilience centre (with emergency power source) and helping to improve the appearance of the village centre.

Others talked about their retrofit project's potential to attract new members of the community or contribute to a sense of shared momentum.

"We're already talking as a committee about organising a community clean-up day when they finish"

"Hopefully this is the start... they hadn't really seen the benefits of these applications before"

Across all survey responses, the most positive aspects (in order of clearest or most immediate impacts) are as follows:

1. Improving the quality, usability or comfort of our hall
2. Building our knowledge, skills or capacity for projects like this
3. Reducing our carbon emissions
4. Reducing our energy costs
5. Improving our financial sustainability (revenue, trading etc)
6. Extending the hall's life or avoiding expensive future problems
7. Increasing use of the hall by the community

Counterfactual case

Without this project, many village halls would have continued facing high energy costs, limited usability, and financial sustainability challenges.

Several respondents indicated that without the support, the retrofit project would not have happened at all due to a lack of resources or funding options.

Others suggested the project would have been smaller in scale or less comprehensive, with only partial improvements or lower-quality upgrades completed over time as funds became available.

Some respondents noted that the project would have progressed at a much slower pace, prioritising other expenses and relying on piecemeal funding, which would in effect delay energy-efficient upgrades indefinitely.

A few highlighted the negative financial and operational implications of this, including higher energy costs, reduced community use, and continued reliance on older, less efficient systems.

Overall, the funding was seen as essential for enabling comprehensive and timely improvements that would not have been feasible otherwise.

Other comments

Respondents were given a final opportunity to provide additional open comments or feedback. In general, comments were very positive about the support provided for improvements to older community buildings.

Some described the programme as invaluable, particularly for reducing energy costs and increasing comfort in buildings with limited options for refurbishment. Several noted that the funding was vital for supporting community use and contributing to long-term sustainability.

Respondents also praised the organisation and support provided, describing the process as well-structured and efficient, with multiple comments highlighting the helpfulness of programme staff.

However, some respondents noted challenges related to tight application and delivery timelines, suggesting that earlier funding release dates or longer timescales would enable better project planning and help ensure contractors are available.

There was also a strong desire for the programme to continue and expand, with several respondents indicating that they would like to apply again for additional improvements or suggested that the programme should support a wider range of community buildings.

Case studies

We have developed a number of illustrative case study examples, based on interviews with the following halls[3]:

- Caddonfoot Hall
- Chirnside Community Centre
- Coldstream Community Centre
- Hermitage Village Hall
- Lilliesleaf Hall
- Oxnam Village Hall
- Traquair Village Hall

[3] For further information on the project case studies please contact BCA https://borderstsi.org.uk/

4. Partner and Stakeholder Views

This chapter reviews the content of structured interviews conducted with stakeholders involved in the Village Halls Retrofit programme. Interviews included strategic partners responsible for programme oversight and delivery, as well as private sector suppliers who supported implementation through technical advice, energy audits, and retrofit services. These conversations provided valuable insights into programme approach, delivery challenges, achievements, and recommendations for future improvements. Interviewees included:

Strategic Partners:

- Scottish Borders Council (SBC)
- Local Energy Scotland (LES)
- South of Scotland Enterprise (SOSE)

Private Sector Suppliers:

- Lùths
- On Site Generation (OSG)
- Shelbourne & Greer (S&G)

Context and need for the programme

Partners supported the need to invest in village hall buildings in the Scottish Borders. There was a shared understanding that village halls are key community assets which face common challenges around poor insulation, inefficient heating, and rising energy costs. These factors were recognised as significant threats to their ongoing viability and community use, with investment seen as essential to prevent further deterioration or potential closure of more village halls.

Interviewees highlighted the strategic value of the retrofit programme, stakeholders noting its alignment with regional net-zero ambitions and the importance of supporting community resilience. Suppliers emphasised the typically poor energy performance of halls, reinforcing the need for targeted investments to ensure these facilities remain usable, comfortable, and financially sustainable over time.

"I think there's a lot of these halls that are under threat a little bit. So we want to ensure they've still got hubs in those communities. And if we can reduce [their costs it] will help make sure that these venues are available."

Views on approach

Stakeholders noted the significant variability among halls in terms of building age, construction type, condition, and local volunteer capacity, supporting a more flexible approach.

"These village halls are all different—different ages, different states of repair. A tailored approach that recognises that variability is really important."

They highlighted the benefits of adopting a phased, step-by-step approach rather than attempting extensive retrofits all at once. This method allowed halls to better manage their resources, reduce immediate pressures on volunteer committees, and provided clearer pathways for future improvements. Stakeholders suggested that this phased approach was more practical and sustainable, enabling halls to prioritise essential work before advancing to larger, more complex projects.

"Having BCA there to give them that support, to help them be signposted, to be that central hub basically that can do the work they need—it's really useful. I think the benefits of what they're doing are huge."

Interviews also spoke positively about BCA's role providing coordination and support to village hall committees. This approach was considered particularly helpful for halls with limited internal expertise or capacity.

BCA played an important role in guiding volunteer committees through processes

such as obtaining energy audits, selecting retrofit measures, and managing supplier relationships.

Private sector suppliers commented positively on BCA's support for communication, simplifying project management and facilitating collaboration between halls and installers. For example, BCA managed a tendering process for energy assessors and acted as intermediary with the village halls, making the process simpler and more efficient. There was broad agreement that BCA helped organise projects, making them more manageable for community groups and suppliers alike.

Views on process

Interviewees identified both strengths and challenges in the programme delivery process. While the practical support from Borders Community Action (BCA) was identified as beneficial, stakeholders frequently noted that tight funding deadlines and bureaucratic processes created pressures for both village halls and suppliers. Several highlighted that the limited timeframe, combined with winter weather conditions, made implementation particularly challenging.

Additional issues raised included difficulties sourcing suitable local suppliers (and the required number of quotations), complicating procurement and scheduling.

"Getting three quotes as a volunteer takes a bit of time"

Suppliers specifically noted cash-flow and payment delays linked to trustee bank accounts. Furthermore, it is asking a lot for individual volunteers to have the required time, knowledge and technical expertise (even all relevant information about their building such as previous repair works).

"They were totally up against it. They've done really well to do what they've done in the time frame that they've been given, which was ridiculously tight.

Key achievements

Interviewees identified some early successes of the retrofit programme, though several noted it was too soon to fully assess the longer-term impacts. Where stakeholders had seen or been directly involved in completed projects, they mentioned improvements to building comfort and usability resulting from better insulation and upgraded heating systems. Suppliers highlighted some specific installations that were improving conditions within halls.

Stakeholders and suppliers also observed increased knowledge and project management experience among some village hall committees and volunteers, noting that participation in the programme had strengthened local capabilities and confidence.

However, many respondents indicated that they had not yet directly observed broader impacts, such as financial savings, substantial environmental benefits, or significant increases in community use, suggesting that more time was required to reliably evaluate these outcomes.

Support for wider objectives

Interviewees suggested the retrofit programme had potential to support a number of broader social, economic, and environmental goals. Improved village halls could enhance community resilience by providing warmer, healthier spaces for social activities, potentially benefiting isolated communities and vulnerable groups.

Respondents highlighted that retrofitted village halls could serve as resilience hubs, providing critical infrastructure during emergencies, such as power cuts or severe weather.

"With solar panels and batteries, halls can potentially become resilience hubs—places the community can rely on in a power cut or emergency."

Respondents anticipated some economic benefits from increased hall usage and investment in local suppliers, perhaps even supporting the visitor economy with more attractive event spaces.

From an environmental perspective, stakeholders highlighted that retrofits directly contribute to reducing energy consumption and carbon emissions, supporting achievement of net-zero targets. They noted village halls could serve as visible demonstrations of sustainable practices, encouraging wider adoption within communities.

"The village halls can become exemplars, demonstrating what's achievable and helping to encourage households and local businesses to also take similar steps."

Some interviewees mentioned strengthened capacity within third-sector organisations, enhancing increased confidence and expertise for future energy efficiency initiatives.

Several emphasised the importance of enabling village halls to share knowledge and experiences, suggesting that greater opportunities for mutual learning and peer support could help address common challenges and build collective capacity.

"It's important that halls share lessons learned—what works, what doesn't—and having BCA facilitate that sharing could help other halls avoid similar pitfalls."

Views on future activity

Stakeholders identified an ongoing strategic need for the retrofit programme, recognising the role village halls play in communities and highlighting the potential benefits of continued support for sustainability. Interviewees emphasised the value of maintaining momentum in energy-efficiency improvements, suggesting this could align with regional net-zero targets and community resilience objectives.

Practical suggestions for future activity included allowing more flexible timelines to reduce pressures on volunteer committees and suppliers.

"If you're going to broaden out, reach more halls and communities, you've got to have a longer time period to do it. There's a limited number of suppliers, and more time all round would help"

Some interviews proposed investigating different procurement processes, such as bulk purchasing or grouped installations, to potentially enhance efficiency and affordability.

"It would be beneficial for [someone like BCA!] to run the contract for you, get one huge quote for ten halls.

They could bulk buy the stuff rather than send to all these companies individually"

Additional practical considerations included providing better support for navigating bureaucratic processes and addressing cash-flow challenges faced by suppliers.

5. Findings

This section presents the main findings and conclusions from analysis of all the evidence gathered. This begins with answers to the main evaluation questions.

Implementation

Delivery of the retrofit programme faced several challenges, including tight timescales, contractor shortages, and complex administrative requirements. However, the phased, step-by-step approach proved effective, enabling village halls to prioritise measures and manage their projects. Initial energy assessments were useful in guiding decisions, especially under the 'Fabric First' principle.

Support from Borders Community Action, notably the Village Halls Development Officer, was widely valued, helping committees navigate procurement, coordinate suppliers, and stay on track. Coordinating energy audits and (where possible) retrofit work across several halls probably helped to make the process more efficient and manageable.

Organisational impacts

Retrofit works have already improved comfort, usability and energy performance in many halls, with several expecting increased community use over time. The availability of this additional funding and reduced energy costs in future will strengthen financial sustainability, allowing halls to focus more on community activities and keep usage fees low.

Committees reported increased confidence and skills in project delivery, procurement, and energy efficiency. Support from Borders Community Action and opportunities for peer learning both contributed to this. As a result, several village halls are better prepared to manage future retrofit or sustainability initiatives.

Environmental impacts

The funded measures have improved energy efficiency and are beginning to reduce carbon emissions, particularly through insulation and heating upgrades. While it is too early to quantify the full environmental impact, the approach aligns well with net zero objectives.

Many village halls and community buildings have had detailed energy audits and now have a much clearer view of how they can reduce carbon emissions (as well as some concrete steps they can take). Others have improved their building's fabric, so are now much better positioned to implement low-carbon technologies. Furthermore, several are seen as potential local exemplars for sustainable practice.

Future development

The pilot programme confirms the value of a phased, supported approach in enabling community-led retrofit projects. There is a clear case for continued investment, as many halls would not have undertaken this kind of work without this support.

Longer timescales, earlier funding release, and simplified administrative processes would help more village halls benefit, though the energy audits have certainly helped to create a clear pipeline of retrofit projects that will benefit community venues.

Technical and funding-related support remain important for scaling impact and meeting broader environmental and community goals. The availability of support will help to involve village halls that do not have access to expertise in raising external funding or managing complex projects.

A more coordinated approach to procurement might also enhance efficiency, though this would require additional management and administrative capacity.

Lessons and recommendations

Key lessons include the importance of early and flexible funding approvals to allow for realistic planning and procurement, especially in rural areas with limited contractor availability.

Clearer and simpler administrative requirements would help ease the burden on volunteer committees (as well as those supporting the village halls!).

Future rounds could benefit from clearer timelines and more structured opportunities for shared learning along the way.

Successful examples can inspire other community facilities and potentially support home energy advice and broader sustainability goals.

It may also be useful to further develop relationships with key suppliers, including investigating the potential for bulk purchasing or joint procurement to generate savings and maximise reach or impacts.

This will need to consider implications, for example in terms of administrative capacity and the need to continue supporting different kinds of retrofit measures in very different village halls.

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