

RE:NEW Roll-out Evaluation Report – 2011/12

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The RE:NEW Programme

This evaluation report covers the initial RE:NEW roll-out which was July 2011 – April 2012. This was the final stage of RE:NEW Phase I (which also included technical trials and demonstration projects). A second pan-London phase of RE:NEW (RE:NEW Phase II) is running from September 2012 – March 2014.

Lessons learned during Phase I have already been incorporated into RE:NEW Phase II. This includes setting up the contracts to ensure there are contractual (stretching) carbon targets (as opposed to just target for the number of homes retrofitted) and an element of the payment is linked to the achievement of these targets. This ensures that the delivery agents are focusing on installing the further measures such as loft and cavity wall insulation.

Despite developing a London-specific area based delivery model, London still faces some specific and more strategic issues. For example, energy suppliers and delivery agents have identified challenges to delivery such as the highly complex operating environment in London due to the size, density and diversity of London, as well as the number of organisations (i.e. boroughs and social housing providers) active across London.

There are also a number of challenges facing social landlords and London boroughs in delivering domestic retrofit activity, including having the sufficient technical understanding, levels of financial understanding required for financing delivery schemes, and ability to integrate low carbon retrofit with general stock investment programmes and maintenance activities. Delivery is further hampered by a lack of resource to develop capacity in these areas and to implement low carbon retrofit activity.

Therefore the GLA has changed the focus of RE:NEW to address these issues by moving from a programme with the GLA directly overseeing the delivery of retrofit measures into London's homes (as in Phases I and II of RE:NEW), to a more strategic programme through the RE:NEW Support Team. The RE:NEW Support Team supports social housing providers and local authorities to enable domestic retrofit projects be delivered faster, bigger and with better value for money, through providing support in tendering services and works to implement domestic retrofitting activities in London in order to reduce carbon emissions.

The RE:NEW Support Team engages boroughs and landlords interested in delivering retrofitting activity. The support provided varies depending on the requirements of the organisation, but essentially the team reviews the retrofit potential, supports the development of retrofit projects (aligning with planned maintenance work etc. where relevant), and identifies suitable funding and financing streams and the most appropriate procurement route. They then, if necessary, support that organisation with the procurement.

Introduction

RE:NEW is a collaborative programme of home energy retrofit for London's homes delivered through a partnership between the GLA, London's boroughs, London Councils and the Energy Saving Trust.

RE:NEW is a pan-London home energy retrofit scheme aimed at reducing carbon dioxide (CO₂) emissions and water use from the domestic sector. The Mayor has set a target to reduce London's emissions by 60% by 2025¹ and the domestic sector accounts for 36% of those emissions. To meet this target, the Mayor's Climate Change Mitigation and Energy Strategy aimed to retrofit 200,000 homes in London by the end of 2012 and 1.2 million by the end of 2015. RE:NEW brings together London's existing home energy retrofit programmes into a cohesive model to up-scale efforts on domestic CO₂ and water reduction in a cost-effective manner. It also provides a delivery framework for future carbon reduction activity to operate through, in turn acting as a mechanism to attract further retrofit financing into London.

RE:NEW Phase I programme overview

RE:NEW was launched in April 2009 with technical trials held in three boroughs. 817 homes were treated and an annual total of ~600 tonnes CO₂ was saved. The trials resulted in some important learning outcomes, in particular around effective marketing approaches, generating economies of scale, reducing the cost per home and the practicalities of working with a diverse range of stakeholders.

The technical trials informed the demonstration phase which ran from November 2009 – July 2010. Projects ran in nine boroughs, reaching 8,119 homes and saving 2,958 annual tonnes CO₂ (43,451 lifetime tonnes CO₂). This phase built on the learning outcomes of the technical trials with the delivery of projects in a more diverse range of boroughs – spanning the spectrum of inner versus outer London; different concentrations of relative poverty or affluence; and different management styles within boroughs. The projects also ran for longer and tested a range of approaches in terms of customer acquisition, referrals and management.

Following evaluation of the RE:NEW demonstration projects a simplified procurement process was recommended to make delivery more efficient. As a consequence the RE:NEW team ran an OJEU procurement exercise to select a framework of 12 delivery agents which boroughs and housing associations can call off (through mini-competitions) to deliver RE:NEW works until October 2014.

The lessons learnt from the demonstration projects have resulted in a Good Practice Manual² which includes guidance, information, case studies and templates for use in future RE:NEW schemes and a full and summary evaluation report of the demonstration projects is available³.

The next phase was to roll out the programme across London and this began delivery on the ground in July 2011 – April 2012. The aim for the roll-out stage of the project was to develop a 'pan-London' approach – with at least one RE:NEW area in every borough. This is the phase evaluated in this report.

¹ As set out in the Mayor's Climate Change Mitigation and Energy Strategy (london.gov.uk/priorities/environment/vision-strategy/climate-change-mitigation)

² www.london.gov.uk/priorities/environment/tackling-climate-change/energy-efficiency/re-new-home-energy-efficiency/funding-energy-efficiency-retrofit-in-london-s-social-housing

³ www.london.gov.uk/priorities/environment/tackling-climate-change/energy-efficiency/re-new-home-energy-efficiency/funding-energy-efficiency-retrofit-in-london-s-social-housing

Under this roll-out phase, the GLA granted funding to London borough (in sub-regional groupings). The boroughs, in turn procured and managed the delivery of the RE:NEW programme, reporting through to the GLA.

The aims of the roll-out were:

- To further refine the delivery model taking into account the geographical, political and socio-economic differences of all boroughs.
- To achieve higher penetration rates through greater recognition of the brand and pan-London representation.
- To achieve greater cost-efficiencies through greater scale of delivery and purchasing power.

Objectives of the report

a) Purpose of the report

The purpose of this report is to provide both qualitative and quantitative evaluation of the RE:NEW roll-out programme which will:

- Assess the original aims and objectives of the programme as set out at the start
- Assess the impact the programme has delivered
- Summarise key achievements and outcomes of the programme against the original aims and objectives
- Learn which interventions worked well and why, so as to inform future planning and the sharing of best practice

This report describes and evaluates the roll-out of the RE:NEW programme in 2011/12 and the individual projects that were implemented across London. The results and the lessons learnt from the projects are described with a view to informing future projects.

b) Support for project evaluation

In order to support the evaluation of the RE:NEW roll-out the GLA developed a range of materials to support boroughs, including guidelines and templates to capture data and information.

As a condition of their grant funding the London boroughs were provided with a set of reporting requirements defined on a monthly, six-monthly and end of project basis, which were shared with the delivery agent.

A reporting template was designed to collate the necessary information on a monthly basis. This included:

- Number of homes visited (a visit is where at least one measure is installed and/or behaviour change advice provided);
- Carbon dioxide saved (calculated using the Energy Saving Trust figures provided in the reporting spreadsheet to enable comparison of the programmes) from easy measures (i.e. low energy light bulbs, radiator panels, draught proofing, hot water tank jackets, tap aerators, aerated showerheads, shower timers, etc.);
- Carbon dioxide saved (calculated using the Energy Saving Trust figures provided in the reporting spreadsheet to enable comparison of the programmes) from confirmed installations of further measures (loft and cavity wall insulation and boiler and heating upgrades);
- Amount of funding levered in and source of such funding;

- Delivery plan for remaining homes.

At the end of the project, boroughs and delivery agents were issued with in-depth guidance, outlining the expected reporting requirements. Each delivery agent was therefore required to submit the raw data collected throughout the project on all areas of project delivery including property type and tenure, information on marketing methods, referrals made, installations completed and carbon saved.

This data was requested one month after completion of project delivery in April 2012 alongside a qualitative project report providing insight into design and delivery of the scheme and lessons learnt. Full reports were not received until November which has caused significant delay in the publication of the final evaluation report and at the time of writing there were outstanding datasets for two boroughs.

As the data has primarily been provided by the delivery agents there are some limitations to its use. A data verification and monitoring process was employed to check the accuracy of the information provided. On a monthly basis, the borough or sub-regional leads have been responsible for sense checking the reports. In addition the GLA has undertaken visits and spot checks in all boroughs throughout the delivery period both to verify the information provided and gather additional insight into delivery on the ground. However some boroughs have expressed concerns that inaccuracies still exist.

c) Limitations of the report

In addition to the concerns about inaccuracy that some of the boroughs have raised, there will inevitably be some inaccuracies across the full dataset. The full dataset, covering over 50,000 properties, and reports were collated from 32 London boroughs split into five sub-regions. Some sub-regions utilised multiple delivery agents and five different delivery agents were employed across the programme.

The data required at the end of the project was extensive and required analysis in a number of areas. Some individual delivery agents or boroughs did not provide analysed data for all sections of the report. Where possible, we have requested this data to be sent through or analysed it to fill in missing sections. However, due to resource constraints this has not always been possible. Where this is the case, we have indicated in the report that the analysis is not based on a full dataset.

Due to the commercial nature of the relationship between the boroughs and delivery agents and their continuation on the RE:NEW framework, there is some bias in the qualitative evaluation that the delivery agents have provided for this report. Also, while detailed guidance was provided to the delivery agents, the quality, structure and detail of their reports has varied greatly.

Headline results

Below is a summary of the outcomes from the roll-out phase:

- **50,683 homes retrofitted⁴**
- **£5,721,500 total cost to the Greater London Authority**

⁴ A retrofitted home is defined as a home which has been visited under the RE:NEW programme and offered energy efficiency advice, energy and water saving devices, referred to as 'easy measures'. The easy measures are installed during the visit. Households will also be offered energy efficiency 'further measures' where appropriate. See footnote 5 for further measures offered and footnote 6 for the range of easy measures offered.

- **£1,087,500 levered in from energy suppliers, water suppliers, government (through Warm Front) and boroughs**
- **14,665 homes referred for further measures⁵**
- **1,548 homes had further measures installed**
- **Average annual savings per home where further measures were installed:**
 - **0.67 tonnes CO₂ per home** broken down as follows:
 - 0.171 tonnes CO₂ through easy measures⁶
 - 0.499 tonnes CO₂ through further measures
 - **£122.53 on fuel bills per home** broken down as follows:
 - £28.81 saved from easy measures
 - £93.71 saved from further measures
- **13.1 kilolitres average water saving per home**
- **Total annual savings:**
 - **9,458 tonnes CO₂** broken down as follows:
 - 8,686 tonnes CO₂ easy measures
 - 772 tonnes CO₂ further measures
 - **£1,605,000 on fuel bills** broken down as follows:
 - **£1,459,900** saved from easy measures
 - **£145,100** saved from further measures
 - **661,600 water savings (kilolitres)**
- **Average penetration and conversion rates for:**
 - Homes marketed to homes visited: 22.9%
 - Homes visited to referrals identified: 28.9%
 - Homes visited to installation of further measures : 3.05%

Programme design

This section outlines the information provided by the GLA to support the design and implementation of the programme, how the delivery agents were selected and the decision making process taken to select areas for delivery.

Boroughs have taken a range of different approaches to delivering the RE:NEW programme reflecting both the diversity of London's housing stock and the nature of the boroughs themselves. However, the aims and objectives of the delivery programme were consistent across boroughs to enable each project to meet the following criteria:

- Deliver an area-based and whole house approach to enable cost effectiveness
- Provide a range of cost effective easy measures and energy saving advice in order to offer something to every home
- Identify lofts and cavity walls to be insulated and scheduled the works
- Kick start the installation of further measures like renewables and solid wall insulation

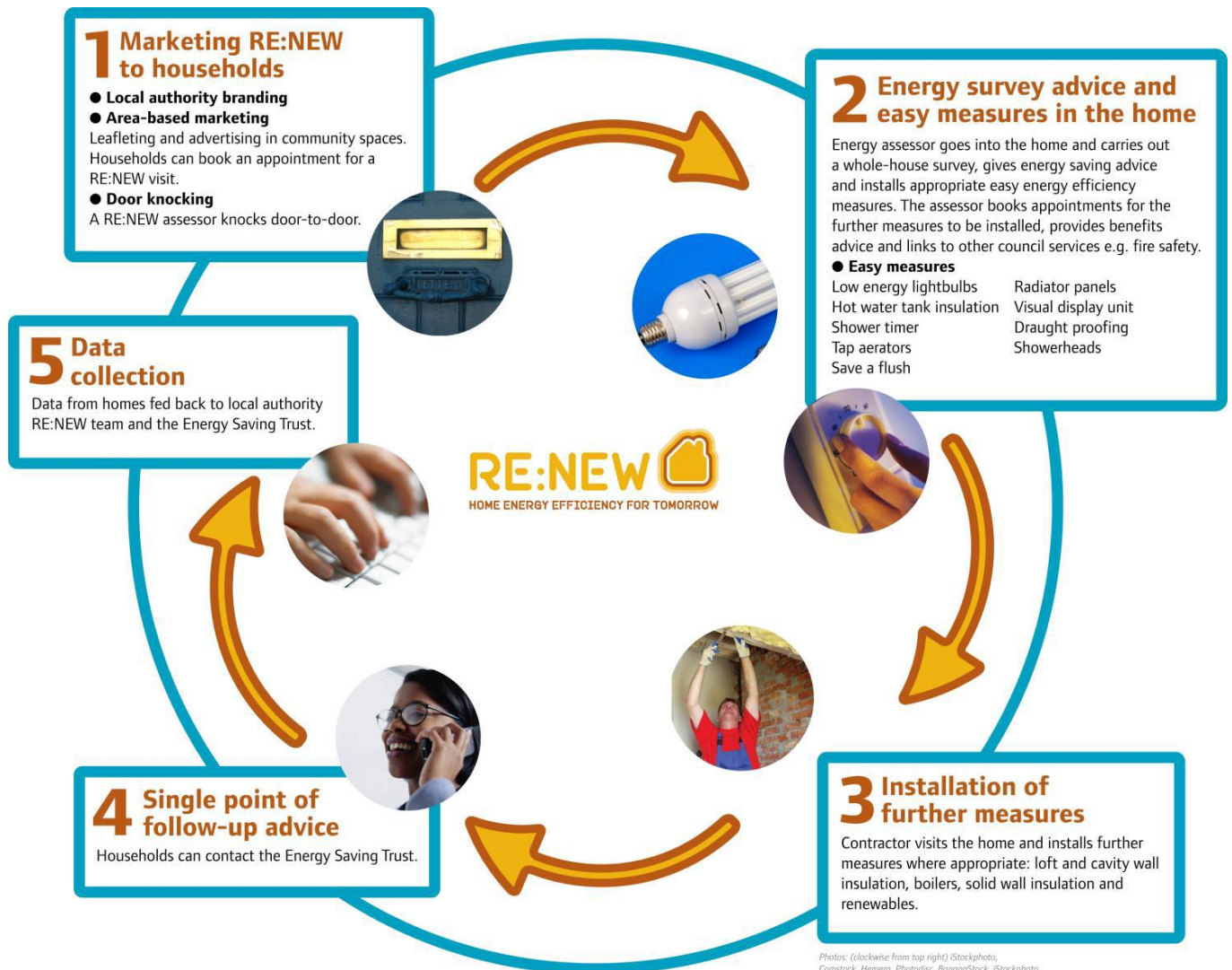
⁵ The further measures were offered through Carbon Emission Reduction Target funding and consisted of cavity wall insulation, loft insulation and boiler and heating upgrades.

⁶ The range of easy measures offered varied by delivery agent. Across the whole programme these included: low energy light-bulbs, radiator panels, stand-by switches, real time monitors, hot water tank jackets, draught proofing, blocking gaps around skirting boards, tap aerators, cistern displacement devices, shower timers, low-flow showerheads.

- Link in with existing insulation schemes such as CERT to draw these funding sources together into a coherent package
- Help alleviate fuel poverty through:
 - improving energy efficiency thereby reducing fuel bills, and
 - assisting with income maximisation by carrying out benefits checks whilst assessing homes

There are three distinct elements to RE:NEW visits: marketing and engagement; the home visit; and referrals. All of these must be designed and managed to drive towards the end objective of achieving installation of insulation (or renewable technologies) as cost-effectively as possible.

Figure 1: RE:NEW customer journey



In order to support boroughs in both design and implementation of RE:NEW schemes, the GLA developed a range of materials, including guidelines and templates.

The Good Practice Manual⁷ was designed to help boroughs deliver RE:NEW to a consistent and high standard and its content was based upon the work that went into the trial and demonstration projects. It was written in close collaboration with boroughs, delivery agents and other stakeholders involved so it contains relevant practical insights into delivery.

In summary the manual provides guidance in the following areas:

- Programme procurement and management
- Data management
- Service level agreements and quality standards
- How to select a target area and agree a percentage penetration rate for the target area
- Managing and monitoring the customer journey including auditing referrals
- Helping delivery agents with logistics

In addition the GLA sought to ensure that borough managers had the opportunity to share lessons, experiences and ideas through the creation of dedicated project manager's pages on the environmental social networking site, Project Dirt. On these pages, weekly progress reports were posted by the GLA and contributors used the site to post details about useful events, funding sources, solutions to issues and more.

The site was used on a limited basis with only a few people actively using the Project Dirt pages. This was partly due to the time constraints of delivery, which impacted the resources available to borough managers to dedicate to understanding and making the most of the new forum.

As a condition of their grant funding the London boroughs were required to comply with certain reporting requirements on a monthly, six-monthly and end of project basis. The conditions also provided for reasonable 'ad hoc' requests as necessary and, as the project developed, additional weekly delivery reports were also requested. Other ad-hoc requirements included information for Mayor's Questions, Freedom of Information requests and public enquiries.

Whilst the guidance and grant agreement has sought to deliver a level of consistency in delivery across the boroughs, both the manner in which RE:NEW has been managed, delivered and reported, and the way that the programme was designed and delivered, has differed across different areas and delivery agents, representing the diversity of London's boroughs, housing stock and socio-economic circumstances.

Selection and appointment of delivery agents

The boroughs appointed five delivery agents to deliver RE:NEW across London, with delivery agents' responsibilities ranging from a single scheme, to schemes in multiple boroughs and sub-regions. At the largest, a single delivery agent was responsible for 16 boroughs across London. The table below outlines the relationship between the delivery agent, sub-region and borough.

Borough	Delivery agent	Lots
South East		
L.B Bexley	Climate Energy	1
L.B Bromley	Climate Energy	1

⁷ www.london.gov.uk/priorities/environment/tackling-climate-change/energy-efficiency/re-new-home-energy-efficiency/funding-energy-efficiency-retrofit-in-london-s-social-housing

L.B Greenwich	Climate Energy	1
L.B Lewisham	Osborne Energy	2
L.B Southwark	Climate Energy	1
South West		
L.B Croydon	Climate Energy	1
R.B Kingston Upon Thames	Climate Energy	2
L.B Lambeth	Climate Energy	1
L.B Merton	Climate Energy	1
L.B Richmond	Climate Energy	2
L.B Sutton	Climate Energy	2
L.B Wandsworth	Climate Energy	1
East		
L.B Barking & Dagenham	London Warm Zone	N/A
L.B Hackney	London Warm Zone	N/A
L.B Havering	London Warm Zone	N/A
L.B Newham	London Warm Zone	N/A
L.B Redbridge	London Warm Zone	N/A
L.B Tower Hamlets	London Warm Zone	N/A
L.B Waltham Forest	London Warm Zone	N/A
West		
L.B Brent	Groundwork	2
L.B Ealing	Groundwork	3
L.B Hammersmith & Fulham	Climate Energy	1
L.B Harrow	Groundwork	2
L.B Hillingdon	Groundwork	3
L.B Hounslow	Climate Energy	1
R.B Kensington & Chelsea	Climate Energy	1
North		
L.B Barnet	Carilion Energy Services	3
L.B Camden	Climate Energy	2
L.B Enfield	Carilion Energy Services	3
L.B Haringey	Carilion Energy Services	3
L.B Islington	Climate Energy	2
Westminster City Council	Carilion Energy Services	1

Table 1: Delivery agents selected across borough and sub-regional areas

Awarding contracts

The boroughs selected different means to award contracts to the delivery agents. In the North, West, South West and South East sub-regions, the boroughs awarded contracts following a competitive tendering exercise using the RE:NEW procurement framework.

The RE:NEW project in East London was procured differently to the other sub-regions. Although London Warm Zone (LWZ), the preferred delivery agent, was on the GLA RE:NEW procurement framework, in agreement with the GLA, the East London sub-region chose to procure them directly. The East London boroughs used a single tender action as a call-off from an existing East London Renewal Partnership framework. This framework was established for the provision of support

services for the delivery of the Communities and Local Government funded Private Sector Decent Homes programme. This allowed the sub-region to gain a head start on the other sub-regions and to run this project with a delivery team in place who had been working together since 2004, and using existing sub-contractors for the RE:NEW visits.

In the other sub-regions the boroughs drew off the GLA's framework of suppliers by running mini-competitions, using a template specification developed by the GLA and included in the Good Practice Manual. Local circumstances influenced how boroughs were grouped together and when they ran their mini-competitions.

For example in South East London, Lewisham wanted to procure ahead of the rest of the sub-region so that some top-up funding identified within the borough could be allocated to the project in that financial year. Two mini-competitions were run, with Lewisham - South East Lot 1, appointing a different contractor to the remaining four boroughs who tendered as South East Lot 2. The lots for each sub-region are outlined in Table 1 above.

Similarly, North London and West London procured their delivery agents by grouping boroughs together in lots, this time primarily based on geography. The rationale for this was to spread the risk of delivery timescales to different organisations, thus minimising the risk of not being able to claim grant payments due to under-delivery.

South West London chose to procure in two lots. Both of these mini-competitions were won by the same delivery agent: Climate Energy.

Selection of target area

The GLA provided clear guidance on what to consider in selecting target areas. This is detailed in the Good Practice Manual but as a summary included:

- Potential of the area to benefit from loft and cavity wall insulation – such as identified through analysis of borough energy efficiency databases, HEED reports, previous scheme activity, housing association retrofit or maintenance work.
- Proportion of privately owned dwellings such that required works would be easier and quicker to agree and book in.
- Proportion of houses as opposed to flats such that greater energy efficiency savings could be made and reducing complexities in agreeing works.
- Consideration of where projects have or have not been carried out previously – either meaning that the potential of the area for works is reduced, or that there is a good level of community engagement and therefore completing remaining works would be easier.
- Fuel poverty considerations, especially where these align with energy efficiency objectives.

Each borough developed their own criteria to select an initial target area and if required, an expansion area. The most common criteria for determining the location of the RE:NEW zones is listed below:

- High levels of fuel poverty.
- High levels of domestic energy usage.
- Areas which have not previously benefited from or which have had limited exposure to domestic energy efficiency campaigns but which have high potential for the installation of domestic retrofit measures.
- High proportion of properties with low SAP (Standard Assessment Procedure) ratings.

- Predominantly private tenure property (assumption that this would lead to an increase in heating and insulation referrals).
- Council priority private sector improvement area.

Out of area visits

In some instances boroughs extended delivery outside of the chosen areas. The rationale for this has differed across the delivery agents. For example in West London the RE:NEW project in the London boroughs of Brent, Ealing, Harrow and Hillingdon involved 1,600 visits in designated wards for each borough. The two initial target wards in Ealing contained a sufficient number of homes to deliver the required visits and no further expansion was required. However Brent, Harrow and Hillingdon had initially selected single wards which proved difficult to generate the appropriate number of visits in the short time frame given. The designated delivery areas were subsequently extended by Groundwork in each of these boroughs.

West London allowed a maximum of 10% of the visit target per borough for 'out of area' visits. This was particularly useful in being able to offer home visits to out-of-area residents attending in-area events. Also, community contacts were able to refer residents who would particularly benefit from the service. Groundwork was cautious not to exceed this allocation, which would then lower the in-area penetration rate.

Where boroughs chose to expand beyond the target ward, these expansion areas were principally selected using the following criteria:

- Adjacent ward
- Similar ward profile
- High levels of fuel poverty
- High levels of energy consumption
- Similar characteristics to target ward

Lessons to inform future delivery

Aims and objectives of programme delivery

Selection of areas was often based on fuel poverty prevalence or council priorities rather than by energy efficiency criteria alone. This was a result of conflict between the key objectives of RE:NEW (energy efficiency) and those of the council (fuel poverty). This may have meant that the areas selected included a high proportion of solid wall properties, one of the main factors in fuel poverty. These properties could not be treated through the roll-out phase of RE:NEW due to limits on the funding available for further measures.

Recommendation:

- GLA and local priorities need to be brought into alignment to ensure that programme objectives are agreed or at least aligned or the GLA need to be more prescriptive about the selection of target areas to ensure that this leads to a focus on further measures.

Ward selection

Throughout delivery of this phase, several delivery agents felt constrained by the wards that were selected due to a lack of opportunity. As a consequence expansion areas were proposed which enabled delivery agents to meet their delivery targets for the number of in-home visits. Whilst the GLA was open to expanding these areas they did not receive adequate data to justify this expansion.

Recommendation:

- Employ a more collaborative process of ward selection between boroughs and delivery agents based upon data as well as knowledge and experience of the areas.
- Use additional criteria to inform ward selection (i.e. identification of established community groups, RSLs and community centres).
- Identify expansion areas in advance of programme commencement or at an early stage in response to data provided by the delivery agents.
- Require early reports on barriers to delivery in a ward with data to back up these conclusions.

Programme delivery and results

This section outlines how the delivery agents, through working with the sub-regional or borough leads, project managed the delivery of RE:NEW and the methods and techniques employed in order to maximise results. It also provides detailed results for the roll-out phase.

Stakeholder roles

GLA

The GLA engaged directly with all boroughs. This involved holding workshops with them before and during the grant agreement and project/ bid development stages and continued throughout the course of the project. Boroughs engaged with the GLA to different degrees.

As well as hosting regular Reference Group meetings with sub-regional leads, the GLA also held occasional full borough meetings, to keep all boroughs engaged and address important issues as they arose.

Sub-regional lead

The sub-regional lead played a key role in exploiting opportunities for all boroughs and delivery agents to both communicate effectively and report back on key issues to delivery agents, within and between sub-regions, and to the GLA. In addition, all sub-regional leads attended GLA sub-regional monthly forum meetings and key information from these was relayed to delivery agents and the boroughs.

London boroughs

The boroughs played a key strategic role, particularly at the beginning of the contract and provided the following key inputs to the programme:

- Project start-up: local knowledge of the areas, including community groups; input into and sign-off of marketing materials; liaison with other council services and liaison with the GLA.
- On-going project management:
 - Liaison with the GLA
 - Coordination with other local and sub-regional programmes and activity
 - Coordination with other RE:NEW lots being delivered in the sub-region
 - Internal promotion of the scheme
 - Contact with residents
 - Handling of calls and passing referrals
 - Reviewed reports produced by the delivery agents throughout the duration of the project

For some this role was limited to an oversight/ management role with minimal input into the programme. For others this role involved deployment of staff to support in engagement activities.

There are a number of reasons that can be attributed to differing levels of borough involvement. These include political affiliation, borough priorities and support of senior levels, financial situation, staff roles and responsibilities and history of engagement in similar projects in the past.

Resource profile and intensity, training and sub-contracting

Training, qualifications and knowledge of energy matters are critical to the delivery of a home energy efficiency programme alongside the soft skills required to engage with residents. Delivery agents have taken different approaches to the appointment, training and accreditation of staff to ensure that they have the necessary skills for programme delivery.

Operation on the ground

Each delivery agent employed a core team, qualified to City and Guilds Energy Awareness or beyond. In the main these teams were then supported by a project manager, project assistant and call centre staff for appointment bookings.

The amount of staff required to deliver the project and the basis on which they were contracted varied dependent on the delivery agent, existing skills and set up. It also varied over time, as demand rose or fell, and as the requirements of the project timeframe demanded additional recruitment.

For example, Groundwork has been operating Green Doctor programmes around the UK for many years to provide home visits and advice on energy and other environment issues to residents. As a consequence Groundwork did not require sub-contractors to help support this activity and found that there was little turnover in staff during the course of the project.

Climate Energy had intended to manage and deliver all stages of the project with the support of a network of self-employed home visitors who have previously been engaged to deliver similar area-based small measure schemes. In practice, Climate Energy had to resource the operation through a number of recruitment streams – direct recruitment, agency recruitment, Government funded training centres and TFL Supplier Skills.

Others such as London Warm Zones and Osborne subcontracted delivery of the community engagement activity/ home visits to ensure that they had the right blend of qualifications and skills and maximise the outputs from the technical assessor visits.

During the course of the programme a number of delivery agents had to increase the number of staff to deliver door knocking activities in order to boost uptake rates. Groundwork managed this issue by utilising additional green doctors from other completed projects in London and channelling staff from one borough to another whenever it needed to either generate or carry out visits. Climate Energy also had to increase staff numbers during the course of the project and managed this process by reallocating staff and through additional recruitment. In addition delivery agents were supported by council staff during the project to support activities such as community events and in some instances marketing and leaflet dropping.

East London benefitted from the use of an existing delivery partner with whom they had delivered Decent Homes contracts since 2004; using existing sub-contractors for the RE:NEW visits preventing over-reliance on one sub-contractor. London Warm Zones used an existing locally-based sub-contractor, DEA Ltd., to offer the RE:NEW assessor service and an existing Essex-based sub-contractor, Saving Energy, as well.

Further, the sub-region was used to operating as a commissioning unit, funding a co-ordinator through Newham, the lead borough for the East London Renewal Partnership. This co-ordinator acted as the project manager throughout, and was based at the same Newham office as London Warm Zones.

Levels of staff turnover differed between delivery agents. For organisations such as Groundwork staff turnover was fairly limited. However the majority found it difficult to recruit and retain quality home visitors, particularly those that were experienced in door knocking to sell energy efficiency schemes. This was attributed to the repetitiveness of tasks and the level of commitment required both in terms of training and delivery. It was felt that many were not looking for a part time Domestic Energy Assessor role due to work, study or family commitments. It is therefore crucial that delivery agents take this into consideration both in their recruitment planning and staff training, whether internal or through a contracted delivery partner, to ensure consistent staff levels throughout project delivery.

Training

Many delivery agents provided in-house training for staff with training conducted both in the classroom and 'in the field'. Training sought to provide the following information:

- Background on the scheme and borough requirements
- An introduction to the measures to be installed
- Behaviour change advice
- Health and safety training
- Data collection methodology, referrals process and risk assessments
- Community engagement and customer care

Post-classroom training supported the training in the classroom and principally focussed on time spent shadowing an experienced home visitors. This training was often reinforced by refresher courses and team briefings.

Despite each delivery agent having a clear training programme the feedback received suggests that despite this, more time to prepare staff and a higher level of staff training would be beneficial for running this project in the future. Indeed, rapid recruitment and deployment of staff often did not include the high standards of training required by this programme, meaning that delivery outputs were compromised from the start, especially with regards to the onward referral of the larger measures such as insulation or heating improvements.

Employment opportunities

RE:NEW provided an opportunity to maintain and create green jobs and to develop employment and training opportunities in the energy efficiency sector. To resource the operation of RE:NEW a number of recruitment streams were used – direct recruitment, agency recruitment, Government funded training centres and TfL Supplier Skills.

Below is an example of how the RE:NEW programme has supported the development of new employment and training opportunities.

Local employment case study

Cesaire Nkambu started with DEA Ltd in November 2011 after being unemployed for 3 years by responding to a job advert placed on Totaljobs.com.

Cesaire's role in the company was that of a Community Engagement Officer and his primary duties were to book appointments on the doorstep for residents to have a visit by one of the company's qualified assessors. He received full in-house training about the scheme requirements and was briefed for each of the boroughs, and he provided a clean CRB check.

Cesaire would leaflet drop the road first and then spend a few days knocking on those doors to explain the scheme, and he became a familiar face as he went about his work. He also attended community events at such places as schools, health centres and libraries where he would talk to residents about the scheme and book appointments for them.

DEA provided Cesaire with examples of the products in order to show people what would be offered to the residents during the visit. These included an Energy Monitor that shows electricity consumption in real time, a stand by socket to turn off TVs so that the stand by light is switched off and various water measures, for example a Save A Flush, shower timer and water efficient shower head.

Cesaire has worked all over London in his time with the company from Hounslow in the west to Barnet and Enfield in the north as well as Islington, Camden, Westminster and East London boroughs. He also became involved in logistics from time to time during busy periods. He has also undertaken some small installation and draught proofing work for which he received full guidance and training.

As of April 2012, DEA were continuing Cesaire's employment and he worked on the ODA funded RE:NEW scheme in East London and the company was looking to provide further opportunities and training for him.

Lessons to inform future delivery

Building on council relationships/ partnerships

The most effective relationships were those where the council worked closely with the delivery agents.

Recommendation:

- Ensure and establish a pipeline of projects at the start of the project. This will ensure that the project can hit the ground running, provide exemplars that can be used in the community
- Link day-to-day delivery of RE:NEW with other council activity.

Staff and training

Levels of staff turnover differed between delivery agents. Some found it difficult to recruit and retain quality home visitors, particularly assessors that were experienced in door knocking to sell energy efficiency schemes.

However it is widely recognised through case studies and reporting from the delivery agents that the delivery of RE:NEW has enabled local employment and training opportunities. For example, one delivery agent was able to employ an individual that had been in long term unemployment, continuing his employment and training after completion of this phase of delivery. In other areas,

such as East London, staff have been retained that would have otherwise been made redundant if it had not been for the RE:NEW scheme.

Recommendation:

- Delivery agents need to consider levels of staff turnover, both in their recruitment planning and staff training, whether internal or through a contracted delivery partner, to ensure consistent staff levels throughout project delivery.
- Consider a more effective, focused programme of training for Home Energy Advisors to ensure accuracy of in home assessments and opportunities for installations. However this may have costs implications for delivery of the programme.

Delivery: methods and techniques employed to maximise uptake

There are three distinct elements to RE:NEW visits: marketing and engagement; the home visit; and referrals. All of these must be designed and managed to drive towards the end objective of achieving installation of insulation (or renewable technologies) as cost-effectively as possible.

Marketing and engagement

As it is currently designed, getting people signed up to the scheme is the building block for delivering the rest of the programme. Only when an assessor is in a home can they conduct a survey, install measures and refer the resident onto more significant insulation measures.

In order to support marketing and engagement activity Chapter 3 of the GLA's RE:NEW Good Practice Manual provided guidance on the effective use of a multi-staged engagement process including but not limited to direct mail, presentations to community organisations, door-to-door engagement, local press, a launch event, information on the council website, leafleting at local transport hubs or other venues, posters at bus stops in the area and semi-permanent community hubs.

In order to support these activities the GLA produced a toolkit comprising a compendium of templates for use in communications including:

- Briefing note
- Leaflet
- Letter
- Media release
- Newsletter
- Poster
- Presentation
- Teaser

The majority of RE:NEW marketing activity reflected this multi-staged, multi-faceted approach, employing a range of methods to communicate and engage customers. It was acknowledged that direct door-to-door engagement, supported by wider engagement to raise the level of awareness about the scheme, was the most effective approach to delivery.

Where marketing campaigns were not initially led by a door knocking approach this was quickly revised to ensure that the benefit of this method was maximised. For example in the early stages of

RE:NEW, Climate Energy did not include door knocking in their original marketing plans. This was changed and the marketing activity in Climate Energy's other area of North London, which started later, included door knocking from the beginning.

Table 2 on the following page shows the penetration rate for each borough as a percentage of homes that they marketed the scheme to and the percentage visits that were booked through particular marketing approaches.

Delivery of RE:NEW emphasised achieving the home visit target and achieving a high penetration rate of homes receiving a visit to homes marketed to. Based upon the results of the demonstration projects, where boroughs achieved a penetration rate between 8% and 36%, the roll-out phase aimed for a 25% penetration rate. This allowed for a greater level of ambition, building on the success of the demonstration projects and accommodated the assumption that a wider-scale project would achieve more awareness, recognition and take-up, along with economies of scale. In reality RE:NEW was marketed at small areas within each individual borough and therefore there was little opportunity for it to be perceived as a pan-London programme. The GLA could therefore pursue this opportunity as a mechanism to support the further phases of RE:NEW.

Although the penetration rate of 25% was not achieved across all boroughs, the average penetration rate achieved across London was 23%, just under the average from the demonstration projects of 24%. The lowest penetration rate achieved was 13.9% (higher than the lowest demonstration project) in Havering. Havering was a demonstration borough and as a consequence received less money to deliver the programme which accounts for the low number of home visits in this borough. The highest achieved was in Richmond at 42.5% (higher than the most successful demonstration project).

Delivery agents undertook a variety of marketing methods to support achievement of their targets. Door knocking was the most effective marketing method followed by direct mail outs, reinforcing lessons learnt from the demonstration phase of RE:NEW. The average percentage for success of different acquisition methods across all 32 London boroughs are outlined below:

- Door knocking: 73.9%
- Initial letter drop: 16.5%
- Community engagement: 1.7%
- Customer recommendation: 1.4%
- Booked through other means (principally outbound calling): 2.2%

From the information provided we can only account for the means by which 95.7% of home visits were generated. In some cases we do not have a full set of data on how the home visits were generated.

Although door knocking activity was principally responsible for securing the volume of visits, other marketing methods such as community engagement through marketing and events were responsible for generating contacts. As in the demonstration projects, these were noted to improve take-up. However whilst some boroughs such as Sutton, Tower Hamlets and Greenwich generated over 4% of visits through community based activity, many acknowledged that this route was underexploited during the process, with varying levels of effort and resource deployed for these activities. The evaluation of the demonstration projects found that community engagement activity made door knocking more effective. However, the fact that this route was not utilised throughout the programme means we cannot draw a definitive conclusion from the roll-out phase.

Table 2: Marketing approaches

Borough	Actual # homes (marketed to)	Penetration rate (%) (homes marketed to homes visited)	% booked through door knock	% booked through initial mail-out	% booked through community engagement	% booked through customer recommendation	% booked through other means
Barking and Dagenham	4,368	39.9%	82.1%	15.5%	2.4%	0.0%	0.0%
Barnet	6,435	23.8%	92.0%	6.6%	0.0%	1.0%	0.5%
Bexley	4,536	35.3%	50.7%	26.5%	3.6%	0.7%	18.4%
Brent	9,237	18.1%	50.8%	5.3%	0.2%	1.9%	1.6%
Bromley	6,500	26.0%	80.4%	18.2%	0.4%	1.1%	0.0%
Camden	6,685	23.2%	88.1%	8.2%	0.1%	0.3%	3.3%
Croydon	6,903	22.3%	62.3%	33.5%	2.1%	2.1%	0.0%
Ealing	8,078	20.3%	85.3%	5.2%	1.1%	0.3%	3.8%
Enfield	7,500	20.4%	78.9%	18.6%	0.0%	0.4%	2.1%
Greenwich	5,124	31.3%	90.6%	4.0%	4.0%	1.4%	0.0%
Hackney	3,372	41.8%	64.8%	32.3%	2.9%	0.0%	0.0%
Hammersmith and Fulham	5,000	34.7%	87.1%	10.5%	0.0%	0.3%	2.1%
Haringey	6,739	22.4%	87.5%	10.8%	0.0%	0.1%	1.7%
Harrow	7,980	21.3%	60.9%	14.8%	2.7%	6.5%	5.3%
Havering	3,538	13.9%	88.4%	11.2%	0.4%	0.0%	0.0%
Hillingdon	10,070	16.1%	26.1%	14.5%	2.0%	5.5%	4.6%

Borough	Actual # homes (marketed to)	Penetration rate (%) (homes marketed to homes visited)	% booked through door knock	% booked through initial mail-out	% booked through community engagement	% booked through customer recommendation	% booked through other means
Hounslow	7,864	20.5%	70.3%	26.3%	0.0%	0.2%	3.2%
Islington	5,043	31.1%	90.2%	7.8%	0.1%	0.0%	1.9%
Kensington and Chelsea	7,500	17.4%	86.2%	9.6%	0.6%	0.2%	3.4%
Kingston upon Thames	6,836	23.7%	82.6%	14.7%	1.0%	1.7%	0.0%
Lambeth	6,836	23.4%	84.7%	13.2%	0.6%	1.6%	0.0%
Lewisham	6,416	29.1%	65.2%	11.5%	5.6%	5.2%	14.2%
Merton	8,310	20.6%	75.0%	19.5%	2.0%	2.0%	1.5%
Newham	7,153	30.1%	85.7%	12.5%	1.8%	0.0%	0.0%
Redbridge	9,417	18.9%	60.2%	37.5%	2.3%	0.0%	0.0%
Richmond upon Thames	3,765	42.5%	80.8%	13.8%	1.8%	1.6%	1.9%
Southwark	11,232	14.3%	80.9%	13.5%	3.5%	2.1%	0.0%
Sutton	6,958	23.0%	74.8%	16.4%	5.4%	2.1%	1.3%
Tower Hamlets	5,488	23.0%	67.7%	27.8%	4.5%	0.0%	0.0%
Waltham Forest	5,741	30.6%	82.1%	15.4%	2.4%	0.0%	0.0%
Wandsworth	11,211	14.3%	69.7%	26.1%	2.0%	2.2%	0.0%
Westminster	9,100	16.0%	77.1%	20.2%	0.1%	0.3%	2.3%

Customer recommendation, i.e. word of mouth, was also a successful channel for acquiring customers in Harrow, Hillingdon and Lewisham where over 5% of home visits were generated via this method.

A number of delivery agents engaged in 'other activities', which predominantly consisted of outbound calling activity to generate contacts. Bexley and Lewisham found this particularly effective, generating 18.4% and 11.2% of home visits via this mechanism. Where it is possible to source an existing list of interested residents, this is a very effective means of generating home visits.

In some instances additional collateral was sent to householders to stimulate uptake. Below is an example of a successful follow up campaign which could be replicated in future delivery of programmes.

Groundwork: direct mail campaign

One month before the end of the project Groundwork sent out a "last chance" letter to residents in an attempt to boost bookings in wards that were otherwise at exhaustion point. These letters were very successful in West London, returning on average 65% of the appointment numbers of the original letters, despite only being delivered a few weeks before the end of the project. These letters were posted, enveloped and addressed to each household, rather than being dropped through the letterbox. Therefore residents were more likely to open them and read them, as opposed to discarding as junk mail.

Lessons to inform future delivery

Promotion of the scheme

Some of the delivery agents found promotion of the scheme difficult due to the constraints of working within a target area. For example East London considered carrying out promotions to schools within local areas but like community events it would have been difficult to design a campaign limited to the target area. Others such as Lewisham used schools to promote RE:NEW but had to manage expectations beyond those living in the target areas.

Recommendation:

- A pan-London marketing campaign spearheaded by the GLA as a way to warm up residents.
- Pre-scheme-launch events to promote the project and brands alongside local community groups and organisations could improve awareness of the programme.
- Consider offers available for those outside of the target areas.
- Avoiding delays in producing marketing materials.

Generating and delivering home visits, partnerships and stakeholders

RE:NEW marketing activity reflected a multi-staged, multi-faceted approach, but was dominated by door-to-door engagement. However the delivery agents recognise that alternative channels, such as community events and outbound calling could be used more extensively in delivery of future programmes.

In order to meet their targets for delivery of in-home visits, delivery agents have employed a variety of techniques. This included partnerships with local partners and stakeholders to maximise the impact of local campaigns and extend reach. These groups included:

- Registered providers
- Age UK
- Council for Voluntary Services and community groups
- Supermarkets
- Community groups

Whilst some of these groups were used effectively the delivery agents felt that they could have done more to engage with residents and communities and maximise these channels.

Other techniques included activities such as employing multi-lingual staff, offering translation services to those participating in the scheme and delivering out-of-hours services which have helped to engage a broader range of people across London.

The quality of home visits has been a success of the scheme with 94% of those surveyed providing positive feedback with regard to customer service and the energy advice provided.

Recommendations:

- Targeted “last chance letters” are a good opportunity to generate additional home visits as a delivery agent comes to the end of the door knocking phase for a ward.
- Employ assessors who are able to speak several different languages and produce literature in a range of languages.
- Ensure an out-of-hours service is in operation to maximise the effectiveness of door knocking. Operating an out-of-hours service for both door knocking and for the phone service will improve home visit rates.
- Identify established community groups and community centres able to promote and support RE:NEW. The identification of these groups could be used as part of the criteria for area selection or as an activity conducted prior to finalising area selection.
- Partnerships with stakeholders, particularly registered providers, and resident and community groups should be formed pre-roll-out to maximise effectiveness.

Home visits and referrals

The focus of RE:NEW is saving carbon emissions and so for RE:NEW to be a success it is vital that referrals for installing further measures are made. The point of the home visit is to incentivise and stimulate take up of the further insulation measures. Effective marketing to sign up householders, delivery of in home visits and conversions to installation of measures are therefore critical.

The structure of each RE:NEW home visit was bespoke dependent on the household and the type of property, but each delivery agent followed the basic outline below:

- Surveying the property
This included a discussion with the householder to identify any specific issues such as problems with fuel bills, cold areas of the property, followed by a physical examination of the property in order for the home visitors to make appropriate structural and behavioural change recommendations and to assess which of the easy measures were appropriate.
- Providing advice

The advice was tailored to the individual circumstances of the household and included: demonstration of heating controls, correctly setting the hot water thermostat, discussion of different types of lighting, discussion and illustration of the amount of energy used by different appliances. Where possible this also included advice on reading fuel bills, payment methods, social tariffs, and priority services register where appropriate.

Income maximisation advice was also given, as well as sign-posting to local agencies for further advice in the event that the correct benefits and tax credit were not being claimed. The home visitor also advised people on water efficiency and establishing the links between water saving and energy efficiency.

- Referring and installing the measures

Where appropriate the home visitor would install small energy and water measures suitable for the property.

It was anticipated that cavity wall, loft insulation and heating measures would be funded through the Carbon Emission Reduction Target, Warm Front or other funding levered in.

The tables 3 and 4 below show the following information:

- CO₂ saved across the programme, broken down by easy and further measures.
- Average fuel bill savings per home.
- The number of referrals made and referral to installation conversion rates.
- Penetration rates from home visits to installation.

Table 3: Key carbon outputs

Borough	# home visits	Tonnes CO ₂ saved from easy measures (lifetime)	Tonnes CO ₂ saved from further measures (lifetime)	Total tonnes CO ₂ saved (lifetime)	Tonnes CO ₂ /home (lifetime)	Tonnes CO ₂ /home easy measures (annual)	Tonnes CO ₂ /home further measures (annual)	Tonnes CO ₂ /home total (annual)
Barking and Dagenham	1,744	3,481	779	4,260	2.44	0.159	0.012	0.171
Barnet	1,533	4,061	-	4,061	2.65	0.207	0.000	0.207
Bexley	1,602	2,967	871	3,838	2.40	0.148	0.014	0.162
Brent	1,670	3,908	1,352	5,260	3.15	0.166	0.020	0.186
Bromley	1,690	3,485	876	4,361	2.58	0.162	0.013	0.175
Camden	1,553	3,299	21	3,320	2.14	0.159	0.000	0.159
Croydon	1,536	3,275	1,896	5,171	3.37	0.173	0.031	0.204
Ealing	1,643	3,954	1,245	5,198	3.16	0.171	0.019	0.190
Enfield	1,532	3,073	-	3,073	2.01	0.158	0.000	0.158
Greenwich	1,602	2,909	152	3,061	1.91	0.140	0.002	0.142
Hackney	1,409	2,930	1,016	3,946	2.80	0.162	0.019	0.181
Hammersmith and Fulham	1,733	4,339	83	4,422	2.55	0.192	0.001	0.193
Haringey	1,510	3,204	-	3,204	2.12	0.168	0.000	0.168
Harrow	1,702	4,811	4,366	9,177	5.39	0.213	0.064	0.277
Havering	492	831	291	1,122	2.28	0.128	0.015	0.144
Hillingdon	1,623	4,186	4,366	8,552	5.27	0.185	0.067	0.253

Borough	# home visits	Tonnes CO ₂ saved from easy measures (lifetime)	Tonnes CO ₂ saved from further measures (lifetime)	Total tonnes CO ₂ saved (lifetime)	Tonnes CO ₂ /home (lifetime)	Tonnes CO ₂ /home easy measures (annual)	Tonnes CO ₂ /home further measures (annual)	Tonnes CO ₂ /home total (annual)
Hounslow	1,614	3,750	295	4,045	2.51	0.176	0.005	0.181
Islington	1,570	3,477	-	3,477	2.21	0.163	0.000	0.163
Kensington and Chelsea	1,307	2,785	545	3,330	2.55	0.167	0.010	0.177
Kingston upon Thames	1,620	3,413	1,826	5,240	3.23	0.166	0.028	0.194
Lambeth	1,602	2,717	319	3,036	1.90	0.135	0.005	0.140
Lewisham	1,876	3,752	3,299	7,050	3.76	0.200	0.044	0.244
Merton	1,711	4,352	481	4,833	2.82	0.207	0.007	0.214
Newham	2,154	4,540	723	5,262	2.44	0.165	0.009	0.174
Redbridge	1,777	4,804	1,313	6,117	3.44	0.220	0.018	0.238
Richmond upon Thames	1,600	3,494	1,798	5,293	3.31	0.176	0.028	0.204
Southwark	1,602	2,901	476	3,377	2.11	0.144	0.007	0.151
Sutton	1,600	3,321	712	4,033	2.52	0.164	0.011	0.175
Tower Hamlets	1,264	2,264	106	2,370	1.88	0.137	0.002	0.139
Waltham Forest	1,756	3,838	959	4,797	2.73	0.173	0.014	0.186
Wandsworth	1,603	3,114	549	3,663	2.28	0.155	0.009	0.164
Westminster	1,453	3,699	-	3,699	2.55	0.196	0.000	0.196
Average	1,584	3,467	960	4,427	2.79	0.1714	0.0152	0.1866
Total	50,683	110,933	30,716	141,649	N/A	N/A	N/A	N/A

Table 4: Key referral, installation and cost outputs

Borough	# of referrals made	Referrals made (% visits)	# of further measures installed	Install. (% of referrals)	Install. (% of visits)	Total cost (GLA spend)	£/ home (GLA spend)	£/ tonne (GLA spend)	Total cost (including leverage)*	£/ home (including leverage)*	£/ tonne (including leverage)*
Barking and Dagenham	849	48.68%	61	7.18%	3.50%	£209,300	£120.01	£49.13	£264,882	£151.88	£62.18
Barnet	867	56.56%	-	0.00%	0.00%	£181,801	£118.59	£44.77	£201,102	£131.18	£49.52
Bexley	609	38.01%	58	9.52%	3.62%	£172,018	£107.38	£44.82	£207,241	£129.36	£53.99
Brent	241	14.43%	48	19.92%	2.87%	£176,387	£105.62	£33.53	£209,731	£125.59	£39.87
Bromley	423	25.03%	44	10.40%	2.60%	£187,849	£111.15	£43.08	£220,799	£130.65	£50.63
Camden	116	7.47%	2	1.72%	0.13%	£176,430	£113.61	£53.15	£191,785	£123.49	£57.77
Croydon	432	28.13%	115	26.62%	7.49%	£176,632	£114.99	£34.16	£230,572	£150.11	£44.59
Ealing	280	17.04%	43	15.36%	2.62%	£176,503	£107.43	£33.95	£205,678	£125.18	£39.57
Enfield	707	46.15%	-	0.00%	0.00%	£176,937	£115.49	£57.58	£194,865	£127.20	£63.42
Greenwich	579	36.14%	8	1.38%	0.50%	£172,476	£107.66	£56.34	£190,937	£119.19	£62.37
Hackney	709	50.32%	63	8.89%	4.47%	£167,405	£118.81	£42.42	£213,563	£151.57	£54.12
Hammersmith and Fulham	126	7.27%	4	3.17%	0.23%	£188,204	£108.60	£42.56	£212,597	£122.68	£48.08
Haringey	368	24.37%	-	0.00%	0.00%	£180,571	£119.58	£56.36	£200,538	£132.81	£62.59
Harrow	445	26.15%	159	35.73%	9.34%	£175,010	£102.83	£19.07	£253,110	£148.71	£27.58
Havering	370	75.20%	17	4.59%	3.46%	£58,619	£119.14	£52.25	£65,695	£133.53	£58.56
Hillingdon	410	25.26%	159	38.78%	9.80%	£175,010	£107.83	£20.46	£233,253	£143.72	£27.27

Borough	# of referrals made	Referrals made (% visits)	# of further measures installed	Install. (% of referrals)	Install. (% of visits)	Total cost (GLA spend)	£/ home (GLA spend)	£/ tonne (GLA spend)	Total cost (including leverage)*	£/ home (including leverage)*	£/ tonne (including leverage)*
Hounslow	56	3.47%	15	26.79%	0.93%	£174,656	£108.21	£43.18	£201,541	£124.87	£49.83
Islington	24	1.53%	-	0.00%	0.00%	£174,018	£110.84	£50.05	£189,412	£120.64	£54.48
Kensington and Chelsea	135	10.33%	32	23.70%	2.45%	£141,194	£108.03	£42.40	£167,498	£128.15	£50.30
Kingston upon Thames	550	33.95%	111	20.18%	6.85%	£177,171	£109.36	£33.81	£231,185	£142.71	£44.12
Lambeth	270	16.85%	15	5.56%	0.94%	£171,599	£107.12	£56.51	£193,384	£120.71	£63.69
Lewisham	428	22.81%	173	40%	9%	£268,696	£143.23	£38.11	£331,290	£176.59	£46.99
Merton	407	23.79%	31	7.62%	1.81%	£182,722	£106.79	£37.80	£221,207	£129.29	£45.77
Newham	1,822	84.59%	48	2.63%	2.23%	£258,462	£119.99	£49.11	£310,393	£144.10	£58.98
Redbridge	203	11.42%	74	36.45%	4.16%	£212,937	£119.83	£34.81	£252,965	£142.36	£41.35
Richmond upon Thames	449	28.06%	108	24.05%	6.75%	£176,570	£110.36	£33.36	£229,531	£143.46	£43.37
Southwark	288	17.98%	29	10.07%	1.81%	£175,169	£109.34	£51.87	£202,266	£126.26	£59.89
Sutton	359	22.44%	40	11.14%	2.50%	£176,145	£110.09	£43.67	£208,331	£130.21	£51.65
Tower Hamlets	842	66.61%	6	0.71%	0.47%	£151,719	£120.03	£64.01	£159,674	£126.32	£67.37
Waltham Forest	891	50.74%	50	5.61%	2.85%	£210,308	£119.77	£43.84	£243,561	£138.70	£50.78
Wandsworth	354	22.08%	35	9.89%	2.18%	£171,161	£106.78	£46.73	£200,935	£125.35	£54.86
Westminster	56	3.85%	-	0.00%	0.00%	£147,828	£101.74	£39.96	£169,492	£116.65	£45.82
Average	458	28.93%	48	10.56%	3.05%	N/A	£112.89	£40.39	N/A	£134.35	£48.07
Total	14,665	N/A	1,548	N/A	N/A	£5,721,506	N/A	N/A	£6,809,011	N/A	N/A

*Leverage funding refers to all other sources of funding for easy and further measures outside of the GLA's budget. Leverage funding came from the energy suppliers, water suppliers, central government (in the form of Warm Front) and the borough.

The results demonstrate consistent delivery of easy measures across the programme with average savings of 0.17 tonnes CO₂ saved (annual savings) and ranges from 0.13 – 0.22 tonnes CO₂ saved (annual savings).

Whilst the take-up of easy measures and advice was high and a real success for the scheme overall, referrals for further measures, such as loft and cavity wall insulation were low. The average conversion rate from referral to further measures was 10.6%, but over one-third of the boroughs recorded a conversion rate below 6%. There were five boroughs which did not report any further measures installed. Three of these boroughs had protracted contractual issues with their delivery agent, which meant that further measures were not installed. The other two boroughs have housing stock that did not lend itself to CERT-funded installations; mainly solid-walled properties and a high number of flats.

Six boroughs recorded conversion rates over 50% from home visit to referral, mainly in East London. However all of these boroughs were in the bottom half of the league table for installation of further measures. This is symptomatic across the programme where referral conversion was much lower than initial conversion rates.

Every delivery agent experienced issues converting referrals to installations. For example Groundwork experienced a dropout rate of 25% across West London, through cancellations or 'no-shows'.

There can be many reasons why referrals do not always lead to installations, many of which are avoidable or could be remedied, so it is important to audit referrals to be able to identify and overcome the issues. Below is a summary of key barriers that have been identified by the delivery agents and boroughs:

- **Discrepancies between identified measures and referrals reported from sub-contractors** – Delivery agents expressed concerns about the accuracy of the data provided by their staff and/or contractors through the in-home visit (for example in East London there was a discrepancy in higher virgin loft installs than the number referred; this was due to some loft top up referrals actually being virgin loft measures after survey. There were also some issues identifying some non-standard cavity wall properties). Some delivery agents felt that further training of their assessors would prevent discrepancies between identified measures and possible installations. For two delivery agents, Climate Energy and Carillion, the GLA asked them to review the data from their final reports as part of this evaluation. A number of changes were made to the data to improve the accuracy of it when the raw data was reviewed.
- **Number of in-home visits required** – Assessor referrals require follow up by a technical survey from an installation surveyor. This has caused drop out as not all residents have granted access for the follow up visit. For example in the private rented sector a second visit would require securing landlord permission which was not always granted. The GLA has tried to address the issue of multiple assessment visits in the current phase of RE:NEW. This been addressed for technical assessment of loft insulation but it does not always extend to assessment of cavity wall insulation.
- **Significant lag time between referral to installation** – caused householders to drop out. It is unclear what caused the delays between referrals and installations. However, it may have been seen as a lower priority in comparison to delivery of the target for home visits. It is crucial that referrals and further action happen soon after the initial visit. This ensures that the householder is still engaged with the process at the time of the installation of further measures.

These issues affected the conversion rate from home visit to further installation measures, causing consistently low numbers across the programme. Almost all boroughs recorded a conversion rate of less than 3% and a number of boroughs did not progress beyond installation of easy measures. Harrow, Hillingdon and Lewisham were exceptions to this trend with around 9% of all visits resulting in the installation of a further measure. This has been attributed to the make-up of the housing stock which has high potential for further measures and the fact that the borough leads in these areas were highly engaged with the programme.

Issues with the conversion of home visits to installations were identified during and shortly after the roll-out phase. In RE:NEW Phase II (September 2012 – March 2014) this has been addressed by linking payments to both homes and **carbon** targets.

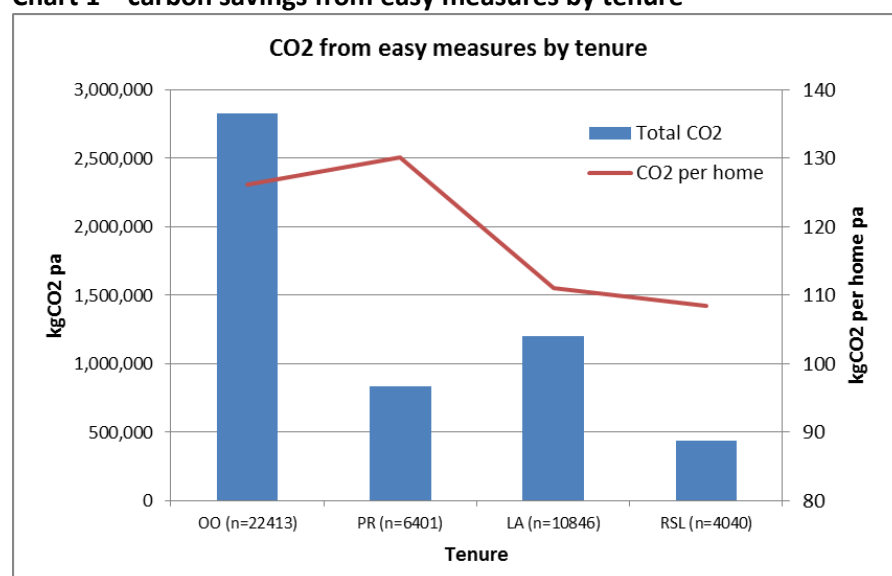
Fuel bill and water savings followed the same trend. The areas with the highest fuel bill savings were ultimately those who installed the greatest number of further measures. The same analysis can be made for CO₂ emissions. Based upon modelled data from the Energy Saving Trust, on the whole virgin loft insulation generates the largest CO₂ saving, followed by cavity wall insulation and then loft top up. However in flats a loft top-up generates greater savings than cavity wall insulation because there is less wall space.

Despite few installations of further measures, significant savings have been made by installation of easy measures. However it should be noted that these savings are, to a degree, dependent on behavioural elements and as a result are inherently more temporary than installation of further measures. This is taken into account when calculating the lifetime savings for each measure. Furthermore, residents will be making savings based on the behaviour change advice provided during visits, which isn't incorporated into the carbon saving results (this is due to the variable nature of the savings depending on the level to which advice is acted upon).

Home visits by tenure and built form

Chart 1 (based on a sub-set of the data) shows that the highest number of visits were delivered to owner occupied properties therefore the most carbon was saved under this tenure. However, as the carbon saving per home for easy measures is highest in the private rented sector, this demonstrates that there is significant potential if this market can be accessed.

Chart 1 – carbon savings from easy measures by tenure



However, chart 2 (also based on a sub-set of the data) demonstrates that whilst there may be good potential for savings from the easy measures, this is not the case when it comes to installing further measures. This could be expected on the assumption that for the private rented sector landlord permission would be required for installation of the further measures, which complicates and delays the process. Therefore, for a programme to drive take-up of further measures, it is likely that it is best targeted at owner occupied properties.

Local authority properties saw very little take-up of further measures, whilst Registered Social Landlord homes saw no take up at all. This could be due to the likelihood that the majority of local authorities and other social housing providers have already installed the further measures funded through CERT etc. as well as the complications for obtaining approval and/or building the installation of measures into planned work programmes.

Chart 2 – number of further measures installed by tenure

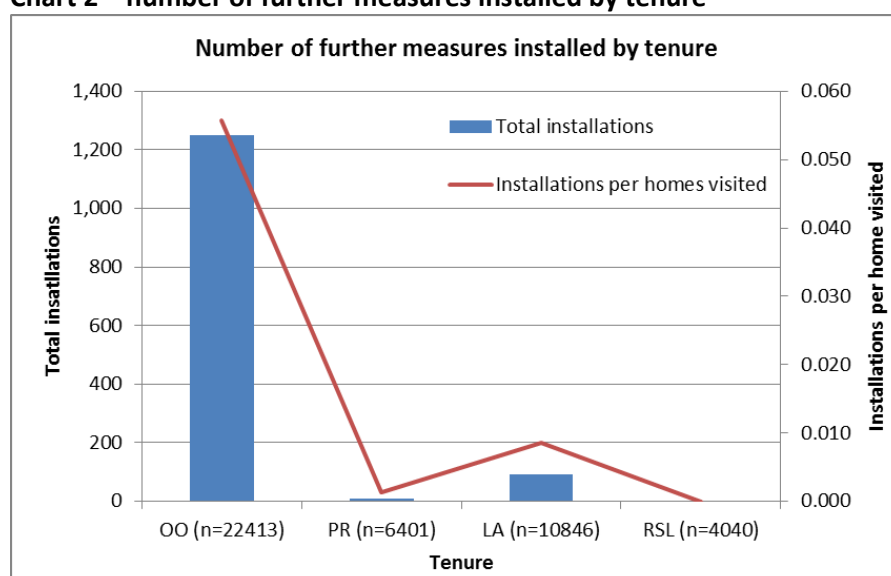


Chart 3 – number of further measures installed by built form

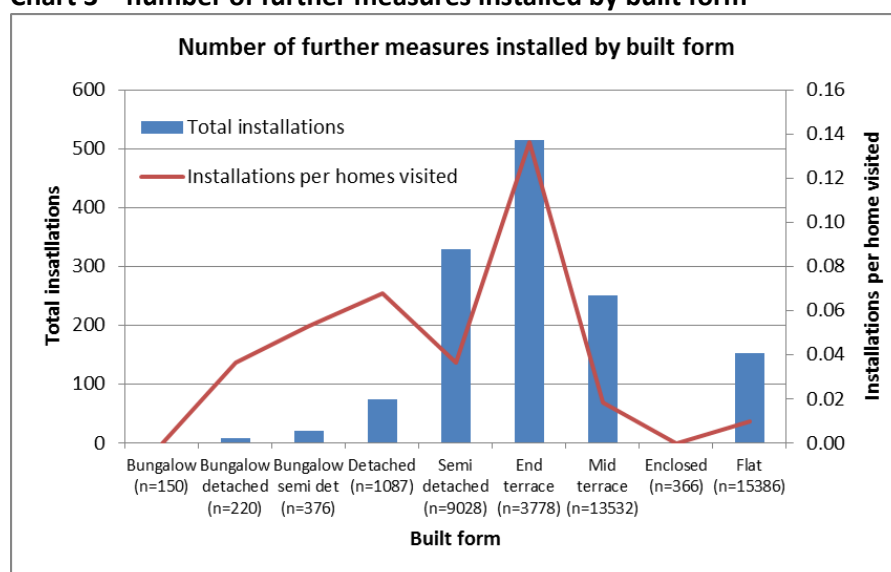


Chart 3 above (based on a sub-set of the data) shows that the most installations per homes visited occurred in properties that were not flats. This is to be expected, as there is not much opportunity for loft insulation in flats (only the top floor of flats might have a loft), and insulation of the walls of flats requires obtaining approval from all residents and owners, as well as sourcing appropriate funding which (under CERT) was limited due to the additional cost of installing cavity wall insulation in some flats.

Home visits by fuel poverty and age

Chart 4 (based on a sub-set of the data) shows that almost half (approximately 48%) of the home visits were delivered to residents in fuel poverty (based on proxy indicators such as whether or not the residents were receiving benefits). The carbon savings per home for the easy measures did not vary significantly depending on whether or not the residents were in fuel poverty. This is not surprising as the easy measures you would install in a fuel poor home are the same as those you'd install in a non-fuel poor home. Due to the data collected, it has not been possible to analyse the installation of further measures in homes in fuel poverty.

Chart 4 – carbon from easy measures by fuel poverty

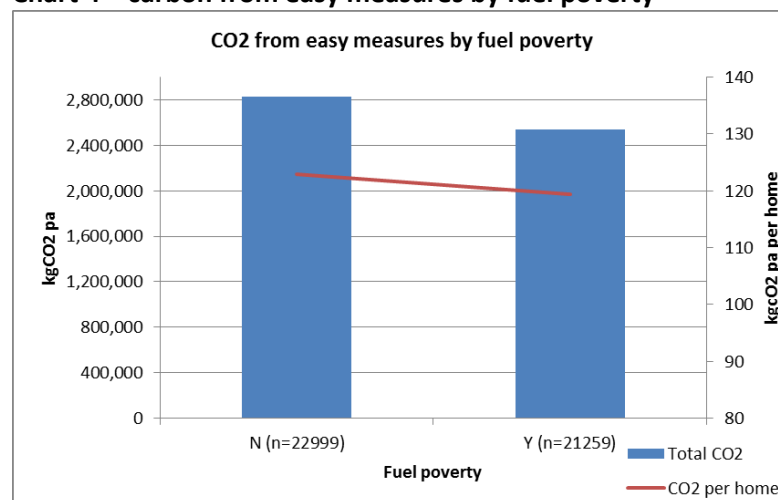
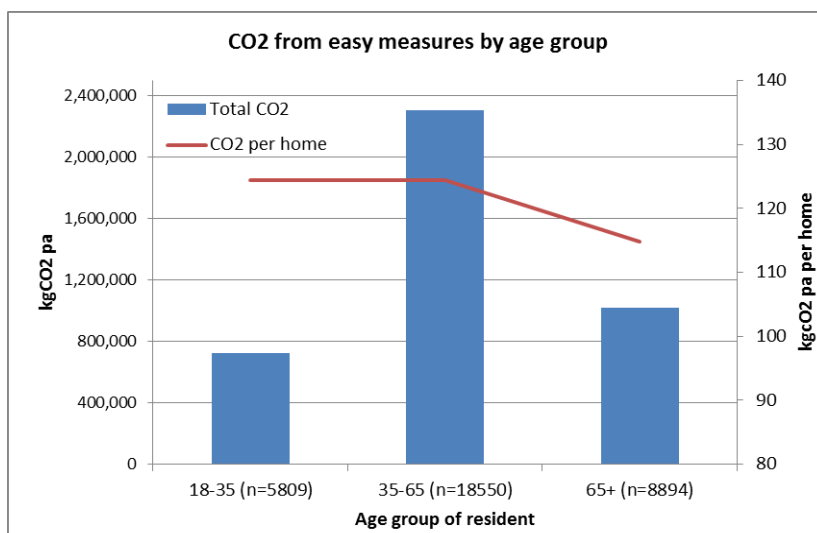


Chart 5 (based on a sub-set of the data) shows that approximately 27% of the visits were delivered in homes with residents over the age of 65, with the majority (57%) being delivered in homes where the residents were aged 35-65.

Chart 5 – carbon from easy measures by age group



Water measures

Unlike delivery of energy efficiency easy measures there is some variation in the delivery of water measures across the boroughs. Redbridge, Merton, Lewisham, Newham and Harrow were the most effective at installing water efficiency 'easy' measures, saving over 25 million litres annually. In other boroughs the distribution of water efficiency measures was far lower. In some instances this was due to availability from the water utility, distribution to depots, and often whether the assessor understood the measure and had been trained in installing them.

Other referrals

Over 5,000 homes were referred to an income maximisation service. This equated to 10% of all home visits. However, the data on the results of these referrals was not reported in most instances. The GLA received data on the conversion of these referrals and the amount awarded from six of the East London boroughs. Based on this limited analysis, householders were awarded an additional £216,493 in benefits income. Information for all of the boroughs is collected in Table 5 below.

Referrals were also made to the fire brigade service but no data was analysed on how many were made. Later communication from the service indicated that many of these referrals were collected and handed over all at once. The service asked that in future, a stronger criteria was used to identify referrals and that they are handed over on a more regular basis. This process was implemented for the next phase of delivery.

Table 5: Income maximisation

Borough	Referred to income maximisation service	% referred to income maximisation service	£ awarded (where provided)
Barking and Dagenham	255	15%	£51,910
Barnet	281	18%	
Bexley	18	1%	
Brent	308	18%	
Bromley	18	1%	
Camden	275	18%	
Croydon	31	2%	
Ealing	188	11%	

Enfield	293	19%	
Greenwich	12	1%	
Hackney	205	15%	£23,524
Hammersmith and Fulham	114	10%	
Haringey	237	16%	
Harrow	328	19%	
Havering	215	44%	£34,401
Hillingdon	56	3%	
Hounslow	175	12%	
Islington	377	24%	
Kensington and Chelsea	52	10%	
Kingston upon Thames	36	2%	
Lambeth	21	1%	
Lewisham	11	1%	
Merton	39	2%	
Newham	400	19%	£31,172
Redbridge	0	0%	
Richmond upon Thames	36	2%	
Southwark	18	1%	
Sutton	23	1%	
Tower Hamlets	508	40%	£49,418
Waltham Forest	157	9%	£26,068
Wandsworth	37	2%	
Westminster	329	23%	
Total	5,053	10%	£216,493

Customer satisfaction

The GLA suggested several methods in order to capture customer satisfaction via survey: in person, by phone, by email or post, each with different pros and cons. A list of proposed questions was presented to delivery agents. However it was acknowledged that the preferred method of contact may impact upon how many questions were included and in turn affect the response rate to the survey.

Satisfaction results were received for 28 of the 32 boroughs, the table below shows the average results across these boroughs. From this we can conclude positive satisfaction levels, with those homes being satisfied making up (on average) 94% of those residents who replied to the questions.

Homes satisfied (very/ fairly) with RE:NEW visit	94%
Homes not satisfied (not very/ not at all) with RE:NEW visit	3%
Homes satisfied that RE:NEW visit helped save energy and money	61%
Homes satisfied with package of easy measures installed	94%
Homes remember being referred to further measures	16%
Homes remember being referred to other council services	5%
Homes that would recommend the RE:NEW service to a friend	91%

From this survey we can conclude that fewer people remember being referred to further measures (16%) than those that were actually referred (29%). Also, while the RE:NEW service received a high satisfaction rating and most homes would recommend it to a friend, it appears that many households did not see the link between the visit and a reduction in energy use and bills.

Health and safety

The GLA carried out an in-depth Health and Safety audit of all framework organisations, including those that didn't have RE:NEW work under the first phase. WYG were commissioned to deliver this work and provided reports to the GLA on each of the organisations participating in RE:NEW.

In addition WYG conducted audits of each organisation. The audits involved a desk-based audit of their paperwork and systems, and a following on-site audit of the organisations carrying out home visits or installations of measures.

The reports and audits picked up some minor issues, though not many, and they were all addressed satisfactorily.

Further lessons to inform future delivery

Referral process

Take-up of easy measures and advice was high but referrals for further measures were low. The average penetration rate for referral to further measures was 18.3% but over one-third of the boroughs recorded a penetration rate below 10%. Referral conversion to installation was much lower than initial penetration rates.

Recommendation:

- There were a number of discrepancies between identified measures and referrals reported. This has been attributed to assessors mis-identifying referrals during the home visit and due to a lack of accuracy in reporting of referrals by sub-contractors. Therefore the accuracy of information provided by both the delivery agents and subcontractors needs to be improved to ensure that referrals are required.
- A clearly defined referral process and a robust procedure for tracking progress and reporting outputs are required. Particularly where there are a high number of referral routes.

Timings and length of visits

Delivery agents typically offered residents appointment slots between Monday to Friday; however greater flexibility was required to accommodate requests for visits. On average two hour slots were allocated for each visit, however the average length of visit varied across each borough from 45 minutes to over 2 hours in some instances. Where householders required a longer visit this was often due to age (householders over 66 requiring more time on average) disability, cognitive problems or other social issues. Households where the visits were longer have also tended to reflect those with a complex benefit arrangement or those in receipt of three or more benefits.

Recommendations:

- Ensure that more time is set aside where residents are identified as over 66 or in receipt of benefits
- Ensure that support workers are available to attend visits to help those households with special considerations.

Methods for capturing data and reporting accuracy

Many delivery agents collected survey information in electronic format, to reduce paper and also to reduce administration time. On the ground this electronic form was completed on an iPad or equivalent, allowing instant upload of the data from the survey form. The use of this technology enabled the DEAs to access the internet and quickly check online to provide the householder with accurate information.

Data collection was an issue throughout the project both in terms of the quality and accuracy of data supplied and the level of resource required from delivery agents and the GLA to input and verify data.

Recommendation:

- Reporting accuracy can be improved by providing delivery agents with some training on preparing these reports and on how to avoid common errors.
- Reporting of delivery required a far higher level of resource and level of IT investment and expertise from contractors than expected. Greater flexibility and streamlined reporting requirements would allow delivery agents to focus more attention on delivery than in the monitoring and reporting of these activities. A more flexible approach has been developed for the current phase of RE:NEW to address some of these issues.

Installation of measures

The penetration rate from home visit to further installation measures was consistently low across the programme.

In some cases delivery agents focused delivery of visits to social housing properties because this met the council's fuel poverty objectives and they were more likely to respond during daylight hours. As a result this has restricted the level of opportunity to deliver further measures because they weren't always coordinated with the landlords.

However there were some successes. For example in Lewisham there were 58 installations in the private sector of loft insulation and 22 installations of cavity wall insulation, with 10 hot water tank jackets installed when identified during the CERT works. There were also a total of 93 installations, predominantly CWI, delivered in the Perry Vale ward on Lewisham Homes properties which predominantly consisted of flats.

Recommendation:

- Social housing properties can offer scope for installing further measures, but it requires the delivery agents to ensure that this activity is coordinated with existing maintenance programmes.
- Further targeting of the able to pay market/ private owner occupiers is necessary to improve take-up of further measures.

Other recommendations

- Improve communication between delivery agents and suppliers of easy measures across London to identify supply issues early to ensure that stock is available when requested and avoid delays.
- Parking restrictions often presented a challenge given the volume of visits to be conducted in high density residential areas. In future, it would be useful to provide access to parking permits from boroughs, to reduce delivery costs.

Cost of delivery

Table 6 shows the total cost of delivering the roll-out phase, broken down by borough, of RE:NEW which was £6,598,370, 86% of which was paid for by the GLA. Overall, 1% was spent of marketing, 84% on the home visits and easy measures, 6% on installation of further measures and 9% on management and reporting.

Table 8 demonstrates where the leveraged funding was sourced from. The majority came from the water companies – this was in the form of the free easy measures provided by the companies e.g. tap aerators and showerheads. CERT funding was leveraged for the further measures.

However, it has not always been possible to obtain figures of levered funding (see table 9 below). For example, five boroughs reported further measures installed, but did not report any CERT funding levered. This indicates that the level of funding levered is higher than reported.

The funding levered under CERT ranged significantly from £51 per further measure to £521 per further measure. This could be due to discrepancies in the information reported and/or discrepancies in the measures installed and the funding obtained for each type of measures. Unfortunately due to the level of data, it has not been possible to analyse this information.

The total cost (including leverage) equates to an average cost of £61.4 per tonne of CO₂ (lifetime) saved, which ranges from £28 per tonne of CO₂ (lifetime) saved in Hillingdon to £171 per tonne of CO₂ (lifetime) saved in Hammersmith. Chart 6 demonstrates the clear correlation between installation of further measures and average cost per tonne of carbon.

Table 6: Total cost including leverage

	Marketing	Assessment	Installation	Management and reporting	Total with leverage
Barking and Dagenham	£4,199.57	£191,774.83	£6,175.00	£24,886.01	£227,035.41
Barnet	£1,422.00	£199,680.44	£0.00	£0.00	£201,102.44
Bexley	£1,528.49	£166,945.04	£17,460.00	£21,307.13	£207,240.66
Brent	£1,511.80	£176,744.17	£16,285.32	£15,190.00	£209,731.29
Bromley	£1,627.63	£181,532.50	£12,717.47	£9,800.00	£205,677.60
Camden	£3,000.00	£160,014.85	£570.00	£28,200.00	£191,784.85
Croydon	£6,684.04	£170,146.86	£34,305.00	£19,435.72	£230,571.62
Ealing	£1,611.44	£182,703.71	£14,020.00	£22,463.53	£220,798.68
Enfield	£1,422.00	£193,443.20	£0.00	£0.00	£194,865.20
Greenwich	£1,527.53	£165,661.02	£2,455.00	£21,293.84	£190,937.39
Hackney	£4,109.57	£138,038.43	£6,710.00	£33,342.01	£182,200.01
Hammersmith and Fulham	£0.00	£211,396.69	£1,200.00	£0.00	£212,596.69
Haringey	£1,422.00	£199,115.81	£0.00	£0.00	£200,537.81
Harrow	£135.00	£188,500.00	£54,674.70	£9,800.00	£253,109.70
Havering	£3,449.57	£41,486.45	£1,850.00	£15,782.10	£62,568.12
Hillingdon	£135.00	£181,691.00	£41,626.83	£9,800.00	£233,252.83
Hounslow	£0.00	£196,971.45	£4,570.00	£0.00	£201,541.45
Islington	£3,000.00	£158,212.00	£0.00	£28,200.00	£189,412.00
Kensington and Chelsea	£0.00	£157,163.43	£10,335.00	£0.00	£167,498.43

Kingston upon Thames	£6,675.80	£171,512.03	£33,585.00	£19,411.76	£231,184.59
Lambeth	£6,601.62	£162,616.78	£4,970.00	£19,196.07	£193,384.47
Lewisham	£775.00	£180,688.11	£47,140.00	£27,932.75	£256,535.86
Merton	£7,046.67	£184,394.89	£9,275.00	£20,490.19	£221,206.75
Newham	£3,914.56	£222,633.72	£2,450.00	£47,208.56	£276,206.84
Redbridge	£3,449.57	£194,169.75	£8,190.00	£34,728.97	£240,538.29
Richmond upon Thames	£6,593.38	£170,885.09	£32,880.00	£19,172.11	£229,530.58
Southwark	£1,527.53	£170,879.42	£8,565.00	£21,293.84	£202,265.79
Sutton	£6,593.38	£170,460.99	£12,105.00	£19,172.11	£208,331.48
Tower Hamlets	£3,709.57	£117,418.95	£0.00	£36,900.54	£158,029.06
Waltham Forest	£3,749.57	£184,158.84	£4,560.00	£35,798.37	£228,266.78
Wandsworth	£6,605.74	£164,646.25	£10,475.00	£19,208.05	£200,935.04
Westminster	£1,422.00	£168,069.83	£0.00	£0.00	£169,491.83
Average per household	£1.88	£108.99	£7.88	£11.44	£130.19
Total	£95,450.03	£5,523,756.53	£399,149.32	£580,013.66	£6,598,369.54

Table 7: Total cost to the GLA

	Marketing	Assessment	Installation	Management and reporting	GLA spend
Barking and Dagenham	£4,199.57	£179,294.76	£920.00	£24,886.01	£209,300.34
Barnet	£1,422.00	£180,379.34	£0.00	£0.00	£181,801.34
Bexley	£1,528.49	£149,182.54	£0.00	£21,307.13	£172,018.16
Brent	£1,511.80	£159,685.17	£0.00	£15,190.00	£176,386.97
Bromley	£1,627.63	£165,075.00	£0.00	£9,800.00	£176,502.63
Camden	£3,000.00	£145,229.85	£0.00	£28,200.00	£176,429.85
Croydon	£6,684.04	£150,511.86	£0.00	£19,435.72	£176,631.62
Ealing	£1,611.44	£163,773.71	£0.00	£22,463.53	£187,848.68
Enfield	£1,422.00	£175,514.96	£0.00	£0.00	£176,936.96
Greenwich	£1,527.53	£149,654.52	£0.00	£21,293.84	£172,475.89
Hackney	£4,109.57	£128,068.36	£1,885.00	£33,342.01	£167,404.94
Hammersmith and Fulham	£0.00	£188,203.69	£0.00	£0.00	£188,203.69
Haringey	£1,422.00	£179,149.35	£0.00	£0.00	£180,571.35
Harrow	£135.00	£165,075.00	£0.00	£9,800.00	£175,010.00
Havering	£3,449.57	£39,387.34	£0.00	£15,782.10	£58,619.01
Hillingdon	£135.00	£165,075.00	£0.00	£9,800.00	£175,010.00
Hounslow	£0.00	£174,656.45	£0.00	£0.00	£174,656.45
Islington	£3,000.00	£142,817.50	£0.00	£28,200.00	£174,017.50
Kensington and Chelsea	£0.00	£141,193.93	£0.00	£0.00	£141,193.93
Kingston upon Thames	£6,675.80	£151,083.53	£0.00	£19,411.76	£177,171.09
Lambeth	£6,601.62	£145,801.78	£0.00	£19,196.07	£171,599.47
Lewisham	£775.00	£165,234.77	£0.00	£27,932.75	£193,942.52
Merton	£7,046.67	£155,184.89	£0.00	£20,490.19	£182,721.75
Newham	£3,914.56	£207,339.13	£0.00	£47,208.56	£258,462.25

Redbridge	£3,449.57	£173,663.00	£1,095.00	£34,728.97	£212,936.54
Richmond upon Thames	£6,593.38	£150,804.59	£0.00	£19,172.11	£176,570.08
Southwark	£1,527.53	£152,347.92	£0.00	£21,293.84	£175,169.29
Sutton	£6,593.38	£150,379.99	£0.00	£19,172.11	£176,145.48
Tower Hamlets	£3,709.57	£111,108.68	£0.00	£36,900.54	£151,718.79
Waltham Forest	£3,749.57	£170,310.18	£450.00	£35,798.37	£210,308.12
Wandsworth	£6,605.74	£145,346.75	£0.00	£19,208.05	£171,160.54
Westminster	£1,422.00	£146,405.55	£0.00	£0.00	£147,827.55
Average per household	£1.88	£98.00	£0.09	£11.44	£111.41
Total	£95,450.03	£4,966,939.09	£4,350.00	£580,013.66	£5,646,752.78

Table 8: Leverage funding by source

	CERT	Warm Front	Water company	Other (i.e. local authority top up)
Barking and Dagenham	£3,455.00	£0.00	£12,480.07	£1,800.00
Barnet	£0.00	£0.00	£19,301.10	£0.00
Bexley	£19,975.00	£0.00	£15,247.50	£0.00
Brent	£0.00	£0.00	£17,059.00	£0.00
Bromley	£0.00	£0.00	£16,457.50	£0.00
Camden	£570.00	£0.00	£14,785.00	£0.00
Croydon	£36,105.00	£0.00	£17,835.00	£0.00
Ealing	£16,085.00	£0.00	£16,865.00	£0.00
Enfield	£0.00	£0.00	£17,928.24	£0.00
Greenwich	£4,170.00	£0.00	£14,291.50	£0.00
Hackney	£3,475.00	£0.00	£9,970.07	£1,350.00
Hammersmith and Fulham	£1,200.00	£0.00	£23,193.00	£0.00
Haringey	£0.00	£0.00	£19,966.46	£0.00
Harrow	£0.00	£0.00	£23,425.00	£0.00
Havering	£1,850.00	£0.00	£2,099.11	£0.00
Hillingdon	£0.00	£0.00	£16,616.00	£0.00
Hounslow	£4,570.00	£0.00	£22,315.00	£0.00
Islington	£0.00	£0.00	£15,394.50	£0.00
Kensington and Chelsea	£10,335.00	£0.00	£15,969.50	£0.00
Kingston upon Thames	£37,030.00	£0.00	£16,983.50	£0.00
Lambeth	£6,000.00	£0.00	£15,785.00	£0.00
Lewisham	£42,965.00	£0.00	£15,168.34	£4,460.00
Merton	£11,145.00	£0.00	£27,340.00	£0.00
Newham	£2,450.00	£0.00	£15,294.59	£0.00
Redbridge	£6,110.00	£0.00	£20,506.75	£985.00
Richmond upon Thames	£35,225.00	£0.00	£17,735.50	£0.00
Southwark	£9,690.00	£0.00	£17,406.50	£0.00
Sutton	£14,110.00	£0.00	£18,076.00	£0.00

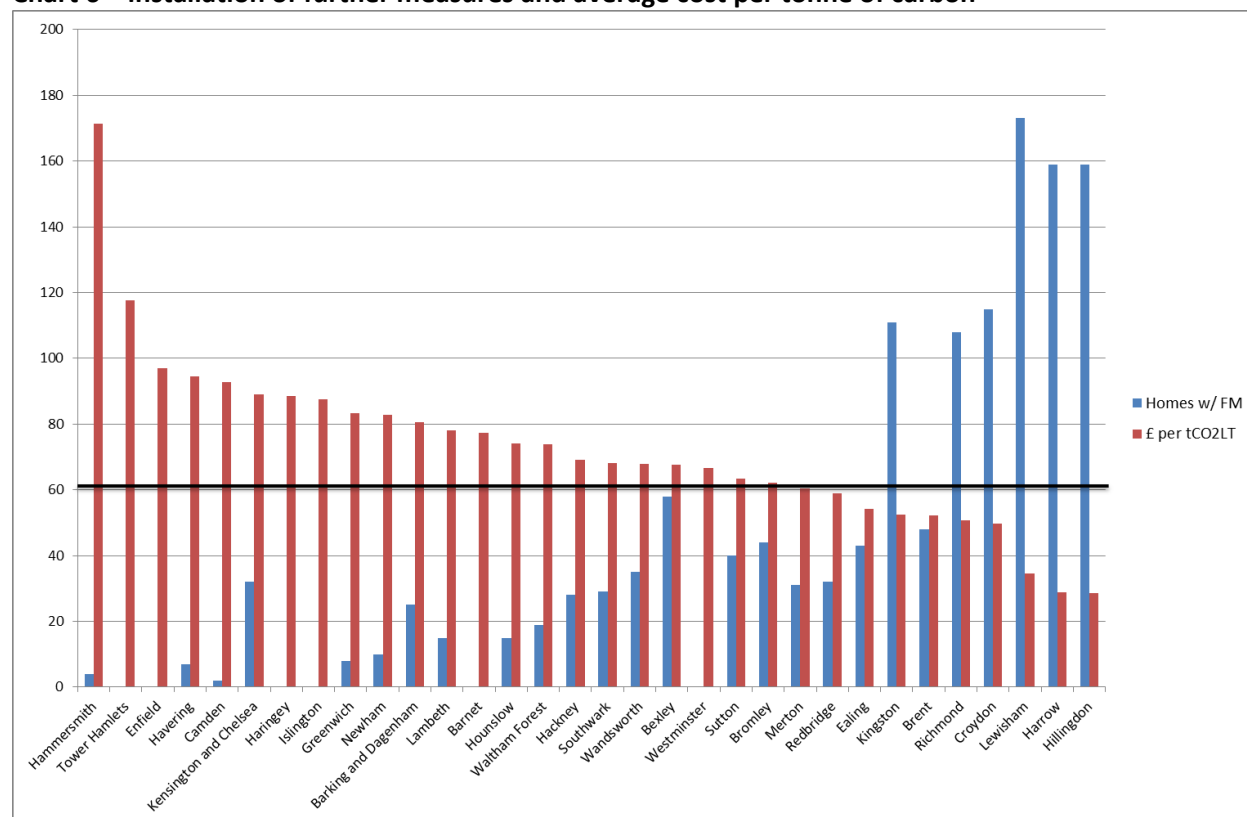
Tower Hamlets	£0.00	£0.00	£6,310.27	£0.00
Waltham Forest	£2,985.00	£0.00	£13,848.66	£1,125.00
Wandsworth	£12,335.00	£0.00	£17,439.50	£0.00
Westminster	£0.00	£0.00	£21,664.28	£0.00
Average per household	£5.56	£0.00	£10.55	£0.19
Total	£281,835.00	£0.00	£534,757.44	£9,720.00

Table 9: CERT funding and further measures installed

	CERT	Number of further measures installed	Average cost / further measures
Barking and Dagenham	£3,455	61	£56.64
Barnet	£0	0	-
Bexley	£19,975	58	£344.40
Brent	£0	48	£0.00
Bromley	£0	44	£0.00
Camden	£570	2	£285.00
Croydon	£36,105	115	£313.96
Ealing	£16,085	43	£374.07
Enfield	£0	0	-
Greenwich	£4,170	8	£521.25
Hackney	£3,475	63	£55.16
Hammersmith and Fulham	£1,200	4	£300.00
Haringey	£0	0	-
Harrow	£0	159	£0.00
Havering	£1,850	17	£108.82
Hillingdon	£0	159	£0.00
Hounslow	£4,570	15	£304.67
Islington	£0	0	-
Kensington and Chelsea	£10,335	32	£322.97
Kingston upon Thames	£37,030	111	£333.60
Lambeth	£6,000	15	£400.00
Lewisham	£42,965	173	£248.35
Merton	£11,145	31	£359.52
Newham	£2,450	48	£51.04
Redbridge	£6,110	74	£82.57
Richmond upon Thames	£35,225	108	£326.16
Southwark	£9,690	29	£334.14
Sutton	£14,110	40	£352.75
Tower Hamlets	£0	6	£0.00
Waltham Forest	£2,985	50	£59.70
Wandsworth	£12,335	35	£352.43
Westminster	£0	0	-

Total	£281,835	1,548	£182.06
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Chart 6 – installation of further measures and average cost per tonne of carbon



Conclusion

The roll-out phase of RE:NEW has been a qualified success. The programme has demonstrated that there is value in a pan-London approach but in the rush to deliver a large number of home visits, not all of the opportunities for carbon saving measures were capitalised on.

In terms of the original aims of the roll-out, it has shown that the socio-economic differences of the boroughs have a clear impact on the programme. Therefore, to be successful as a carbon saving programme, it needs to strike a balance between achieving carbon saving and alleviating fuel poverty. Focusing too closely on fuel poverty will not result in significant carbon savings. However, by ignoring this issue, the programme will lose credibility with partners and miss the opportunities for carbon saving in fuel poor areas which do exist.

The roll-out phase of RE:NEW achieved a similar penetration rate for home visits to the demonstration pilots. Most of this can be attributed to the door knocking strategy that all the delivery agents took and there is clearly room to improve upon this by using other marketing methods more effectively, such as community engagement. However, it seems likely that this will not go up significantly without greater investment in marketing and advertising, which could bring the pan-London nature of the programme to the attention of residents.

The greatest success in terms of the original aims of the programme is the improvement in cost-efficiency by delivering at a larger scale. The cost per household went down from £159 on average in the demonstration pilots to £113 in the roll-out phase of RE:NEW. This cost could go up again if

more investment is made in marketing. However, in the current phase of RE:NEW, these costs have been reduced further by limiting the range of easy measures installed in households.

Next phase of RE:NEW

The RE:NEW programme has received funding for another phase and is now underway in 2012/13. The aim of this phase of delivery is to maximise take up for the Carbon Emission Reduction Target as it approaches the end of the period and to support the transition to Green Deal and the new Energy Company Obligation.

This phase was procured by the GLA in Summer 2012 using the existing RE:NEW framework. The following delivery partners have been selected:

- North London: Willmott Dixon
- East London: Climate Energy
- South East London: Osborne Energy
- South West London: Climate Energy
- West London: Willmott Dixon

Further information

Further information about the RE:NEW programme, including the Support Team and other tools and resources can be found on the GLA website: www.london.gov.uk/renew