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RE:NEW

HOME ENERGY EFFICIENCY FOR TOMORROW

Good Practice Manual

May 2011

MAYOR OF LONDON

LONDON DEVELOPMENT AGENCY

LONDON COUNCILS

waterwise

In association with energy saving trust

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Chapter 1: RE:NEW and the good practice manual

What RE:NEW is designed to achieve

Introduction

Welcome to RE:NEW, the pan-London housing energy efficiency retrofit programme. The London Development Agency, London Councils, Greater London Authority, Energy Saving Trust and London Futures have worked in partnership with London's boroughs to design a programme that will provide residents across London with a consistent experience, based on good practice. The programme is borough led so that you can integrate local programmes and incorporate local priorities. As RE:NEW visits London's homes, more and more Londoners will be living low carbon lifestyles in well-insulated homes they can afford to heat.

The RE:NEW vision

36% of London's carbon dioxide emissions are produced by its housing stock. The Mayor's draft Climate Change Mitigation and Energy Strategy[1] explains how he plans to reduce London's emissions by 60% by 2025. This is by no means an easy challenge, especially as 72% of the housing stock in London is hard-to-treat. Area-based approaches have proved to be the most cost effective ways of delivering insulation programmes. However, London's solid wall properties, conservation areas, flats and high-rise blocks all make area-based approaches more difficult.

Despite these challenges, an area-based programme will allow boroughs to systematically visit London's 3.2 million homes, minimise operational costs and engage with communities along the way. A pan-London programme allows London-wide partnerships to be built and will create opportunities for attracting funding into the capital and influencing future policy and legislation. It also allows for a consistent customer journey to be created, reducing confusion for your residents and reducing the need for boroughs or sub-regions to procure and design separate programmes and the materials required to deliver them.

A pan-London programme will bring benefits to the area and its residents and the best organisations to deliver area-based schemes are London's boroughs. Local knowledge of housing stock; the trust that the local authority brand brings; and the opportunities and funding streams created through housing and local community programmes or activities are just three examples of how borough activities can make RE:NEW more effective. In turn, RE:NEW creates an opportunity to integrate local priorities and join up with other front-line services.

[1] http://www.london.gov.uk/priorities/environment/climate-change/climate-change-mitigation-strategy

RE:NEW has been designed to allow every home, regardless of tenure or housing type, to benefit from measures to help them reduce energy bills and stop wasting energy. A package of easy measures will be installed in each household by a trained energy advisor who will explain how the customer can make changes to their behaviour to stop wasting energy and water.

The home visit is just the start of the customer journey: householders will receive a tailored advice pack reminding them of actions they can take to make their home more energy efficient; income maximisation services will help to remove people from fuel poverty; referrals for heating, insulation and harder measures such as solid wall insulation and renewable technologies will be made and audited to make sure that customers receive more substantial measures wherever potential is identified; and customers will be able to contact our partner, the Energy Saving Trust, for further advice at any time following the visit.

For RE:NEW to be a success, it is vital that referrals for more substantial measures are made, wherever possible. It is anticipated that cavity wall and loft insulation will be funded through CERT, Warm Front or other levered in funding, be free for most and involve no up front cost for those able to pay. Where potential for more substantial measures such as solid wall insulation or renewable technologies is identified, it is essential that referrals are made for those that are able and willing to pay, as this will help stimulate the market and supply chain. Where referrals cannot be made now, data must be captured, retained by the borough and shared with the Energy Saving Trust so that, as the market and funding and financing streams mature, customers can be re-contacted.

Whole house surveys and careful data management will allow London's boroughs to build records of where this potential is and which homes have yet to be visited by RE:NEW, so it is recommended that boroughs use this opportunity to build intelligence on their housing stock and maintain a comprehensive energy efficiency and housing stock database. It has already been seen that the high levels of customer satisfaction generated by RE:NEW results in customers providing recommendations that help the onward referral process and happy customers, having received quality advice during their initial RE:NEW home visit, will be glad to re-engage with the programme in the future.

The scale of the challenge: what must we achieve and by when?

The long-term aim of RE:NEW is to treat 1.2 million homes by 2015 and delivering an area-based scheme of this level of ambition will take time and money. Unfortunately, the scale of the climate change challenge means that we don't have lots of time and, historically, the costs

associated with operating in London have meant that we haven't had lots of money either. This needs to change, and quickly.

There are currently still an estimated 800,000 empty cavities in London and 150,000 virgin lofts, not to mention the 700,000 lofts that could benefit from loft top-ups. The Mayor has indicated that he wishes to fill all empty lofts and cavities, wherever practical, by 2015. The Carbon Emissions Reduction Target (CERT) extension and remaining Warm Front targets will be key to delivering this in the short term but post-2012, the Green Deal will play a greater role in meeting these targets, with local authorities playing a more leading role. It is vital that London takes advantage of this opportunity and RE:NEW, as an area-based approach with significant political backing, can be used to provide a mechanism to fill our empty lofts and cavities at costs that are attractive to energy suppliers. High-level lobbying by our partner organisations will help to ensure that London receives sufficient financial support, reflective of its need, population and historic lack of funding.

However, before we can fill these lofts and cavities, we must find them. Insulation potential varies from borough to borough and ward to ward, but is present throughout London. RE:NEW must be offered to most, if not all, areas of London by 2015, visiting around half the homes in any given area, at an average cost of £1.6m per borough over five years. Local knowledge, housing stock data and effective partnerships joining up front line activities will help efforts to be targeted at the homes with most potential and make the most of combined activities. We must also ensure that where there is potential for insulation, the 'able to pay' become the 'willing to pay'.

After 2015 it is likely that the nature of the challenge will change, as the majority of lofts and cavities will have been found and filled under the area-based model. Activity will need to shift to target the outstanding lofts and cavities and to converting potential for harder measures to installations; this may be through a 'trigger point' model. How this will happen will depend on the policies and funding streams that evolve but will benefit from market transformation activity and projects such as the Community Energy Saving Programme (CESP), Low Carbon Zones (LCZ) and Pay As You Save (PAYS) pilots.

There will still be massive scope to deliver area-based easy measures and advice schemes to homes not visited by RE:NEW in the initial roll out and to provide continuous behaviour change messages to those that were. The data collected in the initial rollout will be absolutely crucial to having the knowledge to deliver this.

Boroughs in charge of a pan-London programme

The real success of RE:NEW is that, as a local authority led programme, it can be joined up with other energy efficiency programmes and can be targeted in areas where homes and residents will most benefit. Local priorities can be incorporated and each customer will receive a tailored service depending on their particular home and situation. However, there are some elements of the customer experience that can be the same in all homes and which will provide a consistent customer journey that will build recognition and trust in the programme. If customers can compare their experience with that of their neighbours and share in a similar positive experience, they will feel that the service they have been given is valuable and the information and advice received is trustworthy.

The RE:NEW good practice manual

This manual is designed to be a good practice guide of how to deliver an area-based scheme in your borough. It is designed to be non-prescriptive and in lots of places it does not provide the answer but gives guidance to help you design a programme that will meet your objectives and local priorities.

It also provides a series of Annexes that are designed to save you time and money as you can adapt something 'off the shelf' rather than create your own from scratch. They are based on good practice from the demonstration projects and have lots of input from experts, so you can feel confident that they will form the basis of a high quality programme.

The whole manual has been compiled in close collaboration with demonstration boroughs and their managing agents and, whilst it is designed to help boroughs manage their managing agents, some Annexes should be passed to managing agents directly to provide them with what they will need on the ground.

It draws details and case studies from the lessons that we have learnt during these projects. However, it is not designed to cover everything, nor give answers to all the issues or opportunities that you may come across. Nor is it designed to be prescriptive about how things should be delivered: local authorities and managing agents will have their own priorities and processes.

Whilst the programme is still funded by the LDA, various Annexes and elements of a 'delivery model' should be designed under certain guidance. The grant process to allocate you funding will have made clear what key criteria your programme must meet and this manual has informed that specification.

Each chapter is split into several sections:

Introduction

This introduces the chapter and how it fits within the manual.

Service Level Agreements and quality standards/ Borough checklist

There is much helpful information in each chapter that focuses on how to make sure that the targets you hold with your managing agents are measuring the right things, thus driving the right behaviours with targets that are appropriate to the project. Guidance is given about what Service Level Agreements (SLAs) to hold and, where appropriate, a benchmark is provided. In other cases, guidance is given about what factors will influence your SLA targets and so help you decide on a stretching yet realistic target for your managing agent.

Annexes and how to use them

The Annexes provided are designed either for you to use directly, or for you to agree final versions and pass to your managing agent. They provide almost everything you and your managing agents should need to deliver RE:NEW in your area including but not limited to marketing templates, advice packs, reporting spreadsheets and template procurement specifications. By adapting these templates, rather than creating your own, you can spend more of your money on delivering the programme to homes and save time in getting the programme underway.

Whilst the LDA is funding the programme there are some limitations as to how these Annexes can be adapted but, as a rule, so long as you don't change them dramatically you are free to tweak them as you see fit. Annex 1.1 is a full list of all the Annexes, along with a very brief description of how flexibly they can be used. If you need further clarity about which Annexes you need to use please refer to your grant agreement.

Case studies

The Manual is peppered with examples of good practice from the demonstration projects. These are not necessarily best practice, nor are they prescriptive, but they do give ideas of what has been proved to work so far and might spark off ideas of things you could do in your own borough to make your projects more successful. They might also help you understand what the programme could look like on the ground.

Support from the RE:NEW team

If you do have any questions about good practice, want more details about any of the case studies listed, or can't find the answer you need about how to use an Annex, please contact Cecilia Liszka (Operations and Engagement Manager): cecilia.liszka@london.gov.uk or Rachael Knowland (Principal Project Manager): rachaelknowland@lda.gov.uk.

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In particular, the following individuals have assisted by offering comment on particular chapters: Procurement and Programme Management – Jo Gill, London Borough of Hillingdon; Getting People Involved – Martin O'Brien, London Borough of Lewisham; The Customer Experience – Katie Watson, London Borough of Camden; Saving Carbon Dioxide in the Home – Jessica Binks, London Borough of Southwark; and Joining Up the Front Line – Peter Brown, London Borough of Croydon.

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Chapter 2: Programme procurement and management

Introduction

As a local authority operated and led initiative, the programme management of RE:NEW is fundamental to its success. Whilst all managing agents will be well placed to deliver an energy efficiency programme, all will have their own priorities, passions and methods of doing things. To ensure that RE:NEW is delivered in your borough in a way that meets your local needs and priorities you will need to be clear with your managing agent about your requirements and then ask them to report against delivery. Designing reporting requirements around the key indicators of success can help keep programme delivery, reporting and management focused on what is important and make the process of programme management easy and effective. Being clear about what is required from the start of the process – when procuring a managing agent – can help ensure that the managing agent you appoint is the most appropriate for your needs and that you are judging competitors against the same criteria and costs.

Essentially, this good practice manual is all about programme management, so all chapters contain guidance on recommended reporting requirements and how to design your targets so that they are realistic, yet appropriate to the long term challenge of reducing carbon emissions from your housing stock.

This section of the manual is not designed to give you detailed guidance on procurement of programmes; your legal and procurement teams will be able to offer you support in this area, should you need it. Nor does it seek to provide guidance on programme management; this will in part depend on your individual style and also on the relationship you hold with your managing agent. This chapter gives guidance on things that are specific to the procurement and programme management of RE:NEW.

Borough checklist

- ☐ Adapt the template specification (Annex 2.3) to give clear guidance on what you want delivered in your area, including information on all the areas where your managing agent will incur costs. Use the guidance and information in this manual to design your programme and targets against the recommended Service Level Agreements.
- ☐ Request costs in a standard format so you can compare different prices like-for-like. If there are differences between managing agents, seek to understand the reasons and the effect on service quality.

- ☐ Go through procurement, using the LDA framework if you need. Choose your managing agent based on how closely and how well they will deliver against your criteria.
- ☐ Adapt the content of the draft delivery contract to reflect the information in your specification and the winning bid.
- ☐ Build in enough time at the very start of your project to agree, with your managing agent, the details of what needs to be delivered and how, including where you will work in partnership. Agree Service Level Agreement targets and second tier measurement and reporting requirements. Tell your key contact how you tend to manage client/ contractor relationships and ask how they like for things to work.
- ☐ Discuss with your managing agent how often they will want your input and agree a meeting and reporting schedule. This should include at least monthly meetings but might well be more at the start of the project when there will be lots to discuss and you will want to make sure things are running smoothly.
- ☐ Adapt the survey form to make sure your managing agent will collect all the data you want and avoid collecting data you don't need. Adapt the raw data and reporting spreadsheets to reflect this.
- ☐ Discuss your managing agent's relationship with energy suppliers and what this means for the cost of CERT-eligible easy measures and insulation leverage. Establish how they audit their referrals and how long the process takes.
- ☐ Pass on the details of Thames Water (or other agreed water utility) funding to your managing agent so they can obtain the free water saving measures and follow the necessary reporting requirements.
- ☐ Consider how you can link in the data collected during RE:NEW visits to your housing stock database so that any future housing or energy and water retrofit programmes can benefit from a robust and well organised database and data from RE:NEW is well utilised.
- ☐ Consider data protection and make sure that all agents in the delivery chain have got a common and agreed data protection process in place that meets legal requirements and any additional requirements you may have.
- ☐ See if you can provide your managing agent with a space in the borough to hold assessor team meetings.
- ☐ Agree a customer complaints procedure and at what point complaints will be passed to you.

- ☐ Agree the customer satisfaction evaluation process, including what questions to ask and how often you will see feedback. Go on some home visits to experience your managing agent's performance first hand and give feedback to your key contact.

Annexes and how to use them

Procurement

Annex 2.1: LDA procurement framework

Procurement can often make for complex and lengthy starts to projects. To avoid this, the RE:NEW team have run an OJEU procurement exercise and, with support from a panel of London Borough procurement officers, have appointed a series of managing agents to sit on a pan-London framework. If you choose to run your procurement off this framework, it will allow you to run much simpler and quicker competitions or 'mini-tenders' from a number of organisations that have already demonstrated that they are able to deliver the core programme requirements. If you already have contracts in place, either directly or through your sub-region, then you are in a lucky position; for other boroughs, we hope this framework will assist you in procurement, although you are under no obligation to use it.

This Annex provides information on the process that organisations have already been through, and the criteria that they have met, to get on the framework. This information will help you focus your mini-tenders on additional information, rather than asking for information already provided.

Annex 2.2: Benchmark prices from demonstration projects

To be provided pending final evaluation and analysis.

Annex 2.3: Template call-off specification

When preparing specifications for your local RE:NEW programme, you will want to be very clear on what you expect to be delivered and how much you expect it to cost. Managing agents will then be in a position to give appropriate details, allowing you to more easily compare information and costs, like for like.

You therefore need to design a set of targets for the recommended Service Level Agreements based on your programme design and the benchmarks set during the demonstration projects.

Annex 2.15 summarises the results from the nine demonstration projects and might provide a useful benchmark, although local variation in programme design may mean that they are not

100% appropriate. When you are putting together your specification, you should consider the rationale and good practice behind each SLA (these are explored in the relevant chapters). This will also help you design the specifics of your programme or, if you are already clear on what you want to achieve and how, then comparing your plans to these benchmarks and how they were achieved might be a useful exercise.

It is important to take the costs of the programme into account when designing your targets. Different managing agents will of course incur different costs, depending on their processes and the priorities that they place on different elements of the delivery model, or the skill level of the staff they employ. You should also be very aware when designing your specification of any requests that will push up the costs of your programme compared to this benchmark; other chapters give hints and tips about how you can avoid inflating programme costs. You should also bear in mind that economies of scale may influence these costs and you should discuss where these might realistically be achieved with managing agent.

You can then adapt the specification provided in Annex 2.3 to reflect your programme design based on the bid you submitted to the LDA and the considerations that went into your selections. There are spaces where you will need to add targets and details so managing agent are informed about what working on your specific RE:NEW project would entail. There is also space to add information about what you can or can't provide to managing agent, such as parking permits or meeting room space, so they know if they will be incurring these costs as part of the programme or if you are in a position to meet them internally through a more efficient route. Certain elements of marketing may also fall within this category, potentially reducing the costs quoted by managing agents quite significantly. It is worth adding some details of the mix of measures you expect to install in the homes in your area so managing agent will be able to bid accurately and against the same assumptions. If you don't know what mix to expect, you may want to look at the demonstration project results in Annex 2.15, other evaluation material on the GLA website and the easy measures annex in Chapter 4 and base your predictions on a similar model. You will probably need to take the content from this document and add it to your borough's procurement documents.

Ask for prices to be provided in a standard template so you can compare like for like.

We recommend asking managing agents to price against a set or minimum number of homes that you think you can achieve within budget, rather than guess how many homes they can do. This will make benchmarking potential against each other easier and you can ask them to do more if they come in under budget. You should ask them about their economies of scale, as a larger number of homes will not be a pro-rated cost.

Providing a template spreadsheet will ensure that each bidding organisation provides cost information in the same format so you can compare like with like. Whilst you can't assume that the benchmarked data should be equal to the prices you receive in bids, you can use the information included in these Annexes to ensure that you, and any managing agent bidding against your specification, are clear about all of the elements of a RE:NEW programme and approximately how much resource they need. This will avoid a situation where you appoint a managing agent and then unexpected costs mean you have to reduce targets or change plans.

For example, if one organisation provides the cost of procuring and installing the measures as one, they cannot be compared to an organisation that splits them according to procurement and staff costs. Also, a managing agent that has not been involved in the demonstration phase might appear cheaper than others whereas in reality, they may just be unaware of the administration and office support required to run an effective programme. However, it is important to negotiate on costs that appear high to ensure that you are getting best value from your managing agent, as it may be that costs can be pared down by a flexible managing agent keen to look for further areas of efficiency.

There should be spaces for managing agent to fill in the amount of leverage that they will obtain for both the easy to install measures and further insulation and heating measures. The first will affect the number of homes you can visit and the second the amount of additional carbon saved as a result of the initial home visits. Both will impact how much carbon you save overall and, depending on the nature of your housing stock, one might be more important than the other.

Annex 2.4: Template call-off contract

This is provided as a guide to help you draw up the contract that you will eventually hold with your managing agent, once you have completed your mini-tender and selected your preferred contractor.

Annex 2.5: Comparing tenders from different organisations

Once you have received bids against your tender there will be a procurement process to follow. Annex 2.5 will provide a template spreadsheet to mark the tenders against the specification. Since it is designed around the draft specification criteria and associated suggested weightings, you will need to amend this spreadsheet to reflect any changes you make to your specification, based on local priorities, as well.

When comparing the costs of different bids it will be important to understand the reasons for variations. If you want to choose a managing agent that is more expensive because you believe they will bring additional value and are best placed to meet your needs and priorities, you should discuss with them their skills and processes and how this is reflected in their prices.

You will also want to compare management fees, which you should check are represented on the appropriate line. If managing agent distribute fees throughout the pricing schedule it is very hard to see what are incurred costs and what are management fees.

Annex 2.6: Funding from water utilities for water saving measures

The RE:NEW team has had commitment from all water utilities supplying water across the London catchment for them to provide all the water saving products for free for all homes in all RE:NEW projects in the 2011-2012 rollout period. Boroughs and managing agents should liaise directly with water utilities to arrange ordering, delivery or collection of products and the reporting back of installations. Thames Water has set up an online ordering portal through which managing agents can request additional products as they need them and report back to Thames through the same portal. Other utilities may have similar systems designed. All you have to do is put your managing agent in touch with the relevant contact at the appropriate utility.

This Annex contains all the information required on what your residents will receive from their water utility and what the reporting requirements are. It will also explain how to report on what has been installed.

Appointing a managing agent and setting up the programme

Once you have decided upon a managing agent and have been through the necessary procurement processes you will want to have an inception meeting with your agent so that you can agree upon the specifics of the programme. The agenda should include:

- What you expect from them in terms of delivery (SLAs).
- Agreeing upon materials that will be required (the Annexes – or variations of - to this manual).
- What you will provide to them to assist them in delivering the programme.
- What you expect from them in terms of reporting: how often and in what format.

- How you like to manage managing agents and what they want from you in terms of management and communication (for example, how involved do you want to be in regular decisions; how readily do you want them to report back to you with issues and potential solutions; what kinds of things are you happy for them to make decisions on and what things would you like them to call you about?)

On-going programme management

Annex 2.7: Template reporting spreadsheet and guidance

The amount of time you dedicate to programme management will depend upon the nature of the relationship between you and your managing agent and how much time you have available to invest in programme management. You'll want to balance the time you spend on programme management with the time you spend realising the opportunities for partnership working. The other chapters of this manual talk about what you might want to spend your time talking to your managing agent about and where you might want to contribute to programme delivery through partnership working.

In its simplest form, RE:NEW is designed to save carbon by providing a service to your residents. Success can therefore be measured in two simple performance indicators: carbon dioxide saved and customer satisfaction. You'll also want to monitor how budget is being spent and whether the programme is being delivered to time. This reporting template is designed around these key indicators of success (that SLAs are also based on) and it is designed for whoever is managing your project to fill in for you. This template can be used to report to the LDA or the required set of information can be supplied in whatever format your managing agent works in.

The reporting worksheets contain standard carbon dioxide saving figures for measures that might be installed in a home and works out the carbon saved from gas and electricity reductions made by installing measures in different types of home.

Carbon savings are independently accredited by the Energy Saving Trust and in line with CERT savings, so provide a consistent and impartial assessment of the likely carbon savings. Savings are provided for seven standard types of home (detached house, semi-detached house, detached bungalow, semi-detached bungalow, mid-terraced house, end-terraced house and flat) and split by tenure (owner occupied, private rented, local authority stock and RSL). This provides an easy way to record the relative impact of each sector so that results can be easily analysed and a balance between the accurate measurement of carbon savings with the time and cost of reporting.

The first worksheet contains some notes on the assumptions behind the savings and the sources of those savings.

The second worksheet provides guidance on how the spreadsheet should be used and what it records.

The third worksheet acts as a project dashboard and will allow you to easily spot any potential concerns about delivery of targets. As well as providing top line data about how the programme deliverables are being met, you may wish to include a time plan for when certain numbers of homes should be visited in the dashboard, as this will help you quickly see if the programme is running to time.

The remaining worksheets have been set up to collect specific data that has been identified as crucial to monitoring the success of the design and approach of aspects of the programme and has been informed by the demonstration projects.

Understanding and maximising leverage

The easy measures will get the assessors in the front door of homes, and their installation will save carbon dioxide from those homes. However, more significant carbon savings will only be achieved through the installation of other measures such as cavity wall and loft insulation, heating upgrades, solid wall insulation and microgeneration technology installations.

Whilst the LDA is involved in funding the project, it is anticipated that the grant money should primarily cover the operational and marketing costs whilst the actual measures are in large part paid for through other funding sources such as CERT, CESP, Warm Front or water utilities.

Commitment has already been secured from energy suppliers to bring significant additional funding to the RE:NEW project and further commitment is expected, especially for further measures. How this funding will be brought to RE:NEW will depend on the relationships framework organisations have with CERT providers and you should place a lot of emphasis on this when comparing tenders and negotiating with quoting managing agents, as this detail will be crucial to you levering in as much funding as possible and maximising the potential of your RE:NEW project to achieve carbon savings.

Open book

It is worth spending some time understanding the relationships that framework organisations have with energy suppliers to make sure your programme obtains the most benefit from the

leverage. The concept of Open Book on CERT funding basically means that you (the programme that is generating the opportunity for CERT) should get to see all the accounts on how this money is being spent. The reason this is important is because there are occasions where CERT funding for one property (small properties in particular) can be used to subsidise the funding on another property (a larger property for example where the grant covers less of the actual cost) and you will want to ensure that your programme and residents reaps the benefit from this additional funding. If uptake is particular tenures or property types is low, this could provide a useful mechanism to incentivise take-up, especially in the absence of other forms of funding subsidy.

Auditing referrals

Experience has shown that there can be many reasons why referrals do not always lead to insulations, 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.

If a referral has been completed, auditing it will enable you to collect accurate data for both the monitoring of this programme and the planning of future programmes. For whatever reason the job may not have been completed, finding out why may allow you to realise the potential for an installation in the future or address holes in the referral process that your managing agent is operating.

Your managing agent should have an audit process established for this and agreeing how soon after a referral audits take place should be another priority for you in your inception meeting. Factors that will influence this will be the relationship they have with energy suppliers and installers and the referral process they use, thus determining how quickly they report back on outcomes.

If, however, referrals are not being converted at a high enough rate, establishing why is crucial to getting the uptake of further measures that RE:NEW is aiming for. The demonstration projects identified a number of reasons for referral rates to be lower than expected. However, by building specific requirements in to your specification and then discussing particulars with your managing agent Once procured, it should be possible to achieve high conversion rates from the start of your project.

Annex 4.2 contains more detail on how a referral process can work effectively and should guide the audit arrangements/ targets you agree with your managing agent, and you can use Annex 2.7 to see at a glance how your managing agent is performing against these targets.

Data management

Annex 2.8 – 2.11: Template survey form, raw data spreadsheet, homes rejecting visits log and guidance note

As well as delivering a good programme on the ground, you'll also want to feel confident that what is happening now will put you in a good position for the future. Good data and information management will help better manage future activities to improve the energy efficiency of your housing stock. Depending on how good your data is, you might be in a position to use data to improve the effectiveness of RE:NEW whilst RE:NEW can also help you to improve your data on private sector housing.

As the data controller it is also important that you consider data protection issues and that your managing agent (who will process the data on your behalf) is transferring data in an appropriate manner. Further guidance on data protection is provided in Chapter 5: The customer experience, but it is important to liaise closely with data protection colleagues in your authority to ensure that you are adhering to the correct guidelines.

The raw data spreadsheet (Annex 2.10) is based on the survey form (Annex 2.9) so any changes you make will need to be replicated for consistency. It might be a good idea to ask your managing agent to collect additional information when in homes if it would be particularly informative for your future programmes (for example, you may want more information on the potential for solid wall insulation which you will need to tackle in the future). Guidance on the use of abbreviations/ codes has been provided at the end of the survey form. Assessors can use these when in the home to save time when completing the survey form and/or raw data spreadsheet. Annex 2.8 also contains guidance on which elements of the survey form and raw data spreadsheet you can alter and which data you will need to collect for reporting purposes.

If you are interested in expanding the amount of data you have on your housing stock more generally, you could ask your managing agent to collect very simple data on all the homes in an area. You should bear in mind that any additional data collection will take time and therefore add to the cost of your programme. The template survey form (Annex 2.9) can be adapted for this purpose and using it alongside the guidance note in Annex 2.8 will make sure you are still collecting the data that you require.

You can use Annex 2.11 to record details on the homes rejecting visits and log this in the raw data spreadsheet to help build up the picture of where potential remains and what the barriers to visits were. Whether you use this template or your own version, the data it collects is really

important to understand where effort needs to be directed to improve access, uptake and conversion rates.

NB: If your managing agents are receiving CERT funding for the provision of advice, it is important that the questions on advice provision in Section 4 of the form are retained; these questions have been approved by Ofgem and are required in order to help funding approval to be granted.

Annex 2.8 is a guidance note for the survey form and raw data spreadsheet and this can be adapted as necessary and shared with your managing agent so you are in agreement on how they will both be used.

Customer satisfaction

Customer satisfaction is an important measure of success and receiving phone calls from members of the public is a really valuable feedback mechanism, alongside more formal evaluation of the programme. You will probably want your managing agent to deal with any complaints most of the time and feed back to you on customer evaluation results and the number and type of complaints. However, you should also agree the procedure for raising more serious complaints with you and, if necessary, with the LDA.

Annex 2.12: Customer satisfaction

Detailed feedback from customers, both positive and negative, can be used to drive continual improvements and receive feedback on the soft elements of delivery, such as the skills of the assessors or the level of behaviour change advice given.

This Annex provides a breadth of questions that can be used and you should pick and choose (or add your own questions) based on your priorities. Agree with your managing agent a set of questions of an appropriate length that meets their requirements as well as yours (they may use it to performance manage their assessors).

Where your managing agent is securing CERT funding for advice provision, a certain evaluation procedure needs to be followed and particular questions asked of the resident. Details of this procedure and a template set of questions is provided in Annex 2.14. Whilst these have been nominally approved by Ofgem and should therefore be retained as close to their original form as possible, managing agents will still need to get formal Ofgem approval before being able to claim CERT funded advice.

The evaluation should be performed soon after the home visit so that customers still have the experience fresh in their minds. This will mean the feedback they give will be more accurate, useful and comprehensive. A good benchmark is three weeks after the initial visit or approximately one week after the delivery of the advice pack. Obviously, the evaluation must land after the advice pack so there is time for people to read it and act.

NB: For CERT funding to be approved, Ofgem requires the first phase of evaluation monitoring to happen no later than 5 months of the initial visit.

Annex 2.13: Equalities and Diversity monitoring form

The LDA and its partners in RE:NEW are committed to ensuring that public funds are distributed equally, so that all of London's diverse communities can benefit from its work. To measure this, all contracted organisations are asked to monitor the ethnicity, gender and disability of everyone that RE:NEW provides a service to. The LDA, through its suppliers, uses this information to assess whether it is providing a fair service and meeting the diverse needs of customers and, where appropriate, require contracted organisations to make improvements to their services where there is a consistently low uptake.

Monitoring by ethnicity has been a legal duty for the LDA since 2000, by disability since 2005 and by gender since 2006. It is a key part of the LDA's work to promote equality, as set out in the Race Relations (amendment) Act, the Disability Discrimination Act - code of practice 2005 and the Equality Act 2006 (gender). It is a contractual requirement of all LDA funded projects.

It is important that the resident is aware that this data is being collected and treated confidentially, so suggested wording for the assessor to use is provided in this Annex. It also provides the questions provided by the LDA that need to be recorded in order to monitor this successfully.

The data collected from these forms must be recorded and reported back to the LDA. The raw data spreadsheet (Annex 2.10) includes a worksheet on which to record this anonymously. Whilst this can be adapted by you and your managing agents, it is crucial that this remains anonymous and is not linked to the resident reference number in other parts of the spreadsheet.

Annex 2.14: Recommended complaints procedure

Annex 2.14 is based on discussions with managing agent from the demonstration projects and therefore is based on lessons learnt about the types of complaints that are likely to arise.

The customer-facing materials signpost customers to the managing agent if they want to give feedback, so contact details will need to be provided here.

Make any changes you want to the procedure in this Annex and share it with your managing agent. If you are in receipt of CERT funding for advice provision then you will need to have a very clear procedure in place for customers to complain if they have been given unsolicited advice. Ofgem has seen the attached Annex so it is probably best not to make changes to that section.

Chapter 3: Getting People Involved

Introduction

The success of RE:NEW relies on the uptake of energy efficiency measures within the home. It is therefore worth thinking about how your marketing approach can support your strategy for saving carbon dioxide in homes. Over time, you will need to reach every household in your borough so it is important to strive for high penetration rates from the outset. The ways in which you do this, the areas you work in and how targeted your programme is will all affect the cost of getting people involved and, ultimately, how much carbon dioxide you save through your RE:NEW project.

This chapter provides ideas about how to promote RE:NEW, increase community engagement and encourage individual resident participation in the targeted areas. It also provides guidance to help you design the best approach to compliment your objectives. Whilst it does not seek to advocate a particular penetration rate, it can certainly help you understand how your area, your approach and your marketing plans may impact the target you choose.

It also provides guidance on the RE:NEW brand and how a uniform 'look and feel' across London can benefit your residents, build trust in the programme and save you money in design costs at the same time. The RE:NEW brand has been designed in collaboration with boroughs, to compliment your borough's logo and existing design guidelines.

This chapter also refers to some important equalities and diversity information that you and your managing agents should be aware of at various stages of resident engagement. More detailed guidance on this can be found in Chapter 2.

Service Level Agreements and quality standards

Recommended Service Level Agreements to be held with managing agent:

- Defined area in which to generate customers
- A penetration rate that is defined for the target area[2]

Managing agents should provide:

- 0800 number and call handling staff for residents to call to book appointments

[2] The penetration rate can be defined in a number of ways: as the number of homes receiving a visit out of (i) the entire target area; (ii) number of homes in the target area receiving marketing; (iii) number of homes in the target area receiving a door-knock.

- Confirmation that their assessors have been CRB checked

You may also want to require:

- Number of community events delivered
- Provision of a manned, semi-permanent hub in an area of high footfall

Managing agents should measure:

- Numbers of customers recruited to the programme as a result of different marketing elements
- Conversion rates from number of customers receiving marketing materials to number of visits booked (measured according to tenure)
- Cancellation rates of bookings
- Equality and disabilities monitoring

Borough checklist

- ☐ Define a target area based on a high potential for carbon dioxide savings. Use available housing stock and energy efficiency data sources to target homes or areas that have high potential for measures such as wall or loft insulation, or customers that would particularly benefit from the programme.
- ☐ Set a penetration rate target and define your core targets (homes or customers) within the area. Remember that being overly specific with these targets will push up costs of marketing and of getting people involved, especially if you don't have detailed data.
- ☐ Develop a communications plan for an area-based approach, feeding in local knowledge to your managing agent's marketing experience.
- ☐ Support the process for encouraging people to participate in the programme through marketing and community engagement events. Be clear with your managing agent where *you* will provide input and what *they* are responsible for organising and delivering.
- ☐ Inform your Councillors, community engagement local assembly, housing/ climate change teams, private sector leasing and trading standards. Brief them about how they can help recruit people to the programme and provide them all with maps and postcodes of the areas you are working in. CAB can give you a reference number for the police, social services and neighbourhood watch.

- ☐ Discuss with your managing agents the customer experience of getting involved; their booking process; and how they will make sure to manage customer expectations.
- ☐ Consider the marketing messages that you will use and how you might target a specific audience with different messages about the RE:NEW offering.
- ☐ Discuss security with your managing agents. Make sure their assessors are CRB checked and that they always show their ID before entering a home. Give them a signed letter with your phone number on it that they can show any residents who are concerned about the legitimacy of the programme.
- ☐ Make your managing agents aware, as far as possible, of any vulnerable or dangerous customers in the area and provide guidance on how to deal with these customers. Provide a clear script with what to do if someone on a Restricted Persons Register, or similar, calls demanding an appointment. Tell your managing agent how firm they are allowed to be with these customers.
- ☐ Agree a final set of marketing materials with your managing agents, including the appropriate branding.
- ☐ Ask your managing agent to evaluate the success of their marketing approaches and provide feedback as part of monthly reporting.
- ☐ Ensure that your managing agent has taken account of equalities and diversity considerations at each stage of customer engagement and refer them to the monitoring form in Annex 2.13.

Annexes: how they should be used and how they can be adapted

<u>How to choose a targeted area</u>

Initially, targeted areas should be selected based on the maximum potential for carbon savings. You may have data about your housing stock to help you identify areas or you might be aware of an area that has not been targeted before. There are various places you can obtain data about your housing stock and the potential for energy saving. The Energy Saving Trust can provide you with data at least to Lower Super Output area, thermal imaging can help identify hot spots or you may be working in other ways to identify areas of households where potential to offer further energy saving measures (loft and cavity wall insulation) is greatest. These areas are ideal to prioritise for RE:NEW as it is here where carbon savings will be highest.

Depending on what your borough priorities are, you may also wish to select your targeted area based on:

- Demographics and ethnicity of the area
- Community groups that could be targeted for marketing activities or are already active in climate change
- Tenure and the associated opportunities and challenges
- Areas of known fuel poverty where leverage of Warm Front and CERT priority group may be high and vulnerable residents can be targeted

How to decide upon a percentage penetration rate for the targeted area

The demonstration project summary report in Annex 2.15 explains the penetration rates achieved in the demonstration projects. The penetration rate can be defined as "properties that receive a RE:NEW home visit as a percentage of the number of properties in the target area" or "properties that receive a RE:NEW home visit as a percentage of the number of properties receiving marketing". The demonstration project results can provide you with an idea of what has been achieved to date and what factors contributed to the highest penetration rates. You should strive for as high a penetration rate as possible as that will limit the amount of times an area has to be re-visited in order to retrofit all homes in the area. The following variables will influence the penetration rate that can be achieved:

1. Time – if you are not time limited and you are able to spend a considerable amount of time in the targeted area, door knocking a street several times over until you find residents at home, then you may expect a higher penetration rate.
2. Population - how densely populated your targeted area is may affect your choice of penetration rate. In a highly populated area you may be able to reap the benefits of an area-based approach whilst reaching a smaller percentage of residents. However, if these populations are in multi-occupancy buildings, once your managing agents gain access to the building it might be easier to achieve high penetration rates.
3. Logistics of the area – if the area is difficult to access or navigate, because of parking or traffic for example, the benefits of an area-based approach will be greater if you strive for higher penetration rates.
4. Demographics – if lots of people in your target area are at home during the day you may again expect a higher penetration rate.
5. Potential for harder measures - a high number of empty lofts and cavity walls in your targeted area may warrant a higher penetration rate to make sure these are identified when delivering an area based scheme.

6. Communities – if there is a strong sense of community, or lots of area-based community groups in the borough, you might expect your managing agent to achieve higher penetration rates by targeting these groups with marketing activities or events and by capitalising upon word of mouth marketing and customer referrals.
7. Tenure – your penetration rate could be affected by the type of tenure; this may affect where you target. For example you may expect a lower penetration rate in the private rented sector because they are located sporadically across the borough, in comparison to a social housing block which is concentrated.
8. Fuel poverty – targeting the fuel poor specifically may result in a higher or lower penetration rate, depending on where vulnerable customers are located across the borough and how much you know about where they live.
9. Ethnicity – in ensuring that the programme reaches all ethnicity groups, you may find a higher or lower penetration rate, depending on the area.

The higher the penetration rate you strive to achieve, the more likely you are to reap the benefits of working area-based. Whilst going for a high penetration rate might cost more in marketing initially, as penetration increases, you are likely to benefit more from the momentum that is generated by a visible presence in the area and marketing costs should drop off. It is also important to agree a high penetration rate to incentivise your managing agent to establish themselves in the area and so you don't lose the benefit of an area-based approach.

A balance of somewhere in the region of 25% - 50% based on the results from demonstration projects is recommended[3]. You will need to be in regular communication with your managing agent to determine how easily and cheaply it is proving to achieve the booking rates required. It is generally considered a good idea to focus on one area and expand your marketing into neighbouring streets as required. If you are taking this approach, make sure that your managing agent always lets you know when they are expanding their marketing to a new set of residents.

Marketing plans and materials

<u>Annex 3.1: Communication plan for an area-based approach</u>

[3] The average penetration rate was 24%; the highest across a borough was 35% (Southwark) and penetration rates of up to 70% were achieved on some streets within boroughs.

As part of considering your penetration rate, you will no doubt have been thinking about how you are going to market to them and when you might market to different streets within your target area.

Experience has shown that the most effective method of getting people involved in the programme is door knocking following a letter and/ or leaflet from the borough being put through their door. It is also true that if people have heard about the programme from a number of sources then they are more likely to respond to a door knock or a letter suggesting they call to make an appointment. This multi-staged engagement process may include but is 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. During mini-awareness raising events you may consider having the easy measures on display and being prepared to answer any questions that residents have about the scheme.

Given that you will have lots of local knowledge about the area, its community groups and where marketing materials could best be displayed or distributed, you may want to be heavily involved in planning your marketing campaign, as you could be able to add specifics to your managing agent's knowledge of marketing area-based approaches more generally. This is an example of where partnership working with your managing agent is likely to be productive. Annex 3.1 is a template communications plan and you can use this as your starting point. You can include all of these approaches, or delete the ones that are not relevant for your targeted area.

The RE:NEW toolkit annexed to this chapter provides a compendium of templates that you can use for all your communications including:

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

Supporting central marketing activity

The majority of RE:NEW marketing activity will be locally driven and distributed in the areas in which RE:NEW is operating. Some limited activity will be organised by the RE:NEW team, including a central press release which will be issued to generate interest in the campaign and act as an additional touch point. Any central activity will be managed to make sure to signpost to local programmes so that customer expectations are not unduly raised and to encourage residents in RE:NEW areas to contact you, or your managing agents, directly.

Annex 3.2: Briefing note for Councillors

You will no doubt wish to brief your Councillors about the programme so that they are up to speed on your climate change activities. Indeed, the Councillors who cover the ward you are targeting could play an important role in getting people involved for example by discussing it with residents at their local surgery or other engagement opportunities. Ask Councillors if they would like a supply of promotional leaflets and provide them with a brief on the programme. Annex 3.2 provides a template Briefing note for Councillors, which you can adapt to include all relevant local information and your list of 'asks'. If you want Councillors to promote your RE:NEW project you should remember to keep them up to date with progression towards your target, otherwise they may be promoting the scheme after budget has been spent and other marketing has ceased.

The customer experience of getting involved

The first time a customer sees a poster or receives promotional material through their door marks the start of their RE:NEW customer journey. There are several important things to consider, including:

The booking process

At the start of the programme a lot of bookings are likely to be made whilst door-knocking or through neighbour recommendations. However, people will also be responding to mail-outs, promotional materials seen around the area and, as awareness grows, through word of mouth. Your managing agents should have a booking system in place already and, in order for customer bookings to be most easily and cost effectively managed, customers should be given a number to call (ideally an 0800 number) that goes directly to the managing agent's customer service team. A number of questions are probably worth your managing agents asking at this stage in addition to contact details, address, availability and name, although it is best to keep the booking process as simple as possible. These questions relate to tenure,

language and size of the property, as answers to these questions may influence which assessor conducts the visit or how much time is booked in for the visit.

Factors that may affect the approach taken in the home don't need to be considered at this stage as assessors should be sufficiently skilled in tailoring a home visit based on what they encounter when they arrive.

NB: The only procedural requirement is if you are offering advice from a CERT supplier, in which case your managing agents will need to follow the guidance set out in Chapter 5.

Ideally, vistis should be within 2-3 days of the booking as this will minimise the cancellation rate. If an appointment is more than a few days in advance, it is worth asking your managing agents to send a confirmation email or appointment card, or to call ahead to confirm the appointment. Experience from the demonstration projects suggests that customers who try to reschedule appointments numerous times are more likely to end up cancelling in the end so it is worth considering what safeguards assessors can put in place to limit the chances of this happening.

Customer expectations

Your managing agent will want to be careful when planning marketing activity that expectations do not get raised over and above what can realistically be delivered. You will be working in a defined area and for a limited amount of time, so it is important that your marketing materials reflect this so people outside the area don't expect to be able to benefit from the programme and know that they can call the Energy Saving Trust's advice centre instead. Towards the end of the project you will also want to be striking a balance between the level of marketing that is required to meet the target, whilst not generating unsustainable interest.

Marketing messages

The message you use in marketing materials will be a key part of the customer experience before the initial visit takes place and will impact on whether people decide to take part in the programme. All the marketing templates provided in the annexes to this chapter are based around several key messages, as follows:

- RE:NEW will help customers improve the energy efficiency of their homes and save them money from their fuel bills whilst also contributing towards London's reduction in carbon emissions.

- During their visit, a set of simple energy efficiency measures worth a certain amount (this will depend upon your specific offering) will be installed in their property free of charge.
- They will be given a free home energy check to help identify further measures that they could be referred for, such as loft or wall insulation and renewable technologies, where appropriate; these measures may be free or subsidised
- They will be given free advice to help them stop wasting energy and water, and to save money on their utility bills.
- RE:NEW will be coming to a targeted area in their borough for a limited time period

Experience has shown that you can never reiterate that the service is free too many times.

The most effective marketing message for you may vary depending on your target audience and what they are most likely to respond to. If you are targeting a fuel poor area, the fact that the service will save them money will be more important than reducing emissions, per se. If you are seeking to fill as many lofts and cavities as possible, you may want to feature messages about additional measures more prominently.

There is a role for assessors (or door knockers if you are using separate teams) to really 'sell' RE:NEW when on the doorstep. Having a number of easy measures on hand to show the customer what they can have for free can encourage people to sign up to a visit.

Maintaining consumer trust

Generally speaking, the fact that RE:NEW is a borough led and branded programme will build trust with people. There are additional things that you and your managing agent can do to build and maintain that trust and increase the likelihood of being granted access to the property.

People are more likely to trust a stranger on their door step if they are dressed appropriately and have ID badges identifying themselves as part of the local RE:NEW team. Make sure that assessors show their ID badges as a matter of course. They should also carry a letter signed by the borough project manager or key contact, with a direct phone number on the bottom, granting permission to door knock in the area. A template letter is provided as Annex 3.3. Assessors should be CRB checked and you should confirm this with your managing agent.

Annex 3.3 – Template letter granting permission to door knock in the area

Some residents may wish to check that the service is legitimate and will want to call the council to check. You should inform your switchboard that the programme is taking place and you should also inform the police and groups like neighbourhood watch.

If you are choosing to target certain tenures, populations or housing stock, it is important that your marketing does not appear to exclude residents in a certain area. Whilst 'cherry picking' housing stock with high carbon saving potential is a viable approach it must be done in such a way as to avoid residents losing trust in the credibility of the programme.

Security and vulnerable residents

The safety of your assessors is another important consideration, especially if they are working in an area with vulnerable residents. Your borough will have a list of homes and residents that count as either vulnerable or dangerous and, whilst you may not be able to provide full details of the situation or occupants, you should be able to tell your managing agent the nature of the solution to the customer at each address. This will help them know how to handle these customers and protect both assessors and residents. Provide them with a clear script with what to do if someone on a Restricted Persons Register calls demanding an appointment.

Evaluating the success of the communications strategy

Evaluating the success of your communications and marketing will be a valuable exercise, especially if you have used a multi-touch approach and are interested in which elements were most successful. Measuring cancellation rates will help your managing agents plan future bookings and will give you an indication of how well the booking process has been/ is being managed. It might also be interesting to monitor the type of residents that are responding to different marketing messages, especially if you are concerned about the uptake from different ethnic groups, demographics or tenure.

You can request your managing agents to ask customers at the point of booking where they heard about the service and if they saw specific pieces of marketing. You can also request them to collect information on the reasons people choose not to book a visit, as this may provide insight into any barriers to booking. Do bear in mind that any additional data collection and processing will add to administration costs and reduce the number of home visits you are able to complete.

You can also consider the effectiveness of your marketing through customer satisfaction and feedback, as discussed in Chapter 2.

Chapter 4: Saving Carbon Dioxide in Homes

Introduction

In London, where 72% of the housing stock is hard-to-treat, the concept of the easy-to-install measures forming the initial customer offering of RE:NEW makes an area-based scheme work. Once in homes, RE:NEW can begin a whole house approach over time, benefiting from the operational and cost benefits of an area-based-approach.

In all homes, the easy measures and behaviour change advice will provide customers with a means to reduce their energy and water use and associated utility costs. A whole house survey will identify opportunities that could be tackled in the future, such as solid wall insulation, window replacement or renewable technologies. Wherever it is found, potential for loft insulation, wall insulation and boiler upgrades should be identified, referred for installation, and converted into installed measures.

The exact design of the programme will depend upon the area in which RE:NEW is delivered; experience has shown that numerous approaches to area-based schemes can be highly successful if they are designed to fit the nature of the housing stock and the residents who live there, and are driven by carbon cost effectiveness. For example, in an area of relatively low numbers of hard-to-treat homes you may want to include a smaller number of easy-to-install measures and invest time in referrals and advice provision.

The particular easy measures you include will again be determined both by the nature of your housing stock, cost and carbon cost-effectiveness i.e. rather than procure the full suite of easy measures at large expense, it may be preferable to limit your easy measure offering to two or three products which have a good combination of carbon saving potential, carbon cost-effectiveness and engagement potential.

Regardless of tenure, residents or opportunities, RE:NEW will result in the largest carbon savings when maximised through converting referrals to more installation of more substantial measures. This can be achieved by identifying potential at the start of your project, visiting a large number of homes within the budget available and converting those referrals made. There will inevitably be some trade-off between carbon saved and homes visited so this chapter explores the issues that will determine the carbon cost effectiveness of your programme. It also gives guidance around things that can be done to maximise carbon saved across all the homes you visit.

Finally, funding from partners will be fundamental to the extent of the carbon savings your RE:NEW project will make and every effort should be made to maximise leverage of

additional funding to ensure that it is able to achieve the highest carbon savings possible. Don't be afraid to be innovative: whilst there are good, established links to utility providers through the energy company obligation or water company efficiency targets, these are not the only potential sources of funding. Other ideas worth exploring include other public sector budgets e.g. other departments with mutual interests or health departments for example; private sector partnerships; partnerships with the third sector; or working together with community groups. This manual contains a wealth of information to help you design cost-effective and results-driven projects, so they should be attractive to partner organisations targeting home energy efficiency.

Recommended Service Level Agreements and quality standards

- Agree a target number of homes and carbon dioxide savings
- Install a series of easy measures within homes reporting on:
  - Number of each type of the easy measures installed in a home
  - Carbon dioxide and water savings made
  - Average cost per property
- Identify potential for further measures, make referrals for installation to take place and audit referrals, producing a personalised report for each property as an output
- Collate and report data on:
  - Potential for insulation and heating measures identified
  - Percentage of potential converted to a referral
  - Percentage of referrals converted to an installation
  - Carbon dioxide savings made
  - Cost per referral
- Agree level of partnership with the Energy Saving Trust beyond basic data sharing requirements

Borough checklist

☐ Analyse the housing stock in your area through a combination of robust data sources e.g. HEED, Private Sector Stock Condition Surveys, RSL or socially rented stock data and data you may have from previous energy efficiency schemes.

☐ Determine which areas have the highest insulation potential and which to target first. Use knowledge of this stock and, if necessary, undertake a sample survey of these properties to map out the most appropriate easy-to-install measures.

☐ Consider which and how many easy measures to include in your delivery model. Try and predict how many will be installed in an average home and decide what limitations you might want to place on installations.

☐ Decide which products you might want to recommend or procure, taking quality/ performance into account as well as cost. Agree a final list with your managing agent; they may have the ability to achieve particular economies of scale from certain providers or have agreed funding from energy and water utilities.

☐ Provide your managing agent with details of any heating, insulation or renewable schemes operating in your area (whether council-led or otherwise) and the referral processes involved. Your managing agent might well have CERT funding for loft and cavities and an existing referral method.

☐ Agree the process for auditing referrals for loft and cavity wall insulation with your managing agent and the process by which they may be passed to the Energy Saving Trust to follow up, if not converted within an agreed period of time.

☐ Arrange with the Energy Saving Trust when and how to share data, including referrals and the process for them to feed data back to you.

☐ Inform social housing providers that you are working in a specific area and, if they have homes there, that you might be visiting their properties. If they are interested, set up a referral process for potential loft and cavity wall insulation. Agree an appropriate arrangement with the housing provider around how to deal with those homes.

☐ Depending on how many private rented sector properties you have in your area, consider whether activities to encourage landlords to improve the energy efficiency of their properties may increase the effectiveness of RE:NEW. If so, consider how to join up existing schemes and activities with RE:NEW and whether you should market RE:NEW to landlords in your area.

☐ Reflect upon your approach to achieve whole house retrofits over time in your borough and what this might mean for data collection or conversations between the assessor and customer.

☐ Consider the need for market transformation on harder measures like solid wall insulation or renewable technologies now, and into the future. Think about what projects your borough is running, or could run, to increase consumer awareness or develop the supply chain for harder measures and how these could be linked into RE:NEW. If your borough doesn't have the budget to run projects itself, consider setting up partnerships that would be able to.

☐ Keep up to speed with developments around financing harder measures, such as the Green Deal, as London will need to make the most of upcoming changes to legislation and the role of the private sector.

☐ Read Chapter 5 and consider the role of behaviour change to reduce carbon from homes.

Annexes and how to use them

Easy measures

Annex 4.1: Recommended easy measures offering, including maximum numbers per home, products to be used and anticipated economies of scale.

Installing easy measures in homes will save carbon dioxide and money from customers' fuel bills. They will also be the vital first point of contact with the householder that will hopefully lead to the more carbon intensive measures being installed. However, install too many and the cost of each home visit will limit the number of homes that can be visited in total. The list of easy measures that you offer your residents will depend on the nature of your housing stock and the exact products that your managing agent procures. This Annex gives some feedback on different measures that may help you make your decision about which to offer. Depending on the experience of your managing agent with these easy measures, they might be interested in some of the information in this Annex as it contains some valuable lessons that were learnt during the RE:NEW technical trials and demonstration projects.

The RE:NEW team is not in a position to recommend certain products as the best choice for you will depend on the specifics of your project and housing stock. It is therefore your decision which measures to offer and which products to procure. However, we are able to make suggestions about the type of products that should be used, as similar measures (in

terms of expense, quality and complexity of installation) will all help build a consistent customer experience. Therefore, please do give this Annex due consideration.

Waterwise, independent and the expert in water products, has given its views on which water products are best in terms of water savings per pound spent and also in terms of ease of fit. Notably, many water saving products are amongst the best for carbon savings as well.

The Energy Saving Trust also has product guidance, including a guide to the range and quality of energy saving lighting that is now available which can help to overcome some customers' preconceptions about low energy lighting: A bright idea just got better[4].

For some measures, a higher quality and more expensive product might be more appropriate. This is certainly true of light bulbs, as a higher quality bulb will provide a decent light that comes on quickly. For other products, a less expensive product is appropriate; some of the more expensive visual display units have overly complex functions that are time consuming to explain or set up during a visit. Similarly, it is important to have a range for certain products e.g. light bulbs or tap aerators so that your managing agent will have the right type for the fitting they find in individual homes. This is both so that the measure is a worthwhile purchase and also so that the resident has a positive experience of the product.

Regardless of the type of measure, the quality of assessor advice will be of crucial importance, as it is proven that the likelihood of a customer understanding, using and changing their behaviour as a result of a product is greatly enhanced by the provision of good quality advice at the time of visit.

"I thought I knew quite a bit but was surprised that I wasn't aware of some obvious things to improve upon. The guy that called couldn't have been more helpful or friendly. An all round good service. All households should take advantage of this scheme."

Quote from resident in LB Havering

Auditing referrals

Annex 4.2: Auditing referrals for insulation and heating improvements

If your RE:NEW project is to achieve the carbon dioxide reductions required, it is crucial that the easy measures visit leads to referrals for insulation and heating measures where potential

4 www.energysavingtrust.org.uk/content/download/831714/2872986/file/EE148%20lighting%20brochure%20English%20SIGNED%20OFF%2006_07_09.pdf

is identified. You should therefore ensure your RE:NEW programme is joined up with all insulation, heating and renewable programmes operating in your area so that referrals can be made, either at the time of the visit or immediately afterwards. That referral must then be audited to make sure the measure is actually installed. It is vital to get this right: experience from the demonstration projects taught us that crucial referrals could be lost if not booked in immediately by the assessor themselves.

Case study

In one demonstration project, assessors chose to use an existing energy efficiency helpline to refer customers who were eligible for grants to. This meant that the customer's details were passed to the helpline, which then called them back to make the actual eligibility check and referral.

Analysis of this approach found that this limited the number of referrals made either because contact details were not correctly passed on; the referral was inaccurate in the first place; or that the customer changed their mind in the time lag between visit and call back.

At the same time, 'able to pay' customers were advised to make a booking but did not have one booked in for them at the time of the visit. This in itself was identified as an ineffective means of referral but the main problem was the difficulty in following up, or auditing, the potential referrals made.

The conclusion the borough reached was that in future, they will ensure that assessors make bookings for all customers at the point of visit (or immediately afterwards) ensuring that the customer knows whether they are eligible for grant assistance or if they are expected to pay themselves. They will then have a complete set of data with which to audit referrals later down the line.

Once made, there are a number of reasons why a referral might not be converted to an actual insulation but, for RE:NEW to be a success, it is crucial that a) as many potential insulation jobs are completed as possible and b) where they are not completed, you are aware that the job still needs doing, and record the reason why it was not completed initially. This will enable the property to be targeted again in the future when different circumstances might lead to the installation taking place.

Your managing agent should already have an established process for auditing referrals and this is likely to depend upon the nature of their relationships with energy suppliers and installers or sub-contractors. You should use the opportunity at procurement stage to find out

as much as you can about how this works, and include specific requirements in your specification so that framework organisations know that this is a core requirement. Following award of contract you should hold an inception meeting with your chosen managing agent and ask them to walk you through this process again. This will ensure that you are confident that you understand how it works, as it will have implications for reporting, data management and the ongoing customer experience, and give you the opportunity to discuss any potential areas for improvement.

A typical referral timeframe includes two weeks from initial interest/ referral to the point of survey and up to four weeks for the referral to take place. It should never be more than this, or you will risk losing the referral altogether. Therefore, a managing agent will typically check that the job has been completed around six weeks after referral and, if it has taken place they will be able to report this back to you as carbon savings. If the installation is yet to take place, or has failed for some reason, then it is important for your managing agent to find out the reason why so that the next steps can be planned appropriately. If there is a structural reason, it will be important to find a method of overcoming the problem; if the customer has changed their mind and is unwilling to pay then it could be appropriate to contact them again if a new grant or offer were to become available in the future. This is where it could be a good idea to use RE:NEW to gather intelligence on your residents' interest in solid wall insulation, renewables and potential future Green Deal financing, as you will have a bank of contacts to mine immediately an opportunity arises.

Funding from Southwark's own 'Cleaner, Greener, Safer' fund meant that all households in the Bermondsey demonstration project area identified by RE:NEW as needing loft insulation, cavity wall insulation or draught proofing could be offered these measures for free. Out of 708 referrals, 281 households had a measure installed[5]. A couple of streets in the RE:NEW area were found to have properties without any existing means of loft access. These properties would have fallen outside usual grant funding schemes for loft insulation but could still be funded from the council grant.

The Energy Saving Trust is able, as part of its partnership with RE:NEW, to audit and re-refer unconverted potential insulation on an ongoing basis, and feed back the details of any successfully completed insulation jobs to you. Utilising this partnership will mean that once your managing agents are no longer working in the area and, even after all the LDA RE:NEW grant is spent, a partner will continue to seek to convert the potential located by the programme. It will also mean that you have, as much as possible, a complete record of stock

[5] This equated to a 40% conversion rate, the second highest conversion rate but the highest number of installed measures out of all demonstration projects.

targeted, thus providing you with more robust data for future programmes. The basic data sharing requirements already in place include sharing data on homes visited and referrals made so extending the scope of the requirement to include reporting back data on conversions will allow the Energy Saving Trust to easily follow up on outstanding referrals at a borough's request, ensuring that residents receive a joined up service and all carbon saving potential from the project is maximised.

Annex 5.7 explains the partnership agreed between RE:NEW and the Energy Saving Trust through which they will audit unconverted installations, although you should discuss this with your managing agents and the Energy Saving Trust so that different auditing processes can be managed.

You should also confirm with your managing agent and the Energy Saving Trust the key contacts for the data sharing process and, if referrals are at any point taken over by the Energy Saving Trust, who at the borough will be the key contact.

Delivering RE:NEW in registered social housing and the private rented sector

- Annex 4.3: Contacting and partnering with Registered Social Landlords (RSLs)
- Annex 4.4: Contacting and partnering with the Private Rented Sector (PRS)

For RSLs and the PRS, making and auditing referrals is likely to require a different approach, as social housing providers will have their own programme of improvements works in place and the permission of private landlords is required before installations can be made.

In the case of social housing, experience has shown that if you are going to work in an area where social housing is located, it is important to inform those RSLs that you might be visiting their homes and to ensure that your assessors alter their approach as appropriate. If assessors engage residents in conversation about improvements to their homes in the same way as they would when in an owner occupied household, the customer's expectations might be unduly raised, leading to complaints to their housing provider, to you and to your managing agent.

However, there is also an opportunity to work in partnership with willing RSLs: they may be interested in receiving referrals, sharing information about planned works (for your assessors to pass on to their residents), reprioritising works or benefiting from data collected in their

homes. This will provide your residents with a joined up customer journey and will increase the likelihood and efficiency of future energy improvements.

Having a relationship with the RSL will also help put your assessors in a stronger position to respond and advise when they receive requests about things that are not related to energy.

The London Borough of Camden identified which RSLs had properties in their demonstration area and invited a representative from each RSL to their launch event. Two representatives attended, were impressed by the programme and agreed to mail all of their residents in the area with information about the programme. This resulted in over 30 bookings.

London Borough of Camden

Your housing team may well know which RSLs have stock in the borough and have their contact details; if you have a large number of small RSLs operating in your area then it might be more complex. If you do not have contact details for all your RSLs you can follow the process in Annex 4.3, which has been designed and set up with the help of Sustainable Homes, the HCA and the G15 group. Annex 4.3a contains a list of the majority of London's housing associations and local authority housing providers, collated with the help of the HCA and Sustainable Homes.

We have made contact with the majority of London's big RSLs, explained the benefits of working in partnership with boroughs and that they might expect to be contacted by boroughs when they are setting up or embarking on their programmes. This may also result in the borough being contacted directly by an interested RSL and be a good starting point for a working partnership.

When you have designed your programme, you will probably wish to contact any RSLs identified in the area to ensure they are aware of the RE:NEW programme and the ways in which they can get involved. To help with this and save you time, a draft communication is provided in Annex 4.3; it can be adapted into an email or letter and has spaces for you to add maps or additional details of your plans. RSLs that have stock in your RE:NEW target area can then easily respond to this communication, providing the information that you require and enabling you to make contact and agree the details of a working partnership. Any information you are given about RSL properties in the area you are working in should be shared with your managing agent and the process agreed for doing this. As with other data you are dealing with, you should be aware of appropriate data protection considerations around sharing the

data with project partners. Use Annex 5.6 and your in-house expertise to ensure that correct procedures are being followed.

The London Borough of Hillingdon's demonstration area contained a good mix of council owned properties and around 25% of homes visited contained council tenants. Both the council and Hillingdon Homes, the council's Arms Length Management Organisation, were keen to work together to ensure that no residents were excluded from the programme and that the community engagement element was maximised. As a result, Hillingdon Homes provided £5,700 towards the cost of van hire.

The service was well received among council tenants as they were sent a bespoke letter from Hillingdon Homes encouraging their participation. There was little scope to achieve any savings beyond the easy measures and advice as council's housing stock had already been improved through the Decent Homes programme, providing insulation and heating upgrades to most homes. However, the Green Doctors did encounter a higher level of condensation issues within these, and housing association properties, so the energy saving advice was particularly useful. Another benefit of this partnership was to ensure that tenants were claiming the benefits that they were entitled to.

London Borough of Hillingdon

A similar letter, included in Annex 4.4, can be used for any private rented sector contacts that your housing team has through landlord forums and accreditation schemes. Since referrals can be made for loft or cavity wall insulation and heating upgrades with the landlord's permission, informing them of the programme and the benefits of RE:NEW and energy efficiency, whilst being clear which area(s) you are working in, therefore managing their expectations, might increase the success rate and speed of gaining permission. It might even allow you to visit a large number of properties owned by one landlord in a relatively defined area that would all benefit from insulation. If you decide to take this approach you will want to decide to what extent you are willing to deviate from a street-by-street approach, depending on the location of the properties.

The London Borough of Camden wanted to encourage landlords and tenants to participate in the programme so they approached estate agents with the objective of encouraging them to promote the programme to their clients. They identified and contacted eight agents in their demonstration area, two or which were happy to directly contact landlords with properties in the area with information about the programme and how they could benefit from it.

London Borough of Camden

A whole house approach

Designing a whole house approach

A typical RE:NEW visit will result in the installation of easy energy efficiency and water saving measures, behaviour change advice and installation of loft and/or wall insulation if needed, plus upgrades to heating systems. It is likely that additional measures including solid wall insulation and micro-renewables could further improve the energy efficiency of the home and save more carbon dioxide from housing in your RE:NEW area. If we are to meet the scale of reduction in carbon emissions required over time, it is important that any activity to save carbon today helps to plan for and inform future activities.

The survey form has thus been designed to collect data on the whole house, including potential for improvements that could be made to the energy efficiency of the home in the future and interest in future financing opportunities. Whilst an individual customer's experience of a RE:NEW visit won't necessarily include the whole house approach, it should pave the way for such an approach over time. This will require good data management (see Chapter 2) and, when tenure allows, an ongoing customer experience (see Chapter 5). Based on housing stock and tenures, and the time frames within which you can make whole house energy efficiency improvements, you should have an idea of how RE:NEW visits will fit within your strategy to achieve a whole house approach for your stock over time.

As part of its RE:NEW demonstration project, the London Borough of Camden worked with its Transition Town to deliver draught-proofing workshops and starter-kits for able to pay households in the area. Funds were identified to provide £30 worth of draught-proofing to each able to pay household taking part in the trial, on the condition that they attend a draught-proofing workshop funded by the borough and taking place in residents' homes. This was so successful in engaging residents that it will also be included in the future rollout.

London Borough of Camden

The initial survey may identify some improvements that could be made in the near future, such as draught-proofing or lagging pipes. As a minimum, your assessors should explain the benefits and costs of these improvements but it would be even better if assessors are able to go beyond this and book in the work. Some programmes have offered, or are looking at trialling, draught-proofing to the able to pay (see the case study above). In the case of harder measures such as solid wall insulation or renewables, a financing mechanism coupled with customer demand for that financing mechanism and the measures involved will also be

required. Collecting accurate operational and customer data throughout the customer journey will greatly assist the design and implementation of future activities and the development of policy and funding mechanisms. When tenure allows, the customer should be engaged in this process (see Chapter 5); because many harder measures will need to be tackled at key trigger points (such as redecorating or having a baby) customer interest and understanding will be crucial to achieving uptake.

The London Borough of Camden was keen to use its demonstration project to identify homeowners' interest in the installation of solid wall insulation (SWI) to their properties. A key aim of this was to assemble a list of properties where the homeowner had expressed an interest in participating in a Pay As You Save (PAYS) scheme to fund SWI, and other cost-prohibitive energy efficiency measures, should funding become available in the future.

To do this, several questions around SWI were included in the Home Energy Visit survey form, including:

1. Are you planning any renovations or building work to your property? If so, what?
2. Have you employed an architect?
3. When are you planning on carrying out these works?
4. Would you be happy to be contacted if future opportunities for SWI become available?
5. Would you be interested in a PAYS scheme, if available?
6. Would you be happy to be contacted if a PAYS scheme becomes available?
7. If uninterested, why? (E.g. uncertainty over predicted savings/ lack of trust in loan/ other)?

London Borough of Camden

You should talk to your managing agent about delivering a whole house approach and what this means for customer engagement in the home, as the concept is still relatively new for some. To meet the whole house objectives of RE:NEW, it may be necessary for assessors to adjust their approach somewhat, and the extent to which this might be an issue should be discussed early on. Even if your managing agent is experienced in this field, you should be clear with them about how you want to use the visits; therefore, approaches and focus in the home could vary.

Paying for harder measures

Annex 4.5 – Case study on a Pay As You Save trial project

There is a great deal of interest in how to pay for the challenge of making the UK's housing stock almost zero carbon by 2050 and the Government is moving relatively quickly to develop policy in this area. Given the number of hard to treat homes in London, there is a significant need for a finance mechanism that will catalyse the uptake of harder and more expensive

measures and there may be a range of ways for local authorities to be part of the delivery mechanism.

Development of the Pay As You Save (PAYS) concept is one option being explored through the Green Deal. Projects piloted by the Energy Saving Trust on behalf of DECC to test customer interest in different financial models and billing mechanisms have helped inform this policy development. The London Borough of Sutton has run one of the pilots in partnership with B&Q and a case study is provided in Annex 4.5. In essence, savings made on energy bills following the installation of measures will at least pay for monthly repayments on a low interest loan, so the cost to the customer should be neutral. Alternative finance models, paid back over shorter time periods, could allow customers to pay off the loan at costs greater than energy savings if they wished to and could afford to. For renewable technologies, Feed In Tariffs and Renewable Heat Incentives can make financing more affordable and monthly repayments under a PAYS type mechanism even more achievable.

Government is currently focusing on developing its Green Deal legislation – an initiative that will provide a zero up-front cost solution to retrofit the UK's housing stock, using a PAYS approach and attaching repayments that come off residents' energy bills to the home, rather than the person. RE:NEW itself provides the ideal mechanism for Green Deal to operate in London because of the benefits that the area-based approach offers and the RE:NEW team is working closely with Government and boroughs to develop this opportunity further.

If harder measures or renewables are a priority for your borough, capital for revolving loan fund schemes could, in theory, be raised through mechanisms such as prudential borrowing. The LGA has produced two useful publications, referenced below, which outline the ways in which prudential borrowing has been used in order to fund innovative projects and contain a series of case studies. Forum for the Future, in partnership with Bates Wells & Braithwaite solicitors, has produced guidance on establishing low carbon community revolving loan funds, also referenced below.

Funding innovation: local authority use of prudential borrowing[6]

Using prudential borrowing: one year on[7]

Funding revolution[8]

[6] http://www.lga.gov.uk/lga/publications/publication-display.do?id=22385
[7] http://www.lga.gov.uk/lga/publications/publication-display.do?id=21117
[8] http://www.forumforthefuture.org/projects/funding-revolution

Market transformation activity

Many boroughs are already involved in market transformation activity which is important to consider as a complementary activity to your RE:NEW programme, especially if you have lots of solid walls or potential for renewables in your borough. Given the time limitations of a RE:NEW home visit, even an approach that is relatively focused on the whole house over time will benefit from supporting activities designed to raise awareness of harder measures.

An empty property in Hillingdon's demonstration project was receiving a grant to put it back into use and this was extended to include energy saving measures such as cavity wall insulation, floor insulation, air source heat pumps and solar thermal panels. A series of open days was set aside for local residents to view the technologies installed. Residents were also able to find out about getting involved in the project. The property has now been let through the council's letting scheme and the new tenants will receive a visit from a home energy assessor to install easy measures and provide behaviour change advice, including optimising the use of the solar thermal hot water system.

London Borough of Hillingdon

Eco-home open days are another way that some boroughs have brought energy efficiency to their residents in a tangible way, by opening up real-life exemplar homes to the public and demonstrating how measures look and work in practice. By offering different means of communication, this can be a really effective way of engaging with the public on energy efficiency and sustainability issues. The Energy Saving Trust has produced some guidance for organisers of sustainable open home events which can be downloaded from the below link.

Successful energy saving open home events: an organisers guide.[9]

If you are looking for inspiration from where this has been done before, take a look at Eco Open Houses in Brighton & Hove[10]; Bristol Green Doors[11] or Green Buildings in Norfolk[12].

[9] http://www.energysavingtrust.org.uk/business/Business/Housing-professionals/Energy-Saving-Open-Homes
[10] http://www.ecoopenhouses.org/
[11] http://www.bristolgreendoors.org/
[12] http://www.cprenorfolk.org.uk/greenbuildings/tours

Chapter 5: The home visit and the customer experience

Introduction

The customer experience of RE:NEW is an extremely important aspect to consider, running through all elements of the programme and hence, all chapters of this manual. In the first instance, good quality marketing and community engagement will increase uptake of the programme. By providing a quality and valuable service the programme will receive a positive reputation and uptake will increase. Including good energy advice in the programme will help change people's behaviour and, by tackling the human barriers to uptake of insulation, heating and renewables, the carbon savings associated with the programme will increase. Through helping customers to understand other energy improvements that could be made to their home, the programme will help pave the way for the scale of carbon reductions from housing that London requires over time.

A good customer experience is important for the ongoing success of the project and is reliant on a number of things: assessors having excellent 'people skills'; the expectations of the customer being both managed and met; and the measures, information and advice helping customers save energy, water and money in practice.

The pan-London partnership with the Energy Saving Trust will provide customers with a route for follow-up advice should they want it either now or, more likely, in the future when considering making additional improvements to their home or as the financing landscape develops to make improvements more feasible..

The customer experience is the sum of all interactions a customer has with RE:NEW, including everything that happens before, during and after the visit. This chapter focuses primarily on the home visit and what happens afterwards, as marketing and evaluation is covered elsewhere. You will want to keep the customer and their experience at the forefront of your mind when considering all elements of the programme.

Recommended Service Level Agreements (SLAs) and quality standards

To be held with the managing agent:

- Delivery of high levels of customer satisfaction
    - Have a robust complaints procedure in place such that all legitimate complaints with a potential impact upon the programme are fed back to the local authority, all complaints are acknowledged within three working days and that they are finally resolved
    - Maximum of x% of customers make any kind of complaint

  - Minimum of x% of customers to agree that they would recommend the service to a friend

- Behaviour change advice to be provided to customers in their home
- Tailored advice pack to be delivered to customers either at the point of visit or shortly afterwards (within two week maximum time limit).

Things to be monitored and fed back as requested:

- Ability to provide service to customers with a variety of languages and disabilities
- Time spent in the home, including time spent giving energy advice
- Time between home visit and delivery of tailored advice pack to householder - maximum of two weeks
- Evaluation of customer experience - performed within three weeks of home visit
- Results from evaluation, including feedback on staff members
- Behaviour change advice given in homes
- Number of customers requiring services in different languages and languages used
- Information and data shared with Energy Saving Trust

In place as part of central RE:NEW partnership with Energy Saving Trust:

- Energy Saving Trust to provide follow-up advice and to offer the auditing of non-converted referrals
- Energy Saving Trust to return data on follow-up installations to borough

Borough checklist

- ☐ Ask your managing agent if they have funding from energy suppliers to provide energy advice. Give them the relevant parts of this chapter, so they are clear on what is required under CERT funded energy advice. Refer to the CERT compliance requirements in Annex 2.12 as well. Even if they don't have funding for advice, these Annexes and this guidance are based on expert input from the Energy Saving Trust and Ofgem as well as feedback from RE:NEW trial and demonstration projects, so will help you to provide a high quality and consistent customer journey.

- ☐ Talk to your managing agent about behaviour change advice to determine how much assessors should focus on encouraging people to change their behaviours and the approach you want them to take with customers; whilst it is important to be diplomatic, effective behaviour change advice requires that they act as real and persuasive advocates for change.

- ☐ Discuss with your managing agent the importance of tackling human barriers to uptake of insulation measures. Agree that they will closely monitor referrals and strive to maximise their success at converting potential to actual installations, changing things if necessary to improve uptake rates. If you have any programmes that help tackle human barriers to insulation, provide your managing agent with all the relevant information.

- ☐ Agree any changes or additions to the leave-behind leaflets and which climate change adaptation leaflet should be left with which customers. Also agree any changes or additions to the home energy advice pack and provide your managing agents with final templates. Discuss how they can reduce administration costs associated with tailoring the advice pack and agree a target time for posting or emailing the tailored report.

- ☐ Talk to your managing agent about the 'soft skills' and experience of their assessors. Prior to the commencement of RE:NEW in your area, hold some workshop sessions with the assessors to make sure they are on board with the message for you and your project. Go on some home visits to observe how they are getting on first hand.

- ☐ Talk to your data control officer about the data protection section on the survey form. Pass information to your managing agent on how data will be used and make sure their assessors will be comfortable talking to any concerned customers.

- ☐ Request that your managing agent follows the information and data sharing processes in place with the Energy Saving Trust so that it can provide follow-up advice and, if required, auditing of any remaining unfilled lofts and cavity walls.

Annexes and how to use them

<u>CERT accredited advice</u>

The RE:NEW team has worked with Ofgem to obtain 'sign-off' for energy advice provided in homes under the RE:NEW programme. Behaviour change advice is accredited under CERT and has been given a carbon score of 0.625t. However, since the amount of carbon saved by provision of behaviour change advice could vary significantly depending on the quality and

quantity of advice as well as the level of interest from the customer, Ofgem requires certain standards to be met before credits can be claimed. If your managing agents are seeking CERT funding it is important that they follow the guidance below and the CERT compliance requirements in Annex 2.12. Whilst energy suppliers will always need to obtain official approval from Ofgem to gain CERT credits and fund your programme, the fact that guidance and relevant Annexes have been produced in collaboration with Ofgem will increase the chances of your managing agents successfully negotiating funding for advice.

Offering CERT energy advice

In order to ensure that energy advice given is welcomed by the customer and therefore is likely to have an impact on behaviour, Ofgem must feel comfortable that the customer requested the advice. As part of RE:NEW, where energy advice is part of a wider package, your assessors must clearly offer advice as an element of the visit. Different assessors may traditionally take a different approach to this, so talk to your key contact and make sure they understand what Ofgem requires. You will note that in Annex 3.3 the letter text makes it clear that advice will be offered as part of the home visit. When your managing agent is booking visits they must explain the benefits of receiving advice. Likewise, it is safest that your assessors repeat the offer whilst in the home, before providing the advice.

We suggest wording along the following lines. Whilst this should not be considered a script, it is important that the crucial elements (the offer and the explanation of benefit) are included.

"As part of your home visit, the assessor who visits you will be able to give you advice on how changes to your behaviour can help you stop wasting energy. These changes are often simple things that won't affect your lifestyle and that will save you money on your fuel bills, as well as helping reduce emissions that cause climate change. Is this something you would be interested in?"

And whilst in the home,

"When we booked your visit someone will have explained to you that I'll be able to give you some advice on how changes to your behaviour can help you stop wasting energy. These changes are often simple things that won't affect your lifestyle and that will save you money on your fuel bills, as well as helping reduce emissions that cause climate change. Are you happy to talk about these things?"

Provision of advice in the home

Once the customer has agreed to receive home energy advice, your assessors should view themselves as ambassadors for change. It is important to discuss how you will want

behaviour change approached by assessors in the home as, whilst all managing agents should be more than able to provide advice, they are likely to have different experiences and backgrounds in this area: some are very focused on promoting behaviour change whereas others have more of a fuel poverty background or a focus on insulation. It is important to remember when discussing this, that the ultimate objective of RE:NEW is insulation installations, so advice provision should be with that in mind. It is also true that individual assessors will bring their personalities into their advice delivery: some will be very diplomatic whilst others might seek to be a little more persuasive.

If you followed the advice in Chapter 2, you will have found out information about managing agents' abilities to give behaviour change advice. Revisit this during your inception meeting and be clear that you want assessors to push the behaviour change element of the home visit. You may also want to consider the demographic of your target area and how that could affect what is likely to motivate people to make changes to their behaviour (climate change, thermal comfort, fuel bills etc). Talk to them about what training and skills their assessors have on being ambassadors for change. Your managing agent can pass on your desires to their assessors; check later that this message was received well and ask for feedback from assessors to ensure that the behaviour change element of the visit is being delivered in the way you would wish.

The actual advice provided and the amount of time spent giving it will of course depend upon the customer, their home and the priorities of the home visit. A successful home visit is made when your managing agent's assessors, on entry to the home, can quickly establish where the biggest impact can be made, both in terms of carbon savings and to the customer who lives there. A resident living in social housing might benefit more from behaviour change advice because they aren't responsible for changes to their building fabric; other customers may benefit from more time being spent discussing grants or talking about insulation improvements that could be made. When discussing time spent giving advice with your managing agents, you should bear in mind that, whilst you will want them to be advocates, keeping visits to around 90 minutes will sometimes limit the extent of behaviour change advice that can be provided whilst striking the right balance between that, easy measures installation and further measure referral.

Section 4 of the survey form (Annex 2.9) includeds a sub-section in which to record behaviour change advice provided. This serves two purposes: firstly, it enables you to collect the data required to produce elements of the tailored advice pack (see below); secondly, it gives your managing agents guidance on the potential advice.

Of course, advice need not be limited to this list but the survey form should still record the sort of advice that is given. It is possible that, at some point, behaviour change provided through RE:NEW will be evaluated and this will rely on having a robust baseline of the advice that was given at the start of the RE:NEW process.

The method through which your managing agent gives advice will vary depending on their style. The majority of advisors like to use the visual display unit (VDU) to discuss electricity use whilst taking people around the home, as it is a helpful visual tool to use when discussing how much electricity appliances use, the benefit of turning appliances and devices off stand-by, turning appliances and lights off when they are not in use and doing things like only boiling as much water as is required when making hot drinks. Assessors will also discuss space and water heating with residents, an ideal opportunity in which to make sure the customer understands their system and its controls and how to use it to maximum effect, so as not to waste energy or money.

The other side to advice involves improvements to the fabric of the building. In Chapter 4, Saving Carbon Dioxide in Homes, the percentage of potential insulation jobs converted to actual installations was identified as a key indicator of success. The advice provided about the fabric of the building will be a key factor in determining this conversion rate, especially in able to pay homes, where people's inertia or their 'willingness to pay' (rather than ability to pay) is often a barrier to the uptake of insulation measures. Annex 5.4, the tailored advice pack, contains the relevant facts about how much money could be saved from fuel bills. This (and your borough's best price offer) will give you a payback period that can be used to sell the insulation to the customer. Depending on your wider programmes and priorities, you may have grants or services that will help overcome people's barriers.

As the central objective of RE:NEW is to save carbon, it is likely that your strategy will be focused on areas with high potential for referrals to loft, cavity or solid wall insulation, and renewable technologies where appropriate. However, even if this is not the primary focus of your RE:NEW project, the home visit and consequent face-to-face engagement is the best opportunity you will have to encourage your residents to take up the more carbon effective insulation measures.

Discuss with your managing agent what kind of conversion rates they are striving to achieve, whether from homes with potential to referrals for harder measures; and from referrals made to actual installations. Revisit this figure regularly in reporting and management conversations, as it will have a big impact on your programme's overall carbon savings.

Annex 5.1 – 5.3: The leave behind leaflets

Experience has shown that it is best to leave information behind with the resident at the time of the home visit. This will reinforce the messages that were given and the resident is more likely to read the information if it is provided as a package. However, leave too much and the danger is that the resident will not read it all. The leave behind material is focused upon behaviour change as this advice will mostly be common to residents and their homes. Having this information to hand immediately after the visit will help embed behaviour change, therefore having a bigger impact on the benefits that residents get from their RE:NEW visit. There is also a page at the end of Annex 5.1 where assessors can ask people to make pledges about the top few energy saving actions that they could do in their homes and record them. Research shows that asking people to make pledges about behaviour change increases the extent to which people later report that they have taken action.

Following workshops with boroughs on branding preferences, guidelines and templates that display both the RE:NEW brand and the local authority logo were worked up. The leave-behind templates annexed to this chapter are RE:NEW branded but allow for local authority branding to be added as per borough practice. Contact details of the managing agent and any numbers or web addresses of additional services that the assessor deems appropriate to refer to can also be included, in accordance with the branding guidelines provided in Chapter 3.

Annexes 5.2 and 5.3 are leaflets on climate change adaptation that have been produced with the help of the Environment Agency. One of these should be left behind at the time of the visit, depending on whether the resident is deemed at risk of flooding or not. The text on overheating, water scarcity and the need for climate change adaptation is the same in both versions of the leaflet but Annex 5.2 is designed for areas that are at risk of flooding from tributaries and Annex 5.3 mentions flooding only in the context of surface water flooding. Assessors should introduce these and explain the case for climate change adaptation at the time of the visit. The leaflets then give information on no cost and low cost things that can be done by the customer to adapt their home.

You can use Chapter 6 (Annex 6.3) to determine if you are running RE:NEW in a flood risk area and then pass the appropriate leave behind template(s).

Annex 5.4 and 5.5: The tailored advice pack and how to use it

In order for advice to qualify under CERT, a tailored advice pack must be provided to the homeowner. Annex 5.4 has been produced by the Energy Saving Trust and provides exhaustive text for this purpose (this is why it appears somewhat long on first opening). It has incorporated feedback from the demonstration boroughs and their managing agents.

Waterwise has also contributed to the water sections of the advice pack, so you can feel confident that all messages are accurate and based on good practice communications.

There are spaces in the opening paragraphs of Annex 5.4 to add details of your RE:NEW programme so that when the customer receives the report they are immediately clear about what it is. Agree with your managing agent any changes to text and add your borough logo or other agreed branding.

The instructions in Annex 5.5 provide guidance on how to tailor the report. Remember that the report can be personalised to your own programme and reduced in size to cut down on costs, so long as the content is not compromised and the design remains in line with RE:NEW branding guidelines. In producing the tailored savings for households, your assessors will need to use the data collected on the survey form as this will provide the carbon savings that have been verified by Energy Saving Trust. The advice pack must be tailored to the opportunities in the home and based on the conversation that was had at the time of the visit. It also has space to provide information on what was installed and how much carbon dioxide they have already saved as a result, plus any referrals for heating or insulation that have been made.

One of the most important things that the report does is act as a record of the additional potential for energy efficiency improvements within the home. The initial visit should have been an introduction to the customer's whole house approach over time and, since customers may not remember all they were told or read the advice pack in detail, your assessors should explain that they can refer back to the report or contact the Energy Saving Trust if they are considering changes or improvements to their home in the future. For this reason they should be encouraged to put it somewhere safe or have the option to have an electronic copy emailed to them instead or as well.

To maximise the impact of the report you will want your managing agents to deliver it to the householder as soon as possible after the visit, whether in paper or electronic form. Some managing agents like to take a laptop and portable printer with them so that the report can be printed off immediately, often saving time (and money) on a return visit or postage if sent later. However, this may also add too much time to the visit or be a complication which detracts from other elements of the visit. Assessors should evaluate their approach as they go and be prepared to try different options if costs appear high,.

A reasonable benchmark maximum for ensuring residents have a copy of the report is two weeks after their visit, although some organisations will be able to deliver it sooner through an effective and well resourced back office.

The production of these reports will of course require administration and your managing agents will need to factor this into their costs. Encourage them to design a process that allows them to produce the reports automatically and to suggest ways of reducing the cost of the report without compromising quality. Although designing an automatic process will require set up time, it will save time and money in the long run, thus allowing your budget to be focused on homes and carbon.

"It took 5 days to set up an automated system to process the advice pack. Now each report takes 3 minutes to generate and send out, rather than approximately 20 minutes to manually cut and paste each report to pull it together and send out. Based on us creating 2,000 reports we have saved 65.5 days – definitely worth it!"

Victoria Hoyle, G-Ten

There are mixed views as to whether it is best to email or post the report. Whilst emailing saves on resources and postage costs and makes the customer experience more environmentally friendly, customers might be more likely to read the report if it is received in hard copy. It's worth checking what your managing agent's view and approach to this issue is, especially if you have an opinion about what might be best for your residents. As a rule, it is best for your assessors to ask the customer how they would like to receive it and act accordingly.

The skill set of your assessors

The biggest factor that will affect customer satisfaction and the customer experience is the skills of your assessors. Qualifications and knowledge of energy matters are of course important; their soft skills just as much, if not more so. You will have considered the skills of assessors during procurement and asked for information on their qualifications and accreditation (such as City and Guilds 6176/ Domestic Energy Assessor training/ Energy Saving Trust Endorsed Advice standard), their experience (how long they have been working in providing customers with domestic energy advice and on what sort of programmes), their knowledge of domestic energy efficiency/ microgeneration and their skills. Different managing agents will have different training in place so talk to your appointed managing agent about what they offer. Going on some home visits is the best way to find out about the soft skills of your assessors as you can observe it first hand.

Remember that although your managing agent and their assessors will have experience of home energy visits and may have even been involved in delivering RE:NEW before, they are unlikely to have delivered the programme in your borough. There might be lots to learn about your insulation grants, your customers and the area or the approach you want taken.

Experience has shown that it might be really beneficial to hold a couple of sessions with the assessors or attend their team meetings, prior to the commencement of RE:NEW in your area.

Camden held refresher sessions with their Home Energy Assessors at key points in the process. The sessions ensured that HEAs were not only still "on message" but also aware of new opportunities for residents. During the project, Camden provided HEA refresher sessions on new grant streams available for vulnerable residents; the Feed in Tariff and a final session to enhance the advice provided to residents interested in solid wall insulation.

London Borough of Camden

For some assessors this might be the start of their career, especially if you choose to capitalise upon the opportunity to use RE:NEW to create 'green' jobs or if your managing agents need to recruit some new assessors. Experience has shown that recruiting people with the right soft skills can be more effective than recruiting people with the right qualifications and then trying to train them to have the right skills. Ideally, of course, you would want new recruits to have both people skills and the right experience and qualifications, but there is an opportunity to reduce costs by training people on the job. It is important however, that whatever approach is taken, that assessors are all sufficiently trained to accurately identify the homes that need to be referred for further measures, as this is the ultimate mark of success for the programme. A key reason for referral conversion rates being lower than expected in some demonstration projects was assessors being insufficiently trained, resulting in poor quality referrals and wasted resource. This points to the importance of reviewing training in line with referrals/ conversions, so that measures can be taken to improve outcomes throughout the course of the programme, if necessary.

London Borough of Hillingdon's managing agent, Groundwork UK, provided local recruitment and training opportunities during the demonstration project through its Green Doctor™ programme. Three apprentices with strong interpersonal skills were recruited and provided with Domestic Energy Assessor training, an additional day's training on installing easy measures in homes and a further week shadowing fully trained Green Doctors.

Having access to Future Jobs funding allowed for apprentices to be hired locally and to work alongside Green Doctors with training provided by the LDA's Retrofit Employer Accord Project bringing additional jobs and green skills to the area and providing the apprentices themselves with excellent career opportunities.

London Borough of Hillingdon

Energy check, installation of measures and associated data

The customer experience of the home energy check and associated data collection is important because it will help them to understand their home and the potential for improvements. Your assessors will walk the customer around their home whilst performing the check and talk to them about the measures they can install during the visit as well as additional measures or behaviour change that could save them energy and money. The assessor will then install the easy measures, explaining as they go how they work and save energy. Before this is done they will need to get the customer to sign the declaration about installing the measures that is found on the survey form.

Data protection

Annex 5.6: Data protection and what personal data will be used for

Experience has shown that some customers will be concerned about the data that is collected during the survey and what will happen to it; some may even be cynical about whether their visit is partly designed to gather personal data. You will need to make sure that your managing agent and their assessors understand what will be done with the data collected so that, if questioned, they can answer clearly. As well as the benefits of keeping the programme focused on energy, this is another good reason to avoid collecting data that is not seen to be about energy.

It is worth sitting down with your managing agent and discussing your final survey form so everyone is clear on the purpose of the data. When you do want to collect data that might be considered by the customer as irrelevant to the purpose of the visit, such as information about benefits and health, you will need to be clear with your managing agent about the circumstances in which these data need to be collected and whether you want them collected in all homes. For the purpose of the programme and the individual customer experience, these data only need be collected if they will be required to assess eligibility for grants and/ or income maximisation services.

The data collected during the visit will be owned by you so, in terms of the Data Protection Act, your borough is the data controller and your managing agent can deal with this data for you whilst contractually acting on your behalf. Data will be shared with various programme partners such as the Energy Saving Trust and will be collated for reporting purposes to be shared with other partners, such as the LDA and the GLA.

The data protection question at the end of the survey form has been designed, with the help of experts at the LDA and EST, to cover the data sharing requirements of key stakeholders (LDA/GLA, EST and London Fire Brigade) and is based on good practice. However, you may

need to run it past your data controller to make sure they are content with it. Annex 5.6 discusses the data protection question and explains what the various organisations will do with the data. You might want to pass this to your managing agents so they can make sure their assessors understand who will be doing what with which data. Please insert information about what your borough might want to do with these data.

The on-going customer experience

Whilst the easy measures can be installed in one visit, delivering a whole house approach over time and creating sustained behaviour change will require an ongoing customer journey. If referrals were made for insulation or heating upgrades, the customer experience will continue immediately. For harder measures, or in situations where referrals were not made immediately, the customer journey will be ongoing and characterised by follow-up visits or advice, potentially by other organisations. It is important that where this is the case, the experience is joined up and as smooth as possible.

For social housing, the ongoing customer experience of improvements to the building fabric will be outside of the scope of RE:NEW (see Chapter 4 for guidance on how to set up referrals for social housing) but these customers, and all other residents in your borough, will benefit from activities that are designed to reinforce behaviour change messages.

What happens next?

It is important that customers are made aware of the next steps after the assessor leaves and who they should contact in the future. The leave behind leaflet contains contact details for the managing agent so, if the customer needs to contact someone for any reason, they will have the details to hand. This should avoid you receiving unnecessary phone calls and provides the customer with a clear route for making a complaint, should they wish to do so. This is another requirement from Ofgem and of course will provide you with valuable feedback on customer service.

The assessor should tell the customer that they will receive an advice pack. Unlike the leave behind and other materials that the customer will have seen to date, this is branded Energy Saving Trust alongside RE:NEW, your borough and your managing agent. This is designed to be the end of the immediate RE:NEW customer experience and hand over the ongoing journey to the Energy Saving Trust, who can continue to provide advice and support to your residents.

Making the most of the pan-London partnership with the Energy Saving Trust

Annex 5.7: Partnership with the Energy Saving Trust

By signposting your residents to the Energy Saving Trust they can contact an independent, expert advisor if they want any additional advice. Given that your customers will have just received face-to-face energy advice they should not feel the need to call the Energy Saving Trust immediately. However, it will be important for them to have somewhere they can call in the future if their RE:NEW experience has prompted them to consider other elements of their lives, such as how to reduce emissions from their travel. The advice pack includes a list of topics they can get additional information about; you may want to add details of your own initiatives here too.

The pan-London partnership with the Energy Saving Trust will be particularly beneficial for your programme when there is potential for improvements to the fabric of the home, as they can:

- Audit loft and cavity wall referrals where an initial referral was unsuccessful
- Report back to you on households that have had loft and cavity wall insulation completed following a re-referral (i.e. when they refer an unconverted installation to another installer)
- Contact customers with remaining potential for loft and cavity wall insulation in the future, advising of new grants or offers
- Contact customers in the future with advice on additional measures that could not be offered during their original RE:NEW visit (such as example solid wall insulation or renewables)
- Target areas outside of the RE:NEW area under their own activities, maximising carbon saving activity in your borough

Annex 5.7 provides information on what services and reporting you can expect if you utilise this pan-London partnership and also lays out the two-way communication requirements and processes that need to be in place to make sure the partnership works effectively. By following these processes to share information and data, your residents will benefit from joined up service delivery that is based on their individual needs, as identified by their RE:NEW home visit. It also means that non-RE:NEW residents are more likely to benefit from Energy Saving Trust activity as they can target other areas making activity in your borough more effective and, if contacted by someone in a RE:NEW area, they can be told about the programme and to look out for a letter through their door.

Chapter 6: Joining up the front line

Introduction

RE:NEW's core offering of easy measures will get your assessors in the front door of homes and their installation will save carbon dioxide from those homes. However, the true success of RE:NEW comes from successfully joining up the front line for offers and services that reduce residents' fuel bills and help remove them from fuel poverty, such as through referrals for insulation and income maximisation.

There is also an opportunity to offer customers other valuable services whilst assessors are in homes on council business. A careful balance must be struck here as, whilst offering additional services can be good for individual customers who benefit from a joined up front line, it is important not to over burden the visit. Experience has shown that it is best to avoid being tempted to collect data or offer services that are not relevant to energy efficiency as customers can react badly to being asked about things that do not seem related. It will also reduce the focus on reducing carbon dioxide from homes and may compromise the success of your programme. That being said, if one of your assessors identifies a real need in a vulnerable customer's home, they should have the information available to make a referral to a service that can address the problem.

This will rely on a certain amount of judgement on the part of the assessors and you should discuss this with your managing agent to agree the preferred approach to be taken.

There are also opportunities to work in partnership with other programmes and departments, or to set up internal processes that will help your managing agent run a cost effective programme.

Service Level Agreements and quality standards

Recommended Service Level Agreements to be held with managing agent:

- Customers who would benefit from income maximisation services identified and referred within five working days
- Potential life threatening hazards referred to Environmental Health Officers within five working days
- Borough to provide information on which services to refer to and how

Things that should be measured and reported when required:

- Number of customers provided with advice on overheating and/ or flood risk
- Number of customers referred to the London Fire Brigade

- Number of customers referred to other council services (specify)

Check list for borough activity

- ☐ Decide what front line activities are within the scope of RE:NEW and which should only be included if customers are vulnerable and obviously in need of a certain service.

- ☐ Talk to colleagues in other departments e.g. Environmental Health, Regeneration or Home Improvement Agency and discuss whether RE:NEW could help them locate vulnerable customers who could benefit from being referred to their services. Give them an idea about numbers so they can plan the implications for resource requirements. If they want to work in partnership, agree a referral process with them.

- ☐ Discuss the process through which managing agents and any sub-contractors will provide customers with income maximisation services. Agree a partner if necessary.

- ☐ Brief your managing agents about any partnerships. Provide your managing agent with referral processes for offerings and services that are part of your RE:NEW programme and make sure they are comfortable knowing when customers should be referred. Include information for the customer on how quickly the referral will be followed up and what will happen when it does.

- ☐ Identify if the area you are working in is at risk of flooding from a tributary or from surface water flooding. Talk to the officer responsible for adapting to climate change or flooding in your borough and agree with them, and your managing agent, the extent to which advice on climate change adaptation should be included in your RE:NEW programme. Pass Annex 6.3 to your managing agent.

- ☐ Provide your managing agent with contact details for relevant customer or front line services so they can signpost customers whilst in the home (Annex 6.5 gives an example that can be adapted). Include information on what the services are so they can explain them to customers if need be.

- ☐ Provide relevant front line services with a briefing note on RE:NEW and perhaps customer materials so that services are joined up and referrals are effective. Adapt the standard information on RE:NEW in Annex 6.6 to reflect local programme design and to add details on specific things for when assessors are in certain streets.

- ☐ Talk to colleagues in other departments who you could work with to help deliver RE:NEW more effectively. Explore whether you can save money by providing your managing agent with parking permits, storage and space to have team meetings or

whether you are happy for these costs to be incurred by your managing agent (and potentially passed on to you).

Annexes and how to use them

Identifying potential life threatening hazards in the home
Annex 6.1: Using RE:NEW to enforce the Housing Health and Safety Rating System (HHSRS)

There is a real opportunity for your assessors to maintain an awareness of any dangerous situations they see whilst in people's homes. They should be aware of dangers for their own health and safety in any case. If they think that the customer is living with a hazard, they can refer the case to another council team to help make the home safe. If an assessor comes across something whilst walking around the home performing an energy survey that they thought would present a serious risk to the householder, then it would be inappropriate to ignore the danger.

Although some managing agents' assessors have the training and experience to identify serious health or safety risks under the Housing Health and Safety Rating System (HHSRS), the majority will not. However, most serious hazards will be obvious and assessors should easily be able to identify the possibility of a risk of excess cold and mould growth as they are closely related to energy. You should not require your assessors to actually identify hazards as your Environmental Health team are fully trained in HHSRS. Instead they should note the potential hazard and make a referral.

The pictures included in Annex 6.1 are examples of the most common hazards and you can pass this to your assessors to help them understand the kind of things that should trigger them to make a referral to the experts. However, you need to make sure your Environmental Health Officers (EHOs) have the capacity to deal with additional referrals if your RE:NEW programme generates them; resource limitations may mean they need to remain very focused on hazards in the most vulnerable homes. They might also ask your assessors to be more vigilant to potential hazards in the private rented sector, as this is where the powers associated with HHSRS are most useful.

If your borough contains a lot of pre-1945 homes it is worth being aware that, statistically, such properties are likely to have a category 1 excess cold hazard. If this is the case, HHSRS is a powerful tool to remove residents from fuel poverty, particularly in the private rented sector where residents are less in control of changes to the property. In the owner occupied sector HHSRS is less of an enforcement tool and, in these cases, it may be more appropriate

to set up a referral process to your Home Improvement Agency (HIA) which will be able to provide assistance and advice to deal with hazards.

If your EHOs and/ or HIA team are happy to have your RE:NEW programme refer potential hazards, you will need to agree a referral process, either through you or – to save time – directly from your managing agent to the EHO/ HIA. You'll also need to brief your managing agent about what the procedure is so they can tell customers when to expect a call and what kind of things they might be able to do to help them remove the hazard. You'll need to make sure that your managing agent understands that they are only identifying potential, not actual, hazards. Equally, they will need to explain to the customer that they are not HHSRS experts and, whilst they can make a referral, it will not guarantee that the council can fix the problem.

The survey form includes a section on potential hazards and lists the most commonly occurring hazards. Of course, this section need only be used if a potential hazard is spotted. If you decide not to use RE:NEW to identify potential hazards then you can remove this entirely.

Helping vulnerable people by providing income maximisation services
Annex 6.2: Income maximisation process

Checking that people are claiming all of their tax and benefit entitlements is an important element of RE:NEW. Increasing people's low incomes can help remove them from fuel poverty and can mean people qualify for energy efficiency grants. There is therefore a clear link between this service and energy in homes. The survey form contains a section on benefits and income. These data should be collected to help identify whether customers would be eligible for various grants but also to determine when customers may benefit from a check to see whether they are receiving all of the benefits that they should be. It will be important for assessors to explain that these questions are being asked because of their relevance to the cost of heating their home.

Your managing agent will then have to use these data to identify customers who will benefit from income maximisation services. The success of this will depend partly on the quality of referrals. This Annex gives basic information on the triggers that your managing agent should use to identify whether customers should be referred.

Your borough or sub-region may have the internal capacity to deal with income maximisation referrals or have a contract with a provider already in place. If not, your managing agent might be able to provide the service or have tendered for your contract with a sub-contractor or partner in mind. Alternatively you may wish to choose a dedicated partner to perform this function. There are a number of organisations that can provide these services. This Annex

gives contact details for some of the major players in London. If you are using a partner your managing agent will need to meet with them to agree a protocol.

Offering advice on climate change adaptation

Annex 6.3: Climate change adaptation and maps – briefing on the need for adaptation to London's homes and maps showing areas of London that are at risk of flooding from surface water run off, flooding from tributaries or overheating

We are already beginning to experience the effects of climate change and it is accepted by scientists that even if we make dramatic reductions to our greenhouse gas emissions now, a certain amount of climate change is inevitable. By adapting to these changes as they become evident and planning for those we expect, our residents and homes can be better prepared for both today's weather and changes to the weather that are predicted. Models that link changes to the global climate and London's weather tell us that events such as floods, droughts and heat waves are more likely to occur in the future and there is some evidence to show that we are already experiencing more extreme weather events.

The maps in Annex 6.3 show the areas of London that are most at risk of flooding. The area around the Thames is on a flood plain but the risk of flooding is low because of the defences in place. Flooding around tributaries is more likely and if you are working in an area where flooding may occur then you should consider incorporating advice on climate change adaptation into your delivery model. Work to improve the understanding of where surface water flooding is most likely to hit is being supported by the GLA through a project called Drain London, so your colleagues might increasingly be in a position to tell you about hot spots.

For the London Borough of Southwark, the RE:NEW area was in a known flood risk area. As a result, the council invited the Environment Agency to a RE:NEW promotional event where they were able to sign residents up to their flood warning line and distribute information packs. The council's waste partner, Veolia, ran a 'Give and Take' session at the event, to encourage residents to reuse unwanted items found in their lofts before having them insulated.

London Borough of Southwark

Some managing agents might be more resistant to giving advice on climate change adaptation, as they do not wish to frighten residents. However, if done in the right way, and when a home is in an area at risk, helping people understand how to build their resilience to flooding and how to adapt their behaviour to avoid overheating can leave homes in your borough better adapted to inevitable climate change and your residents less likely to suffer the negative consequences.

This Annex gives some basic information on the need for adaptation, which you can pass to your managing agent if you think it would be helpful. If they would benefit from more detailed knowledge in this area, you may wish to point them in the direction of Your home in a changing climate[13] which is a good summary of how retrofitting can help prepare for flooding, overheating and water stress.

There are occasions when it would be beneficial to engage with a customer in more detail on the kinds of things that they can do to help adapt their home to a changing climate. Annex 6.3 also provides a list of social and physical factors that should alert your assessors to these customers. It is well worth passing this to your managing agent. For example, if a vulnerable customer lives in a home that is likely to suffer from overheating in the summer, drawing out some advice from the leaflets (which might not get read if just left with the customer) on simple changes to behaviour that can help keep them cool, would have a much greater impact. Or, if a home is in a flooding hot spot then it is worth making the case for them to sign up to flood risk alerts. It is important at this point to reassure the customer that whilst this is not something to be concerned about it is something that they would want to have warning about, if it were to happen. You will want to agree with your managing agent that they are comfortable with what you require and that their assessors have the necessary knowledge.

Vulnerable residents without smoke alarms
Annex 6.4: Criteria for making referrals to the fire brigade for the installation of smoke alarms and referral process.

The RE:NEW team has developed a partnership with the London Fire Brigade to help identify people who are at greater risk of fire. The Fire Brigade targets their visits in areas and situations where they know there is a higher risk of fire, including the homes of vulnerable, older or disabled people. They have developed a set of criteria to help your assessors identify these customers and when to make a referral. The Fire Brigade will then contact the customer and arrange for a time to give them a full fire safety visit and, where appropriate, fit a new smoke alarm.

This is new to the RE:NEW programme so you will need to brief your managing agent, even if they have been involved in the demonstration phase of the programme. The criteria have been designed so as to keep it relatively quick to identify customers that should be referred so including this in your RE:NEW programme should not be a burden on your delivery model, nor take up too much time in the home or in follow-up administration. In exchange for a small time input your vulnerable residents will receive a valuable, free of charge service that will keep them safe in their homes.

[13] 'Your home in a changing climate': http://www.london.gov.uk/trccg/docs/pub1.pdf

To provide the Fire Brigade with sufficient information prior to their visit, certain questions have to be included on the survey form. You will need to make sure that all relevant data protection issues have been considered when agreeing the sharing of information from this form with project partners.

Signposting vulnerable customers to other council services
Annex 6.5: Example list of services to signpost customers to when a need is identified

Whilst you might not want to offer services to customers as a matter of course, if a need is identified whilst in the home, it makes for good customer service for your assessors to be in a position to take a couple of moments to tell the customer about the service. For things that are not directly related to energy use and fuel poverty it is not recommended to invest time making referrals either during or after the home visit. However, by signposting customers to the services that are available to them, they can contact the service themselves if they wish. This will also keep the RE:NEW customer experience somewhat separate from other services, as customers will understand that it is not part of the same programme or service.

Before RE:NEW visits commenced in Bermondsey, London Borough of Southwark facilitated a meeting with their managing agent and the local Citizens Advice Bureau (CAB) to outline the range of advice services currently available to residents. Contact details for advice agencies and services like the council Handy Person scheme were collected into a contacts sheet that home visitors used for referral during visits. CAB also helped to promote RE:NEW to clients in the area.

London Borough of Southwark

Annex 6.5 is an example of a list of services and is included as it might spark some ideas about the services that your borough offers residents. You will need to update this with details of your borough's services and share it with your managing agent. They can then laminate copies for their assessors to have to hand during visits.

Marketing RE:NEW through other front line services
Annex 6.6: Briefing note on RE:NEW for other front line services

If your marketing approach includes leaving leaflets at local hubs, like the town library for example, you will need to provide a briefing on the programme so if staff members are asked about it they can provide some basic information, or at least know where to signpost people for them to get the answers they need. You can also use this Annex to brief organisations like the police, Citizen's Advice Bureaux and Neighbourhood Watch schemes. Please adapt the text in Annex 6.6 as you see fit to describe your particular RE:NEW programme.

Helping your managing agent with logistics

As well as these particular customer focused services, there are opportunities to make your RE:NEW programme more successful by working in partnership with other teams and programmes, and by providing your managing agents with parking permits, storage and space for team meetings. Assessors will need to drive to visits (they will store the easy measures in their vehicles) and, to maximise the benefits of an area-based approach, will need to park on the streets they are working in. Depending on the area this might result in issues with parking; however, depending on how your borough operates, you might be able to provide permits or deal with any parking tickets they get internally either at lower cost or with less effort.

Using a council building for storage will likely incur a cost internally, but might be cheaper than your managing agent renting commercial space. It may also be closer to your RE:NEW area.

Assessors will also need a space for team meetings and if you can provide them with this space near the RE:NEW area (remembering that their office might be in a very different area of London) that will also economise on travelling time and petrol costs.

Depending on your borough you may or may not be able to realise these opportunities. Also, whether or not they will save costs will depend on the detail of your programme and the managing agent you work with. The most important thing is that you let your managing agent know during the bidding process whether they must account for these costs or if you will deal with them internally.