Energy performance energy services company

Information and support for community household energy advisors and the development of a local supply chain for energy services

Local United – diffusing practical initiatives in response to climate change and peak oil

Local United brings together and supports community activists who are setting up social enterprises to address the challenges of peak oil and climate change. We aim to speed up the rate at which good ideas are adopted by community groups motivated to build low-carbon economies.

Initially eight 'diffusion packs' have been produced which offer practical suggestions for setting up initiatives in the following areas:

Energy Farms
Community-led Hydro Initiatives
Community-led Wind power
Energy Performance Energy Services Company
Community-led Food Initiatives
Sustainable Community loan Fund
Community-led Reuse of Resources
Community-led Transport Initiatives

NESTA provided funding for the development and dissemination of these information packs which have been written and reviewed by people with first-hand knowledge of the community and climate action sectors they work in. Often the authors will have been involved in the conception of the project idea and in many cases they would now be regarded as experts in their fields. Biographies will soon be available on our websites

All of these packs are intended as on-going 'works-in-progress'. We are hoping that other groups working in these areas will add in their experience. In time they will build into a comprehensive library of good practice case studies. They will become a source of inspiration to community groups. They will provide information on motivational projects which have been carried out by other community groups and they will act as a directional tool to help communities who are ready to take action, to do just that.

These packs are offered to groups who are interested in setting up social enterprises in these areas. They can be downloaded from the many partner websites.

Of course, any information provided is only as up to date as the day it goes to print. Many of the specific examples have worked so well because of the people involved, the skills they possess or the resources that were available to them. Thus these examples will predominantly serve as an inspirational call to arms. However, many of the packs contain useful 'how to' guides, copies of legal templates or list of regulations, all of which may be useful to community groups wishing to set out on their own project. All of the packs contain notes or links on where to find more help.

Feedback on these packs is continually being sought. Community groups who have used the packs to support their own projects are very welcome, and indeed are invited, to provide information on how useful the packs have been, what other information we should be providing or any other feedback which may help us to improve these in the future.

Local United is keen to work with other groups and organisations active in these areas who may be interested in offering the diffusion packs through their websites. We are also actively seeking funding to follow up these packs with a mentoring/buddying system which will provide additional support to emerging social enterprises.

The Performance of Energy

Community capacity for household energy advisors and the development of a local supply chain for energy services

Introduction

This diffusion pack is designed to provide an overview of how a community group could set up an effective and long term energy (and then carbon) advice service for its residents. One that is owned and operated by the people it serves. It is designed to inspire community groups to take action and uses the experience of HES (Home Energy Services) as its main source of information.

Much of what you find in this pack will be specific to the HES approach and will predominantly serve to educate and inspire, but much will be very detailed and will show how your community could emulate this project.

The components of HES – described here and listed in the appendices – are freely available to any group or entrepreneur wishing to learn from what they have done.

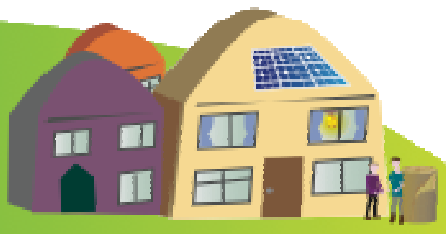
Jargon Buster

- **Energy Performance** (EP) is deliberately used instead of energy efficiency to reflect the positive nature of what is happening – performance being dynamic and efficiency being staid. It is also the term applied to the business model being pursued.
- **ESCos**. Take note that we (human beings) do not consume energy. Rather we consume the services that energy makes possible – heating, lighting, television and refrigeration etc. Thus an ESCo does not provide energy, it provides an energy service – hence the name ESCo, an **Energy Services Company**. They are based on the premise that most people (companies, public bodies and private individuals) do not have energy as their primary concern. An ESCo therefore allows the responsibility to be split, allowing each to focus on their respective priorities and delivery them effectively and efficiently. The philosophy of a good ESCo would be:

The customer remains on course in their core business; the ESCo takes over the responsibility in terms of energy.

This diffusion pack focuses on an Energy Performance (EP) ESCo as a basis for community led energy performance.

- **Social franchise**. A franchise that is owned and operated by the franchisee (i.e. the communities) and not the franchisor (in this case Light Foot Enterprises). In this way the collective intelligence of communities is harnessed for the collective good, and any profits are redistributed.
- **HES** is the Household Energy Service, an enterprise under the wings of Light Foot Enterprises CIC (a community group originating from the Marches of England and Wales).



Overview of energy performance at the community level

The problems:

- Some two-thirds of the UK's carbon emissions come from decisions made inside people's homes (i.e. it is not the plane that causes climate change but rather our decisions to fly);
- This applies to 26 million homes which all happen to be found in communities;
- To achieve an 80% carbon reduction requires behaviour change, best brought about by friends and neighbours (and so simply running around with technical fixes isn't enough);
- Most people are not that interested in kilowatts or carbon i.e. they have different 'drivers' to their decision making.

The answers:

- **Recognise** that in order for the maximum amount of energy performance to be taken up in the home four barriers must be overcome, namely:
    a. Information must be meaningful i.e. relate not only to the home but to how it is lived in (web based and even phone based advice is too generic);
    b. This information must come from trusted sources (many people don't trust many of the existing sources of information);
    c. People lead busy (and differently driven) lives and find 'energy efficiency' a hassle;
    d. Many people may well not have the money needed to implement measures;
- **Learn** from what already works – Energy Performance (EP) ESCos – in overcoming the above barriers to change. EP ESCos exist in many countries but solely in the commercial sector yet their structure and operations, if applied to the community, could reap substantial and long term energy savings;
- **Acknowledge** that we need a long term solution (what we are doing now is the easy stuff) fit for supporting householders on their long journey to an 80% cut in carbon emissions - a journey for which there is no 'map' and for which most business models are not suited;
- **Build** the solution inside legally and finically independent bodies that can be owned and operated by the people they serve.

Any local community wishing to deliver energy performance needs to be acting on these answers. When HES was established it was deliberately designed to provide these solutions. Originating within a geographically defined location (the community of Bishop's Castle in Shropshire) it was also designed with replication in mind.

HES currently does two-and-a-half of the four things needed to ensure there is the maximum take up of energy performance measures in the home, namely:

1. **The advice given is based on real life information** – energy bills and an understanding of how people live in their homes. It is therefore meaningful to the householder;

2. **The source of advice is designed to be trusted.** Members of the local community volunteer to gather information and give guidance and the advice is produced (and quality assured) through a professional energy officer. The householder therefore gets professional standard advice from their trusted friends and neighbours;

3. **Some of the hassle is removed** i.e. access to the installation of measures is made easier and local businesses are connected to householders, bulk purchasing schemes implemented, grants drawn down.

HES could – and is planning to – provide more assistance for householders; making it easier for them to take action.

The fourth barrier is finance - currently overcome by the CERT funding (money provided through the energy companies that provides discounts on loft insulation etc). This will become a serious barrier as energy performance measures require longer pay back periods or simply become costs to the householder.

At its simplest level a community can be providing trusted and professional information and advice to householders in a structured and purposeful manner.

Operations of a community run energy advice service

Service delivery

Bringing about energy performance is a process that:

Begins with localised and targeted marketing, which simply means mapping how a community communicates and then connecting the service to the existing channels of communication rather than inventing new ones. The aim is to get householders to say 'yes' to joining in.

Then trains volunteers, who;

Undertake the survey, and can be matched to the householders. Most importantly they can spend an hour or so over coffee forming a relationship which is one half of making energy efficiency happen in the household. The assessors see copies of utility bills and ask questions about how the home is used, eg hours of occupation, temperatures in different areas etc. Appreciation of these factors will make it possible to give a more accurate response to the homeowner and will make the following report more relevant. HES volunteers carry out these assessments and give more simple advice at the time of the visit as well as leaving the householder with an energy / carbon statement highlighting the critical areas for action.

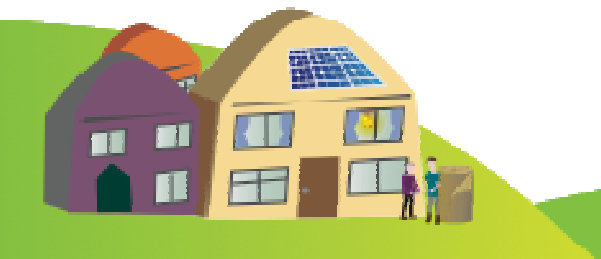
Topics covered by HES – HES previously covered waste and food until it was realised that this was overload on the householder and set up too many expectations that couldn't be met. Topics now include:

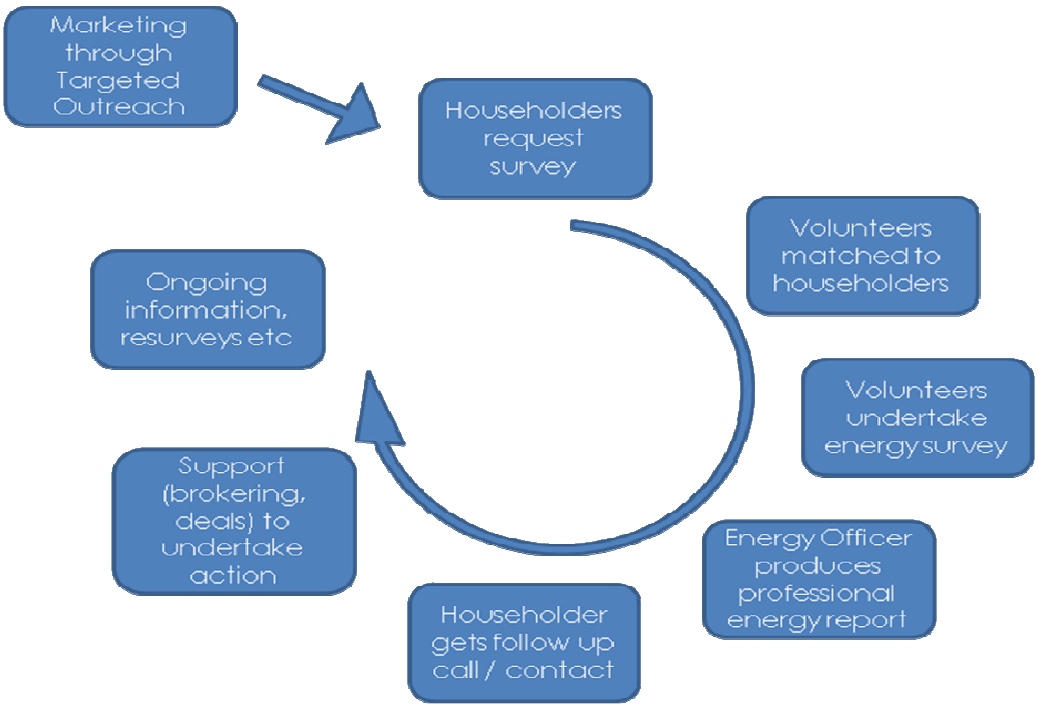
- Fuel use within the home
- Transport
- Water

Production of a professional and bespoke energy report is the other half of making energy efficiency happen. After leaving the home the assessor will work with the professional energy officer to produce a full professional report on energy use within the home. The report covers technical and behavioural changes that the homeowner can make to reduce energy use and will also set out a plan of actions which could be followed to further energy and carbon reductions. This plan will include a range of possible measures, from low energy light bulbs to photovoltaic installations and will be ranked according to possible carbon saving.

Follow up support is then provided through energy hot lines, newsletters and resurveys etc to maximise the chances of householders taking action taking place. Following the survey and report there is continuing access to advice and information, resurveys, new deals and being part of an 'energy club'. All things designed to remove the hassle of taking action and to reinforce the bespoke and trusted nature of the information.

The EP ESCo's job is to work with the community and to build on this relationship, adding more services and information with the intention of removing the hassles to taking further action. This operation can be visualised as follows:

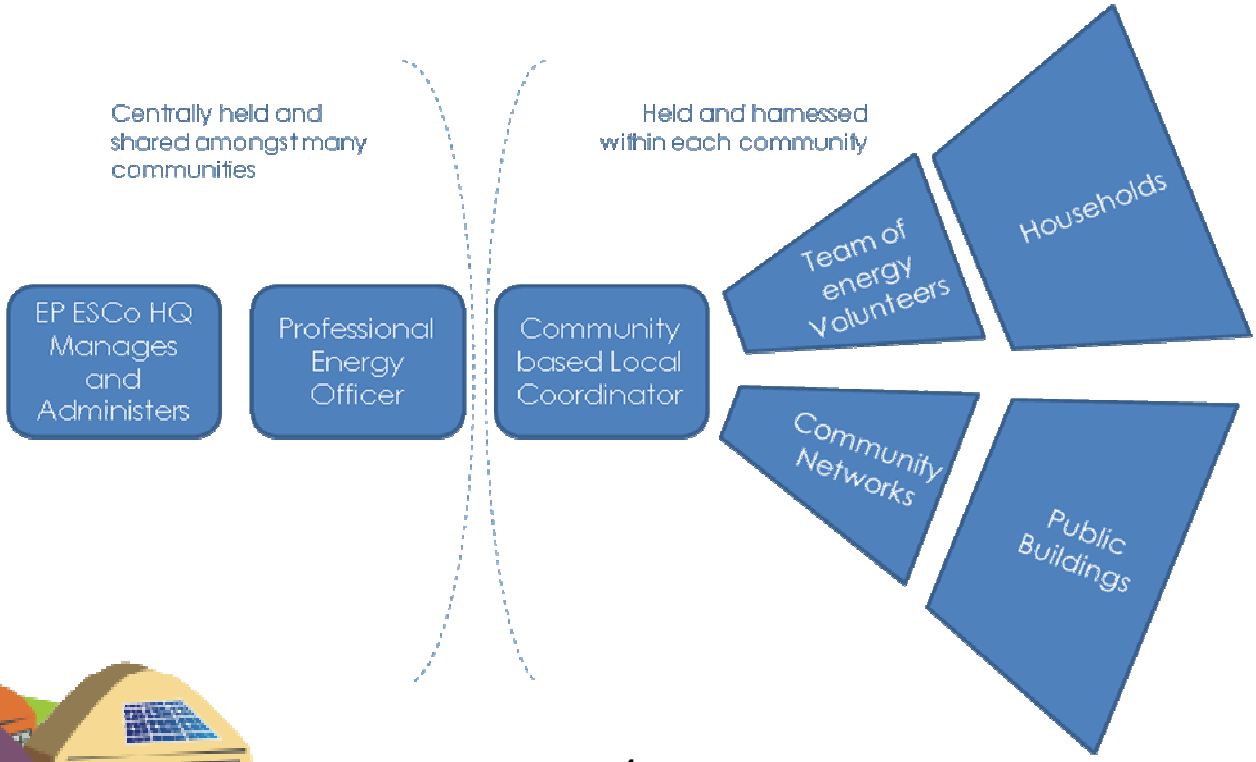




In support of the above process for delivering an EP ESCo HES has a range of materials, databases and procedures freely available to other communities. These are listed in the appendices.

How an EP ESCo fits in a single community.

If the above describes the process, then how it is applied in a single community can best be visualised as below, showing how some of the cultural relationships, key to the success of an EP ESCo, can be constructed. This shows how a small HQ with good processes and solid principles can, by employing local coordinators, unleash teams of volunteers and through them connect to many households. It is an illustration of the transfer of autonomy considered critical to delivering behaviour change. It also illustrates the basics of how HES, as an example of an EP ESCo, functions as a social franchise.



Organisational structure

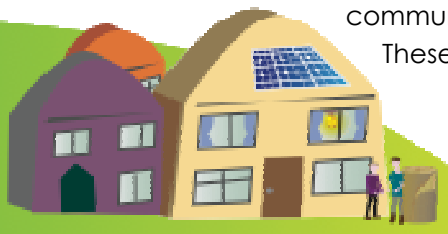
The example of HES	Roles	Functions
1,500	Householders	To say 'yes' to taking a step and to invite a volunteer surveyor in, take action and cut carbon
Over **150** have been trained, with around 40 active at any one point.	Volunteer surveyors	Excellent communicators, good data gatherers and some interest in energy (but any level of knowledge accepted)
6	Community groups	To connect to / share some of the aspirations of HES around fuel poverty, local economic development
4 named individuals (with one community group also performing this role)	Local Coordinator (paid or voluntary)	Two roles. Firstly to recruit and oversee the service of householders from their community. Secondly to recruit, inspire and support the team of volunteers and to 'match' volunteers with householders. Also the acquisition of local knowledge on relevant suppliers and grant systems. This is a vital role as it 'drives' forward action within a community, fills any gaps in service provision and provides a two-way connection between local HES and the HQ
1 full time	Energy Officer	Provision of energy advice, production of reports and quality assurance of the technical service provided Also development of additional services and solutions
1 part time	Administrator	The heart of the operation, supporting all staff and ensuring the smooth and timely flow of information
1 full time (optional)	Manager	Essential for HES to both develop and improve the service provision, and as importantly at this stage, to develop the business model and then secure its future financial viability
1 – very part time (luxury)	CEO	Not essential to operations *per se* but responsible for development of the surrounding businesses and the evolution of the market place in which community energy performance sits

Training and support to volunteers

Given the fact that the majority of the workforce in a community run scheme are asked to give their time freely (as volunteers), and work remotely from an office, it is imperative that they are well trained and very well supported. Training from the HES perspective has evolved to comprise three interlinked components (fully covered in the available training pack) of:

1. Communicating with householders
2. Data collection that is accurate
3. Energy advice where appropriate

The most important role of the Local Coordinator is always to support and manage the volunteer teams. Training must be mandatory to ensure quality and consistency. HES also provides mentoring, but communications between the HES and its volunteer workforce must be in place. These ensure that information can flow out from the hub and that learning can



flow back in. In this way the community group guarantees a degree of contact but volunteers can choose how involved they wish to be.

HES produces a 'HES in Action' newsletter and a monthly Bulletin in addition to the human contact delivered by the Local Coordinator.

Communication with households

Fundamental to the long term success of an EP ESCo is the relationship built up between the EP ESCo and its members (households). HES has looked at this in two ways:

How clients are recruited. Being local and rooted in the community, whilst also being professional, ensures that advisors, and the service they provide, are trusted. HES has also sought to avoid selling itself solely on the basis of financial savings or on extrinsic drivers, instead seeking to make the first contact with householders to be in part based on shared values for a sustainable future and focused on the community benefits of the service provided. In this way HES looks to step on to the first rung of a long term relationship – 80% CO2 reductions by 2050 is a long journey! Example literature is available to illustrate this.

How clients are supported. HES has the advantage of a large network of local people able and willing to communicate with householders within their own communities – queuing at the shops, waiting at the school gates and drinking down the pub. But HES augments this with its ongoing energy service / re-survey / advice line and with its Household Energy News publication that ensures regular contact.

Results

Results from HES have shown that a community owned energy service can:

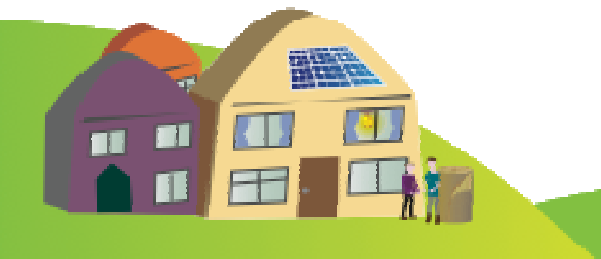
- **Engage one in four householders** – in Bishop's Castle over 300 of the 1,200 homes are now involved – have received surveys and reports and are part of the ongoing service to support carbon reduction. We see no reason why 1 in 2 households as active participants cannot be achieved. There are now 1,500 households involved in HES across the six communities; several communities sharing collective intelligence and achieving purchasing power;
- **On average energy savings amount to £385** per household per annum;
- **On average carbon reductions from the households have been 29%.** 15% is derived from activities in the home with 14% from behaviour changes associated with transport.

The experience of HES is that community energy performance at the community level can therefore have a big impact. As an illustration of how householders respond to good information delivered through trusted sources HES went back to resurvey a statistically representative sample of households who had been surveyed one year earlier. We found that:

97% of households had made some positive technical changes, with:

33% made significant changes to their heating systems (because this is where their costs and carbon comes from and they can do things about it, including:

15% of all households changing their main heating system
15% changing their secondary heating system
15% moving away from range heating systems



30% of households undertook their loft insulations (but we see little cavity wall insulation because of our high proportion of solid walled buildings).

64% of households had made some positive behavioural changes, with:

36% made changes to their cars, mainly switching to smaller cars (and travelling fewer miles) but with:

6% of households moving from two cars to one;
3% of households moving from 1 car to none at all;

24% flying less or not at all;
12% switching to using their wood heating;
9% switching to a 100% renewable tariff.

58% of households held plans for future interventions, with:

24% planning renewable energy installations
12% planning changes to their heating system

But it is worth noting that 21% of these plans were hampered by the lack of finance.

Benefits of the EP ESCo approach

To the householder is that they get to be part of a professional energy service run buy their friends and neighbours which is capable of helping them to manage their energy now, and to work towards a low carbon future in the years to come.

To the communities taking part is that they get both rapid access to a well established service and in so doing they get to own it and influence it, adding in their learning as they go.

To the community owned EP ESCo is that it gets to both harness the collective intelligence of the communities it works with (and who own it) in order to make it an effective tool for change and to become deployed at a scale and pace closer to the demands of the problem.

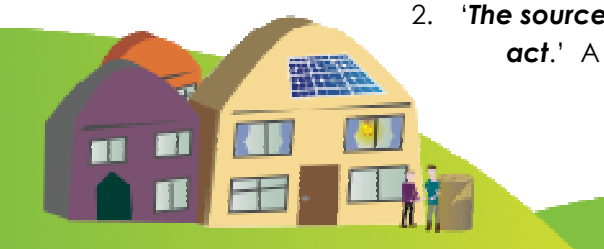
Marrying national knowledge with local knowledge

The energy efficiency world is rapidly developing both in terms of policy and technical solutions. It is the role of any EP ESCo to ensure that its services – including local coordinators and volunteers and of course householders – are kept informed and up to date. However it is equally important that the knowledge of local suppliers and local solutions are captured and shared, which , for HES, is defined as a function of the local coordinators and via them the volunteers.

Community run energy service – the four components

The strategy for running an EP ESCo is underpinned by the well researched knowledge that people (in our case householders) don't take action on energy for four reasons; the four barriers a community owned EP ESCo can be set up to overcome:

1. '***Information is not bespoke; it doesn't talk to me about my life and my needs***.' An EP ESCo's survey is bespoke and evidence based, giving the maximum chance that information will be acted upon.
2. '***The source of information is not known, not trusted, and so I am not inclined to act***.' A community owned EP ESCo works through local groups and local



people, known and trusted and so providing maximum chance of the advice being acted upon.

3. '***It's hassle, amongst my busy life and my other priorities***.' The EP ESCo, as an energy service is a broker. It offers easy next steps and provides hands on solutions.
4. '***It costs money with nil or too long a term payback, or it requires access to capital up front***.' This is only now becoming an issue for community activity but alongside it come the opportunities of Feed in Tariffs for renewable energy production, or from the forthcoming Green Deal way of delivering energy efficiency.

Support for running an EP ESCo

Management

HES is legally overseen by the Board of the company, a company limited by guarantee and wrapped in CIC status (Community Interest Company). Its culture and strategic direction are set by a part time CEO and a Manager is leading on the delivery of the Operations. HES also employ an administrator to support operations and HR. Payroll and book keeping / financial management are delivered by a sister social enterprise also managed by the CEO.

Reporting / information flows

Financial information flows both monthly (to the managers and budget holders) and quarterly to the Board and focuses not only on the performance against budget but also on the development of income streams.

Performance indicators are based on clients recruited and surveys undertaken, on the quality of service delivery, on the size and happiness of the volunteer teams (and staff) and of course on carbon cut.

IT

HES makes use of two principle IT tools in addition to the everyday ICT requirements of an organisation:

1. A database (currently on Microsoft Access) that records the survey data and details of the householders and is used as part of the report production.
2. A web based Yahoo site for the 'dating agency' role between volunteers and householders requesting surveys.

Legal, compliance and quality assurance

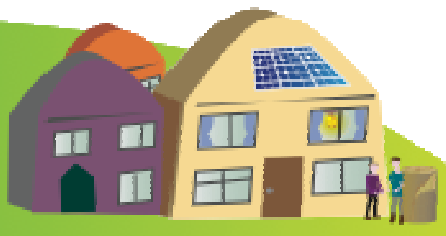
Insurance – Public Liability Insurance is required to cover staff and volunteers.

Quality assurance - This is essential for the survey process and advice given, especially as government is moving to professionalise household and community energy services.

Data protection – It is always best to hold the minimum amount of personal data, such as names and addresses. This must always be considered to be of a sensitive nature and should be held on a protected server, with restricted access.

Premises

Large premises are not required for an EP ESCo. HES maintains a small office in Bishop's Caste, however all Local Coordinators either work from home or from sponsored / shared desk space.



Culture critical to achieving success within the EP ESCo

An EP ESCo (especially one operated by communities) is predicated on establishing a series of relationships, relationships that are based on an understanding of how people – and the energy performance sector – work.

Householders and the EP ESCo. Householders are busy people with many different demands and interests, not all of them energy performance related. The relationship between the EP ESCo and the householder is fundamental, and acknowledges that the vast majority of householders do not yet share the values of sustainability as EP ESCo might. It is the job of the project to meet people in their homes (metaphorically as well as physically) and deliver benefits to them, not for them to come to talks and join the EP ESCo campaign! The EP ESCo should understand this and be pitched as the energy service partner for households, but it is also a professional service and all advice should be quality assured.

Community Volunteers and the professional Energy Officer(s). Volunteers are fantastic – yes they keep costs down, but far more importantly they are the trusted points of contact which, as proven critical in delivering behaviour change, are able to make and maintain local relationships. Understanding this and acknowledging that their primary role is in communication, and not energy, is vital to delivering an EP ESCo. This is why their training should be as much about communication as energy and why they need to be backed up by the employment of a professional energy officer.

EP ESCo and the Community – No 1. People respond to rights and responsibilities well. An EP ESCo can transfer these out to communities and their 'movers and shakers', encouraging them to take them up and do more. This is why the HES EP ESCo keeps only the professional energy officer and administration centrally. It is why it employs local coordinators in each community.

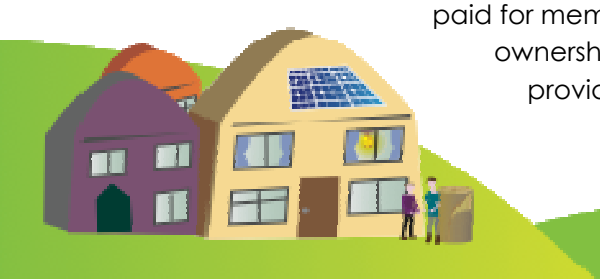
EP ESCo and the Community – No 2. Apart we are weak, together strong. This is why HES has banded several communities together (in the way a commercial EP ESCo would bring together the purchasing power of its clients). HES was initially established in the Marches but is now also involving communities elsewhere in the UK. This sharing and harnessing of the collective intelligence of communities will become fundamental if a community owned EP ESCo is to succeed and to do so financially.

Community owned Energy Performance and the state. This is emerging as an essential relationship. Households and communities are often too distant from government initiatives and a community owned EP ESCo is capable of a scale and standing to connect interlinked communities to wider national activities.

Business Planning

It is possible that a successful community owned EP ESCo, which is enabling significant financial savings, can prove financial viability – and overcome the struggle of being in a market place which is not used to paying for energy advice, where the savings are relatively marginal in each household and when there are hundreds and thousands of households in need of advice and support. Three ways of making income are possible:

1. **Capturing some of the value communities provide to householders**. Each household is saving on average £380 pa and whilst donations are always welcome they don't pay the bills. A more formal relationship between the householder and the service provider is needed with one option being a paid for membership scheme (which has the added benefit giving people ownership of the service). This is only possible when the service being provided has a proven and verifiable track record in both service delivery



and savings. HES is introducing a paid for membership service in early 2011.

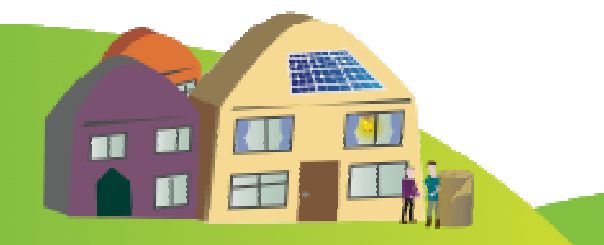
2. **Capturing the value of the carbon saved**. Collectively many thousands of tonnes of carbon are being saved by communities advising householders. Selling it to those who are keen to pay for carbon savings - currently the electricity companies - is desirable. This is made possible by the aggregation and verification of carbon savings across the communities. This relationship has the advantage of providing CERT providers with a 'community of communities' with which they can work. This way the CERT provider would pay into the ESCo and 'claim' the carbon savings. HES is beginning negotiations with the current CERT providers to link them to the six participating communities.
3. **Developing / delivering additional 'paid for' services to its membership.** As HES provides more and more services (EPC's, infra-red imaging, and collective discounts) so we make taking action easier, removing the hassle. In HES these become paid for services that are heavily discounted to Members and which have the potential to make additional profits from non-members.

If this can be achieved then there is every reason to believe that a community owned EP ESCo, instead of being responsive to 'top down' opportunities and dependent on transient public / private funds, can secure access to statutory carbon funds (CERT, New Green Deal etc) and so proactively become available to willing communities in the UK.

Stages of developing a community energy advice service

This is how HES has developed and funded itself as an example of how a community based service has developed.

1. Like many communities up and down the UK it began with a group of environmentalists wanting to take action as opposed to holding meetings. It began simply with a short brief audit of the communities carbon footprint in order to:
    a. Understand where the effort should be targeted
    b. Draw together a group of activists
    c. Tell the community that something was about to happen.
2. Based on this we designed HES i.e. based on the four barriers to overcome, based on contracting long term and long lasting relationships. We were lucky to be financed by EST and spent £60,000 over two years testing and proving the model. The money principally paid for:
    a. A local coordinator (essential for the local coordination!)
    b. An energy officer (guaranteeing the professional advice in to the households)
    c. Running costs (we had a shop window and paid volunteer expenses, printing etc)
3. During this period we were asked by neighbouring communities to run the HES model in their towns. They had the drive but wanted to share the resources. We did this for two more years in four neighbouring communities under the £100,000 funding of a private trust in order to prove replication. This paid for:
    a. Three local coordinators (we also have one voluntary local coordinator)
    b. More (full time) energy officer time
    c. Some administration time
    d. Running costs
4. During this period we began in the Big Green Challenge and were lucky enough to share the winnings based on the fact that we were a collective of communities that we had an innovative approach and we had proven replication of the model was possible. What we hadn't proven was how to achieve financial viability. This is what we are planning to spend the £300,000 of BGC winnings on.



5. The annual running costs are now approximately £120,000 which makes an energy service available to 15,000 households across 6 communities, and it pays for:
    a. A dedicated manager
    b. A full time energy officer
    c. Three part time local coordinators
    d. Marketing costs
    e. Running costs (office, volunteer costs)
6. We are conscious that this is not the cost of a community running an energy advice service, but HES is attempting to:
    a. Serve a growing number of communities;
    b. Establishing a model that can be shared elsewhere (it is already in use in Cambridge, Hampshire and now in Lancaster);
    c. Establish a model that supports many householders on the long term journey to a low carbon future;
    d. Develop additional services that assist in this (resource management, renewable energy);

Costs of running an energy advice service

We acknowledge that our costs are therefore not typical of communities wanting to develop energy advisors and make energy perform better in their communities. Our experience is that this can be done in several ways:

Entirely voluntarily. Virtually zero cost.

There is now significant information available on the web and indeed perfectly good carbon calculators. The addition of enthusiastic volunteers to link this information to householders is undoubtedly effective and gets action underway. HES's experience of this is that whilst this is where many local actions begin (and HES began this way) it can be:

Hard to sustain the effort required to reach the majority of householders and to sustain it over the period required to achieve an 80% cut in carbon;

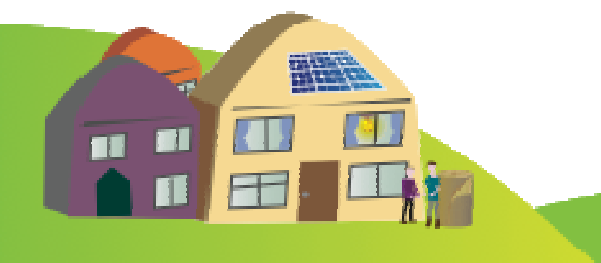
Hard to verify the efficacy of the actions.

Join in with a structured programme. Modest costs.

Examples include Global Action Plan's eco teams and CRAG (Carbon Reductions Action Groups) and both provide advice and support, training and progression to groups and individuals. Both depend on local people continuing to volunteer and relatively passive (principally web tools etc) support with the driving force always having to come from within the community.

HES is perhaps a version of this where we are providing a menu of support services to communities such as:

1. Our participating communities where the cost of a local coordinator and running costs (including access to all marketing, training, survey and database services plus professional energy report production and ongoing advice to householders) for approximately £15,000 p.a. (for a community of 2-3,000 homes);
2. Offering a menu of services that communities can buy in to as and when it suits them, such as:
    a. Start up kit - Provision of all HES material (training packs, database, report template etc) - £2,000
    b. Training of volunteers – for up to dozen volunteers – £500



c. Processing (professionalism and Quality Assurance) of reports to householders.

Structure of a how a community owned energy service can be structured – the HES example.

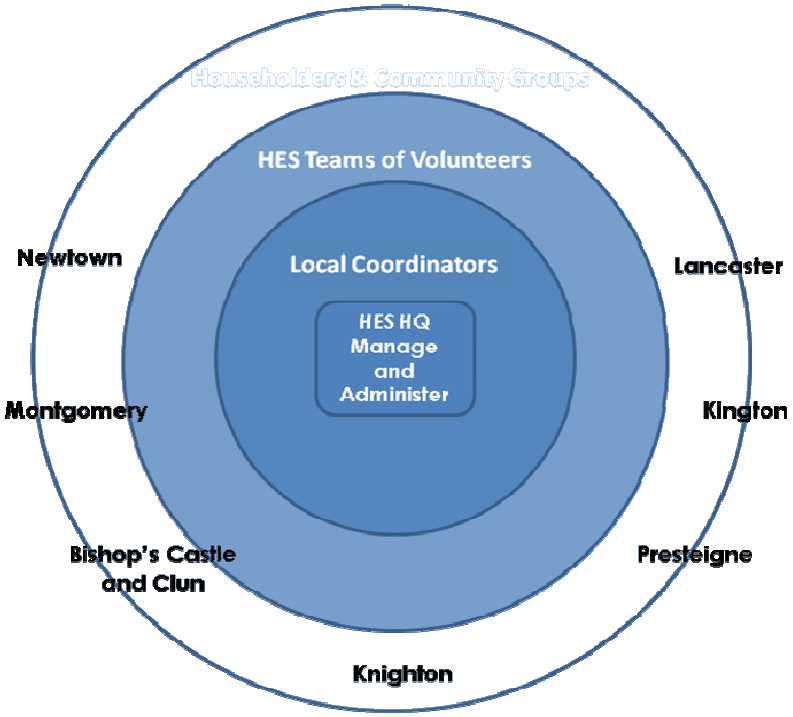
Here is an explanation of how it works within HES, as an indication of how it might work elsewhere. HES is currently managed from within a company – Light Foot Enterprises - limited by Guarantee wrapped in CIC status. HES will shortly need to become mutualised in response to the need to remain 'local' and owned by the communities it serves. HES is based out of an office in Bishop's Castle in Shropshire where the Manager, Energy Officer and Administrator reside. HES works in and through the following communities (either through paid or voluntary local coordinators):

1. Bishop's Castle and Clun, Shropshire
2. Knighton, Powys
3. Presteigne, Powys & Herefordshire
4. Montgomery, Powys
5. Newtown, Powys
6. Kington, Herefordshire

In each location the local coordinator is responsible for connecting HES to the community networks and recruiting clients / members. They are also responsible for recruiting and supporting the team of volunteers in each community.

In addition to those communities where HES is delivered directly Light Foot, the service is being franchised out to:

1. Lancaster
2. Alton, Hampshire



The processes and procedures built up by HES are, in part, simply tools that seek to encapsulate the values and business model described above and which underpin an EP ESCo.

Conclusions

Community generated energy efficiency schemes are growing in number and developing immense knowledge and understanding of how energy performance is best delivered. HES is just one example of a community grown solution and is a work in progress.

It is believed that, in order to meet the scale and immediacy of the problem of climate change, collaboration is essential. The idea of an EP ESCo is just one way in which this might come about. This diffusion pack shares an insight in to how one community owned EP ESCo, the Household Energy Service, is seeking to find a way of achieving significant and widespread carbon cuts; and to do so in a financially sustainable and accessible manner.

The work to date is freely shared and made available upon request.

Appendices

These appendices are freely available (with the exception of the detailed Business Plan) to any community wishing to see and make use of the HES process and procedures as a basis for an EP ESCo. They will be on our website shortly. However anyone wishing to access them will be asked to register so as to provide us with an evidence base of the demand for this sort of material and to allow us to seek feedback and lessons learnt.

1. Business Plan – restricted
2. Organisational structure and job descriptions
3. HES in a Box Handbook – detailed processes and procedure
4. Marketing materials – strategy and example materials (localised leaflets, Household Energy News)
5. Targeted Outreach methodology and toolkit
6. Volunteer recruitment materials and communication policy
7. Volunteer training pack
8. Volunteer Trainers guidance notes
9. Volunteer mentoring guidance
10. Volunteer and community agreements
11. Lone working policy
12. Yahoo site structure and guidance
13. Survey forms
14. Access database (and management procedures)
15. Report template
16. Feedback forms
17. Recommended installers selection process
18. Data protection policy