

WARM HOMES FUND:

BID ROUND 2 APPLICATION FORM: CATEGORY 2 (RURAL)





Introduction:

- Form should be completed by the lead Local Authority / Registered Social Landlord for the bid
- This form should be completed in conjunction with the **Guidance for Bidders Bid Round Two A – November 2017** document which can be found at www.affordablewarmthsolutions.org.uk/warm-homes-fund/overview
- Form should be returned by noon on **28th September 2018**
- Once complete please return to **whf@ngrid-aws.org.uk**

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Section A: Details of Lead Bidding LA / RSL		Guidance
Name of Lead Bidder	Herefordshire Council	Name of lead bidder: This section should be completed by the authority / association bidding for funds, if a solo bid, or by the authority which is taking the lead role in any consortium bid. Contact details: These should set out the details for the day to day contact for the project who will lead on engagement with AWS.
Primary Contact	Marches Sustainable Energy Project Manager	
Name	Matt Locking	
Address	Energy & Active Travel Economy & Place Directorate Plough Lane Hereford	
Post Code	HR4 0LE	
Telephone Number	01432 260132 / 07792 881691	
E-mail Address	mlocking@herefordshire.gov.uk	
Alternative Contact		Please also enter the details of an alternative contact from the lead bidder in the case where the primary contact is not available.
Name	Danny Lenain	
Telephone Number	01432 383646	
E-mail address	Daniel.Lenain@herefordshire.gov.uk	
Section B: Additional Bidding Authorities / RSLs / Partner Organisations		
Name of other Bidder	Shropshire Council	If the bid is a consortium bid, please enter the names of other bidders here.
Name of other Bidder	Marches Energy Agency www.mea.org.uk	
Name of other Bidder		
Name of other Bidder		
Name of other Bidder		
Name of other Bidder		
Name of other Bidder		
Name of other Bidder		



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Name of other Bidder		
Additional Categories	<input checked="" type="checkbox"/>	This box should be ticked if the LA or RSL is applying for more than one category and therefore filling out another application form.
Dependency on another category	Category 1 <input checked="" type="checkbox"/> Category 3 <input checked="" type="checkbox"/>	Where bids cover multiple categories, bidders should make it clear in the application form whether bids have any dependencies or can be considered in isolation.
Location of work	England	Select the country in which the project will take place.
Multiple Gas Distribution Networks	No	Does the project cover multiple Gas Distribution Networks? If yes, please indicate the Primary Gas Distribution Network below. (select Yes, No or N/A)
Primary Gas Distribution Network	Cadent	Select the Primary Gas Distribution Network owner of the area where the project will take place. A map of the outlines of GDN boundaries can be found at http://www.energynetworks.org/info/faqs/gas-distribution-map.html



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Section C: Summary of Bid

How many first-time central heating systems is the project planning to deliver?	150 – Herefordshire 75 and Shropshire 75.			The numbers of first-time central heating systems should equate to the total number of measures identified in section E1. Measures to be delivered.
Please indicate the anticipated split between social housing and private/private rented (by percentage)	Social Housing Tenure	0%	Private or Private Rented Tenure	100%
Describe the proposal and how it will fit with the WHF objectives with reference to the fuel poverty strategy	<p>This project will contribute towards DECC's 2015 Fuel Poverty Strategy by seeking to support those householders in deepest fuel poverty in Shropshire and Herefordshire. The 2 counties have over 28,000 households in fuel poverty (BEIS, 2018 sub-regional fuel poverty data). There are nearly 25,000 homes without central heating, or electrically heated (ONS 2011), and a further 5,000 homes on solid fuel. The English Housing Survey for July 2016 indicates that 5% of all homes are EPC Bands F or G. This equates to over 10,800 homes in both Herefordshire and Shropshire. There are over 41,000 properties in both counties with an EPC rating from E to G (opendatacommunities.org, September 2018). We have assumed that half of these are in an urban setting, and around third of these have been further improved above their shown EPC rating. This leaves around 10,000- 15,000 potentially qualifying properties under this project. This is a large potential pool of properties to target, both in this fund, and for the future.</p> <p>This project will fit with WHF Objectives as follows:</p> <ol style="list-style-type: none"> Worst performing properties. This project will target rural, off-gas properties that are E, F or G rated, which are either electrically heated or have no central heating and are further than 2km away from the gas network. Provision of an EPC post install will provide the evidence that the energy performance has improved. Cost-effectiveness. The project will replace expensive and energy inefficient heating systems such as electric storage heaters, open fires and room heaters with controllable wet heating systems using the cheapest to install and run off-gas fuels, namely LPG. We have 			<p>In this section, please provide an overview setting out how the project will help deliver the objectives of the WHF. Bids should consider how the project will contribute towards the approach set out in the appropriate Fuel Poverty Strategy for England, Scotland or Wales including:</p> <ul style="list-style-type: none"> How it targets worst case properties chosen to receive measures. (e.g. those in E, F and G rated properties). Why the measures being installed are the most cost-effective option for the properties being targeted in terms of either being low cost and therefore maximising installation numbers or the lowest running cost therefore having the biggest impact on reducing the fuel poverty gap. Detail of any engagement which has already taken place with vulnerable households or how these households will be targeted. How it will lead to better targeting of fuel poor schemes. How it will lead to sharing of learning amongst the wider number of organisations delivering to the fuel poor. How it will improve partnerships between organisations so that future delivery of fuel poverty projects can build on these. How the proposal builds on existing funding to deliver support to more households.



	<p>excluded oil as a fuel due to the absence of ECO3 support making its installation prohibitively expensive. LPG will provide running costs of around 6.5p per kWh, cheaper than all forms of electric heating. It will also provide vulnerable householders with greater control and so increased comfort and help with existing health conditions, which are exacerbated by a cold home. Beneficiaries will include vulnerable elderly householders who utilise coal to provide heating and hot water. A successful install should significantly reduce the risk of falls and subsequent hospital admissions by providing a warm comfortable home. Each home will be assessed for the suitability of renewables, the householder/ landlord willingness for a particular solution, changes to running costs that would result from the install, anticipated health benefits for the residents and the most appropriate technical solution. Measures will also include cavity wall and loft insulation where possible.</p> <p>3. Householder engagement. Keep Shropshire Warm and Keep Herefordshire Warm are locally commissioned fuel poverty advice schemes, which combined are currently supporting over 1,200 householders a year with advice and grant funding through ECO and ECO Flex. The projects work closely with local installers, voluntary and healthcare sectors to support householders in fuel poverty with heating and insulation installs, as well as softer measures such as Warm Homes Discount sign up. 10 householders have been identified who could potentially have the measures installed within the first months of the project, if successful. This would help contribute to achieving our delivery profile target in the first 2 quarters (Dec 18 – May 19), whilst we move to specific targeting and promotion in conjunction with partners.</p> <p>4. Better targeting. On confirmation of funding we will move immediately to specific targeting and promotion of the project. This will include the commencement of a social media campaign and the contacting of the relevant householders within the database. This latter action will move these householders through into the programme to start delivery against our Dec 18-May 19 delivery targets if appropriate. We will contact our existing referral partners</p>	
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	<p>about this new opportunity including Age UK, rural Parish Councils, private sector landlord Forums, Occupational Therapists and twenty other affordable warmth network organisations. A third level will then include working with local GPs surgeries and their Community & Care Co-ordinators focused on non-clinical referral pathways for patients (See connected Shropshire Council Cat 3 bid). We also plan to develop new relationships with the farming, rural estates, park home and alms house communities. At a senior leadership level both Councils are working to develop better links and interventions through health sector partnership working. Fuel Poverty has been identified as a priority in 2018 for the Herefordshire Health & Wellbeing Board and in Shropshire a Task and Finish Group has been set up to look at falls prevention, cold homes and hospital discharge. This project will feed very well into this work.</p> <p>5. Improved partnerships and evidence. This project will allow us to build strongly on existing fuel poverty partnerships built up over several years in both counties. Early success stories will be turned into case studies to help drive subsequent householder engagement and installs. In addition the linked Cat 3 proposal will generate a local evidence base capable of informing the health and housing agenda, and we hope influence the local CCG and Public Health Boards to start actively investing in this agenda, which to date has been missing. The preparation of this bid has already helped strengthen these linkages in Shropshire. Installers will be procured through the Fusion 21 framework, which has access ECO3 funding.</p> <p>6. Match funding. The project will access ECO3 for first time central heating, cavity wall and loft insulation and figures are based on £0.20 per £1.00 for the Life Time Savings figure. There will be significant variation in the ECO3 funding available per home, linked to variations on the deemed scores. In determining the WHF request, a mid-value has been set for ECO3 funding based on the size and types of homes and existing heating systems that come forward. If renewable energy heating solutions emerge, we will also link to RHI. It is expected that landlords will contribute on a sliding scale– a £400 flat rate contribution for one-off properties, 25% for landlords with more than</p>	
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	<p>one property, and at least 60% where they will benefit from the RHI. Finally we expect some homes to have measures installed at a lower cost than others, potentially creating a surplus. This surplus will be used to help cover higher install costs for qualifying householders. All of this will be monitored by the project Delivery Team and reported on through the Funding Use Report.</p>	



Section D: Breakdown of Total Project Costs and Funding – Guidance Notes

(to be read in conjunction with “Guidance for Bidders Bid Round Two - November 2017”)

An embedded excel spreadsheet has been included in the word document below, for submission of the financial data for the project.

Total Net Project Costs: This should set out, in £s, the total cost of the project net of all VAT and **excluding** any costs associated with gas connections.

Irrecoverable VAT: Any VAT in relation to the costs of delivery of the measures that will not be recoverable from HMRC, which is therefore to be included in the Total Project Costs.

Analysis of Funds Requested from WHF: set out here, in £s, the breakdown of the net project costs and any irrecoverable VAT, for which funding is being sought from the WHF. This figure should not include funding sourced from elsewhere. Please note that WHF will not fund any irrecoverable VAT in relation to the costs of delivery of measures into social housing.

The monies requested from WHF should be broken down as follows:

- Central Heating Measures
- Project Management
- Administration & Marketing
- Other

Please provide an explanation of Other costs.

Bidders Own Funds: Please provide details of bidder's existing budgets being used to fund the project.

Other Funds: Please provide detail of other funds and sources being used in the wider project. Where additional funds are being provided please insert additional lines as necessary.

FPNES Assumptions: Please provide for information purposes, the total amount of gas distribution network contribution and any shortfall details.

RHI Assumptions: Please provide for information purposes, an explanation of the use of and beneficiary of any RHI funding which is expected to be secured in relation to the measures being installed, for each type of property tenure.

Use of the Total Project Costs and Funding Spreadsheet

The spreadsheet below is an embedded excel spreadsheet in a word document – double click to open the spreadsheet.

Do not enter data in the green cells – these are calculation cells to provide validation

Complete the Total Net Project Costs and Irrecoverable VAT to determine Total Project Costs

Complete the Analysis of Funds Requested from WHF table to determine Total Funds from WHF

Input values of Bidders Own Funds and Other Funds and provide a breakdown of Other Funds in the table below. Please insert additional lines where indicated if required.

Validation Check – should be Zero. If not, please check £values entered.

Complete the “For Information Only” section to include details of Gas Grid Connections and RHI Assumptions

To exit the spreadsheet after all data has been entered, click back to an area in the word document, which will then save the excel spreadsheet changes.



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Section D: Breakdown of Total Project Costs and Funding

(embedded excel spreadsheet in word document – double click to open to add data)

Total Net Project Costs 962,250
 Irrecoverable VAT
 Total Project Costs £ 962,250

Note - green cells = calculations - do not enter data

Analysis of Funds Requested from WHF

	CH Measures	Project Mgt Costs	Admin & Mkg	Other @
Net Project Costs	603,060	38,270	6,670	
Irrecoverable VAT				
Total Funds from WHF	603,060	38,270	6,670	-

Funds requested from WHF 648,000
 Bidders Own Funds -
 Other Funds (details below) 314,250
 Validation check - should be ZERO -

Other Costs @ - please detail and ensure this ties in with Section E2 below

Other Funds - Details Required

Comments

Staff Resources in Kind 3,000
 ECO Funding 281,250
 Other Energy Efficiency funding
 Consortium members contributions 1
 Consortium members contributions 2
 Other Funds - Details Required
 Other Funds - Details Required
 Other Funds - Details Required
 RHI Income stream funding 15,000
 Private Landlord capital contributions 15,000
 Validation check - should be ZERO -

for example HEEPS/NEST/Arbed

FOR INFORMATION ONLY

Gas Grid connections Assumptions

Total amount of FPNES funding to be relied upon for Gas Grid connections required for measures £

If there is any anticipated shortfall in funding for required household connection - please explain how this gap will be funded?

Please confirm whether discussions are already underway with the GDN supplier for new connections? Yes/No

Any additional comments to add regarding new connections required?

RHI Funding Assumptions

Please explain the use of and beneficiaries of any expected RHI Funds which may be sought?

RHI will be used to make any renewable energy heating solution work. Beneficiaries will be private landlords and possibly owner occupiers.



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Section E: Measures to be delivered

Summary of installations under the project: In this section please set out a summary of what measures you intend to install under the project. This should include details of whether you intend to install one technology or a range and how measures will be assessed as appropriate for the property. Please include detail on both the heating source and the distribution system.

Please provide a summary of the installations you intend to deliver under the project.

The focus will be on the installation of LPG condensing boilers, and a wet radiator system. This will connect either to 2 x 47 litre LPG cylinders, an over ground tank installed for free by Calor or similar, depending on householder preference. Where financially and technically possible and householder circumstance allows we hope alternatively to install a number of renewable energy heating systems again to a wet distribution system. This may include non-domestic GSHP where a community scheme of 10 plus properties can be found, ASHP or biomass. In addition homes will also receive cavity wall or loft insulation where this is viable. The suitability of the measures chosen per home will be an amalgamation of several considerations including householder/landlord aspirations, costs, technical feasibility, and match funding levels including WHF, ECO3, RHI, and landlord contributions. Each home will be different and all these factors will need to be weighed individually to come to the best solution. The chosen solution will also have the biggest impact on closing the fuel poverty gap, whilst keeping install costs as low as is reasonably practicable.

E1: Central Heating Measures

Please set out below which of the eligible measures you intend to install and estimated delivery numbers where available

Condensing Gas Boiler		Installation numbers: Please provide estimates, or exact numbers where known, of the numbers of each eligible technology you expect to install under the project.
Condensing Oil Boiler		
Condensing LPG Boiler	130 – estimate	
Air Source Heat Pump	5 - estimate	
Ground Source Heat Pump	10 – estimate – non-domestic	
Biomass Boiler	5 – estimate	
Heat Network		
Other (please list below)		Existing eligible measures: Please provide information on the current housing stock to receive measures under the fund. What is the typical building type and what is the typical
Please provide an outline of the existing heating measures in the targeted properties	Existing heating measures that will be replaced include solid fuel open fires, solid fuel boilers heated with coal where there is an incomplete radiator system, electric storage heaters and gas fires or a combination of these.	



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The housing stock that will receive the measures will include mostly, but not exclusively 2-4 bedroom, semi and detached properties in rural locations over 2km from the gas network. They will consist of a mix of cavity and solid wall construction homes, as well as park homes. These will have EPC ratings of E, F or G prior to the installation of measures. We expect there to be a wide variety of homes to be supported through our project.

Where an EPC exists, the EPC Register will be used to help determine the eligibility of each home under the project. EPC ratings will be expected to rise by around 1-2 SAP bands after the installation of measures. The exact change will depend on the mix of measures installed and what they have replaced. The maximum change would see first time central heating, cavity wall and loft insulation being installed, which would add 1-2 SAP bands to a property, significantly reducing carbon emissions. We expect the EPC to confirm actual CO₂ savings, but at this stage savings in the order of 1-2 tonnes of CO₂ per annum are not unrealistic. EPC changes will be reported on through the Funding Update Report.

heating source being replaced. Please outline the likely environmental benefits of replacing the existing heating measures.



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E2: Additional Energy Efficiency Measures – included in the Funds Requested from WHF

Please include below an estimate of the type and number of additional measures you are looking to install as part of the project.

Number of additional measures	0	Summary of additional measures (WHF): Please set out any additional measures you would wish to deliver as part of the project if funding were available from WHF. The costs of these measures should be included in "Other" costs in the Excel Analysis of Funds Requested from WHF in section D.
Please provide a summary of additional measures you would wish to deliver with additional funding from the WHF		
Please provide an explanation why funding is not available elsewhere.		

E3: Other Measures and Funding – Non-WHF Funded Measures

Please include below an estimate of the number of additional measures you are looking to install as part of the project.

Cavity Wall Insulation	20	Summary of additional measures (other funds): Please set out any additional measures you intend to deliver as part of the project that will not be funded by the Warm Homes Fund. Where Gas Grid Connections are included, please indicate approximate distance from existing gas mains (if known).
Solid Wall Insulation		
Loft Insulation	50	
Other Efficiency Measures		
Gas Grid Connections		
Distance from existing mains		
Other (please list below)		
Please provide a summary of additional measures you intend to deliver to maximise benefit to the householder and to allow a whole house approach.	<p>It is expected that most of the homes will be either a filled cavity, solid walled, or a park home. However some will have unfilled cavities or inadequate loft insulation.</p> <p>Funding rates through ECO3 for cavity wall insulation and virgin loft insulation are good and 100% funding for these measures is expected.</p>	



Section F: Project Management

<p>Please provide a list of the key milestones and expected dates for the project including any approval points required and expected delivery points.</p>	<p>Milestones are:</p> <p>Nov 18 – Feb 19 contract discussions between WHF and Herefordshire Council. Approval secured through Herefordshire Council Governance procedure to deliver the project. Recipient Agreement signed. Procurement of installer through Fusion 21 frameworks complete and delivery partner in place by Feb 19. Promotion starts Nov 18 and runs in parallel with procurement/ sign off.</p> <p>Mar 19 – First installs commence.</p> <p>May 19 – First Funding Use Report submitted for first 5 installs, ideally from the 10 already in KHW/KSW databases.</p> <p>Aug 19 – 15 cumulative installs complete</p> <p>Nov 19 – 30 cumulative installs complete</p> <p>Feb 20 – 50 cumulative installs complete</p> <p>May 20 – 75 cumulative installs complete</p> <p>Aug 20 – 100 cumulative installs complete</p> <p>Nov 20 – 125 cumulative installs complete</p> <p>Feb 21 – 150 cumulative installs complete</p> <p>May 21 – Project Closure Report and Final Payment Request</p> <p>The key interdependency is with our Cat 1 bid in determining whether a home falls into this, or the Cat 1 project, based on distance from the mains gas network. There is also a dependency with Shropshire Council’s Cat 3 proposal in that the assessment of health benefits can’t start until March 2020, a year after the first installs are complete.</p>	<p>Please provide a list of the milestones for the delivery of the project. Please also highlight any key interdependencies for the delivery of these milestones.</p>
<p>Please provide an outline of the delivery model for the project including detail on the proposed delivery partners and their procurement status</p>	<p>Herefordshire Council will act as the lead body. It will retain project oversight throughout providing the chair for a Project Delivery Team, and through its Delegated Grants team ensure all Funding Use Reports and payments are made to ensure project cash-flow is maintained and measures installed as per the above delivery profile.</p> <p>Herefordshire Council will procure installers for this project in consultation with Shropshire Council and MEA ensuring that procurement takes place in line with public procurement regulations. The process will start as soon as confirmation has been received during the period Nov 18-Feb 19.</p>	<p>Please set out how the project will be delivered with a focus on the partners to be used to deliver different elements of the project. Please also state how many commercial partners (installers etc.) will be procured or if these are already in place. Please provide assurance that this was done in an open and fair way. Please outline how delivery bodies are to be managed to ensure</p>



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	<p>Herefordshire Council has also set up a Bid Development Team, which has met several times to bring this bid forward. It consists of representatives from housing, energy, procurement and delegated grants team officers from both Councils, as well as Marches Energy Agency.</p> <p>As part of this work to date procurement officers have been looking at a range of potential procurement frameworks. The Fusion 21 framework is the preferred option, and we will be running mini-competitions from this. Local employment is an important consideration and we would expect our chosen partners to be providing at least one new apprenticeship, ideally locally. Whichever installers are procured will have full access to ECO3 through a range of energy companies, so we can properly access both ECO3 heating and insulation funding.</p> <p>In addition both partner councils have separately procured Marches Energy Agency to run independent fuel poverty advisory services called Keep Herefordshire Warm and Keep Shropshire Warm. This work has been running for several years and is reaching over 1200 fuel poor householders across both counties each year. It is through this work that an initial pool of 10 potential householders for the project has been identified. These projects work closely with a range of health and third sector organisations to help find householders in fuel poverty. These networks will be used extensively to help find qualifying households.</p> <p>Both Councils also have live Statements of Intent published in 2017 and are using the Declarations generated by Marches Energy Agency now to refer additional householders into ECO2(t). We will be refining these in the light of the new ECO3 guidance, and this project. This work will be complete in time for the first installs to benefit. The current Statements can be found at: https://www.herefordshire.gov.uk/downloads/file/11717/eco_flex_statement_of_intent and https://shropshire.gov.uk/media/8768/shropshire-flexible-eligibility-statement-of-intent.pdf</p> <p>Marches Energy Agency, with support from the Councils will lead on marketing, promotion, and targeting and householder preparation.</p>	<p>they deliver the desired outcomes in a cost-effective manner. Please describe any additional community impacts through local sourcing of contractors.</p>
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Once a lead has been identified, either because they are ECO Affordable Warmth (HHCRO) or Flexible Eligibility (FE) qualifying, Marches Energy Agency will then work closely with them and the installer to generate the best technical solution for each home balancing aspiration, costs and need. This is effectively what Marches Energy Agency does now through ECO2(t), FPNES etc. This work may require a home visit or case-work support, should there be complexity or a particular householder vulnerability. It is anticipated that we will need to talk to 800-1,000 householders to find enough to meet the requirements for 150 installs. Once finalised, approval to proceed with the installation will be sought from the relevant local authority. This will take place by email to ensure homes are benefitting as soon as is practicable and momentum kept up in achieving install targets.

Evidence of eligibility for support will also be gathered at this point before being submitted to the lead authority, Delegated Grants team.

Once approved, the installer will then undertake the works in the home, provide relevant guidance and warranties for the householder, as well as notifying Marches Energy Agency once complete.

Once the procured installer has completed the works, Marches Energy Agency will include them in the next Funding Use Report and Payment Request forms on behalf of the Council. These will then be reviewed at the next Delivery Team meeting and then passed to WHF for payment and reporting. This will also trigger the payment to the installer by the Council, against their invoices. All monies will flow through Herefordshire Council, as the lead organisation

Marches Energy Agency will follow up with each householder 2 weeks after install to check the householder is happy, and to confirm any further support such as tariff switching or income maximisation. Warwick Edinburgh Mental Wellbeing Scale (WEMWBS) will also be used as a tool to assess mental wellbeing pre and post installation. A further follow up in Shropshire (under Cat 3), will take place to determine health changes a year after installation is complete.

Where a householder is ineligible for WHF support, other avenues of support will be assessed. These could include support and referral into the ECO3 programme, or



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	support with softer measures such as tariff switching or fuel debt alleviation as necessary. This will lie outside the scope of this WHF project, and will be funded from other sources.	
If the delivery model described above differs in any way for social, private rented or private tenure, please describe how it differs.	<p>For Private Landlords – a flat rate contribution of £400 will be requested for all installs where the landlord owns a single property. This will rise to 25% of the install value where a landlord is benefitting in multiple properties. Where a landlord wants to install a renewable heat source then their contribution will rise to at least 60% of the modelled RHI income, with the final figure being set at a value to make the project viable in terms of install costs. We currently estimate this contribution to be between £3-10k per household.</p> <p>In addition all private landlords will be expected to confirm that they will not raise their rents for 3 years following installation, in addition to any planned rent reviews already in the lease, and to sign a written agreement to that effect as part of the grant terms and conditions. Wording in that agreement will seek claw-back of any measure funding where rents have been increased as part of anything other than a scheduled rent review.</p> <p>No social landlords are involved in this project.</p>	Set out the differences in the delivery model between: social, private rented or private tenure
Please provide an outline of the governance of the project	<p>Herefordshire Council will be the accountable body for the project and will be responsible for monitoring all expenditure and activity against performance targets. Officer responsibility will sit with the project lead from Herefordshire Council, which will be Matthew Locking, Marches Sustainable Energy Project Manager. Matthew has been working at Herefordshire Council for over 10 years and currently has oversight of the Council's fuel poverty work through Keep Herefordshire Warm. He also runs a £1.5m ERDF project on behalf of 3 Local Authorities under the current low carbon programme.</p> <p>The project will be signed off by the relevant Herefordshire Council Cabinet member prior to signing of the recipient agreement, if successful, through the Council's governance process. This process covers consultation with Finance, procurement, legal and corporate Governance. It is expected to take approximately 2 months and will be done in advance of a hopeful project approval.</p>	Please provide a brief outline of the governance structure of the project. Who will have oversight of the project and responsibility for monitoring against performance. Will a Project Manager oversee internal and external works?



The Bid Development Team will become the Project Delivery Team, if this bid is successful and includes representatives from Procurement, Delegated Grants, MEA and Shropshire Council. The Team will be chaired by Matt Locking, the named point of contact on this funding application. This team's first role in delivery will be to lead on the procurement of the installer through the Fusion 21 framework to ensure value for money has been tested, evidenced and transparency of process can be provided. They will meet as needed during the procurement and set-up phase, and then quarterly during the delivery phase to coincide with the Funding Use Report submission. They will also report to the Council Leadership Team on progress against targets via the corporate performance reporting framework.

Household installation plans will be developed by MEA, who will also gather evidence of eligibility for support before submitting to the relevant Council for final approval. Eligible household plans will be received by Herefordshire Council's Delegated Grants team, who have a wealth of experience in running many large internal and externally funded grant schemes on behalf of the Council and other organisations. This team, in conjunction with the project lead officer, will be responsible for ensuring project compliance with the recipient agreement, approving households for support, processing installer and partner invoices and payments and checking all eligible expenditure prior to completing quarterly Funding Update Reports.

Marches Energy Agency will appoint Davina Allen, Project Manager to oversee the work from its perspective. Davina currently runs 3 energy advice projects and is daily working with vulnerable householders, funders and installers to build and get implemented bespoke heating and insulation packages under ECO. Davina is currently working with both AWS/ Cadent and Warmer Wales/ Wales and West to support householders with accessing both FPNES and meter connections. For her outstanding work she was recognised nationally with a Heat Hero Award in February 2018. She will oversee all aspects of the project from MEA's perspective including referral partner engagement, lead generation and co-ordination with householders, the installer and Councils to ensure that works are carried out to the satisfaction of the householder.



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<p>Please provide an outline of the communication plans for the project. What are the intentions for marketing.</p>	<p>The key aim of the communication plan is to drive enquiries to Keep Shropshire Warm and Keep Herefordshire Warm. A phone triage system, run by Marches Energy Agency, will assess caller suitability for the Fund and then work with them to develop and deliver a first time central heating system install and insulation measures. The communication plans include:</p> <ul style="list-style-type: none"> • Press releases through Council web-sites and via local media outlets where appropriate, for example Shropshire Star, Bridgnorth Journal and Hereford Times (1 per quarter). • Articles/ adverts on social media and in Council/parish magazines in rural areas. • Mail-outs through appropriate partner organisations, for example DWP. • Posters in key public places such as parish noticeboards in rural areas. • Training/ briefing sessions for front line worker organisations such as Occupational Therapists, GPs practices, Fire Brigade, CAB, Age UK, Council staff/ Councillors and Parish Councils. • Specific work with GP Practice Community and Care Coordinators in all Shropshire GPs surgeries. They can access patient records and will undertake a mail out, where there are long-term health issues associated with a cold home (through our linked Cat 3 bid) • Case studies will be prepared and fed back to key partner organisations showing early successes. • Presentations/ publicity through the Council's Private Rental Sector Landlord forums. • Council websites with details of the programme 	<p>Please set out the planned communications for the project. Briefly describe the approach you will take in disseminating information to the key stakeholders and for handling feedback.</p>
<p>Please provide an outline of training and post implementation support provided to households receiving new measures</p>	<p>Householder support will include:</p> <ul style="list-style-type: none"> • An initial phone conversation with Marches Energy Agency to assess householder and home suitability and to explain the offer and installation process. This phone service will use the existing Keep Shropshire and Herefordshire Warm free phone numbers – 0800 112 3743 and 0800 677 1432 respectively. It will be available throughout the subsequent installation and post installation period to help answer householder questions and to coordinate Local Authority, installer (heating and insulation) and householder activity, to effectively move the installation to successful completion. 	<p>Please provide details of any guidance and support to be provided to households to make best use of the new heating system. Are any ongoing service checks included in the bid?</p>



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	<ul style="list-style-type: none"> A number of householders who are particularly vulnerable may also benefit from a home visit at some stage in the process to provide greater reassurance and support. The budget includes provision for 40 home visits. These will be allocated by Marches Energy Agency as required. This could be before an installer is involved, or afterwards, depending on householder need and vulnerability. It might be that some very vulnerable householders will require more than one visit to ensure they are properly supported. From the installer the householders will receive a technical survey, a detailed quote for the works and excellent customer service during installation – a key consideration in our procurement exercise. Post install they will then clearly brief householders on the best use of their new system. All householders can expect a 1 year warranty on the heating measures from the installer, and a 7 years warranty on the boiler, subject to annual services being completed. Post install, Marches Energy Agency will also follow up with a final phone call within a fortnight of completion to check the householder is happy with their new system and with the service they have received. This may result in additional support around tariff maximisation, or referrals to other organisations for benefits checks etc. 	
Please provide a summary of the key risks and interdependencies for the project and the mitigating actions and an outline of how risks will be monitored throughout the project	<ul style="list-style-type: none"> Referral and install numbers are below the requirement to hit the delivery profile. Monitoring and mitigation: Reviews of install numbers and the pipeline of new work will be undertaken by Marches Energy Agency monthly and by the Delivery Team quarterly unless there are any immediate issues, which will be reported as a matter of urgency. If numbers are low then promotional activity will be increased, or reviewed to find alternative avenues to generate more enquiries to the project. This will provide a quick and responsive mechanism to keeping new potential work coming into the project. Reduction in quality of installs. Mitigation and management: Post install each householder will receive a follow up call to confirm if there are any concerns, and to ascertain their experience of using the installer. Any concerns will be raised immediately with the installer, as will any positive feedback, and if a pattern of poor service persists, then this will be raised with the framework provider, with a view to accessing another installer through the framework. 	Key risks: Please set out the top three to five risks for the project and the mitigations to be put in place. Please also briefly explain how risks will be managed, monitored and reviewed throughout the life of the project.



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	<ul style="list-style-type: none"> • ECO match funding reduction for appointed installer. Mitigation and monitoring: Although this is thought unlikely as ECO3 is just starting and running through until March 2022, if there are problems then access to ECO3 funding would be sought from one of several other energy companies. ECO3 will provide funding for a full year beyond our last planned install in February 2021. • Council contracts with Marches Energy Agency are up for renewal in 2019. Mitigation and management: These will be re-tendered in good time to ensure continuity of delivery and include a specific element around the successful bidder running this project. <p>A risk register for the project including all of the above detail plus supplementary risk ratings and controls will be put together at project inception, which will be monitored continually by MEA when delivering the project with any serious issues taken to the lead project officer at Herefordshire Council. Risk will be reviewed formally by the project delivery team every quarter and actions for mitigation agreed as well as future review dates.</p>	
Please describe your contingency arrangements in the event any of the risks materialise.	<p>As per the above, the Project Delivery Team will maintain a risk register throughout the project and will review this quarterly. It will cover the following risks and add to as necessary throughout the project:</p> <ul style="list-style-type: none"> • Install and pipeline numbers drop. Activity to address this will include: <ol style="list-style-type: none"> 1. Monitoring the number of calls about the project and conversion rates to leads, and from leads to installs. We expect to handle 800-1000 calls to generate 2-300 leads, resulting in 150 installs. 2. Refreshing our work to date including updating our case studies and understanding the benefits to householders so far. 3. Using case studies to promote the fund again through social and print media, to key third sector and health partners. Other marketing avenues include briefings at staff meetings in these organisations to explain what is on offer and the benefits, presenting at coffee mornings, luncheon clubs and meetings/forums where we can to help raise the profile and there are likely to be qualifying householders, or gatekeepers for householders. 	Contingency: Please provide details of contingency arrangements and how the project can provide delivery assurance.



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4. If necessary we can also support partners to undertake further mailshots either through Council benefit teams or through GPs practices to vulnerable patients.
 5. Expand new networks and contacts who can help find and support potential beneficiaries, especially on park home sites, alms-houses, rural estates and through agricultural networks such as the local branches of the National Farmers Union.
- **Installer quality/ service drops/ prices rise.** Through the Delivery Team we will monitor install costs alongside install and pipeline numbers. Through post install contact with each household we will know if the quality of the work is declining. We will take this up with the installer in the first instance. Failing an adequate response we will take this up with our framework provider. If that produces no change we will seek a new delivery partner from another framework.
 - **ECO match funding reduces or dries up.** If this materialised discussions with the framework provider would take place to ascertain alternative funding routes. At this stage we do know that Fusion 21 has access to 7 different ECO3 providers. If this proves unsuccessful, we will explore alternative frameworks, or procurement in order to get the best funding rates. Experience shows that where one funding route reduces or dries up, it is still usually possible to find alternative funding avenues.
 - **Council contracts for Keep Shropshire Warm and Keep Herefordshire Warm are not renewed with Marches Energy Agency in 2019.** Both tenders are up for renewal during the lifetime of this project. The new tender specification will include a requirement to take over the delivery of this project, should Marches Energy Agency be unsuccessful in re-securing the tender. The new tenders will be launched in good time for a new delivery partner to be selected and for a seamless project transition to take place. Throughout this change, should it be needed, the Project Delivery Team will retain active management of all delivery.



Section G: Supporting Documentation

This section should be used to attach any Supporting Documentation required to add to the understanding of the proposition. Insert documentation as an embedded attachment.

Reference	Document Title	Insert Attachment as embedded document



Section H: Declaration

In submitting this application:

1. We confirm that, to the best of our knowledge, the information provided is fair and accurate and that we will inform WHF if any information comes to light which would materially impact the evaluation of the proposal.
2. We understand that the decision regarding provision of funding is entirely at the discretion of Affordable Warmth Solutions. Any funding provided is subject to contract.
3. We declare that the households meet the criteria set out in the Guidance for Bidders Bid Round Two - November 2017 documentation and that the households targeted are considered to be fuel poor.



Please select this box to confirm your understanding of the above