



To: Executive Councillor for Planning and Climate Change: Councillor Tim Ward
Report by: Jo Dicks
Relevant scrutiny Environment Scrutiny 22/1/2013
committee: Committee
Wards affected: All Wards

GREEN DEAL IN CAMBRIDGE

Key Decision

1. Executive summary

- 1.1 Green Deal is the Government's new energy efficiency policy, launched in October 2012. It is a fully accredited route for householders and property owners to have their properties and energy use behaviour assessed and for key measures to improve energy efficiency to be identified, financed and installed. The legislation stipulates that key players, involved at all relevant stages will be rigorously assessed and certified by appropriate bodies to provide maximum confidence in the process.
- 1.2 Green Deal replaces currently available government grant funding for domestic and community based energy efficiency grant schemes.
- 1.3 Funding will be made available to end users either through a Green Deal finance package or the Energy Company Obligation (ECO) grant depending on financial circumstances, tenure and property type. However, it is also open for other forms of finance to be used if they are the most appropriate. Local Authorities have a statutory duty under the updated Home Energy Conservation Act (HECA) to promote and report on Green Deal activity in their area on an annual basis.
- 1.4 The District and County Councils in Cambridgeshire have established that there is both a significant advantage and a desire to work in partnership to ensure that the Green Deal is a success and that uptake of energy efficiency measures in buildings is maximised thus reducing carbon emissions.
- 1.5 There are also potential consequences of not engaging positively with Green Deal including: Much reduced energy efficiency investment;

Lack of ECO support for vulnerable households; and censure from the Secretary of State for Energy.

- 1.6 A series of consultation workshops, research, consultancy work and interviews with potential Green Deal providers has identified that the likely most effective and financially efficient way of delivering Green Deal across the County is to procure a partnership relationship with a suitable registered Green Deal Provider.
- 1.7 The chosen Green Deal Provider will benefit from the support of a common brand across the county and access to promotional support, networks and information held by each district. In return they will provide a clear and trusted route for residents and property managers in the district to get energy efficiency work done to their properties.
- 1.8 Partnering a Green Deal provider will mean that residents and businesses in the district have good access to quality assessments, finance options and accredited installers. The local authority will benefit from, an active partner to:-
 - help engage with local residents;
 - to maximise lead potential;
 - provide a secure and accountable referral network.

This will be provided at minimal cost to the authority in the long term following early implementation of the proposal.

- 1.9 In addition the districts will through the procurement process ensure that local benefits are maximised both economically and for reducing carbon emissions.
- 1.10 This report details the legislative context, results of consultation and research, and an outline business plan for the establishment of a countywide Green Deal partnership.

2. Recommendations

2.1 The Executive Councillor for Planning and Climate Change is recommended:

- 1) To approve the establishment of a partnership of the Cambridgeshire Districts to deliver the Green Deal work proposal, subject to detailed approval of a Memorandum of Understanding between the Authorities involved at Public Service Board;**

- 2) To approve the conduct of a procurement exercise and award of contract(s) to one or more Green Deal commercial providers to be let on a County wide basis and in collaboration with Cambridgeshire Local Authorities.**

3. Background

3.1 *What is Green Deal & ECO (Energy Company Obligation)*

3.1.1 The Green Deal was introduced in the Energy Act 2011 and is a solution to the problem of a current lack of investment in energy saving measures in homes and non-domestic buildings, resulting in many properties with poor energy efficiency ratings. This is despite the fact that investment in such measures can produce savings on future energy bills. The Green Deal aims to provide finance to fund fixed improvements to the energy efficiency of domestic and non-domestic properties, which will provide savings for the bill payer (and future bill payers).

3.1.2 The Green Deal will include a financial framework that enables energy saving measures to be paid for by the savings from the energy bill. The core principle is “The Golden Rule”, meaning that the instalment payment for the energy saving measures should not exceed the projected associated cost savings on an average bill for the duration of the Green Deal Finance arrangement, which could be for as long as 25 years. The Green Deal finance will be attached to the property rather than the occupier so when the property is sold or re-let the charge remains and is passed on to the new owner or tenant.

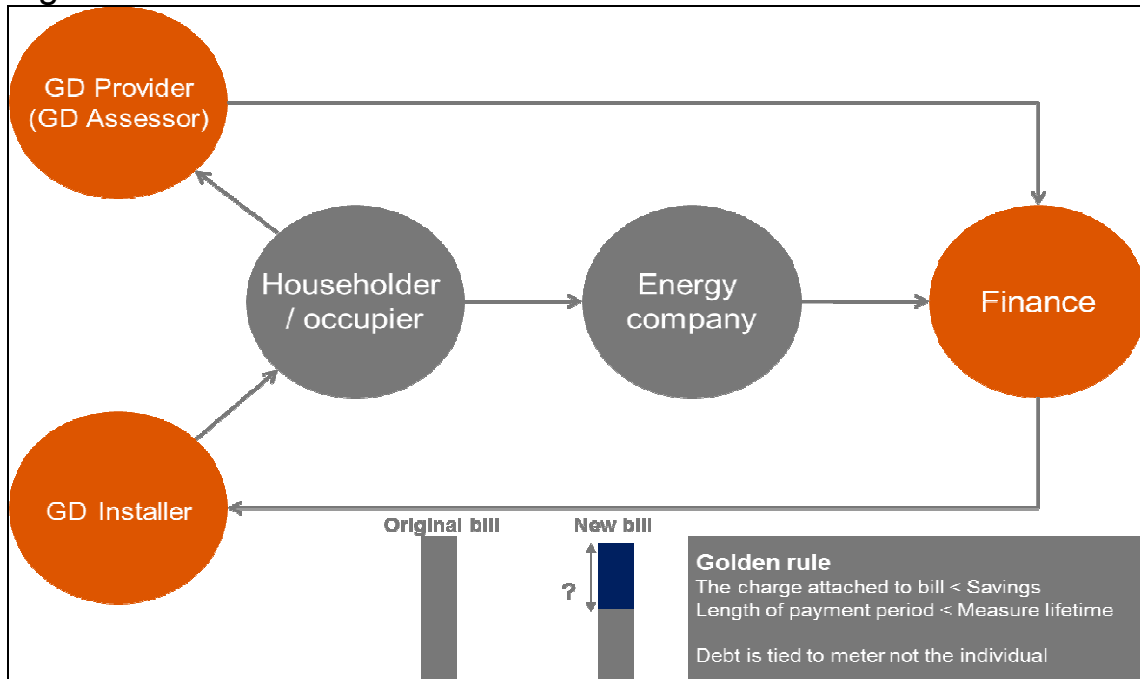
3.1.3 In addition to providing a financing route for energy efficiency improvements the Green Deal provides strict, statutory, accreditation criteria for Green Deal Assessors, Green Deal Providers and Green

Deal Installers. Strong regulations should increase customer confidence in the process and reduce barriers.

- 3.1.4 The domestic Green Deal model will be supplemented by a new Energy Company Obligation (ECO) from early 2013. This will draw on the strengths of the existing energy company obligation, previously known as the Carbon Emissions Reduction Target (CERT), but also avoids some of its limitations. The new obligation will underpin the Green Deal and focus particularly on those householders (e.g. the poorest and most vulnerable) and those types of domestic property (e.g. the hard to treat) that cannot achieve financial savings without a measure of additional support on top of the Green Deal finance.
- 3.1.5 Around £1.3bn per annum is to be invested by the major energy companies to cover a combination of the more expensive measures (e.g. solid wall insulation) and the delivery of affordable warmth to priority householders who may be suffering from fuel poverty.
- 3.1.6 The ECO is grant-funding and replaces the current CERT and CESP (Community Energy Saving programme) monies. It will provide free or subsidised energy efficiency improvements to key groups. It can also be used to top up finance for hard to treat properties where it is not possible to meet the 'Golden Rule' for Green Deal finance. It will be allocated through newly established procedures in conjunction with Green Deal. **ECO funding can only be accessed through Green Deal Providers.**
- 3.1.7 The Green Deal was launched on 1st October 2012. Assessments are currently available and the first finance agreements will be available from the end of January 2013. Basic plain English, accessible guides, produced by DECC can be found at

http://www.decc.gov.uk/en/content/cms/tackling/green_deal/gd_quickguides/gd_quickguides.aspx

Figure 1 - How the Green Deal works



3.1.8 The Energy Act 2011 also modified the existing Home Energy Conservation Act. The Home Energy Conservation Act (HECA) has been in force since 1996. It requires Local Authorities with housing responsibilities to periodically report improvements to the energy efficiency of the housing stock in their area.

3.1.9 Considerable work has been done in this area as a result of both local and central government initiatives over the past few years. The following projects have enhanced energy efficiency across the city and over a range of tenures.

- The Heatseekers Partnership
- Cambridge Home Insulation Grant
- Property Accreditation Scheme
- Council investment has raised the SAP rating of our own housing stock to 76 compared to 52 on the owner occupied sector.

3.1.10 The Energy Act 2011 amended HECA by supplementing the definition of an 'energy conservation measure' to include 'any available financial assistance'. This amendment requires Local Authorities to report measures installed through the Governments forthcoming Green Deal initiative.

3.1.11 English Councils will have to identify practical, cost-effective ways to improve energy efficiency in all homes by March 31st 2013 under updated government guidance.

3.2 Preparation for the Green Deal

3.2.1 In preparation for the launch of the Green Deal relevant officers from the Cambridgeshire Districts have been working together to evaluate the legislation; establish the local authority role in the Green Deal; and how best it can deliver strategic goals for the individual councils. Terms of reference for the Cambridgeshire Green Deal Partnership Project Steering Group can be seen in *appendix a*.

3.2.2 The Council's officers, in partnership with the districts, have lead an extended piece of work to prepare for and engage effectively with the Green Deal. For a summary of what has been done and planned work please see the schematic in *Appendix b*.

3.2.3 Commercial companies, social enterprises and Local Authorities acting alone or in partnership can provide the Green Deal. To deliver the Green Deal locally there are basically three approaches Local Authorities might choose to adopt:

- Provider – To Deliver the Green Deal directly to their local residents and businesses, co-ordinating assessment, finance and installation;
- Producer– To work in partnership with commercial Green Deal providers and community partners to deliver and facilitate delivery; or
- Promoter – by acting as advocates for the Green Deal locally

3.2.4 Consultation with stakeholders and potential Green Deal providers indicates that for the Cambridgeshire Districts a Partnership approach as a Producer and Promoter provides the best balance of risk and effectiveness. More detailed analysis of the models can be found in the supporting reports.

3.2.5 It has been established through the Cambridgeshire GREEN DEAL Community Connections study that Local Authorities are probably going to secure most benefit from the GREEN DEAL by closely partnering with one (or maybe two) GREEN DEAL Providers. (The full report is available at: <http://www.cambsgreendeal.org.uk/content/cambridgeshire-green-deal-community-connection-final-report>)

3.2.6 This piece of consultancy work and two consultation workshops were commissioned on behalf of the Districts and funded by 'Sustainability

East'. The workshops took place earlier in the year and were well attended and productive with over 70 attendees at each workshop.

3.2.7 This work has established certain economic parameters for implementing the Green Deal and has established a community connection - engaging a wide range of Green Deal stakeholders (Community and residents groups, Installers, assessors, potential Green Deal providers, local members, training providers and others) in discussion leading to some consensus on a model for Local Authority interaction with the Green Deal and ECO. A summary of the report by consultants VERC0 on this work is attached as *appendix c*.

3.2.8 It was also established that, in order to provide sufficient catchment and scalability for a Green Deal Provider to operate effectively, second-tier Local Authorities should group together under a single generic umbrella brand.

3.2.9 Cambridgeshire Local Authorities working together in partnership provides further practical benefits and improves clarity for residents across the whole of Cambridgeshire. These benefits include:

- One brand to provide clear and strong communication
- Shared resources and marketing
- Improved referrals across districts
- Develop district schemes for County-wide use:
 - South Cambs. - Sustainable Parish Energy Partnership project,
 - Huntingdon – Green House Demonstration Home,
 - Cambridge City – Home Insulation Scheme

3.2.10 To this end officers from the Cambridgeshire district authorities (South Cambs DC, Hunts DC, Cambridge City, East Cambs DC and Fenland DC), and more recently with County Council support, have come together to draft a business plan to procure a suitable relationship. In the first instance, therefore, this business plan would be laid out in the form of a tender brief document.

3.2.11 The following draft project schedule seeks to outline how we intend to proceed from our current position through to the potential launch of a single brand, cross-authority supported, Green Deal delivery vehicle:

Table 1 - Project Schedule

Action	Date
Update report taken to Strategic Leadership Team	1 st October 2012 Completed
Final Draft of <i>Community Connection</i> project report released (asset assessment, community consultation and preliminary LA option analysis)	11 th October 2012 Completed
Green Deal cross-authority officer project group meet to discuss putting the group on more formal footing: reporting process to Exec Mgt, procurement issues, timescales, etc.	23 rd October 2012 Completed
Update <i>Green Deal: Community Connection in Cambridgeshire</i> website	w/c 29 th October 2012 Completed
Market testing –questionnaire to potential Green Deal Providers and other co-ordinating Green Deal players (e.g. Green Deal Advisory Services)	w/c 29 th October 2012 Completed
Series of meetings between the officer project group and potential Green Deal Providers to further develop market testing	7 th -8 th November 2012 Completed
SCDC/City host meeting to discuss procurement options (project officer team and LA procurement officers).	w/c 12 th November 2012 Completed
Submit bid to DECC under the Green Deal Pioneer Places Fund stream of the Local Authority Competition 2012-13	30 th November 2012
Formulation of outline sustainable Green Deal business plan options to secure robust relationship with key Green Deal delivery player(s) – e.g. Green Deal Providers or Green Deal Advisory Services.	30 th November 2012
Briefing SCDC Executive Management Team to assess Green Deal business plan options	w/c 3 rd December 2012
SCDC's Strategic Environment Committee discuss Green Deal business plan and agree steps to secure shared procurement route – making recommendation to Leader's PfH meeting	w/c 10 th December 2012
Each LA secures necessary internal approvals (Portfolio Holder/Cabinet) to proceed with Green	January 2013

Deal business plan to procure agreed partnership arrangement	
Preparation of detailed tender brief documents (PQQ & ITT)	February 2013
Release of PQQ	March 2013
Release of ITT to short-listed tenders	June 2013
Tender assessment, interviews and award	August 2013
Launch of Cambs-Wide Green Deal single brand with GDP partner(s)	September 2013

3.3 What key objectives could reasonably be expected from a partnership for Cambridgeshire Local Authorities and for the Green Deal Provider?

3.3.1 From the local authority perspective, the suitability of a Green Deal Provider to partner with includes delivery of the following objectives:

- (a) **Securing the maximum take-up of Green Deal measures across the building stock of all Cambridgeshire's districts to reduce fuel poverty, carbon emissions and improve the building stock;**
- (b) **Ensuring good value, high quality energy efficiency installations with outstanding quality of work and customer care;**
- (c) **Boosting the local economy (employment, skills and learning, expansion and development of the energy efficiency and micro-generation business sector);**
- (d) **Supporting local community groups and voluntary sector organisations working on sustainable energy-related issues;**
- (e) **Establishing a financially sustainable energy efficiency/ Green Deal programme which continues to re-invest revenue streams in the delivery of the programme to cover marketing costs, Green Deal Assessments, management costs and affordable warmth support.**

3.3.2 From the Green Deal Provider's perspective, suitability would likely require delivery of the following objectives:

- (f) **Securing enhanced access to a large market in Cambridgeshire whilst minimising costs;**
- (g) **Having access to existing local authority communication channels and networks;**

- (h) **Benefiting from local authority partnership endorsement and branding to enhance consumer awareness, confidence and trust;**
- (i) **Having the ability to develop and invest in a long-term business plan for Cambridgeshire based on confidence in securing an adequate customer base.**

3.3.3 It is apparent from our ‘Soft Market Testing’ with seven potential Green Deal providers, that commercial and social enterprise entities see a relationship with Local Authorities as a significant asset. Indeed their past experience has shown that the rate of conversion of initial contacts with householders through to installation of an energy efficiency measure is increased from 1%, when operating independently to, 5-10% when co-branded with an Authority. This has certainly been our own experience in Cambridge with the ‘Heatseekers Partnership’ and the ‘Cambridge Home Insulation Scheme’ which are current initiatives delivered by commercial partners.

3.3.4 Partnership working is then established in principle, as enhancing one of the key objectives - maximising uptake of energy efficiency measures – of having a relationship with a Green Deal provider.

3.4 Consequences of not actively engaging with Green Deal

3.4.1 Cambridge and Cambridgeshire are unlikely to be attractive to commercial Green Deal providers in the absence of directed local authority engagement.

3.4.2 The County is not an area of high deprivation when compared to other areas nationally and as a result doesn’t offer providers a high concentration of households able to benefit from Government investment through the ECO route. In order to ensure providers are active in the Cambridgeshire Districts from the outset we need to demonstrate a commitment to the Green Deal.

3.4.3 There are significant economic benefits to the area from Green Deal. The following table shows an estimate of the investment value over the medium to long term:

Table 2 - Green Deal market potential Cambridgeshire

District/city council	Investment potential –	Investment potential - non-	Total GD investment
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	domestic	domestic	potential
Cambridge	£79m	£49m	£128m
East Cambridgeshire	£107m	£10m	£117m
Fenland	£121m	£18m	£138m
Huntingdonshire	£190m	£33m	£223m
South Cambridgeshire	£187m	£35m	£221m
Cambridgeshire	£684m	£146m	£830m

3.5 How does Green Deal fit within the Council's Climate Change Strategy

3.5.1 Green Deal is a key element of the Councils Climate Change Strategy 2012-2016. The following two main objectives are of particular relevance in terms of Green Deal and this proposal:

Objective 2 - To set high standards and assist residents, businesses and organisations to reduce their carbon emissions and manage climate risks

Objective 3 - To work in partnership with other organisations to address the causes and effects of climate change

3.5.2 The strategy explicitly commits to exploring and developing measures to reduce carbon emissions through implementation of Government initiatives and partnerships:

'...the Government has introduced a greater range of national initiatives and incentives for action on climate change since 2008. It is therefore vital that the Council works with other organisations in Cambridge and beyond to identify opportunities for collaboration and maximise the impact of available funding and resources. The Council is committed to working in partnership with other organisations, including:...

- **'Working closely with the voluntary and community sector, including providing financial support for community-led projects which address the causes and manage the impact of climate change.'**
- **'Working with Cambridgeshire County Council and other neighbouring district councils to ensure that climate change issues are addressed as part of joint policies and plans'**

- ‘Working with Government, neighbouring Local Authorities, the voluntary sector and business through partnerships.... to deliver low carbon infrastructure and low carbon living.’
- ‘Working with the University of Cambridge, the private sector and other stakeholders in the Cambridge Retrofit project to explore a model for financing and delivering energy efficiency improvements to existing properties in Cambridge over the next 30 years.’
- ‘Exploring and exploiting innovative funding arrangements, such as the Carbon Offset Fund, Community Energy Fund, Community Infrastructure Levy, **Green Bank and Green Deal**’.

3.5.3 This initiative is then, clearly progressing the Councils commitments outlined in the approved strategy.

3.6 Interaction with other Climate Change and Energy Efficiency initiatives

3.6.1 There are a number of initiatives currently in progress, which support or benefit from work on Green Deal. These include:

- Cambridge Retrofit
- Cambridge District Heating project
- Home Energy Liaison Group
- Historic Building Retrofit Guidance

These are summarised fully in appendix d.

4. A Proposed Way Forward

4.1 Outline Business Plan

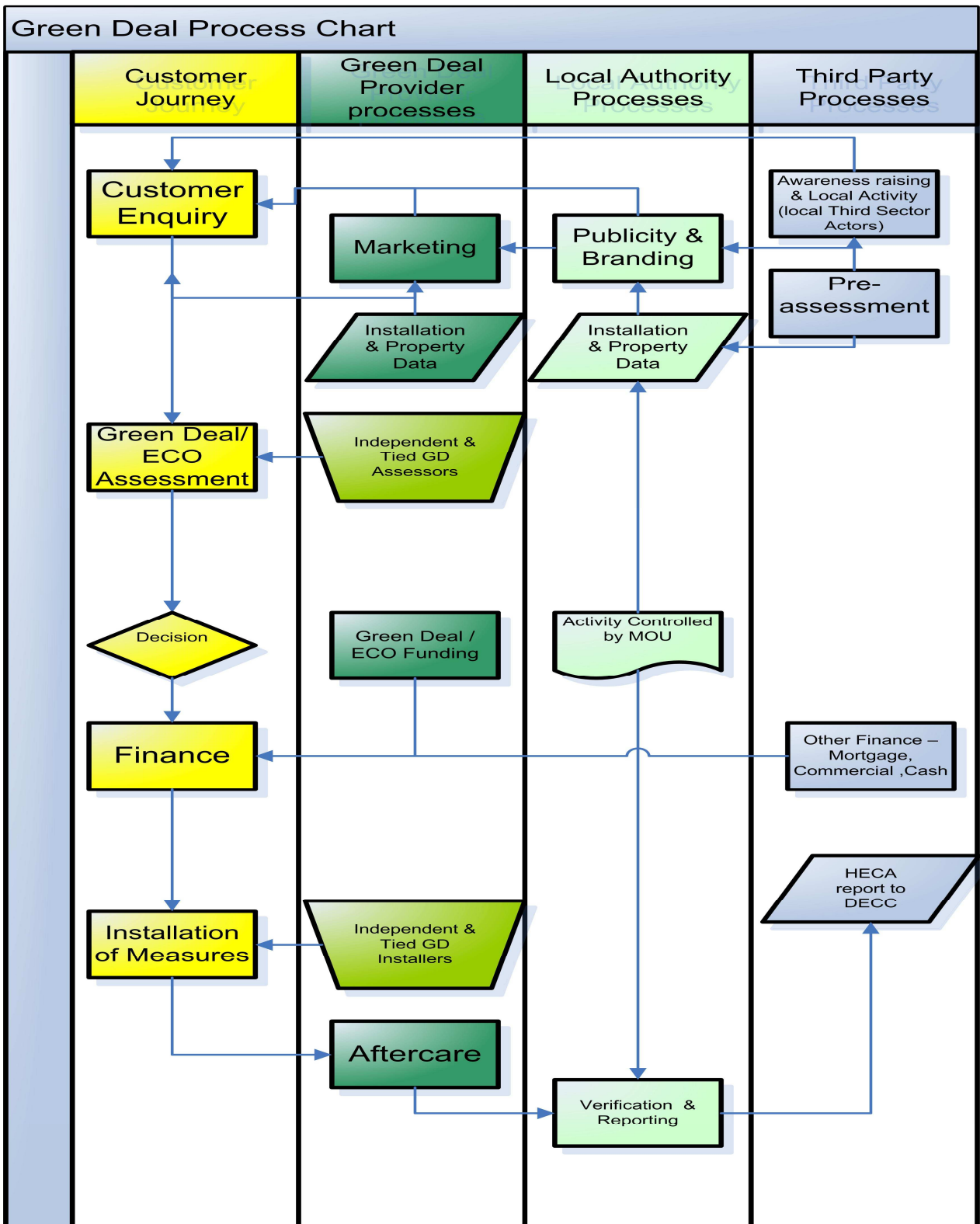
4.1.1 The proposed model is one of **Co-Producer** - a hybrid of active promotion and some lead generation in partnership with a single Green Deal provider. The Districts undertake to develop and promote an umbrella brand, use their networks and data to generate local interest in Green Deal and ECO and refer leads to the partner provider.

4.1.2 The Suggested process allows the partner districts to promote a single energy efficiency route to residents and businesses through which they can access advice, assessments, finance options and high quality installations.

- 4.1.3 The Cambridgeshire Green Deal offering will ensure residents are equipped to make an informed choice about the best value for money options available (private finance, Green Deal finance or other) and not be directed to the Green Deal Finance route alone.
- 4.1.4 This model allows upfront investment by the authorities to be minimised whilst offering an attractive package of support to a Green Deal Provider.
- 4.1.5 This would be delivered through a single 'Green Deal Provider' procured by the district partners. The process chart below sets out the expected roles.
- 4.1.6 The procured relationship will be as a minimum at no net cost to the Authority but there is some potential for income generation or staff resource contribution to the partnership. This will form part of the assessment criteria against the procurement specification.

4.1.7

Figure 2 – Green Deal process chart



4.1.8 The proposal is to set up a formalised partnership with the other Districts in Cambridgeshire and the County Council to procure a relationship with a Green Deal Provider. Districts will agree and promote, with the partner, an umbrella brand, still to be decided but including, each district name plus a common element e.g.:

Cambridge *Local Energy Efficiency Partnership*
South Cambridgeshire *Local Energy Efficiency Partnership etc.*

4.1.9 The relationship between the districts will be regulated by a Memorandum of Understanding (MoU), which will set the parameters for interaction and the resources to be committed by each District. This MoU will be agreed at Public Service Board

4.1.10 Collectively the Districts have an ‘Energy Efficiency Asset’ which comprises branding, reputation, staffing, marketing resource, local networks and demonstration projects within their current activity. Each authority has differing resources but as a collective the entire ‘Asset’ forms an attractive resource for a Green-Deal provider.

Figure 3 – District ‘Energy Efficiency Asset’

Local Authority	Asset	Staff Resource
Cambridge	-HELG Group – Local networks support of Cambridge Carbon Footprint, and Transition Cambridge. -Installation & Property Data for targeting	1FTE (Home Energy Officer) Potential 0.5 FTE for 12 months subject to bid approval
South Cambridgeshire	-South Cambridgeshire Sustainable Parish Energy Partnerships -Installation & Property Data for targeting	2 FTE working in this area
Huntingdonshire	-St Ives Greenhouse Project eco-show home highlighting Green Deal opportunities to householders and	2.5 FTE working in the Council’s Environment Team Marketing & promotion - provision

	businesses (currently funded until April 2014) -Installation & Property Data for targeting	of energy/renewables advice
East Cambridgeshire	-Area based Promotion Programme -Installation & Property Data for targeting	1 FTE working in this area
Fenland	-Installation & Property Data for targeting	1 FTE working in this area
Cambridgeshire	Financial assistance and specialist advice through Low Carbon Development Initiative until end of March 2013	Some support from Economic Development Officer and County Procurement Team

4.1.11 Districts will also agree to provide in kind support by allowing the Green Deal partner access to information, networks and promotional channels already established through existing Energy Officer activities.

4.1.12 The District Partnership will establish and set out 'The Asset' in detail and will make available to the Green Deal provider in terms of the staff resource, networks and information archive provided to target marketing activity.

4.1.13 A no net cost approach is essential to all districts, however soft market testing has indicated there **may** be several benefits from the relationship:

- a referral fee paid by Green Deal provider to the District partner;
- and/or dedicated staff resources committed to the local area by the Green Deal provider;
- and/or a percentage of the profit once a minimum requirement is met.

The assessment process will ensure the maximum benefit to the districts.

4.1.14 The Green Deal provider will agree to fulfil the criteria set out below:

- (j) **Securing the maximum take-up of Green Deal measures across the building stock of all Cambridgeshire's districts to reduce fuel poverty, carbon emissions and improve the building stock;**
- (k) **Ensuring good value, high quality energy efficiency installations with outstanding quality of work and customer care;**
- (l) **Boosting the local economy (employment, skills and learning, expansion and development of the energy efficiency and micro-generation business sector);**
- (m) **Supporting local community groups and voluntary sector organisations working on sustainable energy-related issues;**
- (n) **Establishing a financially sustainable energy efficiency/ Green Deal programme which continues to re-invest revenue streams in the delivery of the programme to cover marketing costs, Green Deal Assessments, management costs and affordable warmth support.**

4.1.15 This will form the basis of a procurement specification whereby applicants will be assessed on the detail how they intend to fulfil the requirements.

4.1.16 For example the potential provider will be scored on the number or percentage of local independent Green Deal assessors to be used in delivering assessments. This will be possible due to the recent enactment of the Social Value Act 2012.

4.2 Next Steps

4.2.6 If committee approve the process outlined, the next step will be to formalise the relationship between the district councils through an MoU to be approved at Public Service Board.

4.2.7 Secondly work will begin on drafting the detailed procurement specification and assessment criteria.

4.2.8 This work will then require scrutiny and agreement by relevant officers within each of the Districts.

4.2.9 Procurement will be a two-stage process with an initial Pre Qualification Questionnaire to minimise the number of applicants assessed at a final stage.

5. Implications

In addition to the risks and implications discussed in the sections below, identified risks have been assessed and scored in *appendix e*.

5.1 Financial Implications

5.1.1 There is a City Council bid dependant on the decision on this report for £20k funding for 0.5 FTE Officer (See paragraph 5.2.6) and to provide some additional flexibility for legal and other support.

5.1.2 Cost of procurement, financial, legal and officer input in to procurement are the only initial implications. These will be supported by the Low Carbon Development Initiative.

5.1.3 The running of the contract once procured will be as a minimum at **no net cost to the Authority** but there is some potential for income generation or staff resource contribution to the partnership. This will form part of the assessment criteria against the procurement specification.

5.1.4 Soft market testing carried out has identified **potential** referral fees ranging form £25 - £150 per lead dependant on quality and level of information and commitment. £150 would likely be an assessed lead carried through to installation. A realistic potential lead generation of 500-1000 leads per district, per annum could be deliverable. Such income streams would be entirely dependant on the existing market at the time of procurement and the final detailed model adopted.

5.1.5 Some Green Deal providers interviewed would offer dedicated staff commitment to the County partnership in lieu of referral fees and / or a percentage of profit.

5.1.6 Income generation is not expected to be an overriding benefit

5.2 Staffing Implications

- 5.2.2 Commitment from existing procurement, legal and financial officers as well as officers from the Environmental quality & growth team will be required to help shape the procurement specification and manage the process on behalf of the City Council. A team has been established with representation from Legal Services, Finance, Internal Audit and the procurement Team. With the exception of Legal Services resource for the relevant activities outlined in this report, requiring City Council input can be accommodated within existing resources.
- 5.2.3 Legal support will require either in kind Support from County Council legal services or external support funded by all District partners.
- 5.2.4 There is commitment from Cambridgeshire County Council that their procurement team will manage the formal procurement process on behalf of the district partnership.
- 5.2.5 There is a bid dependant on the decision on this report a 0.5 FTE Officer post to carry out the following role:
- 5.2.6 Green Deal Officer Post (Part Time) - The purpose of this post is to maximise the benefit of the Green Deal for all sectors of Cambridge City by capitalising on the opportunities offered through its first year of introduction. The role will provide promotion, management and reporting for the Green Deal in Cambridge, while also assisting other officers in the introduction of a county-wide local authority Green Deal partnership.

Specifically the role will:

Provide catalyst for early Green Deal work by:

- Promoting the formation of Cambridge City Green Deal offer and how it meets the requirements of local residents in terms of:
 - environmental benefits,
 - saving money,
 - increased contractor confidence,
 - increased scheme accountability.
- Promoting the DECC Green Deal cash-back scheme and introduce ways to maximise its take up in Cambridge
- Work with Green Deal provider(s) to identify areas of high Green Deal potential and use this to form the basis of future promotion
- Work with existing networks (local community and voluntary groups) to identify potential Green Deal opportunities.

- Work directly with the Green Deal provider(s) to provide focussed marketing, promotion and events that meets our objectives.
- Assisting with pre-assessments of properties and/or assist with the introduction of a self assessment type format accessible to residents

5.2.7 Increase Cambridge City value in the scheme by:

- Working with the Green Deal provider(s) to ensure we maximise the potential for ECO funding in Cambridge.
- Working with the Green Deal provider(s) to target and provide suitable solutions for
 - those residents in fuel poverty
 - hard to treat properties and the historic environment.
 - the private rented sector
- Providing assistance to the local voluntary/SME to ensure they meet the national requirements to be able to provide services into the local scheme
- Educate the local voluntary and SME sector on the Green Deal scheme to provide further opportunities for Green Deal assessments while other work is being carried out.
- Investigate the potential for engagement with local business to provide commercial Green Deal offerings

5.2.8 Provide clear management and progress reporting by:

- Ensuring all implications are considered and addressed. (Implications to include: financial, staffing, equal opportunities and environmental)
- Provide risk management and monitoring through duration of scheme introduction.
- Work with Green Deal provider(s) to set up accurate and reliable scheme monitoring to be provided throughout the whole of the partnership, which meets the specific requirements of Cambridge City Council.
- Liaise with the Green Deal provider(s) to provide all data requests and monitoring of use of the City Council/County brand.
- Assist Home Energy Officer with preparation of the Home Energy Conservation Act (HECA) Report

5.2.9 Assist with formation of countywide partnership and provider acquisition by:

- Attending steering group meetings and feeding into the direction of the partnership.
- Assist with the procurement process of acquiring a Green Deal provider partner for the county group.
- Liaising with any potential Green Deal Partner(s) to identify further benefit for Cambridge whether in the short or long term.

5.3 Equal Opportunities Implications

5.3.1 Green Deal is open to all residents and businesses subject to the Green Deal assessment process. ECO funding provides a grant funding stream for vulnerable residents, the elderly and those in receipt of benefits thereby making certain finance for Energy Efficiency Measures is available to all. (See Appendix f)

5.4 Environmental Implications

5.4.1 This project has a +H climate change rating as it will assist residents to reduce energy consumption and offer access to renewable energy options.

5.4.2 Experience with current Energy Efficiency promotional projects suggests potential of between 1000-1500 measures could be installed per annum. Based on this uptake and an average annual carbon saving per measure of 400kg/yr. Additional annual net carbon savings are estimated to be between 400 and 600 tons per year in Cambridge. Other districts have varying potential. *(These are estimates based on insulating a gas-heated, semi-detached home with three bedrooms. Figures taken from the Energy Saving Trust, June 2012.)*

5.5 Procurement

5.5.1 It is intended that the Local Authority partners will conduct a joint competitive procurement exercise to select one or more Green Deal providers. The County Council will lead the procurement exercise on behalf of the partners, with visibility to and input from each partner.

5.5.2 This project will not fall within the scope of the OJEU (European) procurement regime. The procurement will be in two stages, the first stage being a Pre Qualification Round from which the leading applicants will be short-listed, followed by the invitation to tender to those short-listed applicants (the second stage).

5.5.3 The 'Green Deal Partnership Project Steering Group' of District officers will carry out assessments of the bids.

5.6 Consultation and communication

5.6.1 Consultation has led the production of this proposal, through the community connection work (see Appendix c) and supporting documents.

5.6.2 Following procurement there will be a coordinated media launch and consolidated follow up marketing on partnership with the chosen Green Deal Provider.

5.7 Community Safety

5.7.1 A risk assessment has been carried out for this scheme with all risks qualitatively assessed and mitigated. This assessment covers all areas of risk surrounding the project. (see appendix e)

5.7.2 There is a potential risk to residents with individuals visiting properties. However, we believe this risk is low as we will ensure through the procurement process that the chosen provider will have experience of dealing with this process. Residents will have the option to opt out of the scheme at any time.

5.7.3 The Chosen Green Deal Provider will make known the identity of their assessors, contractors and Installers to Cambridge City Council. Residents will be able to contact the Customer Service Centre to confirm the identity of any person visiting their property as part of this scheme. All representatives will carry photographic ID.

6. Background papers

These background papers were used in the preparation of this report:

- VERCO Report - Establishing the community connection for the Green Deal in Cambridgeshire
- Report to Strategic Leadership Team - 1st October 2012 - New Guidance for Local Authorities on the Home Energy Conservation act 1995 (HECA) and Delivery of the Green Deal in Cambridge

7. Appendices

Appendix a – Officer Working Group Terms of Reference

Appendix b - Schematic of officer group work programme

Appendix c – VERCO Green Deal Community Connections Report - Executive Summary

Appendix d – Other relevant Projects and Initiatives

Appendix e - Risk Assessment

Appendix f – Equalities Impact Assessment

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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