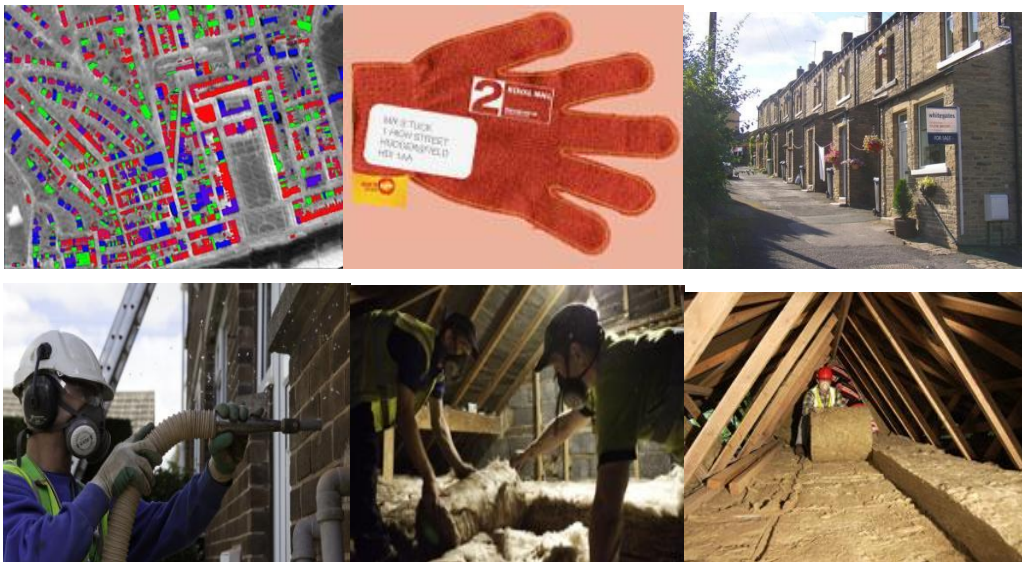


Kirklees Warm Zone Scheme: End of Project Process Evaluation – EXECUTIVE SUMMARY REPORT



Kirklees Council Environment Unit and Corporate Research and Consultation Team
March 2011.

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1. Introduction

This report summarises the findings from a retrospective process evaluation of the Kirklees Warm Zone scheme. This was a sustainable energy scheme delivered in Kirklees between 2007 and 2010. The evaluation was led by Kirklees Council's Corporate Research and Consultation Team with support from the council's Environment Unit and Yorkshire Energy Services. The evaluation was carried out between November 2010 and February 2011. Analysis and reporting was completed in March and the final report was signed off in May following consultation with key partners. A full research report is also available.

Thanks are due to the local residents, councillors, council officers and representatives from partner organisations that were involved in this strand of the Kirklees Warm Zone evaluation. Any views referenced in this report do not represent those of the report authors: the report aims to summarise in a balanced way the views of a range of stakeholders involved in the Kirklees Warm Zone scheme.

2. Executive Summary

2.1 AIMS AND OBJECTIVES OF THE PROCESS EVALUATION

The process evaluation attempted to investigate the **delivery and management** of the scheme, exploring how and why particular **inputs, activity, outputs** and **context** related to each other over the scheme's delivery. The process evaluation was carried out at the same time as two other strands of evaluation (an economic impacts evaluation and a health impacts evaluation).

The process evaluation aimed to explore the following **headline key lines of enquiry**:

1. What was perceived to have worked successfully, and what were the reasons for this?
2. Which areas of work were perceived to have been more challenging, and why so? How were key challenges overcome during the project?
3. What are the perceived key learning points (positive and negative) for any similar schemes locally and nationally in the future?

2.2 METHODOLOGY

Process evaluations can help with organisational learning, clarification of how a scheme is delivered and provide insights into how different aspects of a scheme intertwine and influence each other. Process evaluations do not attempt to measure the outcomes or impact of a scheme, which are better measured via alternative evaluation methods.

The process evaluation primarily used **qualitative methods** (depth interviews, mini-focus groups and focus groups) to explore a range of stakeholders' perceptions of the delivery of the scheme. The evaluation also used some of the scheme's **monitoring and customer satisfaction data** to triangulate with the qualitative data to validate or compare different findings.

A mixture of depth interviews, mini-focus groups and focus groups were carried out with:

- **Local councillors** (four councillors from the four main political parties in Kirklees were involved in the evaluation)
- **Warm Zone partner organisations** (representatives from fourteen organisations were involved in the evaluation)
- **Local residents** (twelve local residents were involved in a focus group as part of the evaluation).

Figure 1 shows the data collection for the process evaluation.

Figure 1 – Process Evaluation Data Collection

Stakeholders	Participants	Method	Date
Councillors	Cllr Robert Light, Conservative Party	One-to-one depth interview	5 th January 2011
	Cllr Andrew Cooper, Green Party	One-to-one depth interview	20 th December 2010
	Cllr Mehboob Khan, Labour Party	One-to-one depth interview	23 rd December 2010
	Cllr John Smithson, Liberal Democrat Party	One-to-one depth interview	18 th January 2011
Warm Zone partner organisations	x3 representatives from Yorkshire Energy Services	Mini-focus group	14 th December 2010
	x7 representatives from Kirklees Affordable Warmth Group (included the Energy Saving Trust, Kirklees Council Private Sector Housing, Mears Group, Kirklees Council Gateway to Care, West Yorkshire Fire and Rescue Service, Kirklees Neighbourhood Housing, Department for Work and Pensions)	Focus Group	14 th December 2010
	x1 Director of Yorkshire Energy Services	One-to-one depth interview	5 th January 2011
	x3 Warm Zone board members from Kirklees Council Environment Unit	Mini-focus group	6 th January 2011
	x3 operational staff from Kirklees Council Environment Unit	Mini-focus group	12 th January 2011
	x2 representatives from ScottishPower and Eaga	Paired depth interview	10 th January 2011
	x2 representatives from Citizens Advice Bureau	Paired depth interview	10 th January 2011
	x1 representative of Warm Zones Ltd	One-to-one depth interview	13 th January 2011

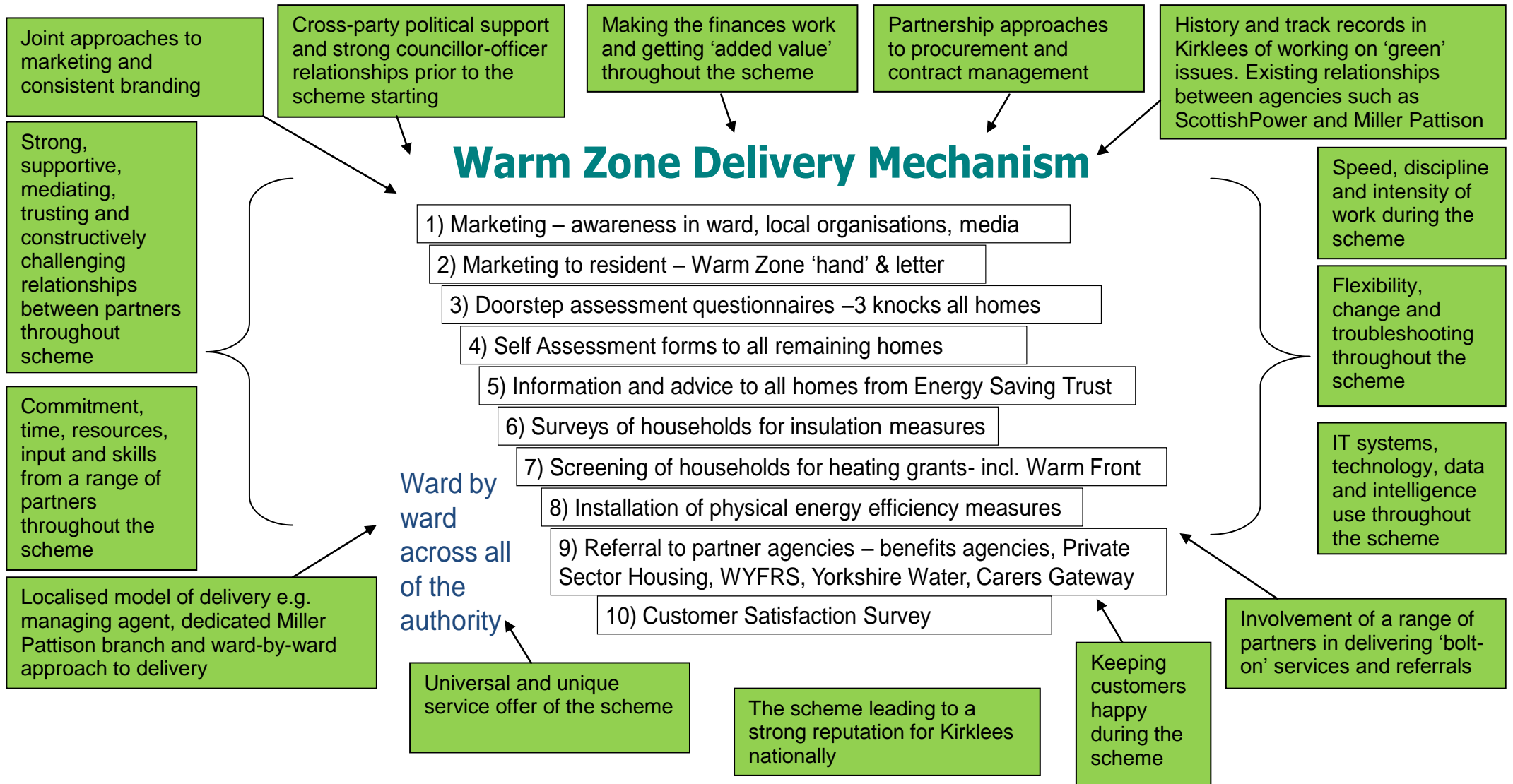
Stakeholders	Participants	Method	Date
	x3 representatives from Miller Pattison	Mini-focus group	20 th December 2010
	x1 representative from British Gas/Transco	E-mail correspondence	15 th January 2011
Warm Zone customers	x12 Warm Zone customers. These were recruited by Yorkshire Energy Services, and included customers from North and South Kirklees and from diverse backgrounds.	Focus group	16 th December 2010

2.3 WHAT WAS PERCEIVED TO HAVE WORKED SUCCESSFULLY AND WHAT WERE THE REASONS FOR THIS?

Perceived successes included:

- **Cross-party political support** for the scheme and **solid councillor-officer relationships**
- **History** of local work on green issues and improving the private sector housing stock, **a prior track record** among key partners and **strong existing relationships** among key partners
- **Strong, supportive, mediating, enthusiastic, trustful and constructively challenging partnerships** between agencies over the course of the scheme's delivery
- Partnership involvement in the delivery of **'bolt-on' services** and maximising the service offer of the scheme
- **Commitment, resources, time, skills and inputs** from many partners
- **Flexibility, change and troubleshooting** of issues over the course of the scheme's delivery
- A **localised model of delivery**, involving a ward-by-ward, door-by-door approach, the establishment of a managing agent and a dedicated local branch of the installation contractor
- **Speed, discipline and intensity** of work over the scheme, particularly the commitment to stick to a challenging 3-year programme
- Efforts to make the **financial inputs work** at appropriate times and to get added value
- Use of **IT systems, technology, data and intelligence** during the scheme, to aid its delivery
- **Partnership approaches to procurement and contracting**, particularly the procurement of the programme funding, procurement of the installation contractor, and partnership involvement and support with contract management
- Efforts made to **keep customers happy** and capture customer satisfaction
- Partnership approaches to **marketing** of the scheme, and consistent branding of the local Warm Zone programme
- The **universal and unique service offer** to local residents
- The scheme's **impact on the national reputation** of organisations involved in its delivery.

2.4 SUMMARY OF WHAT WAS PERCEIVED TO HAVE WORKED SUCCESSFULLY (SHOWN IN GREEN BOXES)

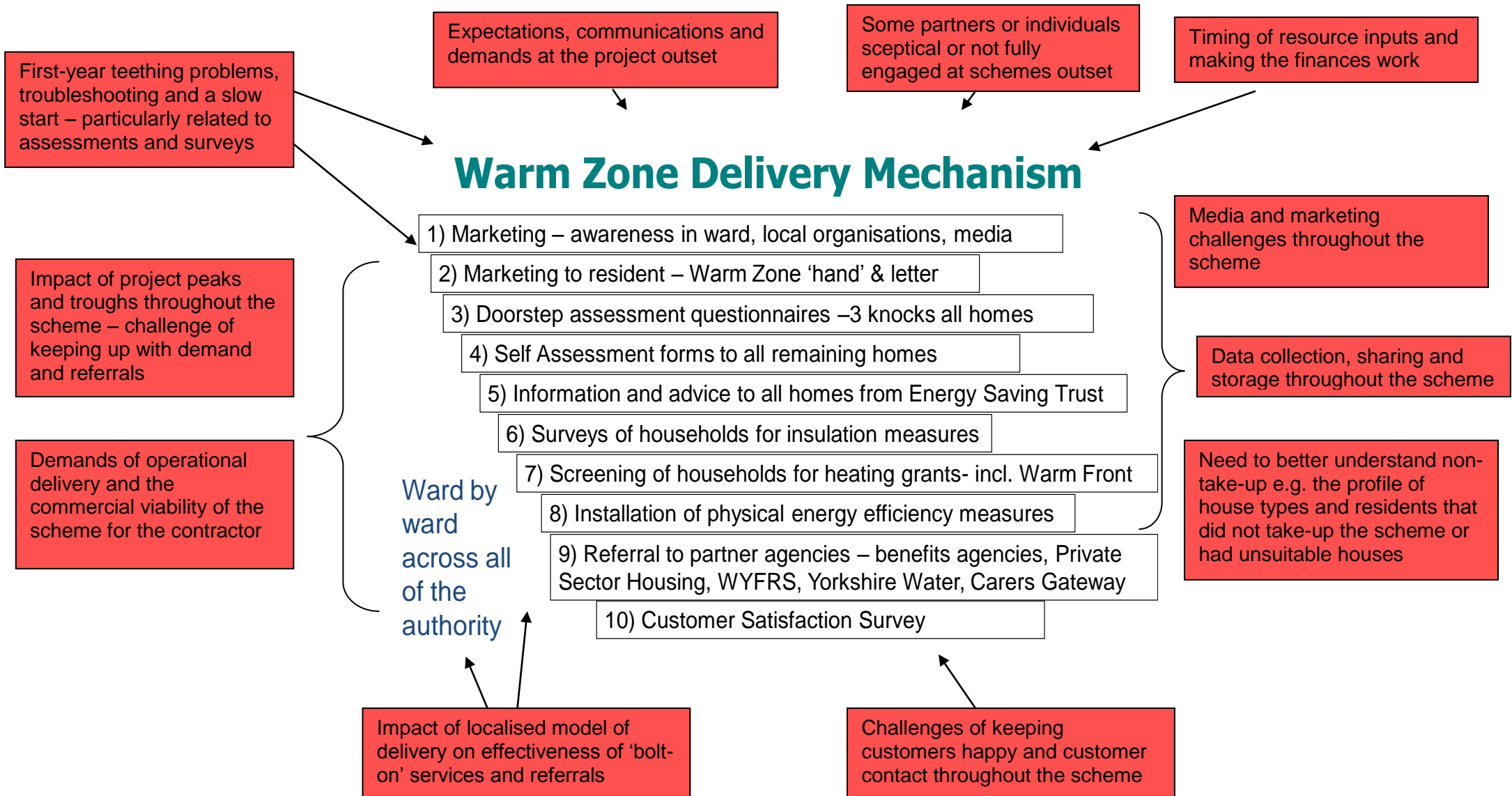


2.5 WHICH AREAS OF WORK WERE PERCEIVED TO HAVE BEEN MORE CHALLENGING, AND WHY SO? HOW WERE KEY CHALLENGES OVERCOME DURING THE PROJECT?

Perceived challenges and solutions included:

- **First-year teething problems and troubleshooting** of issues as the scheme developed. Partners spent a great deal of time working through operational challenges and coming-up with solutions such as changes to the assessment and surveying process and the terms on which assessors were employed
- **Expectations, communications and demands at the project outset.** Some partners felt that more upfront work and communications about the scope and expectations of the scheme at its outset would have aided better operational planning and delivery at a later stage
- The **impact of project peaks and troughs** on the capacity of partner organisations and individual employees to keep up with demand and deal with spikes in referrals. Some partners also had time-bound funding during quieter periods of the schemes, which could not be spent as effectively as desired.
- **Demands on private sector working practices** and the decision to have one installation contractor placing pressure on the contractor to deliver, scale-up their operations and meet operational targets while maintaining commercial viability
- The challenge of **timing resource inputs** and making the finances work, such as adequately funding the bolt-on services and ensuring capacity
- **The challenges of customer contact and keeping customers happy**, particularly during the first year of the scheme and during specific aspects of the scheme's delivery such as having to overbook customer appointments. Complaints handling was felt to have been particularly time consuming
- **Media and marketing challenges**, such as the similarity of the scheme's name to other national programmes and dealing with competition from rival contractors or bogus firms
- Some partners and council departments **being sceptical or not fully engaged** in the scheme at its outset and during its delivery
- The impact of the local model of delivery on **the effectiveness of delivering 'bolt-on' services** and keeping-up with referrals. Some partners felt that the primary purpose of the scheme was always free insulation, with the money for this needing to be spent in a tight timescale. This affected the delivery of other services, keeping-up with referrals and the delivery model for bolt-on services
- The challenges of **data collection, sharing and storage**, such as developing compatible IT systems and the difficulties of tracing the outcomes of referrals
- Challenges associated with not insulating some of the local social housing stock (owned and managed by the council's Arms Length Management Organisation [Kirklees Neighbourhood Housing]), some private sector houses not being suitable for insulation measures and the need to **better understand non-take-up** of the scheme (e.g. the demographic profile, household types, motivations, characteristics and socio-economic profile of those that did not take-up the scheme, which some partners speculated may include already vulnerable and socially excluded residents).

2.6 SUMMARY OF PERCEIVED CHALLENGES (SHOWN IN RED BOXES)



2.7 WHAT WERE THE PERCEIVED LEARNING POINTS (POSITIVE AND NEGATIVE) FOR ANY SIMILAR SCHEMES LOCALLY AND NATIONALLY IN THE FUTURE?

Perceived learning points included:

- The need for people working on the scheme to have **flexible, driven and disciplined working styles**
- The importance of **joining-up services**, working in partnership and getting political buy-in
- The need to **broaden the scheme's scope** to include poverty alleviation and jobs creation
- The importance of **planning the delivery of the scheme carefully**, particularly its localised model of delivery, whether it is offered free to all households and which 'bolt-on' services are offered
- Having **clear, realistic and honest communication** during the project about expectations and likely challenges for all partners and contractors
- The vital role that **IT and technology** play for operational delivery, and the challenges of synchronizing IT systems and making the best possible use of the latest technology such as Mobile Data Catcher technology
- How vital it is to **collect, share and use data**, to inform operational delivery and support other services and funding bids. The challenges of carrying this out however are huge
- Getting the **assessment, surveying and installation process** right, particularly integrating assessments and surveys, employing staff to oversee the operations and having enough assessment and installation employees to do the job (and be motivated, which flexible contracts can help with)
- **Doing procurement and contract management in partnership**, making the most of existing relationships and collective input from different agencies
- **Better understanding of non-take-up** of the scheme, in terms of the profile of residents not taking-up the scheme and recognising the perceived barriers and reasons behind non-take-up
- Not over or under-estimating the **impact of the scheme** on the reputations of the agencies involved. The national profile of the scheme and level of outside interest put a strain on resources and time
- Strengthening **customer service** and approaches to **marketing** throughout the scheme, such as going the extra mile for households where insulation installment is more challenging and having comprehensive and complementary marketing activity
- **Planning for what comes next** after the scheme's delivery, such as building on all of the relationships formed and skills gained among partners and developing other local green initiatives.

2.8 WHAT WERE THE PERCEIVED IMPACTS AND OUTCOMES OF THE WARM ZONE SCHEME?

Although the process evaluation aimed to explore the internal workings of the scheme, inevitably many comments were made about the perceived impacts and outcomes of Warm Zone. These opinions do not prove or disprove the efficacy of the scheme; they reflect stakeholders' views of the scheme's impact and outcomes. Stakeholders expressed opinions about the following types of impacts and outcomes:

- **Economic impacts** such as local job creation, company growth, household savings on energy bills, improved benefit uptake and improvements to property values
- **Social impacts** such as health benefits for elderly and vulnerable residents, tackling fuel poverty, long-term benefits for future generations and the scope of the scheme helping to improve general well-being and quality of life
- **Environmental impacts** such as energy conservation, reduction in carbon emissions, raising awareness of energy efficiency and engaging households in broader green issues
- **Political impacts** such as the impact of the scheme on government thinking and policy on green issues and climate change mitigation, the influence on area-based models of home insulation, the national reputation of Kirklees-based organisations and the scheme offering opportunities for a range of partners to raise awareness of their service offers.

2.9 RECOMMENDATIONS FOR FUTURE EVALUATIONS

Pooling knowledge from evaluations of home energy schemes will support the development and delivery of future projects. Future evaluations could involve more outcome-based evaluations that better quantify the impacts of a scheme, process evaluations to interrogate why and how schemes are delivered, and building up knowledge of what works, for whom in what circumstances by use of more theory-based or hypotheses testing evaluations.

3. Case studies of what was perceived to have worked successfully

Case Study: Weekly Project Progress Meetings and Reports

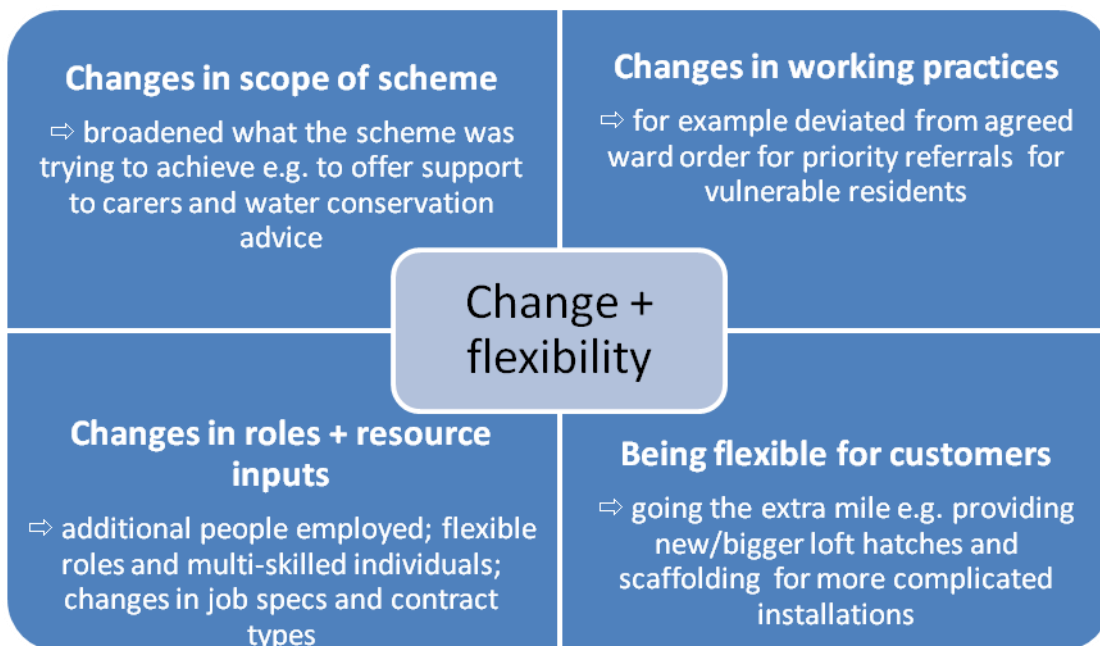
Weekly project progress meetings and progress reports were mentioned by several key partners as being vital in the early stages to getting the scheme off the ground, giving a focus for all partners' experience and input and working through challenges. Agencies such as ScottishPower gave continued input and project management support at these meetings and throughout the life of the programme, after they had provided funding.

Case Study: The referrals process offering a focus for partnership working and building of better relationships and joint working between agencies. A number of partner organisations and councillors commented that strong relationships were formed between different agencies involved in handling and following up referrals, for example between the different benefit agencies such as the Citizens Advice Bureau, Department for Work and Pensions and the council's Housing Benefit and Revenues and Benefits teams. A sub-group was set-up between the different benefit agencies to work jointly on benefit referral follow-up.

Case Study: Flexible approach offered by Kirklees Council.

Flexibility on the part of the council was particularly appreciated by some of the partners, such as ScottishPower who commented on the appeal of the council's willingness to change things and address problems. They felt this supported an effective working relationship and defines Kirklees from some other local authorities they've worked with:

"Kirklees is a council we like to work with because of the flexibility. We are in a lucky position...(can) get on and look at solutions..."



Case study: Flexible roles and resource inputs

Whilst there were capacity issues due to the scale of the scheme, feedback (especially from partners) suggests that what did work well was the flexibility offered throughout the delivery of Kirklees Warm Zone. There was a willingness from both individuals and agencies working together collaboratively to adapt working practices and roles and responsibilities.

Examples included:

- Additional employees being employed, for example Miller Pattison established their own local base and training centre and recruited insulation fitters from all over the country as well as creating new jobs for local people.
- Yorkshire Energy Services made changes to contract types and recruited freelance assessors. The rationale for this was to provide greater incentive and improve assessment completion rates.
- They also introduced a co-ordinator role to support the work of the assessment team.
- Flexibility in support roles offered by Environment Unit – adapted depending on the needs of the scheme (to include for example media request handling, marketing and customer liaison). Although challenging at times this provided development opportunities as people worked away from their traditional professional areas.
- Yorkshire Energy Services changed the job specification to have a single operational manager which improved the flow between assessments and contract management.

In addition the balance of input from different partners shifted over the life span of the programme as local teams grew. For example, there was heavy input from ScottishPower in the first year but this reduced as Yorkshire Energy Services and Miller Pattison became more established.

Case Study: The establishment and growth of Yorkshire Energy Services. The managing agent role was felt to have been beneficial for the scheme by many partner organisations for a number of reasons: dedicated employees could be appointed to work on the scheme, the company could grow and venture out into the wider market as a result of building its size, capacity and company offer on the back of Warm Zone, and the managing agent had a degree of autonomy from the council to aid partnership working and day-to-day operational delivery.

Case Study: The commitment to stick to the 3-year programme. The time bound nature of the scheme was felt to have brought a strong project rationale and demanded strong project management discipline. The fact that the scheme did not overrun, and that 'it got done' was felt by several stakeholders to be a notable achievement, particularly compared to other similar schemes nationally that have overrun, become delayed or deferred.

Case Study: Capturing customer feedback. A commitment was made to sending out customer satisfaction forms to all households that had measures installed in their homes. Councillors were particularly keen to capture customer satisfaction data and stakeholders perceived that councillors provided direction to ensure that all people who had assessments were sent a customer satisfaction form.

Case Study: Customer satisfaction. Customer satisfaction forms were sent out to all households that had received insulation measures in their homes, or residents could complete the survey online through the council's website. The questionnaire asked customers about the survey and installation process, the overall Warm Zone process and satisfaction with any extra services (e.g. benefits advice) offered. Towards the end of the scheme, customers were also asked about whether participating in Warm Zone had helped them to change domestic energy use or realise the benefits of saving energy. Results from the customer satisfaction survey (based on 17,267 completed forms) showed **high levels of customer satisfaction** with nearly all aspects of the scheme:

- 82% rated the overall Warm Zone process as either 'excellent' or 'good'
- 91% said that the Miller Pattison surveyor turned up when arranged
- 83% said that the Miller Pattison installation team turned up when arranged
- 82% rated the appearance and manner of the Warm Zone assessors as either 'excellent' or 'good'.
- 81% rated the arrangements made to book the survey for their property as either 'excellent' or 'good'
- 80% rated the surveyor's explanation of the work being done as either 'excellent' or 'good'
- 80% rated the arrangements made to book a date and time for their installation as either 'excellent' or 'good'
- 74% rated the installation teams' explanation of the work being done as either 'excellent' or 'good'
- 83% rated the efficiency on the installation teams' work as either 'excellent' or 'good'
- 75% rated how clean and tidy the installation team left their homes as either 'excellent' or 'good'
- 80% rated the appearance and manner of the installation team as either 'excellent' or 'good'
- 76% rated the customer service provided by the Warm Zone office staff as either 'excellent' or 'good'

Results from the customer satisfaction survey showed **generally positive ratings of extra services** offered through the scheme among customers that used these extra services:

- 65% rated benefits advice as either 'excellent' or 'good'
- 85% rated the fire service as either 'excellent' or 'good'
- 59% rated Yorkshire Water as either 'excellent' or 'good'
- 63% rated carers gateway support as either 'excellent' or 'good'
- 55% rated private sector housing support as either 'excellent' or 'good'
- 89% rated the fitting of carbon monoxide detectors as either 'excellent' or 'good'
- 68% rated central heating support as either 'excellent' or 'good'.

Case Study: Analysis of effectiveness of marketing

In November 2008 the Warm Zone events assistant was appointed by Yorkshire Energy Services and this increased the dedicated resources for planning community events. Between January 2007 and Summer 2009 officers from Kirklees Council's Environment Unit delivered 91 events and talks and a further 25 events in conjunction with Yorkshire Energy Services, whilst also driving the project forward and making links with voluntary sector groups. Yorkshire Energy Services then took over on Warm Zone locality events with support from the council's Environment Unit when needed. The council co-ordinated mailouts to local community and voluntary groups ward-by-ward up to the mop-up phase of the scheme.

Yorkshire Energy Services' events assistant perceived the following aspects to have worked well:

- In the 2-3 week period before the scheme going into a new ward events were arranged in a range of public venues. These were especially popular when supported by local advertising such as posters, leaflets and media coverage.
- In the pre mop-up phase the conversion rate was fairly strong, varying from 10-45 completed forms, on average, depending on the location.
- The most receptive audience was found to be White middle aged couples.
- The best response rate was in public places and town centres, such as supermarkets, bus stations and open markets which were the best locations for attracting passing trade.
- Some event coverage was shared to encourage a multi-partnership approach. This encouraged networking and although the effectiveness was varied, some were well attended such as Kirklees Carers Rights Day and Dewsbury Pensioners Fair.
- Overall, it was considered that the community events were successful (prior to the mop-up phase when awareness was already widespread). It was felt they provided an opportunity to promote the scheme, raise brand awareness, answer any questions and provide reassurance.

Information was also collected directly from customers on a **call log** for certain periods to inform the marketing campaign. This identifies how customers recalled hearing about the scheme. Their responses show that at different stages the following methods were most frequently mentioned:

- Direct mail shot and mop-up leaflet
- Direct contact with council and Kirklees Together article (resident magazine)
- Assessor calling card
- Word of mouth – in some weeks this accounted for a quarter of all enquiries.

4. Case studies of what was perceived to have been more challenging

Case Study: The need for a more joined-up approach to the assessment and surveying process and to the target timescales between these taking place.

There were many problems in the first year with household assessments not being followed-up by surveys within 20 days. The timeline started when the assessment form was uploaded onto Miller Pattison's database. Following completion of the technical survey there was a further target of 20 days for installation of the insulation measures.

As they had time to become more established Miller Pattison introduced initiatives which helped to respond to the demands: such as securing additional labour to improve capacity for technical surveys and installation and expanding 'buddy' training schemes to skill people up and enable them to pass on their knowledge.

In addition there was recognition that assessors employed on full-time contracts were not motivated to meet assessment targets and therefore a decision was taken to appoint assessors as

freelance employees instead on temporary and flexible contracts. This was felt by many stakeholders to have improved the number of assessments taking place as it provided greater incentive for the assessors and also improved the consistency in door-knocking across different areas.

Case Study: Customer cancellations or customers not being available or at home during arranged appointments. This affected the ability of assessors and surveyors to meet targets. Repeat customer appointments also compromised the commercial viability of the scheme for the contractor. To deal with this situation, Miller Pattison needed to overbook customer appointments to ensure targets could be met and commercial viability maintained. A change was also made to the booking system for assessment and surveying appointments, where customers were asked to select times that were *not convenient* for their appointment, rather than times that would be ok for their appointment.

Case Study: Responsibility for complaints. Stakeholders discussed that some complainants contacted the council directly, either because of not being able to get through to Miller Pattison or Yorkshire Energy Services on the phone, wanting to bypass the managing agent or because they felt that the managing agent had not resolved the complaint satisfactorily by providing enough feedback or communication.

All customer complaints were logged through ScottishPower's Powerlink database. However this was not used directly by officers in the council's Environment Unit in terms of logging or monitoring and an additional complaints spreadsheet was established to capture the complaints being referred on to Yorkshire Energy Services by the council. The difficulties with data collection, sharing and storage also impacted on complaint handling.

In addition, stakeholders felt that the time commitment needed to resolve complaints was hugely challenging to balance alongside other Warm Zone tasks, and perhaps a dedicated complaints manager/member of staff could have been identified or appointed. Complaints made or raised by councillors were dealt with by the council. Some stakeholders felt that this may have affected the consistency of responses, as complaints dealt with directly by the managing agent may have received a firmer response.

Case Study: Challenges of delivering community events

Although a dedicated events assistant was appointed, this wasn't until November 2008. Prior to this much work was done by the council however this was alongside providing other support for the scheme including strategic steer. Initially the project lacked dedicated resources for co-ordinating event activity.

Even following the appointment of the events assistant, the council continued to work collaboratively with them to ensure the events were co-ordinated as part of the overall marketing plan. According to the Yorkshire Energy Services events assistant, particular challenges faced during event promotion included:

- Dealing with confusion amongst Kirklees Neighbourhood Housing tenants as to why they couldn't get free insulation via Miller Pattison.
- Often older residents were more sceptical and took more convincing. Those who did agree to complete an assessment sometimes then found that as they'd already insulated their homes they didn't require further help with these measures.
- There was a mixed response from BME communities at the generic events so extra effort was put into engaging with residents for whom English is an additional language, including making links with local faith venues.
- Exhibitions at doctors' surgeries, Sure Start Centres and libraries did not receive a warm response as people were busy with other activities and less likely to spare time to find out more.

- During the mop-up phase interest declined as awareness levels were already very high (nearly 70% of households had already signed up prior to the mop-up). Events were then concentrated purely on areas with high footfall but conversion was so low this coverage gradually stopped.

(Source: events analysis summary by events assistant)

Case Study: The difficulties of tracing the outcomes of referrals. When customers were referred to other agencies there was no means of knowing whether the referral had been followed-up, or whether the referral had led to other outcomes for the customer. This issue was largely attributed to the challenges of storing data, IT systems and data protection issues.

Case Study: Vulnerable residents living in hard-to-treat households not being suitable for having measures installed. There was speculation among partners about what the profile of residents living in hard-to-treat properties may have been, with some suggesting that they may have been older and vulnerable residents living in fuel poverty that had lived in their property for a lengthy period of time or were reluctant or lacked confidence to take-up services.

5. Summing Up in Stakeholders' Own Words

The key findings from this process evaluation have been summarised in this report. These cross-cutting themes were drawn from the feedback gathered from key stakeholders. A selection of quotes are presented below which reinforce the range of perspectives discussed in this report. They provide a flavor of people's experiences of and feelings about the inner workings of the Kirklees Warm Zone scheme. Wordles are courtesy of www.wordle.net



IT'S FIRST BEEN
THINK I CLASS A SCHEME

(Councillor – overall reflections)

"It's been a bit of a rollercoaster"

(Partner agency – describing their overall reflections on the scheme)

*"We were contacted by every person and their dog over a period of time, which was approximately eighteen months the **impact on staff was phenomenal.**"*

(Council officer - on the level of interest in the scheme from the media and other authorities)

ride
It wasn't.
what an initially
you easy would
call

(Council officer – on first year teething problems)

*“One of the major things that’s come out this, why it’s been so successful because a **very strong group of committed people** who really went the **extra mile** on everything.”*

(Council officer – on working as a team and people’s

*“That was very frustrating thing about it, trying to get somebody on the phone and they’d say we’ll get back to you and they never did. **That was the difficulty. Communication.**”*

(Customer – on getting in touch with the Warm Zone scheme)

*“Delivered in challenging timescales and I’m **very proud** of what has been achieved.”*

(Councillor – overall reflections)

*“And then **when it did start it was very much a trickle** rather than, you know. Normally with a project, you do all your planning, you get your line up the gun goes and people start running. That did not happen. **So that was a bit of a surprise....** Then we had a reversed problem, but it was so successful getting through the streets of Kirklees, it was then **too much work for people following up to cope with, so we then fell behind.**”*

(Partner agency – on the challenges of coping with peaks and troughs in volumes of work)

*“We got something like 600 new customers each week and basically when you think about that in terms of things like people ringing in here to change fitting appointments, change surveyor appointments, general enquiries about Warm Zone **the telephone calls themselves were absolutely relentless** and then you think about the amount of paperwork that was generated...”*

(Partner agency – on the challenges associated with such high workloads)

*“For me professionally and personally it’s about **climbing Everest** it started off thinking good heavens what do we think we are doing ... you can sometimes find it very difficult, quite often challenging.... **when you got to the top it was like Eureka**”*

(Council officer on the challenges that had to be overcome)

*“You wanted to create the local employment that means you don’t want to parachute in people that means **you’ve got to create it locally**, that means oh my god someone has set up a depot, recruit people make sure you train people.”*

(Council officer – on the challenges of the localised delivery model)



(Councillor – overall reflections)

*“We’ve also recognised that it’s very easy to preach about it but not very easy to do anything. And here, it was a very **practical scheme**, and it **involved** individual people and **benefited individual people.**”*

(Councillor – overall reflections)

*“I remember doing a presentation at some conference and I said if you’re trying to design this scheme to be confusing, then if you did, think of all the different logos for all the schemes and look at them all **it’s very confusing**, a lot of them have similar names, similar colours **the average punter won’t have a clue.**”*

(Council officer on the complexities of marketing the scheme alongside the competition!)

*“For me it was about the **commitment of all partner organisations...it takes its toll** a bit for a lot of people, we think about contractors and the hours they were doing and the weekends they were doing, some have said this is the first Christmas they have had in three or four years.”*

(Council officer on people’s dedication and the impact on their personal lives)

*“But there were **huge numbers of surveys** going through in a month...It was ridiculous. **Ridiculous.** One of the highest was about 6,000.”*

(Partner agency – on the demands of the scheme and volume of assessments)

*“The only reason we have managed to achieve what we have achieved really, it must be remembered that **it is down to people and people’s commitment** here to actually get through **that has been phenomenal** and I don’t think we should let that be forgotten to be quite honest... at the end of the day it’s **down to a team.**”*

(Partner agency on people’s commitment and dedication to seeing the scheme through)

SAID
WORLD IN NOTHING
FREE
THE SOMEONE

(Partner agency – recalling one customer’s reaction to the free scheme)

*“Nobody (had) spent that amount of money in this amount of time and that was **very challenging because the industry couldn’t deal with it** so we have had to pressurise the industry and those partners or contractors in to a position they haven’t been in before.”*

(Council officer on the capacity challenges faced by a scheme of this scale and pace).

was it
awesome

(Council officer – overall reflections)

*“I would certainly support such a scheme again. Particularly, in this economic climate because it lifts people economically, there’s a **feel good factor** to it as well.”*

(Councillor – overall reflections)