

11 OCTOBER 2013

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# The Department of Energy and Climate Change

Warm Front Scheme – six months ended 31 March 2013





# Introduction

## Overview

This report is made solely to the Department of Energy and Climate Change ('DECC' or 'the Department') in accordance with our agreement dated 3 July 2012. We designed and undertook certain agreed-upon-procedures to enable us to report to the Department on specific aspects of the management of the Warm Front Scheme by Carillion Energy Services ('CES' or 'the Scheme Manager').

## Sources of information and measurement

We visited the offices of CES from Monday 22 April to Friday 26 April. The information contained in this report is based primarily on:

- walkthrough testing
- reviews of source documentation for sample measures
- discussions with Rob Morgan, Warm Front Account Director, Erik Coates, Planning Director, and their staff.

## Scope of work and limitations

DECC has engaged us to perform certain specific procedures including documenting and testing the processes and controls designed and operated by the Scheme Manager. The procedures were performed solely to assist the Department in reviewing the performance of the Warm Front Scheme and the Scheme Manager. These are listed at Appendix 2.

Our engagement was undertaken in accordance with International Standards on Related Services 4400 applicable to agreed-upon procedures engagements. Our work was based primarily on information provided to us by the Scheme Manager and was carried out on the assumption that the information is reliable and, in all material respects, accurate and complete. We have not subjected the information to checking or verification procedures except to the extent expressly stated. This is normal practice when carrying out such limited scope procedures.

For the avoidance of doubt, we stress that the work that DECC engaged us to perform does not constitute an audit or a review made in accordance with International Standards on Auditing (UK and Ireland) or International Standards on Review Engagements (UK and Ireland) 2410, accordingly we do not express any assurance. Had we performed additional work or procedures or had we performed an audit or review of the financial statements in accordance with International Standards on Auditing (UK and Ireland) or International Standards on Review Engagements (UK and Ireland) 2410, other matters might have come to our attention that would have been reported to DECC.

## Confidentiality

Our report is prepared solely for the exclusive use and reliance of DECC and solely for the purpose described above. We recognise that DECC may publish this report on its website, which DECC agree to do in its entirety, without extracting any part thereof, with the exception of excluding commercially sensitive information. Responsibility for ensuring the integrity of the report published and for the controls over, and the security of, the website resides with DECC. The examination of the controls over the maintenance and integrity of the website is beyond the scope of our work in connection with the Warm Front Scheme. In particular, this report was not prepared to be relied upon by any party who was subject to the agreed upon procedures performed.

Grant Thornton UK LLP neither owes nor accepts any duty to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by parties' other than the Department's reliance on our report.

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The Department of Energy and Climate Change

Warm Front Scheme

Six months ended 31 March 2013

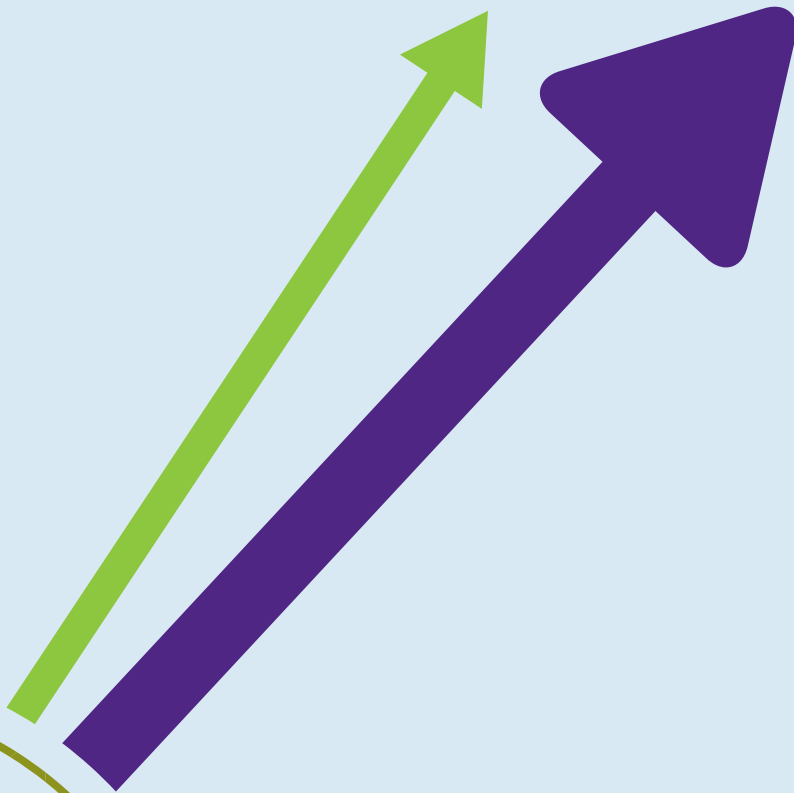
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# 1. Executive summary



## Introduction

Our review comprised:

- a sample of 60 successful applications commencing at the application stage through to payment to determine compliance with procedures
- performing surveys of 100 customers to determine levels of satisfaction
- ascertaining from CES the arrangements in place for closing the Scheme.

We set out below a summary of our review.

## Sample testing

A sample of 60 applications that were outstanding at the scheme year end were traced through the Warm Front 'journey' process. This review identified that:

- from the application to the survey date, 22% of applications were dealt with after more than 70 days, representing an improvement from the previous report of November 2012 which reported 33%
- 17% of surveyed jobs took in excess of 70 days to allocate on eBid, representing an improvement from the previous report of November 2012 which reported 28%
- one installation took longer than 70 days from the date of allocation, representing an improvement from the previous report of November 2012 which reported 10.

NB. Unless specified otherwise all references in this report refer to calendar days and therefore do not take into consideration weekends and bank holidays which typically are non-working days

## Exceptions

Based upon the results of our sample testing, we set out below where we found exceptions. These are explained in further detail within the report.

- From the sample of 60 applications, there were two applications without evidence to confirm whether the award letter for qualifying benefits had been viewed by the surveyor
- From a sample of five variations, there was one without evidence to confirm whether the variation was approved by CES
- From a sample of 11 quality inspections, one failed due to unsatisfactory installation

See section 2 for the results of our review.

## Management response

With regard to the two cases with no supporting documents at survey, in the first case the survey was carried out by an external subcontractor and then input onto the system by our internal office staff. An IT issue prevented the 9 i-lite survey being uploaded, but as part of the survey process the subcontractor will have asked to see proof of benefit receipt. For the second case, our records show that one of our own surveyors attended and that they have confirmed seeing evidence that the customer received Pension Credit.

In relation to there being a lack of evidence of the reasoning behind CES not accepting an installer variation, this appears to have been human error in not providing an accompanying note on EBS.

With regard to the one failed quality inspection, the reason for the inspection process being there is to pick up any issues with installations. In this case we understand that the fault was able to be corrected by the inspector at the time of his visit.

### **Customer satisfaction**

The results from CES' monitoring showed that there was no significant movement in the overall customer satisfaction rating from the previous report, which covered the 6 month period ended 31 September 2012. These results were replicated in the independent Llewellyn Smith survey. See section 3 for further details.

Online and telephone applications received post year 19 January 2013, have been rejected. Postal applications received after this date have been accepted in instances where the postmark was prior to the cut-off date, or the application was received without a postmark.

### **Exceptions**

From the sample of the 100 customers we surveyed for customer satisfaction, one customer confirmed that only insulation related works had taken place, whereas the measure claimed related to heating repairs (see section 3).

### **Management response**

This case is one where the works were cancelled at the customer's request due to her not being able to afford a customer contribution. We can confirm that the installers were only paid the standard fee for a visit to the property.

### **Exit plan**

To ensure effective installer performance, CES management maintain their current level of review by monitoring the WIP balances and contractor claim histories. Results from customer satisfaction and complaints received are also considered.

### **Exceptions**

Processes for approving the use of sub-contractors are in place, and our sample of 10 applications for sub-contracting identified no exceptions. It was, however, identified that despite setting a 35% cap on the use of sub-contractors, there is no mechanism to monitor whether this cap is being met or not.

### **Management response**

Given the current market conditions we do not consider there to be a realistic prospect of the 35% cap being exceeded.

## 2. Summary findings from our testing

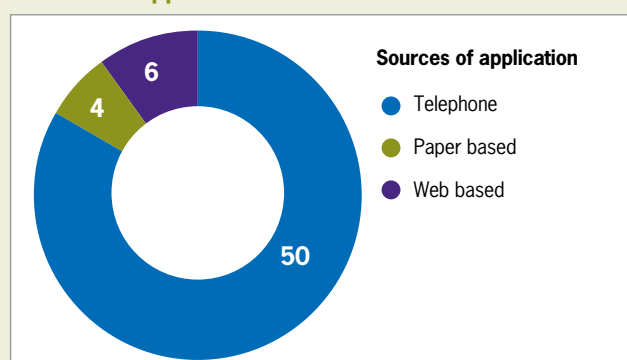




A sample of 60 successful applications was randomly selected, using a list of all completed and paid measures from the period 1 October 2012 to 31 March 2013. A walkthrough of the process was performed for each sampled item, from application through to payment.

### Sources of referrals

#### Sources of application



The chart above shows a significant majority of referrals (83%) were the result of an application by telephone call, with the remainder being split between postal (10%) and web-based applications (7%).

At the technical survey stage, the surveyor is required to verify supporting documentation of the eligible benefit. In 58 cases, the award letter was evidenced. In the two remaining cases, CES was unable to confirm whether the applicant was in receipt of eligible benefits, as no confirmation that the award letter had been viewed was captured on the EBS system.

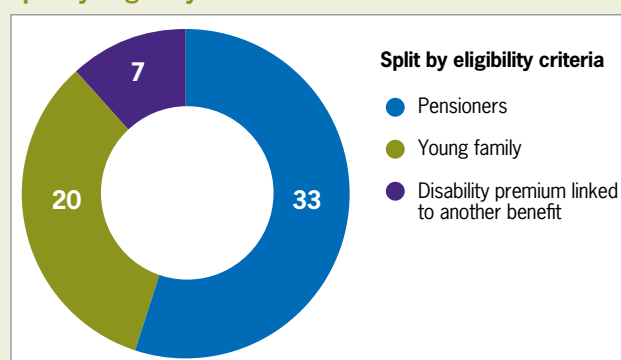
### Time taken to complete the survey

The length of time taken from application to survey completion for the 60 sampled applications, is set out below. This reveals that 22% of the applications took longer than 70 calendar days.

### Eligibility criteria

To be eligible for the scheme, applicants are required to be in receipt of one of a number of qualifying state benefits, eg income support, etc. The chart below shows the type of benefit that the 60 successful applicants received<sup>1</sup>. The majority of the qualifying applicants were in receipt of Pension Credit (55%) whilst a third of the applicants (33%) had Young Family benefit<sup>2</sup>.

#### Split by eligibility criteria



Number of days from application to survey completion	Number of applications
0 – 3	1
4 – 30	33
31 – 70	13
71 – 100	6
100 +	7

Whilst there is no contractual requirement for surveys to be completed within 70 days from the date of application, this report provides analysis of the surveys in excess of this threshold as agreed with DECC. Surveys have to be completed within one year, otherwise, the applicant is required

<sup>1</sup> This apportionment is based upon how CES has determined the primary benefit of each application, hence this does not cover any overlap between benefit criteria.

<sup>2</sup> Young family benefit comprises child & working tax credit, income based job seekers allowance, income support, child tax credit and income related employment and support benefits.

to reapply. However, one instance was identified where the survey took 627 days to complete. At the time of our site visit no evidence had been retained to explain the reason for this delay. Subsequently, management has investigated this case, and confirmed that this delay was due to the customer making multiple applications to the scheme. The customer originally applied in December 2010, however, this application was cancelled as the customer could not be contacted to book a survey. The customer then reapplied and a survey took place in August 2012, however, these dates were processed against the original referral ID with the application date of December 2010.

We detailed the reasons below for the delay in surveying, for those in excess of 70 days.

Reason for delay	Total
Customer could not be contacted to arrange survey date	5
Customer requested survey date to be rearranged	2
Lack of surveyor availability in the local area	2
No evidence of benefits at the property on first visit	2
Limited availability of the customer	1
Customer missed appointment	1
Surveyor missed appointment (van broken into, customer informed)	1

### SAP rating

All of the 60 applicants reviewed had an eligible SAP rating of less than 63, for the Warm Front Scheme funding. There were no instances of a negative SAP rating within this sample.

### Desktop audits

Applications are required to have a desktop survey where a heating measure has been proposed. Of the 60 applications sampled, eight did not have a completed desktop survey. The reasons identified were:

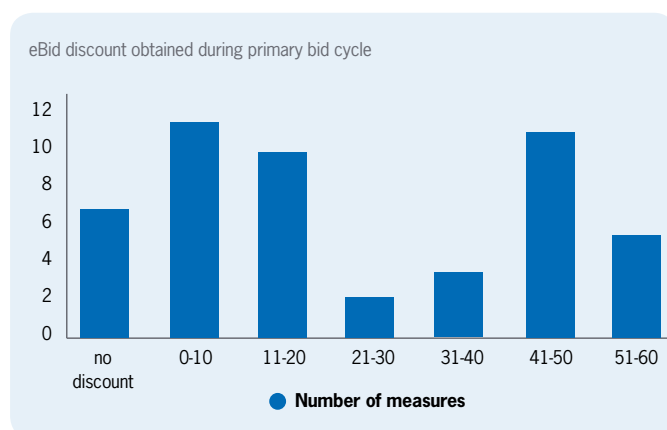
- Three of these eight applications did not require a desktop survey as the measure being installed was either loft or cavity wall insulation
- For three applications the desktop audits were not necessary as the surveys were given to an installer as a 'batch of jobs' (see section 4 for further details). Therefore, a desktop audit by CES was not required

- One instance related to remedial work where a repair took place and a desktop survey was not necessary
- The final instance was due to the work being carried out before 2008 and the desktop audit process was not part of the application process at this time (this application was included in our sample as repair work had been requested for the measure during the same period of activity our sample was selected).

### eBid

The use of eBid provides installers with an opportunity to bid on the labour element of the installation. 53 applications were allocated through the eBid process. From the remaining seven applications from our sample were not subjected to the eBid process. Of the seven, two were for insulation measures, which are known as 'non-tradable' and are not applicable to the eBid process. Three applications were for non-standard heating measures where a specialist contractor is manually allocated to complete the work. The remaining three had remedial work completed, which were manually allocated to contractors as either part of the 'job batches' referred to above, or because of previous work performed.

The graph below shows the percentage of discount the Warm Front Scheme received for the labour element of each of the 53 measures allocated through both the primary (48) and secondary (5) bid cycles in eBid.



None of the five measures in the secondary bid cycle in eBid received a discount, as all measures were allocated with the winning bid above the normalised price. This was due to the remote locations of the properties and an unwillingness of the contractors to discount their work whilst travelling away from their usual working areas.

### Time taken to complete installation

Overall, installations were completed on a timely basis. The table below provides an analysis of the time taken (based on calendar days) for the delivery of measures by installers, from the date of allocation on eBid.

Date range for installation completion	Number of measures
0 – 10	13
11 – 20	11
21 – 30	12
31 – 40	3
41 – 50	4
51 – 60	5
61 – 70	4
70 +	1

Our sample comprised 53 heating measures allocated through eBid. The one measure which exceeded 70 days took 136 days to complete, as there was a delay in obtaining a gas connection at the property.

### Variations

A total of five variations were raised by installers of which four were approved by CES management. Details of the variations were recorded in EBS and an appropriate sign off made. There was no evidence available to confirm why the one exception was not approved.

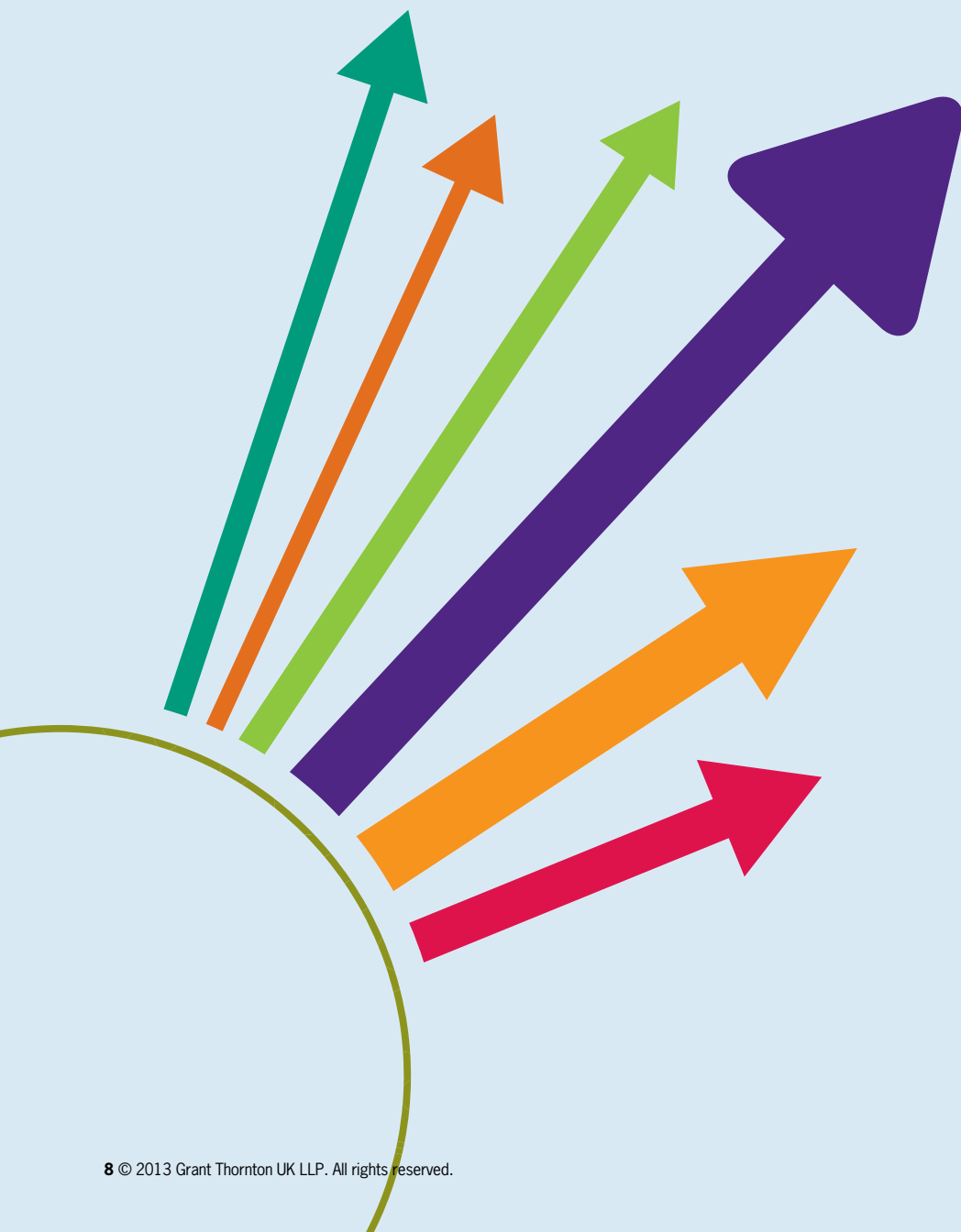
### Quality inspections

Quality inspections had been performed on 11 properties. Of these, 10 had satisfactorily passed without any issues. The one measure which did not pass was due to an unsatisfactory installation, and was rectified by the Technical Inspector whilst on site carrying out the inspection.

### Payments

Of the 60 measures installed, 59 payments to contractors were traced to BACS payment runs. The remaining one measure relates to remedial works funded by CES and it was confirmed that this payment was therefore not required to be deducted from the Warm Front Scheme bank account.

# 3. Customer satisfaction



CES is required to perform customer satisfaction surveys on a monthly basis and report the results to DECC within the Monthly Balanced Scorecard.

### Customer satisfaction monitoring

Each month, details of all completed measures are sent to the Customer Satisfaction Team, who then send out a paper questionnaire requesting customers to rate their experience of their Warm Front ‘journey’. This is divided into three main sections:

- Customer communication – initial contact with the Warm Front Scheme
- Technical survey – their response to the technical survey
- Installer performance – their experience of the installation process.

The Customer Satisfaction Team input survey results into an internet based survey application. This allows the team to tabulate results from the survey into an electronic format and provides a filtering system to enable CES to obtain meaningful analysis.

### Customer satisfaction monitoring results

The results were obtained for the period between October 2012 and February 2013 and compared to the two previous site reports.

Customers are required to rate their experience from 1 – 10, and CES has adopted the following categorisation to rank between ‘unsatisfied’ and ‘delighted’. The table below shows the classification used for each category:

Customer rating	Customer survey classification
1 – 6	Unsatisfied
7 – 8	Satisfied
9	Highly satisfied
10	Delighted

The chart below shows the overall satisfaction results, based on all survey responses received in the period.



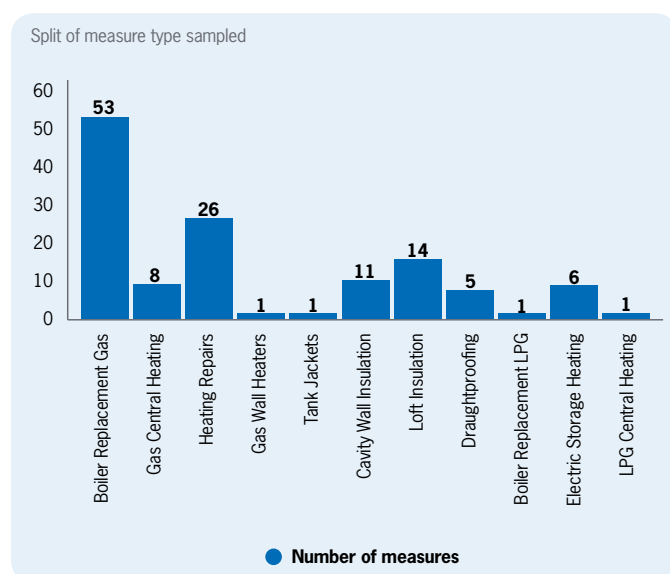
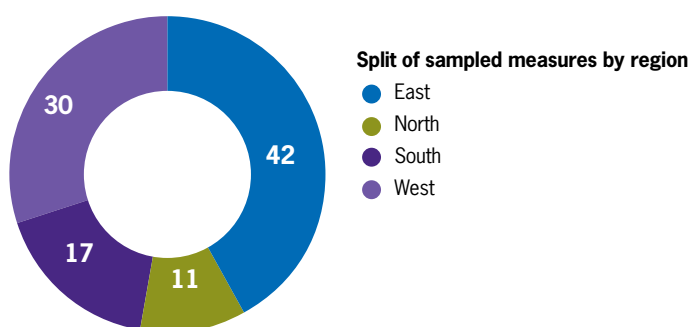
Over the course of the three periods analysed, the results have remained consistent. Over the 18 month period, there has been a decrease in unsatisfied customers, from 12% to 8%. ‘Delighted’ customers have increased from 61%, in March 2012 to 66% in the period ended February 2013.

### Survey results

A random sample of 100 customers was selected from CES’ database, to complete an independent customer satisfaction survey. The survey questionnaire was designed to capture the customer experience of their Warm Front ‘journey’, from initial contact to installation of relevant measures. This survey was performed by Llewellyn Smith, an independent firm of specialist assessors. The surveys were conducted either through home visits (53%) or telephone calls (47%).

## Sample coverage

The sampled measures were chosen to be reflective of the geographical spread as well as measure type.



## Overview

The significant majority, 85%, of the customers surveyed, were either satisfied or very satisfied with their overall experience of their Warm Front 'journey'; this compares to 89% in the preceding six month period. This positive response was also reflected in the proportion of people, 91%, who would most likely recommend the Scheme to a friend or relative. Only 81%

of those surveyed felt that it was now easier to keep their home warmer, which is a decrease from 88% in the two previous periods sampled.

When asked how the scheme could be improved, 77% of customers surveyed either did not suggest any improvements or did not feel any improvements were required. This contrasts to the September 2012 results where only 71% responded similarly.

For the remaining 23%, where improvements were suggested, a majority (11%) related to equipment problems such as boiler failing or radiators too noisy.

## Making customer contact

Over 85% (September 2012: 89%) of those sampled were happy with their initial contact with the Warm Front Scheme. This level of satisfaction was reflected across the board in terms of how clear the communication was, how helpful the advisor was, and how clearly the next steps were identified.

## Technical survey

Of the 100 customers surveyed 93%, (September 2012: 96%) were satisfied or very satisfied with their pre-installation survey overall, completed by CES' technical surveyor.

## The installer

86% (September 2012: 92%) of customers surveyed were totally satisfied with the work carried out. These levels of satisfaction were mirrored in the rating of the surveyors in terms of courtesy, time keeping, and explanations of next steps, in which all three categories scored greater than 89% satisfied or very satisfied scores.

The majority of the customers surveyed were satisfied with the quality of workmanship. 89% were satisfied with the explanations provided on how to get the best out of the installation.

94% of customers surveyed were shown the installer's ID badge when they arrived, reflecting the same score as the previous period.

### Process for new applications

The Warm Front Scheme is now closed to all new applicants. It was confirmed by the Warm Front Account Director that the web portal has been closed to future applicants from 19 January 2013.

Where individuals make telephone enquiries, an automated system is in operation where the caller is required to confirm that they are an existing applicant, to determine the route of connection within the call centre. In instances where the caller does not have an open application, they are advised to contact Energy Savings Advice Service (ESAS).

Postal applications received after the application closure date have been accepted where:

- The application was postmarked pre 19 January 2013
- The application was before 31 January 2013 and did not contain a postmark, as the applications are received via freepost.

These applications are uploaded to EBS should they meet the initial application criteria. Based upon a report of postal applications between scheme closure and 31 January 2013, 110 applications were received, 14 were rejected as the postmark was post 19 January, and the remainder were deemed successful as no postmark was present.

CES inform unsuccessful applicants whose applications have been received after the cut-off date, informing them that the scheme is closed to new applicants. CES maintains a spreadsheet to enable monitoring of applications received from 31 January 2013 onwards and the number of letters which have been sent in response. As at 28 February 2013, 175 postal applications had been received and all had letters of rejection issued. Within this response, the letter informs the unsuccessful applicant that they should contact ESAS.

It was confirmed that CES does not directly signpost applicants to other schemes, such as ECO. However, on the CES website under the Warm Front section, applicants based in the North are encouraged to call a freephone number for heating advice. CES expects that ESAS will disclose other schemes available to the applicant.

Of the 100 customers surveyed, there was one customer who disputed the measure installed. A heating repair had been claimed by CES, whereas the customer reported that the only works which had taken place related to insulation.

## 4. Exit planning





### Installer management

The performance of contractors is monitored through customer satisfaction surveys, complaints, technical monitoring and communication between the contractor and CES Contractor Coordinator, through weekly calls.

To ensure effective installer performance, CES monitors the current customer satisfaction scores by installer, allowing them to monitor their overall customer satisfaction responses. This is not performed in real time as there can be delays in receiving the relevant information, therefore, other sources of information are also reviewed to ensure effective installer management. On a regular basis, the Contractor Coordinators review the current WIP and claim history of contractors, to ensure contractors are delivering within an acceptable timescale. Where it is deemed that there is a significant amount of WIP, the contractor is informed and explanation is sought. Where CES has concern over the capability of a contractor to meet required timed milestones, the contractor is unlikely to be allocated further jobs.

There is an increased risk that the contractors will not be motivated to complete the jobs in an efficient or timely manner as the scheme is coming to a close and there is no guarantee that future work will arise. In order to mitigate against this risk, from 13 March 2013 CES now automatically allocates a batch of jobs to the contractor, which they are required to perform both the technical survey and complete the installation or repair. This direct allocation is performed by CES on a regular basis, by reviewing the job allocation list, the contractor's current jobs, claim history and customer satisfaction results. Furthermore, should the contractor not be performing to the required standard, then they will not be considered for the bulk allocation. This allocation will only occur where the contractor's levels of WIP is considered reasonable.

### Sub-contracting

Since the start of the scheme, contractors have been able to sub-contract work out to other parties, providing that they make an application to the contract management team at CES. The application process is to ensure that the sub-contractor is fit for purpose. CES staff complete reviews of the paperwork

submitted to ensure that all supporting documentation is recorded correctly and qualification documentation relates to the same entity.

The contractual terms between CES and a contractor state that CES is required to provide consent for the sub-contracting process to occur. The contractor is liable to ensure that the work completed by the sub-contractor is in accordance to the required standards. Failures will be identified through the normal channels of technical monitoring and complaints. Should the work be below the required standard, CES requests that the primary contractor completes or arrange completion of any remedial works. Following this, CES has the ability to either offset a credit note against any future invoice or deduct the value of measure from the contractor's bond.

The ability to sub-contract work is restricted to 35% of the total work performed for the duration of the contract. Contractors are not required to inform CES which jobs have been completed through the use of a sub-contractor. CES confirmed that due to the spare capacity within the market place, the likelihood that contractors are sub-contracting in excess of this threshold is considered minimal. Should CES believe that the limit is being exceeded, then a Contractor Coordinator can be sent to the respective contractor's office to review evidence to confirm whether measures have been excessively outsourced. To date, this review has not been required.

Although CES has the ability to approve sub-contractors, CES does not have the capability to produce a report to identify which jobs have been completed by sub-contractors. All payments for labour and auxiliary requirements (i.e. scaffolding) are made direct to the contracted installer who is then expected to pay the sub-contractor. CES is therefore unable to monitor compliance with the 35% cap.

A sample of 10 applications were randomly selected to determine if the application had been completed correctly and all supporting documentation has been provided by the contractor. All 10 applications provided information regarding their public liability insurance and supporting documentation of the appropriate qualifications for members of their staff.

## Surveyors

In the previous (September 2012) report it was identified that the number of surveyors at that time was 62, having reduced from 65 in March 2012. The number of surveyors has subsequently decreased since September 2012 and it is expected that the number of surveyors will drop to 12 by May 2013 as a result of a reduction in applications due to the scheme closure. A core team of surveyors is being retained to ensure that technical monitoring can be completed in a timely manner.

In order to ensure that there are sufficient surveyors available to complete the technical surveys, CES has updated their surveying approach. Previously, both the eligibility and technical surveys were performed at the same point. Due to a higher dropout rate at the eligibility stage, it was decided that the technical resources could be better utilised. Subsequently, CES now use non-technical resource to perform the eligibility survey. The eligibility survey involves checking:

- Homeowner's status
- Qualifying benefit checks
- SAP testing.

The eligibility surveys are completed by either CES employees or professional third parties such as Llewellyn Smith, Euro Energy Services or CG Surveying and uploaded on 9iLite. To allow for successful completion of installations, CES has confirmed with DECC that from 13 March 2013 installers can complete both the technical survey and perform the install. In order to ensure that the installer does not fabricate the measure required through an incorrect survey, when the order is placed against the survey, it needs to be consistent with the expected measure highlighted at the application stage, to automatically trigger a purchase order being raised. If a difference arises, then the measure is reviewed by the CES Variations Team to ascertain the reasons for the difference, resulting in potential rejection.

Where a contractor completes both the technical survey and installation, the contractor receives the normalised price less 10%. This was introduced from 13 March 2013 to quicken the Warm Front 'journey' as it removes the requirement to allocate jobs via eBid. It has been confirmed that the use of eBid has been reduced in order provide direct allocation to contractors to help ensure scheme completion by 30 June 2013.

# Appendices



# Appendix 1

## Customer satisfaction survey results

### Llewellyn Smith survey results

A summary of the responses to the survey questions performed by Llewellyn Smith are set out in this Appendix.

#### Making customer contact

On a scale of 1 to 5, where 1 is totally dissatisfied and 5 is totally satisfied, please rate your satisfaction with the application process in terms of the following:

	Totally dissatisfied				Totally satisfied	
	1	2	3	4	5	Abstained
How clear was the initial contact information?	0%	1%	3%	29%	66%	1%
How easy was it to contact someone?	0%	3%	3%	28%	65%	1%
How helpful was the advisor who dealt with you?	0%	2%	2%	27%	68%	1%
How clearly were the next steps in the process explained to you?	0%	1%	3%	27%	68%	1%

If you contacted the Warm Front Customer Service Centre during the process, what was the reason for your call?

Reason for call	
Did not call	84%
Change details on application	1%
Find out when work will be carried out	8%
Find out when assessor will visit the property	2%
No reason given	5%

On a scale of 1 to 5, where 1 is not at all and 5 is very, how helpful was the advisor you spoke to at the Customer Service Centre?

	Not at all helpful				Very helpful	
	1	2	3	4	5	Abstained
Percentage	0%	0%	4%	4%	7%	85%

By what means was a response to your query provided?

Type of response	Percentage
Phone call	16%
Letter	2%
Email	2%
No query – no response required	84%

Two people said they received phone-calls, letter and email – hence more than 100%.

On a scale of 1 to 5, where 1 is totally dissatisfied and 5 is totally satisfied, please rate your satisfaction with the response you were given.

	Totally dissatisfied				Totally satisfied	
	1	2	3	4	5	No response
Percentage	0%	1%	5%	3%	7%	84%

During your Warm Front journey you received a number of letters from us. On a scale of 1 to 5, where 1 is very poor and 5 is very good, please rate the correspondence received from Warm Front?

	Very poor				Very good	
	1	2	3	4	5	No response
Percentage	0%	0%	3%	32%	63%	2%

### Technical survey

This section is about the Surveyor who originally visited your home to assess the work to be carried out.

Did the surveyor complete the following?

	Yes	No	Not sure	n/a
Explain the survey process	98%	0%	1%	1%
Check the loft	95%	2%	2%	1%
Assess the existing heating system	97%	1%	1%	1%
Explain all of the recommendations clearly	97%	0%	2%	1%
Ask you to sign the computer screen after explaining the recommendations	87%	1%	11%	1%
Complete and electronic floor plan of your property	86%	1%	12%	1%
Print copies of the relevant paperwork and explain what they mean	89%	0%	10%	1%

On a scale of 1 to 5, where 1 is totally dissatisfied and 5 is totally satisfied, how would you rate the Surveyor on the following?

	Totally dissatisfied				Totally satisfied	
	1	2	3	4	5	No response
Courtesy	0%	0%	4%	23%	71%	2%
Time keeping	0%	0%	4%	23%	71%	2%
Explanation of what he is doing and what will happen next	0%	0%	4%	23%	71%	2%

Overall, on a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied, how satisfied were you with the pre-installation survey?

	Totally dissatisfied				Totally satisfied	
	1	2	3	4	5	No response
Level of satisfaction	0%	0%	5%	23%	70%	2%

### The installer

How would you rate the installer?

	Totally dissatisfied				Totally satisfied	
	1	2	3	4	5	n/a
Work carried out	2%	1%	5%	20%	70%	2%
Installer's explanation of the work	2%	0%	5%	19%	72%	2%
Overall quality of workmanship	2%	1%	6%	19%	69%	3%
Explanation on how to get the best of the installation	2%	0%	5%	19%	70%	4%

If you chose a password before installation, did the installer use it?

	Yes	No	Not sure	n/a
If you chose a password before installation did the installer use it?	9%	0%	0%	91%

Did the installer show his ID badge when he/she arrived?

	Yes	No	Not sure	n/a
Did the installer show his ID badge when he/she arrived?	94%	0%	2%	4%

How would you rate the installer who carried out the installation?

	Totally dissatisfied			Totally satisfied		No response
	1	2	3	4	5	
Courtesy	1%	0%	6%	21%	70%	2%
Time keeping	0%	0%	5%	20%	73%	2%

Overall how satisfied were you with the work carried out by the installer?

	Totally dissatisfied			Totally satisfied		Abstained
	1	2	3	4	5	
Overall how satisfied were you with the work carried out by the installer	2%	3%	6%	19%	67%	3%

Have you got any comments on the installation?

	%
No comment	40%
Good installation	31%
Installation issue	18%
Communication	4%
Timeliness	3%
Tidiness	1%
Lots of people involved	1%
No warmer	2%

## Overall

How much do you agree that it is now easier to keep your home warm during winter?

	Strongly disagree			Strongly agree		Abstained
	1	2	3	4	5	
How much do you agree that it is now easier to keep your home warm during winter	4%	1%	12%	22%	59%	2%

How likely are you based on your experience to recommend the Warm Front Scheme to a close friend/relative?

	Strongly disagree			Strongly agree		Abstained
	1	2	3	4	5	
Would you recommend the Warm Front Scheme to a close friend or relative?	1%	3%	3%	21%	70%	2%

If you could improve one thing about your Warm Front experience what would it be?

Improvement type	%
None needed	15%
None given	62%
Communication	6%
Timeliness	3%
Installer issue	2%
Tidiness	1%
Boiler	11%
Products offered	0%
Inspection	0%

How satisfied were you overall with the Warm Front Scheme based on your overall experience of the whole process?

	Very dissatisfied			Very satisfied		Abstained
	1	2	3	4	5	
	2%	2%	8%	23%	62%	3%

# Appendix 2

## Completed work programme

Proposed Work	Findings
<b>A Overview</b> <ol style="list-style-type: none"> <li>1. Walkthrough a sample of 60 applications received in the period 1 October 2012 to 19 January 2013. (date of scheme closure).</li> <li>2. Discuss with management and summarise trends identified, if any.</li> </ol>	Section 2 Section 2
<b>B Customer Satisfaction</b> <ol style="list-style-type: none"> <li>1. Agree with DECC questions for inclusion in the customer satisfaction survey to be performed by Llewellyn Smith.</li> <li>2. Summarise results from 100 customer satisfaction surveys performed by Llewellyn Smith.</li> <li>3. Perform an analytical review on customer satisfaction data captured by Survey Monkey over the 6 month period ended 31 March 2013.</li> <li>4. Discuss with management the processes in place to sign post new enquiries to other schemes e.g. ECO, following Warm Front scheme closure.</li> </ol>	Section 3 Section 3 Section 3 Section 3
<b>C Exit Plan</b> <ol style="list-style-type: none"> <li>1. Enquire of management the arrangements in place to ensure effective installer performance during the period leading towards the scheme closure.</li> <li>2. Select a sample of 10 installations where installers have subcontracted the work, and identify the vetting processes undertaken.</li> <li>3. Enquire of management the arrangements in place for ensuring an appropriate number of surveyors to enable remaining applications to be completed in accordance with expected DECC performance.</li> </ol>	Section 4 Section 4 Section 4

# Notes







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