



Department for
Business, Energy
& Industrial Strategy

Evaluation of the Phase 1 PSDS and LCSF

First stage topic guides and survey scripts

May 2022



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Contents

Surveys _____	4
Grant recipients _____	4
Supply chain (installers) _____	15
Topic guides for in depth interviews _____	20
PSDS grant recipients _____	20
LCSF recipients _____	24
Non-funded applicants _____	27
Eligible non-applicants _____	31
PSDS installers / contractors _____	33
LCSF contractors _____	37
Supply chain representatives _____	42
Accreditation and Training Bodies _____	45
Third Party Technical Assessors _____	48
BEIS representatives _____	51
Salix representatives _____	55

Quantitative surveys

Grant recipients

Context

1. Please can I double check; are you:
 - a. An employee within [name of public sector organisation]? *[single choice]*
 - b. A consultant working on their behalf? *[Close interview for LCSF-only recipients]*

2. *[Public sector organisation on the record]* received funding in 2020 as part of the Low Carbon Skills Fund. This was to support the design and development of a project to reduce carbon emissions / produce a decarbonisation plan *[read as appropriate to the Strand of LCSF funding achieved]*. We know *[Public sector organisation on the record]* did not receive PSDS, the fund for actual implementation of projects to reduce carbon emissions. But did they apply for PSDS funding? *[single choice]*
 - a. Yes
 - b. No – why not? [Open End – ‘OE]

PSDS Application *[only asked to PSDS recipients and those selecting 2a]*

3. I would now like to ask a few questions about your experience of applying to the Phase 1 PSDS fund i.e. in 2020. How did you first become aware of PSDS?
 - a. Capture open end [OE]
 - b. Don't know / can't recall

4. And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, please can you rate your experience of the following aspects of the PSDS application process: The range and types of decarbonisation measures that were eligible for funding? *[single choice]*
 - a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Not applicable

5. And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, please can you rate your experience of the following aspects of the PSDS application process: The carbon cost threshold i.e. £s per tCO₂ the application needed to meet? *[single choice]*
 - a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Not applicable

6. And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, please can you rate your experience of the following aspects of the PSDS application process: The amount and type of information required in the application form? *[single choice]*
 - a. 1 – Very dissatisfied

- b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Not applicable
7. And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, please can you rate your experience of the following aspects of the PSDS application process: The timescales for completing and submitting your application? *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Not applicable
8. And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, please can you rate your experience of the following aspects of the PSDS application process: Your interaction with Salix throughout the application stage, including feedback provided on your application? *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Not applicable
9. And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, please can you rate your experience of the following aspects of the PSDS application process: The speed of the notification as to whether you had been awarded funding? *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Not applicable
10. Thinking about the costs of applying to the PSDS, are you able to estimate the approximate number of person days that staff in your organisation spent on the PSDS application stage - this would include sourcing and coordinating any external support, identifying measures and buildings for the project, identifying / getting quotes from potential installers to inform the application, completing the application form, and liaising with Salix throughout the application stage. So to clarify, just time spent by staff in your organisation and just on the application stage; if you used consultants to support the application, we have separate questions on that: *[reassure that approximate amounts are fine]*.
- a. Capture open end [OE]
 - b. Don't know / can't recall
11. And how much did your organisation spend on external private sector / consultancy support to formulate / complete the application(s)? If you received any LCSF Strand 1 funding, please include this amount as well.
- a. Capture open end [OE]

- b. Don't know / can't recall
12. *[PSDS recipients only]* And thinking about the costs of implementing the project, are you able to estimate the number of person days that staff in your organisation have spent on implementing the PSDS-funded project(s) - this would include identifying / getting quotes from potential installers liaising with installers, liaising with contractors throughout implementation, preparation of buildings for installation works, and clean-up of buildings post-works. So again to clarify, just time spent by staff in your organisation and just on activity AFTER you were awarded funding; if you have used consultants to support project implementation, we have separate questions on that *[reassure that rough / approximate amounts are fine]*.
- Capture open end [OE]
 - Don't know / prefer not to say
13. *[PSDS recipients only]* And thinking about the buildings included in the PSDS-funded project(s), are any of these leased / rented by *[public sector organisation on the record]* from other organisations? *[single choice]*
- Yes – what percentage (of buildings) in the funded projects are rented? [OE]
 - No
 - Don't know / can't recall
14. *[if selected 13a]* And in the leased / rented properties, which party does the lease deem responsible for energy efficiency and heating system related costs? *[single choice]*
- Always landlord
 - Always tenant
 - Sometimes landlord, sometimes tenant – what is the approximate % split across the rented properties included in the PSDS projects? [OE]
 - Don't know / can't recall

PSDS-funded project implementation *[PSDS recipients only]*

15. Moving on to the implementation of the PSDS-funded project(s) for *[public sector organisation on the record]*, please can you briefly describe your level of involvement in the funded project implementation?
- Capture open end [OE]
 - Don't know / can't recall
16. Can I confirm the progress of the works funded through PSDS? To confirm, by 'in-progress' we mean works are on-site. *[single choice]*
- Works to install measures have not yet started
 - Works are in progress but none are complete yet
 - Some works are complete but not all
 - All works are completed
17. *[if selected 16a, 16b, or 16c]* When do you expect all funded works to be completed? *[Month and year]*
- Capture open end [OE]
 - Don't know / prefer not to say
18. I'm going to quickly run through the measures that I understand - from the database information - are included within the PSDS funded project(s) for *[public sector organisation on the record]*. Please could you confirm yes or no for each: *[run through measures known from the database]*
- Air Source Heat Pump

- b. Automatic Doors
- c. Battery Storage
- d. Building Energy Management Systems (BEMS)
- e. Cavity Wall insulation
- f. Cooling – plant replacement / upgrade
- g. Cooling system controls
- h. District Heating connection
- i. Double glazing
- j. Draught lobby
- k. Draught proofing
- l. Dry wall lining – wall insulation
- m. Efficient hand dryers
- n. Efficient taps
- o. Electric heating system
- p. Electric infrastructure upgrade
- q. Energy efficient chillers
- r. Energy efficient freezers
- s. Energy efficient oven
- t. External wall insulation
- u. Fixed speed motor controls
- v. Floor insulation
- w. Gas engine CHP
- x. Ground Source Heat Pump
- y. Heat Recovery System
- z. Heating – zone control valves
- aa. Heating controls
- bb. Heating pipework improvements
- cc. Heating pipework insulation
- dd. High efficiency motors
- ee. High efficiency ventilation fans installation
- ff. Hot water – post of use heaters
- gg. Hot water distribution improvements
- hh. LED lighting
- ii. Lighting controls
- jj. Loft insulation
- kk. Metering installation / upgrade
- ll. Replace steam calorifier with plate heat exchanger
- mm. Roof insulation
- nn. Secondary glazing
- oo. Solar PV
- pp. Solar Thermal
- qq. Steam trap replacements
- rr. Thermal stores
- ss. Thermostatic Radiator Valves (TRVs)
- tt. Timer switches
- uu. Uninterruptible Power Supplies Installation / upgrade
- vv. Upgrade / replacement boilers
- ww. Variable speed drivers
- xx. Ventilation distribution installation / upgrade
- yy. Ventilation fans air handling unit
- zz. Voltage management transformers
- aaa. Water Source Heat Pump

19. Were any other energy efficiency or renewable measures installed in the buildings as part of the project?
- Yes – please specify what measures [OE]
 - No
20. And how much has your organisation spent to date on external private sector / consultancy support to manage the actual implementation of works? If you were awarded LCSF Strand 2 funding, please include that as well.
- Capture open end [OE]
 - Don't know / can't recall
21. What have been the effects of COVID on the works to date e.g. in getting on-site, accessing contractors, and procuring supplies?
- Capture open end [OE]
 - Don't know
22. Have any unexpected costs been incurred i.e. beyond those anticipated in the PSDS application? *[if yes, researcher to record answer in £'s] [single choice]*
- Yes – please describe [OE]
 - No
 - Don't know
23. *[if selected 16c or 16d]* For the completed works, have there been any of the following issues to address? *[multiple choice]*
- Measures not working at all – please describe? [OE]
 - Measures not working optimally – please describe? [OE]
 - Any other issues – please describe? [OE]
 - None *[Exclusive option – 'X']*
24. *[if selected 16c or 16d]* And aside from the obvious carbon emissions reductions, can I check whether you have seen any of the following benefits arising from the PSDS-funded works that have been completed? *[multiple choice]*
- Reduction in peak energy demand
 - Energy bill reductions
 - Reductions in equipment / building maintenance costs
 - Better equipment performance
 - Improved air quality for building occupants
 - Improved warmth / comfort for building occupants
 - Reputational benefit (improved CSR image / good PR)
 - Improved energy management / behaviour to reduce consumption
 - Improved knowledge and understanding of energy efficiency / renewable energy measures
 - Improved lighting quality / visual comfort
 - Any other benefits? [OE]
 - None of the above *[Exclusive option – 'X']*
25. In your experience, to what extent has the PSDS, and the project(s) it has funded, led to an increase in the level of engagement and interest in decarbonisation within your own organisation? On a scale of 1-5, where 1 is not at all and 5 is to a great extent. *[single choice]*
- 1 – Not at all
 - 2
 - 3

- d. 4
 - e. 5 – To a great extent
 - f. Don't know
26. *[if selected 16c or 16d]* Following any completed works, have you seen any changes in energy consumption behaviour in those buildings? For example, heating being left on for longer, room temperature settings being increased. *[single choice]*
- a. Yes – to what extent? [OE]
 - b. No
 - c. Insufficient monitoring / data to be able to tell
 - d. Don't know
27. And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, how satisfied are you with the following: The amount and type of information you need to report to Salix on a monthly basis *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Don't know
28. And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, how satisfied are you with the following: The process for requesting formal changes to project composition / timelines *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Don't know
 - g. Not applicable
29. And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, how satisfied are you with the following: The grant payment process *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Don't know
30. *[if selected 16d]* And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, how satisfied are you with the following: Any post-works audit conducted by Salix *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Don't know
 - g. Not applicable

31. And overall, thinking about the PSDS scheme as a whole, in your view: *[prompt one by one and obtain an answer to both questions; encourage the respondent to keep responses fairly brief / concise]*
- What has worked particularly well? [OE]
 - What could be improved? [OE]
 - Don't know / prefer not to say [X]

Attribution to PSDS *[PSDS recipients only]*

32. For my final few questions on PSDS, I would like to understand the influence of the scheme on the measure(s) they funded for *[public sector organisation on the record]*. Please could you tell me which of the following statements best describes the influence of the scheme: *[single choice]*
- None of the measures would have been undertaken in the same timescales without the PSDS funding
 - Without the PSDS funding some but not the same level of action would have been taken in the same timescales
 - The same actions would have been taken within the same timescales anyway – how would you have funded this? [OE]
33. *[if selected 32a or 32b]* What would have been the likely timescales for the PSDS funded works(s) to have otherwise been undertaken, if the PSDS scheme had not been available? Would some things have happened sooner than others? And how might this have been funded?
- Capture open end [OE]
 - Don't know
34. *[if selected 32a or 32b]* For each measure included in the PSDS-funded project(s) for *[public sector organisation on the record]*, please could you say whether - without PSDS funding - this would have (a) been implemented in the same timescales anyway (b) been implemented to some extent in the same timescales but to a lesser extent (e.g. fewer installations and / or in fewer buildings), or (c) not been implemented at all within the same timescales. *[This question is asked for each measure] [single choice]*
- This would have been implemented in the same timescales this anyway
 - This would have implemented to some extent in the same timescales but to a lesser extent (e.g. fewer installations and / or in fewer buildings)
 - This would have not been implemented at all within the same timescales
 - Don't know / prefer not to say
35. Are you taking or planning any further energy efficiency / decarbonisation action? *[single choice]*
- Yes – what are you planning? [OE]
 - No – why not? [OE]
 - Don't know
36. *[if selected 37a]* If you hadn't undertaken the PSDS-funded activity, do you think this further planned / taken action would: *[single choice]*
- Not have been planned / undertaken at all
 - Have been less ambitious / slower
 - Have all happened in a similar timescale anyway
37. *[if selected 37a]* Are you applying to Phase 3 PSDS to fund this further action? *[single choice]*
- Yes

- b. No – why not? How will you fund the action? [OE]
- c. Don't know – how else might you fund it? [OE]

LCSF application

38. *[if not an LCSF recipient in the database] [Public sector organisation on the record]* received PSDS funding to install measures. There was also the Low Carbon Skills Fund (LCSF), available to organisations to help them design or develop a PSDS project, and / or produce a heat decarbonisation plan. We are aware that *[public sector organisation on the record]* didn't receive LCSF; but did you *apply* for LCSF funding in 2020?
- a. Yes
 - b. No – why not? [OE]
39. *[if known LCSF recipient from database, or selected 38a]* I would now like to ask a few questions about your experience of applying to the LCSF fund in 2020. On a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, please can you rate the following aspects of the application process: The range and types of activity that were eligible for funding? *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Don't know
40. *[if known LCSF recipient from database, or selected 38a]* On a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, please can you rate the following aspects of the application process: The timescales for completing and submitting your LCSF application? *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Don't know
41. *[if known LCSF recipient from database, or selected 38a]* On a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, please can you rate the following aspects of the application process: Your interaction with Salix throughout the application, including feedback on your application(s)? *[single choice]*
- a. 1 – Very dissatisfied
 - b. 2
 - c. 3
 - d. 4
 - e. 5 – Very satisfied
 - f. Don't know
42. *[if known LCSF recipient from database, or selected 380a]* Thinking about the costs of applying to the LCSF, are you able to estimate the number of person days your organisation spent completing the application form: *[reassure that rough / approximate amounts are fine]*
- a. Capture open end [OE]
 - b. Don't know / can't recall

LCSF activity and attribution *[LCSF recipients only]*

43. Has your LCSF-funded activity influence any of the following: *[multiple choice]*
- The decision to apply for PSDS Phase 1/2 funding (if you did)
 - The decision to apply for PSDS Phase 3 funding (if you are planning to)
 - Further works outside of the PSDS funding scheme (if there are any)
 - None of the above [X]
44. *[if recorded LCSF Strand 1 recipient] [Public sector organisation on the record]* received LCSF Strand 1 funding, which was funding for expertise to help you put together a PSDS funding application. Can you briefly describe a little more about this i.e. what type of support was provided?
- Capture open end [OE]
 - Don't know / can't recall
45. *[if recorded LCSF Strand 1 recipient]* On a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, how satisfied are you with that support i.e. the support you used the LCSF Strand 1 funding for? *[single choice]*
- 1 – Very dissatisfied
 - 2
 - 3
 - 4
 - 5 – Very satisfied
 - Don't know
46. *[if recorded LCSF Strand 1 recipient]* Would you still have applied for the PSDS funding at all if the LCSF Strand 1 had not been available to support you to apply for PSDS?
- Yes
 - No
 - Don't know
47. *[if recorded LCSF Strand 1 recipient]* In which of the following ways did the support funded through LCSF Strand 1 influence the PSDS application(s), compared to a scenario in which there was no LCSF Strand 1 funding? *[multiple choice]*
- Identified a more appropriate / impactful measure mix than would have otherwise been chosen
 - Better ensured the PSDS application deadline was met
 - Better ensured the success of the PSDS application(s)
 - Other? [OE]
 - None of the above – why not? [OE] [X]
48. *[if recorded LCSF Strand 1 recipient]* Do you think you would have sourced any external support for your PSDS application if the LCSF Strand 1 funding hadn't been available? *[single choice]*
- Yes, the same support - how would you have paid for this? [OE]
 - Yes, but other support - how would you have paid for this? [OE]
 - No
 - Don't know
49. *[if recorded LCSF Strand 2 recipient] [Public sector organisation on the record]* received LCSF Strand 2 funding to support the further development and / or delivery of a project that was awarded PSDS funding. Can you describe a little more about this i.e. what type of support and was this general or specific to measure / building types?
- Capture open end [OE]

- b. Don't know / can't recall
50. *[if recorded LCSF Strand 2 recipient]* And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, how satisfied are you with that support i.e. the support to further develop / deliver a PSDS project that you used the LCSF Strand 2 funding for? *[single choice]*
- 1 – Very dissatisfied
 - 2
 - 3
 - 4
 - 5 – Very satisfied
 - Don't know
51. *[if recorded LCSF Strand 2 recipient]* In which of the following ways did the support funded through LCSF Strand 2 influence the PSDS project(s), compared to a scenario in which there was no LCSF Strand 2 funding? *[multiple choice]*
- Ensured a higher quality of project than would otherwise have been achieved
 - Ensured the project achieved greater impact / value for money than it would have otherwise
 - Better ensured the project met deadlines
 - Other? [OE]
 - None of the above [X]
52. *[if recorded LCSF Strand 2 recipient]* Would you have sourced this external support for your PSDS project if the funding hadn't been available? *[single choice]*
- Yes, the same organisation / specialist – how would you have paid for this? [OE]
 - Yes, but another organisation / specialist – who? And how would you have paid for this? [OE]
 - No
 - Don't know
53. *[if recorded LCSF Strand 3 recipient]* *[Public sector organisation on the record]* received LCSF Strand 3 funding to support the development of a heat decarbonisation plan. Can you describe a little more about this i.e. what support and on what aspects of the plan?
- Capture open end [OE]
 - Don't know / can't recall
54. *[if recorded LCSF Strand 3 recipient]* And on a scale of 1-5, where 1 is very dissatisfied and 5 is very satisfied, how satisfied are you with that support on the heat decarbonisation plan? *[single choice]*
- 1 – Very dissatisfied
 - 2
 - 3
 - 4
 - 5 – Very satisfied
 - Don't know
55. *[if recorded LCSF Strand 3 recipient]* In which of the following ways did the support funded through LCSF Strand 3 influence the heat decarbonisation plan, compared to a scenario in which there was no LCSF Strand 3 funding? *[multiple choice]*
- Ensured a higher quality plan than would otherwise have been produced
 - Ensured the plan was produced sooner
 - None of the above - why not? [OE] [X]

56. *[if recorded LCSF Strand 3 recipient]* Would you have sourced external support with the heat decarbonisation plan if the funding hadn't been available? *[single choice]*

- a. Yes, the same organisation / specialist– how would you have paid for this? [OE]
- b. Yes, but other organisation / specialist – how would you have paid for this? [OE]
- c. No
- d. Don't know

57. Are *[public sector organisation on the record]* taking or planning any actions set out in the heat decarbonisation plan? *[single choice]*

- a. Yes – what are you doing / planning? [OE]
- b. No – why not? [OE]
- c. Don't know

Closing questions

58. Taking a step back from the PSDS and LCSF schemes, has *[public sector organisation on the record]* previously participated in any of the following? *[list shown to vary by organisation type]* *[multiple choice]*

- a. The PSEELS, or Public Sector Energy Efficiency Loans Scheme (sometimes known as 'Salix Loans' scheme)
- b. *[LAs only]* GHG-LAD, or Green Homes Grant – Local Authority Delivery scheme
- c. *[LAs only]* Social Housing Demonstrator Fund
- d. Non-domestic Renewable Heat Incentive (RHI)
- e. RE:FIT programme
- f. HNDU, or Heat Networks Delivery Unit
- g. HNIP, Heat Networks Investment Project
- h. *[NHS only]* NHS Carbon and Energy Fund
- i. Don't know
- j. None of the above [X]

59. Thank you - that covers all the questions I had. Are there any other comments you would like to make on the PSDS or LCSF schemes, or anything more widely on this? *[single choice]*

- a. Yes [OE]
- b. No

Supply chain (installers)

Context

1. For context, which of the following does your organisation do? *[multiple choice]*
 - a. Property surveying and / or identification and selection of measures (i.e. options appraisals)
 - b. Design (engineers, architects)
 - c. Installs measures / equipment / technology
 - d. Provides management / coordination / oversight of installation works
 - e. Helps clients identify and obtain external finance
 - f. Supply and / or Manufacture of measures / technology
 - g. Other [OE]
 - h. Prefer not to say

2. Does your business provide services related to specific energy efficiency and/or renewable measures or all measures? *[single choice]*
 - a. Specific measure(s) – which? [OE]
 - b. Any / all measures
 - c. Don't know

3. I am aware that you provided services to *[client organisation(s) in the database]* through the PSDS funding. Have you worked with any other public sector organisations in the last year, specifically on projects that were funded through the PSDS? *[single choice]*
 - a. Yes – please state the client organisations? *[Filter: must be public sector]* [OE]
 - b. No
 - c. Don't know i.e. we have undertaken work for other public sector organisations in the last year, but can't be sure it was funded by PSDS

4. Thank you. For the rest of the interview, the questions will be focused on the PSDS-funded work you have provided to *[client organisations in the database and provided in response to 3a]*. How many of your business' employees (FTEs) worked on the PSDS-funded project(s)? Approximate FTE numbers, and for how long? *[single choice]*
 - a. Capture open end [OE]
 - b. Don't know
 - c. Prefer not to say

5. Please can I confirm which of the following services you have provided to *[public sector client organisation(s)]* on the PSDS-funded project(s)? *[multiple choice]*
 - a. Support in identifying suitable buildings and measures for a PSDS-funded project?
 - b. Support in filling in / completing the PSDS funding application?
 - c. Project management / coordination of installation works?
 - d. Actual installation of measures as part of the funded project?
 - e. Other – please describe? [OE]
 - f. Don't know [X]

6. And were you: *[single choice]*
 - a. Always contracted directly by *[public sector client organisation(s)]* to work on the project(s)?
 - b. Always sub-contracted to by another firm?
 - c. A mixture across different PSDS-funded projects?
 - d. Don't know

7. And did you subcontract any work to other firms on the PSDS-funded project(s) for [public sector client organisation(s)]? *[single choice]*
 - a. Yes
 - b. No
 - c. Don't know

8. Were you aware of the Public Sector Decarbonisation Scheme (PSDS) before this call? *[single choice]*
 - a. Yes
 - b. No
 - c. Don't know

9. *[if selected 8a]* Thinking about the PSDS scheme as a whole - eligible measures, timescales, interaction with Salix - in your view *[prompt options a and b]*:
 - a. What has worked particularly well? [OE]
 - b. What could be improved? [OE]
 - c. Don't know
 - d. Prefer not to say

Experience of PSDS-funded project implementation

10. What is the status of the PSDS-funded works that you might be managing / delivering for *[client organisation(s)]*? *[single choice]*
 - a. Works to install measures have not yet started
 - b. Works are in progress but none are complete yet
 - c. Some works are complete but not all
 - d. All works are completed
 - e. Don't know

11. Thinking about the projects you are working on / contributing to for *[client organisation[s]]*, were there / have there been any unexpected challenges or delays? *[single choice]*
 - a. Yes – please describe [OE]
 - b. No
 - c. Don't know

12. Thinking about the projects you are working on / contributing to for *[client organisation[s]]*, were there / have there been any additional, unanticipated costs incurred? *[single choice]*
 - a. Yes – can you describe and quantify? [OE]
 - b. No
 - c. Don't know

13. Has COVID affected any aspect of the project and its delivery to date? *[single choice]*
 - a. Yes – please describe? [OE]
 - b. No
 - c. Don't know

14. *[if selected 10c or 10d]* Thinking about the completed works, have you had any further involvement of the following types in completed works to date? *[multiple choice]*
 - a. Helping to ensure measures are working properly– please describe the issue? [OE]
 - b. Further support to the client on how to operate certain measures – please describe? [OE]
 - c. Other – please describe? [OE]

- d. No [X]
- e. Don't know [X]

Benefits of PSDS-funded project participation

15. What has been the total value for your organisation of the work on the PSDS-funded project(s) for [client organisation(s)]? [*£s - exact ideally, but approximate is preferable to DK*]
- a. Capture open end [OE]
 - b. Don't know
16. Do you know roughly what proportion of this came from PSDS and / or LCSF funds, and what proportion from the clients own budget?
- a. Capture open end [OE]
 - b. Don't know
17. What is the significance of this, as a % of your typical annual revenue?
- a. Capture open end [OE]
 - b. Don't know
18. And specifically on the PSDS-funded project(s) for [client organisation(s)], overall did you make a profit, roughly break even, or make a loss? [*single choice*]
- a. Made a profit – can you say roughly how much? Will any of this be re-invested? And if so, how? [OE]
 - b. Roughly broke even
 - c. Made a loss – can you say roughly how much? [OE]
 - d. Too early to say - what are your current expectations? [OE]
 - e. Don't know
19. And from involvement in the PSDS-funded project(s) for [client organisation(s)], which of the following impacts have there been on your organisation's finances? [*multiple choice*]
- a. The revenue from the project(s) offset potential losses / reductions in overall revenue caused by COVID – can you describe what these potential losses / reductions may have been otherwise? [OE] [*not asked of those who answered 18c*]
 - b. The project(s) safeguarded jobs within your organisation that might otherwise have been lost – can you say how many? [OE]
 - c. The project(s) enabled you to bring employees off furlough – how many and for how long? [OE]
 - d. The project(s) revenue / requirements enabled you to recruit new employees – how many, what roles, and are these permanent or temporary? [OE]
 - e. You were able to sell-on / provide further services to [client organisation(s)] beyond their original specification – what services and to what value? [OE]
 - f. The project(s) have enabled you to build greater skills and experience amongst existing employees – can you give any examples? [OE]
 - g. The project(s) have enhanced your organisation's reputation – in what way? Can you point to any examples of / impacts from this? [OE]
 - h. Any other impacts (positive or negative)? [OE]
 - i. Don't know [X]
 - j. None of the above [X]
20. Has your involvement in the PSDS-funded projects for [client organisation(s)] made you more likely, just as likely as before or less likely to work on decarbonisation and / or energy efficiency projects in future? [*single choice*]
- a. More likely – why? [OE]

- b. No difference
- c. Less likely – why? [OE]
- d. Don't know

21. Has your involvement in the PSDS-funded projects made you more likely, just as likely as before or less likely to engage with government-funded programmes like PSDS in the future?

[single choice]

- a. More likely – why? [OE]
- b. No difference
- c. Less likely – why? [OE]
- d. Don't know

22. More generally, what do you think would help to overcome the barriers to growth in net zero / decarbonisation activities amongst the supply chain?

- a. Capture open end [OE]
- b. Don't know

Wider supply chain

23. *[if selected 7a]* You mentioned that you have subcontracted work on one or more PSDS-funded projects. This might include installers / consultancies / surveyors / designers / project management firms. Please can you list those organisations you sub-contracted to, and a rough idea of how much you would have paid each for their goods / services?

- a. Capture open end [OE]
- b. Don't know

24. And just to double-check, did the PSDS-funded project(s) for [client organisation(s)] include any of the following measures: *[multiple choice]*

- a. Heat pumps
- b. Solar PV or solar thermal
- c. LED lighting
- d. Insulation
- e. Other energy efficiency or renewable energy measures? [OE]

25. Would you be able to tell me the supplier and manufacturer for the technology, and a rough idea of how much was paid for their products?

- a. Capture open end [OE]
- b. Don't know

Closing questions

26. Did any of your staff undertake training for the installation of the measures on the PSDS-funded project(s) for [client organisation(s)]? *[single choice]*

- a. Yes – on what measures? For how many staff? And what was the approximate cost of this training? [OE]
- b. No
- c. Don't know

27. As far as you are aware, which of the following schemes has your organisation delivered work under? *[multiple choice]*

- a. The PSEELS, or Public Sector Energy Efficiency Loans Scheme (sometimes known as 'Salix Loans' scheme)
- b. Green Homes Grant

- c. Renewable Heat Incentive (RHI)
- d. Energy Savings Opportunity Scheme (ESOS)
- e. Energy Company Obligation (ECO3)
- f. RE:FIT programme
- g. HNDU, or Heat Networks Delivery Unit
- h. HNIP, Heat Networks Investment Project
- i. Any other Government-funded schemes? [OE]
- j. Don't know [X]
- k. None of the above [X]

28. Thank you - that covers all the questions I had. Are there any other comments you would like to make on the projects you worked on, the funding schemes, or support to the low carbon supply chain more generally?

- a. Yes – capture open end [OE]
- b. No

In depth interview topic guides

PSDS grant recipients

Context

- What is your job title / role?
 - How long they have been in the role?
 - Where they sit in the organisation?
- With what project(s) did your organisation apply to the PSDS fund? Which were successful or unsuccessful?
 - Probe to explore:
 - Measure(s)
 - Size / scale
 - Cost
 - Involvement of other organisations (joint bid)?
- What has been your personal involvement in: (a) The PSDS application(s); (b) The planning and implementation of the funded project(s)

Applying to the PSDS

- How did you become aware of the PSDS?
 - From which organisation they became aware? (*prompt if needed; Salix, Government, installers, other public sector organisations*)
 - Through what method they become aware? (*prompt if needed: promotion, word of mouth*)
- Did you formulate the project(s) for the PSDS or were the project(s) something you were already considering / planning?
- Why did you / your organisation decide to apply for PSDS funding?
- What did you find to be the factors (a) enabling / encouraging you to apply; (b) factors creating a barrier to applying. Did you have any reservations about applying?
 - The time required to formulate an application
 - The timeframe in which a project must be completed
 - The rolling basis of awarding funding
 - Any concerns about the requirements or perceived requirements?
 - Any issues/difficulties with procuring contractors?

- Any concerns outside of the scheme itself / organisational barriers
- What are your views on the PSDS eligibility criteria?
 - Organisational eligibility criteria
 - Measures that could be funded
 - The grant amount that could be awarded
 - The additionality criteria
 - Anything else?
- What are your views on the type and amount of information required in the application form?
 - Do you think the amount of information needed to complete the application was proportionate to the amount of funding sought
 - Did you have all the required information 'to hand'?
 - Did you have the capacity and/or capability to complete the form?
- How did you find the application process i.e. the process of forming, completing and submitting the application?
 - *[if received]* The quality and importance of the Salix support provided with applications
 - Speed and completeness of any Q&A / clarifications
 - The application submission process / ease of using the online portal
 - Clarity and timeliness of the application assessment and authorisation.
- Did you apply for LCSF support with your application?
 - Information on how they prioritised applications for LCSF and PSDS
 - Whether intentions / plans to apply for PSDS (and what for) changed as a result of LCSF support
 - Any highlights or key issues.
- How was the communication process in terms of being notified that you had been successful with your application for the PSDS grant?
 - Timeliness of notification

Project implementation and Post-implementation and experience

Establish funded project(s) progress to provide context for the questions in this section.

- Please describe your experience of the project(s) implementation to date. *Explore where applicable:*

- Securing contractors - how did you identify and select them? Were there any challenges with this process?
- Time taken to install
- Level of disruption
- Costs incurred (expected and unexpected)
- Challenges (expected and unexpected), and anything that went more smoothly than anticipated?
- Overall perceptions of quality
- *(if applicable)* Following or during implementation of the project(s), have there been any technical issues to address? If so, have they overcome these and if so, how?
 - Provide examples if required e.g. Measure(s) not working properly? Clarification needed as to how to effectively operate the measure(s)?
- *(if applicable i.e. projects completed)* To date, what have been the benefits generated by the project(s)? co-benefits?
 - Environmental?
 - Financial?
 - Comfort?
 - Other?

To what extent do these match expectations? [*if exceeded / not met*] Why do you think this is?

- How have you found the monthly reporting requirements to Salix required under the PSDS scheme?
 - The amount and type of information required?
 - The process of raising and working through any issues [if encountered]?
- How are you finding / did you find [*phrase applicable to progress*] the grant payment process?
 - Timeliness
 - Ease
- To what extent has COVID affected your organisation's low carbon / energy efficiency plans, and the PSDS-funded project in particular?

Overall experience

- Thinking about your experience of the PSDS overall, what has worked well? And what has worked less well / could be improved?

- The scheme process (application, payment, monitoring/auditing, any support received throughout)
 - The experience of the funded works
- And what was the influence of the PSDS support (general support on the application process, and the funding) on the project you implemented?
 - Probe on degrees of attribution:
 - Wouldn't have taken action at all - Why not / how did the scheme help?
 - Would have taken some action but less / less impactful - What would they have done instead? And how did the scheme help?
 - Would have taken the same action but slower - why? How did the scheme help?
 - Would have taken the same action in the same timescales anyway - how would they have funded it? And what was the value of the scheme?
- How has involvement in the PSDS and the action it funded encouraged affected decarbonisation aspirations in your organisation?
 - Are you taking / planning / considering any further energy efficiency or renewables projects? If so, what?
 - And to what extent has the PSDS support influenced that? i.e. by giving ideas on actions that could be taken, creating / freeing up resource to enable further action?
- What are your views on the interaction of these schemes with other BEIS schemes or government funding mechanisms that have similar objectives (supporting jobs/carbon reduction)?
 - Are there areas where PSDS/LCSF are interacting well with/complement BEIS schemes or government funding? Probe for positive and negative interactions
 - For example, the HNDU and HNIP, RHI, PSEELS and ESCO schemes such as RE:FIT and the NHS Carbon and Energy Fund.
 - Use of other schemes?
 - Is PSDS helping to enable other schemes e.g. by funding connections to heat networks.
- How well does the PSDS align with your organisation's own Net Zero policy?
- Ask if the interviewee would like to offer any other observations about policy in relation to decarbonisation of the public sector.

LCSF recipients

Warm-up and context

- What is your job title / role?
 - How long they have been in the role?
 - Where they sit in the organisation?
- With what project/requirements did you apply to the LCSF fund?
 - Probe to explore whether projects fell under Strand 1-3, and explore scale
- What has been your personal involvement in this project(s) and the LCSF application?
- Do you have any views about the three streams?
 - Were these three streams sufficient to enable the necessary support to enable public sector organisations to access PSDS?

Applying to LCSF

- How did you become aware of the LCSF?
 - From which organisation they became aware? (prompt if needed; Salix, Government, installers, other public sector organisations)
 - Through what method they become aware? (prompt if needed: promotion, word of mouth)
- Why did you / your organisation decide to apply for LCSF funding?
 - What skills gaps were they looking to fill through LCSF?
 - Was it technical skills, or capacity, or both, or for something else?
- Did you have any reservations about applying?
 - Time required to formulate an application?
 - Views on the funding being allocated on a rolling basis?
 - Any concerns about the requirements or perceived requirements?
 - Any issues/difficulties with procuring contractors?
 - Any concerns outside of the scheme itself / organisational barriers
- What are your views on the LCSF eligibility rules?
 - Eligible public sector organisations
 - Funding to be used to develop project ideas and a robust PSDS application
 - Projects that use technologies with match Grant scheme criteria
- *(For those in receipt of heat decarb plan funding)* What are your views on the measure categorisations and the requirements relating to the heat decarbonisation plan?

- What are your views on the type and amount of information required in the application form?
 - Do you think the amount of information needed to complete the application was proportionate to the amount of funding sought?
 - Did you have all the required information 'to hand'?
 - Did you have the capacity and/or capability to complete the form?
- How did you find the application process i.e. the process of developing, completing and submitting the application?
 - [if received] Views on the quality and importance of the Salix support provided with applications
 - Speed and completeness of any Q&A / clarifications throughout?
 - Views on the application submission process / ease of using the online portal
 - Clarity and timeliness of the application assessment and authorisation.
- Regarding the PSDS, please could you tell us whether you applied and if so whether you received funding?
 - Information on how they prioritised applications for LCSF and PSDS
 - Whether intentions / plans to apply for PSDS (and what for) changed as a result of LCSF support
 - Any highlights or key issues

Working with the LCSF contractor

- How did you go about finding your LCSF contractor?
 - Did they approach the contractor or did the contractor approach them?
 - Did they have previous experience of working with this contractor?
- What were your experiences of working with the contractor?
 - What support did they provide that couldn't have been achieved with internal resource?
 - Were there any lessons from working with them?
- Do you have plans to continue working with this contractor?

Project implementation and Post-implementation experience

- Please describe your experience of the LCSF-funded activity.
 - Securing consultants - how did they identify and select them? How straightforward was this process?

- How useful was it to have the consultant's input?
- Project duration
- Any challenges (expected and unexpected), and anything that went more smoothly than anticipated?
- How have you found the reporting requirement to Salix through the LCSF scheme?
 - Views regarding amount and type of information required?
 - Raising and working through any issues (if encountered)?
- How did you find the grant payment process?
 - Timeliness?
 - Ease?

Overall experience

- Thinking about your experience of the LCSF overall, what has worked well? And what has worked less well / could be improved?
 - The scheme process (application, payment, monitoring/auditing, any support received throughout)
 - The experience of the funded works
- And what was the influence of the LCSF support (advice and funding) on the project you implemented?
 - Establish the scheme influence on the type, scale and timing of action
- Beyond anything funded by PSDS, are you taking / planning / considering any further energy efficiency or renewables projects? If so, what? And to what extent has the LCSF support influenced that?
 - For example, has the LCSF/PSDS process provided ideas on actions that could be taken; has it created/freed-up resource to enable further action?
- What are your views on the interaction of these schemes with other BEIS schemes or government funding mechanisms that have similar objectives (supporting jobs/carbon reduction)? Are there areas where PSDS/LCSF are interacting well with/complement BEIS schemes or government funding?
 - Probe for both positive and negative interactions.
- For example, the HNDU and HNIP, RHI, PSEELS and ESCO schemes such as RE:FIT and the NHS Carbon and Energy Fund.
 - Use of other schemes (including PSEELS)?
- How well does the LCSF align with your organisation's own Net Zero policy?
 - Has the LCSF influenced the organisation's approach or its implementation of a Net Zero strategy?

- Ask if the interviewee would like to offer any other observations about policy in relation to decarbonisation of the public sector.

Non-funded applicants

Warm-up and context

- Please can I confirm your job title and role?
 - How long they have been in the role
 - Where they sit in the organisation
- For what project(s) did you apply to the PSDS or LCSF fund? (*Tailor accordingly depending on information provided*) We understand that the project you applied for was not awarded funding is that correct? (*Interviewer to clarify whether they applied for several projects and whether some were funded, if this information is not provided*)
- What has been your personal involvement in this project(s) and the LCSF or PSDS application?

For those that applied for and didn't receive funding for PSDS

- How did you become aware of the PSDS?
 - From which organisation they became aware? (*prompt if needed; Salix, Government, installers, other public sector organisations*)
 - Through what method they become aware? (*prompt if needed: promotion, word of mouth*)
- For the project(s) you applied for, did you formulate the project(s) for the PSDS or were the project(s) something you were already considering / planning?
 - If planning the project already, did its scope change why you applied for PSDS?
- Why did you / your organisation decide to apply for PSDS funding?
- We understand that you had not applied for LCSF support ahead of submitting your application; is that right?
 - Were they aware that they were (in theory) eligible for this support?
 - If so, did they feel they did not need this support? Or was there another barrier?
- What did you find to be the factors (a) enabling / encouraging you to apply; (b) factors creating a barrier to applying. Did you have any reservations about applying for PSDS?
 - The time required to formulate an application
 - The timeframe in which a project must be completed
 - The rolling basis of awarding funding

- Any concerns about the requirements or perceived requirements?
- Any issues/difficulties with procuring contractors?
- Any concerns outside of the scheme itself / organisational barriers
- What are your views on the PSDS eligibility criteria?
 - Organisational eligibility criteria
 - Measures that could be funded
 - The grant amount that could be awarded
 - The additionality criteria
 - Anything else?
- What are your views on the type and amount of information required in the application form?
 - Do you think the amount of information needed to complete the application was proportionate to the amount of funding sought?
 - Did you have all the required information 'to hand'?
 - Did you have the capacity and/or capability to complete the form?
- How did you find the application process i.e. the process of forming, completing and submitting the application?
 - *[if received]* Views on the quality and importance of the Salix support provided with applications
 - Speed and completeness of any Q&A / clarifications throughout?
 - Views on the application submission process / ease of using the online portal
 - Clarity and timeliness of the application assessment and authorisation.
- How was the communication process in terms of being notified that you had not received funding?
 - Timeliness of notification
 - Were they given any feedback on their application? If so, how useful was this?
 - Were they satisfied with the reasons given?

For those who applied for and did not receive LCSF funding

- How did you become aware of the LCSF?
 - From which organisation they became aware? (*prompt if needed; Salix, Government, installers, other public sector organisations*)
 - Through what method they become aware? (*prompt if needed: promotion, word of mouth*)

- Which stream of LCSF were you applying for?
 - Probe to explore whether projects fell under Strand 1-3, and the scale.
- Why did you / your organisation decide to apply for LCSF funding?
 - What skills gaps were they looking to fill through LCSF?
 - Was it technical skills, or capacity, or both, or for something else?
- Did you have any reservations about applying for LCSF?
 - Time required to formulate an application?
 - Views on the funding being allocated on a rolling basis?
 - Any concerns about the requirements or perceived requirements?
 - Any issues/difficulties with procuring contractors?
 - Any concerns outside of the scheme itself / organisational barriers?
- What are your views on the LCSF eligibility rules?
 - Funding to be used to develop project ideas and a robust PSDS application?
 - *(For those applying for heat decarbonisation plan funding)* Measure categorisations and the requirements relating to the heat decarbonisation plan?
- What are your views on the type and amount of information required in the application form?
 - Do you think the amount of information needed to complete the application was proportionate to the amount of funding sought?
 - Did you have all the required information 'to hand'?
 - Did you have the capacity and/or capability to complete the form?
- How did you find the application process i.e. the process of forming, completing and submitting the application?
 - *[if received]* Views on the quality and importance of the Salix support provided with applications
 - Speed and completeness of any Q&A / clarifications throughout?
 - Views on the application submission process / ease of using the online portal
 - Clarity and timeliness of the application assessment and authorisation.
- How was the communication process in terms of being notified that you had not received funding.
 - Timeliness of notification
 - Were they given any feedback on their application? If so, how useful was this?
 - Were they satisfied with the reasons given?

Action taken outside of the scheme

- Since learning that you had not been awarded LCSF/PSDS funding, have you progressed any of the projects that you were seeking funding for? (Note to interviewer: interviewees may have received funding for some projects - if that's the case then tailor this question accordingly.)
 - How have they funded this work?
 - Have they done everything they had applied for or just a subset?
 - Has it been carried out in the same timeframe it would have if PSDS funding had been awarded?
 - If not, why not? Any plans to progress in the future?
 - Does the applicant intent to access future government funding schemes to complete the project?

Views on interaction with wider policy landscape

- What are your views on the interaction of these schemes with other BEIS schemes or government funding mechanisms that have similar objectives (supporting jobs/carbon reduction)? Are there areas where PSDS/LCSF are interacting well with/complement BEIS schemes or government funding? Probe for both positive and negative interactions.
- For example, the HNDU and HNIP, RHI, PSEELS and ESCO schemes such as RE:FIT and the NHS Carbon and Energy Fund.
- Ask if the interviewee would like to offer any other observations about policy in relation to decarbonisation of the public sector.

Eligible non-applicants

Warm-up and context

- What is your job title / role?
 - How long they have been in the role
 - Where they sit in the organisation.

PSDS Awareness

- Have you heard of the Public Sector Decarbonisation Scheme? If so, how?
- What is your understanding of your organisation's eligibility for the PSDS? *All interviewee organisations should have been eligible, this question is intended to determine if they are aware of this.*

For those that were aware of the scheme and that they were eligible

- Did you consider applying to the scheme?
- If yes, please can you tell us the extent to which you explored the scheme? (if not already identified) Why did you decide not to apply?
 - Did they look at the application form? If so, do they have any comments?
 - Did they look at the scheme requirements e.g. the rules and QA commitments?
 - Did COVID play any part in your decision not to apply?
- If not, please can you tell us why not?

LCSF Awareness

- Have you heard of the Low Carbon Skills Fund? If so, how they heard about it?
- What is your understanding of your organisations eligibility for the LCSF? *All interviewee organisations should have been eligible, this question is intended to determine if they are aware of this.*

For those that were aware of the scheme and that they were eligible

- Did you consider applying to the scheme?
 - If yes, please can you tell us the extent to which you explored the scheme? (if not already identified) Why did you decide not to apply?
 - Did they look at the application form? If so, do they have any comments?

- Did they look at the scheme requirements e.g. the rules and QA commitments?
- Did COVID play any part in your decision not to apply?
- If not, please can you tell us why not?

For all – action being taken outside the scheme

- Have you taken any action on decarbonisation in the past 12 months?
 - If yes, probe for details:
 - What have they done?
 - How have they funded this work? Is it part of another government-funded scheme?
 - Is it part of another scheme?
 - If not, do they have any plans to carry out any decarbonisation initiatives in the near future?
 - If no, is there any particular reason for not acting on decarbonisation?

Views on interaction with wider policy landscape

- *For those that had heard of PSDS/LCSF:* How well do you think the PSDS (and LCSF) align with wider policy (a) affecting your organisation; (b) seeking to deliver net zero.
- Ask if the interviewee would like to offer any other observations about policy in relation to decarbonisation of the public sector.

PSDS installers / contractors

Context

- What is your job title / role?
 - How long they have been in the role
 - Where they sit in the organisation.
- What is your organisation's main area of work?
 - Experience in relation to decarbonisation projects
 - Experience in relation to supporting public sector organisations
- To what extent were you aware of the PSDS before we arranged this call? 3 options:
 - Aware of it and knew they'd done PSDS-funded works.
 - Had heard of the scheme but hadn't been aware that they had done work funded by it.
 - Not heard of the scheme and hadn't been aware that they had done work funded by it.

Interviewee role in relation to PSDS

- Begin by confirming the PSDS-funded work that we believe they have undertaken, from the database. Are they aware of any others? Probe to determine the types of works they are undertaking / technologies they are installing.
 - *If not already known:*
 - Single or multiple clients?
 - What sector are the client(s) in? (*Local government, education, health, emergency services, central government*)
 - Whether they had previously undertaken work for that client? If so, did it relate to energy efficiency/heat decarbonisation?
- Were you the only installer working with your clients on these PSDS funded projects?
 - If not, who else was working with the recipient organisation(s) and what were respective roles?
- What is the scale of all the PSDS funded work [*i.e. the listed projects*] you have been contracted to deliver? *Preferably overall or if they find it easier project by project.*
 - What is the total value of the work?
 - What does that relate to in terms of person-days/FTE staffing?
 - What proportion of their organisation's annual turnover does this equate to?
 - How did the demand relate to your capacity?

- Has this work been carried out by existing staff or were new staff recruited? If the former, what would those existing staff have been doing in the absence of PSDS work? Would their job have been at risk?
- In your view, did these PSDS-funded projects support jobs in your organisation?
 - How?
 - What number of (a) new roles and / or (b) maintained jobs?

Scheme launch

- How did you hear about the PSDS?
 - From which organisation they became aware? (*prompt if needed; Salix, Government, other installers, public sector bodies*)
 - Through what method they become aware? (*prompt if needed: promotion, word of mouth*)
- For the PSDS project(s) you are working on [*re-clarify, those listed previously*], were you approached by a potential client needing support, or did you approach a potential client about the support you could offer them? (*If working on more than one PSDS funded project, was this different for different projects?*)
 - Did they have a previous relationship with that potential client?
 - [*if they approached a potential client*] How they knew the works were / could be PSDS funded?
 - [*if they approached a potential client*] did they just approach the client they are now working with or did they approach more organisations? If the latter, what was the response from the other organisations?
 - [*if they approached a potential client*] Had the client heard of PSDS?
 - *If they were approached by the client*, were they approached by just the client(s) they are now working with?
 - Or were they approached by others with whom they did not proceed to work with under PSDS?
- From your engagement with clients / potential clients, who has been interested in PSDS and for what types of projects / technologies?
 - *If they were approached by potential clients*, probe to explore the types of clients that approached them and what support they needed:
 - Client sector, size
 - Existing / and or new clients
 - Types of measures they were interested in
 - Extent of support required e.g. installation only or wider advice (what was this advice about)?

- *If they approached potential clients*, probe to explore the types of clients that they approached and what support they offered:
 - Client sector, size
 - Existing / and or new clients
 - Types of measures discussed
 - Extent of support required e.g. installation only or wider advice (what was this advice about)?
- Why did you want to be involved in PSDS? Did you have any reservations? If so, what?
 - Finance? Would they have had full order books anyway?
 - Wanting to support an organisation with whom they already had a relationships?
 - Wanting to develop relationships with new customer(s)?
 - Wanting to develop new ways of working or products that not have been commercially viable without this funding?
- Has your organisation been involved in other government funded schemes around energy efficient measures and decarbonisation?
 - What has been the extent of their involvement in: the GHG, GHG-LAD, SHDF, RHI and PSEELs?
 - If no involvement, why not?
 - Are they certified / accredited to any of the following: PAS 2030, PAS 2035, Microgeneration Certification Scheme (MCS), Trustmark.

Experience of scheme delivery

- What have your overall experiences of PSDS been?
 - Probe to explore positive and negative experiences.
 - How is this influenced by scheme design?
- Other than what you've already told me, do you have any suggestions for how the design of the PSDS scheme could be improved to better meet its objectives of safeguarding employment and decarbonising the public sector?
- Are there any low carbon measures/ technologies you expected to be funded under the PSDS that were not included?
- Is there anything about the design of the PSDS scheme that has helped or hindered delivery of your PSDS funded work?
 - Is there anything about the design of the scheme that could be changed to make it easier for you to deliver your PSDS-funded work?
- Has Covid-19 had any impact on your PSDS funded work?

LCSF

- Have you also carried out any work through the Low Carbon Skills Fund?
 - Project development support: providing specialist and expert advice to identify and develop energy efficiency and low carbon heat upgrade projects, and prepare robust and effective applications to the PSDS; and/or
 - PSDS delivery support
 - Heat decarbonisation plan support.
 - If so, are they just delivering work under one of these streams or more than one?
 - Probe for any overarching comments on LCSF scheme design.

PSDS impact

- How effective do you feel the PSDS has been in supporting public sector organisations to develop and deliver decarbonisation programmes, particularly those who have not got a strong track record in this area?
 - What is working well? What is working less well?
- What are your views on the interaction of these schemes with other BEIS schemes or government funding mechanisms that have similar objectives (supporting jobs/carbon reduction)? Are there areas where PSDS/LCSF are interacting well with/complement BEIS schemes or government funding?
 - Probe for both positive and negative interactions.
 - Probe for views about whether and how these schemes have driven the low carbon market
- For example, the HNDU and HNIP, RHI, PSEELS and ESCO schemes such as RE:FIT and the NHS Carbon and Energy Fund.
 - Have contractors chosen to focus on LCSF/PSDS schemes rather than schemes supported / incentivised by other policy mechanisms?
 - Are PSDS/LCSF helping to enable other schemes, e.g. by funding connections to heat networks.
- What do you see as the biggest barriers to solving the capacity and capability gap to meet carbon targets and required retrofit works?
 - Why these are the biggest barriers
 - How could government support on overcoming these
- Ask if the interviewee would like to offer any other observations about policy in relation to decarbonisation of the public sector.

LCSF contractors

Warm-up and context

- What is your job title / role?
 - How long they have been in the role?
 - Where they sit in the organisation?
- What is your organisation's main area of work?
 - Experience in relation to decarbonisation projects
 - Experience in relation to supporting public sector organisations

Interviewee role in relation to LCSF

- Which of the following does your LCSF work fall under?
 - Project development support: providing specialist and expert advice to identify and develop energy efficiency and low carbon heat upgrade projects, and prepare robust and effective applications to the PSDS; and/or
 - PSDS project delivery support
 - Heat decarbonisation plan support
 - Probe to explore whether they are just delivering work under one of these streams or more than one.
- For whom are you carrying out this work?
 - Probe to determine:
 - Single or multiple clients?
 - What sector are the client(s) in? (*Local government, education, health, emergency services, central government*)
 - Had they previously undertaken work for that client?
 - If so, did it relate to energy efficiency/heat decarbonisation?
- Please can you give me some detail about the range of work you are carrying through LCSF? What were the main skill / resource gaps that your LCSF-funded support was filling?
 - Probe to explore how much of a limitation it would have been without them.
 - In terms of skill gaps filled, probe to explore whether this included:
 - Capacity, the client organisation did not have enough time to develop an application / deliver a project
 - Technical skills in relation to energy efficiency and heat decarbonisation

- Skills in developing successful applications
- Project management skills
- Any others?
- What is the scale of the LCSF work you have been contracted to deliver?
 - What is the total value of the work?
 - What does that relate to in terms of person-days/FTE staffing?
 - How does this compare to your organisation's annual turnover? Is more or less than half of this?
 - How did the demand relate to your capacity?
 - Has this work been carried out by existing staff or were new staff recruited?
 - If the former, what would those existing staff have been doing in the absence of the LCSF work? Would their job have been at risk?
- In your view, did LCSF support jobs in your organisation?
 - How?
 - Were these new roles or maintained jobs?

Scheme launch

- How did you hear about the LCSF fund?
 - Was it from a single source or multiple sources?
- For the LCSF project(s) you are working on, were you approached about LCSF by a potential client needing support, or did you approach a potential client about the support you could offer them? (*If working on more than one LCSF project, was this different for different projects?*)
 - Did they have a previous relationship with that potential client?
 - If they approached a potential client, did they just approach the client they are now working with or did they approach more organisations? If the latter, what was the response from the other organisations?
 - If they approached a client, had the client heard of LCSF?
 - If they were approached by the client, were they approached by just the client(s) they are now working with?
 - Or were they approached by others with whom they did not proceed to work with under LCSF? If so, what were the reasons e.g., due to resource constraints, lack of correct expertise.

Application process

- Were you involved in helping your client to prepare an application to LCSF?
 - How onerous was it?
 - Did anything about the process act as a barrier?
 - Did anything about the process act as an enabler?
 - Views on the first-come-first-served approach to allocating funding
 - Any suggestions for how it could be improved?

Experiences of scheme delivery

[only for those involved in supporting applications]

- Did the scope or the cost of the project change once funding had been awarded?
 - If so, why? How was this managed between the contractor, applicant, and Salix?
- Are you now involved in delivery of the LCSF funded work?
 - If yes, probe to explore how they are involved in project delivery *[if not covered above]*
 - If no, probe to explore why not:
 - Client did not need project delivery support
 - Interviewee not able to offer project delivery support due to capacity/skills constraints
 - Unable to due to capacity or other constraints
- *[only for those involved in project delivery]* Have you had any dealings with the installer supply chain in relation to the projects you are funded by LCSF to work on?
 - Are these organisations that you or your client previously had a relationship with?
 - If not, how did you identify the necessary suppliers?
- If yes, can you provide any commentary on the extent to which the installer supply chain – and in particular new entrants – has engaged with the PSDS-funded projects, and what are the barriers to this?
 - If barriers are identified, any suggestions for overcoming these?
- *[for all]* What have been your experiences of LCSF been (from application through to delivery and monitoring)?
 - Positive and negative experiences
 - How is this influenced by scheme design?

- Other than what you've already told me, do you have any suggestions for how the design of the LCSF scheme could be improved to better meet its objectives of safeguarding employment and decarbonising the public sector?
- Is there anything about the design of the LCSF scheme that has helped or hindered delivery of your LCSF funded work?
 - Is there anything about the design of the scheme that could be changed to make it easier for you to deliver you LCSF-funded work?
- Has Covid-19 had any impact on your LCSF funded work?

PSDS

- Did you also carry out any work on the resulting capital project through the PSDS/deliver future projects identified through the heat decarbonisation plan?
 - If no: probe to explore why not e.g. project not awarded funding; different skills required; client chose to contract another organisation.
 - If yes: probe for any overarching comments on PSDS scheme design.

LCSF impact

- How effective do you feel the LCSF has been in supporting public sector organisations to develop and deliver decarbonisation programmes?
 - Effectiveness in supporting those who have not got a strong track record in this area?
 - What is working well?
 - What is working less well?
- What are your views on the interaction of these schemes with other BEIS schemes or government funding mechanisms that have similar objectives (supporting jobs/carbon reduction)?
 - Probe for both positive and negative interactions.
 - Probe for views about whether and how these schemes have driven the low carbon market
- Are there areas where PSDS/LCSF are interacting well with/complement BEIS schemes or government funding?
- For example, the HNDU and HNIP, RHI, PSEELS and ESCO schemes such as RE:FIT and the NHS Carbon and Energy Fund.
 - Have contractors chosen to focus on LCSF/PSDS schemes rather than schemes supported / incentivised by other policy mechanisms?

- Are PSDS/LCSF helping to enable other schemes, e.g. by funding connections to heat networks.
- What do you see as the biggest barriers to solving the capacity and capability gap?
 - Why these are the biggest barriers
 - How could government support on overcoming these
- Ask if the interviewee would like to offer any other observations about policy in relation to decarbonisation of the public sector.

Supply chain representatives

Warm up questions

- What is your job title and role?
 - How long they have been in that role
 - The nature of their role
 - The types of business that they deal with (what sort of work do these businesses do, the customers they deal with, how large or small are they etc).
- How familiar are you with government policy in relation to the low carbon supply chain?
(Interviewer to clarify what meant by low carbon supply chain - for the purposes of this interview we are primarily interested in installers / design and engineering consultancies - low carbon includes renewables, heat decarbonisation and energy efficiency)
 - Probe to determine which, if any, policy mechanisms they are aware of and how closely, if at all, they engage with such schemes.
- How familiar, or otherwise, are you with the Public Sector Decarbonisation Fund and / or the Low Carbon Skills Fund. If aware of schemes:
 - How and when they became aware of the schemes
 - Their understanding of the aims and objectives of the two schemes
 - Any views they have on the scheme based on feedback from clients / members organisations

PSDS / LCSF impact

- What is your understanding of the impact that the PSDS / LCSF has had / is having on the UKs low carbon supply chain?
 - The immediate importance / significance of the PSDS in terms of sustaining existing jobs and businesses.
 - Perceived need / or otherwise for the PSDS
 - The potential medium terms impacts in terms of raising interest and building expertise and capacity.
 - Any challenges / difficulties that the PSDS has generated for the supply chain.
 - Any negative impacts (e.g. newer less qualified / expert firms entering the marketplace resulting in lower quality work, higher prices etc)
 - *If relevant*, probe for views on the LCSF and interactions with the PSDS
- What type of businesses are engaging with the PSDS?
 - Types of business (in terms of size / area of expertise)

- *If known*, whether such organisations have previous experience of being a supplier to the public sector (e.g. via schemes such as PSEELS, RE:FIT etc.)
- Are you aware of any reasons why businesses might not have engaged with the PSDS?
 - Probe for their, and market, perceptions of the scheme and any known barriers inc. barriers to particular types of business (e.g. smaller firms, those with less experience of dealing with the public sector) might be missing out - if so why?
- How well placed, in terms of capacity and capability, is the UK low carbon supply chain to meet the demands of the PSDS?
 - Specific types of demand that are currently difficult for the supply chain to meet and why.
 - Any characteristics of the supply chain (e.g. size of firms, co-ordination or lack of) that make it more difficult for the supply chain to respond to the PSDS/LCSF
- Are the organisations who are engaging with you on PSDS and LCSF also involved in the domestic (housing) supply chain?
- In what ways do you think that the PSDS / LCSF are interacting with other government support mechanisms?
 - Probe for both positive and negative interactions.
- For example, HNDU and HNIP, RHI, PSEELS, Green Homes Grant, Social Housing Decarbonisation Scheme and ESCO schemes such as RE:FIT and the NHS Carbon and Energy Fund. *Draw out an understanding of the interaction and its implications. For example, suppliers may have chosen to focus on PSDS schemes rather than schemes supported / incentivised by other policy mechanisms. OR PSDS might be helping to enable other schemes, e.g. by funding connections to heat networks.*

Future support needs

- What do you see as being the current key challenges for the UK's low carbon supply chain?
 - General challenges
 - Challenges associated with the PSDS and LCSF (if not already addressed)
- How might identified challenges be addressed?
 - Determine if any particular type of supply chain actor needs special attention.
- In what ways do you feel the UK's low carbon supply chain needs to change to better enable it to meet current and future demand?
 - To determine if any particular type of supply chain actor needs special attention.
 - Views on current government policy

- Looking forward, given that the government intends to launch future rounds of PSDS funding available, what lessons can be learnt from the implementation of the current scheme?
 - Scheduling
 - Eligibility
 - Supply chain engagement
- Ask if the interviewee would like to offer any other observations about policy in relation to decarbonisation of the public sector.

Accreditation and Training Bodies

Warm up questions

- What is your job title and role?
 - How long they have been in that role
 - The nature of their role
 - The types of business that they deal with (what sort of work do these businesses do, the customers they deal with, how large or small are they etc).
- How familiar are you with government policy in relation to the low carbon supply chain?
Interviewer to clarify what meant by low carbon supply chain - for the purposes of this interview we are primarily interested in installers / design and engineering consultancies - low carbon includes renewables, heat decarbonisation and energy efficiency.
 - Probe to determine which, if any, policy mechanisms they are aware of and how closely, if at all, they engage with such schemes.
- How familiar, or otherwise, are you with the Public Sector Decarbonisation Fund and / or the Low Carbon Skills Fund. If aware of schemes probe to determine:
 - How and when they became aware of the schemes
 - Their understanding of the aims and objectives of the two schemes
 - Any views they have on the scheme based on feedback from clients / members organisations

PSDS / LCSF impact

- How, if at all, has the PSDS (and LCSF if relevant) impacted on your organisation? Impacts may be positive or negative.
 - If there has been increased interest in demand for training / accreditation (associated with the PSDS and LCSF)
 - If there has been a demand for any specific types of support and training (if YES what are they)
- *If the organisation has experienced an increase in demand for its services (associated with the PSDS or LCSF). How have you responded to this increased demand?*
 - Have they been able to respond to increased demand with existing infrastructure, or have they had to take on additional staff
 - Increased demand has generated any particular challenges for the organisation.
 - Has this demand been from any particular type of business?
 - Seeing demand from any particular type of organisation (large / small, by area of expertise e.g. design, installation etc)

- Are they NOT dealing with any types of business that they think they should? If YES then who are they, why are they not engaging, what are the implications of this and if negative, how might the situation be addressed.
- Do you think that the PSDS / LCSF has driven a growth in demand for any particular type of expertise or skills?
 - If YES ask the interviewee to identify what types of expertise / skills are in demand and by whom (e.g. large / small organisations)
- Are the organisations who are engaging with you on PSDS and LCSF also involved in the domestic (housing) supply chain?
 - If YES ask the interviewee to expand on their answer e.g. to determine if they are able to identify any particular types of supplier that this applies to. How much of their client base works on domestic energy projects?
- What benefits, if any, do you think that the PSDS and LCSF will generate for your organisation?
 - For example, do they expect to grow as a result of increased demand, or for specific accreditations to become better known, more widely accepted etc.
- How, if at all, do you think that the benefits for your organisation might translate into benefits for the UK supply chain and how?
 - For example, the growth of a given scheme or training offer might be expected to contribute to enhanced capability within the low carbon sector.
- In what ways do you think that the PSDS / LCSF are interacting with other government initiatives relating to the low carbon / net zero agenda?
 - Probe for both positive and negative interactions.
- For example, the HNDU and HNIP, RHI, PSEELS and ESCO schemes such as RE:FIT and the NHS Carbon and Energy Fund. *Ensure draw out an understanding of the interaction and its implications. For example, suppliers may have chosen to focus on PSDS schemes rather than schemes supported / incentivised by other policy mechanisms. OR PSDS might be helping to enable other schemes, e.g. by funding connections to heat networks.*

Challenges and Solutions

- What do you see as being the current key challenges for the UK's low carbon supply chain?
 - Probe for specific challenges (e.g. shortages, constraints) associated with:
 - Skills (specific types of skills and expertise - if YES identify them)
 - Capacity (numbers of people with necessary skills - if YES identify in what areas)

- Materials and equipment (if YES identify types of material / equipment in short supply and why)
 - If interviewee identifies challenges. How might these be addressed?
- Looking forward, given that the government intends to launch future rounds of PSDS funding available, what lessons can be learnt from the implementation of the current scheme?
 - Scheduling
 - Eligibility
 - Supply chain engagement
- Would you like to say anything else about the PSDS and / or LCSF?
- Ask if the interviewee would like to offer any other observations about policy in relation to decarbonisation of the public sector.

Third Party Technical Assessors

Warm-up and context

- What is your job title / role?
 - How long they have been in that role?
 - Who are they employed by?
 - Their understanding of their role as a technical assessor for Salix.
 - The extent to which they engage with applicants
- What is your understanding of the objectives of the PSDS and LCSF?
 - Understanding of both schemes
 - Extent of previous experience of dealing with PSEELS.
- What experience do you have in relation to the PSDS and LCSF?
 - The types of project that they are involved in assessing (types of project, technology, value of schemes)
 - Level of understanding / familiarity with the supply chain associated with the technologies they deal with and any issues they are aware of (e.g. capacity within the supply chain, availability of equipment etc)
 - The types of applicant (both in terms of organisation type and whether deal with applicants directly or via intermediaries) they are used to dealing with.
 - How and when they become involved with a project.

The assessment process

- How much variation in the quality (including completeness) of applications do you experience?
- Drawing on your experience which particular issues / schemes do applicants find most challenging?
 - Issues which applicants find the most challenging to address in their applications.
 - Types of technology or installation that they perceive as being the most challenging for applicants and why (ensure check for and explore supply chain issues).
- Are there any clear patterns in terms of the quality of applications and applicant type? If yes, what do you associate these with?
 - To determine if certain types of applicant organisation are more likely to find the application process challenging. If YES
 - Ask for thoughts / views as to why this might be.

- Check to see if they feel there are clear differences in the quality of submissions from different sectors and between submissions from organisations that self-submit and those who use consultants.
- Do you get involved in providing support to inform the development of applications? If yes, to what extent do you find that you need to offer support on the applications, and what form has that taken?
 - How regularly they need to provide support.
 - On what basis support is provided.
 - What types of support are required and how it is provided.
 - The amount of time invested in support (expected to be a range).
- How has this support helped applications?
 - What impacts does the support have? E.g. ensuring that a higher proportion of schemes make it through.
 - Better ensuring that schemes deliver PSDS outcomes.
 - Increasing ambition on projects
 - Other?
 - What impact would it have on the PSDS if no support were provided?
- Overall, what are your views on the strengths and weaknesses of the technical assessment process
 - Views on the assessment criteria and weighting
 - Views on how decisions are made
 - Value for money. E.g. might the provision of support lead to a perverse outcome where applicants, knowing that support is available, are less likely to invest time in their initial application?
- How might the assessment process be improved? *Interviewer to reflect on points raised above as relevant.*

Comparisons and interaction with PSEELS [ONLY ASK IF INTERVIEWEE HAS HAD INVOLVEMENT IN PSEELS]

- What differences are you seeing in PSDS applications in comparison to PSEELS?
 - Probe: differences in scale and ambition.
- Do you think that previous experience of the Public Sector Energy Efficiency Loan Scheme is useful experience for PSDS applicants and if so how?
 - Familiarity with developing and submitting applications
 - Familiarity with Salix and their systems

- Knowledge of decarbonisation measures and opportunities relating to their sites
- Availability of 'on the shelf' projects
- Ask if the interviewee would like to say anything else about PSDS or LCSF.

BEIS representatives

Warm-up and context

- What is your job title / role?
 - Probe to determine how long they have been in that role.
- What has been your role, if any, on PSDS?
 - Involvement in scheme design
 - Involvement in scheme delivery, and from what point?
- What has been your role, if any, on LCSF?
 - Involvement in scheme design
 - Involvement in scheme delivery, and from what point?

Scheme aims

- What are your views of the rationale and objectives of the LCSF and PSDS schemes i.e. supporting jobs and decarbonising (non-traded carbon) the public sector.
 - Any overarching comments on how the design of LCSF contributed, or failed to contribute, to these aims
 - Any overarching comments on how the design of PSDS contributed, or failed to contribute, to these aims

Scheme promotion

- How effective do you think the promotion of the schemes was in reaching the target audiences (i.e. all public sector organisations)
 - LCSF promotion by BEIS to central government
 - LCSF promotion by Salix to other audiences
 - PSDS promotion by Salix
- How effective do you think the promotion of the scheme was in encouraging the types of projects that contribute to the scheme objectives of supporting jobs and decarbonising the public sector?

Application support

- What are your views on the design decision to provide support (whether through LCSF or otherwise) to produce eligible applications / improve ineligible ones?
 - Has this resulted in more projects that meet the objectives of the scheme?

- Was this worthwhile?
- Did it impact the efficiency of scheme delivery?
- What are your views on the quality and importance of the support provided with the applications. (*NB. unlikely that BEIS reps will have much knowledge of this*)
 - Was the support sufficient to produce applications of the appropriate quality?
 - Was this support critical in producing sufficient eligible applications?
 - Did this support result in greater impacts (i.e. more jobs safeguarded and/or greater decarbonisation)?
- Do you have any views on why some eligible organisations may not have applied to these schemes? Probe to explore whether this might be because of
 - Lack of awareness of schemes
 - Didn't believe the scheme would benefit them
 - Other reasons

Application selection

- Are you able to comment on the extent to which approved applications matched the scheme objectives? Were the scheme eligibility criteria sufficient in ensuring the projects granted helped to meet the scheme goals? Probe to explore views of scheme eligibility criteria i.e. that projects:
 - Must contribute to heat decarbonisation
 - Must cost no more than x£/TCO₂ saved
 - Were funded on a first-come-first-served basis
 - Were the scheme eligibility criteria sufficient in ensuring the projects granted helped to meet the scheme goals?
 - Would other criteria (e.g. related to cost effectiveness or impact on jobs) have helped or hindered in terms of meeting the scheme's objectives?
- Are you able to make any comment on how effectively applications were assessed? (*NB Interviewees may be unable to comment on this.*)
 - Issues around reported failure to meet 3 week response target
 - Any other aspects of the application process that didn't go well?
 - Thoughts on how the grants were assessed
 - Any aspects of the application process that did go well?
- Do you view the oversubscription of PSDS as a positive or negative? Given that it was oversubscribed, was the approach to awarding the funding the best in maximising achievement of the intended impacts?

- Why do they think PSDS was oversubscribed? E.g. was it too generous? Or was the oversubscription indicative of high public sector enthusiasm?
- Would other criteria (e.g. related to cost effectiveness or impact on jobs) have helped or hindered in terms of meeting the scheme's objectives?

Project monitoring/auditing

- Has the monitoring and auditing of individual projects been appropriate and effective?
 - The timing of monitoring and auditing
 - The extent of monitoring and auditing
 - The focus of the monitoring and auditing

Timescales

- To what extent has the timeframe for the project application and delivery supported or inhibited the achievement of scheme objectives?
 - Timeframe of the application process
 - Timeframe of the project delivery

Interaction between the schemes and with other schemes

- Do you have any comments about how the two programmes: PSDS and LCSF, work together to achieve their respective objectives? Is there anything that could be improved? *Probe to discuss areas where the two programme do or don't work well together, taking into consideration:*
 - How the BEIS teams for both programmes work together
 - How the two programmes have been marketed and received
 - Any issues in relation to the administration of the two schemes by Salix
- What are your views on the interaction of these schemes with other BEIS schemes or government funding mechanisms that have similar objectives (supporting jobs/carbon reduction)? Are there areas where PSDS/LCSF are interacting well with/complement BEIS schemes or government funding?
 - Explore: RHI, HNDU, Social housing decarbonisation fund, Green Homes Grant and GHG LAD schemes.
- Are there areas where interaction with other schemes is creating a challenge - either in terms of the success of other programmes, or in terms of PSDS/LCSF success
 - Explore: RHI, HNDU, Social housing decarbonisation fund, Green Homes Grant and GHG LAD schemes.

- Do you view the PSDS as part of BEIS's portfolio of 'economic stimulus ' Buildings Energy retrofit schemes (which also includes GHG vouchers, GHGLAD, Social Housing Decarbonisation Fund)? *If yes:*
 - How they view the related schemes
 - How do they differ?
 - If no, probe for why
- BEIS is planning a cross-cutting evaluation of the 'economic stimulus' Buildings Energy retrofit schemes to measure impacts on shared objectives. Irrespective of previous answer, do you believe PSDS would be in-scope for this evaluation? Why/why not.

Closing question

- If starting from scratch, with the objective of supporting jobs and cutting carbon, would you change anything about the design of the LCSF or PSDS schemes?
 - Changes to PSDS design
 - Changes to LCSF design
 - Changes to how the two programme interact with each other
 - Changes to how the two programmes interact with other government programmes and funding
- Ask if the interviewee would like to say anything else about PSDS or LCSF.

Salix representatives

Warm-up and context

- What is your job title / role? How long have they have been in that role?
- What has been your role on PSDS?
- What has been your role on LCSF?

Eligibility and application process

- What are your views of the overarching rationale and objectives of the LCSF and PSDS schemes: i.e. supporting jobs and decarbonising (non-traded carbon) the public sector.
- What are your views on PSDS design and how this enabled/aligned with the scheme objectives? Probe to explore how the following contributed to, or failed to contribute to, the scheme objectives:
 - Eligibility
 - Application process
 - Measures that could be funded through the scheme
 - Timeframes
 - Support available (including LCSF)
- *(Only ask if interviewee has a role on LCSF)* What are your views on LCSF design and how this enabled/aligned with the scheme objectives? Probe to explore how the following contributed to, or failed to contribute to, the scheme objectives:
 - Eligibility
 - Application process
 - Different streams of funding
 - Timeframes

Promotion [*ask to relevant team members only*]

- Please can you tell us how PSDS and LCSF were promoted to eligible applicants?
 - What methods were used to promote the schemes?
 - Were both schemes promoted in the same way?
 - Who were the scheme promoted to, e.g. was it to organisations for whom Salix already had contacts (i.e. those who had applied for PSEELS) or was it wider than this?

- Were eligible applicants given advance notice of the schemes being launched, and if so was this restricted to those for whom Salix already had contacts?
- Was there any targeted recruitment/encouragement?
- If any, which promotional effort do you perceive as the most or least effective?
- Did Salix engage with the supply chain to PSDS prior to launch (i.e. organisations that might be contracted by those in receipt of PSDS funding)
 - Who was contacted
 - How this was done.
- How effective do you think the promotion of the scheme was in encouraging the types of project that contribute to the scheme objectives of supporting jobs and decarbonising the public sector?
 - Were there many applications from organisations not previously involved with PSEELS
 - Were the projects that were being put forward ones that were meeting the scheme objectives well?

Application requirements, submission and processing

- What are your views on the type and amount of information required in the application?
Probe to explore:
 - Views on how onerous the application process was
 - Views on whether the type and amount of information required enabled effective application assessment.
- What are your views on the quality of submissions?
- What are your views on the application submission process?
 - Method of application
 - Channels for applying
- Do you have any views on why some eligible organisations did not apply to these schemes? Were certain types of organisation less likely to apply?
 - Lack of awareness of scheme
 - Did not believe scheme would benefit them
 - Application process
 - Timeframes
 - Impact of Covid
 - Other
- How well do you think the approach of allocating funding on a rolling basis worked?

- Whether different approaches could be considered
- Whether this might impact on outcomes

Application support

- To what extent did Salix offer support to improve applications (i.e. from the Salix team and not through LCSF), and what form has that taken?
 - What percentage of applicants required support
 - Was the support sufficient to produce applications of the appropriate quality?
 - Was this support critical in producing sufficient eligible applications?
 - Did this support result in greater impacts (i.e. more jobs supported and/or greater decarbonisation)
 - What proportion of applications were helped to an acceptable level through this support? And in which cases?
 - In cases where it didn't help to get the application to the required level, what were the reasons for this?
- What are your views on the design decision to provide LCSF support to produce eligible applications / improve ineligible ones?
 - Has this resulted in more projects that align with the objectives of the scheme?
 - Did dealing with LCSF applications hinder aspects of PSDS in any way (e.g. by utilising Salix resources and potentially hindering PSDS turnaround times)
- For PSDS, are you able to comment on the extent to which approved applications aligned with the scheme objectives?
 - Probe to explore views on scheme eligibility criteria e.g. £/tCO₂ threshold.
 - And whether other criteria (e.g. related to cost effectiveness or impact on jobs) would have helped or hindered in terms of meeting the scheme's objectives?

Interaction with PSEELs

- Are you aware of sites that have previously had PSEELs applying for PSDS?
 - If yes, probe to explore whether applications from such sites were any more or less likely to be successful than those without previous experience?
 - If so, what do they think were the factors behind this? E.g:
 - Familiarity with submitting applications
 - Knowledge of decarbonisation measures and opportunities relating to their sites
- Do you have any comments on the transition for Salix from PSEELs to PSDS?

- Has it presented any challenges?
- If so, what?

Monitoring and audit

- Do you have any comments on the processes for monitoring approved projects?
 - Quality of reporting by the approved projects
 - Amount and type of information required
- Do you have any comments on BEIS's monitoring of overall scheme delivery e.g. the amount and type of information required.
- Based on your experience of monitoring funded projects and conducting post-works QA, what are your views on the installation process and your perception of the quality of works? (*Note to interviewer: post-works QA refers to the planned auditing, though it could also include any less formal follow-up, checking, monitoring that Salix may have done of the funded projects*).

Timeframe

- Was there anything about the timeframe for the project application and/or delivery that inhibited the achievement of scheme objectives?
 - Timeframe of application process
 - Timeframe of delivery process
 - Impact of Covid on scheme delivery

Overarching

- What are your overarching experiences of delivering the scheme and views on the scheme design and delivery?
 - What worked well?
 - What didn't work well?
- Do you have any comments about how the two programmes: PSDS and LCSF, work together to achieve their respective objectives? Is there anything that could be improved?
- If starting from scratch, with the objective of supporting jobs and cutting carbon, would you change anything about the design of the LCSF or PSDS schemes?
 - Changes to PSDS design
 - Changes to LCSF design
 - Changes to how the two programmes interact with each other

- Changes to how the two programmes interact with other government programmes and funding
- As far as you are aware, are there any other government schemes or policies that interact with PSDS and LCSF?
 - Any areas where the schemes do not interact well with other govt schemes or policies
 - Any areas where the schemes interact well with other govt schemes or policies?
- Ask if the interviewee would like to say anything else about PSDS or LCSF.

This publication is available from: www.gov.uk/government/publications/public-sector-decarbonisation-scheme-psds-evaluation-of-phase-1

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