

# London Borough of Hammersmith and Fulham

**Services Specification V2:**

## **Fuel poverty with H&F (2025)**

*Public Procurement Excellence*



## VOLUME 2 THE SERVICES SPECIFICATION

### Introduction

The London Borough of Hammersmith & Fulham (LBHF) is committed to becoming net zero by 2030 and is dedicated to tackling fuel poverty and ensuring every resident can stay warm and healthy.

Procuring a service targeting fuel poor residents will meet three key objectives in the Fuel Poverty Strategy (2023):

1. Reduce bills for residents by improving the energy efficiency of LBHF housing.
2. Develop services that help fuel poor residents through the council and other organisations.
3. Empower residents to access services and spread awareness of the help available.

### Authority Priorities:

The successful contractor will support the delivery ambitions of [The H&F Vision](#) and [Climate Change and Ecology Strategy](#).

- **Creating a compassionate council** – We want to support the most vulnerable residents within LBHF to live in safe and comfortable home without causing financial hardship.
- **All residents in the borough live in comfortably, affordably heated and well-adapted homes that are cost efficient and have zero carbon impact.** We want to retrofit homes to alleviate fuel poverty and reduce carbon emissions.

### Requirements:

The Climate team has secured additional funding to expand the existing London Borough of Hammersmith and Fulham (H&F) Healthy Homes. Additional Key Performance Indicators (KPI)s has been introduced for the second half of Year 1 and the first half of Year 2 which can be seen under programme outputs under page 4 (no 1 – 8) and 8 (no 16 – 22). Building on the original specifications outlined in the initial procurement, the core KPIs include:

- Support residents in maximising access to energy efficient and/ or fuel poverty related grants such as but not limited to the Energy Company Obligation and Great British Insulation schemes and forthcoming Greater London Authority (GLA) and national government schemes (when available) such as Warm Homes: Local grant in 2025 or any potential H&F microgrants (if applicable).
- To run online webinars at appropriate times to maximise attendance (such as evenings or afternoons) to create awareness, promote services, grants, and H&F microgrants to community organisations.
- To actively engage and raise awareness through calls or meetings about fuel poverty services, forging partnerships with established community organisations while also creating new relationships with organisations such as faith groups, community events, energy groups and others. The aim is to directly engage residents through these groups.
- Community outreach, to organise and attend in person community events (at least for 2 hours not including travel) to promote services, relevant grants, H&F microgrants (if applicable) and behavioural change.

- To provide in-depth guidance and support to residents, including applying for retrofit grants on their behalf. Also, to offer follow-up support to ensure progress on the retrofit grant or to address any additional support needed.
- To work with community groups to tailor services and provide targeted support.
- “Energy Drs” - Promote and attend home visits and phone consultations for residents experiencing or at risk of fuel poverty, covering advice on the following (based on demand with no cap):
  - Expert advice on reducing energy use/increasing energy efficiency at home.
  - Installing simple energy efficient installations such as draught proofing or changing light bulbs or pipe insulation.
  - Support with energy or water debt.
  - Support in applying for relevant grants on behalf of residents or discuss relevant grants available.
- Respond to online enquiries regarding fuel poverty and energy efficiency and offer phone consultation if required.
- Promote any LBHF microgrant (if applicable) such as a loft installation campaign or PV campaign and vet trust marked supply chains to deliver quality retrofits on behalf of residents.
- To produce and provide physical promotional materials for residents of H&F for community organisations to signpost.

## **Branding and Communications**

- The supplier is expected to use Council approved branding which will be supplied by the contract manager as directed.
- All official correspondences (newsletters, website, case studies, etc) must go through official Council channels and should be signed off by the LBHF comms team prior to release.

## **Promotion of energy efficiency and fuel poverty services and engagement with community organisations**

- The council will update its own website and promote the new partnership through various communication channels.
- The supplier is expected to strengthen existing relationships with community organisations while proactively establishing new partnerships to enhance the promotion of fuel poverty support and energy efficiency services and grants. Additionally, they should actively promote the H&F Healthy Homes programme—including events, webinars, and available grants—through their own communication channels, such as their website, targeted email campaigns, cold calling, and digital advertising, to maximise outreach and engagement.

## **Expected Outcomes and Outputs for year 1 service**

### **Outcomes:**

1. Strengthen relationships with community organisations.

2. Reach at least half of the fuel poor homes in LBHF by increasing awareness of fuel poverty services and grants.
3. Increased uptake of fuel poverty services and grants.
4. Increase energy efficiency in residential properties by increasing energy efficiency measures, thereby reducing the number of households experiencing fuel poverty to fewer than 6,000 homes according to the Low Income Low Energy Efficiency (LILLEE) definition.
5. Alleviate fuel poverty by reducing energy bills and debt.
6. \*Desirable\* Increased uptake of zero local emission alternatives to carbon-based gas heating and cooking systems e.g. ASHP, electric cooking appliances.

### **Programme Outputs:**

1. 4 online webinars held to promote services and grants targeted to community organisations.
2. 34 community outreach events attended to promote services and grants.
3. Maintain and build relationships with at least 40 community organisations within the borough.
4. At least 130 provision of home visits in need of support.
5. At least 35 phone consultations for residents in need of support.
6. 4000 physical promotional materials produced and provided to community organisations for distribution.
7. 40 Large (deep) retrofit grant uptake (submitted applications) including 1:1 follow up and support.
8. 2 recorded professional video case studies. 1st video targeted to the private housing residents - a resident who has completed a retrofit from either GBIS or BUS. The other video to be focused on fuel poor residents receiving debt support and simple energy efficient measures and/or deep retrofit from ECO/ECO Flex.

The table below outlines the original KPIs, the additional KPIs introduced, and the new total for Year 1, reflecting the impact of an additional £20,000 in funding.

Item	Baseline contract KPIs	Agreed additional KPIs	New total Year 1 KPIs
Fee	£38k	£20k	£58k
Online webinars (min 2 hours)	4	0	4
In-person Community Outreach	24	10	34
Stakeholder relationships (Indepth engagement)	20	20	40
Home visits	100	30	130
Phone Consultations	30	5	35
Large Retrofit uptake (Submitted Applications) & 1:1 grant recipient follow up	N/A	40	40
Leaflets printed and delivered	3,900	100	4,000
Good news stories/case studies	4 written	2 videos	4 written 2 videos

### **Expected Outcomes and Outputs for the Year 2 service**

Outcome remains the same.

### **Programme outputs:**

9. 4 online webinars held to promote services and grants targeted to community organisations.
10. 64 community outreach events attended to promote services and grants.

11. Maintain and build relationships through In-depth engagement with at least 100 community organisations within the borough.
12. At least 304 provision of home visits in need of support
13. At least 70 phone consultations for residents in need of support
14. 4000 physical promotional materials produced and provided to community organisations for distribution.
15. 200 Large (deep) retrofit grant uptake (submitted applications) including 1:1 follow up and support

With these numbers to be achieved by end of April 2026:

16. 2 online webinars held to promote services and grants targeted to community organisations.
17. 50 community outreach events attended to promote services and grants.
18. Maintain and build relationships through in-depth engagement with at least 100 community organisations within the borough.
19. At least 234 provision of home visits in need of support
20. At least 55 phone consultations for residents in need of support
21. 2800 physical promotional materials produced and provided to community organisations for distribution.
22. 160 Large (deep) retrofit grant uptake (submitted applications) including 1:1 follow up and support

The table below outlines the key KPIs projected by April 2026, incorporating an additional £70,000, alongside the original KPIs for Year 2.

Item	H&F proposed: Total Year 2 KPIs (Nov 25-Oct 26)	H&F proposed: Year 2 KPIs by end of April 2026 (Nov 25-Apr 26)
Online webinars	4	2
In-person Community Outreach (minimum 2hrs)	64	50
Stakeholder relationships (In-depth engagement)	100	80
Home visits	304	234
Phone Consultations	70	55
Large Retrofit uptake (Submitted Applications) & 1:1 grant recipient follow up	200 (inc. follow ups)	160
Leaflets printed and delivered	4,000	2,800
Good news stories/case studies	4 written	2 written

### Added Value Outputs:

- Good news stories and case studies e.g., retrofits completed and impacts of the services (a year from service provided). At least four case studies a year.

### Contract Management:

**Reporting to:** Fuel Poverty and Energy Efficiency Lead, Climate Change Team, Environment Department.

**Location:** Online via outlook and phone

<b>Frequency:</b>	Monthly reports to be provided in MS Word Format and numerical data reports in Microsoft Excel monitoring spreadsheet, annual evaluation. Payment is linked to the production of the reports and meeting the outcomes and outputs.
<b>Meetings</b>	Meeting between supplier and LBHF once a month to review progress and discuss operations. Weekly check in meeting where necessary to discuss progress and updates.
<b>Monitoring</b>	<p>Details of attendance and outcomes from webinar, outreach, and engagement events.</p> <p>Details of advice provided during home visits and phone consultations and quantity.</p> <p>Details of types of energy efficient measures installed and estimated emissions and money saved.</p> <p>Details of any uptake of grants</p> <p>Resident's EDI information captured such as age (senior), gender, ethnicity, disability, and health condition</p> <p>Results from Home visit and webinar surveys.</p> <p>Details of other funded home visits or outreach.</p> <ul style="list-style-type: none"> <li>• 3-month review - Progress meeting KPIs</li> <li>• 6-month review – Progress meeting KPIs</li> <li>• 12 months – KPIs met including all lessons learnt and any final report findings.</li> </ul>
<b>Training review &amp; debrief</b>	<p>Supplier to review and debrief on the programme in the form of a report. This is to include:</p> <ul style="list-style-type: none"> <li>• Evaluation of the programme.</li> <li>• Feedback on the service and outreach to H&amp;F and potential next steps.</li> </ul>

### Key Performance Indicators (KPI):

Ratings	Description	Action taken
0.	Critical Failure	If more than 50% criteria scored "1", contract extension will not be considered, risk of early contract termination.
1.	Below Expectations	Authority will meet with supplier to rectify; warning letter will be issued if 30% of criteria rated 2
2.	Meeting Expectations	No remedial action required.
3.	Exceeding Expectations	No remedial action required.
Criteria	Description	

<p><b>Year 1</b></p> <p><b>4</b> - online webinars held to promote services and grants targeted to community organisations.</p> <p><b>34</b> - organised and attended community outreach events to promote services and grants.</p> <p><b>40</b> – continue to maintain current community organisation relationships and build new relationships within the borough.</p> <p><b>130/Uncapped</b> home visits for residents in need of support.</p> <p><b>35/Uncapped</b> phone consultation for residents in need of support.</p> <p><b>40 Large (deep) retrofit grant submitted</b> with 1:1 support provided</p> <p><b>2 video case studies</b> produced, filmed and edited.</p>	<p><b>0. Critical Failure</b></p> <p>Monitoring report consistently incomplete, underperforming, or inaccurate. Unable to organise and attend outreach events or proactively reschedule with community organisations without a reasonable and valid explanation. Unable to conduct home visits that fulfils the demand within the borough. Outputs of webinars, outreach, home visits, grant uptake and installations completed underperforming by at least 50% of the criteria. Unable to engage and promote within the borough to attract attendance for webinars. Issues affecting the project have not been reported/mitigated and are now causing project failure or bring the project into disrepute. Good news stories consistently not shared or promoted. Council branding not used. Communications sent out without approval.</p>
<p><b>Year 2</b></p> <p><b>4</b> - online webinars held to promote services and grants targeted to community organisations.</p> <p><b>64</b> - organised and attended community outreach events to promote services and grants.</p> <p><b>100</b> – continue to maintain current community organisation relationships and build new relationships within the borough.</p> <p><b>304/Uncapped</b> home visits for residents in need of support.</p> <p><b>70/Uncapped</b> phone consultation for residents in need of support.</p> <p><b>200 Large (deep) retrofit grant submitted</b> with 1:1 support provided</p>	<p><b>1. Below Expectations</b></p> <p>Monitoring report occasionally incomplete and includes some EDI, outcome of home visits, uptake of grants, engagement and webinar outcomes data showing underperformance, or inaccurate. Sometimes unable to organise and attend outreach events or proactively reschedule with community organisations without a reasonable and valid explanation. Sometimes unable to conduct home visits that fulfils the demand within the borough. Outputs of webinars, outreach, home visits, grant uptake and installations completed underperforming by at least 30% of the criteria. Ineffective engagement and promotion within the borough to attract attendance for webinars. Some issues not been reported or has been mitigated. Council branding used infrequently. Some communications sent out without approval.</p>
<p><b>There are specific KPIs that is required to be achieved by end of April 2026 as written above.</b></p> <p><b>Physical</b> promotional materials produced and provided to community organisations for distribution.</p> <p><b>Targeted outreach</b> - Increase reach to at least half of the fuel poor homes in LBHF by increasing awareness of fuel poverty services and grants</p>	<p><b>2. Meeting Expectations</b></p> <p>Monitoring report is consistent and accurate and include information such as EDI, outcome of home visits, uptake of grants, engagement and webinar outcomes and performance targets achieved. Clear communication with community organisations in organising outreach events and attendance. Enthusiastic and knowledgeable staff conducting home visits that fulfils the demand within the borough. Outputs of webinars, outreach, home visits, grant uptake and installations meeting the targets or the borough's demand. Effective engagement and promotion within the borough to attract attendance for webinars. Issues affecting the project have been reported/mitigated and the project is successful in alleviating fuel poverty. Good news stories consistently shared or promoted. Value of successful tender achieved. Council branding always used. Communications is always council approved.</p>
	<p><b>3. Exceeding Expectations</b></p> <p>The monitoring report is not only consistent and accurate, but also comprehensive, featuring information on EDI, outcomes of home visits, grant uptake, engagement and webinar data, and performance target achievements that have been surpassed. Clear communication with community organisations in organising outreach events and attendance. Enthusiastic and knowledgeable staff conducting home visits that fulfils the demand within the borough. Outputs of webinars, outreach, home visits, grant uptake and installations exceeding the targets or meeting the borough's demand. Highly effective engagement and promotion within the borough to attract high attendance for webinars from established relationships and new partnerships. Issues affecting the project have been reported/mitigated and the project is successful in alleviating fuel poverty target all residents from different minority</p>

<p><b>Under 6000 fuel poor homes -</b> Increase energy efficiency in residential properties by minimising energy consumption, thereby reducing the number of households experiencing fuel poverty to fewer than 6,000 homes according to the Low Income Low Energy Efficiency (LILEE) definition.</p> <p><b>100%</b> = reporting of high-level advice provided during home visits and phone consultations.</p> <p><b>100%</b> = reporting of types of energy efficient measures installed and estimated emissions and money saved.</p> <p><b>100%</b> = Details of any uptake of grants</p> <p><b>100%</b> = Resident's EDI information captured such as age (seniors), gender, ethnicity, disability, and health condition</p> <p><b>100%</b> = Reporting of attendance and outcomes from webinar, outreach, and engagement events.</p>	<p>groups. Good news stories consistently shared or promoted, attracting London wide press. Value of successful tender achieved. Council branding always used. Communications is always council approved.</p>
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Signature of agreement and acknowledgement from H&F



*Christine Chung, Fuel Poverty and Energy Efficiency Lead.*

Signature of agreement and acknowledgement from Groundwork