



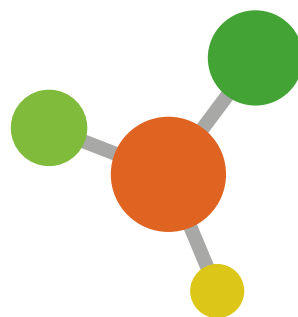
European  
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Fund



## SCALING UP INNOVATION TOGETHER FOR ENERGY VULNERABILITY



This project has been supported by the European Social Catalyst Fund which has been established and co-funded by the European Union's Horizon 2020 Research and Innovation Programme, Genio, the Robert Bosch Stiftung and the King Baudouin Foundation



# SUITE

SCALING UP INNOVATION TOGETHER  
FOR ENERGY VULNERABILITY

**PLAN WITH A REGIONAL COVERAGE**

# Barcelona Region **Spain**



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REGIONAL **COVERAGE PLAN**BARCELONA  
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## Analysis of the Local context

On April 5<sup>th</sup>, 2019, the Spanish Government approved the National Strategy against Energy Poverty 2019-2024 (ENPE), with the aim of establishing the bases that allow carrying out a comprehensive and cross-sectional diagnosis of energy poverty, as well as its evolution and establishing those action measures necessary to reduce the number of households that are in a situation of energy poverty in the time horizon 2019-2024.

From the latest available data on Energy Poverty in Spain, the main indicators showed that there has been a reduction in 2019 with respect to 2018. Nevertheless, in 2019, in Spain 7.6% of the population is considered to be unable to keep their homes at an adequate temperature in winter, and 6.6% have payment delays on their energy bills. Another key indicator regarding energy poverty is the disproportionate spending (when a household dedicates more than 15% of their family income to pay energy bills), according to it, in **Spain**<sup>1</sup> 16.7% of households are under this situation. Moreover, 10.6% of households are under Hidden Energy Poverty, meaning that their energy expenditure is below half of the national median expenditure.

In **Catalonia**, 13.94% of the population face the situation of disproportionate spending, a 6.5% accumulate utility bill arrears, an 8.3 % cannot keep the house at a comfort temperature, and 7.29% are considered to be under Hidden Energy Poverty situation. And, more concretely, in the **Barcelona Metropolitan Area**, in 2016<sup>2</sup> 8.1%

1 "Indicators of the National Strategy against Energy Poverty", November 2020. Ministry for the ecological transition and the demographic challenge, Spanish Government. - [https://www.miteco.gob.es/es/prensa/20201106\\_actualizaciondeindicadores2020\\_final\\_tcm30-516466.pdf](https://www.miteco.gob.es/es/prensa/20201106_actualizaciondeindicadores2020_final_tcm30-516466.pdf)

2 "Water and energy poverty in the Metropolitan Area of Barcelona, December 2018. Institute of Regional and Metropolitan Studies of Barcelona. City Hall of Barcelona. - [https://iermb.uab.cat/wp-content/uploads/2020/03/5.11-La-pobresa-hidrica-i-energ%C3%A8tica-a-lAMB\\_2018.pdf](https://iermb.uab.cat/wp-content/uploads/2020/03/5.11-La-pobresa-hidrica-i-energ%C3%A8tica-a-lAMB_2018.pdf)

of the population were not able to keep the house at a comfortable temperature and 7.1% of the population face the situation of disproportionate spending.

During the **ASSIST project**, different pilots were implemented in Barcelona by working together with the home care services (*SAD – Servicios de Asistencia Domiciliaria*). Professionals received the elaborated training and make the following action program with the end-users, this action consisted of several home visits to explain the project and get the necessary authorization, passing some ex-ante and ex-post questionnaires, and making the necessary energy assessment and proving tips to behaviour change. The following table summarizes the main obtained results:

Results	SAD Barcelona		SAD Maresme	Telecare	TOTAL
	1 <sup>st</sup> pilot	2 <sup>nd</sup> pilot			
Trained professionals	76	38	10	10	134
Initial assessments "ex-ante"	141	85	26	61	313
Final assessments "ex-post"	18	19	5	30	72
Total number of direct beneficiaries	280	161	54	89	584
Impact on the reduction on the energy consumption	4,5%		4,5%	4,5%	
Empowerment factor	3,9%		3,9%	3,9%	



**Table 1:**  
Results of the implementation  
of the ASSIST project

As an overall result 134 professionals were trained, 313 home visits were made, and 584 people were direct beneficiaries of the service.

## How Energy Poverty is currently being tackled in the Barcelona Region

In the Barcelona Region, historically **corrective measures** were more frequently applied for addressing energy poverty, meaning that the public authorities were supporting energy vulnerable users by paying their energy bills. Nevertheless, even though the support was good for the affected families, it was just covering a bigger issue rather than actually solving it. Nowadays, local authorities have opted for **preventive measures**, by providing support and assessment on how to consume more efficiently and on identifying possible energy “leaks” that many users were not aware of.

In this line, in the Barcelona Region there is the example of the **Energy Assessment programs**, where energy advisors would go to vulnerable households to help them understand how they could reduce their bills and what types of additional government aid they may access too. Moreover, in the City of Barcelona, people suffering from energy poverty or vulnerability can access the **Energy Assessment Points (PAEs)**, a project that was initiated after a successful pilot phase in 2016 in which 100 people were trained and employed for 6 months as energy agents. They reached 3,000 vulnerable households in three districts within Barcelona. These agents focused on optimizing energy bills and low-cost energy efficiency measures for households under situations of energy vulnerability. Nowadays, Barcelona city counts with 10 Energy Assessment Points, which attended 13.355 households by 2020, considering the special conditions under COVID19. From the beginning of this project, in 2017, 99.225 people were attended, representing 38.419 households.

The management of the PAEs is administered by third sector organisations. Despite the number of this Energy Assessment Point are growing, there are still many places along the Barcelona Region, mainly rural areas, which do not count with them.

PAEs also communicate with social services, the Housing Department and the Energy Agency of Barcelona City Council. They identify potential abuses and violations of the Catalan Law Against Energy Poverty (Law 24/2015). The vulnerable citizens receive information on how to:

- Reduce household energy and water consumption bills, while maintaining or improving home comfort.
- Reduce energy consumption at home.
- Improve their housing conditions through the installation of low-cost measures for energy efficiency within the home.

Even though PAEs are a universal service, which specifically focuses on identifying energy poverty situations that do not reach social services or charities, citizens are the ones responsible to access by themselves this specific service. Due to the fact that in the majority of cases people suffering from energy poverty or vulnerability are the elderly (in 2020, an 11% older than 80 years old and a 17% between 65 and 79 years old), who tend to have more mobility issues (on 2020 196 people attended had reduced mobility), PAEs end up being less accessible in this way<sup>3</sup>.

This **accessibility limitation** that was identified in the PAEs system was taken into account in the implementation of the ASSIST model, which thought of providing training and building a network together with social operators from the SAD (local public home care service) and telecare services. These social operators were essential both for

<sup>3</sup> Information extracted from the “Technical Memory of 2020” of the PAE project.



the identification of vulnerabilities and also for helping people get access to these specific services that deal with energy related issues.

For a better understanding, *Servicios de Atención Domiciliaria (SAD services)* are home care services, organized as a set of resources and actions aimed at people who, due to age, dependency or disability, have limited autonomy to carry out the basic activities of daily life or require permanent and remote care. Some of the services that can be included are:

- Hygiene and care of people (bath, body hygiene, change of clothes...)
- Physical-motor assistance (lifting, lying down, walking)
- Feeding and nutrition control. Medication control and health cure.
- Meals at home, cleaning at home (maintenance) and laundry.
- Accompaniment outside the home (medical visits, bank procedures, administrative issues...)
- Orientation in the administration of the home economy. Guidance and support for caregivers.

Additionally, **telecare services** consist of a telephonic service, connecting vulnerable people's telephone line to a reception centre with which they can communicate in a case of emergency just by pressing a button. From the care centre, professionals attend the consultation and activate the most appropriate resource for the situation: locate family members or contact persons, move a mobile unit to the user's home or activate other urgency services.

Telecare service is a permanent service; it works 24 hours throughout the year. Its objective is to help the elderly, disabled or dependent so that they can continue to live at home, safely and reducing the risk of isolation. In addition to acting in emergencies, the service also acts preventively by maintaining continuous telephone contact with the user.

## Innovation scalability proposal

From the implementation of ASSIST it was learnt that there is a special bond between people and the social operators that work with them regularly. Taking this as a basis, including social operators in scaling the ASSIST model along the Barcelona Region is crucial, since they have access to people in situations of vulnerability and with some training can identify and refer people suffering from energy poverty or vulnerability to the specialized services. Moreover, these services have a high presence in the region, as shown by the table below, having a **potential reach of 250.000 people approximately**<sup>4</sup>.

SAD (home care) services			
Geographical coverage	Nº of Coordinators	Nº of workers/operators	Nº of Users
Barcelona city	119	3.300	21.971
Barcelona Region	57 municipal + 100 companies	5.000	34.755
<b>TOTAL</b>	<b>275</b>	<b>8.300</b>	<b>56.726</b>
Telecare services			
Geographical coverage	Nº of Coordinators	Nº of workers/operators	Nº of Users
Barcelona city	35	92	102.919
Barcelona Region	64	92	90.591
<b>TOTAL</b>	<b>99</b>	<b>184</b>	<b>193.510</b>



**Table 2:**  
Home care and telecare services  
presence in the Barcelona Region

<sup>4</sup> Data provided by Barcelona City Council and Barcelona Provincial Council in March 2021, during the elaboration of this Scalability Plan.

As the previous table shows, there is a huge potential reach by including SAD and telecare services and it will allow our model to have a Regional coverage. Nevertheless, it is important to consider that not all users will be suffering energy poverty or energy vulnerability.

One of our scaling aims is to **design and agree on harmonized referral protocols** that allow people in a situation of vulnerability to access energy advisory services by making use of already existing regional services (SAD and telecare) that have as one of their main target the elderly, disabled, and low mobility people, people that otherwise are highly limited in accessing the existing services (PAEs), if there are any near their home.

### Private sector potential

In order to end energy poverty or reduce it in a significant manner, it is essential to address the problem from a systemic and structural perspective, rather than just focusing on helping people pay some of their bills. For doing so, it is needed actions such as buildings retrofitting and training people on their energy rights and on how to consume in a more efficient way. People need to know their rights and what type of benefits they can take advantage of.

Public services are over saturated and nowadays even more due to the pandemic crisis; many times they are lacking human and financial resources to be able to reach their desirable targets. Therefore, Ecoserveis and some of the interviewees and participants in the focus groups, consider essential the collaboration between the public and the private sector for such a social challenge. On the one hand, the public sector has the ability to reach vulnerable people and has the experience in dealing with vulnerable situations,

and on the other hand, the private sector has the resources, both financial and non-financial ones.

The **private sector** seeks for a strong Value Proposition that meets their goals and interests, which are:

1. Increase their visibility and improve their reputation.
2. Networking to gain knowledge about the reality, opening the possibility of new contracts (commercial action)
3. Corporate Social Responsibility mechanisms, mainly in the case of big corporations, where this type of initiatives are aligned with their mission, values and strategy.

The proposed model aims to count with the support of the private sector, developing a **public-private collaboration**, something that is yet not very common in Spain, nevertheless existing in similar initiatives as the Rappel network in France with successful results. The support of the private sector, both in financial and non-financial resources, will imply the possibility of increasing the project impact, both in terms of reach with more social operators trained, and in terms of available offered services, allowing to make more home interventions, better follow-up, and so on.

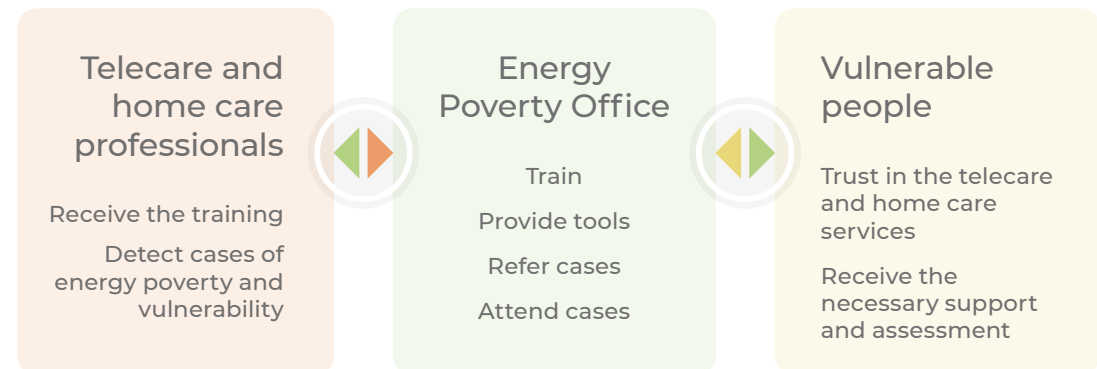
## Delivery Model

This Scalability and Delivery model will be focused on Catalonia, having a more concrete reach over the **region of Barcelona**. As stated before, the actual existing initiatives for tackling energy poverty consist of the Energy Assessment Points (PAEs) where energy vulnerable people can either go if they have any nearby. The main identified issues are that PAEs are not all over the territory, even though more are being implemented, and users have to directly access themselves, there is missing a referral system.

The implementation of the model counts with the advantage that the system has already been proved along the ASSIST project, which was piloted by implicating the SAD (home care) and telecare services, and highlighting the importance of the existing emotional bond with the vulnerable users. Additionally, the PAE (Energy Assessment Points) services are getting known and people use them. Taking this fact into consideration together with input from the focus groups and interviews, by creating a **referral Energy Poverty Office for telecare and home care services** in Barcelona region it will be possible to provide a contact point for all those people that do not have any specialized service in their municipality and therefore, home care and telecare professionals do not know where to refer in case of detecting a situation of energy poverty or vulnerability.

**Figure 1:**

General idea on how the Energy Poverty Office will work



### Objectives and functions

This Scalability and Delivery model will be a **public-private** one, meaning that, the public stakeholders will on the one hand, allow their workers, home care and telecare services' operators, to receive the corresponding training for referring the cases to the Energy Poverty Office and on the other hand, will provide the users. And both the public and private stakeholders will be funding the office overall structure (See **"Economic and financial viability", page 14**). The model will be focused on scaling the entire ASSIST model with the relative resources and tools, of course taking into consideration all adaptations and updates needed. Moreover, the model will scale the training program, providing it to social operators, both from the SAD (home care services) and the telecare services in Barcelona region, in order to help in the detection of situations of vulnerability and/or energy poverty.



The Scalability and Delivery model will consist in the **creation of an energy advice and support office** for people using the SAD (home care services) and telecare services in the Barcelona region. Therefore, the **specific objectives** of this online office will be:

1. Provide high quality training to SAD and telecare operators in order to increase their potential of identification of situations of energy vulnerability.
2. Provide tools to SAD and telecare services to identify situations of vulnerability and/or energy poverty.
3. Create a platform for referring cases detected to other services specialized in situations of vulnerability and/or energy poverty.
4. Attend and manage the situations of vulnerability and/or energy poverty of those municipalities and counties that do not have specialized services in energy rights.

This office will have the following **functions**:

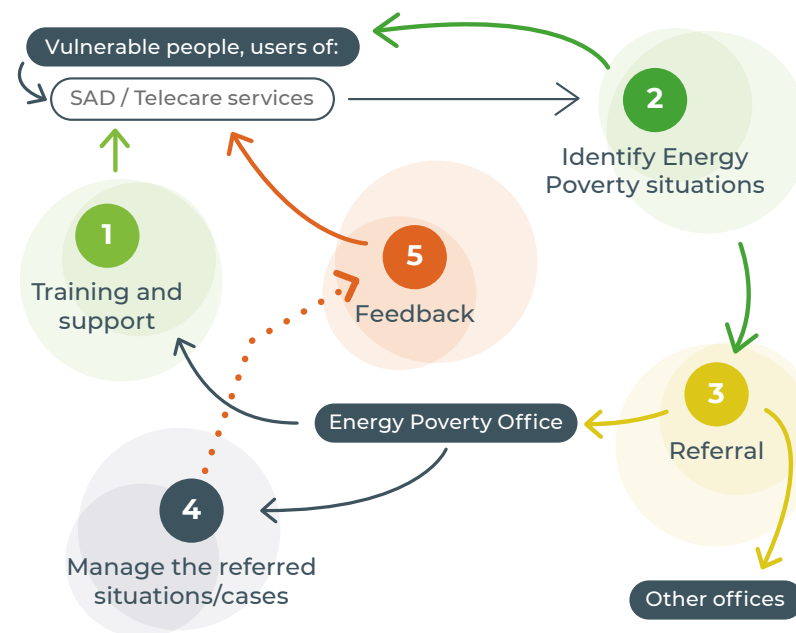
- Define harmonized action protocols in the fight against energy poverty for home care and telecare services of all the municipalities in the region of Barcelona.
- Provide the necessary training to the home care and telecare services' professionals.
- Establish internal referral mechanisms between home care and telecare services and the existing specialized services in energy rights, such as the Energy Advice Points (PAE). This will be done by talking directly with the service providers (social operators) to agree on common referral methodologies. Moreover, tools such as a checklist or digital questionnaire (see **figure 4**) will be shared as a way of making the identification and referral process more agile and support will be given in

developing the referral circuit. This will be done at the very beginning of the implementation of the plan (**Gantt, pg. 20**).

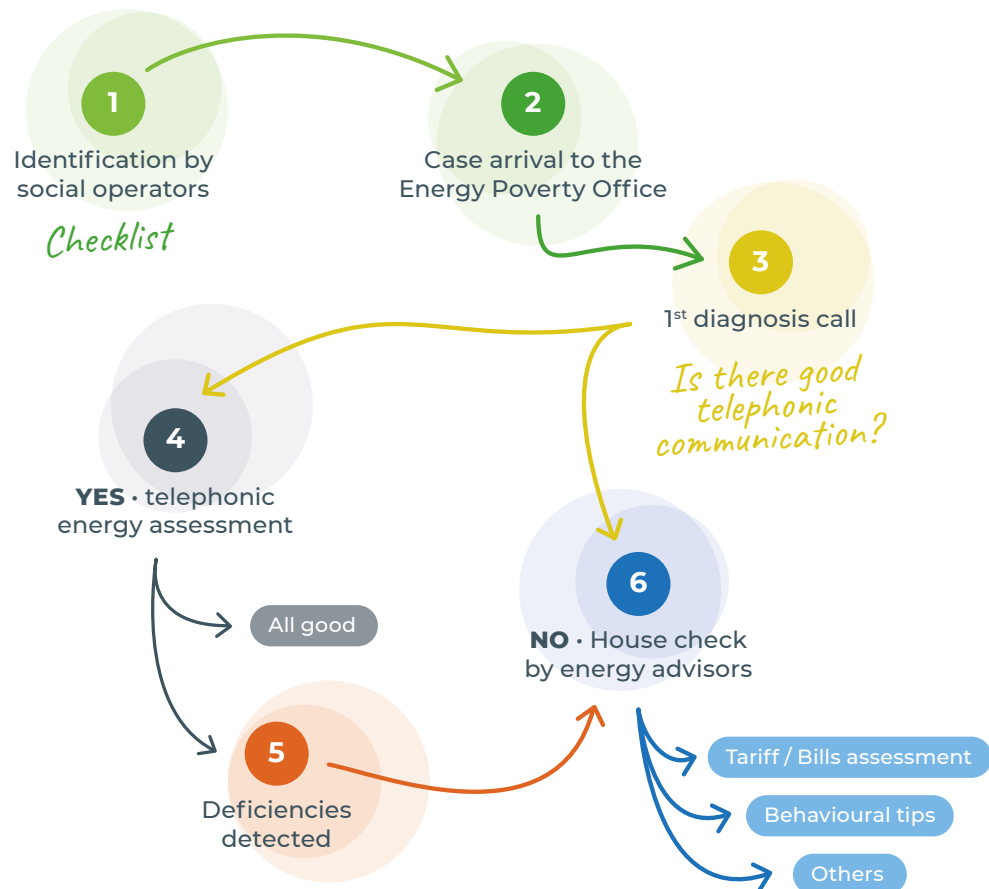
- Assist the cases of those municipalities that do not have specialized services in energy rights.

**Figures 2** and **3** provide a better understanding of how the model will work and how it will be structured.

**Figure 2:**  
Energy Poverty  
Office structure



## Procedure and offered services



**Figure 3:**  
Energy Poverty  
Office workflow

1. The first step would be the **identification** of an energy poverty or vulnerability situation by the social operator. As mentioned before, social operators will count with a checklist or digital questionnaire (e.g. Google forms) (Figure 4) with 5 questions that will help in the detection.

**Figure 4:**

Checklist or digital  
questionnaire example

### QUESTIONNAIRE:

Does he/she experience hot or cold at home?

Can he/she pay its bills?

Does he/she get very expensive bills?

Does he/she have dampness, leaks or other important deficiencies in their home such as windows in poor conditions?

Does he/she have energy cuts or notice of supply cuts?

2. Referral to the specific service. If the municipality counts on a specific service and the professional cannot provide support, the file would be handed over to the service. If not, it will be referred to the referral Energy Poverty Office for telecare and home care services in the Barcelona region. When a **case arrives** at the office, thanks to the provided questionnaire it will be possible to determine the severity of the case and set an order of priority for the attention of the identified problem by the home care and telecare professionals.
3. The energy office will make a **first diagnosis call** to evaluate the actual situation of the person and to check if it is viable to make the necessary assessment by phone, whether by talking

with the affected person or by reestablishing the energy service in the case of an energy cut. This will be done based on the severity of the situation and on the communication availability.

4. If there is **good communication** and not many deficiencies are detected in the house at first, the resolution will be done by phone or video call, or by contacting the necessary external organisations. This person will receive energy advice and if everything is fine the corresponding follow-up will be made and then the case will be closed.
5. If there is good communication and the situation can be solved virtually, the resolution will be done by phone or video call. This person will receive the energy assessment and if while the assessment is being done some **major deficiencies are identified** an advisor will be derived to the house to check the identified deficiencies and provide behavior tips at home and present any possible financial support scheme this person could apply for. Then the corresponding follow-up will be made and finally the case will be closed.
6. If there is **no good communication** or it is not possible to provide the energy assessment by phone, the assessment will be done by home visit, where the necessary assistance will be provided to the users in order to solve the existing problems. Then the corresponding follow-up will be made and then the case will be closed.

## Follow-up

A first follow-up will be done one month after the first contact to check whether the detected problem has been solved by the provided support. Then, a **second follow-up** will be done three months after the first contact just for checking in case something was still not working on the first follow-up and to see if everything is

still fine in the rest of the cases. If everything is correct after the second follow-up the case will be closed and a report will be elaborated and provided to the referral entity (SAD or telecare). In case there are still some things not going fine, a third follow-up will be conducted.

## Offered services

- Energy contracts and Tariff's assessment (bills)
- Tips on habits at home for reducing energy consumption
- Identification of major deficiencies at home
- Information on existing public benefits user can access to
- Support in the elaboration and presentation of aid requests
- General information on existing subventions and other initiatives on retrofitting and renewable energies.
- Energy cuts
- Protection measures management for vulnerable consumers

As mentioned before, the **Energy Poverty Office** will act as an integrated contact point, which is why it will also offer information to citizens in general regarding any existing subventions and other initiatives on retrofitting and renewable energies. Energy poverty is not only about not being able to pay the bills, but also about dedicating more than a 15% of family income to pay energy bills, an issue that a 13.94% of the Catalanian population suffer and cannot be identified by social operators that easily.

## Training and accompaniment

As for the **training**, it is expected to train 100 people (50 SAD coordinators and 50 teleoperators of the telecare service) during the two years (50 in the first year and 50 in the second year).

The training is planned in a specific 8-hour capsule designed to provide the necessary resources to detect cases of energy poverty and the established circuits to refer them to the corresponding services. There will also be 2 hours of continuous training for updates on regulations and circuits relating to energy poverty.

It is worth noting that accompaniment will be available for all social operators along the project, meaning that they will be able to contact the Energy Poverty Office any time they need some support with the identification and referral procedures.

## SWOT matrix

The following SWOT matrix is drawn taking into consideration the local context of the Barcelona Region, the expertise and lessons learnt from the implementation of ASSIST and all the input provided by the different actors participating in the focus group and interviews. It consists of the identification of Strengths, Weaknesses, Opportunities and Threats that will be included in the further overall analysis to help to determine different strategies to follow in the decision-making process.

### Strengths

- Emotional bond created between professionals and users.
- Training and tasks included in the working day.
- Reach users who are not proactive when requesting specialized services in energy poverty even though they need it.
- The model gives a comprehensive response to vulnerability.
- Addresses climate emergency issues in vulnerable groups.

### Opportunities

- Resource optimization: take advantage of already established services.
- The public administration has a lot of interest in carrying out the service.
- The service harmonizes work circuits throughout the region.
- Home care and telecare services are well established and have a lot of future projection.

### Weaknesses

- Only telephone-care is not always 100% effective, face-to-face care must be incorporated.
- Lack of funding and private actors may be hard to reach.
- There is no direct economic return on investment.
- Tasks are added to services that are already highly saturated.

### Threats

- In the region of action there is not yet much experience in public-private collaboration.
- Difficulty in formalizing a contract at the legal level.
- Difficulty in managing home care service bidding companies (there are more than 100).

## Potential Users

Potential users of the service would be all those users of home care and telecare services. The profiles most commonly attended by these services are the elderly, people with reduced mobility or other cognitive difficulties, and people with other types of vulnerabilities.

This way, a total of **1,440 people** are expected to benefit from direct office care over a two-year period (60 people / month).

## Stakeholders Consultation

The aim of having a focus group session and interviews with different actors, representing different sectors that may have a role in the overall proposed model, was to validate its viability. As already stated, the model pursues a **regional coverage** and wants to find a point of collaboration between the public and the private sector in order to guarantee its economic sustainability in the long run.

With this purpose, interviews were held in April and May, while the focus group session was held on the 28<sup>th</sup> of April. As the table below shows, the Scalability Plan was improved and validated by representatives of both the public and the private sector. Through the focus group session, it was possible to contrast different points of view from the economic, the public and the social perspective, allowing to shape a plan that not only foresees for its sustainability but it addresses in the best possible way the existing needs of vulnerable people in the province of Barcelona.

**Table 3:**  
List of participants to the Focus Group Session and interviews

15 people

### Focus Group Participants

1. Barcelona Council representative of the local telecare services.
2. Barcelona Council representative of the local home care services (SAD)
3. Barcelona City Council representative of the Basic social Resources Management department (IMSS)
4. District director of Home care services (Suara)
5. Social operator of Home care services (Suara)
6. Coordinator of the Energy Advice Point of Barcelona (PAE)
7. Caixa d'Enginyers
8. Barcelona Energia
9. Sacyr – SAD services
10. Ecoserveis (organizers)
11. Cluster (co-organizer)

15 people

### Interviewed actors

1. Executive Director of Planning, Resource Management and Evaluation (IMSS) - Barcelona City Council
2. ABD (Welfare and Development Association)
3. ACA (Environmental Science Association)
4. Representative of the Chamber of Commerce.
5. Head of social Services training – Government of Catalonia
6. Head of Social Action Services – Barcelona Council.
7. Representative of the Climate Change Office - Barcelona City Council
8. Table of entities of the Third Social Sector of Catalonia
9. Maresme County Council representatives
10. Renting General Director - Banc Sabadell
11. Director of Sustainable Development - Foment del Treball
12. Representative of Rockwool and Director of Foundation La Casa que Ahorra



From these sessions it was possible to conclude that the idea of creating a **National Network of HEAS**, following the ASSIST model, is conceived as interesting and necessary. Attendees at the focus group and interviews agree that home care and telecare services users can find themselves in situations of energy vulnerability that are not detected. One of the main needs is to define a referral circuit for all these people that are not able to access the existing services by themselves. There exist specialized services for energy assessment (PAEs) but many times people do not know it or do not know where to go. Training professionals in detection services will allow attending more people suffering from energy poverty or vulnerability.

Moreover, the **public sector** is very interested in the model and it is willing to collaborate by providing home care and telecare services. This will be done by making the necessary adjustments in the bidding calls for these services, incorporating compulsory training hours on energy poverty following our training program and making use of our resources and tools for these means, in order to count with professionals able to detect energy poverty and vulnerable situations and refer them to the office or to the existing specialized service in the corresponding municipality.

Regarding the **private sector**, some are committed to have a wider look to the proposal and are open to further talking and negotiation to see to which extent they can collaborate, since our model fits on their Corporate Social Responsibility standards. Other private companies have stated that due to managerial issues they are not willing to collaborate with financial means directly, since they require further controls and justification, but they can provide human resources or their expertise for further training, for example in the area of building retrofitting and insulation.

Through the different interviews it was possible to identify big foundations as possible economic contributors, since they are willing to provide funding without any sort of economic return as it is part of

their mission. In Spain there exist big foundations providing funds to “social work” and “social action”.

The following public and private actors have shown their interest and willingness to collaborate or to enter into further collaboration discussions for the implementation of this Scalability and Delivery model in the Region of Barcelona, Catalonia. (See **Annex 3**)

## Economic viability of the scalability plan

On the one hand, the **human resources** needed to carry out the project amount to **102.300,00 EUR** for the 2 years plan and correspond to the following profiles:

- A coordinator / trainer / expert in energy rights to carry out the tasks of coordinating the office, training the professionals of the home care and telecare services and support in the management of complex cases.
- An energy agent to carry out the tasks of direct attention to the user in terms of advice on energy and water supplies as well as the efficiency and improvement of comfort in the home.

On the other hand, other implementation costs such as setting the virtual office, adapting materials and doing the training and support will amount to **84.928,00 EUR**.

As a result, the total estimated necessary **financial resources** amount to **187.288,00 EUR** and are summarized in the following table:

**Table 4:**

Total estimated costs for the implementation of the Scalability and Delivery model in the Barcelona Region



Concept	Total Cost
Personal coordination and direct attention	102.300,00 €
Virtual office	3.000,00 €
Material support for training and referral	1.000,00 €
Training + Action SAD	20.205,50 €
Training + Action Telecare	60.722,50 €
<b>TOTAL COSTS</b>	<b>187.228,00 €</b>

## Financing scheme

- On the one hand, it is expected that public funding will cover the costs of home care and telecare services professionals as well as the creation of a virtual office and support material in paper format that would amount to **€ 84,928.00** for the period of two years.
- On the other hand, there is a need to cover, through private financing, the costs of the staff of the energy care office which would amount to **€ 102,300.00** for the period of two years.

## Steps to reach the financing and set up the model

In order to guarantee the necessary financial resources for the proper implementation of the scalability and delivery model, the following steps will be followed:

- Keep in constant update to the interested stakeholders to reach their commitment with the project.
- Identify and contact new potential stakeholders, public and private to ensure sustainability beyond 2024 and scalability in other areas in 2-3 years' time once the model is consolidated.
- Set meetings and focus group sessions, if necessary, with the interested stakeholder for discussing more concrete contractual and collaboration issues.
- Negotiate and reach new collaboration agreements, setting requirements, justification material and defining responsibilities.
- Have a common meeting with the committed stakeholders (public and private) for defining rules and obligations in order to avoid any misunderstandings.

The Gantt chart on [page 20](#) plans the different tasks to ensure the financing of the initiative.

## Sustainability of the model

The actors involved believe in the long-term sustainability of the model. If a positive impact can be justified, sustainability could practically be ensured through a 100% public funding model.

In addition, it is also scalable at the geographical level in the rest of Catalonia and at the level of users to other support services for personal autonomy (e.g. supervised flats for the elderly).

Two of the interviewees representing the public sector showed a high interest in the model, approving its viability as a public-mix model, even though some legal changes will be required (see Annex 3). These actors said that the financial means required by the public sector will not be difficult to get for these 2 years plan. Moreover, they pointed out that even though at first, the model will require the private sector's economic contribution, in the long run; there is the possibility for the public sector to fully sustain the model.

## Dissemination strategy

Given that the public administrations are the ones that will be offering these services through the home care and telecare professionals; they will be in charge of disseminating the Energy Poverty Office. Additionally, Ecoserveis as well as all the involved stakeholders (public and private) will make use of their networks for disseminating the Energy Poverty Office; it will be another way of collaborating to the project, while increasing its visibility in a cross-sectorial manner.

As general communication of the Energy Poverty Office, the main **channels** envisaged for the dissemination of the model are:

- **Social media**, twitter and Instagram mainly.
- The **ASSIST website** ([www.assist2gether.eu](http://www.assist2gether.eu)) and **Social Media accounts** ([twitter](#)) will be used to spread the word and inform the participants. These existing channels already count with a significant number of followers and the ASSIST name is already known in the sector at EU level.

Besides, for **direct communication** addressing the telecare and home care professionals so that they are aware of the existence of the office for referring the detected cases of energy poverty, the main channel will be:

- An **internal newsletter**, which will be sent by e-mailing, providing a constant updated on situation and achievement of the office.

Even though the main target of the Energy Poverty Office are the social operators and not the end-users, some print dissemination materials will be used, such as **flyers and rollups** and will be available in social services and other local centres that people tend to assist; putting a special focus on the most vulnerable neighbourhoods and municipalities of the Barcelona Region where no specialized services for addressing energy poverty issues are established.

## Communication and Branding

In order to define the Energy Poverty Office's image, meetings will be held with the involved actors (private and public) in order to agree on a common and recognizable visual image. Besides the offices' logo, the logos of the funding entities, and the project logo will always be visible in all communication and dissemination materials. It will be important to highlight the participation of the public sector as a way to provide trust to the beneficiaries of the services, showing it is not a company trying to make some sort of economic benefit.

As previously stated the **main targets** of the all communication and dissemination material are social operators of the home care and telecare services, namely:

- The home care and telecare professionals that have been part of the training courses and are aware of the existence of the

Energy Poverty Office for referring the cases. This group of professionals will keep receiving information about the office in order to be aware of it and of any possible updates made on the services. The intention is also to show them the positive results on the referral of cases as a way of motivating them to communicate about the existence of the office to other colleagues that maybe have not been part of the training process but working closely with situation of vulnerability and therefore are able to detect these situations.

- The home care and telecare professionals that have not been part of the training program, but are also working closely to situations of vulnerability. The intention is to reach as much social operators as possible, so that they are all aware of the Energy Poverty Office and about the available resources, like the checklist questionnaire, that will help them detecting cases of energy poverty and will provide them with the necessary information of who to contact in each case.

For each of them, concrete messages will be design and will be included in all communication and dissemination materials. Messages will always take into account the specific language used by the different targets and will be expressed in an inclusive manner.

## Planning and monitoring

### Specific objectives

As already stated, each local scalability plan will count with specific objectives and indicators to be accomplished along the implementation of the plan for the next 2 years, from 2022 to 2024. This Scalability plan aims to:

1. Scale at **regional level** – Catalonia, more specifically by covering the region of Barcelona either by referring the identified situation of vulnerability and/or energy poverty to the existing specialized services or by attending cases of those municipalities which do not count with some sort of specialized service.
2. **Train 100 social operators** along the 2 years of the proposed plan, 50 home care professionals and 50 telecare professionals.
3. Reach **1.440 vulnerable users** through trained professionals in 2 years, meaning 60 users per month.
4. Count with the **support of the public administrations** of the region, the Barcelona Provincial Council (Diputació de Barcelona) and the Barcelona City Council (Ajuntament de Barcelona). Representatives of both public bodies have participated in the focus group and interviews, showing a positive response and helping in the definition of realistic indicators.
5. **Find the necessary financial resources** for the proper implementation of the scalability plan. The project aims to count with a public-private collaboration in terms of both financial and non-financial resources. As stated above, for finding the necessary financial resources, more meetings and further negotiations will be held with key stakeholders, mainly private actors, to find a perfect balance between collaboration points, which will guarantee the necessary financial resources for the implementation of the plan.
6. **Secure the sustainability of the project in the long run** mainly by securing the financial resources. This objective goes in line with the fifth objective; therefore, similar actions will be done such as constant stakeholders mapping and negotiation with the most interested ones in order to set collaboration agreements. Moreover, always high-quality training material

and assessment will be done and satisfaction questionnaires will be fulfilled by the end-users in order to show the real importance and impact the project generates.

As previously mentioned, one of the main challenges of the project is to set the path for further public-private collaboration on such social models. For this Scalability plan and delivery model, different private and public actors have participated and provided their perspective both in the topic and in how to address it. In this line, for the implementation of the model, it counts with the support of Barcelona City Council (Ajuntament de Barcelona), Barcelona Council (Diputació de Barcelona), the Catalan Energy Cluster and C40, a network of the world's megacities committed to addressing climate change, which has already contracted to Ecoserveis for providing training courses.

The private sector has different specific objectives for involving in such an initiative, taking into consideration how the model is structured and expected to work, these actors see an interest in the project on the one hand, to increase their visibility, to get noticed and to improve their reputation by participating in this crucial issue. On the other hand, networking is a key aspect for both gaining knowledge and experience about the reality and for future possible partnerships with the public sector. Finally, this public-private model allows big corporations to implement their Corporate Social Responsibility (CRS) mechanisms, in a project that may be aligned with their mission, values and strategy.

## Indicators and evaluation mechanisms/strategies

The following indicators and evaluation mechanisms will be followed in order to (1) guarantee the correct implementation of the proposed plan, together with the accomplishment of the expected objectives,

and (2) for influencing both the policy makers and the people accessing the services in order to catalyse change and action.

**Table 5:**  
Indicators and evaluation mechanisms



Expected Objectives	
Geographical coverage	Regional
Number of trained advisors	100 social operators (50 SAD and 50 telecare)
Attended users	1.440 users of the service
Number of stakeholders involved (private and public)	A minimum of 5 (2 public and 3 private)
Municipalities commitment level (none - just dissemination - non-financial commitment - financial commitment - implementation - policy adaptation)	Financial commitment and Policy adaptation
Private sector commitment level (none - just dissemination - non-financial commitment - financial commitment - implementation - policy adaptation)	Financial and non-financial

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### Environmental and social factors

Reduction in energy consumption (kWh)	647.208,00 kWh
Reduction in CO <sub>2</sub> emissions (CO <sub>2</sub> tons)	135,91 tons CO <sub>2</sub> /kWh
Comfort level improvement	Medium - High
Increase operator's empowerment	High
Increase users' empowerment (i.e., decreased vulnerability to the energy market) (qualitative)	High
Public acceptance of the model (qualitative)	High
Social operators' satisfaction (qualitative)	High
Training material usefulness (qualitative)	High

Indicators will be checked in a constant manner in order to identify possible deviations and apply the necessary corrections with time and in an effective way. It is worth noting that some of the indicators, the social ones, will be measured through the elaboration of questionnaires that will be fulfilled by the end-users of the Energy Poverty Office and also by the social operators who receive the training and do the detection and deferral actions, key to the project.

## Gantt chart

The scalability plan of the ASSIST model is conceived as a 2-year plan. The following Gantt chart shows the project planning, including milestones and all necessary activities for reaching them in a timely manner.

**Table 6:**  
Gantt for the Scalability Plan  
in the Barcelona Region



### Gantt for the Scalability Plan in the Barcelona Region

ID	Activity	YEAR 0	YEAR 1												YEAR 2												YEAR 3
		MONTH 0	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	MONTH 13	MONTH 14	MONTH 15	MONTH 16	MONTH 17	MONTH 18	MONTH 19	MONTH 20	MONTH 21	MONTH 22	MONTH 23	MONTH 24	MONTH 25+
<b>1.</b>	<b>Stakeholders Engagement</b>																										
1.1	Mapping of new key actors (public and private)																										
1.2	Preparation of a brief project's presentation document																										
1.3	Negotiation with potential stakeholders																										
1.4	Elaboration of public written collaboration agreements (service/workers)																										
1.5	Elaboration of private written collaboration agreements (funding)																										
<b>2.</b>	<b>Creation of the Energy Poverty Office</b>																										
2.1	Contracting workers																										
2.2	Website creating and implementation																										
2.3	Creation of communication materials																										
<b>3.</b>	<b>Networking with energy poverty services</b>																										
3.1	Contacting existing energy poverty services																										
3.2	Elaboration of written collaboration agreements																										
<b>4.</b>	<b>Definition of harmonized protocols</b>																										
4.1	Creation of referral protocols to specialized services and the office itself																										
4.2	Creation of energy advisory protocols																										
4.3	Elaboration of new additional tools (checklist..)																										
4.4	Protocols updating																										

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### Gantt for the Scalability Plan in the Barcelona Region

ID	Activity	YEAR 0	YEAR 1												YEAR 2												YEAR 3
		MONTH 0	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	MONTH 13	MONTH 14	MONTH 15	MONTH 16	MONTH 17	MONTH 18	MONTH 19	MONTH 20	MONTH 21	MONTH 22	MONTH 23	MONTH 24	MONTH 25+
<b>5.</b>	<b>Training on identification of Energy Poverty</b>																										
5.1	Training update and preparation																										
5.2	Provide the Initial training to the social operators (8h capsule)																										
5.3	Provide training update to the social operators (2h)																										
<b>6.</b>	<b>Energy Poverty Office Action</b>																										
6.1	Attending the arriving cases																										
6.2	Support the social operators																										
6.3	Elaborate the reporting documents for the referral entity (SAD / Telecare)																										
6.4	Evaluation of the attended cases																										
<b>7.</b>	<b>Monitoring and Evaluation</b>																										
<b>8.</b>	<b>Sustainability of the model</b>																										
8.1	Presentation of the project results																										
8.2	Search for new potential collaborators																										
8.3	Negotiation with potential stakeholders																										
8.4	Elaboration of written collaboration agreements																										
8.5	Updating the training material																										
<b>9.</b>	<b>Replication of the model in new regions</b>																										
9.1	Stakeholders Mapping																										
9.2	Contacting new potential stakeholders for replicating the model																										

## Milestones

The Barcelona Region Scalability and Delivery model has established the following milestones:

1. Obtain the necessary financial resources
2. Establishment of the Energy Poverty office
3. Defined harmonized advisory and action protocols
4. Providing high quality training to the social operators
5. Successfully attention of the end-users
6. Ensure the sustainability of the project

## Controlling strategies

It is intended to keep a constant control of the overall project along its lifespan, in order to foresee any possible deviations and correct them in a timely manner, following the continuous improvement principles. Therefore, the following controlling strategies will be followed:

- **Managerial follow-up:** monthly meetings will be held with the project stakeholders for general financial and managerial issues. Independently, internal meetings will be held with the social operators, in case things are unclear or suggestions arise.
- **Indicators check:** some milestones will be set at the beginning of the project regarding the expected achievement of the project indicators, so every 6 months; indicators will be checked to see how the implementation is going. The idea is to follow the Earned Value methodology.
- **Reporting activities:** every 6 months a project status report will be done, concerning all different aspects of the project.
- **Reviewing the identified risks:** every time a new risk is identified the risks table will be updated. On Managerial monthly meetings, participants will be asked if they have identified any risk or foreseeable risk. Risks will be monitored and controlled along the project's lifespan, especially the high severity risks.
- **Apply preventive and corrective measures:** in case any risk is materialized the corresponding corrective or preventive strategy defined will be implemented.

# Risk Management

The table below summarizes the identified risks, and details a response strategy for each of them. From the 6 identified risks, 1 of them is considered of high severity, 3 of medium severity and 2 of low severity, this categorization will determine the prioritization of the risk both in terms of controlling and monitoring and in response.

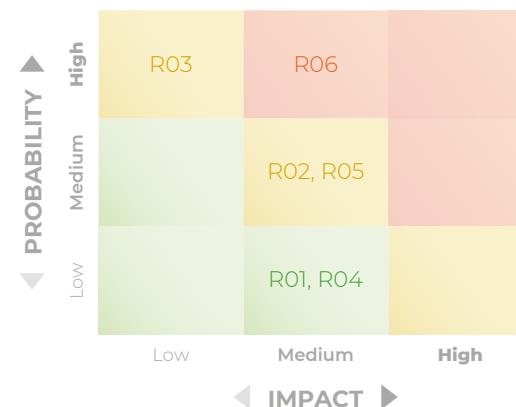
**Table 7:**  
Risk analysis and  
management

Risk Qualitative Analysis							Response Plan			
ID	Risk	Probability	Factor	Impact Factor	Severity		Name of the response	Description of the response	Strategy	Action
R01	Add a task that cannot be assumed by the professions of these services (oversaturated system)	30%	1	2	2	Low	Referral of energy care to specialized services	Energy care will not be a task for social operators; it will be derived to specialized energy services offices, existing ones or the new one. Social operators will not be overloaded.	Accept	Corrective
R02	Lack involvement from the private sector for providing economic resources to sustain the model	50%	2	2	4	Medium	Presentation of a strong model	Present the model as an innovative model, showing all benefits that funders will get by being part of it, without having a huge economic impact on them.	Accept	Corrective
							Wider perspective	Reach other types of actors that may be willing to collaborate, not just big companies but also foundations which are already committed to social initiatives.	Improve	Preventive
R03	Delays in changing the necessary legislative aspects for including the compulsory training on energy poverty in the bidding calls for social operators	30%	1	3	3	Medium	Take action with time	Knowing how the system works, make sure to talk with the right person and with the necessary time for avoiding any possible delays.	Accept	Preventive
R04	Wrong perception of a public-private model due to greenwashing ideas	20%	1	2	2	Low	Careful selection of participants	Do not include companies with a direct interest in participating in the model to avoid reputational issues (greenwashing) and to protect the users trust on the services.	Avoid	Preventive
R05	Not being able to provide the necessary attention with a purely online and telephonic service	60%	2	2	4	Medium	Performance evaluation of the services	Evaluate how the services are being done and perceived by users and analyse whether it is possible to incorporate face-to-face services along the implementation of the model	Accept	Corrective
R06	Juridical issues for setting the public-private model	40%	2	3	6	High	Take action with time	Knowing how the system works, make sure to talk with the right person and with the necessary time for avoiding any possible delays.	Accept	Corrective

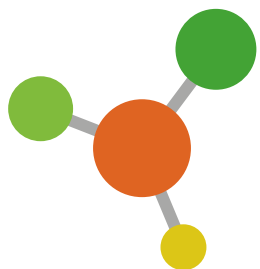


## Impact – Probability matrix

Through the use of the impact- probability matrix, it will be possible to identify the existing priority risks throughout the project through Severity, which is calculated by multiplying the corresponding probability and impacts defined for each identified risk. This matrix allows having a more visual image of the identified risks, making it easier to have a special focus on the high severity risks.



**Figure 5:**  
Impact – Probability matrix



# SUITE



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