



WARMWORKS
Scotland



Warmworks Annual Report 2017/18

A valued service, a sustainable difference

CONTENTS

Ministerial Foreword	01
Introduction	02
Highlights & Headlines	04
The Year in Review: Challenges and Opportunities	06
Our Customers	10
Our Sub-Contractors	18
Our Communities	20
The Year in Review: Trends and Analysis	22

About Warmworks

Warmworks Scotland is a joint venture partnership between Energy Saving Trust, Everwarm and Changeworks. It was formed in 2015 to deliver the Scottish Government's Warmer Homes Scotland programme, which is a national scheme designed to provide energy efficiency improvements to households that are in or at risk of fuel poverty. The contract to deliver Warmer Homes Scotland runs for a minimum of five years. Each of the three partners has an equal stake in the business, of one third each, and each sits, together with the Warmworks Managing Director and Independent Chair, on the Warmworks Board to ensure that the organisation fulfils its responsibilities to the Scottish Government and to the vulnerable customers that it serves.



MINISTERIAL FOREWORD

I am delighted to see that, in the third year of delivery, Warmworks has continued to maintain a strong and improving performance.

Every family in Scotland should have enough money to pay for the essential costs of housing and energy while still being able to lead a healthy and fulfilling life. A wide range of factors cause poverty and hardship and the Scottish Government is taking action to tackle it through maximising incomes and addressing the poverty premium. The Scottish Government has promised to address the resulting inequalities across the spectrum from narrowing the attainment gap for our children to reducing health inequalities. Taking action on fuel poverty plays a significant part in addressing these inequalities. We are bringing forward a long-term cross-portfolio strategy that will drive forward action to eradicate fuel poverty in Scotland. This will be backed up by robust legislation that will put in place a new Scottish definition of fuel poverty and set a new and ambitious target against which the Scottish Government will report its progress.

This is the context in which Warmworks are operating to deliver Warmer Homes Scotland and the reasons why this work is so important. I am delighted to see that, in the third year of delivery, Warmworks has continued to maintain a strong and improving performance.

This year has seen nearly 5,000 households receive help from Warmer Homes Scotland. This means that the number of households that have benefited from an installation completed by Warmworks has passed 11,000. In reality this means that more than 11,000 of Scotland's most vulnerable households are living in warmer, more comfortable and easier to heat homes and are saving an average of £319 on their fuel bills. I am pleased to see that this has been achieved while maintaining consistently high customer satisfaction ratings.

Warmworks operate in a challenging financial climate and have responded by working in partnership with companies such as SSEN and SGN to leverage additional funding in to the scheme. This in turn ensures that the scheme's budget goes further and that more households are helped by Warmer Homes Scotland.

More important than the numbers are the individual lives that Warmer Homes Scotland has been able to transform, and I am happy to see this illustrated by the inclusion of case studies in the report.

As well as impacting on the lives of the people who receive help from the scheme, Warmer Homes Scotland also positively impacts on wider communities through its delivery mechanism that supports 29 local business based throughout the length and breadth of Scotland. These businesses employ local, skilled tradespeople and invest in the future by providing training opportunities to existing employees and by providing almost 100 apprenticeship opportunities to our young people to date. Warmworks is proud to be a Living Wage Employer and the businesses that make up its supply chain are committed to paying the Scottish Living Wage, rewarding their employees fairly for the work they do. I am delighted that Warmworks has shared some of the stories of how these businesses are going further than is expected of them to ensure that Warmer Homes Scotland is providing an excellent service to all of its customers.

As Warmer Homes Scotland reaches the halfway point of delivery, it is vital to start looking at the legacy of the scheme. It is crucial that the scheme looks to the future in its delivery and the best way to achieve this is by creating opportunities for future generations: whether this is achieved through improving the life opportunities of those children who now live in a warm, comfortable home as a result of work carried out under the scheme or by training the future workforce. I challenge Warmworks to press on with the work it is doing while ensuring it seeks out and acts on every available opportunity to ensure the success of Warmer Homes Scotland, creating an exemplar of good practice to be used as a benchmark for future schemes.

Angela Constance MSP

Cabinet Secretary for Communities,
Social Security and Equalities

INTRODUCTION

With our third year of delivering Warmer Homes Scotland now complete, we can reflect on the fact that more than 11,000 vulnerable households are now living warmer, more comfortable lives as a result of the scheme's intervention. The programme has now firmly cemented its place as a trusted, established and customer-focused element of the Scottish Government's overall approach to tackling fuel poverty and improving the housing stock across the country.

Although Warmer Homes Scotland has demonstrated again this year that it can operate at scale nationwide, we know that the job is still only partly done, and there is much more still to do. It's clear that the problem of fuel poverty in Scotland remains a pressing one, with more than a quarter of Scottish households remaining either in or at risk of fuel poverty.

That means that the policy context for the Scottish Government has been – and is likely to remain – a busy one, with the consultation on the future fuel poverty strategy now complete and the publication of the Fuel Poverty (Scotland) Bill due later this year. We have also seen proposed changes to the fuel poverty definition as well as continuing contributions to the development of Energy Efficient Scotland, which will act as the overarching umbrella for future activities designed to improve the energy efficiency of Scottish homes and buildings.

Whatever form the future delivery framework may take, we know from experience that people are still suffering the effects of living in cold, damp homes. Within that, every one of those households has a different story, every story is a challenge and one size never fits all. A handful of those stories are featured in this report – away from the numbers and the statistics, they will always be the strongest testament to the importance and effectiveness of what Warmer Homes Scotland provides.

Warmworks has played its part in discussions as consultation processes and responses have taken shape, highlighting the benefits that a national, scalable, customer-focused scheme like Warmer Homes Scotland has brought to the table. It's always important to remember that in addition to helping thousands of homes this year, every one of those households from every part of Scotland has benefitted from a tailored, bespoke package of energy saving measures as part of a whole-house approach that will deliver sustainable savings for years to come.

We are grateful for the Scottish Government's support and commitment to the programme as the year has unfolded. The additional funding allocated to the scheme throughout the year has enabled the scheme to keep up with escalated levels of demand over the course of a cold winter. Alongside this, their focus on continuous improvement and driving up standards has been an integral part of the results that have been achieved.

Delivering at the highest possible quality standards will always be a critical element of our approach, given the vulnerable customers and communities that we serve. We have seen customer satisfaction, timescales for delivery and inspection pass rates achieve record levels over the last twelve months, with more than 98% of our customers reporting their satisfaction with the service provided.

Whilst we are delighted with the hugely positive customer feedback we've received and the standards we've set in delivery, we are not complacent and we take none of the results for granted. We know that the complex, invasive work that we carry out on the scheme can, rarely, lead to things going wrong – our focus must always be on putting any problems right, as well as acknowledging and learning from any mistakes; using them as a basis to learn from and further improving our service.

None of the positive feedback and excellent KPI scores that we've achieved this year would have been possible without our network of registered, locally-based sub-contractors, who are featured later in the report. We are indebted to them for the consistency they've shown in their approach and also for their commitment to setting a high bar for quality, safety and customer care throughout the year.

Our sub-contractors have also played a key part in helping us to build our wider community impacts over the past twelve months, also featured later in this report. With almost 100 new apprentices now engaged since the scheme started and hundreds more jobs, training opportunities and placement opportunities created; the lasting impact that we are having on local communities continues to go from strength to strength.

This report gives us an opportunity to look back with some pride at what Warmworks has made possible through Warmer Homes Scotland. However, our task now is to sustain the positive momentum that the last twelve months has generated. It will be crucial for us to remain a responsive service in dealing with applications from all parts of Scotland; to build on the scheme's reputation as a trusted and accessible source of help and to never lose sight of our desire to set the bar at the highest possible level for quality and customer care. The problem of fuel poverty and the thousands of homes that are still struggling to stay warm means that we can aim for nothing less.

David Green OBE, Independent Chair of Warmworks Board
Mike Thornton OBE, Director, EST Scotland
Teresa Bray, Chief Executive, Changeworks
Michael McMahon, Chief Operating Officer, Lakehouse plc



4,903



HOUSEHOLDS RECEIVED ASSISTANCE FROM WARMWORKS AS PART OF WARMER HOMES SCOTLAND FROM 1ST APRIL 2017 TO 31ST MARCH 2018, EACH OF THEM SAVING AN AVERAGE OF £318 PER YEAR OFF THEIR ENERGY BILLS AND TOTAL COST SAVINGS OF £1,451,596.

9.6



The average increase in SAP (which stands for Standard Assessment Procedure and is the measurement of how energy efficient a property is, as shown on an Energy Performance Certificate) for households receiving at least one main measure was 9.6 points.



Warmworks has retained its status as an accredited Living Wage employer and every one of our 29 local sub-contractors have re-stated their commitment to pay their people the Living Wage.

A+

According to EPC data, more than 1,099 of the households referred to Warmer Homes Scotland this year lived in a Band F or G property before coming to us for help.

WARMWORKS HAS CARRIED OUT SURVEYS, INSTALLED AND INSPECTED MEASURES IN EVERY LOCAL AUTHORITY AREA IN SCOTLAND.



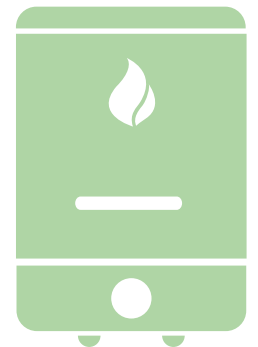


Of the 29 sub-contractors registered with Warmworks, 9 are located in island areas, providing a local service as part of a national delivery network.



Created almost **100 apprenticeships** in the supply chain, which are roles that will provide training opportunities and additional skills.

ALMOST 4,500 INEFFICIENT OR BROKEN BOILERS HAVE BEEN REPLACED IN THE LAST TWELVE MONTHS AS PART OF WARMER HOMES SCOTLAND.



**MORE THAN
7,757 CO₂
SAVED!**

More than **7,757 CO₂** has been saved as a result of the energy efficiency improvements installed this year, which is the equivalent to taking **1,661 cars** off the road.

THE YEAR IN REVIEW: CHALLENGES AND OPPORTUNITIES

Having spent more than £60m of Scottish Government funding in assisting more than 11,000 Scottish homes over the course of its first three years, Warmer Homes Scotland remains a prominent element of the Scottish Government's package of measures and initiatives to tackle fuel poverty. The Scottish Government retains responsibility for budget availability and finance; as part of that responsibility they also lead on policy areas – following consultation with stakeholders as required – such as the scheme's eligibility criteria and the range of measures available. The Scottish Government also undertakes and publishes its own internal annual review of Warmer Homes Scotland and Warmworks engages positively across the full range of its governance procedures.

Our job is to deliver the programme in accordance with the parameters that the Scottish Government sets. We are constantly engaging with customers, stakeholders and partners in taking on feedback and comments, gathering views on how the scheme or our approach to delivery might be changed or improved and these regularly feed in to our strategic level discussions with Scottish Government.

These relationships have proven especially valuable in implementing some of the changes to eligibility and scheme rules that the Scottish Government has made over the last year; with Warmworks able to work closely, effectively and often at short notice with partners to ensure any changes have been successfully implemented.

In this section of the report, we explore some of the wider themes, issues and challenges that have come out of those discussions over the past twelve months.

Funding and future budget

The Scottish Government has responsibility for the level of budget made available for Warmer Homes Scotland and how it matches up to demand. With the number of referrals received this year again higher than forecast, the Scottish Government has found additional funding over the course of 2017/18 that has enabled us to complete higher volumes of applications.

However, the Scottish Government remains clear that the higher levels of budget made available in 2017/18 cannot be guaranteed in 2018/19 and beyond. As such, the Scottish Government will retain the ability to take steps to control the number of applications being made to the scheme and the rate at which they are completed; this may include introducing an additional pause period to the customer journey to slow the rate of completed installations and ensure that the scheme remains open to applications throughout the year.

Warmworks recognises that fuel poverty is a sustained and complex issue and demand for the scheme has been high. We will continue to take guidance from the Scottish Government on the amount of budget available to meet the evident demand and we will engage with officials and Ministers as any developments are evaluated and reviewed.

Temperature monitoring evaluation

We recognise that whilst the headline numbers are important, it's equally essential for the outcomes from the work installed under Warmer Homes Scotland to be properly quantified and made tangible – many of our stakeholders ask about how we measure the precise impact of the energy efficiency measures installed under the programme. Our contract with the Scottish Government specifies that 10% of all completed households can opt in to a detailed programme of temperature monitoring, comparing heating patterns and bill changes over a twelve-month period before and after work has been installed. As part of that programme of analysis and data gathering, we have installed temperature monitoring equipment in 377 homes in the last year. For households where we have completed a full 12 months' monitoring, we have passed the detailed results and analysis back to the Scottish Government to help inform the development of future policy and programmes.

Continuing to deliver across all of Scotland

One of the strategic objectives that the Scottish Government put in place for Warmer Homes Scotland from the beginning was to pledge that the same level of coverage and the same quality of service should be available to all regions and all locations in Scotland. With fuel poverty often especially problematic in remote and rural regions, Warmworks is committed to providing a uniformly high standard of service, irrespective of where the applicant is based.

The map on page 07 shows that we are continuing to extend our reach across Scotland. A wide range of measures – ranging from conventional boiler replacements through to air source heat pumps and secondary glazing systems – have again been carried out in every local authority area in Scotland, with Warmworks' network of registered sub-contractors providing a local service that has proven responsive and sensitive to the needs of individual communities.

At the conclusion of the 2017/18 year, 98% of applications were completed within the target of 65 days, including the more remote areas of the country. Our aim for the next twelve months is to build on this momentum, continuing to develop partnerships with local community groups and intermediaries to build confidence in our service and access support that can often make for a smoother, more seamless experience for customers in remote areas.

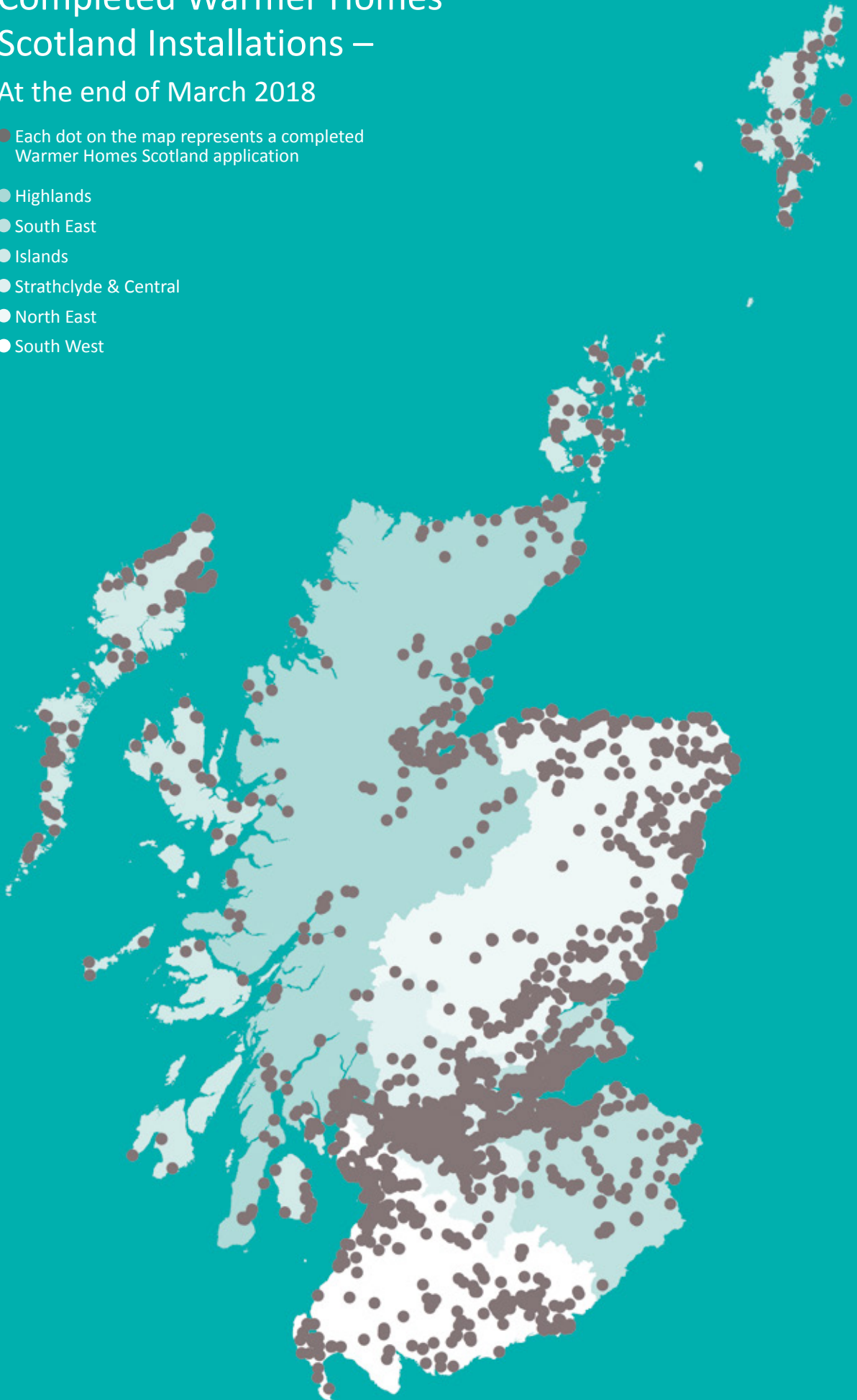
Warmworks has continued to build on the close working relationships we have in place with local authorities and stakeholders in island communities, which is a key element of our drive to deliver the same high standard of service across all of Scotland. By continuing to employ and strengthen partnerships with local surveyors, local installers and local quality inspectors, and by working with local stakeholder groups on the ground, we aim to ensure that we are able to provide customers in those communities with a more tailored, appropriate service.

Completed Warmer Homes Scotland Installations –

At the end of March 2018

● Each dot on the map represents a completed Warmer Homes Scotland application

- Highlands
- South East
- Islands
- Strathclyde & Central
- North East
- South West



THE YEAR IN REVIEW: CHALLENGES AND OPPORTUNITIES

Innovative solutions through strong partnerships

We have been pleased to continue our partnership with Scottish Gas Network (SGN) this year to enable our customers to access their Help to Heat scheme, which offers free or discounted connections to the network for households that are in or at risk of fuel poverty.

It is particularly good for customers that SGN has continued this valuable support for the scheme in 2017/18, meaning that 257 households were able to benefit from a new gas connection and a new, efficient gas central heating system without having to pay anything towards the cost of the connection. SGN's support adds up to £357,061 of additional investment leveraged in to the scheme and helps to provide the lasting outcome of a more cost-effective heating system for those householders for years to come.

We have also strengthened and continued our partnership with Scottish and Southern Energy Networks (SSEN) over the last twelve months. SSEN has continued to support an 'enabling fund' to help customers in SSEN-supplied areas who needed additional work carried out before measures could be installed; often work that they couldn't do themselves such as lifting flooring, clearing lofts or moving large items around the home. Funding for enabling works is not available under Warmer Homes Scotland but with SSEN's support, 47 customers this year have received additional help to get this done.

We are delighted that SGN has this year provided an additional source of funding to create a second 'enabling fund' that covers the other areas of Scotland not supplied by SSEN. This means that, between the funding secured from SGN and SSEN, every customer that applies to the scheme can now access further support for enabling measures if and when they need it. An additional 17 customers in non-SSEN supplied areas have been able to benefit from the funding supplied by SGN.

Without the support available from these enabling funds, many of the householders helped would have potentially had to cancel and miss out on the full range of measures they needed. As these customers are often the most vulnerable and in need of extra care, the nature of the assistance for these 321 customers is even more meaningful. We look forward to developing these partnerships with SSEN and SGN over the lifetime of the contract.



✓ 98%

OF APPLICATIONS
WERE COMPLETED
WITHIN THE TARGET
OF 65 DAYS



£60M

OF SCOTTISH GOVERNMENT FUNDING IN
ASSISTING MORE THAN 11,000 SCOTTISH
HOMES OVER THE COURSE OF ITS FIRST
THREE YEARS



OUR CUSTOMERS

Our customers have always been at the heart of everything we do. In this section, we look beyond the numbers and statistics to discover the real people and families who have been affected by fuel poverty. This section tells their story and how Warmworks and Warmer Homes Scotland has made a positive impact on their quality of life.

Customer:

Mr D. from Glasgow

Project:

Warmer Homes Scotland

Measure(s) Installed:

Loft Insulation, Gas Boiler

Added Value:

The SAP rating of the property has gone from 31 to 72, which is a massive improvement in the energy efficiency of the property.

Measures Installed:

- Loft Insulation
- Gas Boiler
- Energy Advice

For more information please contact

T: 0808 156 9568

E: enquiries@warmworks.co.uk

W: warmworks.co.uk



Mr D, a householder from Glasgow, got in touch with Home Energy Scotland (HES) as he was becoming increasingly frustrated with his old inefficient heating system that wasn't working as it should.

"It was someone who'd spoken on the bus about Warmer Homes Scotland that alerted us to it and we phoned up to ask about it – the gentleman who I spoke to there couldn't have been better, couldn't have been more helpful."

After a call with HES, which took around 50 minutes, Mr D was referred to Warmworks and an initial survey was arranged.

Once the survey had taken place, Mr D was found to be eligible to receive a new gas boiler and loft insulation in his property, at no cost to him.

Warmworks then appointed a registered local sub-contractor, City Technical Services, to carry out the work with the heating system and another sub-contractor, BCA Insulation Services, to carry out the insulation work. A technical survey was arranged to do a more detailed survey on Mr D's home and discuss in-depth the measures that were being installed.

Mr D had this to say about the technical survey process:

"They were more than helpful – we couldn't ever have complained about it!"

Once the technical survey was complete, the installation work began.

"The installers were very professional and left no mess anywhere at all. They also noticed a damp spot in the bathroom and traced it to poorly fitted insulation from when the house was built, which they rectified and topped up."



It took about 4-5 hours, so not too bad. We had left the house and they phoned us to tell us to come back, so we weren't out the house too long; it was no upheaval at all.

Everything was perfect, as I said, you wouldn't have known they were here."

A few days after the work was completed, an inspector came to look at the work and reassured Mr D that it was installed correctly and to the right specifications. He also answered any questions that Mr D had and made sure all the controls were understood.

The SAP rating in Mr D's home went from 31 to 72, which is a huge increase and means that Mr D's home is not only much warmer but a lot more energy efficient.

Speaking about his experience with the scheme, Mr D said:

"Everything is fine, the heating is perfect and we couldn't have asked for better! I don't have any suggested improvements because everything just seemed to flow from the initial phone call, to the surveyor coming out, to the heating man coming out, then to the boys fitting it. We never had any hold ups. Everything we were told was going to happen, happened as we expected."

For more information about Warmer Homes Scotland or to make an application, customers can contact Home Energy Scotland free on 0808 808 2282.



OUR CUSTOMERS

Customer:

Mrs F. from Wishaw

Project:

Warmer Homes Scotland

Measure(s) Installed:

Gas heating system

Added Value:

The SAP rating of the property has gone from 27 to 67, which is a huge difference.

Measures Installed:

- Gas heating system



For more information
please contact
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W: warmworks.co.uk

Mrs F, a householder living in Wishaw, was struggling to stay warm as her gas system had stopped working and she began to look on the internet for assistance that might be available.

It was here that Mrs F came across Home Energy Scotland (HES) and she decided to give them a call to discuss her situation in more detail.

“We saw the HES number, so I phoned it up, and they gave me the option of a few different schemes that I might be eligible for.”

After asking Mrs F a series of questions, HES determined that she was likely to be eligible for the Warmer Homes Scotland scheme and referred her to Warmworks so that an initial survey could be arranged.

During the survey, it was confirmed that Mrs F would receive a new gas heating system at no cost to her, thanks to the additional help she received from an enabling fund provided by SGN, which gave her extra support to get the house ready for the work to go ahead. Delighted with this help, Mrs F said:

“My gas wasn’t working, and my heating system gave up. I put a new thermostat in last year and it just totally broke, and I had no heating or no hot water, so I knew it was time to do something!

I wouldn’t have been able to afford this help on my own – so I am very grateful with the additional funding and assistance that I received.”

It was at this stage Warmworks appointed one of its registered contractors, BRB Electrical, to carry out the work and a technical survey was arranged.

Impressed with the technical survey, Mrs F said:

“It was fantastic, and they were really good at explaining what was going to be installed.”

Once the technical survey was complete, BRB Electrical arrived on time to start the installation, which went smoothly and as expected. Mrs F had this to say about the installation:

“The guys picked up after themselves as they went along and tidied everything up. They even took the old radiators and boiler out and made sure everything was in place.



They were so clear when explaining how the boiler worked because I also had to get a new water tank installed – they were fantastic. It made me feel very confident when using the new system.

And then the carpet fitter came in and sorted everything and put them back down. He cleaned up after himself too.”

A few days later, an inspector came out to inspect the installed works and reassured Mrs F that everything had been installed according to the correct specifications.

“He confirmed that everything and was working perfectly; no problems whatsoever. It was fabulous to have my heating back.”

Through the installation of new energy efficiency measures in Mrs F’s home, the SAP rating increased from 27 to 67, which is a massive difference and ensures that Mrs F will no longer live in a cold home.

Speaking about her overall experience with the scheme, Mrs F had this to say:

“I am a lot warmer; my heating bill has gone down by quite a bit, which is excellent and I’m not waking up in the middle of the night freezing cold.

I can have a hot bath or shower when I want which is brilliant as before I couldn’t – I had to go to my friends.

I had no heat for three months and it was terrible, particularly through the snow and frost that we had – it really was dreadful.

It has made so much difference and the installers were fantastic. I can’t fault them.”

For more information about Warmer Homes Scotland or to make an application, customers can contact Home Energy Scotland free on 0808 808 2282.



OUR CUSTOMERS

Customer:

Mr A. from South Uist

Project:

Warmer Homes Scotland

Measure(s) Installed:

LPG Gas boiler

Added Value:

The SAP rating of the property has gone from 30 to 42, which means the property is now a lot more energy efficient.

Measures Installed:

- LPG Gas boiler



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please contact
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Mr A, a householder living in South Uist, decided to get in touch with Home Energy Scotland (HES) after relying on a 35-year-old Raeburn oil heating system that was no longer efficient or meeting the needs of his family.

His wife and one of his children also suffer from severe asthma and the soot from the current heating system was exacerbating their breathing difficulties.

“I heard that someone else got a new system fitted and they told me it was gas and that it was fantastic, so I applied for it.”

HES confirmed that Mr A was eligible for the Warmer Homes Scotland scheme and referred him to Warmworks so that an initial survey could be carried out.

Mr A was delighted to hear that he qualified for a new LPG gas boiler, the cost of which was partly funded through an enabling fund that is provided by Scottish and Southern Electricity Networks to give extra support on more complex or challenging jobs— without this help Mr A recounts how,

“..it would have been very difficult to get the tank.” He went on to say, ***“This really helped out, when you’ve got a young family it can get expensive to live out here on the islands.”***

At this point, Warmworks appointed one of its registered sub-contractors, to complete the works and a technical survey was arranged.

“It (the technical survey) was quite manageable, and the suggestions they gave were impressive. The last time I did the heating in this house was 34 years ago.

The surveyor worked out where best to put everything and we agreed that this is going to make a big difference to the house. It’s really fantastic where they are as they are not in the way, and the heat is not going out the windows, it’s going through the house.”

Once the technical survey was complete, the installers arrived on time to start the installation.

“They were really, really helpful. They got so much done in the two days when we left them to their own devices. They cleaned up after themselves; I’ve worked in the building trade for 40 years, and they were absolutely fantastic.”



Mr A returned home with his family and was delighted with his new energy efficient system. A few days later, an inspector came to inspect the completed works and answered all of Mr A's questions.

"He came out to do a double check of everything. He didn't just do the check, he showed us how to use the system, and said why they were out and what they were doing."

The SAP rating in Mr A's home went from 30 to 42, which is a big increase. We asked Mr A if he has noticed a difference in his property and his energy bills. He had this to say:

"I'm amazed at the difference. It was installed in September and the year before it was horrendous. I had to get up at 5am so the boys and the house would be warm as it would take time for the heat to build up in the radiators. It was such an old system, I can't tell you how much of a difference this has made to us."

Mr A has even noticed that he is saving money on his fuel bills:

"It's more affordable and it's quicker to heat up."

"It's been cold out here and we have it on at a set temperature and it only took £500 to stay warm all the way through, including the worst part of the winter. Before it was £200 a month on coal alone. We went from September, October, November, December, and we're in January now so that was for four months – it was a massive saving."

"It's worked perfectly for us, it works really well so that is what we wanted in the first place."

For more information about Warmer Homes Scotland or to make an application, customers can contact Home Energy Scotland free on 0808 808 2282.



OUR CUSTOMERS

Customer:

Mrs T. from Gorebridge

Project:

Warmer Homes Scotland

Measure(s) Installed:

Gas heating system

Added Value:

The SAP rating has gone from 19 to 64, which is a massive increase in the energy efficiency of the property.

Measures Installed:

- Gas heating system



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Mrs T, a householder from Gorebridge, lived for years in a home with no central heating and was used to going to sleep in a cold room. One day while visiting the doctor's office, Mrs T came across a Home Energy Scotland (HES) stand and advisor who was there to give energy-saving advice and discuss the range of help and assistance that is available.

"I had an appointment at the doctor's surgery and was sitting in the waiting room and this chap came up and started speaking to me and I asked him some questions. He asked us what heating we had in the house and when I said a gas fire, he told me that we may be eligible for help."

After a further set of questions, Mrs T was referred to Warmworks and an initial survey of the property was arranged. It was here that it was confirmed that Mrs T was eligible to receive a new gas heating system at no cost to her.

"The guy who came out initially was brilliant! He went over everything with us and looked over the paperwork. He went around the whole house and said what he was going to put where. I've got no complaints at all there, he was great!"

Once the initial survey was complete, Warmworks appointed a registered sub-contractor, Dalex Systems Ltd, to carry out the work and a technical survey was arranged. This survey goes into more detail about the installed measures and is a further opportunity for the householder to ask any questions they may have regarding the installation.

"If I remember rightly, they phoned me on my mobile in the morning of that day and said he was coming. I asked him to come a bit later and he was able to do that. When there, he told us that the house would need to be vacated and what carpets would need pulled back and things like that. It was pretty good as well."

After the technical survey was completed, a date was arranged for the installation. When the team arrived to complete the work, they worked hard to ensure everything was installed in one day to minimise the disruption.



Mrs T had this to say about the installation:

“I was surprised at how quickly they did it. They were very, very quick.

They were here at just before 8am and they called me about 3pm in afternoon to say that they were finished. It was only two guys; I was really impressed with that! At the end of the day he gave me a quick run through of what to do.”

A few days later, an inspector went to the property to ensure that everything had been installed correctly and to the highest standard. He reassured Mrs T that everything was as it should be and answered any questions that she had.

The SAP rating in Mrs T’s home increased from 19 to 64, which is a huge increase and means that her home is a lot warmer and more energy efficient.

Speaking about the overall service she received, Mrs T said:

“I can’t fault them at all really. I really don’t think there is anything I would change; everything went smoothly. It was all done pretty quickly. From me speaking to the guy in the doctor’s surgery, to the installation, it was all done in about a month or a month and a half – not long at all.”

For more information about Warmer Homes Scotland or to make an application, customers can contact Home Energy Scotland free on 0808 808 2282.



OUR SUB-CONTRACTORS

As part of our delivery of the Warmer Homes Scotland scheme, Warmworks manages a network of 29 locally-based sub-contractors who cover the whole of the country, from Shetland to Stranraer and from Barra to Kelso, helping us to provide a first-class service to our customers. One of the Scottish Government's key objectives for Warmer Homes Scotland is that customers should receive the same high standard of delivery irrespective of where they live in Scotland; with eight of our sub-contractors physically based in island areas or remote communities, we aim to provide a truly local and trusted service nationwide.

Procurement

Before a company can be enlisted as a registered Warmworks sub-contractor, they have to demonstrate that they can meet our high standards around quality, compliance and technical accreditations. This is a robust process and each company is scored according to a bespoke matrix, which ensures only committed, quality businesses are accepted into our supply chain.

Once our high standards have been satisfied, sub-contractors go through a rigorous onboarding process, which includes a detailed induction that covers the core areas of our work: customer journey, health and safety expectations and technical requirements of the contract and the Warmer Homes Scotland scheme. This process also involves Warmworks' in-house Quality and Compliance team, who outline our expectations in terms of installations and work in progress visits. Training on the specific products and specifications used by Warmworks is also provided.

Each sub-contractor is then allocated a dedicated Sub-Contractor Coordinator from Warmworks' head office. They act as key liaison point within Warmworks.

Throughout the scheme year, members of our supply chain attend technical forums and sub-contractor events to receive updates and provide feedback – this allows Warmworks to refine our service offering. Additionally, the team uses a web portal to liaise with our sub-contractors and to deal with any specific on the job issues that need to be resolved.

Performance management

Each sub-contractor is continually assessed by a specially-designed performance management system, which helps to reassure our customers that they will receive high quality workmanship, and that the people in their home are professional, trustworthy and able to deal quickly with any questions or concerns that may arise.

This performance management system assesses sub-contractors in a number of areas, namely: the timeliness and efficiency of their work, the percentage of their jobs that pass our independent quality inspections first time and the overall levels customer satisfaction. Each sub-contractor is then scored on a monthly basis and a meeting is arranged to review their performance.

The best-performing sub-contractors under our performance management system are first in line to get increased allocations of work, whilst those sub-contractors who don't score as highly are given bespoke improvement plans that are designed to help raise their performance.

Warmworks believes that transparency, openness and constructive support are key elements of our relationships with our supply chain. In the last twelve months, only one sub-contractor has left the scheme and the rest of our registered companies have continued to drive higher scores and stronger performance. The average score across all sub-contractors and all KPI areas on the performance management scorecard this year was 90%, which is a significant increase on the previous year's score of 83%.

Challenges

As with any contract of this scale, there can be challenges that sub-contractors face when trying to fulfil their responsibilities to customers. Specifically, the geography, volumes of work and the range of measures available under the scheme can provide logistical challenges for individual companies.

In addition, due to the sensitive nature of our customer base, we place high expectations on our sub-contractors to deliver exceptional customer service, which often requires them to take more time and add more steps to their processes to ensure that they complete the job right first time and to the customer's satisfaction.

Where sub-contractors have not been able to provide the level of service expected in the delivery of the scheme, we work closely with them to improve their performance and provide increased support – often in the form of on-site work in progress visits on their jobs – to help them attain the standards that we expect.





Warmworks' Values Awards 2017/18

There are five values that Warmworks has as the cornerstone of its approach to managing Warmer Homes Scotland: Care, Professionalism, Enthusiasm, Teamwork, Innovation.

Throughout the year, many of our sub-contractors receive nominations for actions, events and behaviours that our team feel exemplify these values and bring our delivery of the scheme to life.

Once a year, these regular nominations are all brought together, and winners are selected for a Warmworks Values Award in each of the five categories. This section tells the stories of the 2017/18 winners in each category.

Care | TK Murray

TK Murray went to extra lengths to ensure a customer's son who was severely autistic was comfortable with their presence and the work that was being done.

Upon being informed that he was particularly unsettled and alarmed by high-visibility vests and personal protection equipment (PPE), TK Murray ensured that they did not arrive to the property wearing these. When the customer and her son returned, the TK Murray engineers had again changed out of all PPE and high-vis clothing before setting aside more time to answer all of her young son's questions. He seemed to have an interest in their van, so they showed him inside and explained how all of the tools worked, which certainly made him happy!

Following the installation, the customer contacted Warmworks to say that no workmen had ever taken such care and shown such warmth to her young son, something which meant more to her personally than she could say.

Professionalism | City Technical Services

City Technical Services won the professionalism award due to their commitment to excellence and courtesy towards a vulnerable customer and his wife.

Delighted with the service they received, the customer wrote to us to commend the sub-contractors for their, ***"professionalism, courtesy and helpfulness."***

The customer went on to say, ***"Their concern for us was clear throughout. This was customer service indeed. My wife and I now look forward to a cosy winter season and lower energy bills."***

Enthusiasm | McInnes Plumbing and Heating

After a difficult installation due to inclement weather, it was noticed that the customer's gas cooker had been disconnected and therefore they had no cooking facilities.

The sub-contractor returned the next morning, driving a few hours in snowy weather, to fix this problem for the customer. This was not work contracted under Warmer Homes Scotland, and was done in his own free time.

The customer said, ***"I don't think I have ever seen such a level of workmanship and work ethics. Every step of the way Warmer Homes Scotland has been 100% genuine. The follow up has been as good as the very first contact with Warmworks. Our house is warm. This is quite literally life enhancing."***

Innovation | Everwarm

L&M attended a property for a full system installation and discovered asbestos boards behind every radiator – this was not identified previously as the boards were not visible.

In normal circumstances, the customer would have to clear these asbestos boards from the property before the job could proceed.

L&M quickly and proactively developed an alternative solution, which was to work in tandem with the asbestos material removal company to safely remove and replace the radiators meaning no upheaval or cost to the customer.

The two companies worked together to remove the radiators from the walls, the asbestos removal company then cleared the area and verified that there were no asbestos particles present. L&M were then able to install the new radiators.

Teamwork | South East (SE) Heating

SE Heating completed a job where the property was in a dilapidated internal condition and real concerns were raised around the cleanliness and hygiene of the interior. It was obvious that this customer was very vulnerable, and we would need to be extremely careful in allocating this to a sub-contractor due to all the factors previously described.

Within an hour of the initial phone call, SE Heating had contacted and arranged an appointment with Warmworks' Surveying Manager and they quickly established a plan, not only to get the heating installed but how to clean up the house safely for the engineers and customer. A date for installation was scheduled and ultimately the job went ahead without any issues.

OUR COMMUNITIES

In helping customers to become warmer, healthier and happier in their homes through Warmer Homes Scotland, the Scottish Government also wants to ensure that real and sustainable benefits can also be felt in the wider community.

These benefits have taken the form of job creation, apprenticeship opportunities, enhancing the skills of our supply chain and strengthening relationships with key third parties and stakeholders on the ground.

Warmworks takes this commitment seriously and has already made meaningful progress in this area. We are particularly proud that in delivering wider community benefits, we have also built lasting relationships and partnerships that have already benefitted and will continue to benefit local businesses in the months and years to come.

Warmworks approach to delivering community benefits encompasses two core areas:

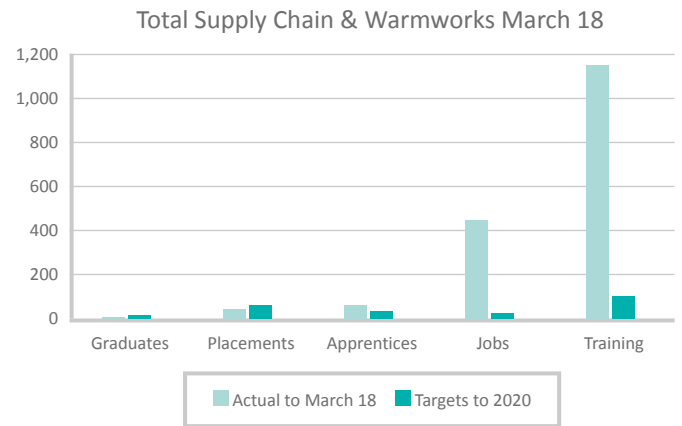
Employment Skills Plan

The Employment Skills Plan (ESP) is a contractual document between Warmworks and the Scottish Government and it sets out what Warmworks is seeking to achieve between now and the end of the current phase of the contract.

Working closely with our supply chain is imperative as we aim to achieve these targets. In doing so, we encourage them to invest in new jobs, apprenticeships, training and opportunities to enhance skills or create openings for school leavers and graduates.

Warmworks also keeps the supply chain abreast of opportunities that will assist them in developing their business and maximising their impact in the community, such as funding or further training opportunities. In addition, Warmworks leads by example in certifying that the 29 companies who currently make up our supply chain pay any employees providing a service to our customers at least the Scottish Living Wage, which has proven benefits to the wider community.

Our Progress



Building lasting partnerships with key stakeholders and community groups

Warmworks recognises the impact that living in fuel poverty has on people and their families throughout Scotland. While great progress has been made in this area, we know there is so much more to be done and no one agency or organisation can solve the complex problem by itself. That is why we are committed to working with a range of stakeholders throughout Scotland to share knowledge, build meaningful relationships and partnerships that will make a more effective contribution to the wider drive to eradicate fuel poverty.

Over the last year, we have developed excellent relationships with a number of strategic partners, two of which are featured in this section.



Here are two examples of our recent collaborative efforts:



MCR Pathways

Warmworks recently connected with the innovative charity: MCR Pathways. The 'Young Glasgow Talent' mentoring programme by MCR Pathways is supporting Glasgow's most disadvantaged young people with weekly one-to-one adult support.

The founder, Dr Iain MacRitchie, gave a presentation on the inspirational work being done at our Sub-Contractor Forum in October 2017. This included the Talent Taster programme that gives young people the opportunity to find out more about a particular business or industry through a short placement – something we have been encouraging our supply chain to take part in.

Iain says: ***"We can evidence the clear difference our services are making to young people. It's simply transformational. Whether that's confidence, outlook, positivity or tapping into hidden talents. The results speak for themselves. We want more employers and potential mentors to get involved in shaping the future of our young talent across Scotland."***

Warmworks has already started by committing their Communities Manager, Neil Barnes, to be a mentor on the programme and we look forward to developing our partnership in the years to come.

If you are interested in mentoring, please visit www.mcrpathways.org to find out more.

Tackling Household Affordable Warmth (THAW) Orkney

THAW Orkney is a small local charity that provides bespoke advice and support to vulnerable households across all of the 20 inhabited Orkney islands. As part of that remit, THAW works closely with Warmworks to ensure the best possible support is in place for the household throughout their journey, from initial referral through to the completion and inspection of energy efficiency measures.

Since the scheme started, almost 100 households across Orkney have now received help under Warmer Homes Scotland. The ongoing successful partnerships that Warmworks has with local installers, surveyors and inspectors has been a key part of establishing a positive reputation for the scheme in the area, but the hand-holding and reassurance that THAW can provide on the ground to the scheme's customers can be equally critical.

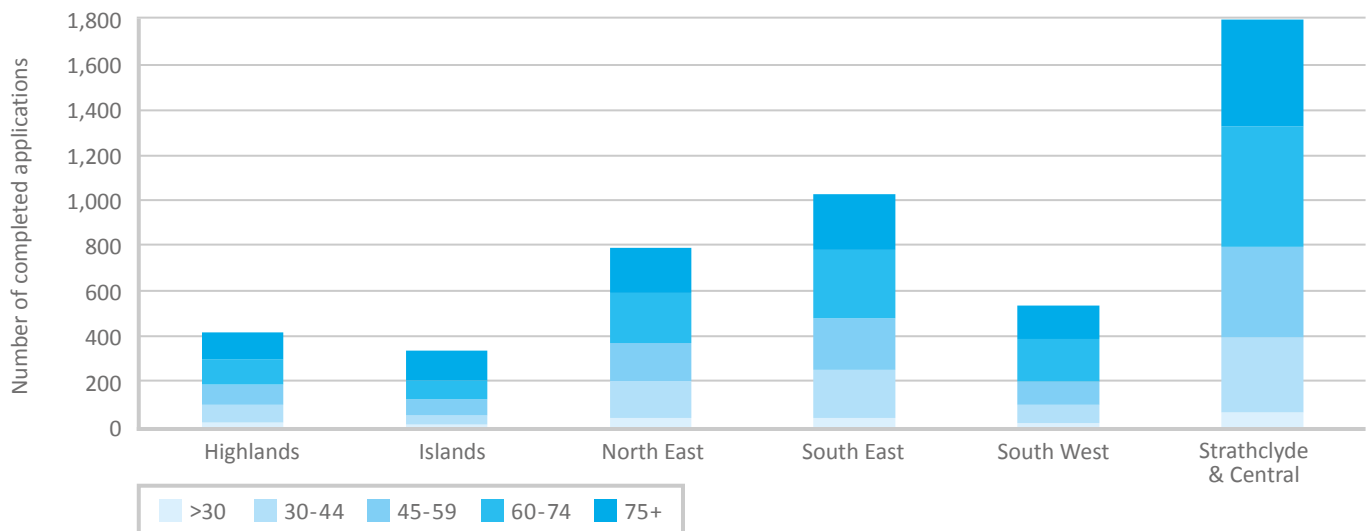
THAW also has a growing number of well-developed partnerships with local community groups as well as third sector organisations and public service providers; this often proves to be an important bridge in reaching the most vulnerable customers in an island area with some of the highest rates of fuel poverty in Scotland.

One customer referred by THAW during the winter period had a replacement oil boiler and loft insulation installed, with the whole application completed by Warmworks and its registered installers within three months of THAW's initial referral. The customer was very happy and commented to THAW: ***"Thank you so much for all you've done for us. We really do appreciate everything"***.

THE YEAR IN REVIEW: TRENDS AND ANALYSIS

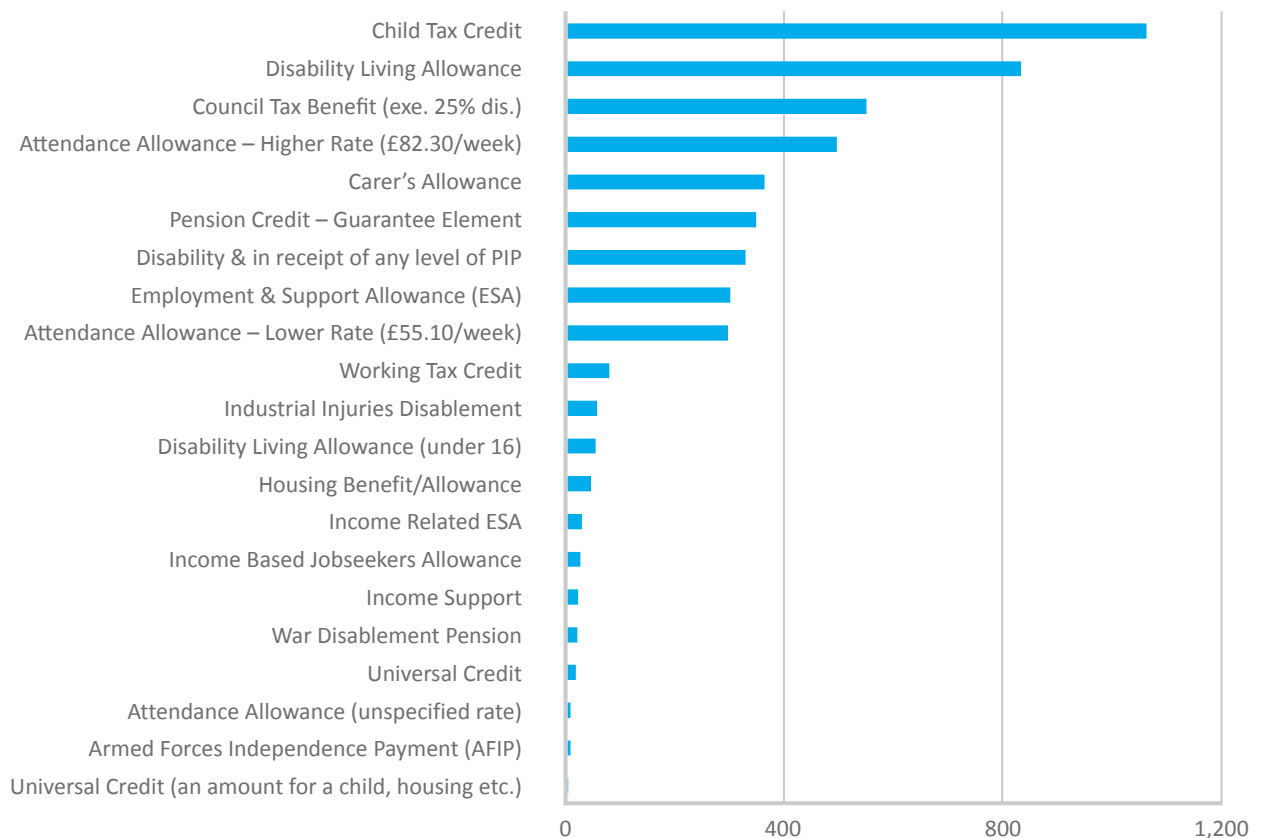
About our customers: age and location

The graph below shows the households that received assistance under Warmer Homes Scotland in 2017/18, split by the age of the eligible applicant and the geographic region in which they are based.



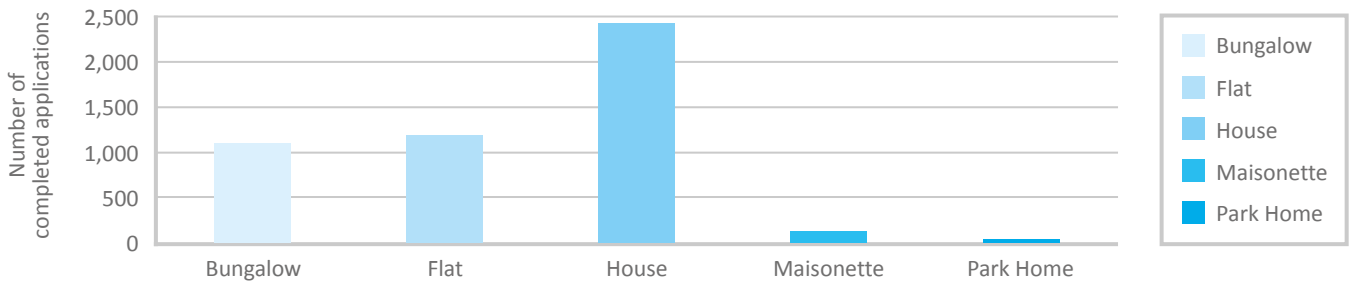
About our customers: the qualifying benefits they receive

The graph below shows the breakdown of households that received assistance under Warmer Homes Scotland in 2017/18 and gives details of the main benefit being claimed by the eligible person to make them qualify for the scheme. Note that some householders will receive more than one benefit and this graph only captures the lead benefit.



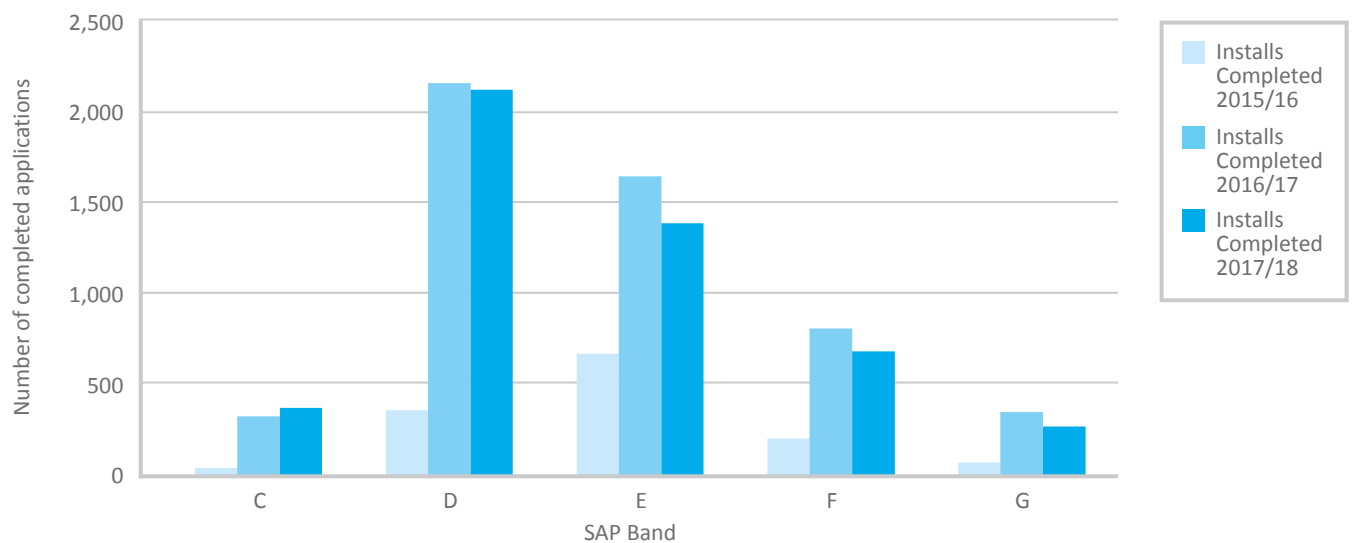
Homes: about the properties we've helped

The graph below shows the split of the different property types that were helped under Warmer Homes Scotland in 2017/18, using the property type definitions specified by the Scottish Government.



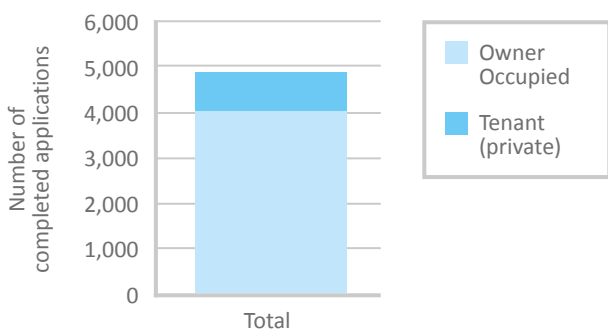
Homes: number of completed applications to Warmer Homes Scotland by SAP band

The graph below shows the households that received assistance under Warmer Homes Scotland in 2017/18, split by the SAP band (as shown on a standard Energy Performance Certificate) of the property prior to any energy efficiency improvements being installed. Note that households with a recorded initial SAP band of C or D would in reality have had lower SAP ratings because their main heating system was broken.



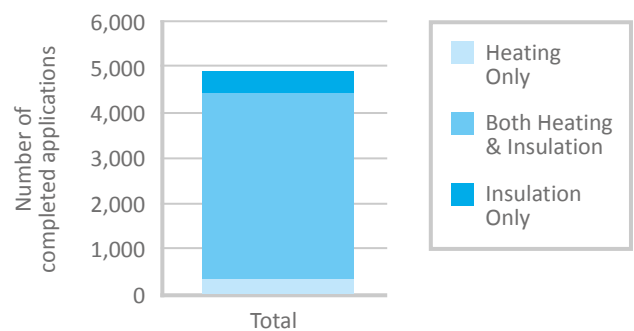
Homes: number of properties we've helped by tenure

The graph below shows the households that received assistance under Warmer Homes Scotland in 2017/18, split by the tenure of the household.



Measures installed: mix of heating/insulation

The graph below shows households that received heating measure(s) only, insulation measure(s) only or a combination of heating and insulation measures.





WARMWORKS LLP

1 Carmichael Place
Edinburgh
EH6 5PH
Tel: 0808 156 9568

warmworks.co.uk

