

# Warmworks Annual Report 2019/20 Continuing to provide warmth to our

customers through difficult times

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#### 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. Warmworks is contracted to deliver Warmer Homes Scotland until the end of August 2022. Each of the three partners has an equal one third stake in Warmworks and each sits, together with the Warmworks Managing Director and an independent Chair, on the Warmworks Board to ensure that the organisation provides a first class service to the Scottish Government and to the vulnerable customers that it serves.



Our National Performance Framework (NPF) articulates the outcomes and ambitions we have to create a fairer and more equal country. Helping to translate the ambition of our NPF into action, Warmer Homes Scotland plays a crucial role in supporting households in Scotland who are living in or at risk of fuel poverty.

We want our communities to be pleasant places to live where everyone has access to a safe, warm and affordable home. That means tackling fuel poverty and ensuring crucial help is available to the most vulnerable in our society to ensure their homes are warm and affordable to heat. Since the Warmer Homes Scotland energy efficiency scheme commenced in September 2015, it has helped almost 20,000 households living in or at risk of fuel poverty.

The impact of Warmer Homes Scotland, delivered by Warmworks, is significant. The measures taken help to reduce health inequalities, provide a better home environment for our children, enable the elderly to stay in their own homes for longer and those on low incomes to afford to heat their homes. Moreover, in 2019/20 it is, on average, saving households £295 per year on their annual fuel bill.

And beyond the direct impact to households benefitting from the scheme, there is a wider community benefit too. In terms of the economy, 22 locally based Scottish businesses are working on the scheme across Scotland. I am also pleased that 132 apprentices have been employed during the period of this annual report – demonstrating that the scheme not only creates warmer homes, but also provides good quality employment and training opportunities.

I'm also delighted that every single member of the Warmworks supply chain pays employees the Scottish Living Wage, which helps tackle in-work poverty, another priority of government.

#### MINISTERIAL FOREWORD



The impact of Warmer Homes Scotland, delivered by Warmworks, is significant... And beyond the direct impact to households benefitting from the scheme, there is a wider community benefit too.

This annual report outlines the significant successes Warmworks has achieved since Warmer Homes Scotland commenced in 2015. I welcome this and pay tribute to the hard work of the Warmworks team and everyone involved.

And aside from the statistics and figures that illustrate the successes of this impressive scheme, what is also important are the testimonies from the people who have benefitted from the scheme who have had their lives improved and sense of wellbeing enhanced.

While there are lots of positives within this report, towards the end of the reporting year saw the significant challenge and uncertainty posed by COVID-19. Warmworks demonstrated its ability to quickly adapt to challenges, when the scheme was paused in line with national lockdown restrictions and quickly mobilised its office based staff to home working ensuring continuity of service for customers and the supply chain. A new service of supplying temporary electric heaters to those households without working heating was also rolled out across all areas removing some uncertainty for those households who did not have working heating at the time.

This annual report outlines the significant successes Warmworks has achieved since Warmer Homes Scotland commenced in 2015. I welcome this and pay tribute to the hard work of the Warmworks team and everyone involved. The challenge now for Warmworks is to continue to build on this success, to maintain its commitment to a first-class service for every customer, to be responsive and adaptable in an ever-changing world, and to continue to work with the Scottish Government to deliver on our shared endeavour to tackle fuel poverty and build a fairer Scotland.

#### Aileen Campbell MSP

Cabinet Secretary for Communities and Local Government

#### INTRODUCTION

The 2019/20 scheme year finished amid unprecedented circumstances and a period of very serious uncertainty, concern and difficulty for many people and homes across the country. The huge impact of the spread of COVID-19 has already been felt by so many, but for those households already struggling with the cost of high energy bills and finding themselves unable to stay warm at home, the consequences may last even longer.

The team at Warmworks has been, and remains, committed to responding to the situation decisively and effectively, working in partnership with the Scottish Government to ensure that their guidance and their instructions have been followed at all times. We will continue to take our lead from the Scottish Government, providing whatever help we can to our customers in a way that protects both their safety, the safety of our team and the safety of those who work with us to deliver the scheme.

It is impossible to ignore that context as we begin the task of looking back at what Warmer Homes Scotland has been able to deliver over the last twelve months. However, it is still right and appropriate for us to undertake our annual review of the scheme's activities across the country, marking its achievements and reflecting on lessons for the future as part of our commitment to continuously improving the work that we do.

Turning now to those achievements, we were all pleased with the scheme's progress as it approaches another significant landmark, with almost 20,000 vulnerable households now having received assistance from Warmer Homes Scotland. Those households should now be able to afford the benefits of a warmer, healthier home.

The scheme also saw another very positive year in relation to contract performance, with all of our key performance indicators (KPIs) finishing the year ahead of target in every part of Scotland. We were also delighted that 98% of applications passed an independent quality inspection at the first time of asking, the highest score achieved to date. In addition, high performance was sustained in other areas of operations with 98% of applications completed within the contracted timeframe with the Scottish Government and 99% of our customers confirming that they were satisfied or very satisfied with the work carried out. We pride ourselves on setting industry-leading standards for the work that is delivered and these independently verified benchmarks are indicators of our success in that regard. However, we recognise that we need to continue to work with our supply chain and our partners to sustain and build upon this performance as we go forward.

We did experience a challenge across the period as the number of overall applications to the scheme reduced versus last year. This is explored in more depth later in the report, but it is important to note that the Scottish Government, working closely with Warmworks and Home Energy Scotland, responded quickly to the lower than anticipated levels of demand and put steps in place that were increasing application numbers before the COVID-19 restrictions were put in place. It's likely that this trend will continue as the wider economic impacts and long-term societal consequences of COVID-19 come into sharper focus.

We agree that as restrictions are lifted it will be even more important for the scheme to be widely publicised and made visible and accessible. We will continue to work with the Scottish Government, who have responsibility for the promotion of the scheme, and with Home Energy Scotland, who are a key partner in increasing visibility of the scheme in the communities in which we work.

This year was the first in which increased targets for providing wider community benefits came into place as part of our delivery. Those higher targets, in place for the next two years, will see us creating more jobs and apprenticeships, providing more training opportunities for our supply chain and also strengthening the work we do with young people and school leavers through mentoring, placements and work experience. It's encouraging that the first year of these higher targets being in place has seen positive results, with 132 apprenticeships now made possible since the start of the scheme and more than 1,888 new training and re-skilling opportunities delivered. More information about our progress in this important area is detailed later in the report.

None of those wider community benefits – and none of our consistently high quality and customer feedback scores – would be possible without our network of registered, locally-based sub-contractors, who are also featured later in this report. The disruption brought by COVID-19 restrictions has been as significant for them as it has been for many SMEs across the country, but the partnerships and relationships we have developed with those companies have remained strong. They delivered another exceptional year of high-quality customer care in 2019/20 and they are already focused on working with us as we look forward to the challenges and opportunities that will come as the scheme continues to evolve. Looking to the future, the policy context for the Scottish Government remains clearly set. With the Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act 2019 now enshrined in legislation, both the extent of the Scottish Government's ambitions and the scale of the task ahead are very clear. That will mean that the scheme will need to continue to deliver at scale and be ready to increase its impact across all parts of Scotland in the coming years.

The end goal for the eradication of fuel poverty may be some years away, but as the wider policy context continues to take shape we fully understand and appreciate the need for Warmer Homes Scotland to develop and take on board new technologies and new approaches as we get closer to that goal.

For example, the last twelve months have seen record numbers of renewable technologies installed under the scheme, which we recognise will need to continue as the Scottish Government concurrently pursues its goals relating to the decarbonisation of heat and the wider drive towards Scotland becoming zero carbon by 2045. We have also seen the successful introduction of new technologies such as Q-Bot, a robotic underfloor insulation platform, within the package of what Warmer Homes Scotland can offer.

It's important that we continue to evaluate these new ways of working as we move forward. The scheme is a critical element of the Scottish Government's efforts to eradicate fuel poverty; however, improving household energy efficiency will also remain a key contributor to the battle to tackle climate change and reduce carbon emissions in the domestic sector.

Our job as Managing Agent is to ensure that the scheme can play its part within that wider policy context; successfully trialling, embedding and scaling the installation of new technologies and promoting renewable solutions on the basis that they are right for the vulnerable customers that we serve.

Our primary responsibility remains to do the right thing by that same customer base – recognising that people are individuals and the lives of the customers that we help are rarely straightforward. This report tells the stories of some of those people and the difference that the scheme has made to their lives. As ever, they are the most telling evidence of the value of what the scheme can do.



Perhaps more than any other year of the contract so far, we have been grateful for the Scottish Government's support over the last twelve months. The responsiveness and clear-sightedness they demonstrated during the turbulent conclusion to the period have been hugely important factors for Warmworks as we have sought to navigate our way through and remain able to deliver what we can for those customers who need our help.

The serious problems faced by people living in or at risk of fuel poverty have been well documented – the consequences for mental and physical health, the realities of having to make impossible choices on a daily basis. However, it is evident that given the disruption and difficulties that we have collectively experienced over the last few months, the importance of people being able to spend time in their own home without having to live in cold, damp conditions and without having the continual worry of what it might cost them to be warm is perhaps more significant than ever.

There is an opportunity ahead to make affordable warmth a key priority as part of the efforts to emerge from a period that has been unprecedented in our collective memory. Taking advantage of that opportunity will be critical for all of us as we seek to move towards the achievement of the ambitious targets that have been set and help households across Scotland to begin to contemplate a life without fuel poverty. We stand ready to play our part in that process.

#### **David Green OBE**

Independent Chair of Warmworks Board

Mike Thornton OBE Chief Executive, Energy Saving Trust

Teresa Bray Chief Executive, Changeworks

Bob Holt OBE Chairman & Chief Executive, Sureserve Group plc

#### **HIGHLIGHTS & HEADLINES**

The statistics below highlight the impact the scheme has made in the last year alone; however, it's important to remember that the energy saving improvements installed under Warmer Homes Scotland will last for up to 25 years. This means that the financial and carbon savings shown below will be even greater across the lifetime of those measures, representing a significant return on investment.

**£**3,607 households received assistance

from Warmworks as part of Warmer Homes Scotland from 1st April 2019 to 31st March 2020

Each of these households saved an average of

per year off their energy bills, which equates to total annual cost savings of around £1,000,000



Warmworks carried out surveys and installed and inspected measures in every local authority area in Scotland

The average increase in SAP for households receiving at least one main measure was 9.1 points. (SAP stands for Standard Assessment Procedure and is the measurement of how energy efficient a property is, as shown on an Energy Performance Certificate (EPC))

According to EPC data, just under 500 of the households referred to Warmer Homes Scotland this year lived in a Band F or G property before coming to us for help.



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

# More than 5,000 TCO<sub>2</sub> saved

More than 5,000 TCO, has been saved this year as a result of the energy efficiency measures installed this year, such as a gas boiler or loft insulation. This is the equivalent to taking 1,127 cars off the road.



**3,194** inefficient or broken boilers have already been replaced with brand new, energy efficient systems as part of Warmer Homes Scotland.

Warmworks has retained its status as an accredited Living Wage employer and every one of our 22 local sub-contractors has again confirmed that they pay their people the Living Wage for their work on this contract

#### We have now created

# **132** apprenticeships in the supply chain, which are roles that will provide

training opportunities and additional skills.

Warmer Homes Scotland remains a high-profile area of spend for the Scottish Government and a key part of the policy and delivery framework that it has in place to tackle fuel poverty. Over the last twelve months, the scheme again spent more than £24m of Government funding in helping a further 3,607 households across the country, interacting with countless more individuals and stakeholders as part of the process. It is right that the scheme, and Warmworks as its Managing Agent, are accountable and transparent in presenting the challenges of the last year as well as looking ahead to the opportunities for further improvement as the future delivery landscape unfolds.

The Scottish Government continues to set the framework for Warmworks' delivery of Warmer Homes Scotland, They decide the available budget and financing; as part of that remit they also lead on related matters such as marketing spend and effectiveness, the eligibility criteria for the scheme and the range of measures that the scheme can offer. In managing these areas, they regularly consult and engage with key stakeholders as required.

The Scottish Government also carries out its own internal annual review of Warmer Homes Scotland, the most recent of which can be found on its website. They also manage an independent audit programme that is carried out by Pennington Choices, which reports monthly to the Scottish Government against a variety of key performance indicators for the scheme. The ongoing external scrutiny of Warmworks' performance continues to be a welcome contributory factor to our drive to continuously improve the service we provide.

Our role is to deliver Warmer Homes Scotland within the parameters that the Scottish Government puts in place. We continually make ourselves available and seek to engage with external parties, oversight bodies and key stakeholders within the fuel poverty network to ensure that we are capturing feedback about our performance. We also scan the market for new technologies and new approaches that can help us to deal with the challenges that we face and maximise the opportunities that we see.

In the section of the report below, we have outlined the most prevalent areas of interest that have been raised with us by a range of customers, stakeholders and third parties across the last year. These are:

#### Demand for the scheme and visibility of the offer

The scheme received 18% fewer applications from Home Energy Scotland (HES) this year versus the levels we saw in 2017/18, which represents a significant declining trend over the last two years. Application numbers in 2019/20 were also 3% down on the previous year, which resulted in 6% fewer households having work completed.

However, the number of households in fuel poverty in Scotland has remained relatively constant at just over 600,000 across the same period, indicating that the need for the service that the scheme provides has not declined in any significant way.

The Scottish Government took a number of steps during the year to respond to the problem of lower application numbers, including:

- A marketing campaign with HES: the Scottish Government provided funding for HES to carry out a number of additional marketing campaigns as the year progressed. These used a number of channels, both traditional and digital, to raise awareness across the country and increase referral numbers.
- Changing scheme eligibility criteria: the Scottish Government changed one of the qualifying criteria for the scheme, changing the criterion relating to SAP rating from 65 to 68, meaning that more households are now able to qualify for help and support.

The referrals made to the scheme in the last quarter of the year (January - March 2020) increased significantly. Although this was – at least in part – linked to the seasonality aspects and the weather being colder during that period, we still saw an underlying increase versus the previous quarters. We will continue to work with the Scottish Government and HES over the coming months to ensure that this positive momentum is maintained as the COVID-19 restrictions are lifted.

#### Ensuring that a local service can be delivered at a national scale

Warmer Homes Scotland is a national scheme that has to be able to deliver at scale and cover all parts of the country, but it's also true that our customers value a local service. For the fourth year in a row, our network of registered sub-contractors has carried out work in every local authority area in Scotland over the last twelve months, which is especially important given the higher concentration of fuel poverty in rural, remote communities. This is illustrated in the map provided on page 07.

#### **Completed Warmer Homes Scotland installations** from start of scheme to 31 March 2020

- Warmworks Applications
- Islands
- Highlands
- South West





#### THE YEAR IN REVIEW: CHALLENGES & OPPORTUNITIES

We have again provided (below) a geographic breakdown of where the scheme has completed applications in the last year. This analysis shows that, in line with need, the scheme is continuing to spend more time – and more money – in the more rural and remote parts of the country, meaning that those areas are seeing higher levels of activity:

Region	Completed applications	Population (Projection 2019)	Completed applications per 1,000 People
Islands	235	102,297	2.3
Highlands	282	295,942	1.0
North East	496	1,003,170	0.5
South West	400	513,591	0.8
South East	699	1,396,640	0.5
Strathclyde and Central	1,495	2,151,660	0.7
Scotland Total	3,607	5,463,300	0.7

The contract performance that we have reported to the Scottish Government has remained consistently high across all of the geographic regions listed above. The table below shows that we have, together with our network of locally based, registered sub-contractors, delivered a very high standard of quality and service in each of those regions:

Region	% of applications completed within target timescale	% of applications that passed independent inspection first time	Overall % of applications where customers were 'satisfied' or 'very satisfied'
Islands	97%	99%	99%
Highlands	98%	98%	99%
North East	95%	95%	99%
South West	98%	98%	99%
South East	98%	98%	99%
Strathclyde and Central	98%	99%	99%
Scotland Total	98%	98%	99%

The challenge is maintaining this consistency and continuing to perform at this high standard over the remainder of the contract, continuing to listen to our customers, to work with our registered sub-contractors and our supply chain to push standards higher and always insist upon a culture where we learn from any mistakes that we make. We are confident we will continue to meet this challenge.

# Preparing for the decarbonisation of heat and implementing new technologies

Warmer Homes Scotland has already changed and adapted a great deal since it was launched in 2015, incorporating and successfully embedding new technologies and new measures that have had a benefit for fuel poor households. For example, we installed more than twice as many heat pumps in 2019/20 as we did just two years ago in 2017/18, and the percentage of total heating installations powered by renewable technologies such as heat pumps and biomass has increased to 5.1% from 2% in 2017/18.

The Scottish Government's target is for 35% of heat for domestic buildings to be supplied using low carbon technologies by 2032, meaning that schemes such as Warmer Homes Scotland will have to continue to increase the contribution being made to the rollout of reliable, accessible and effective renewable heating systems for homes.<sup>1</sup> We are encouraging Warmer Homes Scotland customers to make the switch from higher carbon heating systems such as oil and traditional LPG to lower carbon technologies and have seen an increase in the last twelve months in the number of households that are prepared to make that switch. We have a wide range of supporting information, aftercare and handover processes in place that mean customers can be confident when using and controlling their new system.

However, it is important to emphasise that our first responsibility to the fuel poor customers that apply for help under Warmer Homes Scotland is to reduce their bills. Our qualified and accredited Retrofit Assessors will only offer a renewable system to a customer where it represents the right option for them and their circumstances; moreover, there has to be certainty that the fabric of the building can support an overall running cost saving once a renewable heating system is installed. If we can still achieve an overall running cost saving whilst encouraging customers to take up lower carbon technologies, then this helps both policy aims and is something we will continue to develop as the agenda evolves.

In last year's report, we confirmed the introduction of Q-Bot, a robotically applied underfloor insulation technology. Because of its slim profile, the Q-Bot robot can reach void spaces underneath the floor that would not be possible to insulate using the traditional methods of sub-contractors physically accessing the underfloor space and putting netted insulation in place. Q-Bot uses its patented infrared technology, 3D mapping and a spray foam insulation to treat the area.

Over the course of the months that followed its introduction to the scheme, we have had hundreds of expressions of interest in the technology and have now installed it in 52 homes across Scotland. The technology has also gained verified status from Energy Saving Trust.<sup>2</sup> Customers have provided positive feedback on installations carried out under the scheme, as shown in Mrs B's story on page 18. Households that have had Q-Bot installed can expect to see average SAP increases of up to 6 points.<sup>3</sup> That should translate into running cost savings and greater levels of affordable warmth.

<sup>1</sup>Taken from the Scottish Government's website, https://www.gov.scot/policies/energy-efficiency/decarbonising-heat/

<sup>2</sup> More information about EST's Verified Products scheme is available here: https://energysavingtrust.org.uk/business/product-performance/verified-products <sup>3</sup> Taken from Q-Bot's website: https://q-bot.co/benefits-Underfloor-insulation



# **A** 52

homes across Scotland have had Q-Bot installed

(robotically applied underfloor insulation)

These households will benefit from:

- Running cost savings
- Greater levels of affordable warmth
- Underfloor insulation they may have been unable to fit otherwise.

# Heating installations powered by renewable technologies in 2019/20 increased to **5.1%**

from 2% in 2017/18

#### Accreditations, audits and external checks

It is right that Warmworks is accountable to external parties for its delivery, as this helps to promote transparency, increases customer confidence and underlines the robustness of the KPI performance data that is provided to the Scottish Government. We continued to undergo and welcome the wide-ranging programme of audits and external verification that has accompanied our work this year.

A key party in this process is the Scottish Government's independent quality assurance auditor, Pennington Choices, who continued their programme of spot checks and inspections on Warmworks' installations this year. The results we've seen from that process were very positive, with more than 96% of the 644 post-installation inspections that were carried out by Pennington Choices during the year passing without any faults identified.

Another key check for us is our customer feedback, which is willingly and independently provided by customers at the end of the application process. The response rate to our customer satisfaction survey hit its highest level of 90% in 2019/20, which further underlines the robustness of our 99% satisfaction rate as reported above.

Warmworks is accredited to ISO:9001 for its quality management, to ISO:14001 for its environmental management and to ISO:45001 for its health and safety management – we passed our most recent external audit from an independent certification body (in February 2020) with no non-conformances identified against any of the three standards and several aspects of our work again highlighted as examples of good practice.

Warmworks also had external recognition as an employer this year as we achieved the Investors in People (IIP) accreditation. Warmworks was only the second Scottish organisation ever to be awarded the Investors in People accreditation at the platinum standard on its first assessment. This followed our Investors in Young People accreditation as part of our support for the Year of Young People initiative. Warmworks also recently won an award from Family Friendly Working Scotland as the top employer in its category, which further underlines our commitment and support to our workforce. Warmworks is focused on taking care of its people and making sure that they are happy and engaged in their work – our view is that this is a key driver of the high-quality performance that we deliver.

#### Temperature monitoring analysis programme

The Scottish Government specifies that 10% of all households that have work completed under Warmer Homes Scotland should take part in a programme of in-depth temperature monitoring. This programme compares heating patterns and bill changes over a twelve-month period before and after work has been installed. The results from the activity are passed to the Scottish Government and are intended to shape future scheme design and policy making. Warmworks has continued the process of recruiting customers into this monitoring programme over the last twelve months, with 389 additional households having signed up to take part over the year out of a total of 1,256 households since the scheme began in 2015.

The key conclusions that have emerged from this programme over the last year are similar to the evidence that was becoming clear in 2018/19, which further underlines the likely statistical robustness of those initial trends:

- A notable reduction in the number of households who are under-heating their homes following the installation of measures under Warmer Homes Scotland, which is likely to be, at least in part, a consequence of householders feeling more confident that they can afford to heat their home to a more comfortable level.
- A clear indication that most households are also now managing a more controlled, evenly distributed pattern of usage following the installation of measures as opposed to a less efficient, 'on and off' approach to heating the property. This reflects the greater degree of controllability and optimisation that households can benefit from once work has been done.

The full set of data from households that opt into the programme is passed back to the Scottish Government once collected. They then use it for their own analysis to contribute towards the shaping of future policy and scheme design.

#### More than

**969** of the 644 post-installation inspections carried out by Pennington Choices (Scottish Government's independent quality assurance auditor) passed without any faults identified

Overall 999% of applications received where customers were 'satisfied' or 'very satisfied'

Response rate to our customer satisfaction survey reached

**90%** underlining the robustness of our 99% satisfaction rate

# Working with partners to bring external funding into the scheme

Since Warmer Homes Scotland was launched in 2015, we have seen real benefits for our customers as a result of our important partnership with SGN. This has meant that customers who have needed potentially expensive gas connection work have been able to seamlessly access SGN's Help to Heat scheme, which offers free or discounted connections to the network for households that are in or at risk of fuel poverty.

In 2019/20, our ability to directly refer customers to SGN for this support enabled 184 more households to get a new gas connection and a new, efficient gas central heating system without having to make a financial contribution towards the cost of the connection. SGN's support has now brought £303,123 of additional investment into the scheme and has made a huge impact for those customers.

We also worked with a range of energy suppliers to leverage additional funding into the scheme as part of their respective Energy Company Obligation (ECO) commitments during the year. This enabled us to bring just under £700,000 of extra funding into the scheme during 2019/20, all of which was recycled into the main budget, meaning more households could receive assistance.

Another important area where we rely on external partnerships for support is the 'enabling funds' that we have in place to support householders who need additional work carried out before measures can be installed. This is usually work that they couldn't do themselves and isn't paid for by the Warmer Homes Scotland scheme, such as lifting flooring, clearing lofts or moving large items around the home. These enabling funds are provided by SGN and Scottish and Southern Electricity Networks (SSEN). Without this support in place, many of those customers would face the real risk of having to cancel their applications and miss out on the necessary improvements to their home. Our teams often find that these households are the ones that really need that extra bit of support and care, further underlining the significance of these funds.

SSEN provided a further £28,964 into their enabling fund in 2019/20, which covers the geographic areas they supply. SGN provided a further £11,961 to cover the other areas of Scotland. 115 customers in total were able to access the funding and see work completed in their homes.

We are grateful to both SGN and SSEN for their support and we look forward to further strengthening and developing our partnerships in the coming years. The stories of our customers are the most valuable testament to the impact of the scheme, and we always strive to provide a first-class service in every aspect of what we do. This section looks beyond the numbers and statistics and focuses on our customers and their experience of Warmer Homes Scotland.

#### **Customer:** Mr L Location:

Shetland

#### **Measure(s) installed:**

Electric storage heaters, draught proofing, energy efficient door & energy advice

#### Date of installation:

November 2019

#### Added Value:

The property went from a SAP rating of 47 to 58, which should make the home a lot warmer and much more energy efficient.



#### **Measures Installed:**

- Electric storage heaters
- Draught proofing
- Energy efficient door
- Energy advice

#### For more general information, please contact:

- **C** 0808 156 9568
- enquiries@warmworks.co.uk warmworks.co.uk

Mr L had been struggling to keep warm in his house and keep up with the cost of his energy bills, especially during the winter months. He decided to enquire locally about getting help and it was then that someone told him about the Warmer Homes Scotland scheme.

"I was making enquiries about insulation for the house as we were getting a lot of draughts in the house over the winter period and Warmer Homes Scotland was mentioned. Someone from the Council then put us in touch with Home Energy Scotland (HES) and things from there went pretty quickly."

After speaking with HES, it was confirmed that Mr L qualified for help under Warmer Homes Scotland and his details were passed to Warmworks so that an initial survey could be arranged.

#### "The surveyor came to the house and completed the survey. It was all very quick but she was able to confirm that I was eligible, which was great."

The initial survey confirmed that Mr L would receive new electric storage heaters, draught proofing and a new energy efficient door, at no cost to him.

Shortly after, Warmworks appointed local sub-contractor, Nordri Ltd, to carry out the work and a technical survey was arranged to discuss the installation in detail, including any required preparation work. As Mr L was also receiving draught proofing and a new energy efficient door, another sub-contractor, Everwarm, was appointed to carry out this work.

"I think it was about a week later when Nordri came to do the technical survey. It was at this survey that we discussed what heaters were needed for the house and what I needed to do prior to the installation."

On the day of the installation, the team from Nordri Ltd arrived early and got to work straight away.

"I could only say go for it! I know my neighbours had similar work done and it took a whole month - the Warmer "They were very fast, very hard working, and for a local firm, Homes Scotland scheme managed to do a professional I have never met a more hardworking team than these guys. installation within three days. Brilliant!"

"I can't praise the team enough. They always cleaned up after themselves at the end of the day and there wasn't much for us to do whatsoever. Everwarm were also very good."



A few days later, an inspector from Warmworks visited Mr L's home to assess the installation and confirmed that it was installed to the correct specifications. The property went from a SAP rating of 47 to 58, which should make the home a lot warmer and much more energy efficient.

Speaking about his overall experience of the scheme, Mr L said:

"Well, quite truthfully, we now have a warm house! I'm not wearing a jumper and I've just had to take my fleece off!

"My goodness, we were so happy to get a warm house again! Due to my health, I'm not house bound as such, but I spend a lot of time in the house.

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

#### **Customer:**

Mrs H

Location:

Glasgow

#### Measure(s) installed:

Gas-fired heating system & energy advice

#### **Date of installation:**

December 2019

#### Added Value:

The property went from a SAP rating of 54 to 64, which should make the home a lot warmer and much more energy efficient.

#### **Measures Installed:**

- Gas-fired heating system
- Energy advice

For more general information, please contact:

- **\$** 0808 156 9568
- enquiries@warmworks.co.uk warmworks.co.uk



Mrs H is a full-time carer for her son who has learning difficulties and was becoming increasingly worried about their living situation with a boiler that was not working properly. Mrs H had been forced to choose between heating her home or buying food and she knew that she needed to find a solution.

After enduring numerous false promises of 'free help' in the past, Mrs H went to a family fun day, which is where she received a leaflet about Home Energy Scotland (HES) and the help and assistance they are able to provide. While she didn't think she would be eligible to receive any help, she decided to give them a ring anyway and explore her options.

"I heard about the scheme at a family fun day. People were handing out leaflets and I spoke to one person, who was very friendly, who suggested I get in touch with HES as I might be eligible for help. I've never received anything for free before and thought there wasn't a chance this time either, but I gave it a go anyway."

After asking Mrs H a number of questions, it was determined that she was likely to be eligible for help and she was referred to Warmworks so that an initial survey could be arranged.

"The surveyor was absolutely brilliant and they really took their time to explain everything and talked me through the work they believed I was eligible for. It made me feel so

#### comfortable and confident about it."

The initial survey confirmed that Mrs H was eligible to receive a new gas-fired heating system, which would be installed at no cost to her.

Shortly after, Warmworks appointed City Technical Services Ltd, one of its registered installation companies, to carry out the work. Their first step was to carry out a technical survey to discuss in detail what the installation entailed and the preparation required before the work could commence.

#### "The technical surveyor was great and very meticulous. He went through the process with a fine-tooth comb, all while keeping it easy for me to understand."

On the day of the installation, the team from City Technical Services Ltd arrived early and got to work straight away.

## *"It was very quick, quicker than I thought it would be. I was very pleased to get back in my home without massive delays.*

"Everyone was very accommodating, and it felt like they were going above and beyond. They came in and were clearly professional and let me know when I should come back, it was just so easy for me.

"They were brilliant. I'd recommend them to anyone. They were very responsive to my questions and requests – just a



## wonderful experience, great workmanship. I can't thank them enough."

A few days later, an inspector from Warmworks visited Mrs H's home to assess the installation and confirmed that it was installed to the correct specifications. The property went from a SAP rating of 54 to 64, which should make the home a lot warmer and much more energy efficient.

Speaking about her overall experience of the scheme, Mrs H said:

"It's been fantastic from start to finish. It has restored my faith in humanity. I've had real trouble with so many different businesses, but this was just 100%, actually it was 110%. It's the only thing I've not paid for and the workmanship was amazing.

"The old boiler used to bang, it was really unnerving, and I feel so lucky to have the new boiler and a bit of security again. My home is so much warmer, I really can't express that enough.

## "It's one of the best decisions I've ever made – if you get the chance, go for it!"

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



Mr K

Location:

Shotts

#### Measure(s) installed: Air source heat pump & energy advice

Greener

Scotland

Scottish

#### **Date of installation:**

November 2019

#### Added Value:

The SAP rating in Mr K's home went from 35 to 61, which means that his home is a lot more energy efficient.

#### **Measures Installed:**

- Air source heat pump
- Energy advice

#### For more general information, please contact:

- **\$** 0808 156 9568
- enquiries@warmworks.co.uk warmworks.co.uk

Mr K had been relying on an old coal-fired back boiler to heat his home and was getting increasingly worried about how to afford a replacement as it wasn't working as it should. He had heard about Warmer Homes Scotland through his daughter's friend and decided to get in touch with Home Energy Scotland (HES) to see what help might be available.

#### "A friend of my daughter's had help through the scheme and couldn't speak highly enough of it. She was very complimentary about the whole process.

"I was having to rely on an old coal-fired back boiler to heat the property. My wife wasn't very well, and I couldn't really imagine upgrading my heating system nor could I afford it."

After answering a few questions from HES, it was determined that Mr K qualified for help under Warmer Homes Scotland and he was referred to Warmworks so that an initial survey of his property could be arranged.

#### "It was a very quick visit; they were polite and approachable. I also thought they were professional, and they answered all my questions."

At the survey it was confirmed that Mr K qualified to receive an air source heat pump, which involved him making a contribution of £500 towards the cost of the work.

#### "The contribution of £500 was nothing in my mind for what I've received. I was happy with it."

Warmworks then appointed local sub-contractor, BRB Electrical Ltd, to carry out the work and a technical survey was arranged. The technical survey is where the work is discussed in more detail, including any preparation work that is required prior to installation.

Shortly after the technical survey, the installation began. The team from BRB Electrical Ltd arrived early in the morning to get started. Speaking about the installation, Mr K said:

"It was only the one day that they were in the property, it was really quick. I was surprised as I've heard installations like this can take two or three days, so I was very happy with that.

"The installers were good guys. I've had trouble with some workmen in the past and I used to be a joiner, so I know good workmen.

#### "Everyone made sure that all the areas were clean before leaving so they saved me a good amount of time and I thank them for that."

A few days later, an inspector from Warmworks visited Mr K's property and confirmed that everything had been installed to





the correct specifications. The SAP rating in Mr K's home went from 35 to 61, which means that his home is a lot more energy efficient.

Speaking about his overall experience of the scheme, Mr K said:

"I'll be honest with you, it was a really good experience overall and I'm really glad I was successful in my application.

"I can definitely feel a difference in the home and I have a lot more control over my heating now, which has been really refreshing. I would definitely recommend this scheme!"

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



Location: Helensburgh

#### Measure(s) installed: Underfloor insulation & energy advice

Date of installation:

July 2019

#### Added Value:

Mrs B has already noticed a difference in terms of the comfort of her home, which is also now more energy efficient.

#### **Measures Installed:**

- Underfloor insulation
- Energy advice

#### For more general information, please contact:

- **&** 0808 156 9568
- enquiries@warmworks.co.uk warmworks.co.uk



Mrs B lived in an old, listed building and had been struggling to keep warm for quite some time. As Mrs B's home was a listed property, there were some restrictions on what could be installed. However, Mrs B knew that underfloor insulation would make a big difference to the level of warmth she experienced in her home. She looked online to see what help might be available and came across Home Energy Scotland (HES) and decided to give them a call.

#### "My home was draughty, especially the floors due to the age of the property - you couldn't walk about the house without slippers."

After an initial conversation with Home Energy Scotland, Mrs B was deemed to be eligible for help under Warmer Homes Scotland and she was referred to Warmworks.

An initial survey with Warmworks determined that Mrs B qualified to receive underfloor insulation under the scheme, which would be installed at no cost to her. Under Warmer Homes Scotland, underfloor insulation can be installed using Q-Bot technology - a unique robot that is controlled via remote control. The robot is deployed through a small access hatch, which means the service is less disruptive than any of the established alternatives and results in a typical installation time of a few days.

#### "There were lots of discussions about the technology and I watched some videos so that I could understand how it all works – this got me really interested in the new technology."

Warmworks then appointed one of its sub-contractors, Everwarm, to carry out the work and a technical survey was arranged to make sure the customer knew what would happen on the day of the installation and any preparation work that needed to take place.

A couple of weeks after, Everwarm arrived to begin the installation of underfloor insulation, which was expected to take around three days.

#### "The team were very friendly and professional. I asked to see the iPad and they were happy to oblige. You could tell they were professionals."

Once the installation was completed, an inspector from Warmworks visited Mrs B to ensure that everything had been installed correctly and that she was happy with the installation. Mrs B has already noticed a difference in terms of the comfort of her home.

"The floors aren't draughty at all and you can now sit on the floor - a noticeable difference. It's been totally worth it. I'm delighted to have it done."





When asked if she had any final comments about the scheme, Mrs B said:

#### "Do it, get it done! There is a bit of prep work but we're happy with the insulation."

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**

Warmworks manages a supply chain of local sub-contractors, manufacturers and service providers that provides the same high level of customer service across the whole of Scotland. Applications are received on a first come, first served basis from every postcode area in the country and all our customers have the right to expect the same level of quality, the same certainty around accreditations and experience and the same comfort that they will be able to turn to a locally-based company on the rare occasion that anything goes wrong.

More often than not, we are reliant on our supply chain of registered, local sub-contractors and national scale manufacturers to step up to deliver the most challenging and most technically difficult elements of providing help and support in the form of energy efficiency measures.

We can also confirm that every company in our supply chain has again confirmed that they have paid all staff engaged in Warmer Homes Scotland the Living Wage this year, as they have every year since the scheme was launched.

#### Our approach to procurement

The initial procurement exercise to put our supply chain in place was concluded in August 2015, when framework agreements were signed for an initial three-year period. These contracts were extended for a further two years in late 2018 and a further review will be carried out later in 2020, which will take into account our likely capacity requirements up to the scheduled end point of the current contract in August 2022.

The amount of sub-contracted installers, surveyors and inspectors that we need is always dependent on the demand for the scheme and the number of applications coming through. We currently have 22 registered installation companies, most of whom are SMEs, based across Scotland. Our capacity needs are reviewed on a guarterly basis and we are constantly evaluating the skills and experience that we need to have in place. We did not formally enter into new framework contracts with any additional framework subcontractors during 2019/20, although we are currently in active discussions with several companies that may be asked to join our framework in due course.

#### Performance Management

Our bespoke performance management system has now been in place for more than four years. It has been designed to reward and incentivise high-quality delivery and overall contract performance that is aligned to our organisational values and priorities. Companies will also tend to score more highly if they are performing well on their contractual targets that relate to training, skills and apprenticeships.

The positive key performance indicator results that have been described elsewhere in this report are a direct consequence of our supply chain continuing to perform consistently well in this area. One of our sub-contractors achieved 100% on their inspection pass rate in every single month of the year, and every sub-contractor in our supply chain achieved 100% customer satisfaction in at least one of the monthly reporting periods, which is an exceptional result.

#### Challenges

The lower number of referrals to the scheme this year inevitably resulted in lower volumes of work for our supply chain, which is always a difficult situation for companies to manage. Whilst numbers did increase during the final quarter, several companies reported that they had to either reassign teams or let individuals go over the course of the year.

Warmworks' approach to supporting sub-contractors while work banks were lower was based on regular, honest and consistent communication, trying to ensure that we supported companies by giving transparent indications as to forward volumes and helping them to plan their future requirements. We were open with the companies in our supply chain and shared with them the range of steps that were taken to increase referral numbers.

We have also remained in regular contact with them during the last few months, when COVID-19 restrictions have been in place. This period impacted all of our supply chain partners in different ways, but it was encouraging for us that all of those organisations remained in place throughout and they remained ready to respond whenever needed.



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#### Our approach to procurement

### Case studies

### DALEX systems Itd

**Dalex Systems Ltd (Dalex)** Preparing to deliver future technologies

Dalex, based just south of Edinburgh, has been part of the Warmworks framework since the scheme started in 2015. The majority of the work that they've carried out under Warmer Homes Scotland to date has been gas central heating work – the company has repaired or replaced 568 gas boilers since joining the scheme, working all across the central belt of Scotland.

At the most recent Warmworks Sub-Contractor Forum in October 2019, there were a number of presentations from both Warmworks and the Scottish Government about recent developments in the policy landscape relating to the decarbonisation of heat and the way in which this will lead to an increased focus on renewable technologies under Warmer Homes Scotland. The Scottish Government is planning to move away from new gas connections in new build homes completely by 2024, as part of a longer-term drive to eliminate gas, oil and LPG as heat sources for domestic buildings.

Dalex was just one of a number of our subcontractors that approached Warmworks following that event and made enquiries about re-training and upskilling their gas engineers to enable them to install new technologies, such as air source heat pumps. The company has since taken a number of steps towards gaining their Microgeneration Certification Scheme (MCS) accreditation and expects to be fully accredited, with a number of accredited engineers carrying out installations as part of Warmer Homes Scotland, within the next six months.

This is a positive example of a long-standing member of our supply chain recognising the need to adapt their service offering to the rapidly approaching low-carbon future and working in partnership with Warmworks to access the available training and upskilling as they plan for the future. We have been looking at the renewables side of things for a long time, so it's positive that we've been able to access some help and support from Warmworks to make sure that our business can offer this service. Having the MCS accreditation in place and being able to benefit from a volume of work under Warmer Homes Scotland will help us to be ready for the future delivery of low carbon heating on the scheme as well as helping us to offer this service to our social housing clients. It's also good for our engineers to learn more about the heating systems that will become a lot more mainstream over the next few years.

Dalex



**BRB Electrical Ltd (BRB)** Impacting communities in a positive way

BRB is a family-run business that has been working on Government-funded fuel poverty schemes like Warmer Homes Scotland for almost 20 years, as well as contracting with social landlords and private householders to help make their homes warmer and more energy efficient.

They have performed exceptionally well this year on their Employment Skills Plan targets, providing regular reports to Warmworks and delivering on substantial training and development plans. They significantly increased their training of staff in health and safety, supervisory and related areas, with more than 80 training courses completed over the last twelve months. They regularly offer work placement opportunities, with three new placements undertaken in the last year alone. This was complemented by a new apprentice and five new core jobs. BRB has also demonstrated their strong commitment to bringing young people into their office environment and moving them to permanent positions.

BRB has been recognised by Energy Action Scotland for the partnership work they've done with MacMillan Cancer Support and local authorities in Renfrewshire, West Dunbartonshire and Stirling. Furthermore, BRB regularly refers vulnerable homes for further support even once the job is completed, working alongside organisations such as G-Heat and Money Matters. This underscores their determination to go above and beyond to deliver a first-class, customerfocused service.

This approach, both in terms of working with communities and training and developing their staff, is a real insight into how this scheme has a lasting impact on local areas, beyond the work that we do. It also won them the annual award from Warmworks for their commitment to community work. "

As a family-run business, we have always taken great pride in being able to be a positive influence in the community. We saw this as a really *important part of the contract with* Warmworks from the start and we've already engaged ten apprentices as part of the Warmer Homes Scotland scheme. What we do is not just about fitting boilers and radiators and we have always invested in the young people that work with us, whether that's in the office or on the tools. *We believe that everyone deserves* the chance to work hard, learn a trade and get the rewards, so it's great to be able to offer those opportunities on this scheme.

BRB



#### **OUR COMMUNITIES**

We work with the Scottish Government to plan and monitor the activity we deliver for our communities strategy, which centres on two main threads; first our progress against the contractual targets set by the Scottish Government in the Employment Skills Plan, which relate to jobs, training, placements and apprenticeships and secondly, our efforts to extend and grow local and national partnerships with community and voluntary groups as part of scheme delivery.

We have made good progress in both of those areas over the last year, further driving forward our aim to extend the positive impact of scheme delivery on Scottish communities. Working closely with a wide range of partner organisations and external stakeholders, we have been seen some significant and tangible achievements that will last well beyond the end of the current contract.

The sections below set out what has been achieved in the last twelve months against each of those two areas:

#### Employment Skills Plan – progress to date

As part of the Scottish Government's decision to award Warmworks a two-year contract extension last year, they increased the targets in the contractual Employment Skills Plan in several areas. In the period covering the signing of the contract extension through to the scheduled end of the current contract in 2022, Warmworks' targets for the number of new jobs to be created, the number of new training courses to be accessed and the number of apprenticeships to be made possible by the scheme were all significantly increased.

Within the headline target areas, there is also now an additional emphasis on core skills, Scottish Vocational Qualifications (SVQs) and renewable technology training. To help drive progress towards the new targets, Warmworks implemented stretched community benefit targets within our agreements with our supply chain and developed an enhanced key performance indicator for suppliers within our performance management system.

2019/20 saw Warmworks and its supply chain make very positive progress towards achieving higher targets. In total we recorded a 46% increase in training courses undertaken in the last year, which equates to almost 600 additional courses and training opportunities. A large part of this activity was focused on health and safety and compliance, with an increase in courses relating to areas such as Asbestos Awareness, Institute of Occupational Safety and Health (IOSH) qualifications, Ladder Safety Systems and Working at Heights (TETRA) amongst others. Credit goes to our supply chain for their increased commitment to developing the skills of their staff.

In total, we have met or are ahead in 11 out of 16 Employment Skills Plan targets – the graph opposite aggregates the 16 targets into the five contractual categories and demonstrates the good progress being made. We have held events, built relationships and developed plans to help continue the good progress made in the first phase of contract delivery, including moves to further increase the focus on Renewables, SVQs, Leadership and Management and Young Work Placements.

#### **Building partnerships**

Providing affordable warmth to those who need it most requires the input of many different partners and agencies, it cannot be achieved by any one organisation on its own. We rely on our partners to find and engage people who need our help, we rely on them to provide literature and information to certain vulnerable groups and we rely on many of them to provide third party support to customers with more challenging circumstances. We've been proud to work with so many new and existing partners this year, such as Home Energy Scotland, Scottish Fire and Rescue Service, Skills Development Scotland, STEM Ambassadors, Energy Skills Partnership, MCR Pathways, The Wise Group and Tackling Household Affordable Warmth (THAW) Orkney. We are keen to continue to develop these relationships as we go forward.

Our approach to our communities work is, however, about more than just numbers, targets and organisational partnerships. Warmworks and the supply chain have continued to invest in young people and apprentices across gas engineering/plumbing, electrical, construction and business administration skills. So much so we have now met our target with 132 apprentices to date having worked on the contract, helping deliver affordable warmth to vulnerable homes.

This year we feature the stories of four such young people who have received opportunities, seen career progression and real benefits as a result:



#### Our young people

Warmworks has two young people in our Customer Service Team who have completed Modern Apprenticeships (SVQs in Business Administration Level 3) with Recruitment Training Ltd (RTL):

#### Lawrie Simpson

Lawrie joined Warmworks directly from school almost three years ago, at the age of 17, after spotting a Facebook post from RTL. Throughout his time at Warmworks, Lawrie has progressed from his first role as an Office Administrator (Apprentice) – where he supported our reception, dealt with incoming mail and correspondence and other everyday office tasks – to become a Regional Customer Service Officer, handling a variety of calls and enquiries from our customers. This promotion, alongside his ongoing programme of training and support, has helped Lawrie to build his confidence and skills and become an integral part of the Customer Service Team.

#### **Dylan Coyle**

Dylan was recruited via Barnardo's Works (Edinburgh) at the age of 17 on a short-term administrative work placement. With coaching and support from his team, Dylan secured a permanent position. Then, upon completing his Modern Apprenticeship to consolidate his skills, Dylan secured a promotion to Regional Customer Service Officer too. Dylan has shown great enthusiasm in his roles so far, is a welcome addition to the team and has further ambitions to progress his career in IT and business. Dylan says: "This role makes me feel like an adult. Valued. I'm earning a wage." And more than that: "This is the best thing I've done in my life."

#### Supply Chain & Warmworks March 2020 Total

Warmworks has also recently taken on an electrical apprentice:

#### **George Smith**

As part of our Investors in Young People work, building on Year of Young People Scotland 2018 achievements and other commitments, Warmworks decided to bolster our Inspection team with an apprentice. Thanks to Skills Development Scotland's 'Adopt an Apprentice' scheme and support from Scottish Electrical Charitable Training Trust. Perth. we were introduced to a 20-year-old, second-year electrical apprentice who had been made redundant. George joined us towards the end of the 2019/20 year and has settled guickly into his role, enjoying mentorship from his experienced industry colleagues. He is also enjoying a wide range of job shadowing across our portfolio of services. Taking George on with support from the above agencies will also mean that he can complete the classroom elements of his apprenticeship at Perth College.

Supply Chain Apprentice - Darren Addyman, Warehouse/Van Assistant Apprentice, William Wilson

#### Darren Addyman

Darren, aged 19, supports Warmer Homes Scotland by delivering materials safely and helping with the paperwork, ensuring that customers receive a streamlined service while they await their installation. He was very hardworking while at school but due to suffering from severe dyslexia, Darren decided to focus on gaining practical training to further his career. Darren has since enjoyed a variety of training opportunities to help him progress, including - Manual Handling, Health and Safety, Banksman, GDPR, Avoiding Falls from Vehicles, SVQ Level 2 and Level 3 in Warehouse and Storage. Darren says the highlights are: "Getting to work with different people, delivering to different houses and customers, and knowing that the work I do is helping to make someone's life a little better by heating their home."

#### About our customers: age and location

The graph below shows the households that received assistance under Warmer Homes Scotland in 2019/20, 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 2019/20 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 2019/20, 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 2019/20, 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 2019/20, 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.



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