



# 2024 IMPACT REPORT











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# WHO WE ARE

**We're committed to providing affordable warmth to homes, families, and communities nationwide.**

Founded in 2015 as a joint venture partnership between Energy Saving Trust, Changeworks and Everwarm, Warmworks began as an organisation delivering a single contract for a single client, with a total of 41 people in a single location. Today, we employ 178 people across five office locations spanning the length of the UK, from Kirkwall to Newcastle upon Tyne and Stornoway to London.

What unites us remains our founding mission, which is centered on tackling fuel poverty and being an active enabler of a just transition to net zero.



# FORWARD

As joint venture partners and board members, we are pleased to present Warmworks' first UK-wide annual impact report. This report brings together, for the first time, the full range of outcomes from the work carried out in homes and communities across the UK in 2023/2024.

As this report demonstrates, the team's efforts have continued to reduce energy bills and carbon emissions, creating meaningful jobs, valuable training opportunities, and future-ready apprenticeships in local communities across the UK in the last year. Delivering on these core outcomes will always be central to Warmworks' development, whatever the challenges and opportunities ahead.

In recent years, the expansion of Warmworks operations has helped tens of thousands of households receive life-changing support nationwide. The team is on track to pass the milestone of assisting its 50,000<sup>th</sup> home in the coming year, and with those homes saving an average of more than £300 per year off their energy bill, this represents a remarkable impact.

During this period of growth, we have remained grateful for the support and guidance provided by our clients and funders, whose aims and objectives the team has worked to make possible over the last 12 months.

One point that has remained the same throughout Warmworks' continued evolution is the focus on providing exceptional service for fuel-poor homes. As partners, we all understand and are committed to the principle that households in or at risk of fuel poverty need to be treated distinctly, with a relentless focus on excellent service.

As the UK continues to face an energy crisis, average energy bills remain significantly higher in 2024 than they were less than three years ago. This means that the work that Warmworks does will remain in high demand in the coming years. Our commitment to addressing this need and staying focused on our core mission will unite us as partners and drive our team forward over the next 12 months and beyond.

**David Green** OBE  
Independent Chair of the Warmworks Board

**Mike Thornton** OBE  
Chief Executive, Energy Saving Trust

**Josiah Lockhart**  
Chief Executive, Changeworks

**Graham Levinsohn**  
Chair and Group CEO, Sureserve Group



# INTRODUCTION

“ I’ve seen a huge difference already; I was previously spending £8 per day and am now spending about £6 per week. I particularly noticed a huge difference once the battery was fitted. ”

Renewable Heat Project with Waverley Housing

Warmworks has supported over 7,000 homes and families across the UK in the past 12 months, delivering a diverse and impactful range of energy efficiency improvements that help households manage their energy bills better and make their homes more energy efficient.

This report will provide more information and insight about that work’s impact, showcasing statistics showing savings in running costs, carbon reductions, and jobs created as well as the lasting social and economic changes made possible in local communities.

Importantly, the report will cover not just the ‘what’ and the ‘when’ but also the ‘how’, setting out how these impacts have been delivered and made possible through the effective and ongoing engagement, loyalty, and commitment of Warmworks’ people and delivery partners.

We know that, as the extension of the scale and impact of our work has increased over the last year, it has brought challenges and opportunities. We also know that although our customer satisfaction levels have stayed extremely high across the year, with independently audited feedback scores of over 99%, there are still occasions where we don’t get it right. Our team will always strive to put things right where it doesn’t happen the first time.

We also acknowledge that the number of supported households in schemes and projects we manage has been lower than forecast in some areas. This has largely been driven by challenges in the design of certain schemes and complexities in their rollout. We continue to work closely with our clients and funders to address any underlying issues over the coming period.

Whatever challenges and opportunities the last 12 months have brought us, we are grateful for the consistent support and engagement of our supply chain network and our people in helping thousands more homes and families.

Our network of sub-contracted local SME companies across the UK has grown to more than 50 over the last year and has consistently stayed at the forefront of delivering a great customer experience. It’s been encouraging to see new companies join and thrive in our supply chain alongside existing partners who continue to grow their businesses, develop their people, and ensure a high level of service. This has resulted in successful outcomes for fuel-poor homes and communities.

That diverse and successful supply chain network and the thousands of homes and families we have interacted with over the last year have been led by our people spread across the UK, from Kirkwall to Kent. It is almost too easy to say that our people are our greatest asset, but it is a shared focus across the entire Warmworks team that we aim to make that statement a tangible reality every day. Without the ongoing engagement, belief, and commitment of our values-driven teams, none of the outcomes in this report would be possible.

With so much more still to do as we continue to pursue our mission of reducing fuel poverty and making a just transition to net zero a tangible reality, and so many more homes and families in need of support in the coming months, our team will press ahead and remain focused on the task at hand.

Warmworks has supported over

# 7,000

homes and families across the UK in the past 12 months

# OUR GOALS

Warmworks started the 2023/24 year with a clear set of headline goals and targets, both internally and externally. All of them relate back to our mission to reduce fuel poverty and provide a market-leading service to the fuel-poor homes and families that we support across the UK.

Our top 5 goals for 2023/24 are included below:

- 01** Goal: Retain, strengthen, and build on our position as a values-driven organisation and an employer of choice, creating a sustainable working environment that leads by example and actively contributes to the achievement of market-leading employee engagement, service quality, and customer satisfaction

## How did we do?

- Retained our status as a Platinum-level Investor in People
- Welcomed 43 new employees to the business, including 17 new roles (either totally new or additional to the existing team)
- Provided 35 internal opportunities for development, covering more than a sixth of our team (including promotion, career change, and secondment)
- Posted an internal employee engagement score of 89% on the Peakon survey system, a market-leading score on the platform
- Delivered customer satisfaction scores in excess of 99% on our biggest contract, Warmer Homes Scotland
- Saw an increase in our Trustpilot rating to 'Excellent' during the year with a trust score of 4.7 out of 5
- Further decarbonised our office spaces by becoming operationally net zero in our Orkney office, as well as moving to new premises in London and finalising plans to revamp our office spaces in Edinburgh, Newcastle, and Stornoway to improve their carbon footprint
- Became the first business in Scotland to put all of our people through a Scottish Qualification Authority (SQA) accredited climate emergency course

- 02** Goal: The successful mobilisation of the new phase of the Warmer Homes Scotland contract, working with the Scottish Government to launch on 2nd October 2023

## How did we do?

- The new phase of the Warmer Homes Scotland scheme launched on 2nd October 2023, with the mobilisation project delivered on time and under budget
- The first Retrofit Assessments under the new contract were completed on 3rd October
- The first installations of energy efficiency improvements were successfully completed by installers by the end of October
- The first applications to the scheme were inspected and fully completed by mid-November
- Almost 2,000 applications to the scheme had been fully completed by the end of March 2024, just six months into live delivery

- 03** Goal: The successful delivery of Energy Efficient Scotland: Area-Based Schemes in Orkney and Na h-Eileanan an Iar, maximising the number of fuel-poor homes supported with the respective available budgets

## How did we do?

- Both local authorities spent their available budgets for the year, supporting more than 200 households in total
- Orkney Islands Council saw a record year in terms of spend and the total number of completed households, breaking last year's record-setting performance
- Ended the year with a full pipeline of new applications to be served in the current year, maintaining local confidence and momentum in the community

- 04** Goal: Build on our partnerships with Newcastle City Council and Cambridgeshire and Peterborough Combined Authority in England to roll out support under the Home Upgrade Grant (Phase 2)

## How did we do?

- Worked with our clients to support fuel-poor homes with 64 energy efficiency improvements, despite acknowledged challenges with scheme design at a national level
- Increased the uptake of renewable technologies in 33 off-gas homes
- Worked with clients to map and identify areas for increased engagement and uptake in 2024/25

- 05** Goal: Work with housing association clients across Scotland to complete projects funded under the Scottish Government's Social Housing Net Zero Heat Fund

## How did we do?

- Worked with Wheatley Group, Waverley Housing Association, Cunninghame Housing Association, and Berwickshire Housing Association to deliver more than £7m of energy efficiency improvements to hundreds of fuel-poor homes and communities
- Provided innovative packages of zero carbon technologies in rural, off-gas communities, supporting significant increases in energy efficiency. The results of this approach are promising – in one project, we saw an annual reduction in electricity demand from the grid of 32% per property
- Delivered high levels of tenant satisfaction and provided opportunities to local installation companies as part of our delivery

Saw an increase in our Trustpilot rating to 'Excellent' during the year with a trust score of

4.7



# OUR YEAR

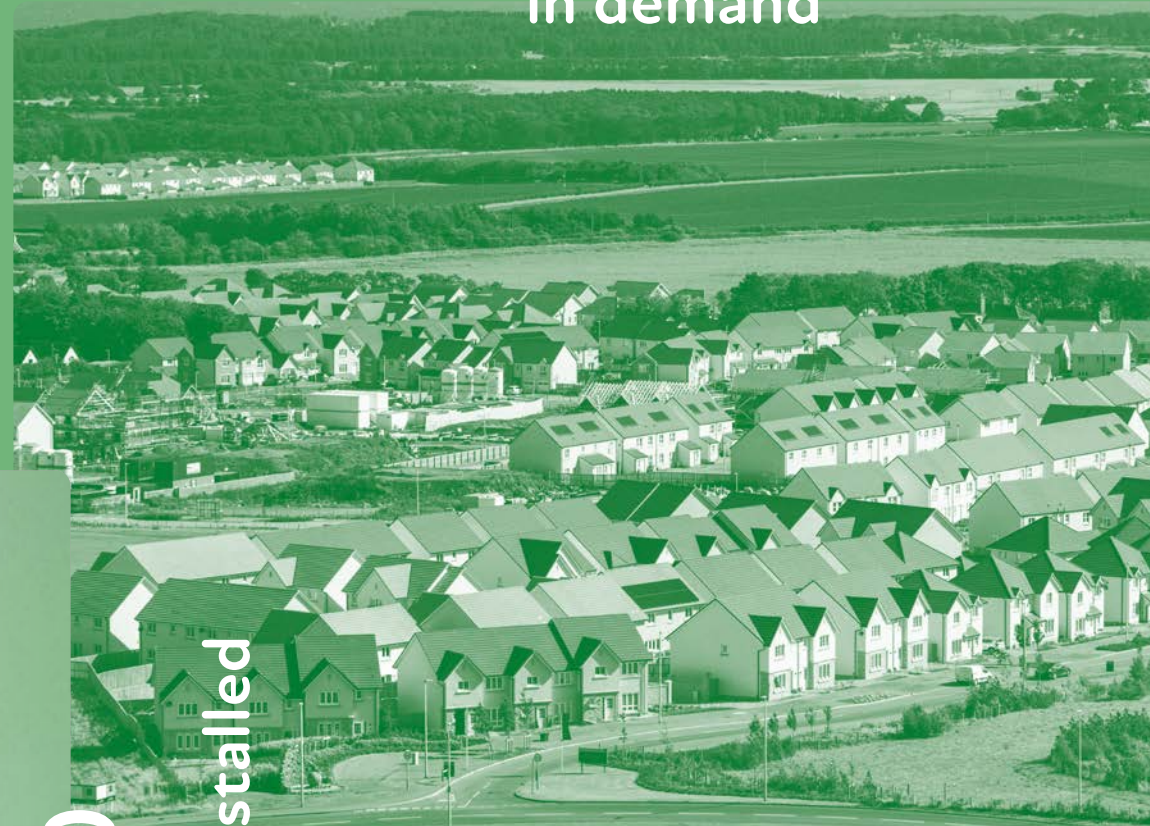


7,053  
households  
helped

Warmworks helped 7,053 households across 2023/24 to become warmer, happier, and healthier.

Energy prices across the UK increased by 13% in 2023, including a 9% rise in electricity prices and a 17% rise in gas bills. Demand for Warmworks' services significantly increased over the period; for example, demand for the Warmer Homes Scotland scheme more than doubled in 2023/24 compared to average levels across the preceding two years.

100% increase  
in demand



Almost 1,500  
zero-emissions  
technologies installed

Almost 1,500 zero-emissions technologies were installed under schemes and projects we managed last year, a record total in any one year of delivery. This illustrates the collective shift towards renewable technologies as a means of heating and powering our homes.

Average saving  
of £294.08

The average fuel bill saving of £294.08 per household that received assistance under schemes and projects we managed in 2023/24 demonstrates the financial savings our work can generate for local people and communities nationwide.



# IN NUMBERS

The average CO2 emissions savings per household helped under schemes managed by Warmworks came in at just under

**one tonne  
(0.95)**

However, given that the installed energy-saving improvements will last up to 30 years, the total lifetime carbon saved will be much greater.

More than

**71%**

of the households that we helped had at least one person in the home who was in receipt of an income or disability-related benefit or lived in a community identified in an index of multiple deprivations (IMD), indicating that they were more vulnerable to the impacts of fuel poverty.

The average increase in energy efficiency rating per household that received support through our work, as measured by the Standard Assessment Procedure (SAP), was 8.66 points – an average uplift in energy efficiency of

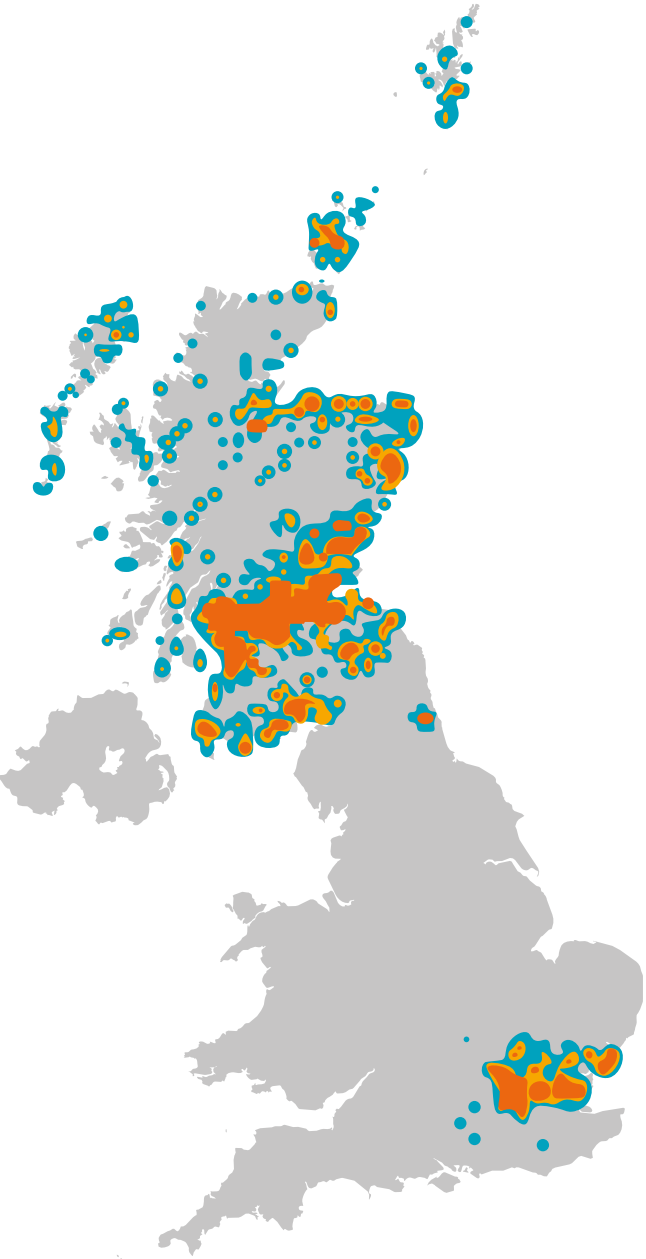
**19%**



# Geographical spread of delivery

Warmworks now has an operational presence that spans the length and breadth of Scotland and England. The map below highlights the areas where we are actively delivering schemes and projects that aim to address fuel poverty and make homes more energy efficient.

This map shows where in the country our installations took place in the last year (larger dots represent a higher number of installations in that area).



“ I was delighted and overwhelmed to be offered loft insulation and solar panels under the Sustainable Warmth Scheme. I was also given advice and practical help on how to make my home warmer and more environmentally friendly. It has made an enormous difference in my energy efficiency and energy costs, at the same time as being environmentally friendly. ”

Sustainable Warmth Scheme with Newcastle City Council



# OUR IMPACT

## Our customers

The yardstick by which we are measured will always be the difference we have been able to make in people's lives across the country. As the climate emergency accelerates progress towards net zero, it is vital that we ensure that the journey includes everyone and that those less able can make the change in a way that is just, equitable, and properly and appropriately supported in the process. Below are comments from our customers, in their words, about the impact receiving energy efficiency improvements has had on their lives.

### Energy Efficient Scotland: Area Based scheme with Comhairle nan Eilean Siar

*"There's a huge difference in my house now. I had two rooms that were previously uninhabitable due to the cold, which are now going to be used by the family. My house only takes 20 minutes to heat up fully now. It used to cost a lot to heat up the house, and I think that thanks to the insulation, I'll only be using a fraction of what I've been used to using."*

### Warmer Homes Scotland

*"We were so impressed by our whole experience, from the initial survey to the inspection visit at the end. Competent and informed people at every stage. The works were all carried out on schedule. Any phone calls were answered promptly, and our inquiry was dealt with politely. The work we have done will make a huge difference to our lives, we are looking forward to a cosy, warm house from now on."*



### Warmer Homes Scotland

*"My son has autism and would normally be very distressed by a process such as this, but due to the efficient and professional handling by the installers, me and my son were kept calm and informed as to what was happening and going to happen next."*



## Our clients

Warmworks aims to build effective, collaborative, and long-term relationships with our clients, recognising that their respective needs and priorities will fluctuate and change as contracts progress – the key common thread is that we have to consistently deliver on their obligations and provide them with the customer-focused, accessible and bespoke solutions that they need. A selection of client feedback over the last 12 months is included below:

### Scottish Government

*"Warmworks has delivered the Warmer Homes Scotland scheme since 2015, having recently been reappointed as Managing Agent of the second phase of the scheme in October 2023. We have seen record numbers of households supported through the scheme in the last few years, with Warmworks delivering a high standard of work under the contract. We look forward to working with Warmworks in the coming months and years and to helping more people make their homes more energy efficient and save money on their bills."*

### Cambridgeshire and Peterborough Combined Authority

*"Warmworks has provided valuable support to us in delivering the HUG2 scheme alongside local authorities. We appreciate their expertise and will continue our collaborative approach to ensure the best possible outcome for local people in our area."*

### Wheatley Homes South

*"We have been working with Warmworks since 2018 and see them as a trusted partner that has helped us to deliver on our decarbonisation aims with new renewable technologies, as well as helping hundreds of our tenants make their homes warmer and save money on fuel bills. Warmworks' hands-on approach to delivery sees them work well with our teams and we look forward to continuing our partnership under our latest project with them."*

### Newcastle City Council

*"We are delighted to be working with Warmworks to deliver the Sustainable Warmth Scheme – we have always found the Warmworks team to be knowledgeable, helpful, and pleasant to work with. No project comes without its challenges, but we can rely on Warmworks to help us navigate and resolve them as quickly as possible."*

### Orkney Islands Council

*"We have been working with Warmworks for the last five years to deliver the area-based scheme across Orkney, with the last year of delivery seeing record levels of funding being spent to help more local people than ever before to improve the energy efficiency of their homes. The local Warmworks team has earned the trust and confidence of the community, resulting in more people than ever before coming forward to receive the help they need."*



# Our supply chain

Warmworks’ delivery model is built on successful, sustainable, and long-term relationships with a high-performing supply chain of local companies – whether that’s sub-contracted installation companies, assessors, or third-sector partners on the ground. Many of the companies that joined our supply chain in our first year of delivery in 2015 are still with us now, having been joined by new additions along the way.

Our approach is based on holding members of our supply chain to a high standard. In return, they can expect support from us to train and develop their teams, and they will always be paid on time, with 100% of our supplier payments in 2023/24 made within 30 days.

Some of their stories and their feedback on the last 12 months is shown below:

## TK Murray (based in Kilsyth)

*“The team at Warmworks has been really good to us here at TK Murray – they provide support when we need it and have ensured we’ve been able to grow our skill set in the years we’ve worked with them by giving us a variety of jobs and providing genuinely helpful guidance, coaching and support from their in-house experts. The level of quality they expect is sometimes tough to achieve, but they’re always at the other end of the phone if we need them, and that’s an approach that we really like.”*



## RS Merriman Ltd (based in Stromness, Orkney)

*“We are really pleased to have been part of Warmworks’ supply chain since 2015, and we’ve seen a lot of work coming through across Orkney in the last year. We know that Warmworks has high standards and wants to offer the best possible service to homes and families in our community. I can’t fault them, and I look forward to working with the local team here in Orkney for years to come.”*

## Hughes Plumbing and Heating (based in Scalloway, Shetland)

*“We have been part of Warmworks’ supply chain since 2015, and we cannot emphasise enough the support and guidance they have given us in that time. Not only have they helped us get experience installing new and emerging low-carbon technologies in the last year, but their quality standards have helped us grow our business. This has resulted in better customer outcomes and allowed us to employ more people and take on more apprentices within the local community.”*

## Pacifica Group (based in Durham)

*“Working with Warmworks over the last few years has been great – we have built a collaborative relationship, and we know that we can reach out for support in our jobs whenever we need it. We hope to remain part of Warmworks’ supply chain well into the future.”*







# OUR OUTLOOK

The task ahead of us next year, 2024/25, will be to build on the progress we've made in the last 12 months and to strengthen the breadth and depth of the impact of our work as the need grows in fuel-poor homes and communities.

Our headline goals for the year are as follows:

- 01** To **go further** in enhancing our status as a values-driven organisation and an employer of choice, deepening and openly evidencing our commitment to market-leading employee engagement as our business grows and diversifies.
- 02** To **proactively increase** the proportion of renewable and zero-carbon technologies in the mix of our work, incorporating and developing new technologies for fuel-poor homes as we aim to pass the milestone of 50,000 households receiving support under schemes we deliver.
- 03** To **drive the next steps** on our internal journey to net zero, further decarbonising our office spaces, electrifying our fleet of vehicles, and adding to the support we provide our people as they make changes in their own lives to address the climate emergency.
- 04** To **maximise the impact** of Warmer Homes Scotland and the Area Based Schemes that we deliver across Scotland, supporting as many fuel-poor homes as possible with the available budgets and delivering on wider social impacts.
- 05** To work closely with the **new Government in Westminster** to extend the impact and effectiveness of Government-funded fuel poverty schemes in England.
- 06** To provide a greater range of long-term, sustainable outcomes for **local communities** through successful project delivery in diverse areas including Dumfries & Galloway, the Scottish Borders, and Caerau in South Wales.



