



# Deliver national, think local

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Establishing a high-quality, scalable supply chain to deliver across Scotland

## Introduction to Warmworks

Founded in 2015, Warmworks is the Managing Agent of the Scottish Government's national fuel poverty scheme, Warmer Homes Scotland

Warmer Homes Scotland is a £224m programme designed to reduce bills and promote affordable warmth through energy saving measures in the homes of qualifying customers

Warmworks manages the end-to-end customer journey, from initial assessment through to final inspection

# Highlights and Headlines

The scheme to date has helped more than 15,000 householders

We have completed more than 25,000 surveys across every Local Authority area in Scotland

We have carried out over 14,800 independent inspections, more than 95% passed first time

Customers have an average annual bill saving of £313 after measures have been installed

The average SAP improvement per property is just over 10 points

Made 110 apprenticeships possible, 35 of which have been completed

We have demonstrated that we can work at scale nationally, but the work we do must feel local

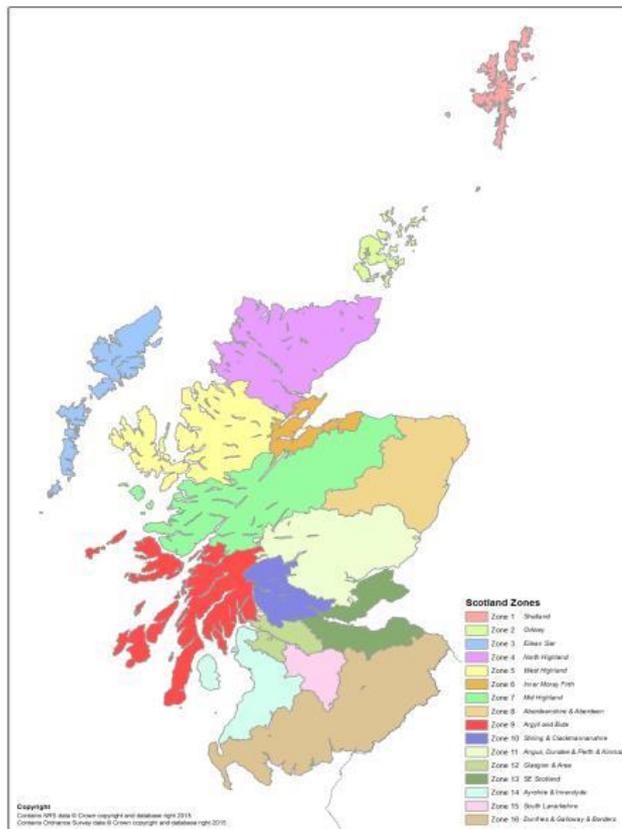
# Our approach to delivery

We have created 16 zones across Scotland, 21 installers (18 are SMEs) we have sufficient **national** coverage to deliver in **locally** all areas installing a range of energy efficiency measures

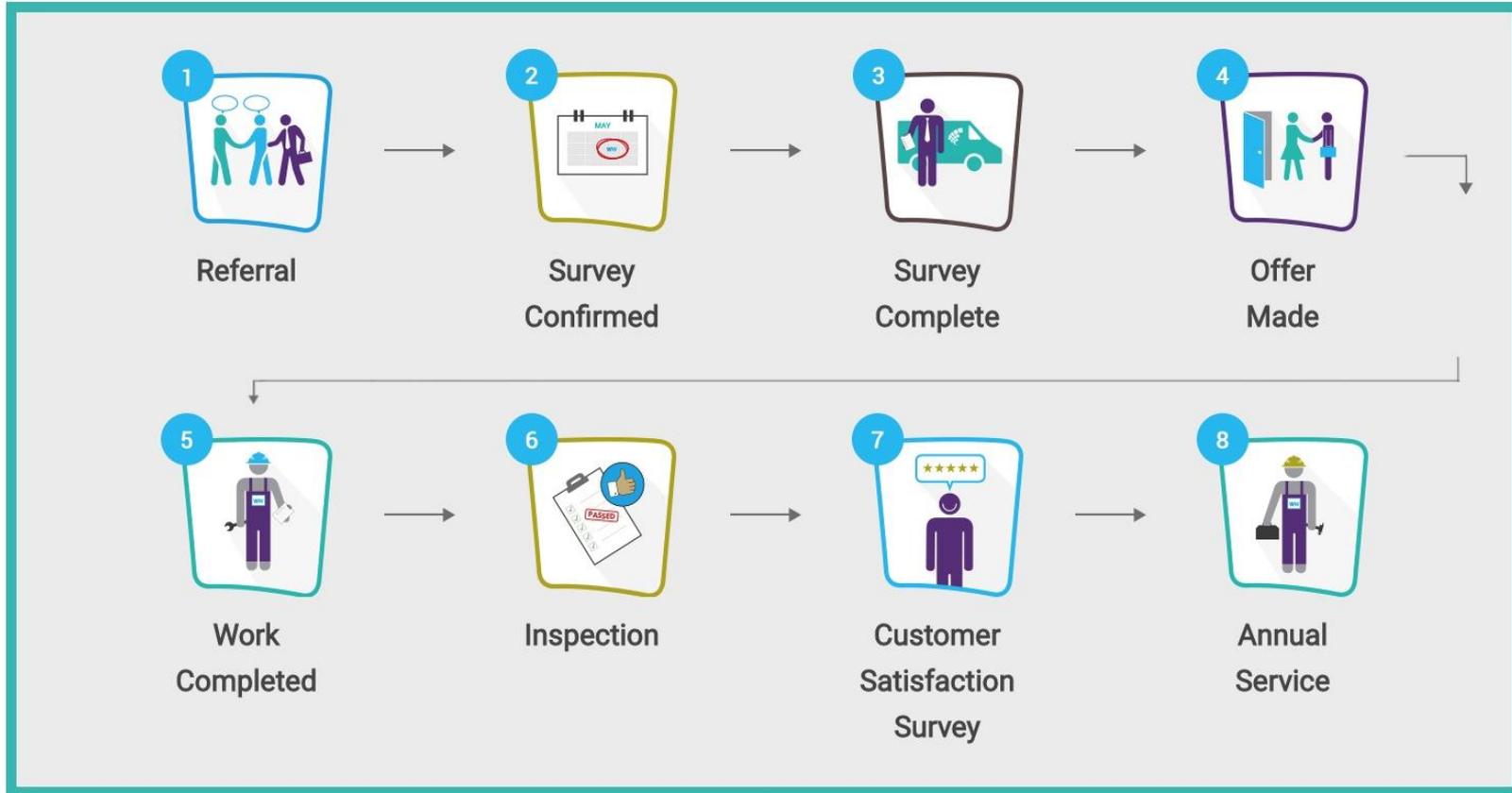
Zones ensure that we have geographic coverage but also the flexibility to manage capacity in line with demand

Warmworks encourages and supports installers to grow the skills they have within their organisations

A collaborative, partnership approach is easy to say but it has to be meaningful



# Customer Journey



# Our approach to delivery

Right First Time - 95%

Working with installers to ensure that the measure installed has been installed correctly first time

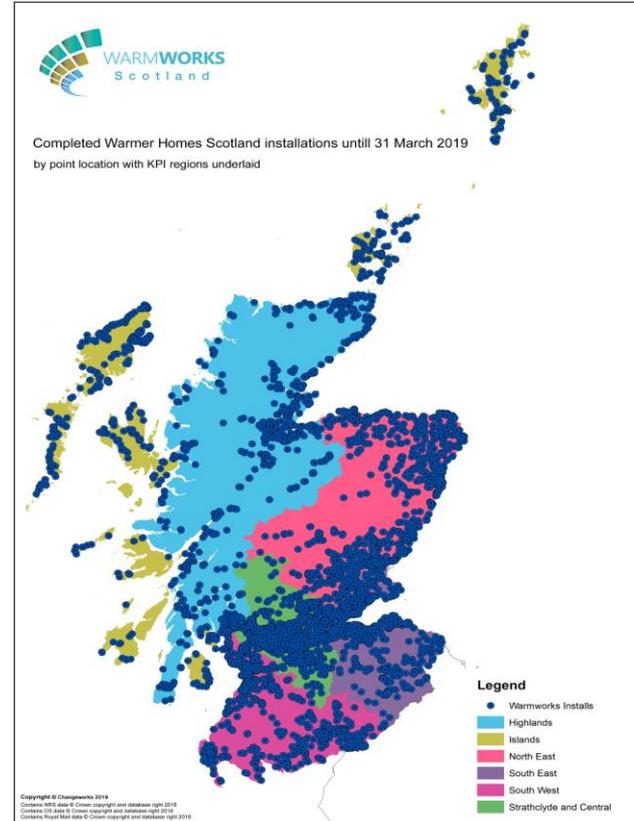
65 Days from start to completion – 97%

This KPI starts when the referral from Home Energy Scotland has been received and is only complete when a passed inspection

Customer Satisfaction – 99%

Around 86% of customers complete customer satisfaction questionnaire on a monthly basis

KPIs are performing at a high level – evidence of quality of delivery



# Collaborative contract management

Warmworks has a bespoke Filemaker system designed for the delivery of Warmer Homes Scotland, every one of our sub-contractors has a dedicated, web-based portal version of the system

Our Compliance Team has carried out over 1,000 work in progress inspection in the last year, and works with the supply chain to share best practice – a supportive, collaborative relationship

Contractors receive a monthly scorecard and participate in monthly performance reviews where areas for improvement are identified

The higher performing sub-contractors on the monthly scorecard are likely to receive greater allocations of work – companies that get lower scores are supported and helped to improve

93% of contractors were paid within 30 days last year, enabling them to allocate resources and commit capacity to the scheme

# Engaging with the supply chain

We provide support to our sub-contractors if they bid for other work outside of our contract

Several of our sub-contractors have expanded their business and landed new work as a result of the processes and disciplines that we ask for on our contract (for example Hughes P&H)

Warmworks hosts two contractor forums per year, and two technical forums

Our feedback and insights team gather and analyse all customer feedback, results are widely shared

Live by our values – this is our non-negotiable

## OUR PEOPLE, OUR VALUES

**PROFESSIONALISM**  
TRUST, DILIGENCE, KEEPING PROMISES

**ENTHUSIASM**  
ENERGY, WARMTH, INSPIRING PEOPLE

**INNOVATION**  
CREATIVITY, AGILITY, SOLVING PROBLEMS

**TEAMWORK**  
OPENNESS, RESPECT, WORKING TOGETHER

**CARE**  
QUALITY, SAFETY, CUSTOMER FOCUS

# Communities strategy

Communities work is not a 'nice to have' or an 'optional extra' – we make it a contractual condition of doing business with Warmworks

This is a key element of 'thinking local' and creating a local legacy:

- Paying a Living Wage to all employees engaged on our contracts
- Creating lasting opportunities for young people, providing them with a sustainable future
- Engaging local partners, charities and community groups to support vulnerable people
- Providing meaningful jobs and training opportunities that equip people over the long-term
- Giving the scheme a positive reputation in the areas we operate
- These are the cornerstones of what we do and that's why we take it so seriously

# Communities work: achievements

- Over 2,000 job, apprentice, work placement and training opportunities made possible across Warmworks and its supply chain to date – again, these all have a local impact
- Charitable and fundraising activities, including the Trussell Trust & Food Banks
- Collaboration with THAW in Orkney on electricity and food voucher scheme
- Regular reporting and celebrating of our achievements, including Communities Newsletters and social media
- Relationships with over 100 (and growing) community groups and third sector stakeholders
- Enabling funds from SGN and SSEN continue to be made available

# What's next?

- Warmworks will strive to continue high delivery standards alongside our stakeholders over the period of the Warmer Homes Scotland contract and beyond
- Explore business development and seek new opportunities
- In the future to work in tandem with new stakeholders & agencies to deliver services within and potentially beyond the Scheme
- Most importantly to keep doing what we do well and remember what brought us this far

**Thank you**