

# AgilityEco impact report

APRIL 2021 - MARCH 2022





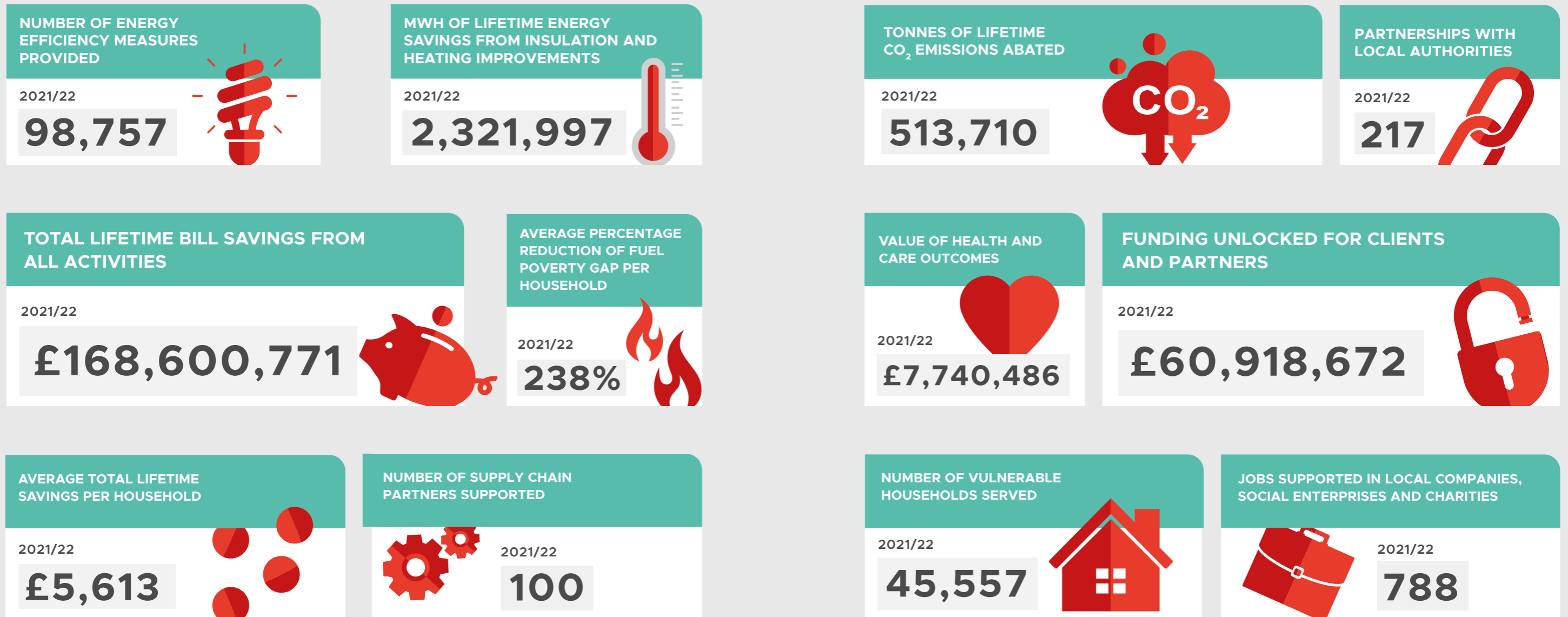


# Contents

<b>AgilityEco impact highlights</b>	<b>4</b>	<b>Vulnerability impact</b>	<b>30</b>
<b>Chair's statement</b>	<b>6</b>	• LEAP	
<b>Achieving our mission</b>	<b>9</b>	• ECHO	
<b>Welcome</b>	<b>10</b>	• HEART	
<b>A Year of impact</b>	<b>14</b>	• Broader Group	
<b>Policy impact</b>	<b>18</b>	<b>Partnerships</b>	<b>38</b>
• Fuel Poverty Gap		• Smart Energy GB	
<b>Retrofit impact</b>	<b>20</b>	• UK Power Networks	
• ECO		• Peabody	
• Projects		• Scope	
• Bierce		<b>People</b>	<b>40</b>

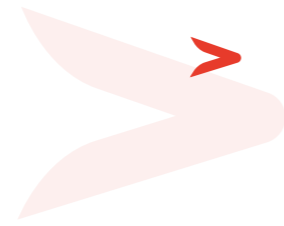


# AgilityEco impact highlights





# Chair's statement



In last year's annual report, I focused on the profound effects that the pandemic had on our company and especially the low-income and vulnerable communities that we serve. It was a hugely disruptive time considering the nature of our business, and our colleagues and installation partners met every challenge head on. The resilience of our teams across the country in navigating the significant impacts of COVID-19 was admirable. As we now move into the next phase of COVID-19, households across Britain are having to deal with the linked pressures of unprecedented energy prices, soaring inflation and a squeeze on public services.

**Despite the Government's Energy Price Guarantee, which will limit the average domestic bill to £2,500 until April 2023, bills this winter will still be significantly higher than they were last winter.**

In that context, AgilityEco and its partners are geared up to help more struggling households than ever in the coming years, and to achieve even greater financial, environmental, social and public health outcomes.

The past few months have reinforced the importance of what we do, and the additional action required to support the increasing numbers of vulnerable households. The phones at our Contact Centre in Aylesbury have been ringing endlessly with people looking for urgent energy advice. Our highly trained Energy Advice Teams have been ramping up efforts to provide practical support for eligible customers, with low-cost energy-efficiency measures provided as part of a home visit.

In the medium term, we know the best way for households to protect themselves from rising prices is by making their homes more energy efficient.

Part of what our team does so well is finding original solutions to challenges that are negatively impacting households in fuel poverty. I mentioned last year that I wanted AgilityEco to deepen the impact it could make on society and to look for more innovative ways to do this. I'm delighted to say that there have been several positive policy developments which will help improve lives across Britain, and we are pleased to have played our part in them. In July, the Government confirmed its plans for a four-year Energy Company Obligation (ECO) worth **£1 billion** a year. We were particularly pleased that Government responded to evidence from the AgilityEco policy experts and others demonstrating that more could be achieved with the planned spending. As a result, almost another 150,000 homes will be significantly improved over the lifetime of the obligation. It is also positive to see recent Government announcements on a further expansion of the ECO scheme and the potential further widening of grant-funded support.

Similarly, a four-year Warm Home Discount was announced, and Government has recognised the strong value achieved by AgilityEco and others in delivering the Industry Initiatives element, for example through our LEAP programme. The Industry Initiatives budget will start at **£40m** and has the potential to rise to **£65m** by 2025/26.

Over the last three years AgilityEco has grown a significant new activity in delivering large-scale area-based domestic energy efficiency retrofit projects. This was initially thanks to funding for heating improvements secured through the Warm Homes Fund, a national grant fund of £150 million established by National Grid and administered by Affordable Warmth Solutions, who continue to be a key funding and delivery partner. This has more recently been expanded into whole-house retrofit activities in partnership with local authorities, funded through central government grants under the Green Homes Grant Local Authority Delivery (GHG-LAD) and Home Upgrade Grant (HUG) schemes. We see this as an exciting growth area going forward, where our skills in project management, customer service, retrofit coordination and our ability to provide a full suite of support by combining multiple funding sources are in great demand.

So, we will keep the pressure on Government to ensure it sticks to its targets to eliminate fuel poverty by 2030 and continue to make policy recommendations on what works and what needs to change when it comes to supporting vulnerable households in, or at risk of, fuel poverty.

I have now been Chair of AgilityEco for three years and during this time I have seen our Board develop a keen focus on building strength in key areas that will take us forward into 2023 and beyond. These include an ambitious growth strategy as well as working towards net zero and low carbon heating options, and ensuring our organisation has the skills to support our supply chain partners to do this. Internally, our company culture is evolving rapidly, leading to a much more engaged and inclusive workforce. The Diversity & Inclusion strand of our People Strategy is now front and centre in all employee engagement, and I have taken great pleasure watching AgilityEco grow into a destination employer, attracting major talent from across our industry.

**Our mission is to make a substantial contribution to the elimination of fuel poverty and deliver better outcomes for low income and vulnerable households, as well as to prepare Britain's homes for Net Zero. We will remain focused on this and the many exciting opportunities ahead of us. Once again, I thank you for all your support this past year and look forward to updating you next year.**



**Ian Peters**  
Chair



# Achieving our mission

At AgilityEco, we've made it our mission to play a major role in eliminating fuel poverty, to deliver better outcomes for low income and vulnerable families and to prepare Britain's homes for Net Zero.

Our vision is a warm, efficient and healthy home for everyone. We believe by reducing energy bills through energy efficiency and helping people stay warm and well, we will be able to support the most vulnerable in society.

Tied to this, we firmly believe that proper investment in home energy efficiency is crucial in order to achieve the UK's ambition to reach net zero by 2050.

## We achieve our mission by:

- **Bringing together** high-quality vulnerable customer support, funding and delivery of energy efficiency measures and local partnerships with local authorities, charities and social enterprises at the centre.
- **Using funding** from the Energy Company Obligation (ECO), Warm Home Discount (WHD), gas/electricity network operator grants and other sources and working with a huge network of partners in the public, private and third sectors.
- **Creating and managing** innovative projects that deliver holistic solutions for those most in need. Under the ECO scheme we fund the installation of energy efficiency measures such as better insulation and low carbon heating. We also work in close partnership with many local authorities to deliver their ambitious retrofit programmes.
- **Designing and operating** a number of community-based programmes to provide fuel poverty and energy efficiency solutions to these specific households, one of which is our award-winning Local Energy Advice Partnership (LEAP). All of our fully-funded community outreach programmes support the health and wellbeing of the most vulnerable in our society.
- **Delivering** these services through our carefully chosen national network of trusted and experienced energy efficiency partners, including national and local government, community groups, energy agencies and charities.
- **Shaping and encouraging** positive national policy outcomes and rallying industry support by delivering impactful, evidenced-based input to government consultations, with our expert analysis, insight and research.







# Welcome

**Welcome to our comprehensive review of what AgilityEco has achieved over the last year. As a mission-led business it is really important for us to take stock and review the impact our services are having on people's lives as well as to our bottom line.**

This past year has proven that these services are more critical than ever. In early 2021 we were still in the grip of the COVID-19 pandemic, which caused so much hardship and which led to us making significant changes to our methods of service delivery. From the summer of 2021 onward we saw a dramatic increase in the price of wholesale gas, which led to the majority of domestic energy providers becoming insolvent and causing a knock on effect to the fuel poverty programmes they were supporting. And of course the year ended with the terrible events in Ukraine unfolding, with a further surge in the price of energy which is still significantly affecting households and businesses. Thanks to the efforts of AgilityEco, our funders, and our partners, more than **45,000** households got the support they needed during these difficult times to use less energy and stay warm and well.

In total our work during 2021/22 has achieved lifetime bills savings of over **£168 million** for households that are on low incomes or vulnerable to the cold. These savings have been achieved by installing nearly **100,000** energy saving measures, alongside the provision of in-depth energy advice. We expect that by using less energy these households will also use more than **520,000** fewer tonnes of CO<sub>2</sub>.

Our focus is on delivering holistic support for fuel poor homes and to help get the message out about our services. We have worked hard to develop our wide network of referral partners, including our energy supplier funders, local authorities, charities, and local community agencies. This year they made nearly **14,700** referrals to our flagship **Local Energy Advice Partnership (LEAP)** service which operates across Britain.

Alongside in-depth advice, LEAP provides households with small energy saving measures, benefits checks and onward referrals for local support from their landlord, council, fire service, and a host of other agencies dedicated to working in partnership with us. Our other Community Schemes – ECHO and HEART – ensured that households in desperate need with broken or poorly performing boilers, washing machines, cookers and fridges were swiftly supported with repair and replacement as appropriate.

Larger heating, insulation and renewable measures came via the Energy Company Obligation (ECO) funding that we accessed from obligated energy suppliers, and delivered in partnership with installer partners both large and small. On average the almost **12,000** properties we improved using ECO will see average annual bill savings of over **£840** per year.

But the benefit does not all sit with our customers. By unlocking funding for our clients and partners, we have also supported nearly 800 jobs across a supply chain of 100 local installation companies, social enterprises, and charities, which helps to make local services sustainable for the long term.

We recognised some of the great working relationships we have by nominating a few of our partners for the National Energy Efficiency Awards. We were delighted that our Connected for Warmth programme, funded by the Warm Homes Fund and the Cadent Foundation, and delivered in partnership with whg, won **Boiler and Heating Project of the Year**.

Our longstanding partners Portsmouth City Council received a special commendation for Fuel Poverty and Vulnerable Customer Support Campaigner of the year; whilst finishing third for Council of the Year. These awards were very well deserved as Portsmouth City Council works tirelessly to improve the lives of its residents and also to support the Warmer Homes consortium of 22 local authorities – all of which benefit from the full AgilityEco service offer.

During this past year, we have also looked inward and sought to improve the way we run our business – benefiting hugely from guidance from our investors Bridges Evergreen. We have expanded our People Strategy with exciting new elements related to diversity and equality, employee wellbeing, and learning and development. It is very important for both of us that AgilityEco is seen as a great place to work, and that the exceptional new team members that come to work with us find AgilityEco an inclusive, diverse and rewarding place to work.

AgilityEco also came together to celebrate our first 'AgilityFest', a day where all Agility Group staff came together to talk about the prospects of the business and discuss the importance of the work that we carry

out. It was a fantastic opportunity to bring together workers from our different offices, and home-based staff, many of whom met in person for the first time.

As we look ahead, the likely continuation of high energy prices will impact severely on our customers. Whilst immediate support to help households that are in fuel poverty to pay their bills is welcome, the only sustainable solution is to improve the standard of properties so that they need significantly less energy to heat and power. Is there currently enough investment by Government to achieve this goal in order to meet the twin targets of eliminating fuel poverty by 2030, and net zero by 2050? To find out we commissioned sustainability experts Gemserv to undertake some unique research and their findings were published by our two organisations in a joint report late in 2021. We found that an astonishing **£18 billion of extra in funding** is needed from the Government to ensure the statutory 2030 fuel poverty target is met.

We therefore welcomed the consultations during 2021 on the future of the ECO and Warm Home Discount obligations, and plans to significantly expand them. At the time of writing the Government has passed 4 year extensions into law and is working with Ofgem to ensure they are implemented. We are very supportive of the new funding for local authorities to deliver area-based retrofit programmes. We are now the retrofit delivery partner for more than 30 councils and it's our ambition to develop this strand of our business much further.

Through its new Heat and Buildings Strategy the Government has signalled its intention to promote the electrification of heat. We have started to oversee the installation of heat pumps into suitable homes, and have sought to maximise our knowledge and installer offer through a new strategic partnership with Alto Energy - a leading expert in the heat pump sector. Alto Energy offers MCS accredited design, equipment supply, servicing, technical support, commissioning, and quality control services to an extensive and growing network of heat pump

installers. This new partnership will fast-track the delivery of AgilityEco's heat pump capabilities, bringing opportunities to support our growing network of supply chain partners' transition to low carbon heating technologies. It will also contribute to the government's target of installing 600,000 heat pumps a year by 2028.

At this point, with AgilityEco's future secure and with huge opportunities to develop retrofit and advice services nationwide, we have decided to step back from the day to day operation of the business and hand over to our incoming Chief Executive Officer, Sharon Johnson. She is a tremendous leader and will be ably supported by her Management Team. We will remain engaged in the business and continue to offer guidance and support where necessary. We are excited to see where this new structure will take AgilityEco and the new opportunities it will bring.

**We would like to thank all of our partners, clients and colleagues for their enormous support over the last decade and wish you all the best for the future.**



**Gearóid Lane**  
Joint Chief Executive Officer



**Jon Kimber**  
Joint Chief Executive Officer

## A message from Sharon Johnson, incoming Chief Executive Officer (2022 onwards)

Since I joined AgilityEco in December 2021 I have been struck by a couple of things about the company: firstly the impacts we are able to have on real people and how we can help improve the quality of their lives, and secondly the world of opportunity that there is for us to do more.

I spent my first day at our Aylesbury office where I experienced first-hand what it is like to speak to customers who are in really difficult circumstances, and who often have a number of challenges to grapple with, aside from paying their energy bills and living in homes which are poorly heated and insulated. Often, they are elderly, or struggle with poor health or communications issues. The skill and empathy with which our teams are able to understand the problems being faced and put together the best possible package of help that we can offer is really inspiring. This is often life-altering help as the expressions of thanks we receive demonstrate.

Some of the achievements I'm really proud of this year encapsulate our expertise at delivery: our LAD programme of retrofit upgrades in support of the pioneering Warmer Homes consortium led by Portsmouth City Council has blazed a trail, achieving by the end of March 2022 a total of **1,869 customers' homes upgraded** - nearly three times the number of any other comparable project.

The development of our new relationship with Alto Energy has led to 15 heating businesses so far being able to grow new skills in heat pump installations.

It has also led to the rapid mobilisation of three new, grant-funded heat pump programmes, again in collaboration with the Warmer Homes consortium Oxfordshire County Council, Manchester City Council, and with funding from the Warm Homes Fund.

Another great example of our ability to deliver support to those who need it most is through the stellar work of our Community Schemes team members. These teams have delivered help to more than **45,000** customers through our Community Schemes advice service, where we have expanded the service to include triage support so that we can assist more customers.

The deep expertise in dealing with vulnerable customers, combined with the range of services and funding that we are able to offer is what sets AgilityEco apart. In the coming year, I want us to strive to continue to develop our offering, to do more of what we do now, at greater scale, maximising the benefits that can be gained from the increased funding which, thankfully, is now starting to flow. We are in such challenging times and collectively it's so important that we do all we can to contribute to addressing the energy affordability crisis and, in doing so, help to move GB to a lower carbon and more sustainable energy future.



**Sharon Johnson**  
Incoming Chief Executive Officer

*There are days that sparkle when one is graced with rare angels. You are such one! You entered my home today and it has changed my mindset and increased faith in the universe. Gratitude is immensely appreciated.*

*Dear Sir. I write to you on 18-04-2018 with concern that I was being ignored for my insulation to roof. You were a true gentleman and kept to your word that you would solve my problem which you did. I thank you sir. I did have the work completed. The workmen were very professional and tidy and quick. I am a very happy pensioner looking forward without fear, for once of spending my winter cold, alone with my cat huddled under blankets and coats. So, god bless you and your family and have a well deserved festive season. I will pray for you. Thank you.*

*Please could you pass on my thanks to all concerned in the supply and fitting of my new central heating and loft insulation. I look forward to being warm and comfortable this winter.*

*I would like to thank all the hearts from Dyson and the LEAP team who installed and checked my mums boiler, they were all so kind, thoughtful, clean, polite and tidy. She is now lovely and warm with hot water consistently. Thank you.*



# Year in review

## APRIL 2021

AgilityEco celebrates its 8th anniversary and wins the bid to manage the **Portsmouth City Council Local Authority Delivery (LAD)** scheme (phases 1a and 1b), a **£9 million project**. Portsmouth City Council leads a consortium of around 18 local authorities and project management and delivery commences in the South of England under our **“Warmer Homes”** brand.

Further north, AgilityEco partners with **Bulb** to deliver an innovative new programme delivering fully funded **Nest Smart Thermostats** to Bulb members in the West Midlands. A portal is designed to assess eligibility and facilitate referrals and AgilityEco pilots the scheme in Birmingham with a trusted heating contractor on its ECO installer network.

## MAY 2021

AgilityEco receives its milestone **1,000th** application for the LAD project. There is up to £10,000 of funding available per household for qualifying measures which improve the energy efficiency rating of each property.

To support the rapid growth of AgilityEco’s project delivery, the customer contact centre is transferred from **Bierce** to AgilityEco. Bierce now focuses on its expanding Technical Monitoring and Property Surveying business.



## AUGUST 2021

In what is becoming a record-breaking year for AgilityEco, its Board of Directors announces a second round of SIP (Share Incentive Plan) allocation to qualifying employees.

AgilityEco partners with **Smart Energy GB**, the not-for-profit, government-backed campaign helping everyone in Britain understand the importance of smart meters and their benefits to people and the environment.

Smart Energy GB commissions AgilityEco to run a national smart meter engagement programme to help deliver on its national smart meter engagement goals. AgilityEco’s Connect for Help team begins delivering smart meter advice as part of its triage and in-depth energy advice calls. Simultaneously, AgilityEco’s Marketing team embarks on a national social media campaign.

## SEPTEMBER 2021

AgilityEco holds its first ever internal group conference, **AgilityFest**. The event is held in central London and brings together nearly 100 staff, hosting external speakers and guests.

AgilityEco begins planning its response to the **Energy Company Obligation 2022-2026 Consultation**.

Shock wholesale gas price rises and the collapse of some energy suppliers signal the start of a turbulent period for the energy industry. Gearóid Lane appears on a special ITV News programme “Energy Bills - Counting the Cost”. He discusses what the current situation means for energy bills and people on the brink of fuel poverty in front of an audience of millions nationwide.

## JUNE 2021

**Connect for Help** celebrates helping its 4000th customer. Funded via the Warm Homes Fund, and delivered by Income Max CIC and AgilityEco, Connect for Help offers free energy and money saving advice over the telephone to low income and vulnerable households across England and Wales.

Joint CEO of AgilityEco, Gearóid Lane, speaks at the **Bridges Evergreen** Investors Roundtable, giving their investors a flavour of the work AgilityEco does, the impact we deliver, and our phenomenal growth in 2021 even under the shadow of COVID-19.



## JULY 2021

AgilityEco begins planning its response to the **Warm Home Discount 2022-2026 Consultation**.

As COVID-19 restrictions ease, AgilityEco staff gradually return to office life, with the flexibility to work from home.



## OCTOBER 2021

New research published by **AgilityEco and Genserv** reveals that the current funding landscape for grant funded retrofit will only help a fraction of the homes that require improvements in order for the Government to hit its statutory 2030 fuel poverty target.

**UK Power Networks** launches its new Energy Advice Line, run in partnership with AgilityEco to provide additional help to customers living in vulnerable circumstances.

The Government publishes its long-awaited **Heat & Buildings Strategy**, which reinforces the ambition to move UK households away from fossil fuel heating and offers new funding to support the installation of heat pumps. AgilityEco notes the need to support low income and vulnerable households with the most appropriate heating system for their circumstances.

## NOVEMBER 2021

AgilityEco publishes its annual **impact report** revealing that between April 2020 and March 2021, its work on **ECO** (Energy Company Obligation) and fuel poverty programmes resulted in just over **£200 million worth of total lifetime bill savings for households in vulnerable circumstances across Britain**.





# Year in review

## DECEMBER 2021

AgilityEco appoints its **first ever Chief Operating Officer, Sharon Johnson.**

Simon White is appointed Operations Director and AgilityEco supports the **Fuel Bank Foundation** in its 8th Christmas Card charity fundraiser.



## FEBRUARY 2022

**AgilityEco achieves exactly 1,000 installations under the LAD 1a and 1b schemes and the consortium we support, led by Portsmouth City Council, is now delivering the most successful LAD scheme in the country.**

The scheme is extended to July 2022 to allow for the completion of the 1b phase and a further 1400 installations.

The Connected for Warmth programme is named **Boiler & Heating Project of the Year** at the National Energy Efficiency Awards in recognition for its work helping households living in fuel poverty. AgilityEco sponsors the **"Fuel Poverty & Vulnerable Customer Support"** category at the same awards, which receives over 20 quality nominations of individuals and organisations doing fantastic work across the country.

## JANUARY 2022

AgilityEco writes a letter urging government to ensure the fuel poor and other vulnerable customers are protected during the energy price crisis.

Our policy experts provide key information on the vital need to maintain the **Energy Company Obligation (ECO)** in order to tackle fuel poverty and provide long-term, sustainable support to reduce energy bills.



## MARCH 2022

Following the hard work of the AgilityEco Projects, Customer Service and Contact Centre teams in delivering solar PV and insulation measures as part of the Warmer Homes programme, the consortium learns that it has been successful in securing **HUG funding** from government. This will allow AgilityEco to offer fabric insulation measures as part of a package of measures for both gas and off-gas properties from April 2022 to March 2023 in up to **3,400** homes.

Paul Scully, MP for Sutton and Cheam visits the AgilityEco head office in Sutton to learn how private equity and investment has helped AgilityEco scale its services to create a bigger social impact across the UK in tackling fuel poverty.

AgilityEco begins work with Portsmouth City Council on an additional project to deliver **500 heat pump installations** across the Warmer Homes consortium using a grant from the Warm Homes Fund.



# Policy impact



2021/22 proved to be an eventful year in terms of government and regulator policy and approach towards grant funded energy efficiency programmes, which is critical to AgilityEco’s services and the many thousands of customers who depend on us. We prioritised understanding the government’s ambitions and maintained our strong relationships with civil servants at the Department for Business, Energy and Industrial Strategy (BEIS) and Ofgem, as well as other organisations working to achieve the same goals.

We have long believed that the government’s spending plans for fuel poverty have been insufficient for it to achieve its own statutory target of getting as many fuel poor homes as practicable to EPC Band C by 2030. To aid our position we commissioned market experts Gemserv to undertake research on the scale of this funding gap. We published their findings in October and can confidently assert that a further **£18 billion pounds** above current spending plans must be spent on fuel poor homes over the next eight years. The continued increase in energy prices has exacerbated this shortfall and at current rates it will take until 2065 to make the necessary improvements to all fuel poor homes.

The report identifies an £18 billion funding gap in achieving the 2030 target of ensuring as many fuel poor homes as is reasonably practical to achieve a minimum energy efficiency rating of C. The report makes three recommendations to close that gap:

- **Fully implement promised schemes:** such as the Home Upgrade Grant (HUG) and the improvement to the Minimum Energy Efficiency Standards (MEES) for landlords. This will narrow the gap by **£6 billion**.
- **Extended existing programmes out to 2030:** existing programmes such as the Energy Company Obligation (ECO) are confirmed until 2026. Extending them at the same level of spend out to 2030 would reduce the gap by a further **£2 billion**.
- **Expand the funding pot available for both new and existing schemes:** the only way to meet the remaining £10 billion gap will be through expanding the money available to successful energy efficiency programmes. It will be important to better target the support available, as existing programmes reach a relatively low proportion of fuel poor households. At the current hit rate it will require a total spend of £34 billion to ensure that a new amount of £10 billion goes to households meeting the government’s ‘Low Income, Low Energy Efficiency’ (LILEE) definition.

2022 has seen the end of the ECO3 obligation and the government has confirmed its plans for a four-year ECO4 order worth around £1 billion a year – an increase of over 50%. Unfortunately the new regulations have faced a delay in receiving parliamentary approval but there is much to welcome in terms of the final scheme design. We were particularly pleased that government responded to evidence AgilityEco and others provided to the scheme’s consultation which demonstrated that more could be achieved with the planned spending. As a result, almost another **150,000 homes** will be significantly improved over the next four years.

In a similar vein, a four-year Warm Home Discount was announced and government has recognised the strong value achieved by AgilityEco and others in delivering the Industry Initiatives element. Industry Initiatives will start at £40m and has the potential to rise to £65m by year four.

We also welcome the continuation of support for local authority-led retrofit, with a promise of **£700 million of Home Upgrade Grant (HUG) funding** available to support off-gas homes, and the opportunity for councils to make even more homes eligible for ECO with an expanded ECO Flex scheme.

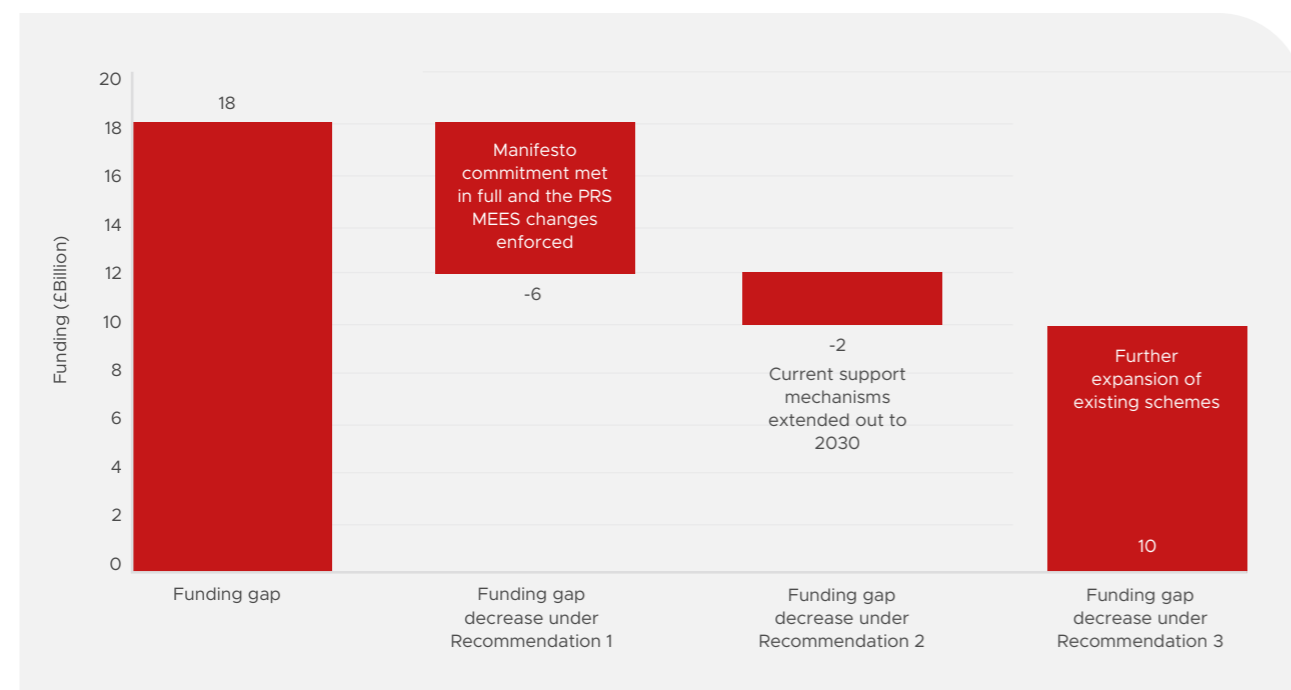
Many of our consultation responses and broader discussions with government on their proposals are at a considerable level of detail. But the devil really is in the detail when it comes to how well complex energy efficiency schemes work in practice. We are delighted that the expertise of our team in delivering these schemes is widely recognised and that this gives us strong credibility with a broad range of stakeholders. It helps us to best represent the interests of our partners, from energy suppliers and local authorities to installers and charitable bodies.

Our policy inputs necessarily cover a broad span of subjects from the technological to the administrative. In 2021/22 our contributions ranged from low carbon heating systems to time of use tariffs and from economic rent to local authority enforcement in the private rented sector. The consistent thread for us in all of this is what the impact will be on fuel poverty and our ability to tackle it.

Going forward we will want to continue to make strong contributions at both the micro and macro levels. We will retain a strong focus on helping policy makers with the detail of scheme design and be quick to draw attention to any issues that emerge as delivery is rolled out.

At the more strategic level, last year saw the publication of the **Heat and Buildings Strategy** as well as long term plans being settled for some important schemes. But the huge gap in the funding needed to meet the fuel poverty target remains and the position for many will only worsen as energy bills look set to remain alarmingly high. We will press to release the remainder of the funding promised in its election manifesto and go well beyond that. There needs to be a clear plan setting out how the poorest and most vulnerable in society can be supported to be part of the journey to net zero carbon and we stand ready to help pave the way for more money better spent.

**Our message will remain that energy efficiency work and advice is the only long term and sustainable way to take people out of fuel poverty.**





# Retrofit impact

## ECO

2022 marked the end of the third iteration of the Energy Company Obligation (ECO3) scheme, which aims to promote and fund the uptake of energy efficiency measures within low-income households. We are delighted to have played a significant role in the delivery of the government’s flagship energy efficiency programme, with the support of our energy supplier partners and incredibly adaptive and loyal supply chain partners.

During the course of this three-year programme designed to deliver **£8.253bn in heating cost savings** to low-income households, AgilityEco is proud to have been directly involved with the **delivery of 6%** of the total obligation through the installation of **1m+ energy efficiency measures** and managing to serve **582,056 vulnerable households**.

ECO continues to demonstrate excellent value for money when calculating the savings on investment. Through our delivery alone, we estimate a social return of **394%** when comparing the amount spent to the total notional heating bill reduction over the lifetime of the measures installed.

None of this would have been possible without the tireless support of our dedicated team and network of 50+ supply chain partners, who are amongst the best in the sector.

Moving past ECO3, we are positively encouraged by the government’s commitment to provide continuity and certainty through the new ECO4 obligation. Starting in July 2022, this will provide 4 years of much-needed certainty for the industry, the largest scheme of its kind with a collective £4bn spend.

ECO4 is being refocused to target our worst-performing homes to help achieve the 2025 and 2030 fuel poverty targets. Whilst the overarching

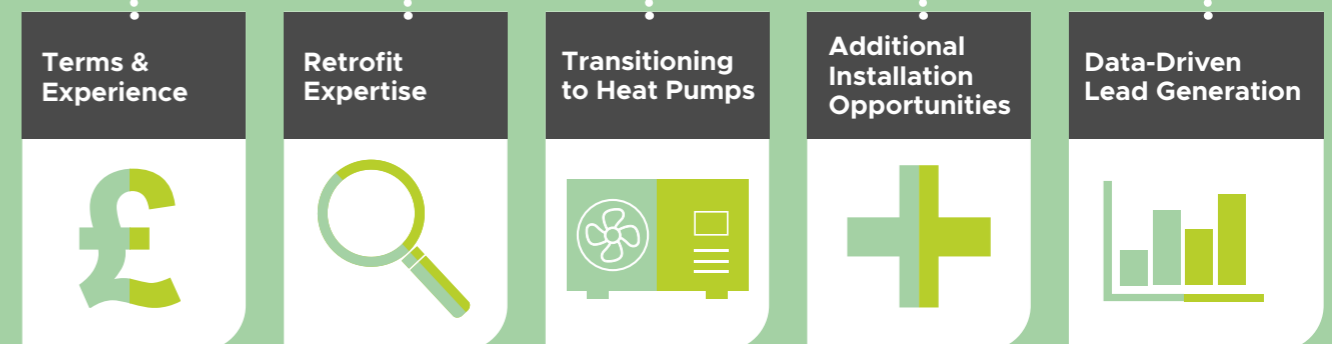
premise and target demographic remains largely unchanged from ECO3, the policy approach has some key differences which are hoped will incentivise the market to optimise the delivery of a broad range of measures to the most vulnerable homes which may previously have been left behind.

As with any matters related to ECO, we strive to remain at the forefront of all policy developments and continuously engage with BEIS, Ofgem, obligated suppliers and the supply chain at large. Over the last few years, our engagement with government and subsequent workshops and briefings that we have provided to unpick the latest policy developments have set the benchmark for the industry and continue to be so. We are very privileged to be contributing to the policy development of ECO4 and are excited by the many positive proposals, supporting deep retrofit and making progress towards the UK’s climate change strategy.



**Shueb Ali**  
ECO Director

In order to hit the ground running for ECO4 and offer the best support possible to our partners, we have improved our offering based on feedback received, focused on five key areas of added value:



“AgilityEco has been a trusted ECO delivery partner of ours for over half a decade. Their attention to detail and quality, combined with up-to-date knowledge of the evolving scheme landscape, ensures confidence in any element of the scheme we ask them to deliver. This has been especially true in the challenges of ECO3 delivery over the last few years. We look forward to continuing this relationship into ECO4 and beyond.”

**Jon Owens**  
Senior Environmental & Social Programmes Manager, Shell Energy Retail

“Aura Gas Limited have been in the ECO grant funding market since its inception with ECO1 in 2012 and has worked with AgilityEco since 2016. On all of our ECO projects, the support offered via their compliance and technical monitoring teams has been second to none. Our partnership with AgilityEco has opened up the doors for Aura Gas to work on a number of innovative opportunities throughout the years, including the installation of smart thermostats, and energy efficient boilers into park homes without gas connections. More recently, we have begun the journey to install as many heat pumps as possible, supporting AgilityEco’s goal to retrofit properties with energy efficient and renewable heating solutions, and helping to reduce energy bills for those living in fuel poverty.”

**Gary Robinson**  
Managing Director, Aura Gas

### DATA-DRIVEN LEAD GENERATION

We have unique property software that supports lead generation for grant-funded programmes. Our leads are screened for eligibility prior to referral and provided with no upfront cost to partners.

### ADDITIONAL INSTALLATION OPPORTUNITIES

Our unique local authority and grant-funded programmes offer our installers a source of work at enhanced rates which is not available to others outside our network.

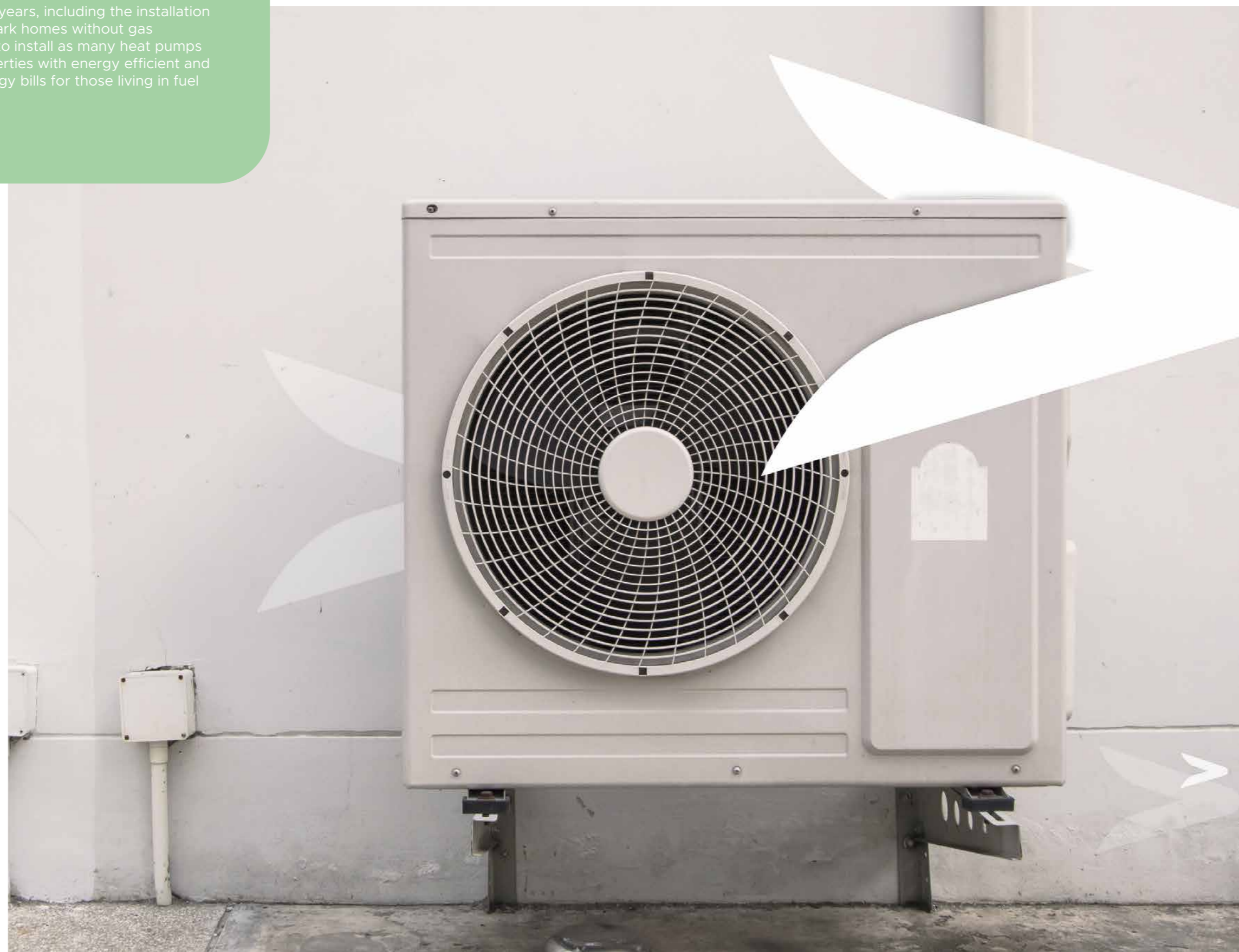
### TRANSITIONING TO HEAT PUMPS

Our strategic partnership with Alto Energy enables us to provide our network with a flexible route to transition to low carbon technologies, through MCS umbrella certification scheme, preferential training arrangements and market-leading technical support available solely for AgilityEco partners.

It also facilitates additional routes to market tied to our broader funding workstreams. Amongst other factors, strategically this acts as a key differentiator in the marketplace and provides a great solution for our network partners seeking growth in new and emerging sectors alongside AgilityEco.

### RETROFIT EXPERTISE

We have an unrivalled understanding of PAS2030 and PAS2035 standards, along with a national network of Retrofit Assessors and in-house Retrofit Coordinators. To support AgilityEco partners, our quality assurance and compliance teams ensure the highest standards and minimise the risk of measures being rejected.





# Projects

This has been a fantastic year for our Projects division – having successfully drawn to a close several long-standing projects and significant growth through the launch of new projects born from successful partnerships and the continued support of funding providers and our installation partners. To enable this, we have considerably expanded our operation with further investment in our systems and processes to further improve the service and outcomes we can deliver for residents.

Looking ahead we are incredibly excited about the opportunities to further the impact of our retrofit programmes in delivering whole-house retrofit upgrades and installation of low-carbon heating systems.

Following our successful work in managing Warm Homes Fund programmes, we are delighted to have further strengthened our partnership with **Affordable Warmth Solutions (AWS)**. Following a successful pilot, we have added an air source heat pump proposition under the Connected for Warmth brand. With continued support from the Warm Homes Fund, we are incredibly excited to be working with AWS to engage with households away from the gas-grid and ramp up the volumes of heat pumps deployed through the scheme to reduce energy bills and keep homes warmer.

In June we were delighted to form a new partnership with **Oxfordshire County Council (OCC)** for delivery of Home Upgrade Grant funding. Our team have enjoyed collaborating closely with the team at OCC to build a compelling proposition and engagement approach to customers which we are now starting to see pay dividends in high levels of engagement and applications. We are delighted that installations are now well underway and we are hoping that this will be a shared capability that will see many more home upgrades for customers in the Oxfordshire area in the future.

Our investment in **Alto Energy** will play a huge part in successful delivery of these projects and has already proven successful on many fronts: our installers have been able to take advantage of Alto's deep expertise in design and commissioning of heat pumps and we have seen over 50 installers from 13 different organisations cross-skilled from traditional heating to heat pumps over the last 6 months. With this expertise we can ensure each new system has been carefully designed to maximise efficiency and will provide a warm home for customers whilst reducing their energy costs. The collaboration between Alto Energy and our expert heating installers has included constructive mutual challenge as part of the process and this gives me confidence that we are continuously improving the way we work and can give our funders confidence that both design and installation are of the highest quality.



**Simon White**  
Operations  
Director

“The Warm Homes Fund, established by National Grid and managed by Affordable Warmth Solutions, offers life-changing opportunities for low-income households living in energy inefficient homes to get modern heating at no cost to themselves. For a number of years now AgilityEco has been a key delivery partner for large-scale regional and national Warm Homes Fund projects, and proved its ability to coordinate a wide variety of partners, drive high quality delivery and achieve a positive customer experience.”

**Jeremy Nesbitt**  
Managing Director, Affordable Warmth Solutions

## Warmer Homes

We recently installed an air source heat pump into a Chichester resident's home, reducing his energy bills and carbon footprint. Air source heat pump installations from Warmer Homes have seen households have seen households save up to 60% a year on their energy use.

AgilityEco project manages the Warmer Homes programme on behalf of a consortium of local authorities in the South and South East of England, led by Portsmouth City Council.

Fred, a resident in East Wittering, heard about fully funded air source heat pumps through Chichester District Council. His home had an EPC rating of E and he was using uneconomical storage heaters to keep warm. Like many people across the country, Fred was looking at ways to reduce his energy bills by making his home more energy efficient.

Fred applied for support via AgilityEco's flagship LEAP (Local Energy Advice Partnership) service. Based on his circumstances, Fred received a home visit from a LEAP Home Energy Advisor. They installed free small energy efficient measures including reflective radiator panels, an internal draught excluder and a TV standby plug. He was also recommended to contact his energy provider to install a free smart meter.

The Home Energy Advisor then referred Fred to the Warmer Homes Programme to see if he was eligible for further fully-funded measures. Fred was eligible due to his pensioner status and the EPC rating of his property, and so his application for an air source heat pump was accepted.

**Sharon Johnson, CEO at AgilityEco said:**

“This is just one of many fantastic examples of how our holistic approach can help households keep warm and healthy whilst reducing their energy bills and improving the energy efficiency of their home. In the last year alone, the Warmer Homes programme has installed measures that will deliver £10million in lifetime bill savings, an average annual saving of £251 per household and has abated over 50,000 tonnes of CO<sub>2</sub>.

We manage programmes across Britain, which offer fully funded air source heat pumps, solar panels and insulation. If you're looking to reduce your bills and make your home more energy efficient, please do get in touch.”

**Fred, East Wittering said:**

“Since having a heat pump installed, my energy bills have gone down by 50% and the EPC rating of my home has gone from an E to a C. One of the things that I found incredible about air source heat pumps is that for each unit of electricity you use, you get three units of heat in return. This has seen my energy consumption plummet.

The application process was quick and easy. It took the installers just four days to install the air source heat pump and they were incredibly professional. To anyone who's thinking about getting an air source heat pump, it's green, it's good for the environment, it saves you money, the noise is not an issue and it's easy to use.”







## Helping to keep Mrs G warm

Mrs G, who's over 60 from Shropshire, was referred to Connected for Warmth through Marches Energy Agency – a charity energy specialist. She was using old and inefficient electric storage heaters to keep her property warm at great expense. Mrs G qualified for Connected for Warmth through her local authority's Statement of Intent, as she was vulnerable, on a low income, and found it hard to heat her home. Mrs G was also offered assistance in lowering her bills through the national 'Connect for Help' energy and money advice service –which signed her up for the Priority Services Register.

### HOW WE HELPED

Mrs G received a gas connection to her property which was arranged by Affordable Warmth Solutions. She then had a new gas central heating system installed, which was worth over £6,000. This improved her property EPC rating from E to D and made it more energy and cost-efficient. Mrs G was really pleased with her new central heating and is now living in a warm, comfortable home that will cost her hundreds of pounds a year less to heat.

### HOW IT'S FUNDED

Connected for Warmth and Connect for Help are managed by AgilityEco and funded by the Warm Homes Fund. This is a national fund of £150 million established by National Grid and administered by Affordable Warmth Solutions. The Warm Homes Fund supports a number of projects across Britain to help people reduce energy bills and keep warm and healthy. The Cadent Foundation, which makes a positive and lasting difference to local communities and the wider society within its network, also contributed to the cost of installing the central heating system.

### KEY DETAILS

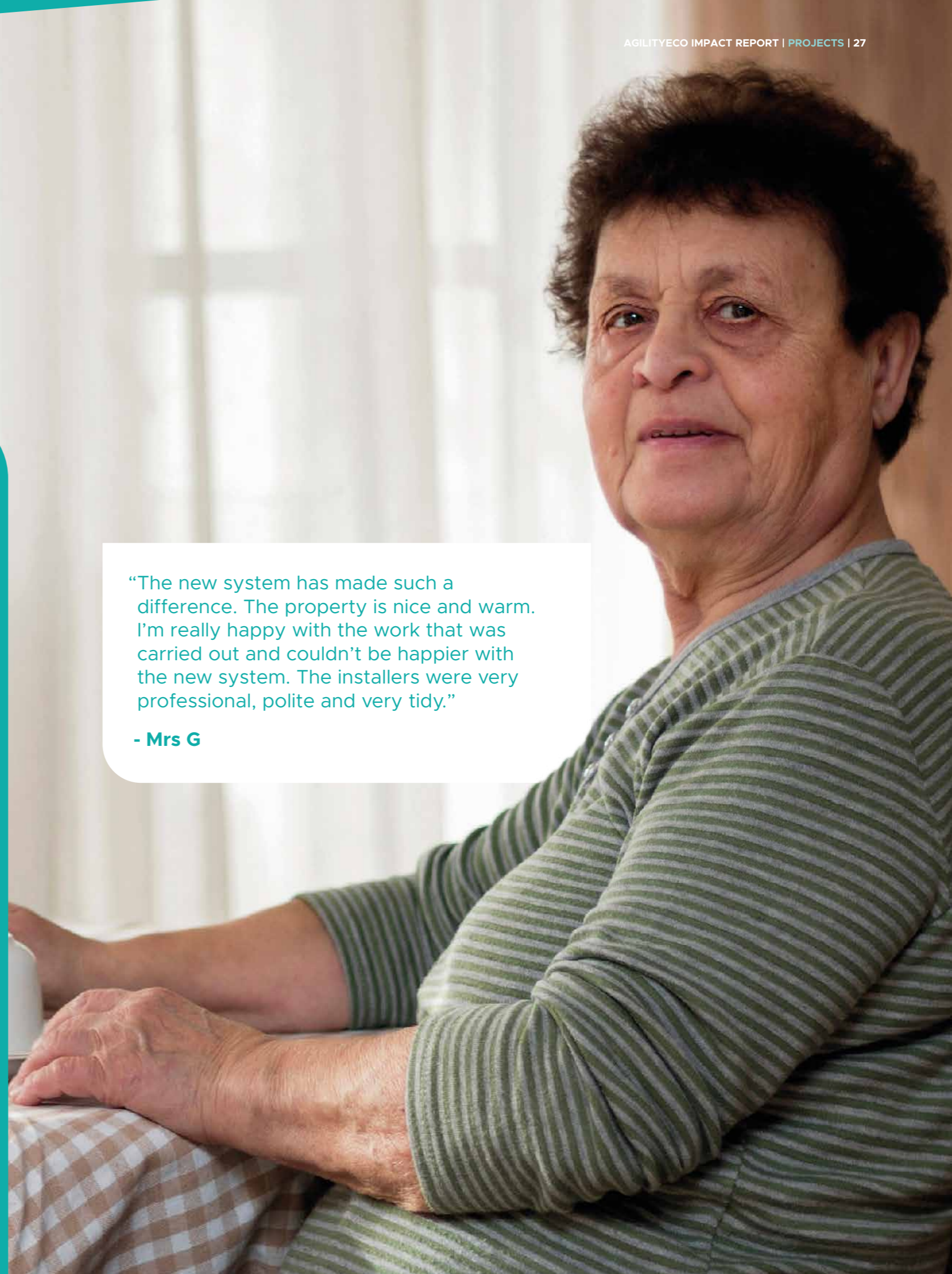
Installation date: 23 March 2022.

Improved EPC Rating from E to D.

New gas connection arranged by Affordable Warmth Solutions. Contribution of £1,000 from the Cadent Foundation towards the heating system. Total package worth over £6,000 provided at no cost to the customer.

“The new system has made such a difference. The property is nice and warm. I'm really happy with the work that was carried out and couldn't be happier with the new system. The installers were very professional, polite and very tidy.”

- Mrs G





# Surveying

**From July 2021 onwards AgilityEco recognised that its delivery partners for energy efficiency measures under ECO and government-funded schemes would require additional services and support, as PAS2035:2019 and PAS2030:2019 supersedes the 2017 standards.**

New roles were required to ensure compliant delivery of energy efficiency measures and renewables and AgilityEco prioritised the recruitment and training of professionals to support its supply chain partners in this new emerging standard. Offering a PAS compliant solution was paramount to our continued support for delivery of our ECO, LAD and HUG schemes and many of our partners have benefited from our knowledge and advice.

Our in-house surveying department, offering retrofit support, includes the two key roles in PAS; Retrofit Assessors and Retrofit Coordinators. Achieving the Level 5 Diploma in Retrofit Coordination & Risk Management is no mean feat and our business is proud to have supported four members of staff to qualify to this standard, with others currently in training.

With our knowledge of RdSAP and an existing national network of Energy Assessors to support our growth, it was a natural step to help upskill our field staff to become Retrofit Assessors. And that support continues as we expand into new areas of delivery where we offer training support to local advisors.

And this knowledge has also enabled AgilityEco to provide retrofit services to Registered Social Landlords (RSLs) seeking to secure a Social Housing Decarbonisation Fund (SHDF) grant from government, with several schemes ongoing in Watford, Cornwall, Kent and Kensington.

Further skills within the group lie in AgilityEco's sister company, Bierce Surveying Ltd; an established firm registered with the Royal Institution of Chartered Surveyors and which supports businesses and public sector organisations to manage their quality assurance and technical needs. Bierce's expertise is recognised throughout the industry, where it successfully blends compliance and quality with consumer delivery and protection. It was selected to be the key delivery partner to a global strategic and environmental consultancy for a government compliance and auditing regime for renewable energy, a technical advisor for its delivery of SHDF and Bierce became a fully registered TrustMark business in early 2020.



**Nicholas Ainger MRICS,**  
Managing Director



**BIERCE**



# Vulnerability impact



**The Local Energy Advice Partnership (LEAP), our home energy advice and income maximisation programme, had a short closure in May and June while the government sorted out a one year extension to the Warm Home Discount regulations. Then we re-launched in July 2021 and as we emerged from the worst of the pandemic, we were back to doing home visits in many parts of the country through our established delivery partner network.**

We continued to blend the telephone advice service where it wasn't appropriate to meet people in their own home. We felt that the experience gained from running some of the service by telephone during 2020 was really valuable and enabled us to extend the service to a wider geographic catchment. This has proven especially helpful as the cost of living crisis started to bite and our energy funder partners began to refer their vulnerable customers over to us all over the country.

Our funding came from seven energy suppliers through their Warm Home Discount obligation. We are extremely grateful to these energy companies for their continuing support. LEAP seeks to address the three fuel poverty contributors of poor building fabric, high energy charges and low income.

Unfortunately a small number of the energy companies that fund our LEAP schemes went into administration during the year. However, these were swiftly replaced by larger energy companies who provided us with a late injection of funding to enable us to keep the service running all the way through to the end of April.

LEAP works in partnership with IncomeMax CIC and Auriga Services to provide thousands of LEAP applicants with benefit entitlement checks, support to make complex benefit claims and access to trust funds for debt write-off and other support. This service achieves life-changing results for many.

Overall, in the last scheme year, LEAP delivered £8.3m of value to the recipients of the service through

energy reduction, debt alleviation and additional income. With a fund value of £2.1m, this means LEAP delivered a benefit to cost ratio of 4:1 from its direct funding usage. In reality, LEAP creates much more value and additionality than this through onward referrals into other programmes, both in-house and through external partners.

LEAP has established itself as a gateway to many other related services, principally the ones that we can deliver ourselves, such as ECHO, HEART, Warm Homes Fund and local authority retrofit programmes. Crucially, LEAP can provide an onward link into other organisations that can deal with the broader health and wellbeing of these vulnerable people. For example, involving councils and other organisations that can address hazards and fire safety in the home, ensuring people are signed up to their Priority Services Registers (PSRs) with their utility providers, and even registering people for the social tariff at their local water company.

LEAP's success is dependent on the network of local delivery partners that work closely with us in their area. We overlay a formality and consistency of delivery to the service wherever it is delivered in the country through our management team, marketing department, trainers, contact centre, service level agreements, code of conduct and ongoing monitoring. But it wouldn't be successful without all the councils, housing associations, local charities and our hardworking local delivery partners that create the "Local" in LEAP.

The infrastructure and network that we've built over the years to run the LEAP service has opened up the opportunity for us to offer a white-label service for a small number of funders outside of the Warm Home Discount scheme.

- Since August 2020, the telephone-based Connect for Help service has been delivering advice and support to vulnerable people across England and Wales with funding from the Warm Homes Fund. Here we have trialled the "triage" component of the advice journey, enabling a more customised set of solutions to be provided to each applicant. As this scheme wrapped up in June 2022, we have incorporated all the learnings and the staff into the core LEAP service.
- Since August 2021 we have been running a dedicated advice and support service for residents of Peabody Trust in London and surrounding areas
- In October 2021, UK Power Networks entrusted us with some funding to run a dedicated advice and support service for vulnerable customers in their patch.
- For a number of years, we have been working with some of our energy supplier funders, helping to deliver their Warm Home Discount Broader Group provision, and linking our LEAP advice services to that catchment of their vulnerable customers.

We are now looking forward to what we expect will be four years of regulatory stability in the Warm Home Discount world. This will enable us to build on all the good work done to date and expand the in-home services we offer across an even wider geography. We are working ever more closely with our energy supplier funders as their customer services departments try to deal with customers in ever-more severe debt and desperation. We recognise that energy suppliers' focus is on helping their own



customers with their obligated spending more so than ever before and we are ensuring that the LEAP service stands there reliably in support of all our funding partners.

Like everyone that's working with vulnerable householders, the rapidly rising cost of energy and the general cost of living crisis is creating ever-increasing and desperate referrals into our services. We are working hard to access every kind of support that's being made available through local authorities and charities to help people through their immediate crisis.

As a company our mission to eliminate fuel poverty is only really going to be achieved by improving the energy efficiency of homes through major retrofit and decarbonisation of heating. So going forwards into the next phase of the LEAP we are focusing more clearly on supporting customers along a retrofit journey, whether that be through one of our own LAD/HUG/WHF programmes, or through the new opportunities that ECO4 is bringing to the market.

**The breadth of the services we can now offer across GB is beyond compare.**



**Caroline Joseph**  
Community  
Programmes Director



# Creating a warm and energy efficient home

We recently worked with Exeter Community Energy (ECO) to help a man from Devon (not pictured) who was referred to us through social services. He previously spent seven months in hospital and was unaware of what was going on with his energy bills. We set up an online account for him and then took meter readings, so his bills reflected his usage and requested new smart meters for him.

To help him keep a warm and energy efficient home, we applied for the Warm Home Discount for him. We noticed that his property was cold and referred him for cavity wall insulation and helped get his boiler up and running. We requested a brand-new energy efficient freezer with HEART, changed his lightbulbs to LEDs and also put some reflective panels behind his radiators to help reflect the heat back into his room. We've registered him on the Priority Services Register so he can get the support he needs. We are still looking to offer him further help and are investigating different grants available to install a new radiator in his lounge.

## FEEDBACK FROM LEAP CUSTOMERS

A single parent with a disabled child contacted LEAP looking for help as she was seeing condensation in her home. One of our Energy Advisors helped support her by getting her a new energy efficient fridge freezer and new washing machine through HEART. Previously her fridge freezer was spoiling her food and her washing machine was unreliable, constantly breaking. Her new appliances have made a huge difference to her day-to-day life. She said "Your service has not only helped me mentally be able to cope but has supported my neighbours too. Please keep up the amazing work and I wanted you to know how much of a difference your team have made to my day-to-day life so thank you!!!"

"Tara was extremely supportive, thorough, understanding, helpful, friendly and non-judgemental. I felt I was in very competent and safe hands with her as she worked through and organised everything for me. She always made sure I was kept informed, so I didn't need to do anything, just enjoy the benefits of the energy efficient measures! It's already made an incredible difference in so many ways. Thank you so much LEAP and especially Tara!"

This resident was referred to LEAP via their next-door neighbour. They called the LEAP helpline directly to book an appointment for their energy advice call. The resident said: "This has come at just at the right time. I've had a bereavement and then the cooker went, so the help from LEAP couldn't have been more timely."

The resident also said that the LEAP process was "absolutely excellent from start to finish, it couldn't have gone smoother". As well as receiving 8 energy efficient LED light bulbs and radiator panels (which were installed by an Energy Advisor) LEAP also arranged for a HEART survey, which led to a new fridge freezer, washing machine and cooker being installed.

"We are proud to be partnering with AgilityEco to deliver our Warm Home Discount Industry Initiative Obligation. Their programmes reach thousands of customers in vulnerable situations across the country, providing much welcomed support to people in need, especially in the current climate. AgilityEco are true experts in their field and their passion to deliver outstanding work and improve people's lives is evident at every touchpoint. It is a real pleasure to work with AgilityEco and we are looking forward to building on our existing partnership over the next few years."

**Tara Mullen**  
UK Director, Octopus Energy





# ECHO & HEART

AgilityEco completed another successful year running the ECHO boiler repair and replacement programme with Warm Home Discount funding from five energy suppliers. In this fifth year of the scheme 1,536 fuel poor and vulnerable customers in a “no heat” situation had their gas boiler repaired or replaced and their heating restored by one of the twelve contractor partners that work with us on this emergency scheme. Applicants are identified by the funders, local authorities, charities and over half of the people helped originated in AgilityEco’s other fuel poverty programmes. This was the first year that the contractors had to lodge all completed jobs on Trustmark’s Data Warehouse, ensuring that they met specific industry quality standards, a challenge that our reliable partners rose to admirably during a period of considerable regulatory change.

As we look forward into the new scheme year, we are facing political and environmental pressure to reduce support for gas heating system replacements as part of decarbonisation. Whilst the allowed funding on gas boiler like-for-like replacements is now capped, we are pleased that we will still be able to offer a boiler repair and replacement service to vulnerable customers for the next four years. We have embraced whole heartedly the decarbonisation agenda through our heat pump projects. But leaving a vulnerable household without heat and hot water is an emergency situation that needs to be sorted out quickly.

The Home Energy Appliance Replacement service (HEART) supports households on a low income through the replacement of old, energy guzzling fridges, fridge/freezers, washing machines and cookers with modern, efficient alternatives. The programme is run in partnership with **CSupplies Ltd**, one of the UK’s largest suppliers to the charity sector.

This is an incredibly popular scheme and is now fully embedded into our own vulnerable customer

programmes. Over 80% of the households helped this year came through either our LEAP or Connect for Help advice programmes. A total of **1,843** appliances were delivered and installed for **1,395** households. A key feature of the scheme is that the old, inefficient appliances are removed and disposed of using an environmentally friendly process, guaranteeing that they are out of circulation permanently. The scheme ran from September 2021 to March 2022 and was funded by four energy companies as part of their Warm Home Discount obligations.

Our plan for 2022-23 is to combine the three Warm Home Discount funded programmes (LEAP, ECHO and HEART) into one scheme. Helping households out of fuel poverty is not a single-event activity, and we are focussing on doing the most we possibly can for each vulnerable household that finds its way to us. This extends on into the wider retrofit opportunities managed by our other programmes around the country, and puts the customer at the heart of everything that we do.

“I wanted to say a very very big thank you to all of you. You have all given my mother hot water, heating, a really nice washing machine and most importantly a fridge freezer which can help her store precooked meals (as I have very few people to do her shopping). I am so grateful for all you have done for my mum, I cannot explain the difference to her life you have all made. You have kindly done what social services failed to do in over a year. Mum was so emotional that you have arranged all of this, no one has ever done something kind for her, ever. My mother sends her best wishes and sincerest thanks to you all, she will also add you all to her prayers. You’ve changed her life for the better.”

“Excellent service from beginning of applying up to installation. Workers were 5-star and I have felt a massive improvement and I couldn’t be happier. This will keep my health better as I suffer with COPD & Asthma so need everything to really work, especially in bad weather [...] Absolutely brilliant everything you have done for me. The boiler definitely heats water much quicker and that will save money and use less water, so everything is a winner.”





# How our Community Programmes came together to help Mr R

8th December ..... 8th - 9th December ..... 9th December ..... 13th December ..... 21st December ..... 22nd December

- 97 year old gentleman (Mr R) referred to our team by our funder, (his energy supplier) via our Contact Centre
- Condemned boiler, no heating for 6 weeks
- Huge effect on his health & wellbeing
- Housebound for 2 years with a variety of health problems

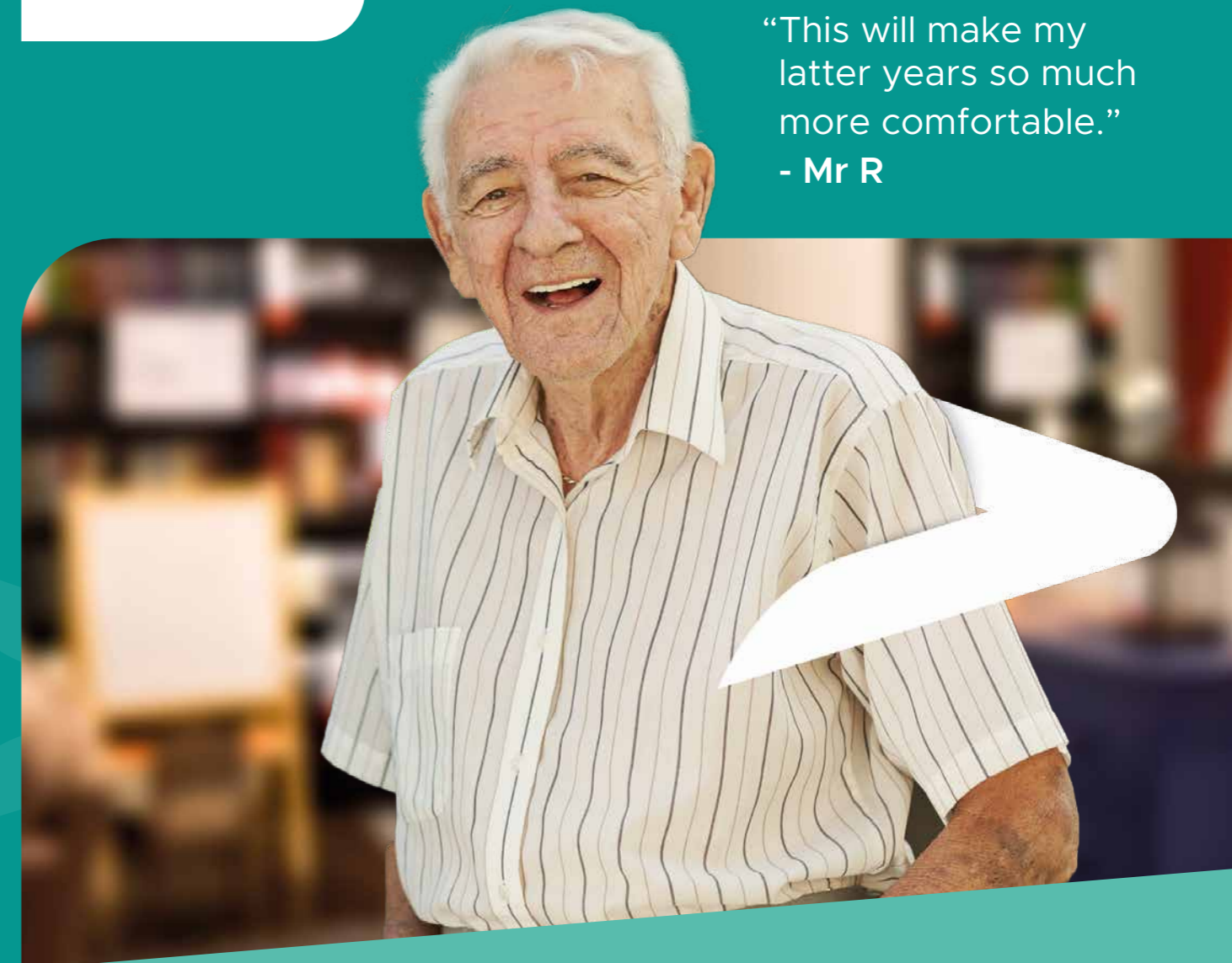
- Keira in our Connect for Help team carried out an initial call same day
- Keira completed a full advice call with him the following day
- Made referral to ECHO and HEART

- Emily arranged for some low energy lightbulbs and radiator reflector foils to be posted to help reduce his bills
- Mr R was sure he could get a friend to install them for him
- Keira helped him understand why a smart meter would help him manage his bills
- Mr R contacted British Gas to arrange to have one installed

- Khyati in the HEART team arranged for new washing machine to be delivered
- Uzair in the ECHO team organised for Dyson Energy Services to survey Mr R's condemned boiler

- Mr R's new washing machine delivered

- Mr R's new boiler installed and commissioned



“This will make my latter years so much more comfortable.”  
- Mr R



# Partnerships

## Working with other partners

AgilityEco is committed to working with the widest range of partners to support households in fuel poverty. We believe that to solve such a complex problem requires many different approaches so that each organisation has a chance to do what it does best.

In London and the South East we have been providing hundreds of energy advice calls for tenants of **Peabody Housing Association**, one of the oldest and largest not-for-profit housing associations in the UK. These calls are arranged and funded directly by Peabody, and the AgilityEco team provide tenants with straightforward advice on lowering bills and staying warm, as well as onward referral for money advice and home repairs.

Across the wider South-East and Eastern regions of England we are running a similar service for customers of **UK Power Networks**, the electricity distribution network operator. UK Power Networks owns and maintains the power cables to every home in this area and are responsible for prioritising support to vulnerable customers in the event of a power cut. They have gone one stage further by funding AgilityEco to provide an Energy Advice Line which can proactively support customers throughout the year to save money and become more resilient.

AgilityEco has also been at the forefront of digital customer engagement, working with **Smart Energy GB** to promote the benefits of smart meters for domestic customers across multiple social

media channels. Through careful geographic and demographic targeting we have reached millions of households that Smart Energy GB believe will benefit most from the insight into energy use and accurate billing that smart meters provide.

We are also keen to use our skills to boost public and third sector partner organisations that are developing their energy offer for their residents and service users. We have been delighted to partner with **Scope** this year to support their new Disability Energy Hub, which offers bespoke energy and money advice and support to people with disabilities. The AgilityEco team has provided in-depth training and support for Scope advisors and a route for them to refer customers for retrofit measures.



**James Sommerville**  
Policy & Partnerships  
Director





# People

In 2019, AgilityEco established a dedicated People Team to support the high-performing teams in our fast-growing business. The first task for this team was to set up the fundamental operations of a typical Human Resources department. After bringing in the basics such as comprehensive employment contracts, an extensive Employee Handbook and an HR management system which includes employee self-service around annual leave, the People Team created and implemented AgilityEco’s first ever “People Strategy”. Launched in 2020, the People Strategy’s core goal was to engender a ‘One Team’ culture across all business units, as well as working towards suitable progression, performance management, learning and development, and reward and workforce planning.

### The highlights of this strategy include:

- A rapid improvement of shared services –HR & Finance, IT and Data Protection Officer/GDPR
- A new emphasis on Internal Communication and Employee Engagement with AgilityMatters, Team meetings, and a rolling programme of social events across offices
- Introduction of Annual Employee Engagement Surveys
- Introduction of AgilityFest, the first internal staff conference
- Alignment of terms and conditions across the group – pay, holiday, sickness policies
- Improved bench strength of senior roles
- Employee ownership of the business
- Employee Assistance Programme
- Perkbox rewards and discounts



**Amy Ainger**  
HR Manager

In 2021/22, we added other strands and these have grown rapidly to become the pillars of the People strategy as we now know it. These are:

- Equality & Diversity
- Learning & Development
- Employee Wellbeing
- Leadership Strength

AgilityEco’s People Strategy has been largely influenced by the needs of our employees following the completion of a full employee engagement survey. (See Infographic on the right).

### Highlights of this strategy includes:

- Onboarding a consultant to support Equality, Diversity & Inclusion – Ganny Gbadebo, Fair Play Training & Consultancy. Ganny has so far provided training to the AgilityEco Senior Leadership Team for leading a diverse business, our Management Team for managing a diverse team and our junior teams for understanding and supporting a diverse workplace and understanding the diverse needs of our customers. Ganny has also provided support around our policies and processes for how we can improve
- Onboarding a learning and development platform which provides a suite of learning modules to improve the skills and knowledge of our workforce
- Supporting a number of colleagues through professional development courses
- Increasing employee salaries up to the level of the Real Living Wage
- Improved support to colleagues through their managers, monitoring workload and capacity
- Introducing flexible working options including a hybrid work from home offering
- Bolstering our leadership team creating new roles including a Chief Operating Officer and Chief Commercial Officer
- Onboarding a Talent Management Partner to focus on developing a high performance team and a framework for growth.

## ENGAGEMENT

Our Engagement score increased by **5% since 2021**

**69% 2021 vs 74% 2022**

Due to our growth and the result of a more engaged workforce, we collected **32%** more responses than we did in 2021, and we increased positive sentiment in our least engaged area in by **17%**.

## EQUALITY & DIVERSITY

We have increased racial diversity within our team by **12%** in 2022 vs 2021

Our workforce is **57%** women



**17%** reduction in Mean Gender Pay Gap

**12%** reduction in Median Gender Pay Gap

**6%** of our workforce identify as part of the LGBTQ+ community

## TRAINING & DEVELOPMENT

All employees have access to online learning modules with a minimum mandatory requirement to complete training in E&D, H&S & GDPR

**8%** of roles were filled by internal candidates

**12%** of our team received a promotion

# Thank you to our partners

The commitment our energy supplier partners and other funders have shown to our programmes over the years has enabled us to develop and grow, and none of what we do would be possible without their confidence in us.

Similarly, it wouldn't be possible to undertake these programmes without our huge network of referral and delivery partners, which include local authorities, charities, housing associations, and our nationwide network of installers.

**We are very grateful to all of the following organisations for their continued support:**



**BRIDGES**  
Fund Management

“AgilityEco has once again had a fantastic year, delivering significant positive environmental and social outcomes. The energy and cost of living crisis has made it a difficult time for millions of households across Britain, and the team has performed brilliantly to support low-income and vulnerable families, and prepare Britain’s homes for net zero.

The government’s strategy to introduce more low-carbon heating technology presents AgilityEco with an exciting opportunity. The heat pump market is expected to grow significantly over the coming years and AgilityEco’s acquisition of leading sector specialists Alto Energy will ensure it can better support its network of supply chain partners to transition away from installing fossil fuel systems. This in turn will allow AgilityEco to increase its social impact by helping thousands more households reduce their energy bills and their carbon footprint.

Confirmation by the government of a new multi-year Energy Company Obligation (ECO) and a four-year extension of the Warm Home Discount (WHD), plus additional investment in retrofit by councils and housing associations, also offers significant potential for the expansion of AgilityEco’s services.”



**Tom Biddle**  
Partner and Head of  
Bridges Evergreen





**AgilityEco**

Suite 5, Mid-Day Court,  
20-24 Brighton Rd,  
Sutton,  
Surrey.  
SM2 5BN

01372 738952

[enquiries@agilityeco.co.uk](mailto:enquiries@agilityeco.co.uk)

