



# AgilityEco Impact Report

APRIL 2022 - MARCH 2023

Certified



Corporation







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# AgilityEco Impact

Number of  
**energy efficiency**  
measures provided



**94,465**

Average total  
**lifetime savings**  
per household



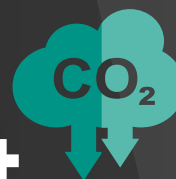
**£2,625** >

MWh of  
**lifetime energy savings**  
from insulation and heating improvements



**532,207** MWh

Tonnes of lifetime  
**CO<sub>2</sub> emissions** abated



**113,254 t**



Number of  
**vulnerable**  
**households**  
served



**36,697**

Value of  
**health and care** outcomes



**£6,953,220**



Total lifetime  
**bill savings**  
from energy saving measures

**£74,895,576**

Funding unlocked  
for clients and partners



**£52,978,820**





Number of  
**supply chain  
partners**  
supported

**107**



Jobs supported in  
**local companies and  
social enterprises**

**815**



**Partnerships**  
with local authorities

**365**



# Chair's Foreword

**When Russia invaded Ukraine in February 2022, just before the period this report covers, the UK braced itself for turmoil in the energy market. Domestic energy prices rose to the highest level they had ever been relative to household income. For the financially vulnerable population we serve, there was a real prospect of not being able to heat their homes, though this was thankfully mitigated for most by an unprecedented government price guarantee.**

Despite this support, the winter of 2022/23 saw enormous demand for our services with our telephone advice line at full capacity even though we recruited significant numbers of new staff. In the midst of labour shortages and with a marked increase in the cost of building materials and equipment, our teams had to work extremely hard to ensure they delivered against their targets.

In summer 2023, energy prices reduced from their peak and government support reduced, but volatility in wholesale energy markets remains. High inflation continues to have an impact on everything, putting massive pressure on the household budgets of our customers.

Looking at the policy landscape, in last year's report I welcomed the government's extension and expansion of the Energy Company Obligation (ECO) scheme, which will run until 2026. However, its implementation has not been simple. Issues with guidance from the regulator and increased complexity meant our installer partners needed longer than expected during the summer and autumn of 2022 to adapt to the new requirements. However, I am delighted to note that the recent trend is a continuous increase in the rate of installations month on month.

The macro-economic and policy context is driving increasing demand for our services. To meet that demand, we have continued to develop our organisation this year. Gearóid Lane and Jon Kimber, our outstanding visionary founders, stood back and under the leadership of new CEO, Sharon Johnson,

we have continued to develop the company at all levels. To supplement our impressive leadership team and continue our focus on building for the future we have recruited a new Chief Transformation Officer to design and drive through an integrated technology strategy. Sharon has also refined the organisational structure to strengthen focus and P&L accountability in each of our business units.

We have made considerable investments in our people in training and remuneration as well as our supplier partners, improving skills so we can maintain our reputation as experts in domestic energy advice, funding and installation. At the same time we have enhanced our employer proposition to attract and retain the best people in the market. I was delighted our work was recognised externally with the company receiving B Corp accreditation in February 2023, an achievement that required a great deal of behind-the-scenes effort to showcase our environmental and social impact as well as our commitment to our people.

I am confident that AgilityEco is well-positioned to capitalise on the significant opportunities in the domestic energy market as the need for efficiency and sustainability improvements drives demand for our services. Looking ahead, there are reasons for renewed optimism in the energy efficiency sector. The government's 2030 fuel poverty target and 2050 climate change target are both statutory and must be delivered. Improving the energy efficiency of the UK's poorly insulated housing stock will play a huge role in achieving both targets.



Ian Peters, Chair, AgilityEco

All the main political parties have emphasised commitment to insulating homes and to low carbon heating, recognising there are now differences on pace and scale of ambition. Our services will continue to be in high demand until these two goals are met.

Although I have been Chair for four years, I am still impressed by the dedication of my colleagues at AgilityEco. None of the progress we have made would have been possible without the passion they have for achieving our mission:

**‘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.’**

I would like to thank our dedicated teams, stakeholders, funders, partners, supply chain and valued customers for their unwavering support throughout these challenging times. With our new leadership structure, strategic plan, and the favourable energy landscape ahead, I am confident that AgilityEco is poised for continued success and sustainable growth.

**Our Leadership Team:**



Sharon Johnson,  
Chief Executive  
Officer



Anthony Dear,  
Chief Financial  
Officer



Shueb Ali,  
Chief Commercial  
Officer



Sarah Crombie,  
Chief Transformation  
Officer

# 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 ambitions to eliminate fuel poverty by 2030 and reach net zero by 2050.

To achieve this vision we help utility companies, housing associations and councils across the country meet their social and environmental obligations. We understand the pressures that these organisations face in achieving these objectives – often short on the skills and capacity necessary to achieve significant delivery of complicated projects in short timeframes.

AgilityEco are experts in practical delivery and we work closely with a very wide range of referral and delivery partners to identify and reach out to low income and vulnerable households, explain the benefits of the help that can be provided, and to make them eligible for this support.

We then deliver a range of free energy efficiency measures including insulation, low carbon heating and renewables, as offering in-depth, tailored advice to lower bills and help to maximise income.

We fund many of our programmes through strong relationships with obligated energy suppliers, with whom we will have multi-year funding arrangements. And we help councils, landlords and charities to secure grant funding from other sources that enables us to run projects in partnership. The result is life changing support for thousands of households and tens of millions of pounds in annual bill savings.

**This winter, millions of households will be facing unaffordable energy bills, many of them for the first time. We are keen to do our part to help make their homes warmer and greener – now and in the years to come.**







# Letter from the CEO

**AgilityEco celebrated its tenth anniversary in 2023 so it's a good time to briefly pause and reflect on what we have achieved. Back in 2013, the company started out with a team of just 5 enthusiastic people. Together, they offered extensive expertise in energy efficiency, a thorough understanding of the ECO scheme plus plenty of passion, and all the right contacts, to make things happen. There are now over one hundred of us here, all motivated and focused on achieving the company's 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 founders named the company well as it has shown great agility over the years, expanding into new areas where our skills are needed most. This year was no exception. We launched new services and propositions, including "triage" and financial assistance builds on our energy support services, wider ECO flex services and a deeper local authority offering. We also extended into new geographies for energy support home visits and developed a really successful Warm Home Discount service in Scotland.

All of this growth has meant that we have needed to develop the way the company operates. My new senior management team is now fully established and I would like to thank our outgoing founders and former CEOs, Gearóid Lane and Jon Kimber for laying the foundations for this strong team.

My focus on our people continues - as part of our scaling of operations to meet continued increases in demand for our services, we hired 45 new people and offered them new training while standardising roles and responsibilities so career progression pathways are far clearer. We have also embarked upon a journey to consolidate the systems supporting our four business units. This will standardise the way we work, making things easier for our teams, and it will further enhance what we can offer to our supply chain partners and our funders. All of this operational change over the past twelve months has been undertaken in a

challenging energy market. The cost of energy and heating homes became the subject of intense focus and it continues to be an issue which is of concern to most of the population. With our expertise in supplying energy efficiency support to the financially vulnerable, AgilityEco is ideally placed to help and we supported an unprecedented number of customers. I am proud of the way all of us have stepped up to make such a difference to the lives of so many households in need. Of course, there is still much to do.

By 2030, the government wants to increase the proportion of homes that achieve EPC band C rating for households in fuel poverty, and virtually eliminate the 15% of carbon emissions that come from domestic households by 2050. The scale of this task becomes clear when you consider that we have the worst insulated housing stock in Europe with around 15m homes currently below EPC band C. Of these, around 4m are households in most need of help with their energy bills.

I want AgilityEco to make speedy progress towards helping achieve these challenging government targets, ensuring that many more people secure a warm, energy-efficient home. To do that we have to stay agile and continue to evolve our services. In the middle of last year we set out AgilityEco's growth strategy and I am very pleased with the progress we have made so far.





Sharon Johnson, Chief Executive Officer

The prime source of our funding – the ECO scheme - relaunched as ‘ECO4’ this year. Since it started, ECO has helped over 2.4m households and supported the installation of over 3.6m separate energy efficiency measures. It is by far the biggest and most effective intervention that has been made to address fuel poverty in the UK and support the country’s journey to net zero. The ramp up of the new scheme presented challenges across the industry but we maintained good levels of installations and the pace of work has been steadily increasing since the end of 2022. We continue to support our energy supplier partners and show increasing levels of delivery in line with our commitments as we move forward.

**“We have worked with AgilityEco for the majority of their 10 years, in partnership on all iterations of ECO and the Warm Home Discount scheme. We have always found them knowledgeable, professional, and passionate about the energy efficiency and fuel poverty sectors that they are such an important part of. We look forward to continuing to do so in the future.”**

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

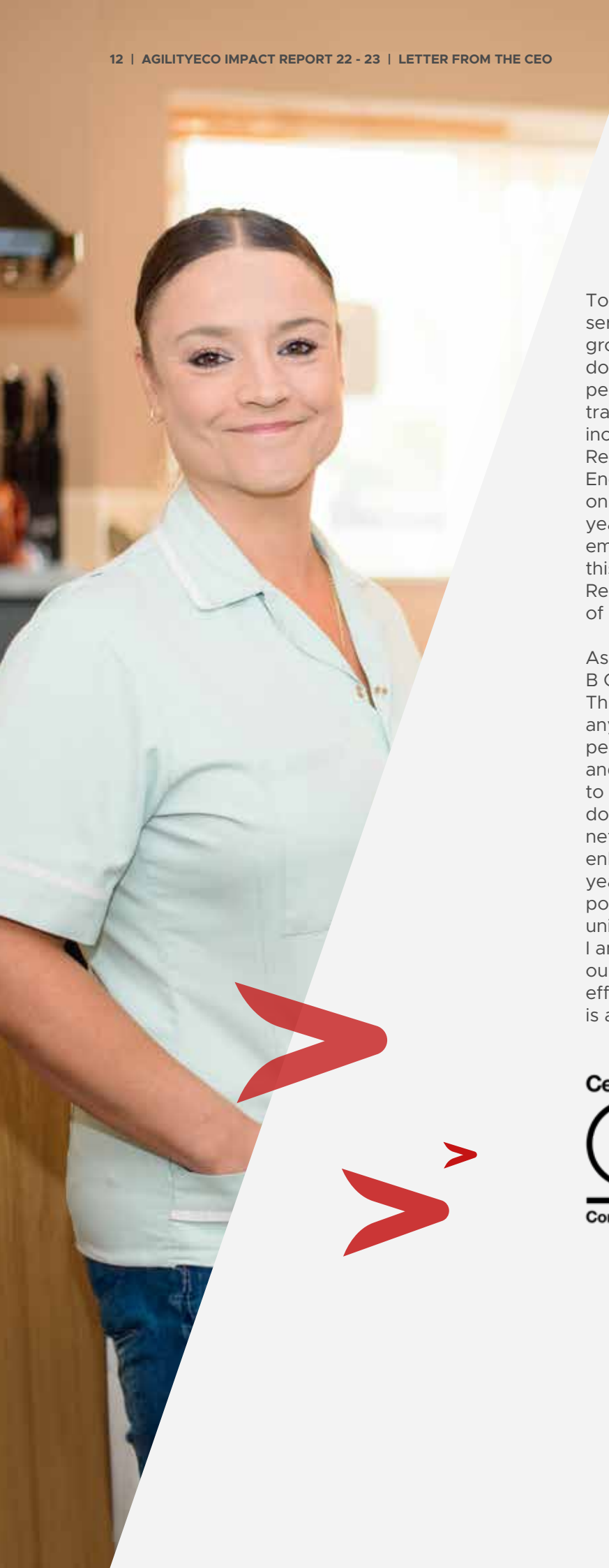


Community Schemes, our division that provides advice direct to customers, had its biggest year yet, helping 23,744 people. We expanded our customer support proposition to provide direct financial assistance and introduced a broader level of telephone support on first contact to help more customers. Demand this year

outstripped our ability to fund support by a factor of nearly 50% and we continue to seek new means of bringing funding to households who need it. Again, I’m proud of the agility and innovative approach of our people. A positive comment by a happy customer on social media about our LEAP (Local Energy Advice Partnership) service, which provides advice and referrals on to other agencies, led to an overnight spike of 1243 applications! The team rose to the challenge, accessing funds handed to AgilityEco late in the scheme year as a result of underspend by other schemes.

Our Projects division worked hard to prepare our scheme of insulation measures for customers in council tax bands A-D, facilitated by Affordable Warmth Solutions and funded by National Grid. I was delighted by their progress and the way they launched the scheme. By April 2023, this insulation project had received 4,500+ applications, completed 2,000 assessments and over 250 installations. It is going from strength to strength. We have worked with some excellent supply chain partners and this has given us good insight into how we can best cooperate to deliver the Great British Insulation Scheme, which has a huge scope. It will broaden the range of people we can support beyond vulnerable households to include anyone seeking to make their home heating more efficient and sustainable.

AgilityEco keeps up to date with the latest domestic energy technology and we play an important role in speeding its adoption in the UK. Affordable Warmth Solutions, and our friends at Alto Energy, have helped us support our installer partners in their transition from gas heating to new air source heat pumps. 30 of our supply chain partners are now members of the Alto Assured programme and a growing number of customers are benefiting from this modern and efficient heating system.



To meet growing demand for our extended service offer, and to prepare for continued growth as the UK invests in improving its domestic heating, we have invested in our people. That's involved providing additional training this year in a range of areas, including Domestic Energy Assessments, Retrofit Coordination and Assessments Energy Efficiency, with a stronger focus on development happening in the next year. To further enhance our appeal as an employer, we made adjustments to our pay this year, committing to providing the London Real Living Wage to all employees, regardless of their location.

As our Chair notes, AgilityEco secured B Corporation accreditation this year. This highly respected accreditation provides any organisation working with us additional peace of mind about our calibre and capability and demonstrates our ongoing commitment to both our mission and improving how we do business. We recognise our supply chain network is critical to our mission and we have enhanced our proposition to our partners this year, aiming to be as easy to work with as possible, and making sure that all our business units focus on what is important to partners. I am very pleased to say that we have grown our supply chain capacity as a result of our efforts and investment in this area but there is always more that we can do.





Last year, we said we wanted to work hard to build our relationships with our local authority partners, recognising the absolutely critical role they will play in the decarbonisation journey, and the challenges they face in meeting their targets. We have continued to have an excellent working relationship with the pioneering Portsmouth City Council and its partner authorities in the Warmer Homes Consortium. In addition, we have been delighted to work with the impressive and forward-thinking retrofit teams at Oxfordshire County Council and Sheffield City Council. In March this year, our project teams (working with the aforementioned councils) saw a record 289 installations to gas and off-gas homes in that month alone.

Looking forward to the coming year, I believe we are well set to continue the great progress we have made during 2023 in scaling our capabilities and helping more households than ever before. I expect that we will see a huge year for ECO4. Scheme Year 13 for Community Schemes will probably be the largest to date and the National Grid Insulation Scheme will continue at ever growing levels. I anticipate that we will be able to bring more value to the brilliant and ambitious teams at Portsmouth City Council, Oxfordshire County Council and Sheffield City Council. I'm also convinced that what we have achieved thus far with heat pumps is a firm bedrock on which to build a fast-growing service. Given another year, Great Britain's progress on decarbonisation of gas heating will be starting to pick up real momentum and this will drive demand for both heat pump systems and our portfolio of advisory and installation services.

Sharon Johnson, Chief Executive Officer



**“Dyson Energy Services is proud of our long-established relationship with AgilityEco over the last decade, working in partnership to deliver large-scale energy efficiency projects in both social housing and private sector markets, across the UK. We share AgilityEco’s mission and commitment to tackling fuel poverty and supporting the government in achieving its net-zero targets. Their passion for driving a sustainable future for generations to come is second to none.**

**We wish our long standing valued partner, now celebrating 10 years in the energy efficiency industry, continued success for the next 10 years and beyond.”**

**Ian Morrall, Managing Director  
at Dyson Energy Services**

# The Year in Review

## Apr

2022



AgilityEco acquires a stake in Alto Energy, to fast-track the delivery of its heat pump capabilities and to support a growing network of supply chain partners to transition to low carbon heating technologies.

Alto Energy is a leading expert in the heat pump sector within the UK offering MCS accredited design, equipment supply, servicing, technical support, commissioning and quality control services to an extensive and growing network of heat pump installers.

The government publishes its response to the ECO4 consultation and AgilityEco is happy with the scope and ambition of the scheme but raises some queries about how best to support vulnerable households.

AgilityEco is especially pleased to be referenced in the Warm Homes Discount government response. Our policy team continues dialogue with government policy makers.

Our LEAP service is highlighted on ITV Wales.

In the South of England, AgilityEco's work with the Warmer Homes Consortium pays off as we are successfully awarded **£15.6 million** of LAD (phase 3) funding and **£16.2 million, resulting in a £31.8 million programme across the 21 local authority areas.**

To support the rapid growth of AgilityEco's project delivery, our customer service operations are scaled up and extended across the business.



## May

2022



The AgilityEco Community Schemes team celebrates a record year for LEAP, helping the greatest number of customers since the programme began in 2016. LEAP achieves £8.3million in lifetime bill savings for its customers, having received a total of 14,699 referrals from its wide network of referral partners, including energy supplier funders, local authorities, charities and community agencies.

AgilityEco publishes an update to its well-received 2021 Fuel Poverty Gap now estimating that the Government's statutory fuel poverty target will take until 2065 to achieve without further investment in energy efficiency – 35 years later than planned.



# Jun

2022

AgilityEco attends Parliament with a host of other partners including National Energy Action and Smart Energy GB to discuss the rising cost of living with MPs and the support available for their constituents – such as LEAP.

The Warmer Homes programme is shortlisted at the Business Green Leaders Awards for Energy Efficiency Project of the Year.

Elsewhere across the country, our partners Peabody Housing and Portsmouth City Council celebrate success at the South East Energy Efficiency Awards.



# Jul

2022



Sharon Johnson represents AgilityEco at the City of London's Finance for Impact Summit on a panel to discuss the Just Transition Finance Challenge – a new coalition of key investors committed to achieving a Just Transition to Net Zero.



# Aug

2022

**Sharon Johnson is appointed AgilityEco's new Chief Executive Officer.**

**AgilityEco's advisor Gearóid Lane, spoke at the Committee on Fuel Poverty (CFP) to discuss key issues related to the Government's 2030 statutory fuel poverty target.**



# Sept

2022



AgilityEco holds its second AgilityFest. The event is held in Sutton and brings together nearly 100 staff, hosting external speakers and guests.

AgilityEco joins a coalition of nearly 70 organisations calling on UK Chancellor Kwasi Kwarteng to use the fiscal event on 23rd September to support energy efficiency at scale. Companies include EDF, OVO, Age UK, National Trust and Greenpeace.

# The Year in Review

## Oct

2022

AgilityEco is delighted to sign a contract with Affordable Warmth Solutions to deliver a nationwide insulation programme on behalf of the National Grid, via its already established Connected for Warmth scheme.

AgilityEco completes its first 30 installations under the Local Authority Delivery scheme and has over 40 installers working with partner Alto Energy on heat pump jobs.

There is more success for AgilityEco across multiple categories at the National Energy Efficiency Awards, as it receives a special commendation for Funding Provider of the Year. It is also runner up in the Social Responsibility Company of the Year category.



## Nov

2022

AgilityEco publishes its annual Impact Report revealing that between April 2021 and March 2022, its work on ECO (Energy Company Obligation) and fuel poverty programmes resulted in just over £168 million worth of total lifetime bill savings for households in vulnerable circumstances across Britain. AgilityEco's work serves nearly 46,000 households.



## Dec

2022

AgilityEco completes its first installation under the Home Upgrade Grant (HUG) for Oxfordshire County Council via its Welcome the Warmth programme.

Its busy Projects team are delighted to start working with Sheffield City Council delivering the groundbreaking Warm Homes Sheffield programme.

AgilityEco is awarded a special recognition prize by the British Private Equity & Venture Capital Association.





# Jan

2023

AgilityEco launches its new People platform, HiBob, also known as Bob. The platform enables teams to manage appraisals and performance and provides a brilliant social interaction platform for team recognition.

In addition, the company announces improved benefits that support key life events such as increased holiday, sickness, parental leave and volunteer days.

The LEAP service is now available in Scotland, offering free white goods – even air fryers – as well as boiler repairs and replacements.

AgilityEco attends the NEA Conference, working with our partners Affordable Warmth Solutions to promote the launch of the new Connected For Warmth programme, offering fully funded loft and cavity wall insulation to homes in Council Tax Bands A-D.



# Feb

2023

**AgilityEco is awarded the prestigious and highly coveted B Corp certification. It joins a growing community of mission-led businesses all around the world, including well-known brands such as The Guardian, Octopus Energy and The Body Shop.**



**Our LEAP team secures additional funding to support vulnerable customers with Financial Assistance in the form of fuel vouchers. In addition, LEAP launches in Scotland, offering energy advice and boiler assistance to keep Scotland residents warm.**



# Mar

2023

AgilityEco's People Team launches an in-depth Diversity & Inclusion network, offering a series of training workshops, celebratory days and educational briefings.

The Connected for Warmth insulation programme receives a record number of applications.

AgilityEco celebrates its 10th anniversary, cementing its position as one of the leading companies working on energy efficiency programmes across Britain today.



# Funding Retrofit Projects: ECO & GBIS

## ECO: ENERGY COMPANY OBLIGATION

The Energy Company Obligation (ECO) is the government's flagship scheme for ending fuel poverty and has now been running for a decade, with many thousands of insulation, heating and renewable technology measures fitted into domestic homes. The first quarter of 2022/23 saw a transition from the third to the fourth iteration of ECO, with a complete re-design of the scheme coming into effect. This purpose of this has been to focus spending on the most energy inefficient homes, and to prioritise a 'whole-house' retrofit approach.

As has been the case in previous transitions, we saw a spike in installations in June (the final month of ECO3) followed by a short pause in July (the first month of the new scheme). Whilst we and the rest of the industry have got to grips with the guidance for new approach, we were able to support our installer partners by utilising their installation capacity for our other schemes, including Warmer Homes and Connected for Warmth.

Since last summer's changeover we have seen month-on-month increases in ECO delivery nationally, with 4,500 households helped in March 2023 alone. During this reporting period AgilityEco delivered more than £38m in lifetime bill savings for customers. Our focus on maximising the support for each household we help has seen the average lifetime bill saving rise from around £11,000 to nearly £17,000 which is more than 3 times the saving required to lift the average household out of fuel poverty.

None of this would have been possible without the tireless support of our dedicated internal team and our network of more than 50 installer partners nationwide, both large and small, who are amongst the best in the sector. Together we are successfully delivering projects in line with the government's aims – deep, multi-measure retrofits which save money and cut carbon emissions.

Another change to ECO has been the move away from fossil fuel heating and towards low carbon alternatives. AgilityEco has recognised the growing need to support our installer network with the skills needed to transition from traditional gas boiler installations. With this in mind we have promoted the Alto Assured scheme, delivered by our strategic partner Alto Energy. This provides a complete solution for domestic air source heat pump installations, including the necessary equipment, full system design and an 'umbrella' that covers the MCS governing standards.



Shueb Ali, Chief Commercial Officer

The new 'whole house retrofit' approach of ECO4 aims to predominantly target the worst off, fuel poor households that are challenging to address. In turn, there is an increased need for the ability to effectively identify the correct households and properties on which to focus our delivery. Our innovative software solutions allow us to screen householder eligibility as well as technical feasibility ensuring our efforts are focused in the right places and that we are reaching as many fuel poor households as possible through ECO.

We have also sought to develop closer relationships with local authorities, as up to 50% of ECO funding can be delivered through the 'ECO Flex' mechanism. ECO flex allows councils to sign-off fuel poor households that are not on means tested benefits as eligible for ECO. We have provided our council partners with a free administration service that enables them to participate in ECO flex risk-free, which maximises the number of their residents that we can help.





“Here at Evolve we are proud to say we are a key operational and strategic partner of AgilityEco. Having worked with them for a number of years now here’s what we can say with confidence; they work hard to raise the profile of our industry, opening doors that otherwise would have remained closed, they have a highly knowledgeable team with a positive attitude to providing solutions for their partners and whatever they say they will do they do.”

Brian Canning, Managing Director Evolve Home Energy Solutions

### GBIS: THE GREAT BRITISH INSULATION SCHEME (FORMERLY ECO+)

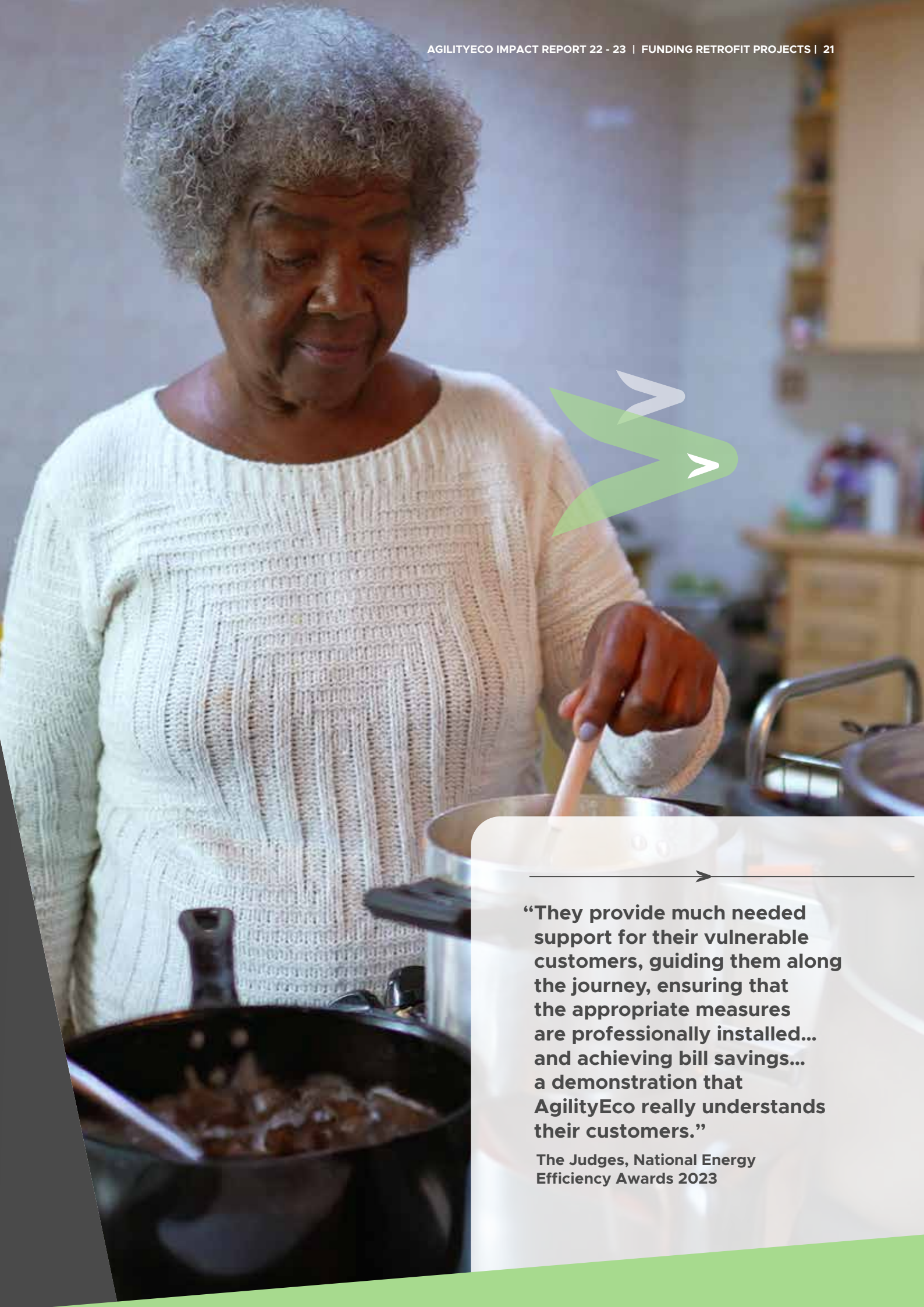
From last autumn we have been involved with consultations on the government’s Great British Insulation Scheme (GBIS, formerly known as ECO+). This scheme will sit alongside ECO, providing an extra £1 billion of funding for retrofitting private homes with insulation, and to a much wider pool of customers than has been the case for ECO, HUG and other grant-funded schemes. The scheme has now passed through Parliament and will be delivered from 2023/24

onward. It will require further learning and adaptation from both AgilityEco and our supply chain partners, but AgilityEco has already developed valuable learning in this area through the delivery of our new Connected for Warmth insulation scheme (see page 22) which is funded by National Grid but shares many of the same characteristics as GBIS.

As always, we strive to remain at the forefront of all policy developments and continue to engage with DESNZ, Ofgem and obligated suppliers on both ECO4 developments and the formulation of GBIS policy and processes.







“They provide much needed support for their vulnerable customers, guiding them along the journey, ensuring that the appropriate measures are professionally installed... and achieving bill savings... a demonstration that AgilityEco really understands their customers.”

The Judges, National Energy Efficiency Awards 2023

# AgilityEco Projects

## DELIVERING ENERGY EFFICIENCY MEASURES ACROSS THE COUNTRY

**Our Projects Business Unit manages schemes right from the initial customer contact all the way through to completion and sign-off of works. This year has seen the launch of a number of projects with both existing and new partners. Increasingly, these have focused on delivering additional benefit to households through a whole-house retrofit approach as well as delivering decarbonisation through installation of low-carbon heating systems.**

Our work under the local authority-led LAD and HUG schemes with the 'Warmer Homes' consortium in Portsmouth and across the South and East of England, and the 'Welcome the Warmth' scheme in Oxfordshire, saw record delivery of retrofit upgrades treating over 1,800 homes to deliver £5.7m in lifetime bill savings. We've been pleased to support these partners to successfully bid for further funding for HUG Phase 2 which will allow us to continue delivering thousands of improvements through to March 2025. In addition, we were delighted to start working with Sheffield City Council to deliver HUG, LEAP and our other energy efficiency programmes under the 'Warm Homes Sheffield' brand. This will see the delivery of holistic support and the maximisation of the 'whole-house' retrofit offer to low income households. This kind of local authority partnership is really important to us and by the end 2023-24 we expect to be delivering HUG across more than 40 local authority areas.

We have also continued to deepen our work nationally with Affordable Warmth Solutions (AWS) on our award-winning Connected for Warmth programme, which now has two key strands. The heating strand has completed the transition from installing gas central heating systems to those powered by air-source heat pumps. Together we have promoted the benefits and suitability of these solutions to fuel poor households and work closely with our installation partners and Alto Energy in ensuring delivery of

well designed systems installed to a high quality, to ensure a warm home and the most efficient ongoing running costs. With the generous support of the Warm Homes Fund and matched funding from ECO or the Boiler Upgrade Scheme, we are able to provide these low carbon heating systems at no cost to households and continue to work hard to optimise the number of measures we install under this scheme.

Then in late in 2022 we expanded our work with AWS by launching the insulation strand of Connected for Warmth, offering loft and cavity wall insulation, to a far wider group of eligible customers than allowed under our other retrofit schemes. This has been made possible by the generous support of National Grid through their £50m Energy Support Fund. A fast launch in response to the cost-of-living crisis was needed. I'm very proud of the team's response to enable this and the support of our supply chain partners and the wider industry as we adopted Trustmark's new Licence Plus quality standard. We're well on the way to our target of supporting over 8,000 households with cost effective measures over an 18-month period.

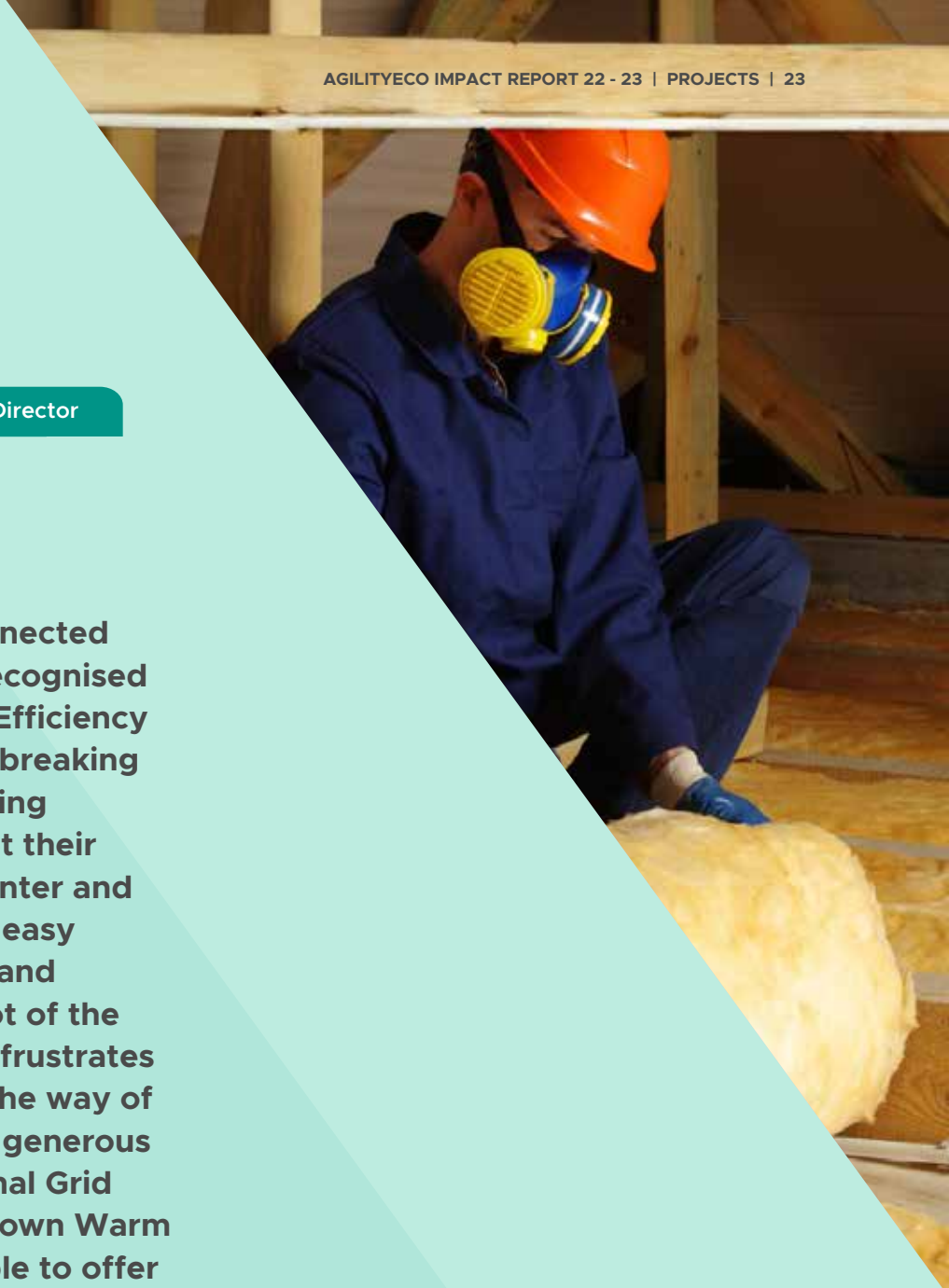
None of this would have been possible without the hard work of our internal teams and our supply chain partners, and the generous support and input from our funders - thank you for all of your ongoing support.



Simon White, Operations Director

**“I am delighted that Connected for Warmth has been recognised at the National Energy Efficiency Awards as it’s a groundbreaking programme that is helping thousands of people get their homes ready for this winter and beyond. We’ve made it easy for customers to apply and have stripped away a lot of the bureaucracy that often frustrates customers and gets in the way of progress; thanks to the generous funding from the National Grid Support Fund (and our own Warm Homes Fund) we are able to offer insulation to a much wider range of people than ever before.”**

**Jeremy Nesbitt, Managing Director at Affordable Warmth Solutions (AWS)**







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**“AgilityEco’s partnership with Alto Energy continues to strengthen. The purpose of the partnership is to help installers deliver properly designed air source heat pump systems that provide real savings for the residents having them fitted. Whilst many installers are already delivering heat pumps under the Alto Assured scheme, we look forward to collaborating with even more installers over the next 12 months which in turn will enable more fuel-poor householders to switch away from expensive, ineffective and inefficient fossil fuel heating to clean, green, affordable air source heat pumps”**

Scott Greening, MD, Alto Energy



**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.

Our investment in Alto Energy plays 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 means we are continuously improving the way we work and can give our funders confidence that both design and installation are of the highest quality.



**SCAN THE QR CODE and find out what Victor and Judy think about their new Air Source Heat Pump and how quick and easy it was to install.**



**SCAN THE QR CODE and hear what Debbie thought about her new heat pump.**





## HAPPY, WARM CUSTOMERS

### HEATING ALAN'S HOME

Alan applied to the Welcome the Warmth programme after receiving a letter in the post which stated that his property was likely eligible for free energy-saving measures.

The village Alan's property was in didn't have any gas, so he relied on his wood burner and oil to heat his home. After quickly applying to the scheme online, Alan was eligible for an air source heat pump which has been a huge benefit. Since having the heat pump, Alan has seen a reduction in his energy bills.



Alan said:

**“It has put the "heart back in the property", the fact that it came through a grant was amazing, I am incredibly grateful and really appreciate the value. The Heat Pump is easy to use, it is like using a central heating system, we use the controller to time on and off which is very easy to use.**

**To anyone considering applying, I'd absolutely do it without question. I live in a village without gas and the air source heat pump has revolutionised the property.”**



## HELPING A MOTHER AND DAUGHTER KEEP WARM THIS WINTER

We helped a mother and daughter living in a 2-bed semi-detached house, which was always cold. The only form of heating was an old electric storage heater.

After speaking with one of the Warmer Homes supply chain partners Aura Gas, she realised that she was eligible for a fully funded air source heat pump due to the EPC rating of her property and income levels.

She quickly completed the application form and not long after received her brand-new air source heat pump.

“It is honestly a dream come true. Before I heard of the programme all I had was old electric heaters. The house was always freezing. We had a running joke in my family that if you're ever hot come to my house to cool down. I had to put blankets over the bedroom windows to try and stay warm at night and I had to turn on the hot water well in advance of having a shower or doing the washing up – even then it wasn't even hot.”



**“Having our new air source heat pump has made the world of difference to our lives. Our installer Greg from Aura Gas was so professional and tidy. We barely noticed that he was there, and he was so polite. He installed the air source heat pump in just four days! The heat pump is so easy to use. We barely notice when it's on and have had no complaints about noise from the neighbours. It has helped to reduce our energy bills and has also added value to our home. I'd definitely recommend applying to the programme if you meet the eligibility criteria.”**



# Delivering Retrofit Services at Scale

The Retrofit Assessment and Retrofit Coordination team provides a whole-house retrofit service that combines a full suite of support with multiple funding sources. This makes it an increasingly popular choice for local authorities seeking to deliver area-based, Green Deal and ECO-funded retrofit programmes. In addition to social housing projects, we have also provided assistance to installers working under schemes such as the Local Authority Delivery (LAD), Home Upgrade Grant (HUG) and Energy Company Obligation (ECO). Our expertise has contributed to the success of various one-off projects within these programmes.

Every grant-funded retrofit project has to comply with the PAS2035 standard (see box out). Our national network of Retrofit Assessors and in-house Retrofit Coordinators and Designers bring their knowledge of this standard, along with their quality assurance and compliance expertise, to minimise the risk of measures being rejected.

**PAS 2030 is a certification which demonstrates the compliance of retrofit installations. PAS 2035 is a standard that sets out the specifications retrofitting must meet in order to be compliant.**

In the past year, we delivered retrofit services on a larger scale than ever before. The following highlights showcase our achievements and growth.

## RETROFIT COORDINATION AT FULL FORCE SINCE SUMMER/AUTUMN 2022

Since the summer and autumn of 2022, we have fully embraced retrofit coordination. This shift has allowed us to coordinate hundreds of jobs as well as completing over 2,000 retrofit assessments.

## ACTIVE INVOLVEMENT IN SOCIAL HOUSING

We have been actively supporting Registered Social Landlords (RSLs) seeking - or already receiving - grants from the government's Social Housing Decarbonisation Fund (SHDF). There are several schemes in Greater London, Watford, Cornwall, Kent and Sussex where we are involved and these initiatives have been crucial in promoting energy-efficient measures in social housing.





Graham Weller, Retrofit Director



## BIERCE

### BIERCE SURVEYING LTD

Bierce Surveying Ltd is the sister company of AgilityEco which helps businesses and public sector organisations manage their quality assurance and technical needs. Bierce combines compliance and quality with consumer delivery and protection. The company has extended its support to a global strategic and environmental consultancy and now serves as a government compliance and auditing regime for renewable energy, as well as a technical advisor for their delivery of SHDF initiatives.

### AN EXPANDING AND EXPERIENCED **TEAM**

Our team has grown both in terms of experience and size. We now have six coordinators supported by a team of analysts. Furthermore, we have continued to recruit and expand our network of surveyors to bolster our capabilities.

### **SUPPORTING** MAJOR PROJECTS

We have played a significant role in supporting the AWS heat pump project. This involvement includes delivering retrofit assessments, conducting heat loss surveys and coordinating the installation of heat pumps. Additionally, we have mobilised on a large scale to support National Grid's Connected for Warmth scheme, providing surveys to facilitate widespread adoption of insulation and heating controls in private housing.

### **FUTURE FOCUS:** SCALING UP SOCIAL HOUSING WORK

Looking ahead, one of our primary focuses is on supporting the anticipated expansion of social housing projects funded by SHDF. This sector holds immense potential for driving energy efficiency improvements and sustainability. Additionally, we continue to prioritise the addressing of fundamental needs while maintaining a strong commitment to our impact.

We are proud of the accomplishments and growth achieved in the past year. Our success is a testament to the dedication and expertise of our team, as well as the invaluable support from our partners. As we look to the future, we remain committed to making a substantial impact in the retrofit services industry and contributing to a more sustainable and energy-efficient world.



**“Pellings and AgilityEco have a long-standing working relationship grounded on an historic £50m ECO project with British Gas in Lambeth and Southwark, as well as funding support for the delivery of solar PV installations for Poplar HARCA. I have always found the AgilityEco teams knowledgeable and proactive in helping us to find our clients innovative solutions for domestic energy challenges in the Social Housing Sector.**

**With the advent of the SHDF funded retrofit opportunities, we have worked collaboratively with AgilityEco as our preferred suppliers to deliver over 3500 PAS2035 Retrofit Assessments for a number of clients in the Southeast of England, and PAS2035 Retrofit Co-ordination services for over 2000 SHDF Wave 2.1 properties to date. Together we have a market leading approach to delivery at scale, having developed sound working relationships, systems and processes, (had a bit of fun along the way), and always remained focused on high levels of service delivery for residents and clients.**

**It has been a great journey with the AgilityEco team on board, and we look forward to developing mutually successful and beneficial opportunities over the next 12 months.”**

**Nigel Goddard, Partner and Head of Sustainability, Pellings LLP (Part of the RSK Group)**





WATERBURY ELECTRIC  
ecodan  
R32

R32  
Warning & Safety Information





# Community Programmes

## HELPING VULNERABLE PEOPLE HEAT THEIR HOMES

**Our Community Schemes team is mainly engaged in the delivery of LEAP (Local Energy Advice Partnership), our flagship home energy advice and support programme. It is financed almost entirely with Industry Initiative funding under the umbrella of energy suppliers' Warm Home Discount obligations.**

This year has been challenging due to a protracted consultation process which resulted in two new sets of regulations, one for England and Wales, and a separate set for Scotland. Now, at the end of this scheme year - Scheme Year 12 (SY12) - we are looking forward to a further three years of a settled operating framework, from the respective governments. We took the opportunity of the framework changes to review our delivery model, and have now fully integrated LEAP, ECHO and HEART into a single super-scheme under the LEAP brand. Now that all the players in this sector have to deliver schemes under separate funding and reporting regimes in Scotland, having just the one scheme has saved considerable duplication of effort for all parties involved. Despite the late start, SY12 has been our biggest ever from a funding and delivery perspective. We welcomed three new funders while retaining the support of the seven companies we have been working with for some years. We also received additional funding from UK Power Networks and Portsmouth City Council which enabled us to extend our services even further in certain areas.

### KEY SUCCESSES:

- **Launching LEAP in Scotland** – although we have had a small presence in Scotland for some time, now that energy companies have separate obligations to meet in Scotland, we needed to mobilise a much more significant operation north of the border. Given how competitive the market is, this presented a considerable challenge but we are now well established with a growing brand presence.
- **Launching and delivering a new 'Financial Assistance'** component to the LEAP service, administering and distributing fuel vouchers to approximately 12,000 pre-payment customers.
- **Opening up a number of new home visit areas** around the country, particularly in London and South Wales, as part of our ongoing regional growth strategy.
- **Building our in-house 'triage' capability** – this telephone-based service pre-assesses LEAP applicants to enable us to personalise each customer's journey through the scheme and on to our other services.





Caroline Joseph, Community Programmes Director

## OFFERING A **NATIONWIDE** **ADVICE** SERVICE

Through a mixture of triage, home visits and telephone advice appointments, we provided meaningful customer journeys for approximately 18,500 households. Over 8,000 nationwide had a home visit from one of our network of highly trained and experienced home energy advisors.

Our home energy advisors do a great deal for customers when they visit their homes. We install simple energy saving measures, such as LED lightbulbs, radiator reflector panels and draught proofing, that immediately reduce energy consumption. 82,000 individual energy saving items were installed or posted out to LEAP customers during this scheme year.

## **ASSISTING** **BENEFIT** CLAIMS

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. Approximately 2,000 LEAP customers were referred to our income maximisation partners last year, for whom they found £4.4m of new income (around £2,250 each on average), a significant jump in achievement from the previous year.

auriga **INCOMEMAX**







## NEW ENERGY EFFICIENCY APPLIANCES FOR MRS WARD

Mrs Ward is 67 years old and lives in a 3 bed semi-detached house alone in Glasgow.

Mrs Ward's daughter had heard of LEAP through the Scottish Power Energy Network (SPEN) and applied on her mother's behalf.

After finding she was eligible for the programme, one of LEAP's Home Energy Advisors (HEAs) visited Mrs Ward and gave her in-depth energy efficiency advice, installed 5 radiator panels to help reflect heat back into her home and fitted 3 LED lightbulbs. She was also referred to LEAP's partner CSupplies who supplied and fitted a brand-new energy efficient washing machine and an air fryer.

**After the installation of her new washing machine and her small energy efficient measures Mrs Ward said:**

"The small energy measures fitted have made my home so much warmer and more comfortable. They have been a real benefit. "The service provided was excellent. I was kept informed every step of the way. The delivery of the new washing machine was carried out fast and efficiently by friendly professionals that went to great lengths to make sure I was happy with everything. I'd highly recommend applying to LEAP if you meet the criteria."

**Mrs Ward's daughter said:** "Mum is over the moon and is so happy with everything. Thank you for such a great service!"





## WARMING UP MRS MCCAFFERTY

Mrs McCafferty, a 71-year old who lives alone in a 2-bed flat in Glasgow, recently called us asking for help. Her house was too cold and wasn't energy efficient.

Following a LEAP triage call, Mrs McCafferty was visited by one of LEAP's Home Energy Advisors (HEAs) who provided energy efficiency advice and installed small measures - 5 radiator panels and 3 LED lightbulbs. After an assessment of her home, our HEA found that her heating system wasn't working so referred Mrs M McCafferty's boiler to be surveyed. This subsequently led to Mrs McCafferty getting a brand-new boiler fitted. Mrs McCafferty qualified for the scheme because she was in receipt of attendance allowance.

→

**Mrs McCafferty was delighted after receiving her new boiler and small energy measures. She said:**

"The Home Energy Advisor was very friendly and informative, and I was so impressed with his knowledge. The process of getting in touch to getting a new boiler fitted was really fast and I couldn't recommend LEAP enough, especially if you're looking to repair or replace your boiler."



## UPGRADING DOMESTIC APPLIANCES

LEAP's appliance replacement service provided customers with 2,533 white goods and replaced 953 broken boilers in the homes of fuel poor and vulnerable residents. Along with our normal range of cookers, fridges, freezers and washing machines, this year we introduced a range of air fryers for our Scottish customers and heated throws for the most vulnerable elderly residents.

## IMPACT

Overall, the recipients of the LEAP end-to-end service benefited through energy reduction, improved energy efficiency of appliances, debt alleviation and additional income to the tune of £32m of lifetime savings, an ROI of 350%.

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 Warm Homes Fund, LAD, HUG and ECO retrofit funding.

Crucially, LEAP can provide an onward link into other organisations that can deal with the broader health and wellbeing of the vulnerable people we serve. 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 through our management team, marketing department, trainers, contact centre, service level agreements, code of conduct and the ongoing monitoring we provide. None of this would be successful without the councils, housing associations, local charities and our hardworking local delivery partners that create the 'Local' in LEAP.

## LOOKING AHEAD

We were able to run straight on through into the new scheme year in April 2023 thanks to the support of our funders. With a big increase in the funding we receive, we have been capacity building in preparation for a significant expansion in the service we provide across the country.

Our funders are keen for us to be more integrated into their own vulnerable customer programmes, so we are making this shift. We are also working on enhancing pathways into the full range of retrofit funding available across the many schemes now available, including the new Great British Insulation Scheme (GBIS).



Our LEAP Contact Centre receives cards and letters of thanks each week from happy customers.



*"Thank you all so very much for letting it be possible for me to have new Economy 7 heaters in my bungalow two days ago. It's so wonderful to be warm again after years of being freezing! I am so grateful to you all."*

**Bethany, LEAP client**



*"I would like to thank All the teams from Dyson and LEAP who installed and checked my mum's new boiler. They were all so kind, thoughtful, polite, clean and tidy. She now is lovely and warm, has hot water. "*

**Donna and Edith, LEAP client**



*"Andy, 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 increases my faith in the universe... it is immensely appreciated. "*

**Yvonne, LEAP client**



# Our People

## BUILDING THE HUMAN RESOURCE TO DELIVER AT SCALE

Our four key strategic People aims for this year focused on Leadership, Talent & Succession, Communication & Engagement and Organisation Fit for Delivery.

These four strategic areas were determined first by listening to the voices of our employees and second by looking at our ongoing business goals. Welcoming a new CEO to the business and embracing new perspectives enabled us to take a meaningful look at the way we lead our organisation and to understand if we were fit for the future. Ensuring we have an organisation fit for delivery is key to successful growth, the development of our people and the work that they do. From listening to our employees via multiple engagement surveys and feedback opportunities, we understood that communication, engagement and career development was of the utmost importance to them. We've now prioritised these areas to support our overall strategic aims.

## Communication & Engagement

### REAL LIVING WAGE LONDON RATE FOR EVERYONE: £11.95

With offices both inside and outside of London, and a lot more home workers, it's important our employees are able to earn a living wage. So, since November 2022, we have committed to paying the London Real Living Wage rate as a minimum for all of our team, although 70% of employees earn over the London Real Living Wage.

Being accredited with the Real Living Wage Foundation assures our team of our long term commitment to ensuring they will always be paid fairly for the work they do.



**DIVERSITY  
INCLUSION  
BELONGING**

### DIB WORKING GROUP

**Members:** Our Diversity, Inclusion & Belonging Working Group is made up of a diverse range of people from all different areas of the business, who are all passionate about ensuring diversity, inclusion and belonging for our employees and customers. We meet once per month and work proactively to tackle the big issues so that AgilityEco remains a safe environment where everyone can bring their true self to work each day, knowing they belong. We're also working hard to ensure disabled customers always have access to our services in ways that maintain their dignity.

### DIB TRAINING FOR ALL MANAGERS

Every manager at AgilityEco has undertaken a Managing Diversity Training day, developed and delivered by our DIB Consultant Ganny Gbadebo of Fair Play Training and Consultancy.



Amy Ainger, Head of People

## ENGAGEMENT SURVEY: 44% ENPS 74% ENGAGEMENT

With an increase of 12% on eNPS and maintained our engagement score of 74, we are thrilled to know our employees are happy and engaged.

**2022 score eNPS 32% and Engagement 74%**

## EMPLOYEE EXCELLENCE AWARDS AND INCREASED RECOGNITION

Our Employee Excellence Awards are a monthly initiative where managers and team members can **nominate colleagues who have gone over and above** expectations and deserve recognition. We report this in our AgilityMatters newsletter and send a gift of appreciation.



## AGILITYFEST 2022

Our annual employee conference was held in September 2022 at the Holiday Inn Sutton, where we welcomed 98 employees and a few guest speakers to the event.

As well as outlining our strategy to the wider team for the first time, we also celebrated the successes of all our colleagues and the amazing work they do. But the festivities didn't end there, we continued with an exciting and competitive team building exercise followed by dinner, drinks and connecting with colleagues based up and down the United Kingdom.

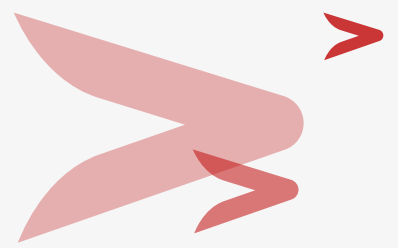
## CHARITY EVENTS



At AgilityFest 2022, our colleagues selected our charity partner, The Brain Tumour Charity, raising £900 through our Christmas Card Campaign. Together we held a bake sale in each of our offices, raising £263.82. We also held an online pub quiz raising of £400.

**In total, we raised £1563.82 for the charity.**





## Organisation Fit for Delivery

### **BENEFITS IMPROVEMENT**

In our 2022 engagement survey, our employees told us that our benefits needed a revamp, so that's exactly what we did. We have no hierarchy on benefits - every person gets the same package.

We've increased holiday allowance to a starting rate of 25 days per year, plus bank holidays, earning an additional day per year of service up to 30 days. We increased paid sick leave up to 28 days per year. Maternity cover/shared parental leave is now fully paid for up to six months and paternity leave is full paid for two weeks. Gender is not a factor: parents can decide how to split the leave.

### **SYSTEMS UPGRADE – HIBOB**

Upgrading our HR information system to HiBob has allowed us to become more professional in our people management and has greatly improved our reporting capabilities. One of the great things about HiBob is its social media feel, allowing colleagues to celebrate and recognise each other's amazing work, bringing the whole team together, regardless of their location.

### **BCORP**

Being BCorp certified is a wonderful acknowledgement of the commitment and passion we have for doing social good, not only for the communities we serve but for our people at AgilityEco. It recognises how we strive to continue to be a caring and committed business with our people right at the heart of it. We were pleased to have received a good score for the workers section even though, due to the reporting period, many of the excellent things we have done over the last year were unable to be included. Our commitment to Real Living Wage, the improvement of benefits and training will lead to a marketable increase in score of the next audit.

## Training & Succession

### **SALARY MARKET BENCHMARKING – 78% RECEIVED A PAY RISE**

100% of all employees eligible for a pay rise received one in November 2022. Those not eligible had either been hired within the last six months or had already received a pay rise within six months.

We undertook a full internal and external salary benchmarking activity to ensure that our teams were paid fairly and in line with market rates. Along with a salary band framework and career development pathways this will enable all our employees to clearly see career pathways at AgilityEco and the steps needed to pursue them.

### **DEVELOPMENT**

We have run a skills gap assessment to determine what our people feel are the most crucial skills to complete their roles and have confidence in those skills. It considered all levels, from junior teams to senior leadership. We are using this data to create a training plan to support the development of our teams in the areas that are most important and crucial to the business.

### **NEW PERFORMANCE MANAGEMENT PROCESS**

It's important for us to have goals and objectives to strive for, both to improve our skills, knowledge and experience, and to motivate us to push for greater results and better outcomes. This year, we've prioritised this objective-setting as we know from our engagement survey that this was a high priority for our teams. We now have company, department and team goals. Individual goals have been aligned to those to ensure we are all contributing to AgilityEco's strategy. We've taken an Objectives and Key Results (OKR) approach and ensured all Goals are Specific Measurable Achievable Relevant and Timebound (SMART).



## PEOPLE CASE STUDY DEVELOPING OUR TALENT

### MEET HEATHER

#### AGILITYECO'S INSTALLER OPERATIONAL DEVELOPMENT MANAGER



#### WHEN DID YOU START AT AGILITYECO?

I joined AgilityEco's surveying business in May 2017 and moved over to work for AgilityEco in June 2021.

#### WHAT WAS YOUR FIRST ROLE IN THE BUSINESS?

I was very excited to join as a Project LEAP Coordinator. In the beginning, I was in a very small team of three. It's fair to say in my first few days, I wasn't sure this was the job for me and it didn't feel challenging enough. With the help of a supportive line manager, I asked for more work and as I became responsible for more, gradually there were new tasks that required someone to take ownership of. I was given the opportunity to create processes and start putting my stamp on things and I took it.

#### SO WHAT DO YOU DO NOW?

I am now the Installer Operational Development Manager for the Projects Department, but also the wider business. Having joined at a junior administrator level, I took advantage of the proactive support and training opportunities that AgilityEco offered, including gaining my Level 3 NVQ in Energy Awareness. I'm responsible for creating and overseeing the onboarding

and operational liaison of installers across our Projects partner network. I work very closely with the Project Managers and Assistant Project Managers across our fuel poverty and retrofit schemes.

#### WHO HAS BEEN YOUR MENTOR HERE AT AGILITYECO?

Our mentor mindset runs throughout the company. Everybody from the top down is committed to helping other team members. They ensure that knowledge, support and challenge is part of our daily work life. I couldn't single out just one person as a mentor!

#### FINALLY, WHAT ADVICE WOULD YOU GIVE TO SOMEONE STARTING OUT IN A JUNIOR ROLE AT AGILITYECO HERE TODAY?

I think I would offer the following advice:

1. If you're not sure about something, ask questions
2. If you're seeking a challenge, ask for one
3. Share your ideas (and prepare to be challenged on them)
4. Be supportive to your colleagues
5. Eat the biscuits in the kitchen!

### Heather's journey:



## Leadership

Our founders and previous CEOs Jon Kimber and Gearóid Lane stepped back in August 2022 after appointing Sharon Johnson to CEO. Sharon has brought with her a wealth of experience and has been the driving force behind our new strategy.

We have also expanded our senior leadership team by welcoming Sarah Crombie as Chief Transformation Officer and Graham Weller as Retrofit Director, replacing Nick Ainger after his retirement, and including more key people at our monthly business performance meetings, bringing a range of viewpoints to the table.

 **35%**  
Headcount  
growth

**19%**   
Promotion

**38%** Ethnic  
Diverse  
colleagues  
(Non-white British)  


 **62%**  
Women

**15%** Women in  
Senior  
positions   
(of whole business)



# Sustainability and Corporate Social Responsibility



**In February 2023 AgilityEco officially achieved certification as a B Corp, joining such well-known brands such as Octopus Energy, Patagonia and The Body Shop.**

B Corps are companies that meet the highest standards of social and environmental performance, care for their staff and are willing to be transparent and accountable. This aligns with our mission, which is to have a positive impact in reducing fuel poverty, to make Britain's homes ready for net zero, and for everyone to live in a warm, safe home.

The B Corp certification process addressed the entirety of our operations and covered five key impact areas - Governance, Workers, Community, Environment and Customers. We created a special 'mission lock' in our company's articles of association, including within them a clear commitment to taking into account the needs of all stakeholders in decisions that we make. So we are obliged to consider the interests of the households that we serve, our staff, our supply chain and our partners, as well as the financial interests of the company itself.

The certification process is stringent and lengthy, with applicants required to reach a benchmark score while providing evidence of socially and environmentally responsible practices relating to energy supplies, waste and water use, worker compensation, diversity and corporate transparency.

We also scored well because of our resource conservation 'impact business model' – all of our activity as a business is focused on reducing energy use in buildings – whether through energy saving measures or behaviour change. In that way our day-to-day operations are having a positive impact on our customers and the wider environment.

Recent attention on the energy efficiency industry makes AgilityEco's B Corp certification a notable step and we have already engaged with some of our supply chain partners that also wish to become accredited – hopefully signalling a shift towards greater accountability and transparency in the sector.

We are proud to partner with likeminded organisations and, as part of our commitment to the B Corp movement, we will continue working hard to support them in becoming more sustainable.



James Sommerville, Policy & Partnerships Director









# Policy Landscape and the Road Ahead

AgilityEco is a company that is heavily influenced by the policies and legislation that local and national governments bring in to address fuel poverty and energy efficiency. The twin legal targets of ending fuel poverty and achieving net zero carbon have led to an increasing amount of focus by all governments on domestic energy efficiency over the last few years. And last year it was brought to the top of everyone's consciousness as the impacts of the war in Ukraine caused energy bills to rise to record levels.

On the 1st April 2022 the energy bill price cap imposed by the regulator Ofgem rose to £1,971 a year and in October it rocketed again to £2,500 – though without an unprecedented Energy Price Guarantee by the government it would have been much higher.

#### **The consequences since have been obvious:**

- A significant increase in financial hardship and debt for millions of British households
- Concerted effort from a variety of agencies to maximise the impact of various retrofit and affordable warmth schemes
- Huge interest from households of all tenures and income levels in improving the energy efficiency of their homes

As well as capping energy tariffs, in May 2022 the Government offered further immediate financial support to every British household through the Energy Bill Support Scheme (a grant of £400 to be paid over winter 2022/23) plus additional cost-of-living payments to low income and vulnerable households.

Whilst providing welcome relief to hard-pressed households, these payments cost tens of billions and were clearly going to be unsustainable in the long-term. Therefore, in the summer of 2022 AgilityEco joined a cross-sector group of organisations including Citizens Advice, National

Energy Action and Which? in calling for the government to supercharge energy efficiency.

Ultimately £1.5bn of new 'Help to Heat' funding was made available, including of £800m of Social Housing Decarbonisation Funding (SHDF) for social homes and £700m for the Home Upgrade Grant (HUG) in private homes. AgilityEco was able to support its public sector partners in accessing these funds and is now managing HUG projects in over forty local authority areas.

In March 2023 the government published a suite of papers under the banner of 'Powering Up Britain'. These extended the Boiler Upgrade Scheme (BUS) to 2028 and launched the Great British Insulation Scheme (GBIS). This new supplier obligation will act as a companion to ECO and it is clearly aimed at addressing the concern that too few homes are currently receiving energy efficiency improvements.

As we move into the second half of 2023 we have seen the end of the Energy Bill Support Scheme and a reversion to the Ofgem-regulated price cap, which is predicted to remain at around £2,000 for some time yet. Though targeted financial support remains for the poorest households, there is no doubt that the coming winter will be difficult for many and that AgilityEco and its partners will once



James Sommerville, Policy &amp; Partnerships Director

again be working at our maximum capacity to meet demand for our services.

At the time of writing there has been some controversy around the UK government's decision to row back on some of its ambitions around 'net zero' such as the scrapping of plans to enhance the Minimum Energy Efficiency Standards (MEES) for private rented sector properties, and to abolish the newly created Energy Efficiency Task Force. This contrasts with a renewed commitment from the Welsh and Scottish governments to investing in areas such as low carbon heating. Now more than ever Britain needs a joined-up approach to improving the energy efficiency of homes of all tenures.

On the horizon for 2024 is a General Election and both the Government and the Opposition have already laid out some of their thinking. The Conservatives are committed to spending £6bn on energy efficiency from 2025-2028 and are aiming to achieve a 15% reduction in energy consumption from buildings by 2030. Labour has talked about the devolution of power and funding for domestic retrofit to local authorities, and the creation of a 10-year Warm Homes Plan. Likewise, the Liberal Democrats and other parties in the devolved nations are supportive of enhanced investment in domestic energy efficiency.

We expect that as the election gets nearer that the plans will crystallise and AgilityEco will be at the forefront of engaging with policy makers from all parties to ensure that sufficient support is given to retrofit and affordable warmth. To meet the 2030 fuel poverty target will require more investment, more trained workers and above all a partnership approach between policy makers, service delivery organisations and front-line agencies to ensure that fuel poor households get the support they deserve.

**“It has been an absolute pleasure working with you over the last 10 years as you’ve assisted ScottishPower in the successful delivery of our Government Obligation programmes, through smart and innovative projects in the energy efficiency arena. Here’s to the next ten years and beyond, as you continue your great work in tackling fuel poverty, influencing government policy and working tirelessly to encourage householders and families to make better energy choices.”**

**Robert Marjoram, Senior Account Development Executive, Scottish Power**



AgilityEco's James Sommerville meets Rachel Maskell, MP for York

# 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:**













**“I’m immensely proud of all the amazing work that AgilityEco has achieved over the last 10 years. As a business, we’ve come so far from delivering our very first ECO contracts to managing significant energy efficiency programmes across the whole of Britain. Our work with government and other organisations has been instrumental in defining the fuel poverty landscape and we look forward to making further contributions to energy efficiency policy”**



**Sharon Johnson,  
CEO of AgilityEco**

**“We’re incredibly proud to back AgilityEco and its brilliant team. Over the past decade, its programmes have generated tremendous positive impact for so many households in vulnerable situations; and since our investment in 2019, the business has continued to go from strength to strength. We look forward to seeing it continue to lead the way in tackling fuel poverty and supporting the UK’s journey to net zero.”**



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



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