

# A Leader in Residential Decarbonisation and Whole-House Retrofit

A purpose-driven tier 1 contractor  
dedicated to improving homes,  
communities and lives



Sustainable Building Services is a retrofit solutions provider and tier 1 contractor with extensive experience of delivering at scale across all housing tenure types, including social, owner-occupied and private rental homes.

## GOING BEYOND DECARBONISATION

The impact of what we do goes beyond decarbonisation. We make positive impacts on people's lives - improving the health, comfort, living conditions and well-being of thousands of households each year. As one of the country's largest and fastest-growing decarbonisation contractors, we are led by purpose. Sustainably run, we are building and growing something special, and seeking to make a difference. One of our most important aims is to create a culture where everyone is an energy-efficiency hero - and feels like one too. By applying industry best practice and innovative technologies, we work to address

four of the most pressing challenges facing Britain today:

- £ *The cost-of-living crisis*
- 👥 *Fuel poverty and its effects on public health*
- ⚡ *National energy security*
- ☀️ *Climate change*

We are led by our parent company, Sustainable Investments Limited, and share a collective commitment to ensuring that financially viable decarbonisation solutions are available to everyone – public sector clients, private landlords/tenants and owner-occupiers.



It's our mission to ensure that in the drive towards decarbonisation and net zero, we don't leave anyone behind.

WORKING ACROSS ALL SHDF PHASES -  
DEMONSTRATOR / WAVE 1 / WAVE 2.1 / WAVE 2.2



## WHAT WE DO

As one of the UK's largest providers, we manage and deliver large-scale decarbonisation schemes to MCS / PAS 2030 and PAS 2035 standards.

### Social Housing Decarbonisation Fund (SHDF)

- Optimised Retrofit (Wales)
- Home Upgrade Grant (HUG)
- Energy Company Obligation (ECO)
- Public Sector / Commercial Decarbonisation

We take responsibility for the end-to-end retrofit journey. We provide surety to clients and stakeholders that all aspects and stages of their decarbonisation projects will be delivered in compliance with TrustMark requirements and the demands of specific funding schemes.

# RETROFIT TURNKEY SOLUTIONS PROVIDER

Working on behalf of social housing providers, private landlords and owner-occupiers, we manage large-scale energy efficiency and decarbonisation projects featuring single and mixed-tenure properties. They include building fabric improvements, low-carbon heating systems, microgeneration systems and planned maintenance.

Our key roles and areas of expertise include:

- **Project Management** - we manage residential energy efficiency projects, whole-house retrofits and decarbonisation schemes funded by the Department for Energy Security and Net Zero (DESNZ) and utility companies
- **Funding Management** - our knowledge of project funding is extensive. We work with all major funding streams and have close working relationships with clients, regional energy hubs, energy efficiency consortia and nationwide framework providers
- **Whole-house Retrofit** - we review and advise on planned maintenance programmes, as well as proposed energy efficiency improvements, to maximise funding for making multi-measure and associated improvements as part of a whole house retrofit
- **Asset Management** - being so closely involved with our clients' housing stock affords us the opportunity to serve a valuable property management function

As principal contractor, we manage and deliver on all aspects of a PAS 2035 project journey, from project inception and funding submissions, to full retrofit assessment, design, coordination and project management.

We can also deliver EEM/MCS installation services directly.

At the outset of each project, we seek client and stakeholder engagement at the earliest possible opportunity. We manage projects in close collaboration with all project stakeholders, and in accordance with specific scheme requirements and PAS best practice.



## THE RETROFIT CONTRACTOR OF THE YEAR 2023 & 2024

Presented by the Retrofit Academy, this award celebrates excellence at scale, compliance with PAS 2035 principles, innovation, and the successful delivery of high-quality whole-house retrofit schemes. We won the title in both 2023 and 2024 and were also named 2024 Employer of the Year.



## CONSTRUCTION NEWS CONTRACTOR OF THE YEAR FINALIST 2024

One of the UK's most prestigious and coveted construction awards. This recognises dedication to high quality, people first operations, innovation, the delivery of outstanding projects and a forward-looking approach to the industry.



## CARBON REDUCTION PROJECT OF THE YEAR 2023

The Building Communities Awards are hosted by the procurement consortium, Efficiency East Midlands. In 2023, our large-scale retrofit scheme for Rykneld Homes and North East Derbyshire District Council was named the UK's best carbon reduction project.



## INVESTORS IN PEOPLE AWARDS FINALIST 2023

Employer of the Year Award (50–249 employees)  
Award for Learning and Development (up to 499 employees)



## CASE STUDY

### SHDF Wave 2.1 Delivering large scale retrofit

#### Introduction

Sustainable Building Services and Rykneld Homes are delivering a multi-measure decarbonisation scheme for North East Derbyshire District Council to the latest PAS standards. Featuring a range of challenging, non-traditional archetypes, it is one of the largest, most successful SHDF Wave 2-funded schemes to date.

It follows a £12 million scheme that began in 2022, using funding from LAD phases 1A, 1B, 2, 3, and HUG. On the strength of its success, Rykneld Homes and SBS produced an evidence-based SHDF Wave 2 bid that secured additional funding for this £22 million successor scheme.

#### The Project

The project features multiple decarbonisation measures to 640 homes. Archetypes include REEMA, Airey, Wates, Unity, No Fines and BISF. Following a fabric-first approach, primary measures include external wall insulation, loft insulation and energy efficient doors and windows. To maximise economies-of-scale, retrofit works are being delivered in conjunction with other repairs including re-roofing and structural improvements.

Having already conducted a housing asset review, and with supply chain partners alerted well in advance, the team was able to mobilise quickly upon award. Within the first 12 months, SBS had handed over more than 300 properties.

#### Additional Funding

As a result of its early success, the team secured £500,000 of additional devolution funding for the incorporation of solar PV arrays within the SHDF programme and whole-house retrofits to 'off-gas' properties. Measures include the installation of 7kW air source heat pumps, and 4.2kW solar PV arrays.

#### Client Feedback

Describing the successful collaboration with SBS, Niall Clark, Deputy Managing Director of Rykneld Homes said:

"We've been working with SBS for a number of years now and what they bring is capacity and skills, helping us both to prepare a bid and being able to deliver on site. We've got confidence in their quality, and the two teams work really well together."



Total CO <sub>2</sub> savings:	1,152,000 kg/year
Total energy savings:	4,224,000 kwh/year
Value of project:	£22 million
Number of properties:	640
Energy efficiency measures:	External wall insulation, loft insulation, solar PV arrays, 7kW air source heat pumps, energy-efficient doors and windows

# SHDF WAVE 3 - WE'RE READY

As one of the UK's most experienced tier 1 decarbonisation contractors, we can offer expert support with bid preparation for both the **Strategic Partnership** and the **Challenge Fund** routes.

We have a long and successful record of supporting large clients and consortia at the strategic level, and we are currently managing and delivering SHDF schemes worth between **£1 million** and **£25+ million**.

- Offering end-to-end retrofit project support, we can provide:
- Retrofit consultancy and SHDF application support
  - Analysis of your existing housing stock / property energy data
  - Specific retrofit approaches in order to maximise funding
  - Evidence of property energy / carbon outcomes
  - Budget costs and programmes

- Access to fully developed regional and national supply chains
  - A mixed-tenure (owner-occupier / private landlord), area-based approach
  - Smart home / monitoring technology solutions
  - Innovative finance solutions for private property uptake
  - Expertise in blending public funding / private finance

We can help you evidence all the key priorities and assessment criteria for either route. These criteria include *developing strategic fit, delivery forecast, commercial / delivery assurance, delivery at scale, delivery of low carbon heating, and innovation*.

For further information, please visit our SHDF Wave 3 guidance at [www.sustainablebuildinguk.com/shdf-wave-3](http://www.sustainablebuildinguk.com/shdf-wave-3)



## CASE STUDY

### SHDF Wave 2.1 Consortium-led Retrofit

#### Introduction

This multi-measure £26m decarbonisation scheme is being delivered on behalf of Matrix Housing Partnership, a unique consortium of seven UK social housing providers spread widely across the South West, Southern/Central England and the West Midlands. It seeks to improve living conditions and to reduce energy costs for around 1,750 people across 900 homes, and to cut associated CO<sub>2</sub> emissions by an estimated 1,629,000 kg per year.

#### The Project

The Wave 2.1-funded project entails installing multiple decarbonisation measures, all in accordance with the PAS 2025 standards and following a fabric-first approach. Primary measures include fitting external wall insulation, loft insulation and replacement windows and doors with additional decarbonisation works including the installation of new ventilation systems and air source heat pumps. The aim is for every property to achieve an Energy Performance Certificate (EPC) rating of at least Band C by the time the project ends in 2025.

#### Results

Besides delivering valuable improvements to housing stock and enhancing living conditions for hundreds of residents, the scheme has also proven the effectiveness of the consortium approach. SBS has yielded considerable economies of scale and despite the multiple locations, different measures and varying property archetypes, SBS completed the work quickly and effectively in full accordance with PAS standards and relevant funding requirements. The resulting measures are expected to deliver total energy savings of 5,973,000 kwh per year.

#### Client Feedback

Jason Holder, director of property at GreenSquareAccord, said: "We are proud to be leading the Matrix Housing Partnership's decarbonisation project, which has already seen hundreds of homes benefit from energy efficiency upgrades. We are sharing best practice and maximising economies of scale through the consortium model. From the quality of measures installed through to the resident liaison approach, we know we're receiving a good service and so too are our consortium partners."



Total CO <sub>2</sub> savings:	1,629,000 kg/year
Total energy savings:	5,973,000 kwh/year
Value of project:	£26 million
Number of properties:	905
Energy efficiency measures:	External wall insulation, loft insulation, solar PV arrays, 7kW air source heat pumps, energy-efficient doors and windows

## STAKEHOLDER COLLABORATION

It's important that all project stakeholders know the expected outcomes and have a clear, team-wide idea of how those outcomes will be achieved at the earliest possible stage. This is key to ensuring that funding is maximised, budgets are used effectively, and that the greatest numbers of households benefit from the works.

Since introducing PAS standards, a lack of clarity by inexperienced stakeholder teams has often led to an under-estimation of costs and time-scales. They are unfamiliar with the demands of the process and how to deliver multiple measures in a timely and efficient way. As a result, costs can escalate and the number of treated properties has to be reduced.

### *Working in partnership*

From the earliest possible stage, we gather our stakeholders and adopt a shared approach to project planning, design, delivery, reporting and problem-solving. We work as a genuine team; a challenge faced by one partner is quickly shared by all.

We also agree, define and maintain clear channels of communications. We agree these at the outset with all stakeholders, and create secure, cloud-based data-sharing platforms so all parties have live access to project

data and other information necessary for effective project management and cost-control.

Defining roles and accountability is also important, and strict quality controls are essential for ensuring excellent service. Maintaining those controls demands that we work to a defined plan but, importantly, that cannot be "our" plan alone as principal contractor. It must be aligned with client and stakeholder requirements and that, in turn, demands immediate multi-party collaboration.

## CAPACITY & MOBILISATION

**As a leading contractor in the field of large-scale retrofit, we have the resources and supply chain in place to deliver complex, multi-measure schemes and to meet challenging project funding deadlines. Our shared focus on planning gives us real clarity on roles and communications, and helps us to mobilise quickly.**

We act as principal contractor, retrofit service provider (assessor, coordinator, designer) and installer, and can deliver at scale under several funding streams.

We minimise disruption and project delays through early engagement with planners, and by appointing project stakeholders as early as possible. Through collaborative working, we manage a flexible delivery programme, identifying 'challenging' properties at the outset, holding early discussions with utility companies, and reviewing DNO applications etc. to shorten lead-times and minimise potential delays.

This is all linked to the delivery of an early and extensive on-going resident engagement plan to help projects mobilise.

The early design input of key suppliers (e.g. for external wall insulation, doors/windows, and other low-carbon measures) is essential for securing planning consents and maximising funding opportunities for our clients. Our process therefore begins by gathering key stakeholders and the client, pre-commencement, to:

- ✔ Address planning/design issues
- ✔ Agree KPIs, project/PAS outputs and related processes
- ✔ Agree quality metrics and reporting mechanisms

We firmly believe that clients will achieve considerable savings on mobilisation and delivery times, and ultimately on costs, by directly calling off a specialist managing contractor that can deliver a complete turnkey approach. We provide retrofit assessment, design, co-ordination, supply and installation, all under our management and control.

## RESIDENT ENGAGEMENT

Decarbonisation and associated works, together with the individual surveys/assessments required under PAS, can feel intrusive from a resident perspective. Many clients and contractors have tended to underestimate the extent to which such works can disrupt resident routines and lead to risks such as access-refusals and extended project time frames.

As a specialist in this field, we have long recognised that the initial engagement process is critical to a project's success; the speed of mobilisation, timely delivery, property access and customer satisfaction.

Our qualified resident-engagement teams develop household-specific engagement plans that are dynamic, adaptable and aligned to PAS 2035. We always take a

proactive, personal approach to engagement, rather than relying on standard letters, emails and literature, and address any concerns from the earliest stage.

We spend time understanding their specific needs, identifying vulnerabilities, explaining the planned works, and detailing how each stage will affect them. Crucially, we also ensure that residents understand the benefits of their energy efficiency measures and how to make the most of them once installed.

This all helps to preserve a genuine sense of involvement, and enables us to work flexibly, accommodating any special circumstances. It also ensures that residents can derive maximal value from the measures.

## PROCUREMENT

We deliver an extensive range of works via major framework agreements, including government energy initiatives of all sizes. Typically, these are awarded through direct commissions from social housing providers, based on competency and overall best commercial value.

This also eliminates the extra time and costs associated with producing tender documentation.

We have been directly called off under frameworks of this nature by numerous clients over the past 12 months by existing and new clients.

*We are listed on many nationwide and regional energy efficiency, retrofit and decarbonisation frameworks, including:*



## CASE STUDY

### SHDF Wave 2.1



#### Introduction

In September 2023, SBS began work on an £18 million decarbonisation scheme for the social housing provider, Citizen. This followed previous, smaller projects delivered for the same client, including a £1.2 million project involving 118 occupied properties in Coventry.

The latest scheme is due to run until the spring of 2025 and will entail installing multiple measures to at least 663 occupied homes. It is being delivered to the PAS 2035 standard and it is funded by SHDF Wave 2.

#### The Project

The project is providing multi decarbonisation measures to 663 hard-to-treat homes following a fabric first approach. Primary measures include external wall insulation, loft insulation, energy-efficient doors and windows.

An important challenge, and a condition of securing planning consent, was that the external wall insulation had to replicate the existing façade and streetscapes. To achieve this, SBS used a brick-effect render system supplied by PermaRock Products Ltd. The company also provided detailing and technical support, together with extensive on-site training. This enabled operatives to produce the 'aged' brickwork appearance that was necessary for creating like-for-like brick elevations.

#### Results

The scheme is still ongoing but progressing on track to the original schedule. Within a year of commencement, SBS had successfully handed over 230 properties, all completed to the relevant standards and funding requirements. On completion, the total calculated energy savings are expected to be 4,375,800 kwh/year, and the total carbon savings should amount to 1,193,400 kg/year (CO<sub>2</sub>).

The social impacts of the works include hundreds of families enjoying better living conditions, and support for 93 full-time and part-time jobs within the local supply chain.

#### Client Feedback

Bridget Guilfoyle, director of asset management at Citizen, said:

"People are at the heart of everything we do, so its hugely rewarding to see and hear about the differences these energy efficiency measures are making to our customers.

"At Citizen we are committed to working with our partners to make a positive difference to our customers and communities – and we are looking forward to carrying out more energy efficiency works across the West Midlands."



Total CO <sub>2</sub> savings:	1,193,400 kg/year
Total energy savings:	4,375,800 kwh/year
Value of project:	£18 million
Number of properties:	663
Energy efficiency measures:	External wall insulation, loft insulation, energy-efficient doors and windows

## OUR INDUSTRY IMPACT

We are committed to raising industry standards, and many of our projects have been cited as examples of best practice. Many of our schemes have been the subjects of fact-finding visits by key industry bodies and governmental departments such as the Department for Energy Security and Net Zero. Similarly, our quality-focused approach to delivering to the PAS 2035 standard has been recognised in numerous industry awards.

### Defining PAS - the PAS Steering Group

Before the introduction of PAS2030 and PAS2035, we actively campaigned for the funding and prioritisation of whole-house, multi-measure decarbonisation schemes. We understood this was vital to delivering successful decarbonisation projects.

As a member of the PAS Steering Group, we continue to promote the importance of the resulting economies of scale, which boost community-wide impacts and help to accelerate progress in the battle against fuel-poverty.

### Our Chair - Derek Horrocks

Highly respected in the energy efficiency sector, Derek is our founder and company chair. His passion and commitment to raising standards in the industry is evident in the various positions he holds.

- Chair of the National Home Decarbonisation Group (NHDG)
- Chair of the National Insulation Association (NIA)
- Member of the Steering Groups for PAS 2030 and PAS 2035
- Non-executive director of the Solid Wall Insulation Guarantee Agency (SWIGA)

With over 30 years' experience, Derek regularly represents the sector through engaging with UK Government and other key stakeholder organisations. He has helped to inform and influence government policy on matters such as industry standards, best practice, quality assurance and public funding



streams. He was named in the Unlock Net Zero Climate Champion's Power List 2023 and has been shortlisted for the 2024 Climate Champion of the Year award and is a 2024 Construction Leader of the Year Finalist.

## THE NATIONAL HOME DECARBONISATION GROUP (NHDG)

In 2023, Derek Horrocks helped form the NHDG, a coalition of Tier 1 contractors and energy suppliers that deliver energy efficiency measures and low carbon technologies, at scale.

The NHDG's objective is to grow the retrofit supply chain through a collaborative platform that enables its members to focus on three core tasks, all of which are critical to achieving national targets for energy and sustainability.

They include:

- **POLICY** - The NHDG shares the view that to deliver essential decarbonisation targets, the sector needs to be ready. The NHDG works with government to influence policy at all levels to help achieve this.
- **SKILLS** - Working together with the NHDG Workforce Development Partner, The Retrofit Academy, to lead the development of quality retrofit skills and training across the UK.
- **INNOVATION** - Leading on driving the innovation needed in the sector to deliver home decarbonisation at scale, increasing the confidence for investors and consumers.



Above: Derek Horrocks (SBS chair) and Gary Lawson (SBS managing director) at the launch of the NHDG.

## OUR SOCIAL IMPACT

One of our fundamental goals is to deliver high quality retrofit works that help to alleviate fuel poverty, improve people's health and enhance households' everyday living conditions. We do this while supporting government, local authorities, registered social housing providers, private landlords and individual households in pursuing their low and net zero ambitions.

As a specialist in residential decarbonisation we recognise that our schemes have the potential to deliver positive social impacts at scale, including:

- 💡 Wider adoption of energy-saving measures
- £ Helping to alleviate fuel poverty and to reduce household energy bills
- 🌍 Making meaningful progress towards net zero targets



We also pro-actively engage with project stakeholders at the earliest stages to:

- maximise opportunities for training and employment
- find ways to enhance and positively impact local communities and environments wherever possible.

Our continuing focus on social value has helped to foster a culture of innovation within the business. We look to develop and deliver a community investment programme on each project we deliver.



# EMBRACING INNOVATION



## FinTech Retrofit Solutions

Working towards shared industry objectives, our sister company, Sustainable Energy Services, is now leading the development of innovative finance solutions to better enable the private housing sector to decarbonise, with SBS playing a central role in delivering the retrofit solution. In 2023, we secured the Department for Energy Security & Net Zero's approval for a new fintech solution that is designed to improve the affordability of decarbonisation measures for householders.

Drawing upon the Green Homes Finance Accelerator, it seeks to make long-term private finance more readily available to owner-occupiers and landlords. It completed its 'discovery phase' in 2023 and a £1.7 million pilot phase is now under way.

The product – known as "Point-of-Sale Technology for Financing Retrofits & Energy Efficiency" (POST-FREE) – is a collaboration with the specialist lender Scroll Finance. SBS will deliver the retrofit works to all homeowners that take part in the pilot.

The range of finance solutions available at the point-of-sale will include unsecured personal loans, specialist energy efficiency loans, 'buy now pay later', green mortgages, and Scroll Finance's secured financing products. Customers will be able to apply for energy grants – local and national – that can be blended seamlessly with the selected private finance option.

In its pilot phase, the offer will initially be rolled out in local authority areas in England and Wales where SBS is already delivering social housing decarbonisation projects.



Department for  
Energy Security  
& Net Zero

Green Home  
Finance  
Accelerator

Part of the Net Zero Innovation Portfolio

## Proptech Smart Monitoring

As a company that works routinely with social housing providers, we have introduced a new Smart Monitoring Surveying Tool that helps clients to understand, meet and monitor their progress with regard to funding criteria.

It gives housing managers clear oversight of important metrics such as space heating demands, energy usage, occupancy and changes over time.

It helps to demonstrate the impacts of decarbonisation measures and informs decisions about the need for, and prioritisation of, retrofit works.

To promote skills and capacity in the sector, we are also developing a new external wall insulation course, organised in conjunction with Leeds College and The Retrofit Academy.



Speak to one of our decarbonisation experts today.

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