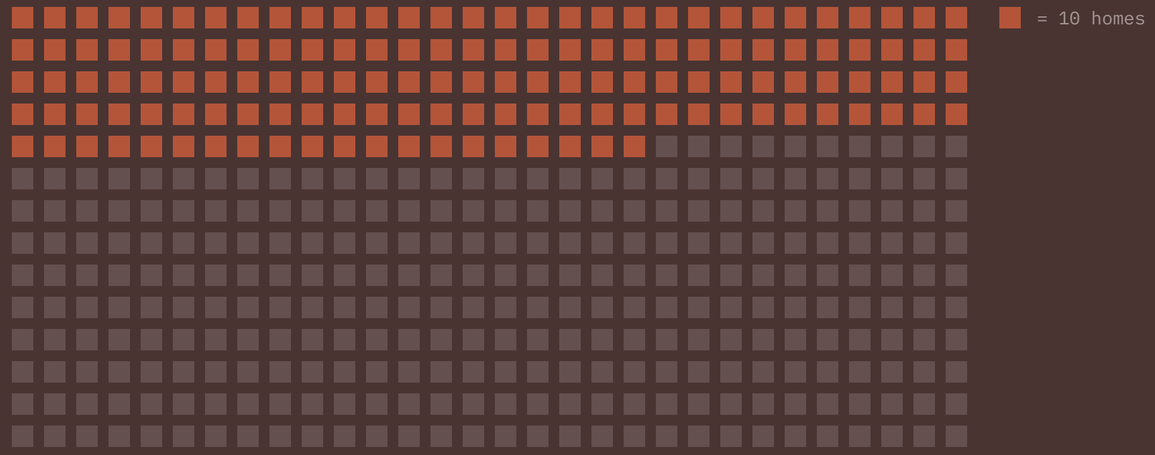
Halden & Partners

October 2026

Warmer homes for 4,200 Southmere households by 2029

Proposal to deliver the Southmere home retrofit programme, 2027–2029



Self-initiated concept – fictional organisations, illustrative data

Halden & Partners Engineering Ltd

Executive summary

01 — Summary

A three-year programme to make 4,200 homes warmer, cheaper to heat and lower carbon – without moving a single tenant out.

4,200 homes retrofitted by December 2029

Street by street across 14 estates, beginning with the 1960s non-traditional stock[1].

The Enhanced package as our recommendation

Fabric-first insulation and a heat pump in every home, within the £80m envelope[2].

Tenants stay in their homes throughout

Four to six working days per home, a named liaison officer per street and no decants.

Energy bills down by £640 a year on average

Modelled on the 2026 price cap and verified by a year of in-home monitoring.

7,980 tonnes of CO_2e avoided every year

A 61% cut in heating emissions, keeping Southmere's 2035 target within reach.

A supply chain that outlasts the programme

42 apprenticeships and an installer framework from within 15 miles of the estates.

[1] Stock condition survey supplied by Southmere, March 2026: 1,180 homes of non-traditional construction.

[2] 2026 prices, excluding VAT and before grant contribution.

What we heard

Warmer homes and lower bills, delivered at pace and without moving a single tenant out.

From the board briefing and three resident workshops, June–August 2026

01

Pace with certainty

A credible route to 4,200 homes by 2029, with milestones the board can hold us to.

02

Tenants first

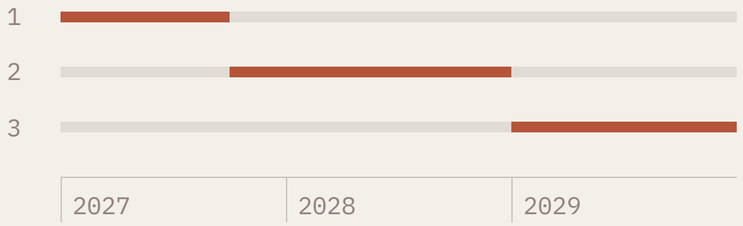
Works planned around people's lives: short, predictable and explained in plain English.

03

Evidence, not estimates

Measured bill and carbon savings, reported quarterly and audited at year end.

Three phases, three years



Phase 1

Assess and pilot

Jan – Sep 2027

- Condition surveys of all 6,800 homes
- 240 pilot homes across three archetypes
- Liaison team recruited from the estates

Phase 2

Scale street by street

Oct 2027 – Dec 2028

- 2,120 homes, one street at a time
- PAS 2035 plan for every property
- Installer framework and 42 apprentices

Phase 3

Complete and hand over

Jan – Dec 2029

- Final 1,840 homes, hardest to treat last
- A year of monitoring after each handover
- Records, data and training handed over

Delivery options

	Essential	Recommended Enhanced	Whole-house
Scope	Loft and cavity insulation, draught-proofing and heating controls	Essential measures plus an air-source heat pump and hot-water cylinder	Enhanced measures plus external wall insulation, triple glazing and solar PV
Homes per year	2,100	1,400	850
Carbon saved[2]	0.8 tCO_2e a year	1.9 tCO_2e a year	2.7 tCO_2e a year
Tenant disruption	1–2 days, tenant in place	4–6 days, tenant in place	3–4 weeks, decant likely
Cost per home[1]	£6,400	£18,900	£38,500
Timeline	4,200 homes, 24 months	4,200 homes, 36 months	2,550 homes, 36 months

[1] 2026 prices, excluding VAT and before grant contribution; based on Southmere's stock condition survey.

[2] Per home, modelled against 2026 grid carbon intensity; fabric measures come first in every package.

Impact in numbers

4,200

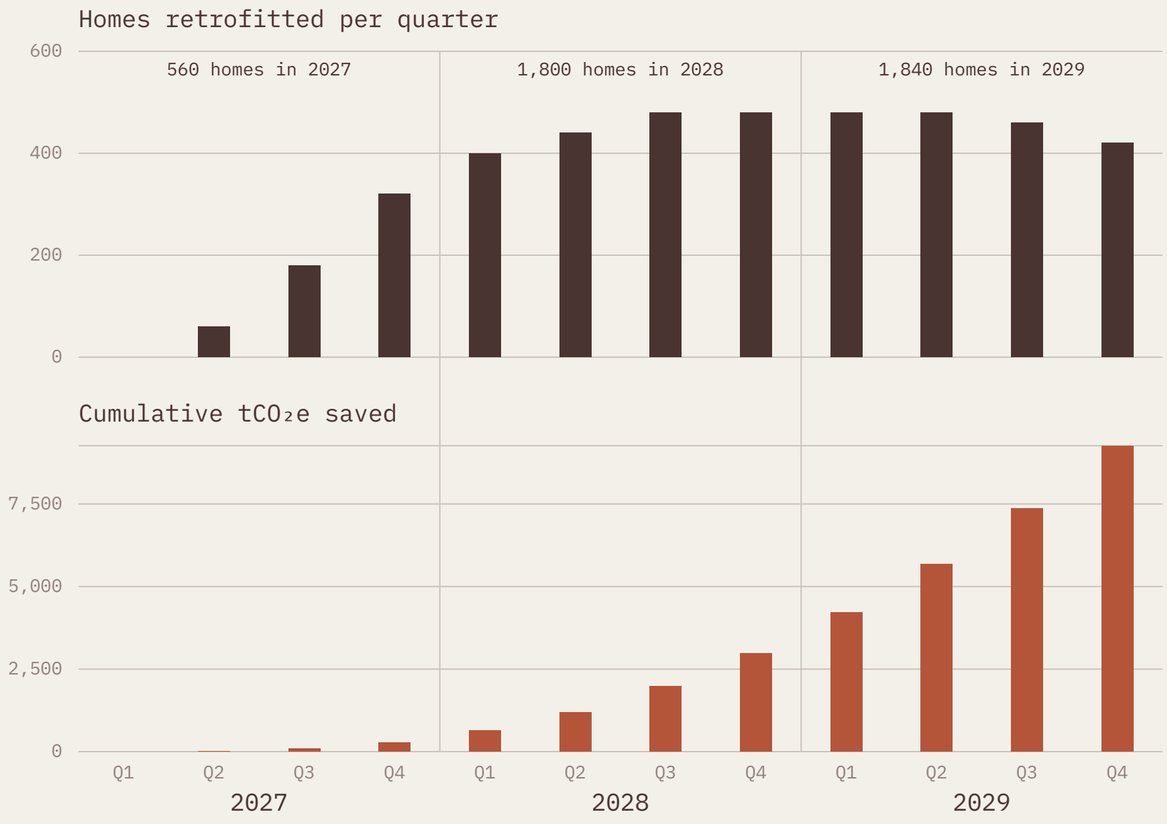
homes retrofitted by December 2029

£640

lower energy bills per home, every year

7,980

tCO_2e avoided every year from 2030

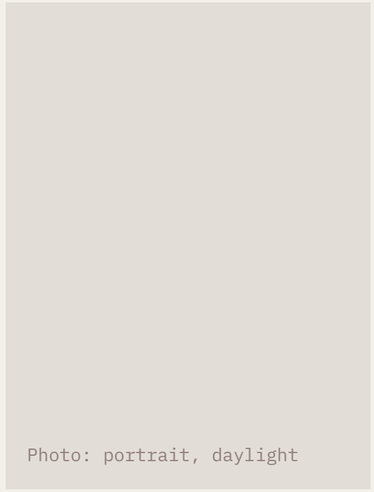


9,263

tCO_2e saved in total across the programme

Cumulative saving assumes 1.9 tCO_2e per home per year under the Enhanced package, accruing from the quarter each home is completed.

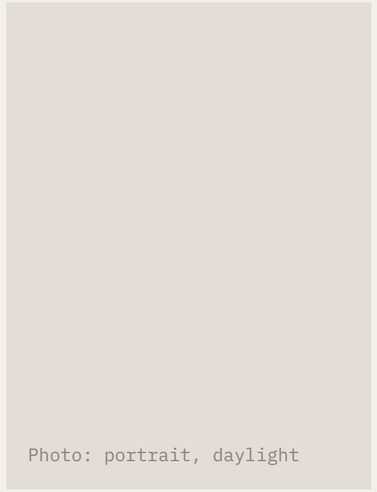
The team you will work with



Ingrid Halden

Programme Director

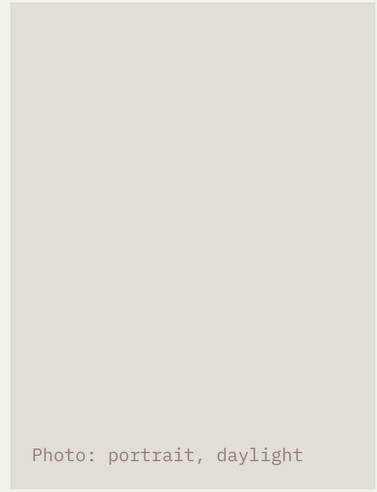
Led a 3,100-home retrofit programme for a Midlands housing group, 2022–2025.



Tomasz Wierzbicki

Technical Lead

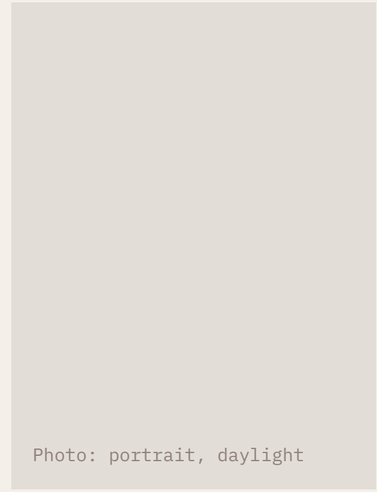
PAS 2035 retrofit coordinator; 1,400 heat pump installations designed and assessed.



Priya Raman

Tenant Liaison Lead

Ten years in resident engagement for social landlords; 94% satisfaction on her last programme.



Daniel Okafor

Commercial Lead

Built the cost model and monitoring platform behind two grant-funded retrofit programmes.

Ready to start in January 2027. Ready to hand over 4,200 warmer homes by the end of 2029.

Ingrid Halden
Programme Director

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