



RISE

Retrofit information,
support & expertise

Adapting to Warm Homes Delivery

Supply chain advice pack

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www.riseretrofit.org.uk



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Introduction

Effective retrofit considers the home as a whole, including its construction, condition and occupants, rather than treating each measure in isolation.

The Warm Homes Plan sets out the government's approach to upgrading England's housing stock, reducing household energy bills and supporting the transition to low-carbon heating. Warm Homes: Local Grant and Warm Homes: Social Housing Fund are important current delivery routes, but the Plan's ambitions extend beyond these schemes. Further opportunities will emerge through the expanded Boiler Upgrade Scheme, grants and low- or zero-interest consumer finance, the new Warm Homes Fund, minimum energy-efficiency standards for rented homes, heat networks, rooftop solar, batteries and wider growth in privately funded home upgrades.

This will increase demand and opportunities across the supply chain for fabric improvements, clean heating, renewables, ventilation, controls, energy storage and integrated whole-home delivery. However, accessing these opportunities requires more than technical installation skills. Contractors must be able to navigate public-sector procurement, comply with relevant standards, coordinate effectively with PAS 2035 roles and protect residents throughout delivery. Warm Homes programmes also place greater emphasis on programme assurance, reporting and evaluation, requiring contractors to maintain comprehensive, audit-ready records that demonstrate delivery progress, installation quality, compliance, resident outcomes and corrective action throughout the project.

This pack explains how delivery differs from established ECO models and introduces the capabilities that supply chain organisations need to participate successfully in Warm Homes programmes.

Adapting from ECO delivery

ECO4 has been extended to 31 December 2026, providing a transition period during which contractors can maintain existing work while developing the capabilities required for Warm Homes delivery.

The transition from the Energy Company Obligation (ECO) and Great British Insulation Scheme (GBIS) to the Warm Homes Plan represents more than a change in funding. It changes how retrofit work is commissioned, managed and evaluated.

ECO contractors may already have valuable experience in domestic installation, PAS 2030, TrustMark and evidence submission. However, Warm Homes delivery places greater emphasis on locally commissioned programmes, public-sector procurement, whole-dwelling planning, resident outcomes, collaboration between PAS 2035 roles and demonstrable quality throughout the project.

What is changing from ECO to Warm Homes?

The transition from ECO and GBIS to Warm Homes changes both the route to market and the way retrofit is delivered. ECO has largely been supplier-led and organised around individual measures and established installer networks. Warm Homes is more programme-led, with local authorities and housing providers commissioning and overseeing coordinated, multi-measure delivery.

Tier 1 contractors may manage large-scale programmes and coordinate different trades, measures and PAS 2035 roles. Specialist subcontractors and installers will remain essential, but many will enter the market through Tier 1 contractors or delivery partnerships rather than contracting directly with grant recipients.

Delivery area	ECO delivery	Warm Homes delivery	What this means for your business
Client and route to market	Energy suppliers control procurement and may use internal teams or established installer networks.	Local authorities and housing providers commission delivery. Most ECO contractors will enter through Tier 1s rather than become grant recipients.	Monitor local and regional opportunities and build relationships with grant recipients, framework providers and Tier 1 contractors.
Scope of work	Procurement has commonly been measure-led, supporting specialist installation at scale.	Clients increasingly procure whole-home or multi-measure packages that require coordination across fabric, heating, renewables, ventilation and controls.	A broader, compliant offer can strengthen your position. Specialist firms should demonstrate how they integrate with other trades and delivery partners.
Procurement process	Agreements may be negotiated, relatively flexible and driven by short-term installation pipelines or carbon savings.	Public-sector procurement uses predefined requirements and evaluates price alongside quality, technical capability and social value.	Develop the skills and evidence needed for selection questionnaires, tenders, framework onboarding and mini-competitions.

		Contracts may run across several years.	
Standards and competence	PAS 2030, TrustMark and scheme compliance are already important under ECO.	Warm Homes delivery continues these requirements while placing stronger emphasis on whole-dwelling PAS 2035 compliance, role-specific competence and integrated delivery. MCS applies to relevant low-carbon technologies.	Check that your certification scope, TrustMark registration, competence records and operational systems cover the work you intend to undertake. PAS 2035 is a standard to comply with, not an accreditation.
Operational delivery	Delivery may be organised around a defined measure and an established submission process.	Contractors may work within structured, multi-site and multi-contractor programmes, with stronger requirements for site readiness, supervision, health and safety and coordination.	Strengthen site-management processes and demonstrate that competent personnel and supervisors can deliver consistently at programme scale.
Programme assurance and reporting	Evidence is required to support installation notification, compliance and supplier claims.	Performance is monitored across programme milestones, completed measures, valuations, PAS and TrustMark compliance, quality assurance, risks, resident outcomes, EPC improvements and carbon savings.	Maintain comprehensive, audit-ready records throughout delivery. Your systems must demonstrate progress, compliance, quality, corrective action and outcomes.
Social value	Social value may not be a central part of installer appointment or performance assessment.	Social value is increasingly a scored procurement requirement, covering areas such as local employment, workforce development, apprenticeships, SME	Offer commitments that are proportionate and deliverable, then collect workforce, training, local-spend and community-benefit evidence.

		expenditure and community engagement.	
Payment/ commercial model	Lead to installation is approximately three weeks , with payment typically received 10–20 days after installation submission . The cash-flow cycle is around two to four weeks per installation .	Payments are commonly linked to monthly valuations, compliance checks and quality-assurance approvals. Lead to the first installation may take two to four months . Payments are generally made through monthly valuations and received 35–45 days after month-end submission , subject to compliance and quality checks. The programme-level cash-flow cycle may extend to approximately 2.5–5 months .	Plan for front-loaded costs and longer cash-flow cycles. Price mobilisation, supervision, reporting, evidence, access failure, defects and remediation.

Retrofit roles and responsibilities

PAS 2035 provides the framework for planning, managing and evaluating whole-dwelling retrofit. It ensures measures are based on the home's condition, construction and occupants, while managing interactions between measures and reducing unintended consequences. PAS 2035 is a retrofit delivery standard rather than a certification scheme. Installation organisations are certified against PAS 2030 for the measures they install, while relevant low-carbon technologies may require MCS certification.

PAS 2035 also sets out several specialists retrofit roles and their respective responsibilities. The Retrofit Coordinator oversees PAS 2035 compliance but does not automatically manage the contract, programme, finances, site logistics or resident engagement. These responsibilities must be assigned separately.

What this means for your business:

Understand where your work sits within the PAS 2035 process, who can approve decisions and what information you must provide. If site conditions differ from the approved design, stop the affected work, record the issue and escalate it rather than making an informal change.

Introduction to the 'how-to' guide series

Adapting to Warm Homes delivery will require changes across several areas of your business, not only technical installation. This pack is the starting point for a wider series of practical '**how-to**' **guides** designed to help supply chain organisations build the capacity and capability needed to pursue and deliver Warm Homes opportunities.

The series follows the contractor journey from becoming delivery-ready to completing projects successfully. Topics covered include:

How to Become a PAS 2030-Certified Installer
How to Secure Retrofit Contracts and Funding Opportunities
How to Develop Successful Tender Responses
How to Build Successful Contractor Partnerships
How to Write a Resident Engagement and Marketing Plan
How to Become Compliant for Retrofit Delivery
How to Manage Quality Assurance and Audit Compliance
How to Manage Risk, Remediation and Warranties
How to Deliver Retrofit Projects Successfully

Each guide provides focused actions, practical considerations and signposting to further support. Organisations should begin with the guide that addresses their most immediate capability gap, while recognising that successful Warm Homes delivery depends on these areas working together. The guides will be released over a two-month period, so we encourage organisations to keep an eye on the [Knowledge Hub](#) on the RISE website as new resources become available.

Resources



Podcast: All RISE podcasts are available [here](#).

Podcast: Transition from ECO to Warm Homes with InstaGroup available [here](#).



Masterclass: All RISE masterclasses are available [here](#).

Masterclass: PAS 2035 compliance available [here](#).



Advice pack: All RISE advice packs available [here](#).

Advice pack: The PAS2035 stages – Stage two – Retrofit Assessment available [here](#).



This pack aims to share insights, good practices, and lessons learned from the sector. It is intended for informational purposes only and does not constitute as recommendations or endorsements of specific suppliers, products, or services or as legal advice. Please always check the latest regulations.



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