





Delivering Sustainable Construction Solutions

At Starfish Construction, our commitment to building performance and safety is integral to our approach, processes and project delivery.

As an industry-recognised leader in building envelope solutions, including facade remediation and roofing, we recognise that the expertise and competence of our team are vital to delivering projects that meet The Building Safety Act regulatory standards.

Our **Skills, Knowledge, Experience, and Behaviours (SKEB)** framework is a pivotal part of ensuring that we train, guide and monitor every team member as they navigate the evolving demands of the construction industry, particularly in line with The Building Safety Act 2022.

The following will outline how Starfish Construction's comprehensive approach to SKEB aligns with the Building Safety Regulator's stringent standards, ensuring we maintain the highest level of safety, professionalism, and ethical conduct across all projects.

Starfish Construction - At a Glance



Operational Hubs

Strategic Coverage across the UK:

Our strategically located operational hubs and personnel ensure nationwide service and effective project deployment.



Integrated Divisions

Comprehensive In-house Services:

Our In-house divisions manage every aspect of the building envelope, providing seamless project delivery across multiple sectors.



Growth and Liquidity

Consistent Financial Growth:

Combining diligence, training, dedication, and expertise drives our client relationships, developing our success and significant year-on-year growth.



Robust Health & Safety

Commitment to Safety and Excellence:

Our dedicated HSQE and Project Teams ensure all projects meet stringent health, safety, quality, and environmental standards.



70+ Directly Employed Personnel

A Skilled and Certified Workforce:

With over 70 industry-recognised professionals, our employee recruitment, training and culture bring expertise and reliability to your project.



ESG Strategy

Innovative and Responsible Practices:

Our Environmental, Social and Governance strategy enhances client value through sustainable and socially responsible building practices.

Integrated Service Model

At Starfish Construction, we pride ourselves on our comprehensive, integrated service model, which forms the backbone of our operational capabilities.

Our organisation is structured to support diverse property remediation needs through a cohesive network of specialised divisions, each contributing unique expertise to every project while working collectively.



Accreditations

Our clients can feel confident and safe in the knowledge that Starfish Construction is a fully accredited firm across all our divisions.

With our company strategy and processes, our industry accreditations and associations mean we continually deliver value through; cost-effectiveness, safety, sustainability, legislation and best-in-class products that enhance how a building looks and performs.

All our divisions provide stand-alone solutions, as well as working seamlessly together. All this is driven by our accreditations, including BS EN ISO 9001, 14001 and 45001.



Skills

Building Excellence Through Expertise

Technical and Practical Skills that add Confidence

Skills are the foundation of everything we do. We prioritise the continuous development of practical and technical expertise across all our divisions and people.

Our in-house Learning & Development Online Hub delivers industry-leading training programs, ensuring compliance with national standards such as ISO 9001, 14001 and ISO 45001. This structured approach enhances our technical capabilities in:

- Building envelope remediation, including façade, roofing, and window replacement
- Building Regulation compliance, delivering successful external refurbishment projects across multiple sectors
- Technical surveying to assess and resolve complex building challenges
- Project management & delivery, spanning residential high-rise developments to commercial & industrial and defence projects
- Installation and remedial techniques executed by skilled tradespeople.

We apply these skills to ensure precision, compliance, and quality-guaranteed outcomes. Our expertise extends across healthcare, education, defence, and high-rise accommodation, where we bring industry-leading knowledge to every project we undertake.





Knowledge

Successful Projects Guided by Regulation & Executed with Experience

Credibility comes from demonstrating our understanding of the theoretical and practical knowledge that underpins our project delivery.

We have extensive knowledge to support participation and finalisation of Pre-Construction Service Agreements (PCSA), and the delivery of building envelope solutions, including; multiple façade systems, render, terracotta, brickwork, stone facades, and rainscreen aluminium systems. Our integrated divisions and people bring:

- A robust understanding of non-combustible materials and systems, developed over our 14 years of trading.
- Turnkey solutions to enhance building safety, energy efficiency, ventilation and condensation through our innovative design of external façade systems.
- A comprehensive knowledge of BSA PAS 9980, successfully constructing and fire-testing façade mock-ups to BS8414.

Experience

Capability Across Complex Projects

Leveraging Experience to Deliver Excellence, Quality and Safety

With decades of combined experience among our teams, we have delivered prominent projects across various sectors, including high-rise occupancy buildings and student accommodation, commercial offices, and healthcare, as shown in our project profiles within this document.

We continually demonstrate our expertise in adapting to complex challenges, delivering within tight timelines, and effectively managing site and public safety.

We have seen the importance of learning from every project, ensuring that past performance influences future projects to enhance overall competence. We constantly challenge success with a continual improvement approach reflective across our integrated divisions, ensuring we meet the Building Safety Act's emphasis on practical experience and accountability.





Behaviours

A Commitment to Positive and Responsible Actions

Building Trust Through Ethical and Professional Conduct

At Starfish Construction, we assert that the right behaviours, in conjunction with skills and knowledge, are essential. Integrity, professionalism, and responsibility are non-negotiable when engaging with colleagues, clients, partners, and the communities we serve. Our Elevate behavioural pledge ensures that every team member exemplifies the values of respect, honesty, and reliability in every action they take.

Professional conduct is not merely an expectation but a defining feature of our culture and the values that embody our company.

Our commitment is to ensure that all our employees meet technical standards and act with a profound sense of duty toward clients and the public. We achieve this through comprehensive ongoing on-the-job training and our own online training hub, mentorship programs, and the provision of the necessary resources for professional development. We partner with industry-accredited fire and structural engineers, ensuring our projects adhere to the highest safety standards. Our initiative programmes at Starfish Construction are designed to shape our culture, operations, and customer care approach.

By embedding these behaviours into every aspect of our operations, we establish a culture of trust, accountability, and improvement.

“We engaged Starfish Construction, following review and due diligence of their business profile and based on previous experience towards delivering similar projects. We were confident they could meet our business requirements and the expectations of this challenging, high-profile project, driven by budget, logistics, and programme restraints, and without compromising on Health & Safety, Quality, Sustainability and Environmental standards, they delivered on all counts.”

Ports and Infrastructure Client





PROCORE[®]

Procore is a leading construction management platform providing a central hub for Starfish Construction to manage projects with enhanced transparency, efficiency, and collaboration. Using Procore, we ensure that all stakeholders have access to real-time project updates, documents, and communication, delivering a seamless flow of information.

Our integrated approach mitigates risk, improving accountability across all project stages, from initial planning to completion.

The platform offers a range of essential benefits, such as comprehensive project tracking, where all data is stored in a single cloud-based system, enabling project teams to make informed decisions promptly. Procore's mobile accessibility provides efficient on-site updates, ensuring project teams remain aligned. With robust reporting tools and detailed project documentation, we enhance transparency for clients, offering complete visibility into project timelines, cost management, and resource allocation.



Golden Thread

The Golden Thread and our Warranty Commitment

At Starfish Construction, The Golden Thread is more than a compliance measure - it's a commitment to delivering transparent, structured, and accessible information throughout the lifecycle of every project. As outlined by the Building Safety Act 2022, the Golden Thread mandates that all building-related data be digitally recorded, maintained, and shared with relevant stakeholders to ensure that safety, performance, and risk management are at the forefront of decision-making at the build stage and for the future.

“It was important for us to have the right contractor on site, one with the right approach to safety, that would also allow us to continue operations and service our customers. Overall, it was a seamless and safe experience. We were impressed with our initial research into Starfish Construction, and after the tender process, we were confident they would deliver a successful project, which they ultimately achieved.”

Simon Crossley,
Managing Director, Quantum Profile Systems Ltd





Transparency of Information

Transparency is vital to building trust with our clients. Every aspect of a project, from surveying to design, planning to construction and maintenance, we document information and make it readily accessible. We ensure that all safety-critical information, material and product technical specifications, drawings and certificates are available, as we empower clients to make informed decisions for the compliance and safety of their property asset.



Structured Systems for Information Sharing

Starfish Construction's robust documentation processes deliver advanced digital platforms that ensure all project stakeholders - clients to regulators - have real-time access to critical data.

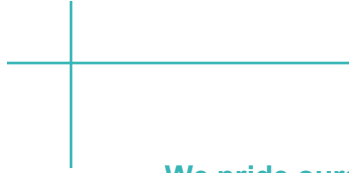
These systems manage everything from material specifications to compliance checks, inspections, and updates. This structured approach ensures that we adhere to the highest standards set out by the Golden Thread requirements.



Client Confidence and Project Delivery

Our commitment to the Golden Thread philosophy ensures every project we deliver provides a clear, accessible, and well-maintained record of safety information. Our proactive approach enhances safety, improves project transparency, and mitigates risk throughout the construction lifecycle, enabling clients to feel confident in the integrity of our work. By embedding the Golden Thread into our project delivery, we meet legislative standards and exceed client expectations.

Providing Robust and Trusted Project Warranty



We pride ourselves on delivering high-quality, durable materials and solutions across all building envelope projects.

As a product-neutral company, we work with a wide range of trusted material partners, allowing us to provide value-engineered and tailored warranties based on the specific products and systems used in each project. Our commitment to effective and robust warranties ensures that our clients benefit from peace of mind, knowing that their projects have the advantage of long-term protection.

Typically, warranties for our facade, roofing, and remediation projects manufacturer materials range from 25 to 30 years, depending on the materials and systems specified.

These warranties cover crucial elements such as weather resistance, structural integrity, and compliance with safety regulations, including those mandated by the Building Safety Act 2022.

We work closely with manufacturers to provide clear and comprehensive documentation for all warranties, ensuring transparency and confidence throughout the project and material lifecycle.

In addition to our material warranties, we implement stringent quality assurance processes to ensure that all installations meet the highest standards. Our clients have access to thorough project documentation through our Golden Thread approach, providing complete project stakeholder visibility into product performance and warranty details.

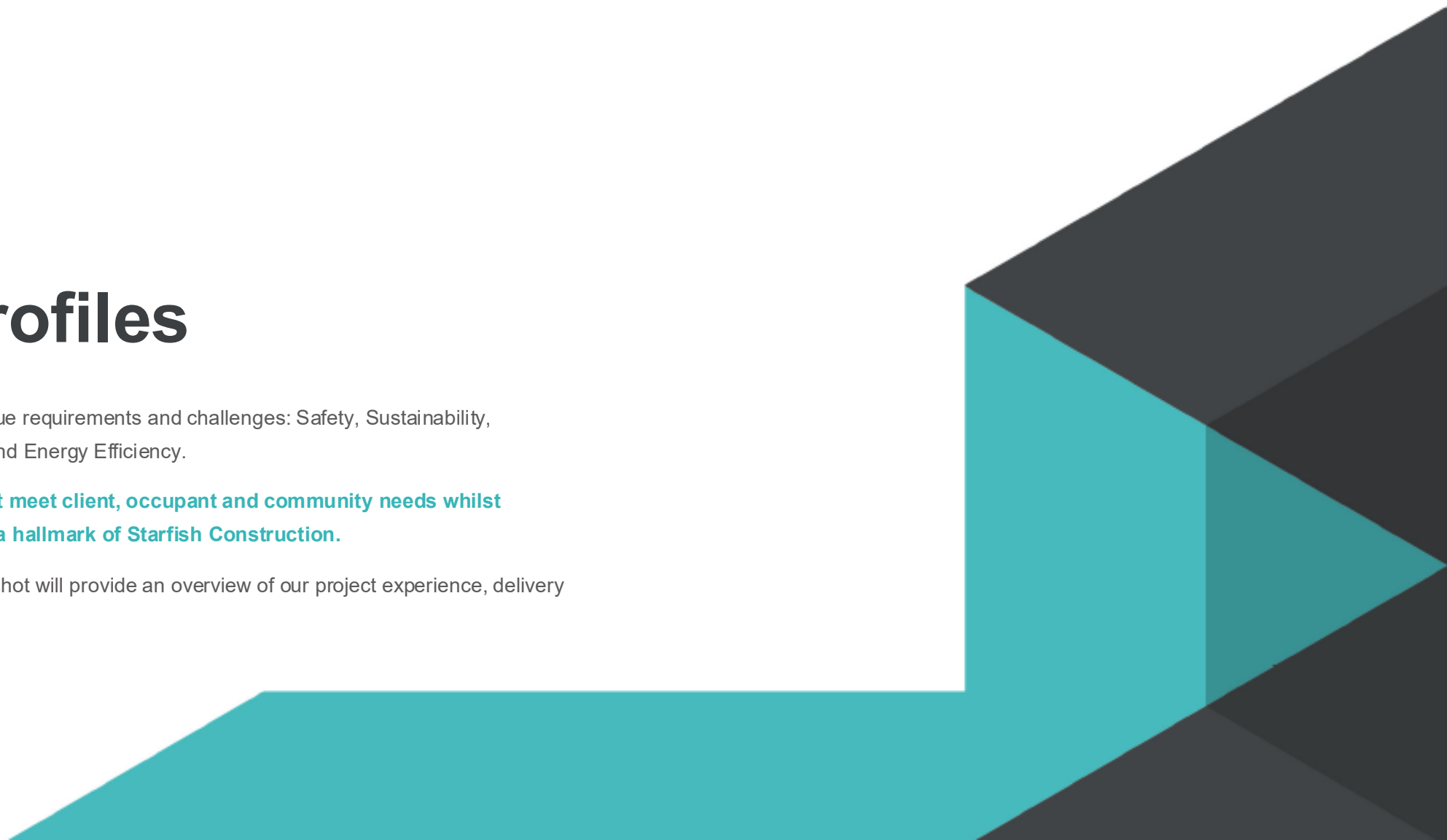


Project Profiles

Every sector and property has unique requirements and challenges: Safety, Sustainability, Aesthetics, Building Performance and Energy Efficiency.

Delivering bespoke solutions that meet client, occupant and community needs whilst upholding industry legislation is a hallmark of Starfish Construction.

The following Project Profiles snapshot will provide an overview of our project experience, delivery and success.





Project Profile

Project: Student Accommodation Façade Replacement

Location: Bournemouth University International College

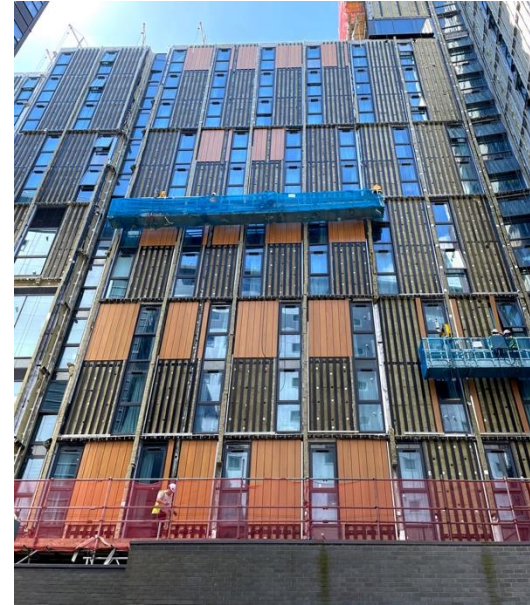
Sector: Education

Introduction

Student accommodation plays an integral part in university life. Safety and security in living spaces are critical. The desire to deliver safe and secure accommodation for students attending Bournemouth University International College led tri-party owners and operators of Kaplan to engage Starfish Construction to provide a robust replacement to the existing cladding system to Non-combustible cladding. Our technical surveying, full-scale fire testing, façade design and project management as principal contractor ensured a successful, compliant and safe project delivery.

Detailed Services & Outcomes

- Façade Area: 6,000 m²
- Full-scale fire tests (BS8414)
- Custom panel design and fabrication
- Cost certainty through value engineering
- Design: 146 approved drawings, 751-panel fabrication drawings, and extensive design team meetings.
- Commercial: Managed budget, sourced cost-effective materials, and ensured supply chain continuity during the pandemic.
- Technical: Fire strategy implementation, fire barrier system installation, and compliance with building regulations.





Project Profile

Project: Sherburn Court, Façade Remediation

Location: Leeds

Sector: Residential

Introduction

The Sherburn Court building facade upgrade project is a 14-storey residential tower block with one and two-bedroomed apartments, housing residents predominately aged 60 plus, with 85 apartments in total. The block required significant upgrading, including replacing the window units, removing the existing render and insulation, and replacing the existing external wall insulation system with a new non-combustible solution.

The original construction used combustible EWI, and we replaced the complete exterior façade with an A1 s2 d0 non-combustible external wall solution. The new building façade is now EWS1 compliant, offering energy-saving building improvements.

Detailed Services & Outcomes

- Original combustible EWI exterior façade replaced with an A1 s2 d0 non-combustible external wall solution.
- Recycling of existing glazing with profits used to fund communal outdoor garden furniture
- 465 windows replaced and recycled
- 85 Apartments improved for modern living
- New Flat roofing system installed
- Resident liaison officer providing residents with information and reassurance throughout the project.





Project Profile

Project: Canning Line Asbestos Roof Replacement

Location: Heineken, Hereford

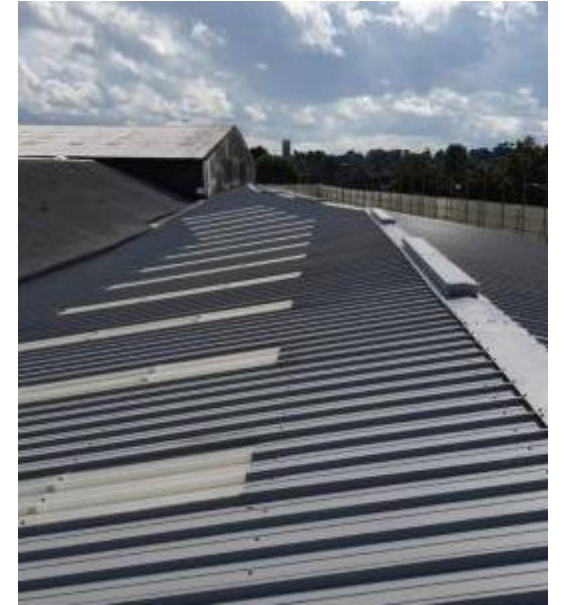
Sector: Food and Drink

Introduction

This project involved removing an asbestos roof above an operational Canning Line and installing a new composite-clad roof system and upgraded gutters. We also designed and upgraded the internal lighting to ensure the light conditions aligned with relevant lux requirements for this area. As part of this project, we installed a fully sealed working platform above the factory area, ensuring no water ingress or contamination to the Canning Line below. We also incorporated a temporary drainage system in the unlikely event of water ingress during the works.

Detailed Services & Outcomes

- 2000 m² of asbestos cement roof stripped, and new composite cladding installed.
- The fully operational production line continued throughout project works.
- High level of liaison between Starfish Construction and the client throughout the project.
- A drone survey enabled a complete diagnosis of the failed roof and allowed the best solution.
- Completed on time and to the agreed budget.





Project Profile

Project: **Mulberry School RAAC Removal**

Location: **London**

Sector: **Education**

Introduction

The volume of identified buildings with RAAC present throughout the UK is significant. The RAAC remediation project delivered by Starfish Construction at Mulberry School was the first fully completed project funded by the Department of Education in England & Wales.

As Principal Contractor to the project, we undertook the entire design and delivery of the project. Our In-house design team and NASC-approved scaffolding division ensured a streamlined communication and delivery process.

Detailed Services & Outcomes

- Removal of RAAC roofs generally involves the installation of a crash deck underneath to protect the building users and equipment.
- Due to removal of RAAC exposing the internal fabric a temporary roof is generally a requirement.
- Due to the density variations of RAAC and the build up of the waterproofing system the removal will either consist of breaking up with jack hammers or simply cutting the existing RAAC panel in half and transporting off the roof.
- Due to the acoustic values of the RAAC it has been found that an acoustic structural metal deck is the optimum solution to ensure acoustics are managed.



Operational Hubs

Glasgow

Head Office

Manchester

Northern England Hub

London

London and South Hub

UK Wide Enquiries: 0333 016 5399

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