



Guidance: Social Housing Landlord Capacity and Capability Form (A1)

Purpose of the A1 form

The A1 form seeks to establish the capacity and capability of social housing landlords to deliver retrofit. This form is one of the self-conducted evaluation activities that will be undertaken throughout the course of Warm Homes: Social Housing Fund (WH:SHF) Wave 3. WH:SHF Wave 3 provides you the opportunity to build the skills needed to conduct your own evaluations, which are key to understanding your project's performance and learning valuable lessons.

For those within a consortium:

Please ensure that your consortium members have collected and shared data with you in the Excel template that has been provided by IFF Research. You are responsible for reviewing and checking all consortium data before aggregating returns to submit a single consortium response to the GMS.

FTE roles in retrofit

Q1. Within your organisation or consortium, how many FTE posts work in retrofit-related roles?

This includes any involvement in retrofit, whether strategic, operational, or administrative, and not just those working on Wave 3.

- Please include all staff contributing to retrofit, even if retrofit is only part of their role.
- Do not include people who are only discussing retrofit in meetings but are not actively contributing to delivery or planning.

What does FTE mean?

FTE stands for Full-Time Equivalent, a standardised way to measure staffing levels based on hours worked. For example:

- 1.0 FTE = one person working full-time (based on a 37-hour week in the UK)
- 0.5 FTE = one person working part-time (based on a 18.5-hour week in the UK)
- Two part-time staff working 18.5 hours each = 1.0 FTE combined

Please include all contract types (e.g. permanent, temporary, part-time, seconded staff).

If you are part of a Wave 3 delivery consortium, each partner organisation should complete their own response using the provided Excel template and send it to the lead GR to submit in aggregate. Your consortium lead will aggregate all partner responses and submit one single response via the GMS on behalf of the consortium.



SOC Codes

You are asked to categorise your retrofit related roles into occupation type based on SOC codes. These categories are shown in Table 1.

Table 1:

Category	SOC Code	Generic examples	Retrofit-related examples
Managers, directors or senior officials	11	Chief executives, production managers and directors	Site managers, Retrofit project managers, Contract managers
Business, public service, engineering and technology professionals	21-24	R&D, IT, legal, finance, project management or chartered professionals	Retrofit surveyors, Retrofit assessors, Architects, Retrofit designers
Business, public service, engineering and technology associate professionals	31-35	Data analysts, sales and marketing executives, project support officers, account managers	Retrofit coordinators, Procurement roles
Administrative, sales and customer service, or process, plant and machine operatives	4,7,1,8	Office managers, secretaries, machine drivers	Resident liaisons, retrofit advisors, administrators
Skilled trades occupations	5	Skilled construction and building trades, finishing trades, electricians	Construction roles, Installers

Within the form there are options for categorising roles that do not fit into the categories shown in Table 1, and roles for which the occupation type is unknown.

You can find more detail about SOC codes here:

<https://www.ons.gov.uk/methodology/classificationsandstandards/standardoccupationalclassifications/oc/soc2020>

FTE Example:

If your organisation has 100 FTEs working on retrofit in any capacity, the breakdown could look like:

- 20 are senior officials
- 40 are public service professionals



- 10 are associate professionals
- 20 are skilled tradespeople
- 10 are unknown

Q2. For each occupation, please estimate what percentage have been directly involved in delivering your Wave 3 project so far.

Please consider individuals who spend time on practical, or project management tasks related to Wave 3, which go beyond discussions in meetings. See Table 1 for a breakdown of occupation roles that require reporting.

Lead grant recipients will be provided with additional rows in the Excel version of the form to automatically calculate the percentage required.

Q3. Of the retrofit-related FTE posts, how many have newly joined the organisation or consortium, or moved internally from a role unrelated to retrofit during the Wave 3 project?

For the purpose of this question, “newly joined” refers to moving into a role on or after March 2025.

Q4. What are the nature of newly recruited roles, if any?

Notes:

- a) This is an open ended question, response if relevant to be typed into the free text box.
- b) The consortium lead will be required to collate all free text from partners’ Excel submissions into one summary to be entered onto the A1 form via the GMS.



Delivery model and apprenticeships

This section asks about how your organisation **delivers or sources key retrofit-related roles** for your Wave 3 project. These include:

- Construction
- Site manager
- Installer
- Retrofit project manager
- Retrofit surveyor
- Retrofit assessor
- Retrofit coordinator
- Resident liaison
- Procurement
- Architect
- Retrofit designer

Q5 and Q6 to be completed by the lead grant recipient only. If you are the lead grant recipient of a consortium please respond on behalf of your **own organisation only**.

Q5. For each of the following retrofit-related roles in your Wave 3 project, please select your organisation's main delivery model from the drop-down list.

Please select your answers based on the following drop-down options:

- *Delivered internally*: The role is fulfilled by staff within your own organisation.
- *Directly contracted*: You contract an individual or organisation directly to deliver the role.
- *Subcontracted*: The role is provided by a subcontractor hired through a main contractor or delivery partner.
- *Not used on this project*
- *My consortium partner manages this role*
- *Other* - Select this option if none of the above apply (then see Q6).

Note: If more than one model applies, choose the one that is **most commonly used** in your Wave 3 project.

Q6. If you answered 'Other' to any of the above, please provide details.

Notes:

- a) This is an open ended question, response to be typed into the free text box.
- b) The consortium lead will be required to collate all free text from partners' Excel submissions into one summary to be entered onto the A1 form via the GMS.



Apprenticeships

Q7. How many apprentices have you employed within your own organisation or consortium as part of Wave 3 so far?

Please list the number of apprentices across the following categories that you have employed as part of Wave 3:

- Construction or Installation (Operatives)
- Site Management
- Engineering, Design or Assessments
- Other (e.g., Project Management or Administration)
- Don't know

Notes:

- a) You will need to include the total number of people employed as apprentices on the Wave 3 project since its start, even those who have since left, or who were studying for a qualification not specific to retrofit.
- b) **Do not include any apprentices within your retrofit supply chain, and do not include qualifications which are not apprenticeships.**
- c) Please use the 'Don't know' field where you do not know the type of apprenticeship

Q8. Please provide any further detail or context you wish to support information provided in question 7 above.

Notes:

- a) This is an open ended question to provide further information on apprentices and your retrofit roles (question 7), response to be typed into the free text box.
- b) The consortium lead will be required to collate all free text from partners' Excel submissions into one summary to be entered onto the A1 form via the GMS.



Training

Formal training and accreditation

This section is about formalised training or accreditations received by you or your organisation's staff in relation to Wave 3 retrofit delivery.

Please include:

- Training or accreditations completed during Wave 3. This also includes any training or accreditations that were partially acquired for roles or projects not related to Wave 3.
- Training completed in preparation for Wave 3 (before delivery began).
- Training funded or provided by another organisation for your staff.

Please do not include:

- Training or accreditations staff completed before joining your organisation.
- Training your organisation provided to staff from other organisations.

If you are part of a Wave 3 delivery consortium, each partner organisation should complete their own response and send to the lead GR to submit in aggregate.

Your answers relating to the training and accreditation that have been received by your organisation's staff will need to be broken down based on the following categories:

- Retrofit assessment or design
- Retrofit project management
- PAS 2035 / Trustmark
- Fitting Air Source or Ground Source Heat Pumps
- Fitting Solar PV or Solar Thermal
- Fitting insulation (e.g. EWl, IWl)
- Fitting another retrofit product (e.g. double or triple glazing)
- Another retrofit related accreditation

Note: If you are the lead grant recipient of a consortium please answer on behalf of your whole consortium.

Q9. How many staff members received retrofit-relevant accreditations during Wave 3?

Enter the number of people receiving accreditations by listed categories.



Note: If you are the lead grant recipient of a consortium please answer on behalf of your whole consortium.

Q10. How many staff members attended retrofit-relevant training courses during Wave 3?

Enter the number of people attending training courses by listed categories.

Knowledge sharing and exchange

The following questions are about how your organisation has helped build skills and capacity in the wider retrofit sector during Wave 3.

For example, this may include:

- Less experienced social housing providers
- Supply chain organisations

Q11 and Q12 to be completed by lead grant recipient only. If you are the lead grant recipient of a consortium please respond on behalf of your **own organisation only**

Q11. Have you shared any resources or products with less experienced social housing providers, to support them to develop their retrofit capabilities during Wave 3?

Please select your answers based on the following drop-down options:

- Yes
- No
- Don't know

If your response is yes, please provide details on the number of organisations shared with, plus details of the resources shared in the free text box. This could include consortium members.

If your answer to the questions is 'none', please list 0.

Q12. How many (if any) organisations have you supported to receive relevant retrofit accreditations during Wave 3?

“Support” in this instance could relate to workshops, template sharing or Learning Communities (sessions to share lessons learnt and discuss experiences).

Notes:

- a) The number of organisations supported could include contractors or other social housing providers, in or outside of a consortium.
- b) If your answer to the questions is 'none', please enter 0.
- c) Please include any other details that you feel are relevant in the free text box.