Version 3: October 2026

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, and to help DESNZ to understand challenges faced across the sector with supply chains, resourcing and training. 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.

This will be important in shaping the future direction of the Social Housing Fund and longer-term funding and support to the sector.

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.

Acknowledgements

We realise that some projects are at quite an early stage. Please be reassured that we expect and accept data returns that reflect the current early stage of the project, even if figures are zero or very low.

Updates to the A1 form

Building on lessons learned from the first A1 data collection in December 2025, this form takes a different approach in some areas. Some questions have been removed to reduce burden on projects, and the form has been amended to better align with the roles and types of training set out in the PAS2035 standards, rather than all-sector role classifications.

We appreciate that this may mean additional work for you in the short term, but this should overall make the form a better match with how roles and training types are typically broken down in the sector. Feedback on the A1 data collection suggested that it would be easier for many project participants to report in this way, and that the resulting data would also be more useful for DESNZ.

We do not intend to change this approach again, and therefore it would be helpful to retain data in this format if possible. This will support accurate reporting in future submissions and make completing subsequent forms significantly easier.

Lead grant recipients should collaborate with partners to establish an effective and consistent process for collecting data throughout the consortium.

FTE roles in retrofit

The following questions ask about how many people, in terms of Full-Time Equivalent (FTE) posts, are currently involved in retrofit activities as part of their role within your organisation, including apprentices contracted to work for your organisation.

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 an 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, apprentices).

Q1. Within your organisation, how many FTE posts are currently working in retrofit-related roles, including apprentices?

This includes any involvement in retrofit, whether strategic, operational, or administrative, and not just those working on Wave 3. The role types are based on PAS2035 roles, but also include other roles.

- Please include all staff and apprentices contributing to retrofit, even if it is only part of their role, or they are not PAS2035 trained.
- Do not include people who may only discuss retrofit generally (i.e. in meetings) but are not actively contributing to delivery or planning.
- Do not include staff of sub-contractors or apprentices working for sub-contractors.

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 grant recipient 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.

PAS2035 occupation types

You are asked to categorise your retrofit related roles into occupation type based on PAS2035 occupations. These categories are shown in Table 1.

Table 1: Categories of role, based on PAS2035

Category	Other non-PAS2035 roles to include	Description
Procurement, **Commissioning** and **Senior Management**	Director Commissioner Contract Manager Legal	Senior leadership, financial, legal, commissioning, contractual or other senior strategic roles relevant to retrofit projects.

Retrofit Co-ordinator* or **Project Management** roles	Project Manager Risk Manager Quality Manager	Practical day-to-day management and organisation of retrofit projects. May include team co-ordination, creating plans, managing risk, cross-project sourcing of labour and materials and monitoring quality across a project.
Retrofit Designer* or **architectural** roles	Architect Engineer (design role) Town Planner Quantity Surveyor	Roles in the design, technical specification, or predicting impact of retrofit projects. Should include specialist technical experts of all kinds.
Retrofit Assessor*, Evaluator*, or **Advisor*** roles (including inspection, surveying and Domestic Energy Assessment roles).	Building Surveyor Assessor Inspector Domestic energy assessor Evaluator	Roles in the assessment, inspection or testing of individual properties before or after retrofit, or provision of retrofit-related advice, support or guidance to residents. This includes roles relating to associated structural or property condition assessments.
Construction Site Management roles	Site Manager Site Supervisor Clerk of Works	Roles in leading or organising practical construction and installation teams at a site level. May include sourcing of small sub-contractors or generic materials.
Retrofit Installer* or Site Operatives	Installer Fitter Technician (installation) Engineer (installation or technical role) Other specialist site roles (e.g., glazier, groundworker, scaffolder, plasterer)	Roles involving installation of retrofit equipment, including preparatory works and post-installation works.
Other or unknown occupations	Call centre staff Administration Team leader for non-construction roles Customer service other than Retrofit Advisor	All non-leadership roles which are not included in the categories above. Also, to include roles where no information is available on their nature.

Roles marked with a (*) are PAS2035 retrofit roles. You can find more detail about PAS2035 standards and the roles involved here.

FTE Example:

If an organisation had 3 managers working half-time on retrofit procurement and strategy, and 3 full-time retrofit co-ordinators, 1 employee who equally splits their role between retrofit design and

evaluation, 1 full-time retrofit advisor, 1 full-time general administrative support post and 1 organising resident liaison, and sub-contracts all site roles, they would enter:

- 1.5 in procurement / senior management (3 × 50% part time)
- 3.0 in retrofit co-ordinators (3 × 100%)
- 0.5 retrofit design and architectural (1 × 50% on this activity)
- 0.5 retrofit assessment and advisory (1 × 50% on this activity)
- 0 in construction site management, and in 0 installers or site operatives (because this is all sub-contracted and will be covered in other data collections).
- 2.0 in other or unknown (1 × 100% admin + 1 × 100% resident liaison)

Q2. For each occupation, please estimate what percentage of all your staff in those roles are directly involved in delivering your Wave 3 project at the moment.

To answer this question, please **estimate what proportion of the total time across that occupation group is spent on Wave 3 delivery tasks.** Please consider individuals who have spent time on practical, or project management tasks related to Wave 3, which go beyond discussions in meetings.

- For example, if you have 10 FTE roles under “Procurement, Commissioning or Senior Management”, and collectively this group spends around half of their time on Wave 3, the response would be 50%.
- Similarly, if you have 2 FTE roles in this occupation group, and one retrofit manager still works only on Wave 2 and another works entirely on Wave 3, the total time spent on Wave 3 across the group is still about half, so the response would also be 50%.

As noted above, please be reassured that we expect and accept data returns that reflect the current early stage of the project, even if figures are zero or very low. You should not include empty posts you have not filled, or intend to create in the future. See Table 1 for a breakdown of occupation types that require reporting.

Lead grant recipients with a consortium will be provided with a customised Excel version of the form to automatically calculate the percentages from data submitted by consortia members.

Q3A. Of the retrofit-related FTE posts, how many have newly joined from outside your organisation partly or wholly due to the Wave 3 project?

For the purpose of this question, “newly joined” refers to moving into a role on or after March 2025. This is a number of the FTE posts currently employed: those working on the project now. You should include those joining right back to March 2025 (even if they were included on a previous A1 data return), but **not** people who joined but are no longer working on the project now.

Please include the number of retrofit related FTE posts that moved either partly or wholly because of the Wave 3 project. This does not include those joining from other subsidiaries or departments of your organisation.

For this question, please continue to answer in terms of FTE posts, so two half-time posts would be considered a full-time post.

Q3B. How many of those joining from outside your organisation previously worked in retrofit, in terms of FTE posts?

This refers to the previous roles of the same group of staff joining from outside your organisation which you identified at Q3A. This should be how many you estimate were previously working in other retrofit roles outside your organisation, which would have required knowledge of or training in retrofit. This does not have to be the exact same retrofit role that they are working in now. This should be less than or the same as the number of people referred to at the previous question.

Q3C. Of your retrofit-related FTE posts, how many joined from a non-retrofit role within your organisation partly or wholly due to the Wave 3 project?

This refers to moving into a role on your retrofit project on or after March 2025, from another non-retrofit role in your organisation, including other subsidiaries or departments. For example, if someone was working in a team overseeing maintenance, or management of another type of project, and moved to work on your retrofit project.

This is the number of the FTE posts currently employed: those working on the project now. You should include those joining your project right back to March 2025 (even if they were included on a previous A1 data return), but **not** people who joined but are no longer working on the project now.

Delivery model

This section (including Q4 and Q5) is 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**.

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

Q4. 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 Q5).

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

Note for lead grant recipients of a consortium: If a particular role is only delivered by one or several of your consortium partners, and your own organisation does not deliver that role, please select "*My consortium partner manages this role".*

Q5. If you answered 'Other' to any of the above, please provide details.

If you selected 'Other' for the main delivery model of any key retrofit-related roles, use the free text boxes to describe how you source these roles.

Apprenticeships

Q6. How many apprentices have you directly employed within your own organisation as part of Wave 3 so far? (Please do not include those apprentices working for sub-contractors)

Please include the total number of people employed as apprentices on the Wave 3 project since its start (on or after March 2025), even those who have since left, or who were studying for a qualification not specific to retrofit. This includes the following categories:

- Construction or Installation (Operatives)
- Site Management
- Engineering, Design or Assessments
- Other (e.g., Project Management or Administration)

Please do not include any apprentices within your retrofit supply chain, and do not include people studying qualifications which are not apprenticeships.

Please use the 'Don't know' field where you do not know the type of apprenticeship.

Training

Formal training and accreditation

This section is about formalised training courses or accreditations received by you or your organisation's staff in relation to Wave 3 retrofit delivery. You should answer in terms of the number of FTE roles, rather than the number of courses or training sessions attended.

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

recipients with a consortium will be provided with a customised Excel version of the form to automatically calculate totals from data submitted by consortia members.

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. Note these have changed to align with PAS2035 standards.

- PAS2035 Retrofit co-ordinator training (Level 5)
- PAS2035 Retrofit assessor or evaluator training (Level 3 or 4)
- PAS2035 Retrofit advisor training (Level 3)
- PAS2035 General retrofit training (Level 2 or 3)
- Training in commercial or procurement aspects of retrofit or construction
- Training in management of retrofit projects
- Other retrofit training
  (This includes all training in the first four roles above which is not PAS2035-accredited)
- Personal Trustmark accreditation

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

Q7. How many retrofit staff members, in terms of FTE roles, already had these retrofit-relevant qualifications before your delivery of retrofit works funded by Wave 3?

Enter the number of people who had already completed training before your Wave 3 project in the listed categories; this is to establish how much retrofit training your team already had when they joined your project. **"During Wave 3" refers to the period on or after March 2025.**

Non-PAS2035 training should not be included in the first four categories, even if covering similar subject matter; please include this training in the 'Other retrofit training' category.

Please include:

- Training or accreditations which were already completed prior to Wave 3, and were not provided specifically to prepare for Wave 3.
- Within this, please include training or accreditations funded or provided by another organisation for your staff.
- Please include training and accreditations gained before staff joined your organisation.

Please do not include:

- Training which is not specifically relevant to retrofit – for example, general training in construction skills or health and safety on-site, or generic training in management skills.
- Training or accreditations staff completed during or because of Wave 3.
- Training your organisation may have provided to staff from other organisations.

Q8. How many retrofit staff members, in terms of FTE roles, have newly received these retrofit-relevant qualifications during your delivery of retrofit works funded by Wave 3?

This question is about formalised training or accreditations received by you or your organisation's staff in relation to Wave 3 retrofit delivery. "Newly received" refers to any qualification received after the date Wave 3 delivery started.

Please include:

- Training or accreditations completed during Wave 3, even if partly for other roles.
- 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 accreditation which has not been finished yet. You can include these if you know the training or accreditation is complete, but you have not received formal paperwork.
- Training or accreditations staff completed before joining your organisation; this should be included in Q7.
- Training your organisation provided to staff from other organisations.
- Any 'refresher' training given to those who already had the relevant qualification before joining; for example, where someone already had the qualification, but was just refreshing or checking their prior knowledge, or receiving routine CPD (continuous professional development).

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 (the period on or after March 2025). Q9 and Q10 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.**

For example, this may include:

- Less experienced social housing providers
- Supply chain organisations

Q9. 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.

Q10. 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.

After submission

Once you have submitted your data, it will be reviewed by the team at IFF Research. They may contact the lead grant recipient after submission with clarification questions.