

Retrofit for All

The case for enabling residents to enter retrofit skills and roles, and inspiration for doing it

A guide for senior managers in registered providers and local authorities

**Carbon
Co-op**



About this guide

This guide is part of the 2-year Energy Redress Scheme funded project “Retrofit for All,” and builds on Carbon Co-op’s original toolkit (Warm Homes for All). It’s one of several outputs from a service design process addressing barriers to people-centred social housing retrofit. This included six participatory stakeholder workshops and interviews with key organisations holding expertise, such as Lancaster West Neighbourhood Team.

This guide should be viewed alongside the case study on Lancaster West’s approach to integrating community employment into retrofit delivery (Dewfield, 2025).

This guide is primarily for senior managers, HR departments, those in employment and skills teams and sustainability managers (who have links to delivery contracts and requirements). Delivery partners including main contractors may find the content of interest in framing their discussions with housing providers around social value, but they are not the primary audience.

Carbon Co-op is a Manchester-based community benefit society and a not-for-profit community energy organisation that helps people and communities to make the significant reductions in energy and carbon emissions we need to tackle climate change.

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Definitions

Registered providers	We use this term to indicate housing providers which are registered with and regulated by the Regulator of Social Housing. As such they are required to meet set standards for providing affordable and social housing. This includes local authorities, where applicable.
Delivery partners	We use this term to indicate the contractors involved in the delivery of retrofit, who work alongside registered providers and tenants. Generally these include designers (e.g: architects or surveyors), installers (e.g: a building contractor), and retrofit coordinators.
Main contractors	Main contractors, sometimes referred to as principal contractors, are the key organisation responsible for delivering construction projects. They often use subcontractors to deliver parts of the work.
Tenants, residents, customers	Across the sector, many terms are used for the people who live in social housing or who are part of the communities where social housing is located. These include residents, tenants, and customers. Throughout this project, we use these terms interchangeably.
Resident liaison officer	The terms resident liaison officer, customer liaison officer and tenant liaison officer are often used interchangeably. For this guide, we are using resident liaison officer.

Introduction

Registered providers (RPs) have long supported tenants with employment and skills. However, maximising opportunities for roles for residents within RPs is an emerging area.

An example of providers beginning to focus on recruiting residents specifically, is the ‘20% movement’ in Greater Manchester where a consortium is aiming for 20% of recruitment from tenants by 2034 (Inside Housing, 2024), with a particular focus on residents that require additional support to access opportunities.

What do we mean by resident recruitment?

Resident recruitment, in this guide, refers to employment, skills, and career development within RPs and their retrofit projects, not securing consent for retrofit works or recruitment to tenant involvement or scrutiny panels.

What does this guide cover?

This guide presents the case for maximising opportunities for residents to enter retrofit skills and roles within RPs, bringing together examples (from this sector and elsewhere) that highlight the issue and steps being taken to enable greater resident representation within the workforce.



The start of the conversation...

On multiple occasions our project participants told us how important they think it is that residents form a greater part of the teams planning and delivering retrofit.

This guide is an attempt to start that conversation, but we’re aware of the limits of our own expertise and experience in this space - and it should be read in the spirit of something that we can continue to develop with the sector.

1. Making the case for supporting residents into retrofit roles

Key benefits to recruiting residents can include:

Building trust among residents The localised relationships held by RPs can help build trust, encouraging residents to consider employment opportunities they might not have had previously (Young, 2024).	Registered providers are large local employers and commissioners As “anchor institutions,” RPs have significant economic power through direct employment, managing assets, and delivering programmes for residents and businesses (including employment and skills, health and wellbeing) (CLES and National Housing Federation, 2020). This is a particular strength in driving change in communities and amongst suppliers (IES and L&W, 2022).
Registered providers can be more responsive to personalised tenant needs In existing research (such as the IES/L&W study), and our own case study with Lancaster West, providers speak about how they can be more flexible (than a Job Centre or employment agency etc.), leading to better outcomes for residents.	Employment links to social value Many social value reporting frameworks ¹ include employment and skills outcomes, including themes linked to fair work, overcoming employment barriers and providing opportunities for under-represented groups etc. The updated National Policy Procurement Statement (NPPS) and new social value model places greater emphasis on this.
Working for a registered provider and in green skills can be a rewarding career Housing management is a rewarding career for many (Inside Housing, 2025), and varied roles within retrofit also offer fulfilling career paths. As one tenant employee at Lancaster West noted, “I have my tech and I also have helping the community combined together in this role.”	Residents bring valuable lived experience Residents offer firsthand knowledge of RP relationships and often have experience of repairs, maintenance, and retrofit works on their own homes, or those of neighbours, friends, and family. They can bring this perspective to benefit the planning and delivery of retrofit programs.
Recruiting residents boosts personal income and the local economy Employment generates income for residents, benefiting the local community through spending. For example, Lancaster West directly employed 80 residents, recruiting 20 more to their supply chain, generating over £880,000 in income for residents in the last financial year (Dewfield, 2025).	Recruiting residents can create more responsive services Locally based tenant employees in roles like repairs and maintenance can lead to quicker problem-solving and reduced repair times ² .

¹ For example, see the Impact Evaluation Standard (link) and HACT’s Social Value Bank (link).
² Data from Lancaster West Neighbourhood Team from June 2025 indicates that repairs are being carried out within 4.46 days on Lancaster West Estate, with the wider borough being 9.76 days.

1. Making the case for supporting residents into retrofit roles

The value tenant-employees can bring to retrofit schemes

Understanding of retrofit needs to be embedded across organisations and roles. This is partly about broadening the concept of green careers and not viewing them purely as technical domains. This list highlights the breath of roles and the value tenant employees can bring.

Engagement and resident liaison roles: Build trust, suggest and design more appropriate ways to reach residents, coordinate surveys and property access, and collect data for evaluation and learning.	Strategic and technical roles: Contribute lived experience to inform more appropriate programme planning and technical design solutions. While many roles at design stage require particular qualifications or experience, these may exist in the resident community. Linked skills and competencies can be built on. Understandings of basic building physics, whole house/holistic thinking, building performance, data collection and software are all incredibly valuable and can be developed.
Retrofit assessment and surveying roles: Contribute insight about the detail of homes, secure better access to occupancy data (such as bills) through increased trust.	Project support officers: Support accurate stock/asset data and contribute to decision-making.
Customer service roles: Build trust, bring lived experience, provide empathetic service, and enhance communication by delivering information in more appropriate ways, such as first language.	Repairs and maintenance team roles: Offer a responsive service due to local presence and understanding of housing stock and community.
Retrofit evaluator: Collect and analyse data for programme evaluation. This can be especially helpful in overcoming challenges many programmes encounter around securing feedback and energy data due to trust issues.	



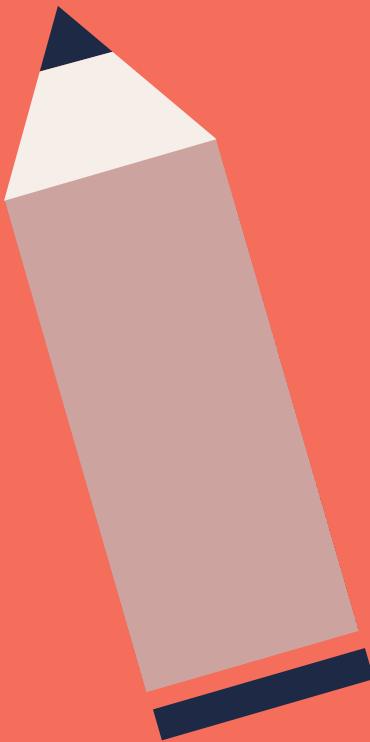
2. Characteristics of successful resident skills and employment initiatives

Where RPs have found success in enabling residents into roles within RPs, they are notable in having moved away from a “business as usual” approach.

These approaches are characterised by a clear vision and mission, underpinned by supporting values and ways of implementing these. A good example of this is Poplar HARCA’s 5-year strategy and complementary ‘Resident Engagement Strategy.’

This section of the guide gives examples of how that shift might happen through:

- Developing a long term commitment and articulation of values.
- Identifying needs - within the community and internally.
- Setting overarching objectives and desired change (outcomes).
- Identifying resource levers.



2. Characteristics of successful resident skills and employment initiatives



Developing a long term commitment and articulation of values.

A long term commitment and plan, with buy-in at all levels

Where RPs have demonstrated success in supporting residents into green skills and retrofit roles, this has been coupled with a long term commitment, with buy-in at all levels in the organisation. This involves thinking beyond specific projects and funding programmes and seeing it as a long term investment in people and places.

For example, Lancaster West's employment and skills work is tied to their overarching neighbourhood strategy for a 21st Century model estate, with repairs, refurbishment, and decarbonisation being an integral part of the strategy.

Clearly articulated values

Values are the beliefs that guide us to act in certain ways; the foundational blocks for principles and behaviours. Examples of ethical values are honesty, openness, social responsibility and caring for others. These are values shared by many RPs, and well aligned with taking a more people centred approach to retrofit. At Lancaster West, having residents in the workforce has strengthened trust because it embodies a commitment to transparency, accountability, and shared investment in outcomes.

"I know how passionate [the project manager] is... making sure that it [the construction work] is to the letter what residents want, and we're not cutting corners."

Lancaster West resident employee

Questions to ask:

- Who should be initiating this work?
- Who needs to be involved in developing the strategy?
- Who needs to be involved in delivering it?

Questions to ask:

- What are your organisational values?
- Where are organisational values articulated and stated? This might be within a vision, mission or values statement, and often included within corporate strategies or 5-year plans.
- How are organisational values reflected in recruitment strategies?
- What could be asked within the recruitment process to understand how potential employees align with values?

2. Characteristics of successful resident skills and employment initiatives



Identifying needs - within the community and internally.

Listening and identifying needs within the community

Taking a people centred approach means truly centring residents and communities within a vision and mission. At Lancaster West this included directly hearing from residents in co-design workshops and one-to-one conversations, speaking with local organisations and resident surveys. This is about not designing and launching a fully formed employment and skills offer before first understanding specific tenant:

- needs
- aspirations
- barriers.

Social housing residents are a diverse group, with each resident an individual with different needs, experience, skills, and qualifications. There is unlikely to be a 'catch-all' project, rather several different initiatives.

Identifying opportunities internally

It is sensible to undertake activities that help to generate an understanding of:

- The housing stock pipeline. Do you have a focus on particular measures and works?
- Internal roles, including those needed to deliver more people centred retrofit. See the How-to guide on valuing the resident liaison role for more on this crucial role.
- Roles that could be brought in-house.
- Roles contracted out, but that may be a priority for collaboration with delivery partners, offering opportunities to residents in the wider supply chain.
- Whether feedback from completed retrofit projects suggests areas for improvement that a tenant employed role could help with.

Questions to ask:

Are there existing groups, organisations, and individuals with ideas, approaches, and services around employment and green skills? How might these initiatives be supported to grow in their own right?

Can residents be recognised for the voluntary and community work they already carry out?

This can help make the link between this work and valuable job opportunities more specific and relatable.

Considerations when employing residents in certain roles

Be mindful of potential concerns when placing residents in certain positions. For example:

- Some employees may prefer not to work on homes in very close proximity to theirs.
- Some residents may not like people they know being in roles (such as a resident liaison officer) with access to personal and sensitive data.

Some of these concerns may be managed through careful project planning, or by setting spatial boundaries for roles (e.g. working on different estates to their own), but these are likely to be very context specific.

Consider the range of roles and teams that interface with retrofit - in planning, installation and beyond. Don't be penned within narrow constraints of 'classic' retrofit roles or technical domains. For example, think broader than heat pump and render installation.

Characteristics of successful resident skills and employment initiatives



Identifying objectives and desired change

Defining objectives for recruiting residents and the positive changes (outcomes) expected can be helpful, especially when looking at evaluating change later. This table provides examples:

Objectives What you want to achieve	Change resulting from your work
[EXAMPLE - OVERARCHING] To create a staff team that prioritises and understands tenant experiences.	[EXAMPLE - OVERARCHING] Residents are recruited into RPs (and potentially delivery partners).
[EXAMPLE] To have an in-house team of resident liaison officers, covering retrofit and stock improvement programmes.	[EXAMPLE] 2 to 3 resident liaison officers with lived experience are employed within the organisation.
[EXAMPLE] To develop a responsive repairs and maintenance team, knowledgeable and skilled for retrofit programmes.	[EXAMPLE] Satisfaction with repairs and maintenance improves.
...	...

Other targets, like the Greater Manchester goal of 20% tenant recruitment by 2034, may also shape or integrate with these objectives.

Characteristics of successful resident skills and employment initiatives



What resource levers can be pulled to initiate change?

There are likely to be multiple resource needs, covering people and other costs. For example, at Lancaster West the community wanted a physical employment space - this was established including furniture, computers, and printers.

- Are there existing tenant employees? Can their experience and expertise be utilised?
- Are there existing employment and skills teams (such as employment mentors) that can lead this work?
- Do HR teams have knowledge and skills to navigate the barriers? This might include awareness and experience in trauma informed HR practice, workplace cultural diversity etc.
- What monetary and social value commitments can be leveraged within contract requirements? Often residents are attracted to trade related roles, and in setting out contracts RPs can specify using local employees and employment. In this sense it's important to consider and communicate clearly what is meant by 'local.'
- What other funding could be tapped into to support this work? This may include skills funds, such as Local Skills Improvement Funds³ and the Adult Skills Fund.

³ Local Skills Improvement Funds are often linked to LSIPs - Local Skills Improvement Plans. Check the LSIP for your area.

3. Putting it into practice

This section talks about the ways that residents might be supported into retrofit skills and roles.

These examples are not intended to be exhaustive or prescriptive, acknowledging the varied forms and sizes of RPs and the unique challenges and opportunities of different communities.

Implementation can be challenging when it collides with real-world people and processes. Making this process into an 'employment project' may help to secure buy-in.

Working with partners and stakeholders

The most obvious collaborations for recruitment to support retrofit project delivery are delivery partners, including main contractors, assessment and survey organisations, retrofit coordinators, product manufacturers, suppliers, and subcontractors.

Other partnering opportunities include other RPs, consortiums, regional partnerships⁴, social enterprises, and charities⁵. These partners, along with residents, can also help develop recruitment skills and recruitment strategies.

⁴ For example, Greater Manchester Housing Provider Partnership, G10 in London, the Northern Housing Consortium etc.

⁵ Often focusing on particular community characteristics, charities may be good partners for overcoming specific barriers tenants experience.

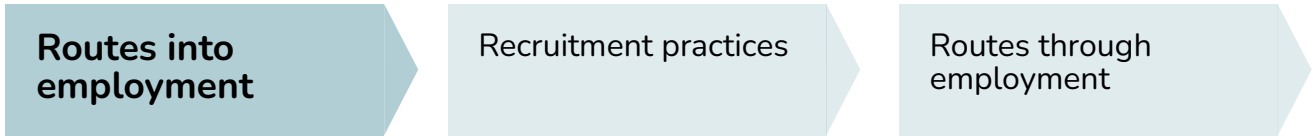
Example: Lancaster West

The case study with Lancaster West shows the value of building relationships with partners that share values. Their recruitment service (LancWest Works) is approached by external contractors and local employers with opportunities. The service is also used to create a pipeline of potential residents for Lancaster West's own staffing needs.

Example: Guinness Partnership

The Guinness Partnership runs a Women's DIY Skills Programme in Greater Manchester and Sheffield, teaching low-income women DIY and home maintenance skills like joinery, plumbing, plastering, and tiling. These skills are applicable to retrofit delivery, repairs, and maintenance. Guinness collaborated with other registered providers (Great Places Housing Group) and Smart Works Greater Manchester, a charity that helps women gain confidence, coaching, and clothing for employment.

The next three parts of this section are structured around examples of support at key stages a resident may pass through.



RPs already do lots of work supporting residents with employment skills and training, which can support direct recruitment. The range and depth of this work varies.

- **Volunteer initiatives** offer a valuable path into employment, helping residents become familiar with the organisation and areas like retrofit and green skills. For example, Lancaster West's LancWorks Connects service facilitates green volunteering in the local community.
- **Placements and work experience** are also valuable for showcasing career opportunities within registered providers and retrofit projects. These can be structured to understand needs, aspirations, and experiences with retrofit, while exposing them to different teams. One Manchester rotates placement students, and Lancaster West provides paid placements and work experience for local school students through LancWest Works. The ability to expose students to retrofit programs may depend on an organisation's delivery model, especially if retrofit is largely contracted out. In these cases the focus may also need to be on how placements can be enabled with delivery and supply chain partners⁶.
- **Apprenticeships** are one of the most established ways of recruiting residents, particularly into trade roles that support repairs and maintenance.



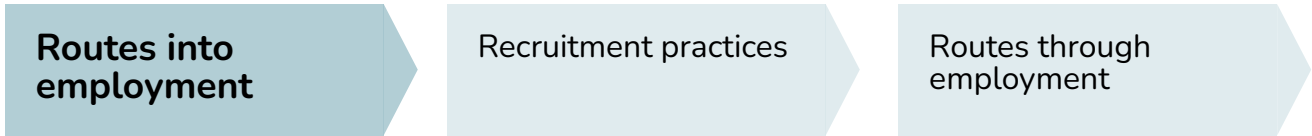
Image from Lancaster West. LancWest Connects provide volunteering opportunities.

“Young voices often get missed in housing - we listen, but also expose them to our work.”

Lancaster West Neighbourhood Team

Employment mentors and their equivalents⁷ play a key role in developing a pipeline by interacting with residents and building relationships through employment and skills events.

⁶This is an area that some housing providers have expressed an interest in receiving more guidance and inspiration on.
⁷Similarly, titled roles may include Employment Officers, Employment Support Officers, Skills Officers.



Communicating opportunities

Residents may not be aware of opportunities, so how they are framed, whether subtly or directly, is important.

Some of the opportunities around retrofit are more obvious than others. For example, around construction and trade skills. Other roles (e.g. around surveying, coordination, advice, monitoring, and evaluation) may be less familiar and require greater awareness raising. Education around what these roles are, is increasingly important. So is demystifying roles using plain language and avoiding jargon.

If showcasing careers and sectors, framing the opportunities more specifically can be helpful, rather than something very broad, like ‘working in construction.’ Broad publicity of positive outcomes and case studies, so people can recognise themselves or their situation, can also be powerful.

Example: Poplar HARCA

Poplar HARCA have a good example of how recruitment opportunities are communicated with openness to local residents.

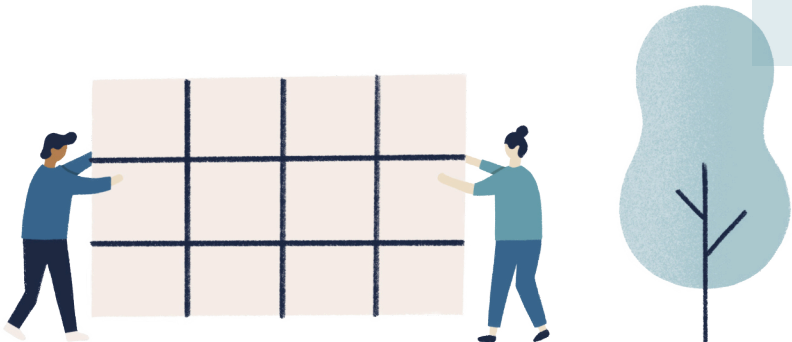
“We’re all about **creating opportunities for people in Poplar and Bow**. From building new homes, bringing people together through community events, to **upskilling residents through training and development opportunities**. We’re looking for people to match our passion and help us make a difference.

If you’re ready to collaborate, use your skills, and help transform **our corner** of east London, we want to hear from you.

Join our team to make a difference to **our local community**.”

Example: One Manchester Future Focus events

One Manchester's Future Focus events help residents explore careers and sectors, including housing and green skills, by providing an overview of relevant jobs, their importance, and different career paths, with insights from local green companies (such as Biffa, Kensa and Emerge/Fareshare).



Recruiting involves a range of activities, from defining the role to selecting a candidate and entering an employment contract. Of course, recruiting the best candidate for a particular role may not equate to recruiting a resident, and RPs need to meet equal opportunities requirements throughout.

The examples in this section are intended as ideas for how residents, particularly those in underrepresented groups, can be supported to access the opportunities available.

Inclusive recruitment practices

Inclusive recruitment practices aim to overcome barriers residents experience, such as bias and discrimination, by using appropriate methods. Recruitment can be subjective and prone to bias, especially against marginalised groups, as highlighted by CIPD (2025). A well-implemented equality, diversity, and inclusion policy (such as Poplar HARCA's), is a good starting point. Additional toolkits are available through the RISE service. Both of these can be found in the signposting section.

Example: NHS Employers

NHS Employers offer case studies and tools for values-based recruitment, which can be adapted to align with your organisation's values. These resources include a readiness checklist and a behavioural framework. See the signposting section for a link.

Values based recruitment

RPs may already use elements of values-based recruitment, which aligns organisational and personal values. This fosters a better fit and a more inclusive process by focusing on an individual's behaviours, ambitions, motivations, and lived experience rather than just skills or qualifications.

Methods can include:

- Reorienting application and interview formats to focus more on the individual's ambitions, motivations and lived experience.
- Values based interviewing and application techniques - these can be less formal, and can include formats like role-play and scenarios.

Showing an openness to recruit in this way is one tool for building trust, tackling preconceptions residents may have about applying.

Example: I Can

The "I Can" program, initially a pilot called "Hospitality to Health," (CLES, 2021) successfully transitioned over 550 unemployed Birmingham residents into NHS careers. This initiative, developed by the Birmingham Anchor Network (Pioneer Housing Group and Birmingham University Hospital Trust), addressed the need for entry-level NHS positions and supported hospitality workers facing redundancy during the pandemic. Values-based recruitment was a key component, and the program has since expanded to include partners like Loconomy for ongoing outreach and employment support, delivered via a memorandum of understanding (MoU) with the hospital.

(CLES, 2021 ongoing, Phillips and Stephenson, 2023)

Providing opportunities for development and growth

Continuous opportunities for staff development and growth are crucial to prevent dissatisfaction and turnover. By offering pathways, mobility, and flexibility, organisations can support employee development.

Pathways and development within a role

Within retrofit and green skills, there are resources that can support understandings of key competencies and how they develop. For example, the Construction Leadership Council (CLC, 2024) skills roadmap highlights cross-cutting competencies applicable across trades and professions in retrofit, helping define progression routes from 'general awareness,' to 'proficient' and 'expert.'

Pathways within an organisation

Delivering retrofit programmes and beyond (i.e. ongoing housing management), offers opportunities across different teams. By providing flexibility for employees to follow their interests and passions increases the possibilities of positive outcomes, such as retention and career progression.

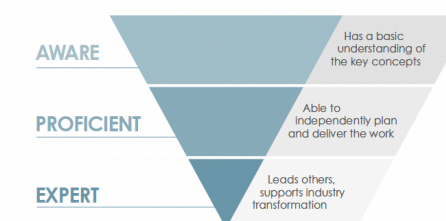
Example: Lancaster West

Mark, a resident employee at Lancaster West Neighbourhood Team, started as a volunteer within the gardening team, and then as a volunteer digital ambassador, helping other residents with digital literacy. Now in employment within the RP, they use computing skills to help build a platform that makes data around retrofit programmes transparent and accessible to residents and wider stakeholders.

Ensuring that core retrofit skills, knowledge, and competencies like these are integrated into training and development is important.



The statements of competence are grouped into three levels of ability:



Images above: The core competencies and three levels of ability identified by the CLC's (2024) Competencies for Domestic Retrofit.

Some interventions can be actively designed to target specific obstacles faced. For example, progression to leadership roles for staff from ethnically diverse backgrounds.

Example: Boost programme

The Boost Leadership programme (Greater Manchester Housing Providers and Manchester Metropolitan University) is about 'creating positive change and a supportive culture, with the aim to enable ethnically diverse leaders to progress and thrive.' It includes a community of allies that share experience and learning, mentorship, and looks at organisational culture and systems changes to generate better outcomes for ethnically diverse leaders.

4. Measuring value

This section covers areas that can be explored to understand the impact of investing in resident recruitment to green skills and retrofit roles.

What these metrics look like for different organisations will depend on the objectives and outcomes defined as part of setting strategy.

Considerations:

- Initially it may be hard to infer much from data collected, but this is likely to grow in value over time, particularly where links are made between quantitative and qualitative metrics, and the varied ways of providing support around employment and skills.
- Take care not to over focus on quantitative metrics. Individual stories are powerful, and employment journeys are unique. Storytelling and case studies, generated through 'career conversations,' interviews or other qualitative methods, are likely to be even more effective at demonstrating change and impact.



Demographic data

Where feasible and appropriate, collecting demographic data in resident and staff surveys can help link tenant recruitment with equality, diversity, and inclusion efforts (see Poplar HARCA's EDI report for an example - linked to in the signposting section).

A role for scrutiny processes

Tenant scrutiny panels may be able to play a role in shaping and evaluating the impact of recruitment and skills initiatives. These processes may also shape the data collected, helping to determine if outcomes are fair for diverse groups of residents and those with protected characteristics⁹.

⁹ See TPAS influence and scrutiny guidance for more on the role of scrutiny panels and processes. You'll find a link in the signposting section.

Direct employment created

Data: Number of residents recruited to the registered provider, percentage of residents within workforce.

Value: Monitoring progress against targets and recruitment strategies.

Note: Hard numbers may provide a useful snapshot, but be wary of over reliance or allowing them to dominate. It can lead to an emphasis on speed

Type of employment created

Data: Number of residents recruited to partners and the supply chain delivering retrofit programmes. These might form part of social value requirements built into procurement processes.

Value: Understand wider impact on retrofit supply chain, enabling partners to take more people centred approaches.

Why it's good not to overly focus on simple numbers:

"Outcome-based contracting tended to prioritise rapid job entry and to expect high volumes finding work. This meant that many of those furthest from work who may be most likely to benefit from support were also the least likely to access it."

IES/L&W (2022)

Indirect employment created

Data: Number of residents recruited to partners and the supply chain delivering retrofit programmes. These might form part of social value requirements built into procurement processes.⁸

Value: Understand wider impact on retrofit supply chain, enabling partners to take more people centred approaches.

Income generation / earnings

Data: Earnings resulting from employment.

Value: Understand the amount of salary spend benefitting residents and the local economy.

Career development

Data: Resident employees promoted, resident employee retention (length of service), qualifications or training courses completed.

Value: Quality of employment opportunities, role and skills development.

Note: Be careful not to frame career development purely in terms of progression to more senior or managerial positions. For some people it is more about progressing to a role or area of work that holds more interest, or allows them to diversify or deepen particular skills.

Retrofit programme data and feedback

Data: Metrics like tenant satisfaction with retrofit measures and stages (required as a minimum for PAS2035 evaluation) may also be drawn in for insight.

Value: This may highlight improvements in process and outcomes for residents.

Note: Be careful not to infer direct causal links with any resident recruitment unless specifically asking about this in surveys or interviews.

⁸ For more on social value in the supply chain, see the RISE resources in the signposting section.

5. Signposting

[Roadmap of skills for net zero: Competencies for Domestic Retrofit](#). Construction Leadership Council (2024). You may find Part C of this roadmap particularly helpful for the way it identifies core competencies involved in retrofit, and the different levels within these (from 'aware' to 'proficient', and 'expert'.)

[It Stops With Me](#). Australian Human Rights Commission. You may find the questions on this site useful when undertaking reflective practice about how you currently undertake recruitment, and the barriers your residents may face.

[Poplar HARCA - Equality, Diversity and Inclusion strategy](#). Poplar HARCA. An example of a clear and succinct document, outlining their organisational vision, values, strategy outcomes and principles. With links made to their corporate plan, and information shared about how they monitor progress.

[Embedding Equality, Diversity, and Inclusion \(EDI\) in Housing Retrofit Toolkit](#). RISE (2024) A detailed guide about EDI initiatives and their connections to retrofit programmes. This goes wider than recruitment, encompassing resident engagement, social value, procurement, and supply chains.

[Inclusive recruitment: guide for employers](#). Chartered Institute of Personnel and Development (CIPD) (2025): For step-by-step guidance on equality diversity and inclusion, and guidance on role design and job adverts, attracting diverse candidates, application, and selection processes.

[Influence and Scrutiny](#). TPAS (2025): You may find the standard guidance on integrating influence and scrutiny useful when thinking about how your recruitment approach is monitored and built into governance processes.

[Right Here campaign](#) (2025): A campaign led by community leaders and organisers, centred on shifting power to our communities. You may find the case studies, stories, and ideas powerful in helping you go beyond simply listening to what communities need and want, to creating the space for them to lead the change required.

[Social value in the supply chain: advice pack](#) RISE (2025): Introduction on social value, including the different types of social value - inherent, embedded and additional.

[The New Social Value Model and the Procurement Act: A Game Changer for Social Recruitment](#). People Plus (2025): This blog highlights the updated National Policy Procurement Statement (NPPS) and new social value model. This emphasises recruiting from disadvantaged groups and encourages greater levels of transparency from suppliers on how they intend to do so.

[Values based recruitment](#). NHS Employers (2025): You may find the tools and templates on this site useful in shaping a values based recruitment process.

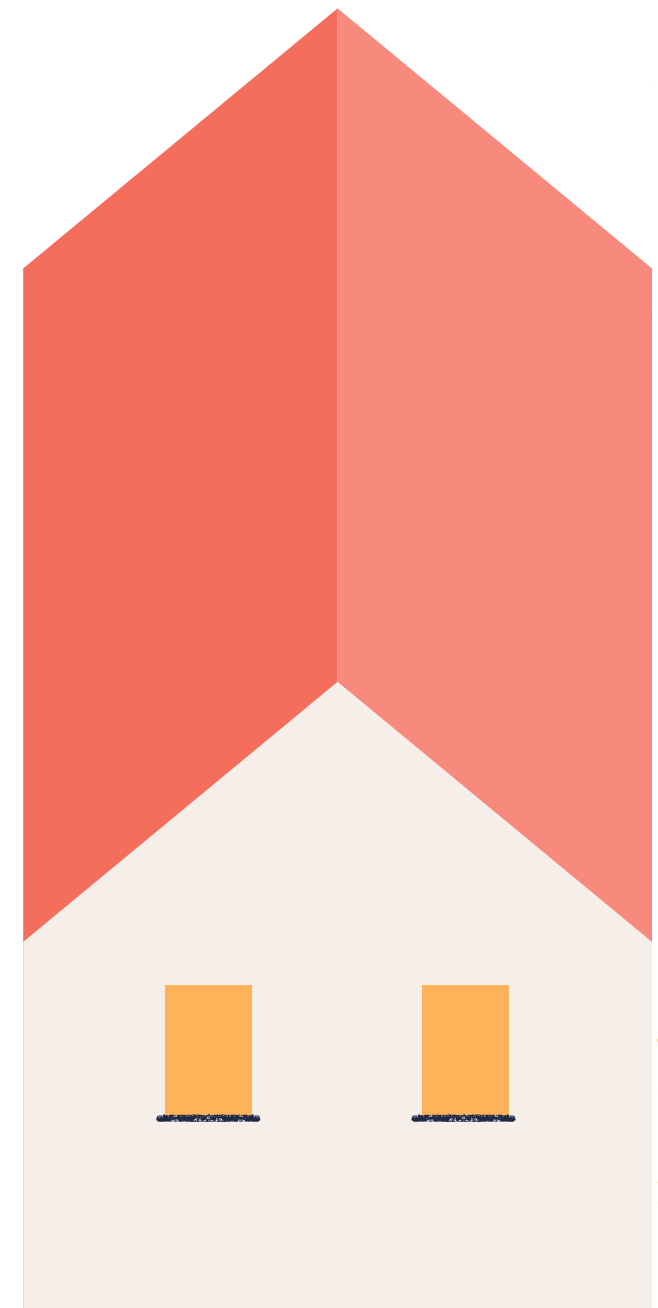
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- Institute for Employment Studies (IES) and Learning and Work Institute (2022) Building opportunity: How social housing can support skills, talent and workforce development. National Housing Federation. [Link](#). [Accessed 9/9/25]
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“All of us are moving towards this more sustainable model – to enable residents to thrive in their homes and lives, we mean sustainable in every single sense: the infrastructure locally of the neighbourhood.. the quality of the homes... [and] sustainability in their finances...and local employment.”

Felicity Maries, Community Development and Careers Manager at Lancaster West.

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Retrofit for All

The case for enabling residents to enter retrofit skills and roles, and inspiration for doing it

A guide for senior managers in registered providers and local authorities

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