Ashden

Greener homes and good local jobs

Procurement guidance for housing associations and local authorities



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Terminology: within this report, the terms 'home decarbonisation' and 'retrofit' are used interchangeably to refer to work to make homes more energy efficient and transitioning from fossil-fuel heating and power to renewable alternatives.

1. Introduction

This guidance is for housing associations and councils delivering home decarbonisation work. It will support them to unlock the power of good social value in procurement, tackling the green construction skills challenge and providing more resilient programme delivery and good local jobs.

The Government's Warm Homes Plan commits £4.4bn by 2030 to decarbonise the homes of up to 5 million low-income households. This funding will be allocated to housing associations and councils, and will require skilled installers of energy efficient measures, low carbon heating and renewables.

At the same time legislative reforms including the Procurement Act (2023) are driving a significant shift towards integrating social value into procurement. Social value refers to the broader outcomes an organisation delivers beyond its core goods or services. This might include creating local jobs, improving environmental outcomes, or supporting community infrastructure.

Housing associations and councils can use social value to look beyond the cheapest price when procuring decarbonisation work and ask suppliers to create local benefits. Benefits such as creating work experience, apprenticeships and upskilling, thus addressing the shortage in skills needed, and meaning the local community have the chance to work on these projects themselves.

Using social value in this way can help protect housing providers from a well-documented construction skills shortage, which is compounded by other demands on the workforce. Among these demands is the government's target of 1.5m new homes, including 300,000 affordable homes, under the Social and Affordable Green Homes Programme (SAHP).

To date, this opportunity has been under-exploited – mainly because of short delivery timescales for retrofit programmes and siloed working, as reported by the National Retrofit Hub and others. The Warm Homes Plan provides greater certainty on funding, allowing publicly-procured programmes to play a greater role in driving the development of homes decarbonisation skills and building strong local supply chains.

There are real benefits for both housing providers and their residents from leveraging employment and skills social value well. Doing so makes retrofit programmes more resilient, as building a stable local skills base reduces vulnerability to national labour shortages or cost spikes. A locally trained workforce familiar with the local housing stock can lower delivery risk and increase quality through less rework and defects. And

local residents can benefit from good-quality local employment that cuts arrears in rent and council tax.

Ashden, working in partnership with EN: Communities, part of the Efficiency North Group, UK Green Building Council and the National Retrofit Hub, has spoken to over 100 retrofit sector practitioners including housing associations and local authorities, contractors and framework providers along with Mayoral Strategic Authorities. These conversations have informed our guidance, and we would like to thank all of those involved (a full list is provided at the end of the document).

Who this guidance is for?

The guidance is for anyone who is involved in procuring and delivering home decarbonisation upgrades, whether grant-funded or not. The guidance aims to break down the silos that exist between programme delivery teams, procurement, and social value managers which can limit jobs and skills outcomes.

While focused on home decarbonisation and renovation, the principles underlying the guidance apply to low-carbon new build, particularly where Modern Methods of Construction and heat pump deployment require adjacent skills.

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2. Key actions for housing associations and councils

1) **Make the case for action to senior decision makers** – show how using the power of procurement to achieve jobs and skills outcomes can help both lower retrofit programme delivery risk and achieve wider goals.

2) **Identify jobs and skills targets to inform your desired social value outcomes** – work in partnership to identify skills gaps in the place(s) where homes decarbonisation work is taking place and design realistic outcomes that are deliverable for the size and length of programme.

3) **Consider options for direct SME procurement** – local SMEs are often best placed to provide meaningful local employment outcomes.

4) **Establish who can help to deliver** – other organisations can help delivery social value outcomes such as training providers, local employability charities, strategic and local authority skills teams and brokerages.

5) **Collaborate from the start** – including market engagement events to set out your social value objectives and establish what is realistically deliverable

6) **Understand what the supply chain can offer beyond the main contractor** – most operatives undertaking retrofit work are employed by sub-contractors – how can they be supported to train and take on more people?

7) **Include social value in contract mobilisation** – make social value a key agenda item for the main contract mobilisation meeting and agree the delivery plan.

8) **Co-ordinate social value delivery using a single named individual** – this person could come from the client, supplier or framework provider – they should be accountable for overall outcomes.

9) **Include social value delivery as part of contract management** – including escalation paths for non-delivery, and ownership by a Board-level social value champion.

3. Why delivering jobs and skills through procurement matters

We face a well-documented shortage of home decarbonisation and core construction skills. In 2025, the construction sector had 140,000 vacancies, with a third of existing workers due to retire by 2035. Communities that Work recently surveyed housing associations about home decarbonisation skills shortages for its report Delivering for our Communities – Green Jobs and Skills in Social Housing. Responses from landlords with a combined portfolio of 800,000 homes highlight major shortages in retrofit coordinators and assessors, heat pump installers, insulation specialists, and multi-trade operatives. There are also not enough carpenters, plumbers and electricians – core trades that are essential for greening homes but are in strong demand across wider construction projects.

Communities that Work highlighted that these skills shortages are impacting on both housing providers' ability to deliver programmes at scale and to draw down on government funding and this was supported by our own interviews with social housing landlords.

Unlike previous short-term, competitive schemes, the government's Warm Homes Plan provides greater certainty: £4.4bn to 2030 in direct capital grants to social housing providers and councils, delivered initially through the Warm Homes Social Housing Fund and Local Grant, and then an integrated scheme for low-income households. The plan (Chapter 6) explicitly encourages grant recipients to support "longer-term commitments in areas such as skills and the creation of good-quality jobs" when using these public funds.

Jobs created by a 3-year, 3,000-home decarbonisation project

Role	Average Full Time Equivalent positions created
Insulation installers (assuming loft or cavity and wall insulation on 10% of homes)	20
Heat pump installers	16
Solar and battery installation on 40% of homes	15
Ventilation installers	6
Window and door installers	9
Site management/clerk of works	3
Surveyors/assessors (PAS2025)	5

Modelling: Ashden, using data from Energy Savings Trust and Federation of Master Builders

3.1 Making the case – why should retrofit commissioners play a role in developing local low carbon skills?

The primary focus for most home decarbonisation programmes is to improve the energy efficiency of homes at the lowest cost, whilst ensuring quality. But using the power of procurement to achieve jobs and skills outcomes can help retrofit commissioners to both lower programme delivery risk and achieve wider goals.

Although social value will be 'priced in' by contractors, the resulting additional cost can be minimised if social value is clear, proportionate and built into competition from the start. Our research in this area has identified multiple benefits, including:

Improved programme resilience. Building a stable local skills base reduces vulnerability to national labour shortages or cost spikes. This is especially critical as multiple large-scale energy transition programmes compete for the same trades such as electric vehicle infrastructure and heat pump installation.

Reduced costs by having a vibrant local supply chain. Importing labour from across the country is often more expensive than using local workers, so investing in the local supply chain can cut the costs of retrofit and renovation projects in the medium term. It may also be quicker to mobilise a local supply chain, helping housing providers to deliver within any grant funding window.

Employment opportunities for local residents. If the shift to greener homes is delivered well, it can create long-term, good-quality jobs rooted in local communities. For many residents, especially those that are facing labour market disadvantages, these opportunities can be life changing. The benefits are well documented: stable work reduces rent arrears and lowers demand for support services.

Local economic multiplier effects. More local employment will increase wider local economic wealth. Many studies show that the multiplier effect of home energy efficiency is significantly higher than other forms of investment such as road, rail or electricity generation infrastructure, with economic benefits likely to be felt in every community.

Greater buy in for retrofit programmes. Persuading residents to engage with retrofit programmes can be challenging particularly if contractor workforces come from outside the area. Trust can be higher if a programme is seen to offer training and job opportunities for local people.

Lower delivery risk and better aftercare. A locally trained workforce familiar with the local housing stock can lower delivery risk and increase quality through less rework and defects, improving programme outcomes. Local, skilled SMEs can also provide better aftercare including maintaining new technologies such as heat pumps.

These benefits extend to contractors as well as commissioners, helping them to secure lower refusal rates, stabilise delivery pipelines, and build a skilled local workforce. Better quality work will also improve contractor margins through reduced rework. A robust regional supply chain supports current retrofit programmes and also positions contractors for future low-carbon work.

Sureserve: skills for solar on social housing in Scotland

Sureserve Energy Services, North Lanarkshire Council and New College Lanarkshire have come together in a partnership that is putting solar panels on social housing – and employing local people to do it.

Launched in September 2025, the partners have created a dedicated solar PV apprenticeship programme that tackles long-term unemployment and the council's decarbonisation targets at the same time. The apprenticeship is particularly innovative, because typically solar panels require both a qualified electrician and a roofing professional to install. The new bespoke apprenticeship blends electrical and roofing skills into a single qualification, enabling just one person to do both these aspects.

To ensure that people with diverse backgrounds benefit, local charity Routes to Work is helping to recruit apprentices – including individuals who have never considered a 'green career' as well as existing electrical apprentices who already have a toolkit of transferrable skills. Partnering with a charity also opens up access to different funding streams, making this apprenticeship route financially sustainable.



Sureserve's apprenticeship brings together roofing and electrical skills.

What makes this model effective is the 5-year contract between Sureserve and the council – North Lanarkshire's council-owned housing stock is the largest in Scotland. The apprenticeship is therefore attractive to learners because there is a guaranteed pipeline of demand for the skills being taught.

> ***'We're not interested in ticking boxes. This is about giving people a real career path; it isn't just about putting panels on roofs. It's about opportunity, legacy, and building a workforce ready for a net zero future.'***
> Dave Black, Head of Operations at Sureserve Energy Services

Once proven in Lanarkshire, the Sureserve Academy is a ready-made avenue for replicating the model across the country with housing association and local authority partners.

3.2 Implications of the Procurement Act (2023)

The Procurement Act (2023) represents a major reform and applies to local authorities and registered providers. Its objectives – maximising public benefit, reducing barriers for SMEs, and increasing transparency – create a stronger legal foundation for social value delivery.

Key enablers include:

- **Most Advantageous Tender (MAT):** emphasises greater weighting of social, environmental and labour factors. Before the Procurement Act (2023), cost was the primary consideration – the 'Most Economically Advantageous Tender'. The cost element now needs to be evaluated alongside other factors.
- **Mandatory KPIs for contracts over £5m:** Key Performance Indicators (KPIs) can explicitly include employment and skills, with public reporting and potential termination for non-performance.
- **Improved market engagement:** An increased emphasis on Preliminary Market Engagement enables commissioners to shape procurements around realistic social value outcomes through feedback from potential suppliers.
- **Reduced SME barriers:** encourages the use of lots (splitting of large contracts into smaller contracts or 'lots'), making requirements proportionate to the scale of the contract, and providing tailored engagement support for local supply chains – these all reduce barriers to SMEs tendering. This is important for skills and jobs as SMEs are the organisations that employ people working on buildings and, with the right support, are well placed to offer meaningful employment outcomes.

Social Value Act and good practice

The Public Services (Social Value) Act (2012) requires only consideration of social value and does not apply directly to housing associations. However, central government good practice, particularly the National Procurement Policy Statement and Procurement Policy Note (PPN) 026 (published 5 August 2026, effective from January 2027) goes further by:

- Requiring a minimum 10% weighting for social value in contracts valued between £1m and £5m, and 20% weighting for contracts valued at £5m or above.
- Mandating that there is at least one social value KPI.
- Defining two outcomes only for social value – Outcome 1: Good Jobs and Outcome 2: Skills, removing broader social value outcomes set out in earlier PPNs.

Whilst requirements are only applicable to central government bodies, they are considered good practice for all social housing providers and local authorities to adhere to.

4. What good social value looks like

Well-designed social value, delivered in partnership with contractors, employability organisations and others can drive meaningful jobs and skills outcomes. This section considers what good social value looks like in relation to home decarbonisation skills, how to embed fair work and the 'enabling infrastructure' to allow social value requirements to be delivered over the life of a contract.

4.1 The right approach for the right project

Good social value should consider a wide range of retrofit skills including retrofit assessment and co-ordination, programme management and customer liaison roles as well as trades roles. Tenants and residents should be involved – they may have particular employment outcomes that they'd like to achieve, such as training to be Resident Liaison Officers. Social value outcomes will depend on the length and size of the contract, but even short contracts should allow for the delivery of training and other employment outcomes.

Short-term contracts: lighter, high-impact interventions

Shorter contracts may not support full apprenticeship cycles but can still deliver creative forms of social value. For example, contractors and commissioners can:

- Fund practical support to help apprentices gain a driving licence or basic employability skills (CV writing, mock interviews).
- Deliver soft-skills workshops for installers — e.g. communicating with older residents or those living with dementia.
- Educate existing resident or tenant liaison officers about the benefits of retrofit to reduce refusal rates and build resident confidence.
- Run awareness sessions on green career pathways so tradespeople can see progression routes (e.g. a plumber training toward heat pump installation).
- Offer toolbox talks – short on-site training sessions to upskill the local supply chain and maintenance teams.
- Deliver masterclasses to local colleges or career talks to schools.

These activities may be smaller in scale but can be transformational for individuals and highly valued by local communities.

Medium-term contracts: collaborative training and targeted reskilling

For contracts running over one to three years, which includes many grant-funded retrofit programmes, further interventions are possible. Commissioners should:

- Offer shared apprenticeships (also known as flexi apprenticeships) such as those provided by BESAS. These enable businesses to contract with apprentices for a flexible fixed period, rather than employing them.
- Include T-Level industry placements, or shorter foundation apprenticeships for young people taking first steps into work.
- Offer apprenticeship units to upskill the supply chain for example the new Solar PV Installation and Maintenance apprenticeship unit.
- Develop bootcamps or condensed training courses for adult learners, providing rapid reskilling and upskilling, especially for retrofit-adjacent roles.

Long-term contracts: strategic, partnership-based skills creation

Long duration (3 years+) combined retrofit and renovation contracts allow commissioners and contractors to take a strategic approach to workforce development. This may include:

- Establishing partnership programmes between the main contractor, supply chain, and client employability teams to deliver apprenticeships and support new entrants in gaining vocational qualifications.
- Embedding retrofit content within existing trade apprenticeships (e.g. upskilling electricians for solar PV and air source heat pump installation).
- Training the client's maintenance teams in retrofit principles to prevent post-installation issues such as blocked vents or removed insulation.

Longer term contracts can generate a sustained pipeline of skilled workers, build trust locally, and improve delivery resilience. A longer contract also offers the best opportunity to provide workers with multiple skills – making them more resilient to changes in demand for particular roles.

There are also opportunities to deliver social value requirements across multiple contracts, so for example, an apprentice could gain experience on a decarbonisation project *and* broader renovation work.

Designing commercially sustainable social value

Whilst commissioner ambitions for social value should be high, it should be acknowledged that margins for contractors are tight, particularly for home decarbonisation work. The right balance should be found between interventions that are costly such as supporting long term unemployed residents vs interventions that are more commercially sustainable such as reducing rework and increasing productivity by upskilling the existing workforce.

An employment and skills social value menu

There is no one-size-fits-all approach to social value. One option to ensure that social value requirements are proportionate to the size, role and capacity of the organisation(s) delivering the work is a 'social value menu'.

A menu would list possible social value outcomes, each of which are weighted. The commissioner can then set clear expectations of the level of social value to be delivered, expressed as a percentage of total costs. Contractors can choose the delivery option from the menu – to ensure ownership – but the client can 'direct' the contractor on its preferred options as well. To avoid potential 'gaming' a menu should set a minimum threshold for employment outcomes and apprenticeships with caps on low effort options.

EN:Procure's ESG (Social Value) Model

EN:Procure's ESG (Social Value) Model is designed to give contractors choice and flexibility around delivery, while maintaining a focus on employment and skills. The menu comprises of eight activity options, each assigned an 'ESG Unit' value. Contractors are required to deliver a minimum of 1 ESG Unit per £50,000 of works awarded. This means that the expected delivery is proportionate to the contract size, while allowing contractors to select options which are realistic given the location and length of the contract, as well as their own capabilities.

The ESG Unit weightings are designed so that the 'easy' options (e.g. education engagement or volunteering) are weighted low (and capped). Therefore, on larger contracts, contractors must engage with higher weighted options (new employment and apprentice opportunities). Across all value contracts, contractors can select to fulfil their obligations via cash donations. These donations are paid to EN:Procure who then divert them to suitable charitable causes agreed by EN:Procure and/or the client. These are mainly employment and skills focused, but could be community focused if desired by the client (such as foodbanks). This maintains focus on employment and skills and ensures the donation option delivers maximum value to the community.

Social value as transformation, not tick-box

Whether the intervention is large or small, social value should focus on human impact over financial metrics. Getting one person into meaningful green employment, inspiring a young resident to enter a trade, or ensuring an operative can communicate effectively with vulnerable tenants – these outcomes all strengthen the long-term success of retrofit programmes.

Social value should include long term outcomes as well as short term outputs – such as sustained employment (6-12 months), wage uplift, progression into skilled roles and retention in the sector.

E.ON/Haig Housing: veterans transition into retrofit careers

Haig Housing is the country's leading provider of housing to armed forces veterans, offering homes at an affordable rent. However, many of these properties were built in the 1930s, 50s and 90s and were due upgrades to make them fit for the future. E.ON was already in the process of improving the energy efficiency of 600 Haig homes, but knew they could deepen their impact through social value.

E.ON decided to partner with Building Heroes – a charity set up to train military veterans in construction skills. In 2024, a five-week intensive training course was launched, aiming to upskill veterans to fill two roles facing shortages in the green economy – Retrofit Surveyors and Retrofit Assessors. To date, 57 veterans have completed the course, securing Level 3 qualifications.

Crucial to success was the provision of wraparound pastoral support for learners. E.ON is optimistic about replicability of the model – geographically and for other demographics like ex-offenders or young people Not in Employment, Education, or Training.

> ***'E.ON takes such pride in building partnerships that deliver real social impact. Collaborating with HAIG Housing and Building Heroes allows us to make meaningful difference – providing veterans and their families with energy efficient homes while creating career opportunities that empower ex-service personnel to thrive in the growing green energy sector.'***
> Ian Cartledge, Business Development Manager at E.ON

Durkan: contractors supporting the supply chain

L&Q is one of the country's leading housing associations. In 2023, it announced a 15-year, £3 billion Major Works Investment Programme. This is one of the largest home improvement schemes in the sector. Durkan is one of nine Tier 1 contractors working to improve properties so that they meet the Decent Homes Standard.

L&Q require contractors *and their supply chain* to offer training schemes. However, many sub-contractors have had poor experiences in the past and are sceptical. Alongside training provider, The Skills Centre and Gement who offer employability support, Durkan have collaboratively designed a training offer that meets the needs of both learners and the supply chain.

Durkan offer a variety of bootcamps focusing on different skills: roofing, fire protection, external repairs, external wall insulation. For example, the roofing bootcamp run in collaboration with London Felt Roofing has run 3 cohorts to date, each with 15 learners. Three individuals have since been taken on as employees at London Felt.

From Durkan's point of view, rapid training-to-employment bootcamps can be more effective than college routes. Smaller SMEs in the supply chain participate when training is short, practical, paid, and tied to real job offers. Durkan's long-term contract with L&Q gives SMEs the security they need to commit to trainees. It is also crucial that the main contractor does not force SMEs into unsupported responsibility when it comes to taking on trainees.

> ***'Training is a gateway into work, not an end point. Bootcamps should feed directly into employment – not stop at pre-employability.'***
> *Jon Howlin, The Skills Centre*



Durkan's offer includes bootcamps on roofing, fire protection, external repairs, and external wall insulation.

Retrofit Balsall Heath: community shaping procurement

Retrofit Balsall Heath is a Birmingham-based community benefit society that started as a small group of volunteers in 2022. Since then, they have worked with Birmingham City Council to increase uptake of government-funded retrofit work. Nearly 700 homes have been upgraded in the densely populated inner-city neighbourhood, with 95% of homes signed up in some streets. Along the way they have involved 23 community groups, hosted Retrofit Iftars, held over 50 energy cafes, and given skills opportunities to residents.

Now, Balsall Heath has been rewarded in the government's new £15bn Warm Homes Plan. With this new funding, a further 525 homes will receive retrofit upgrades by 2028.

The success of Retrofit Balsall Heath is changing how Birmingham City Council does procurement. Community groups present their vision for their own area and are closely involved in drawing up tenders, expressing their preferences about the kinds of contractors coming into their streets and homes. This can make social value responsive to local needs at a very specific level. For instance, upskilling can be targeted at young people and women so they can step into roles like Retrofit Assessor.

Every contractor who bids for work must answer how they would benefit local people and how they would actively work alongside community groups. For example, a Resident Liaison Officer might report to Retrofit Balsall Heath instead of the contractor, or a local installer might be used instead of a bigger company.

4.2 Fair work

Good employment practices make it easier to recruit and retain staff, particularly when there is high competition for good workers.

This is a clear priority for Government – the Warm Homes Plan states "we will ensure that our priorities including fair work, skills and sustainable supply chain requirements are considered by default in commercial contracts and grants". According to the government's Clean Energy Jobs Plan, job quality includes pay and benefits, employment terms and job security, health and safety, barriers to access, voice and representation, job design, nature of work and training and wellbeing.

Construction has historically been identified as a higher-risk sector for labour exploitation and non-compliance with employment regulations, particularly where complex subcontracting chains exist. At a minimum, contractors should be able to show

that their supply chains pay at least the National Minimum Wage, and are compliant with regulations on holiday pay, agency worker rights and labour exploitation.

Many Mayoral Strategic Authorities (MSAs) have looked to strengthen good practice by publishing Fair Work Charters. Charters are voluntary initiatives which set out employment standards for employers, aim to change business practice to deliver good work, and give credit to those employers that adopt them.

Mayor's Good Work Standard

The Mayor's Good Work Standard, from the Mayor of London, sets the benchmark for good employment practice in the capital. It covers fair pay, requiring payment of the London Living Wage, health and wellbeing, skills and progression, diversity, and recruitment.

In 2023, a standard contractual clause was introduced across the GLA Group, mandating new suppliers on specific contracts to start the Good Work Standard accreditation process within an agreed period of contract initiation. This approach could be considered for retrofit projects.

Embedding fair work

Fair work should be embedded throughout procurement – from pre-qualification and tendering to contract management. The Cabinet Office recently published PPN 026: Social Value Model, effective from January 2027, which introduces criteria on fair work, including working conditions during the contract, and fair pay. While PPN 026 is not mandatory for social housing providers, it is a helpful reference point and represents good practice when developing social value requirements in relation to fair work.

As a commissioner of home decarbonisation work you can also:

- Ask contractors to demonstrate how they audit their supply chains.
- Conduct independent audits for larger projects
- Reference local or regional Fair Work Charters in tender documents and weight scoring to favour suppliers who have adopted them.

Framework providers should also consider auditing supply chains as part of pre-qualification.

4.3 The enabling infrastructure for good social value delivery

Delivering employment and skills outcomes depends not just on supplier commitment, but on the availability of local enabling infrastructure. Many suppliers, particularly SMEs, may lack established connections to local candidates, training providers and support organisations. Without this infrastructure, even well-intentioned commitments can be difficult to deliver in practice.

Commissioners can play a critical role in addressing this gap. This may include:

- Leveraging in-house employability teams, particularly where there are existing links to tenants and local residents
- Providing access to candidate referral pipelines and pre-employment support
- Understanding the local training and support system and facilitating engagement for potential suppliers.

In some areas, external brokerage functions exist which bring together employers, training providers and employability organisations. Engaging these organisations early in the procurement process is a key success factor.

Where such infrastructure is limited or fragmented, commissioners may need to take a more active role in coordinating partners or investing in brokerage support.

The role of brokerage services

Brokerage services can play a key role in the delivery of social value, linking people out of employment to training and entry-level roles, and college leavers to work experience, apprenticeships and jobs. Whilst these services are relatively new for the home decarbonisation sector there are some emerging examples.

Liverpool City Region, in partnership with the CITB, has launched a Construction Workforce Development Unit to act as a broker between public authorities, employers and training providers. Green construction skills will be a priority for the unit which will also analyse live data from building sites across the region to pinpoint skills gaps.

Net Zero Careers, operated by GoodPeople, links people to green jobs and to training, working with organisations like the Mace Group, Peabody Housing and Capital City College. This programme has recently expanded from London to the Midlands and the North West.

Brokerage services explained

Brokerage role	Detail
Skills Intelligence	
Identifying skills gaps	Use pipeline information from local housing providers (retrofit and new build) to identify skills gaps for different roles over a range of time horizons, and linking to wider skills intelligence from local and combined authorities.
Monitoring of supply and demand	Regular monitoring and reporting of demand for different types of role, as well as the range of course provision and uptake.
Convening and aggregating	
Upskilling	Aggregate demand from employers so that colleges can run viable cohorts for upskilling courses e.g. gas heating engineer to air source heat pump installer.
Convening smaller landlords	Help smaller landlords to offer a wider range of employment by fostering collaboration between different social landlords (housing associations and local authorities) to create a bigger pipeline of employment opportunities.
Matching	
Reaching people that are out of work	Work with employability charities and DWP Job Centre Plus to link people who are out of work to bootcamps, entry level roles and foundation apprenticeships.
Brokering apprenticeships	Link college leavers to apprenticeships and helping SME employers to manage the bureaucracy around apprenticeships. This could include working with flexi-apprenticeship co-ordinators such as BESAS who employ apprentices and co-ordinate placements. For examples of emerging models see here.
Boosting college tutor knowledge/resources	Match expertise at employers to training providers to facilitate practical masterclasses, and train-the-trainer sessions.
Brokering work experience and career awareness	Link employers to schools and colleges (including careers advisors) to provide work experience and T-Level industry placements. Intermediary organisations like Ashden's Lets Go Zero programme can help with school links.

A brokerage service could help overcome some of the limitations that shorter and/or smaller programmes face in delivering meaningful skills and employment social value, by aggregating and coordinating social value across programmes.

Brokerage services require funding – options include:

- **Payment for the service by larger suppliers.** A well-functioning brokerage could save costs and reduce delivery risk of their social value commitments, so suppliers may be willing to pay.
- **Pooled social value**. Some larger consortia who are co-ordinating delivery on behalf of several housing providers are considering a new 'pooled social value' model. Contractors provide a portion of social value in cash which is then pooled to fund a brokerage service. A variant of this model is for framework providers to require a payment to cover brokerage services as a percentage of contract value.
- **Devolved funding**. Liverpool City Region's Construction Workforce Development Unit is funded from the city region's skills fund and CITB levies – this may provide a model for other areas. Integrated Settlements (multi-year funding from central government) offers another route.

4.4 A co-ordinating role for strategic authorities

Mayoral Strategic Authorities (MSAs) are well placed to align procurement, funding and skills for retrofit within their area. Benefits of an aligned approach to procurement and social value include:

Procurement

- Contractors are more able and willing to engage proactively with requirements when everyone faces the same rules. MSAs could play a role in setting minimum standards around use of Social Value for employment and skills outcomes, informed by the PPN002 social value model, across a greater area than a single local authority.
- Fair work can be promoted by encouraging a consistent approach to supplier pre-qualification and procurement requirements across framework providers operating within the MSA area, supported by a Fair Work Charter.
- A consistent approach and level of expectation can overcome challenges where, otherwise, housing providers who set ambitious social value requirements may face limited supply chain engagement compared with other providers.

Unlocking funding for skills development

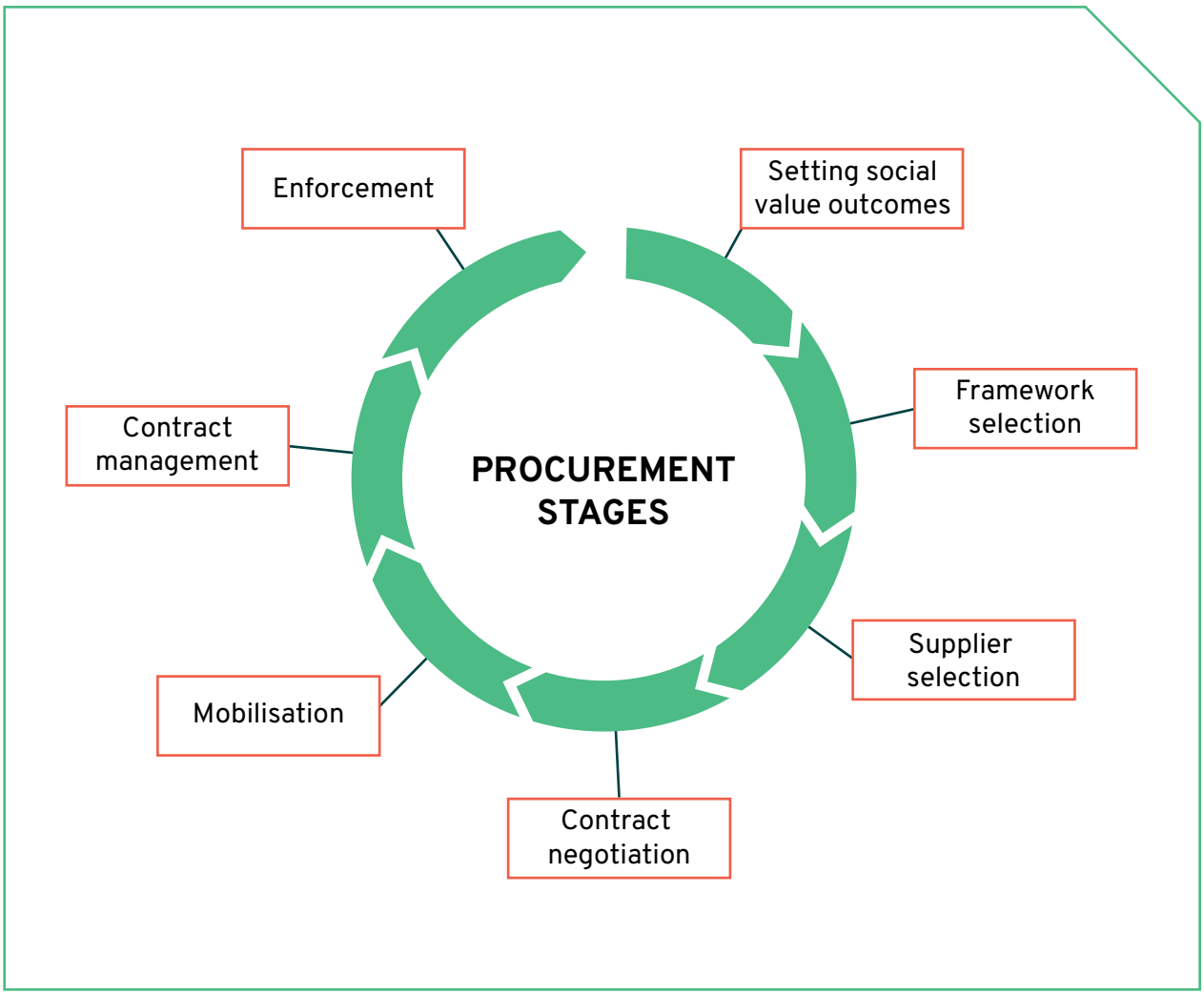
- MSAs can bring in skills funding from government which can be leveraged to deliver greater social value commitments.
- An increasing number of MSAs now have 'Integrated Settlements' which combine different funding streams from central government and provide more flexibility to link delivery of the Warm Homes Plan schemes to skills and jobs outcomes.

Strategic skills intelligence

- Home decarbonisation is just one driver of construction skills demand. MSAs can assess supply and demand across all sectors in their geography, providing useful and timely intelligence for retrofit commissioners and brokerage services. This intelligence should also feed into Local skills improvement plans to inform colleges and training providers of future demand.
- MSAs may also share intelligence about supplier performance on social value to retrofit commissioners in their area.

5. Embedding good employment and skills outcomes throughout the procurement lifecycle

Achieving good jobs and skills outcomes doesn't start at the point of issuing a tender, but much earlier – when a home upgrade programme is being designed. This section offers guidance for each stage of the procurement lifecycle.



Commissioner playbook for each stage of the procurement lifecycle

Pre-procurement	Identify jobs and skills targets informed by existing knowledge of skills gaps, regional skills intelligence, training provision and your future project pipeline.
	Consider options for direct SME procurement as they are often best placed to provide meaningful local employment outcomes.
Framework selection	If using a framework, determine how the framework provider can help you to deliver social value outcomes.
Supplier selection	Hold market engagement events to set out your social value objectives and establish what is realistically deliverable.
	When evaluating tender responses, assess the ability of the supplier to deliver your social value requirements based on evidenced experience.
Contract negotiation	Include a social value schedule with interventions that are Specific, Measurable, Achievable, Realistic and Time-bound (SMART).
	Set out governance including escalation paths for non-delivery.
Mobilisation and early delivery	Make social value a key agenda item for the main contract mobilisation meeting – social value must sit inside delivery, not alongside it
	Assign a single named individual from the client, supplier or framework provider to be accountable for overall outcomes.
Contract management	Include monitoring and evaluation of social value outcomes as part of core contract performance, included in each regular contract management meeting.
Enforcement	Use staged enforcement rather than all-or-nothing penalties, with ownership by a board-level social value champion.

5.1 Setting jobs and skills outcome targets

Before starting procurement, asset managers responsible for programme delivery should identify the jobs and skills targets most suitable for the area where home decarbonisation is taking place. This will require internal discussion with social value managers and employability teams (where they exist), and may require co-ordination with other organisations including local and regional authorities, other housing providers, and local training providers.

Jobs and skills targets, including the types of skills to prioritise, will be informed by:

- Existing knowledge of local skills gaps including in your own property maintenance teams
- Skills and jobs intelligence from your local or regional authority
- An understanding of what training provision exists in the local area
- Your future project pipeline.

Armed with this knowledge, the next step is to consider how the social value outcomes can be delivered. Questions you might ask are:

- Is there any skills funding that you could leverage, e.g. from local or regional authorities?
- What partners could help – e.g. employability charities, colleges or brokerage services?
- What is realistically deliverable in the timescale of the programme, and how much time do suppliers need to prepare to meet your requirements?

Although a large contractor will often be a good choice for delivering a retrofit project, it is worth considering opportunities for direct contracting of SMEs as well as use of your own Direct Labour Organisation or property maintenance team, as these are well placed to deliver local skills and jobs outcomes.

Using local SMEs

Local SMEs are embedded in local communities, and often best placed to deliver meaningful local employment outcomes. You may want to carve out specific lots for SMEs – for example upgrades that require knowledge of the local building archetypes. Direct SME procurement also offers the potential to reduce costs by shortening the supply chain and eliminating sub-contracting margins.

One option on longer programmes is to set a target of increasing the proportion of work undertaken by local SMEs. The be:ONE partnership in the North East offers a good example of this approach: led by Believe Housing, be:ONE brings together RE:GEN North East as the main contractor and three SME delivery partners to deliver upgrades to 5,600 homes over four years. Believe Housing has specified that a greater proportion of the work is allocated to the SME partners by RE:GEN as the contract progresses. This partnership also allows apprentices to move between the SMEs, as they are employed by RE:GEN who can sub-contract them out.

Another innovative approach to securing local employment was taken by Stockport Homes. They turned traditional construction procurement on its head, by purchasing both training and construction outcomes, rather than adding in a social value clause. By procuring ‘works and training organisation’ B4Box directly, and offering them a long-term 5 year contract, Stockport Homes secured long-term employment for local



Stockport Homes has purchased training and construction outcomes from the same provider.

residents. B4Box has combined multi-trade skills training, such as joinery, plastering, tiling and roofing with the delivery of these services.

The role of Direct Labour Organisations (DLOs)

Where there is a significant pipeline of retrofit work, it may be worth training directly employed property maintenance teams to undertake some installation work. Berneslai Homes in Yorkshire has trained up its DLO in battery installation, and Waltham Forest Council has set up its own retrofit company, KanopiWorks. This approach also enables better after-care of retrofit measures.

5.2 Framework selection and engagement

In many cases, housing associations and local authorities procure retrofit work and planned maintenance work using frameworks, where suppliers are pre-qualified for inclusion. Some larger housing associations will run their own frameworks, whilst other commissioners will use procurement bodies like Efficiency North, Fusion 21 or LHC who run various frameworks and dynamic purchasing schemes (similar to frameworks but with more flexibility on adding new suppliers). Some housing associations and local authorities will either procure directly or use their Direct Labour Organisation to undertake work.

If using a framework, your choice of framework provider will be based on many factors including which contractors are included on the framework, the geography covered, the service offered and cost. Framework providers also vary widely on their support for delivering social value. Some are 'access only' and low cost, providing access to contractors but little additional support. Others will offer high levels of support, either 'as standard' or available as extra chargeable services.

When to use different types of framework provider

Provider type	Context
Access-only, no social value support	Short, low value contract, and/or strong in-house social value and employability teams
Full service with help to design, deliver and monitor social value	Longer, higher value, more complex contracts and/or limited in-house social value resource

A few of the larger framework providers, such as Efficiency North and Fusion 21, explicitly encourage contractors to deliver a minimum percentage of contract value in jobs and skills social value. They may offer a menu of flexible choices (see Section 3).

Questions to ask your framework provider

- Do you define a menu of allowable social value outcomes that must be selected at call-off stage?
- Do you require suppliers to agree in advance to deliver locally defined, quantified outcomes where requested?
- How do you ensure that suppliers will enforce fair working practices throughout their supply chain?

5.3 Supplier selection – market engagement and tender creation

There are different options for supplier selection for your retrofit programme. A social housing provider may run an open procurement, or if the contract size is 'below threshold' (threshold amounts are defined in the Procurement Act 2023) the bidding process can be limited to local suppliers. It is also possible to use a dynamic purchasing system – for example Plymouth City Council have procured Plymouth Energy Community to set up and manage a DPS for energy efficiency works. This system is used to secure, vet and and upskill local contractors.

Alternatively, if you are working with a framework, you can select a pre-qualified supplier by direct award or by running a mini-competition open to pre-qualified suppliers only. Historically, short grant-funded retrofit programmes (such as those delivered through the Social Housing Decarbonisation Fund) have often procured

through direct award due to short delivery timescales. However, a longer term ‘renovation and retrofit’ programme may warrant a mini-competition.

A market engagement or ‘meet the buyer’ event is a good opportunity to set out your objectives for employment and skills social value. The event will also allow you to hear from suppliers on what is realistically achievable. At the event, you’ll want to discuss delivery approaches including how your own team can help and set out monitoring approaches. This is also the time to set clear expectations on the responsibility of Tier 1 contractors to support social value delivery across their supply chains.

For procurement targeted at SMEs, market engagement is particularly important as smaller suppliers will have less experience of delivering social value. You can find a good market engagement checklist in our checklists at the end of this resource.

The tender document and evaluation of responses

Once you have an agreed set of social value objectives, you can draft social value questions for the tender. The PPN 026 Social Value Model is a useful reference for the types of question to ask in the tender – from Autumn 2026 it includes model questions and a menu of social value award criteria and sub-criteria which contribute to the two outcomes of 1. Good Jobs and 2. Skills. These can be tailored to your own objectives.

It is important to set out in the tender how social value will be monitored, including penalties for non-delivery.

When evaluating tender responses, it is important to assess the ability of the supplier to deliver your social value requirements and reward the following:

- A concrete, contract-specific plan that addresses your social value intentions
- Examples of where the supplier has delivered similar employment and skills interventions including demonstrated impact with long-term tracking of beneficiaries
- Examples of where the supplier has supported local SMEs to increase skills and create jobs
- Evidence of long-term workforce development plans.

Unlike with competitive tendering, for procurement via a direct award, the contract negotiations are the first opportunity to agree social value commitments.

5.4 Contract negotiation

A social value schedule setting out when KPIs will be achieved should be included in the contract and will form part of negotiations with the supplier. For multi-year and high value contracts, contract negotiation meetings should include the chosen supplier and their sub-contractors so that realistic social value in relation to jobs and skills can be agreed.

Too often, social value is agreed in silos – between client and supplier social value managers, rather than the wider programme delivery team. The earlier key actors are 'in the room' the better the social value outcomes. Both client and supplier programme delivery managers should take a leading role, alongside employability teams, training providers and any voluntary sector organisations who can provide access to target groups.

A full checklist of responsibilities at contract negotiation stage can be found in the Useful Checklists section.

The social value schedule should include interventions that are Specific, Measurable, Achievable, Realistic and Time-bound (SMART).

Example Social Value Schedule

- Create apprenticeships: Recruit and retain 6 construction or building services apprentices (minimum 12-month placements, Level 2–3) from the local authority area, with at least 30% from priority groups (NEET, care leavers, or unemployed 6+ months), by month 6 of the contract across the supply chain
- Work experience: Provide 20 two-week work experience placements for local 16–24-yearolds across site operations, and surveying, achieving at least 80% completion and feedback scores averaging 4/5, within the first contract year.
- Accredited training: Deliver 200 learner-hours of accredited retrofit training (e.g. PAS 2030/2035 awareness, NVQ units) to SMEs in the supply chain, with 75% achieving certification by month 9.
- Upskilling your workforce: Put 10 existing employees (including from SMEs in the supply chain) through heat-pump or insulation installer accreditation (MCS/PAS aligned), with 90% pass rate, completed within 10 months.
- Secure sustained employment (6–12 months) for 5 workers from the local authority area.

The contract should include a KPI that specifies regular Social Value reporting – both on time and with evidence. The contract should clearly state any penalties for missing the KPI such as withholding a portion of the payment or varying the contract.

The contract should also include provisions on governance, including on the escalation path for non-delivery and executive level accountability.

5.5 Mobilisation and early delivery

Social value delivery should be a key agenda item for the main contract mobilisation meeting – social value must sit inside delivery, not alongside it. At this stage, partners should translate the contract social value schedule into clear tasks that are included in the main programme plan and operational KPIs. If social value isn't in the programme plan then it won't be delivered.

This should include confirming roles and responsibilities, delivery timelines, supply chain contributions, and candidate referral routes. Early engagement between client and supplier is critical to ensure commitments move quickly from agreement into delivery. A mobilisation meeting is also an opportunity to identify any additional partners you may not have included at the contract negotiation stage. For example, if you are intending to use a local or regional brokerage service, a mobilisation meeting provides a good opportunity to confirm their role and your expectations as a client.

Where a Tier 1 contractor has been procured, the mobilisation stage is also the time to agree how social value will be delivered across the supply chain ensuring that interventions benefit sub-contractors, e.g. by providing them with accreditations or upskilling opportunities.

A key success factor at this stage is clear ownership. While multiple partners will contribute, delivery is significantly more effective where a single named individual from the client, supplier or framework provider is accountable for overall outcomes.

This individual should:

- Take responsibility for coordinating delivery across client, contractor and supply chain
- Monitor progress against agreed commitments
- Identify and resolve delivery challenges (e.g. delays, lack of candidates, supply chain disengagement)
- Convene partners (e.g. employability organisations or training providers) as needed to maintain momentum.

Without clear ownership, responsibility can become diluted and commitments risk slipping. The accountable lead is typically the client's social value lead or a framework provider representative, but in some cases may sit with the main contractor. The key requirement is that accountability is explicitly agreed, visible to all parties, and supported with sufficient authority and resource to drive delivery.

Successful delivery of social value is far more likely when, in addition to a clear overall owner of social value across the project, both commissioner and supplier have a board-level champion. These champions should be prepared to break down silos, enforce accountability and prevent dilution of commitments.

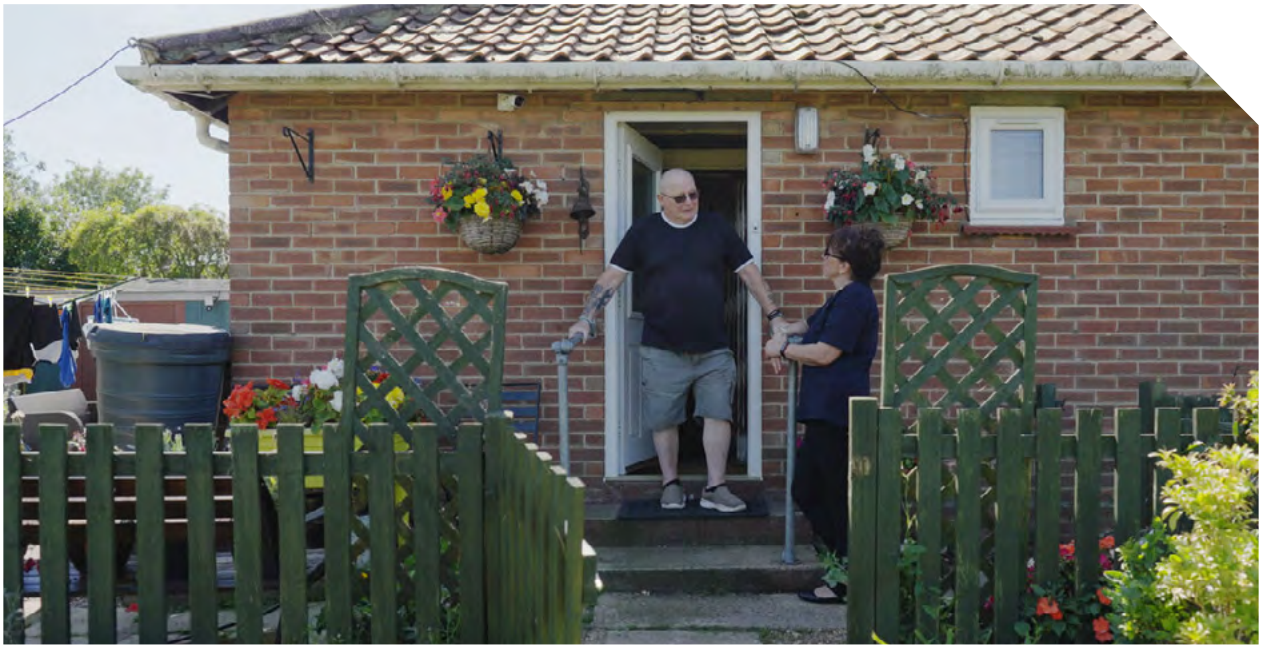
5.6 Contract management and performance

Monitoring and evaluation of social value outcomes should be part of core contract performance, included in each regular contract management meeting as a standing agenda item, with enough time allocated to discuss progress and any issues arising. You may need additional review meetings with partners such as training providers or brokerage services.

Checklist 3 sets out roles and responsibilities at contract management stage.

Commissioners are likely to be using a social value reporting tool – either externally provided such as the Social Value Portal, Impact Reporting or HACT's Social Value Insight – or an in-house tool. Regardless of the tool used, there are useful principles to follow when specifying social value reporting requirements:

- Keep reporting simple, so that smaller contractors are not overwhelmed.
- Actively manage performance rather than treating social value as "self-reporting".
- Treat qualitative measures as equally important as quantitative measures – these are often better captured through review meetings rather than a reporting tool.
- Talk to the people and communities that the social value is designed to benefit – their feedback is crucial.
- Allow for flexibility – things will change during the contract, particularly if it is long (2 years or more).
- Use contract extensions, future direct awards and framework performance reviews as incentives for delivery.



Tenant Robert Ingram, whose retrofit was supported by HACT's social value tool.

5.7 Enforcement

Compliance with jobs and skills requirements improves when they are clearly defined, built into the contract, and supported by regular monitoring. When enforcement is necessary, contract managers are far more effective if senior leaders genuinely back the social value agenda rather than treating it as a formality.

Staged enforcement is likely to work better than all-or-nothing penalties – from soft warnings and support, through to withholding a portion of payment to contract variation. There may be good reason for under-delivery requiring social value expectations to be flexed.

Framework providers should be regularly monitoring their suppliers and can play a key role in enforcement, particularly if a supplier is not performing across one or more contracts. Social housing and framework providers can offer quarterly random audits to validate employment and training claims. A 'social value' league table could also increase transparency if devised appropriately.

Efficiency North: Accelerating real green jobs in Leeds

Leeds City Council's commitment to upgrade homes under Warm Homes Wave 3 created a window of opportunity – local, city-wide demand for specific skills. The council chose Efficiency North's procurement arm, EN:Procure, as a partner because of its experience embedding social value within procurement frameworks.

The framework requires the contractor to commit 1% of the contract value to provide a range of employment and skills outcomes based upon a menu of options.

Efficiency North had developed a skills programme called "Real Green Jobs Accelerator", designed to make social value everybody's responsibility – joining up recruitment, work experience, training and employment. When Leeds City Council appointed Equans as main contractor they agreed as part of their social value commitment to deliver the work experience components of this programme.

The programme was launched in January 2026, with an 8-week training course balancing the quality of learner experience with industry requirements. Trainees are recruited via the Department for Work and Pensions and further education colleges and then undergo a 2-week orientation period. Trainees receive employability support as well as their own Construction Skills Certification Scheme card and PPE – removing major common barriers for new entrants to construction.

Trainees then go through 6 weeks of blended training on External Wall Insulation. Their weeks are split between working on specialist 'practice' walls and equipment provided by Wetherby Wall Systems and Jewson Partnership Solutions, but also on real homes. Close involvement of Leeds College of Building who developed the EWI course resulted in this mix of theoretical knowledge with practical experience.

Upon completion, trainees came away with an External Wall Insulation installation certificate, Construction Skills Certification Scheme (CSCS) card, health & safety awareness, and manual handling training – making them far more attractive to prospective employers. A 6-month period of post-programme support aims to match trainees with local employment gaps.

The first two cohorts trained 18 trainees, who received 84 hours of structured EWI training. 4 are now in paid employment. More cohorts are planned into 2026/27 and there are aspirations to formalise the Leeds College of Building qualification to get it recognised as industry standard.

The Efficiency North approach delivers the following benefits to stakeholders:

- Host contractor: delivery of social value commitments and an opportunity at making transformative change for some trainees.
- Trade contractor: new candidates for employment, better able to meet demand.
- EWI systems provider: better trained and qualified tradespeople mitigates non-compliant works.
- Training provider: delivery of their purpose and additional income.
- Learner: pathway to a well-paid job.



The Real Green Jobs Accelerator joins up recruitment, work experience, training and employment.

Checklists, references and further information



Works and training organisation B4Box secured an Ashden Award in 2022. Their win recognised the power of innovative procurement approaches.

Checklist 1: Setting out your social value intentions during market engagement

Strategic priorities

- Who are the priority beneficiaries (e.g. estate residents, Direct Labour Organisation staff, NEETs)?
- Are there particular skills, trades or career pathways you are seeking to develop?
- What types of outcomes are most valued (e.g. sustained employment, apprenticeships, upskilling existing workforce)?

Level of ambition

- What level of ambition is expected relative to the contract (e.g. minimum expectations or benchmarks)?
- Are there any specific requirements (e.g. apprenticeships, work placements, new entrants)?

Delivery approach

- What opportunities are likely to arise within the contract to support jobs and skills (e.g. work experience, entry-level roles)?
- How can your own team (e.g. employability staff) support engagement, recruitment and retention? This will be particularly important for SME suppliers.
- Are there specific training providers or partners you would like suppliers to work with?
- What are your expectations regarding supply chain involvement in delivery?

Assessment and accountability

- How will social value be evaluated as part of the tender process (e.g. weighting, scoring approach)?
- What does a strong and credible response look like?
- How will delivery be monitored and managed post-award?

Partnership working

- Are there opportunities to work with tenant or community organisations?
- Are there expectations around collaboration with local partners or other programmes?

Impact and learning

- How do you intend to track outcomes and follow up with beneficiaries over time?
- Are there any wider social value or place-based objectives suppliers should be aware of?

Checklist 2: Roles and responsibilities at contract negotiation stage

Role	Responsibilities
Programme delivery managers (client and supplier)	Identify where in the programme there are realistic opportunities for jobs, apprenticeships and work placements (based on volumes, phasing and geography). Ensure commitments align with delivery timelines and operational constraints.
Social value lead (client) and/or framework provider	Set expectations for jobs and skills outcomes (targets, priority groups and reporting). Ensure alignment with organisational strategy and framework requirements. Support negotiation of measurable and enforceable commitments.
Employability team (client)	Provide insight on local labour market and priority cohorts. Confirm candidate pipelines and wraparound support available (e.g. training, pastoral support). Ensure commitments are realistic and linked to existing provision.
Social value lead (main contractor)	Translate targets into deliverable actions. Engage internal teams and supply chain to validate commitments. Propose delivery mechanisms (e.g. apprenticeships, upskilling, work placements).
Supply chain representatives	Identify specific roles and entry points within subcontract packages. Confirm capacity to deliver opportunities. Flag constraints (e.g. short programme durations, accreditation requirements) and suggest alternatives.
Commercial / procurement leads (client and supplier)	Ensure social value commitments are contractually robust (e.g. clearly defined KPIs, linked to payment mechanisms where appropriate). Avoid vague or non-enforceable wording.
Asset management / pipeline planning team (client)	Provide visibility on long-term pipeline of works. Help structure commitments that are sustained across multiple phases/contracts rather than short-term or one-off.
Training providers / colleges / intermediaries	Advise on training pathways, accreditation requirements and lead-in times. Ensure alignment between job roles and available training provision. Help avoid commitments that cannot be supported locally.
Local authority / combined authority (where relevant)	Align with local skills strategies, funding opportunities (e.g. adult education budgets), and employment programmes. Support coordination across projects in the area.
Tenant / resident engagement team (client)	Identify opportunities for tenant access to jobs and training. Ensure commitments reflect resident priorities and are communicated appropriately.
SME / VCSE partners (delivery or referral organisations)	Provide access to priority groups and specialist support (e.g. disadvantaged residents). Help design inclusive pathways into employment.

Checklist 3: Key responsibilities at contract management stage

Role	Responsibilities
Programme delivery managers (client and supplier)	Ensure social value activities are integrated into live programme delivery (e.g. site access for placements, timing of roles). Flag risks early (e.g. programme delays affecting opportunities).
Social value lead (client) and/or framework provider	Oversee overall performance against jobs and skills commitments. Convene regular review meetings. Challenge underperformance and support problem-solving. Ensure reporting is robust and consistent.
Employability team (client)	Manage candidate pipeline and referrals. Provide ongoing support to participants (e.g. mentoring, retention support). Adjust approach if certain groups are not being reached.
Social value lead (main contractor)	Coordinate delivery across internal teams and supply chain. Track progress against targets. Ensure site teams are engaged and aware of commitments.
Supply chain representatives	Deliver agreed opportunities (jobs, apprenticeships, placements). Report progress and issues. Engage with candidate referrals and provide feedback on suitability and support needs.
Commercial / contract management leads	Monitor performance against contractual commitments. Apply incentives or remedies where appropriate. Ensure social value remains a contractual priority, not optional.
Asset management / client pipeline team	Maintain visibility of future work to sustain opportunities. Help transition individuals into ongoing employment beyond initial placements.
Training providers / colleges / intermediaries	Deliver training and qualifications. Adapt provision where needed based on employer feedback. Support progression pathways.
Local authority / combined authority	Align delivery with wider local employment and skills initiatives. Support coordination and brokerage, removing barriers where possible.
Tenant / resident engagement team	Promote opportunities to residents. Gather feedback on accessibility and impact. Help ensure commitments are reaching intended beneficiaries.
SME / VCSE partners	Support engagement with priority groups. Provide specialist support to improve access, retention and progression.

Useful references and further information

Report: Delivering for our Communities: Green Jobs and Skills in Social Housing
Communities that Work (2026)

Guidance on making the case for enabling residents to enter retrofit skills and roles: Tenant Recruitment Toolkit for Social Housing | Carbon Co-op (2025)

Useful procurement resources: *RISE (Retrofit Information, Support & Expertise)*

Shared construction apprenticeships: *BESAS*

Social value resources including the Social Value Bank: HACT

Social Value measurement portals: Social Value Portal, Thrive, Impact, Social Value Engine

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- Clarion Housing
- Connect Housing
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- Durkan
- East Midlands Combined Counties Authority
- Ecogee
- Efficiency North
- Enfield Council
- E:ON
- Equans
- Evolve Home Energy Solutions
- Fusion 21
- Futureproof Cumbria
- Greater Manchester Combined Authority
- Historic England
- Hopwood Foundation
- Incommunities
- Instagroup
- Insulation Assurance Authority
- Kingston Borough Council
- Liverpool City Region Combined Authority
- LMF Energy Services
- Midlands Net Zero Hub
- Morgan Sindall
- Muir Group Housing
- Metropolitan Thames Valley Housing
- Next Energy
- Nottingham Trent University
- Plus Dane Housing
- RE:GEN
- Retrofit Balsall Heath
- Rykneld Homes
- Sheffield City Council
- Solihull MBC
- South East London Community Energy
- South West Net Zero Hub
- Sureserve
- Torus
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