RISE | Retrofit information, support & expertise

Embedding Equality, Diversity, and Inclusion (EDI) in Housing Retrofit

Toolkit

July 2024

Contents

Summary

Equality, diversity, and inclusion (EDI) are three closely linked values that enable us to be supportive to the needs of different groups of people, including those with protected characteristics as defined by the Equalities Act 2010. For the purpose of this toolkit, we are adopting Re-engage's definition on equality, diversity, and inclusion as:

Equality means offering the same rights and opportunities to all people.

Diversity is understanding that each person is unique. It means embracing people's differences, including their beliefs, abilities, preferences, backgrounds, values, and identities.

Inclusion means that all people, without exception, have the right to be included, respected, and appreciated as valuable members of the community.

There is a lack of EDI in the housing retrofit, construction, and sustainability sectors. Consideration of EDI is essential to attract diverse talent to organisations working on retrofit, cater to diverse needs of residents from different backgrounds, and ensure effective solutions to complex challenges impacting social housing resident's lives. Opinions and needs of residents must be reflected in the decisions made when retrofitting their homes. Housing providers should take a systematic approach to ensure all stages of the retrofit process have considered key EDI issues including resident engagement, social value and project selection, procurement, and embedding EDI within workplace culture.

Who should use the toolkit?

This EDI toolkit has been designed specifically to help Registered Providers of social housing (RPs) and local authorities (LAs), and other stakeholders involved with the development and delivery of housing retrofit with the following:

- The design and delivery of their retrofit projects
- Equality, diversity, and inclusion (EDI) within their organisation
- Social value generated through retrofit projects

How should you use the toolkit?

Use the toolkit along your full retrofit project journey, starting from the project selection and planning stage up until project completion and handover.

The toolkit provides guidance on how to improve EDI in retrofit projects by considering best practices in the workplace, resident engagement, procurement and supply chain, and project selection processes. Use the advice in the toolkit

and the maturity assessment tool to establish your baseline and develop your EDI strategy for your retrofit projects. The toolkit and case studies can help you set clear targets and strategies for monitoring and measuring your progress.

The toolkit is designed to be applicable across all regions in England. Each retrofit project and each location within your project will have its own EDI considerations and specific requirements to be addressed.

Recommended Process

- Read the information in Levels 1 and 2 to understand the toolkit basics
- Access useful resource links for further information

Level 1 – Introduction to EDI in retrofit

Why is EDI in retrofit important?

Headline data from the construction sector reveals a lack of representation from certain groups compared to the general population. The Chartered Institute of Building (CIOB) estimates that the construction workforce consists of 15% women, 6% from ethnic minorities, and 6% disabled people, compared to the general population of 51%, 17% and 22% respectively.

- **Disability**: Disabled people are disproportionately under-represented, making up just 9% of the workforce compared to 24% of the population
- **Gender**: The HA workforce has a higher proportion of females than the general population, with 54% identifying as women. However, there is an overrepresentation of men at an executive (53%) and board (56%) level
- **Ethnicity**: Compared to the general population, the HA sector has good representation of different ethnicities, with 81% being White which mirrors the population. Of the different ethnicities, the HA workforce has almost twice the representation of Black ethnic groups and half that of Asian ethnic groups, compared to the population. However, this representation does not extend to the executive level, with 90% of executives being White
- **LGBTQ+**: The workforce is representative of the general population in terms of sexual orientation, and at executive level there is a greater representation of people who identify as LGBTQ+, compared to the population. 0.79% of the workforce identify as trans compared to an estimate of 1% in the population,1 with 0% of board or executive members doing so
- **Age**: The workforce in the HA sector is more middle aged than the population, with an overrepresentation of people aged 45-55 (24% in the workforce compared to 16% in the population), 55-64 (22% workforce, 15% population), and underrepresentation of 16-24 (6% workforce, 14% population) and 65+ (4% workforce, 21% population)

In 2023 the National Housing Federation (NHF) published a report looking into EDI of the Housing Association (HA) workforce, following extensive data collection of the workforce demographics compared to the general population. Here are some of the headline statistics covering a range of protected characteristics:

These statistics highlight that the makeup of the workforce doesn't always represent the communities it is aiming to serve, especially at an executive level.

Without a strong EDI presence in the housing retrofit sector, we run the risk of hearing limited opinions and a lack of creative solutions to complex challenges,

impacting potentially vulnerable people's lives. With Government showing that fuel poverty rates in social housing are at 14.9%, we need the voices of the people living in social housing, and in particular those in fuel poverty, to be reflected in the decisions made when retrofitting their homes.

Research has also shown that diverse workplaces enjoy a higher employee satisfaction and greater overall financial performance. Therefore Registered Providers (RPs), Local Authorities (LAs), and residents living in social homes and low-income households all stand to benefit from an embedded culture of EDI within the housing retrofit sector.

EDI policy context

To promote EDI and ensure there is no discrimination, the legislation governing all sectors in England, including construction and housing sectors, is presented below:

- Equality Act 2010: This is the main legislation which underpins anti-discrimination in the UK. It indicates where people are legally protected from discrimination and what actions people can take if they feel they've been unfairly discriminated against. The following are legally **protected characteristics** as defined in the Equality Act 2010:

Age	Race
Disability	Religion or belief
Gender reassignment	Sex
Marriage and civil partnership	Sexual orientation
Pregnancy and maternity	

- <u>Public Sector Equality Duty 2011</u>: The Equality Act says public authorities must consider how their policies, decisions, and services affect individuals with protected characteristics. It requires public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty; and to set themselves specific, measurable equality objectives.
- <u>Equality Framework for Local Government:</u> This framework helps local councils to meet their obligations under the Equality Act 2010 including the Public Sector Equality Duty.
- <u>The Resident Involvement and Empowerment Standard:</u> This standard sets expectations for RPs to provide choices, information and communication that is appropriate to the diverse needs of their residents. This includes a clear approach to complaints, and opportunities for residents to have influence and be involved in decisions directly impacting them.

Challenges & Solutions

This section summaries some key challenges and solutions to embedding EDI into retrofit.

Theme	Challenges	Solutions
Project Selection and Data Collection	• Obtaining good quality and up to date data, particularly where there is high turnover of staff in organisations and residents in homes • Employees may be sensitive about sharing their personal data making it difficult to understand the make-up of your organisation and monitor EDI progress • Potential GDPR issues with collecting, storing, and handling EDI data	• Implement an EDI data collection and management strategy and governance framework to ensure accuracy and regular maintenance of data. Regular data quality checks and GDPR compliance is essential for improving data quality • Establish EDI and social value baselines to measure and track progress against strategic aims
Resident Engagement	• Residents may be sensitive about sharing their personal data. This can make it difficult to tailor your resident engagement approach to residents' needs • Vulnerable residents may be hesitant to provide access for invasive retrofit measures in their homes and will require additional support throughout the retrofit process • Ensuring adjustments are made to all processes to address the diverse requirements of residents and employees can be a challenge	• Develop a good relationship with residents utilising a single point of contact to build trust • Develop an understanding of the range of resident and community needs and values and ensure they are widely communicated within your organisation • Develop and implement a resident engagement strategy that caters to your residents' diverse needs and requirements

Procurement	• Lack of EDI awareness and understanding among residents, employees, and supply chain. This can lead to a reluctance to discuss EDI openly and address it head on	• Communicating your EDI standards and social value ambitions to your supply chain early in the procurement process will help ensure your contractors are aligned with your goals and scope for your retrofit projects
Workplaces	• Lack of EDI awareness across organisations, including hiring teams. • Employees may be hesitant to share personal data making it difficult to set your EDI baseline for employees	• Deliver mandatory training and upskilling to ensure employees understand EDI and their behaviours are aligned with your organisation's mission, vision, and values • Build EDI into your hiring practices, incorporating the organisation's core values • Communicate reasons for collecting EDI data clearly and transparently. Consider utilising an external organisation to create an added layer of impartiality

How to identify your EDI retrofit ambition within your organisation?

To ensure EDI is successfully embedded throughout your retrofit programme, RPs and LAs need to consider how EDI aligns with their retrofit goals and organisational culture. The EDI maturity assessment tool is provided to help baseline your organisations current EDI capabilities.

This information can then be used to understand where to target resources and efforts to improve across areas of: governance, resident engagement, project selection, procurement and supply chain, workplaces, and collecting and handling of EDI data.

EDI Maturity Assessment Tool

EDI in Retrofit Maturity Assessment Considerations	
Governance	**Y/N**
Do you have an established governance structure in place for EDI in your retrofit projects?	
Do you have an EDI strategy which is embedded in the organisation's core values, with a programme-specific strategy drawn up for each retrofit programme?	
Do you have a well-established process in place to implement the EDI strategy in the organisation and retrofit projects specifically?	
Do you have full buy-in from board/senior members within the organisation for EDI initiatives, strategy, and policies?	
Does your organisation have EDI Champions to promote EDI to ensure best practice?	
Are your senior stakeholders experienced with EDI and are they aware of your processes to achieve EDI targets/goals?	
Resident engagement	**Y/N**
Do you have a consistent resident engagement approach and culture throughout the organisation aligned with your EDI strategy and applied to retrofit projects specifically?	
Do you monitor your resident satisfaction with the retrofit process, particularly among groups with protected characteristics?	
Do you monitor resident drop-out from retrofit programmes, particularly among groups with protected characteristics?	
Are your staff trained and experienced in engaging residents with protected characteristics?	
Are your staff trained on your organisation's approach for EDI in retrofit projects?	
Do local residents and trusted community members contribute to your EDI in retrofit strategy?	
Are your resident's needs well known, and do processes exist to accommodate resident requirements for communication and engagement to support retrofit works?	

Project selection	Y/N
Do residents feel heard and considered with retrofit measures tailored to individual and area-based needs?	
Do you have well established processes in place, and are they consistently followed, to include resident inputs in the design phase of the retrofit project?	
Are connections well established for assessing the impact of various stakeholders and involving them in the retrofit project development?	
Is the social value delivered through retrofit and the impact to wider stakeholders included as part of the retrofit design process?	
Procurement and supply chain	**Y/N**
Do you have incentivised targets for contractors and they are implemented with penalties for shortfalls as part of EDI Strategies for retrofit projects?	
Do you consider small to medium sized enterprise (SME) procurement for retrofit projects?	
Do you capture EDI data from your supply chain partners?	
Workplaces	**Y/N**
Are your EDI processes for workplaces and recruitment adhered to consistently and embedded in organisational culture?	
Is progress then monitored and reported at regular intervals?	
Do you have an EDI specialist or hiring manager for retrofit project team recruitment, with relevant EDI training for those involved in the recruitment process?	
Have you included a varied and non-traditional route for recruitment to ensure a diverse talent pool for retrofit project teams?	

Collecting and handling of EDI data	Y/N
Do you have a strategy and process in place to collect data regarding protected characteristics of residents and employees for retrofit projects?	
Have you implemented a dedicated data governance framework to ensure EDI resident and employee data is maintained consistently for retrofit projects?	
Is your EDI data stored in one place through a centralised database?	
Is your EDI data accurate and up to date and is refreshed on a regular basis for retrofit projects?	
Do you conduct regular data quality checks and GDPR compliance for retrofit projects?	

If you're interested in finding out more about the EDI Maturity Assessment and how it can be used to develop an EDI in retrofit strategy for your organisation, contact: RISE@turntown.co.uk.

Step 2 – Detailed guidance

This section provides detailed guidance on the following EDI themes:

- How to embed EDI in resident engagement to ensure retrofit projects are an inclusive experience for all?
- How to maximise the social value delivered through retrofit with EDI considerations in project selection?
- How to ensure EDI standards are met throughout the procurement process and across your supply chain?
- How to measure and monitor EDI in the workplace?

A final summary of key actions and links to additional resources are included at the end of the toolkit.

How to embed EDI in resident engagement?

It's important to think about retrofit as something that is being done with and for people, rather than simply being done to a building. Mapping the diverse needs of residents and putting these needs at the forefront is required to deliver a successful retrofit project.

To ensure an inclusive resident engagement customer journey, it's important to consider EDI in all stages of the process (Figure 1). This section provides guidance, actions, and what to expect at each stage in your customer journey.

Figure 1. Resident engagement customer
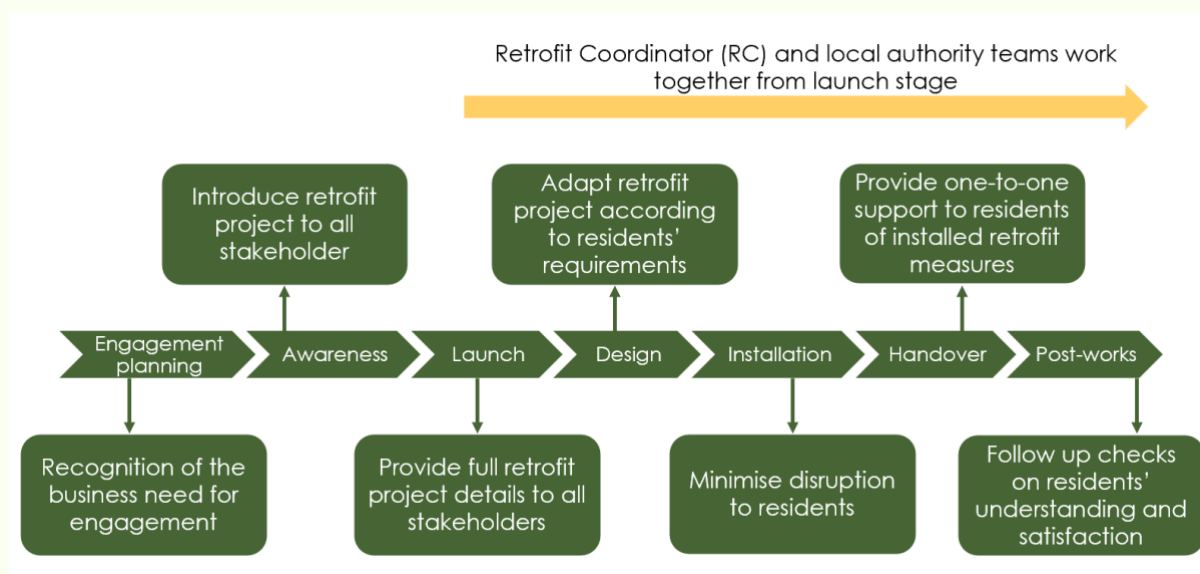
Stage 1 – Engagement planning

During the engagement planning stage, you will prepare a full resident engagement plan prior to actual retrofit works beginning, ensuring the planning activities are budgeted and resourced appropriately.

Actions to implement:
- Map the EDI strategic purpose of resident engagement in your retrofit plan to address organisational EDI strategic policies and EDI Regulatory drivers
- Draw up a list of the benefits of prioritising EDI for your organisation in meeting its resident engagement targets
- Create a resident engagement action plan with timescales and costs. Include clear actions for meeting the agreed EDI standards for your project, ensuring the action plan aligns with your social value delivery plan
- Consider if staff resources should be in-house or contracted out to meet the EDI requirements most appropriately for your project

Stage 2 – Awareness

The Awareness stage is key in building the lines of communication and presenting the details of the scheme, proposing potential retrofit plans to residents, and creating a sense of inclusion.

Actions to implement:
- Communication with residents:

  - Plan your communication methods and consider the varying needs of your residents depending on different characteristics and circumstances (e.g., make sure not to only rely on online tools which may not be accessible to certain groups)
  - Provide EDI training for staff and contractors involved in the retrofit project covering topics such as inclusivity, faith and diversity, and equality impact assessments. This training should be delivered in conjunction with training on retrofit technology so internal staff are well versed in the technical aspect of the projects too
  - Have one single point of contact within your delivery team for all residents. This supports in building trust among residents which can go a long way particularly for hard-to-reach groups
  - Ensure communication with residents from the start to end of the retrofit journey. Communication should commence at the project initiation stage, before starting works, to build rapport and manage expectations. Regular communication should continue throughout the entire retrofit journey into the aftercare stage to address resident concerns and to check that residents remain happy with works

- Communications content:
  - Highlight the benefits of retrofit to residents which include improved comfort, health, and wellbeing, managing energy bills, reduced risk of condensation, damp and mould, carbon savings, and improved air quality
  - Tailor your communication to different resident groups mapped out in your resident engagement plan
  - Include information on the residents' typical concerns, based on different characteristics and circumstances (e.g., financial or health circumstances) and how you plan to address the concerns
  - Consider the disruption of a whole house approach versus retrofitting over a planned maintenance cycle and opt for the approach that minimises disruptions to residents where possible. With your single point of contact, work closely with individual households to understand what the impact may be to them to understand how best to minimise disruption
  - Use new technology and innovative approaches when communicating complex ideas. E.g., Host an open house at a previously retrofitted property to explain how an air source heat pump works to residents
  - Be mindful of different learning styles, language requirements, abilities, and cultural sensitivities in your communications of retrofit technology and measures

Stage 3 – Launch

At this stage you should have a strong understanding of your residents' needs, with protected characteristics mapped and understood for each resident.

Actions to implement:
- Start collating and analysing available demographic data on your residents, segmenting them into different groups. Develop resident profiles to support tailored communications
- Use the collected data to identify appropriate engagement methods and messaging for different resident groups. To ensure inclusivity consider the following:

  - Adapt your communication strategy to accommodate residents with disabilities such as hearing or vision impairment, e.g. using large print for relevant documents with the help of trained professionals if needed
  - For elderly residents or those with learning disabilities it is important to break down the content into easily understood elements, explaining why retrofit is needed, what it involves, what the benefits are to residents, and the potential disruption
  - Translators should be engaged for residents with language barriers. Any written materials should be translated into the residents' native languages
  - Be aware of any cultural, ethnic or religious etiquette, for example some households may not want shoes worn inside, or some households may have certain times of day dedicated to prayer, so be mindful when scheduling visits

– Be mindful of any mental health conditions or neurodiversity when engaging with residents and tailor communications to their needs

Stage 4 – Design

At this stage you will need to keep the residents informed and provide opportunities for their feedback to influence the design. Ensure diverse residents' needs are being considered throughout the design process.

Actions to implement:
- Develop a process to gather feedback that is mindful and sensitive to the varying needs and circumstances of residents. Communicate with residents how their feedback will be reviewed and responded to
- Ask residents to co-produce the retrofit works for their property. Work with the Retrofit Coordinator (RC) to find an agreed design solution with the resident. For instance, you can work with disabled residents on how to make the retrofit works accessible and keep the home functional during the construction process
- Ensure accessibility in design such as wheelchair access, doorway designs, the height of shelving, worktops and the size and location of monitoring equipment

Stage 5 – Installation

The Installation stage will be the most disruptive to residents. You need to keep them informed of progress, respond to any questions or problems in a timely manner, and make sure there is open communication with their assigned single point of contact. The priority should be to minimise disruption and provide any additional support to vulnerable residents as required.

Actions to implement:
- Training and employing residents:

  – Train, upskill and employ residents or trusted community members to be retrofit champions. They will be able to effectively engage and support other residents. Align this training and recruitment with internal EDI training, recruitment approaches, and your organisation's EDI strategy
  – Train residents on how to use the equipment on site, through multiple visits if needed, until they are confident with it. A handover pack with instructions (in the appropriate language and braille where needed) and diagrams for controls should be provided with this training. Tailor the training to residents' needs (e.g., be mindful of any language barriers, learning disabilities or mental health needs etc)
  – Ensure that all communication to residents about installation works comes from their single point of contact. Where contractors are supporting with resident communications, ensure they have appropriate EDI training and are aware of the residents' needs

Stage 6 – Handover

At the Handover stage you will need to provide tailored advice to aid understanding and ensure that residents are comfortable using any new systems. This will reduce the risk of improper use and negative consequences to residents.

Actions to implement:

- The single point of contact for the household should deliver tailored, face-to-face advice for the residents, and leave clear guidance. If possible, recruit your single point of contact from within the community so that they may build a stronger bond with residents. Be mindful that contractor personnel may not always be available to provide this level of support due to the temporary nature of their involvement
- Retrofit advice should be tailored to the householders' needs and refresher training must be given in an accessible format which residents can refer to at any stage. Consider any barriers for residents accessing information including language, disabilities, literacy levels, reading ability and technological barriers. Residents' single point of contact should facilitate these conversations as with previous stages

Stage 7 – Post-work

Continue to monitor energy performance and resident satisfaction. Deal with any teething problems and make sure residents can use their new systems correctly and efficiently. Make induction packs available to any new residents to explain how to use their home.

Actions to implement:

- Conduct post-occupancy surveys to collect residents' feedback on satisfaction of the retrofit projects and to measure benefits to residents' comfort, health, and wellbeing. Ensure that the post occupancy survey includes questions arounds inclusivity of the engagement process to gain insight into effectiveness of your EDI measures. Monitor resident satisfaction and dropout, particularly for residents with protected characteristics, to understand where to direct your efforts and resourcing for future programmes
- Show residents how you have responded to previous feedback. Proving accountability and commitment to inclusive resident engagement will go a long way with building trust among residents

For practical examples of how to engage hard to reach residents in retrofit, a case study from housing provider Magna Housing is provided below.

Case study: Magna Housing – Access refusals in retrofit

1. What was the problem?

Magna Housing was completing retrofit works to a row of terraced properties under the Social Housing Decarbonisation Fund (SHDF) Wave 2.1 programme (SHDF is now known as Warm Homes: Social Housing Fund). They were denied access to a mid-terrace property from a resident who has severe obsessive-compulsive disorder (OCD) and Asperger's Syndrome, meaning that any access into the property would lead to long-term anxiety and mental distress for the resident. Without access to the property, performance outcomes for the entire row of properties would be impacted and the retrofit project would not be fully inclusive if the resident was left out.

2. What was the solution?

Efforts were focussed on building a good relationship and developing trust with the resident. All communications went through two specific trusted individuals, one from Magna Housing and the other from the contractor.

The careful approach taken by Magna Housing was appreciated with the resident. They agreed, with specific demands adhered to, to carry out loft insulation and install solar photovoltaics (PV). It was decided that Magna Housing would have to closely manage and monitor the technical risks in unison with their contractor to complete external wall insulation (EWI) to the outside of the property along with the rest of the terrace.

3. Managing success and evaluating progress

> **Learning outcomes and top tips**
>
> - Detailed analysis during the resident identification process is important for the successful delivery of retrofit projects where access to the home is required. This needs to be done with plenty of time before initial contact for the schemes as retrofit delivery can be highly disruptive for vulnerable individuals
> - Ensuring residents are fully understood, down to the level of their EDI characteristics, will aid a smooth and successful retrofit project for both parties
> - Be compassionate and assign a single trusted point of contact to ease anxiety levels of the resident. Ideally appoint someone who has experience and knowledge around the challenges vulnerable people are facing
> - Where possible, work closely with your contractor and delivery team to develop a plan to monitor and evaluate technical risk to ensure the PAS 2035 process is adhered to

Through understanding the resident's needs early on and being flexible over a 2-year engagement process, a middle ground was found. The work was scheduled for February 2024. Intelligence from Housing Officers and Supported Housing Advisors meant that customers with bespoke needs were identified and engaged with in a tailored and effective way.

How to maximise social value in retrofit?

Social value is a way to quantify how different interventions affect people's lives – the overall impact on people's wellbeing, or their quality of life. It is a way of measuring the positive benefits your work has on both individuals and communities.

The UK Green Building Council have shown that social value can look like jobs and apprenticeships created locally, new community greenspaces, local business growth. Some common metrics for measuring social value generated through development are resident wellbeing, employment, education, and environmental benefits.

This section covers key actions to consider when trying to maximise the social value generated through retrofit programmes.

Align your EDI and retrofit strategy
- Consider your organisation's EDI goals, and the challenges and needs of the areas your property stock are in. Think about how you can align these with your retrofit scope and priority

- Use EDI data in addition to property stock data to inform your project selection and retrofit measures. Employ a 'worst first' approach for properties and residents (e.g., where you have two properties that are the same archetype and EPC band, prioritise vulnerable residents accessing retrofit where possible)

Identify stakeholders and their motivations to maximise social value
Mapping your stakeholders and doing a local needs analysis will help you identify how to maximise social value on your retrofit project.

- Identifying your sphere of influence: Consider the scope of your retrofit programme and the factors affecting the project shown in Figure 2. You can further map out your sphere of influence by categorising the areas of your retrofit project into aspects you can fully control, influence, and cannot control as shown in Figure 3. Consider various boundaries of impact including street, town, city, or region

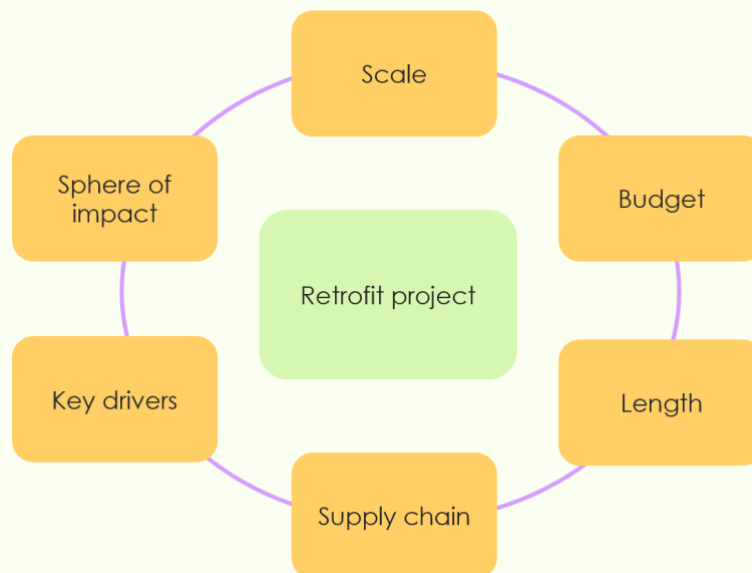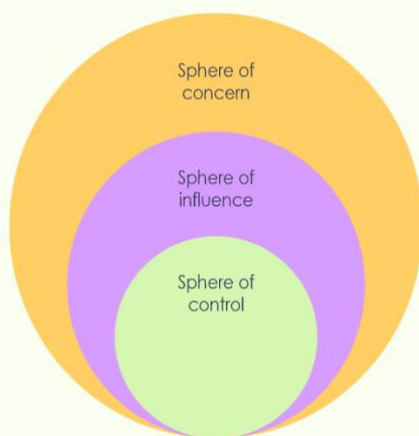Figure 2. Factors affecting the retrofit project that need to be considered.

Sphere of control: Aspects of project that are fully under your control.

Sphere of influence: All areas where you can influence the outcome and engage with stakeholders but aren't fully in direct control.

Sphere of concern: All areas that are of concern to you but fully outside of your control and influence.

Figure 3. Example diagram for mapping out various factors of retrofit projects

- Create a list of potential stakeholders:

  - Draft an initial list of stakeholders with your retrofit team. The purpose is to capture all potential stakeholders that could be impacted by your retrofit project, including positive or negative impacts
  - Collect evidence of stakeholders impacted by similar projects or initiatives to inform your stakeholder prioritisation

- Stakeholder prioritisation and segmentation:

  - Conduct a stakeholder prioritisation exercise to categorise stakeholders that experience significant impacts from your retrofit programme. Assess the positive and negative impact of the retrofit project on the stakeholder and vice versa
  - Identify and segment your stakeholder groups. Use stakeholder power/interest graphs (see Figure 4) to show the interest versus the influence of stakeholders
  - Map demographics and protected characteristics of stakeholders. Consider the vulnerabilities of your stakeholders in relation to the following factors: health and safety (e.g. for children and young people or residents with disabilities), the environment (e.g. flooding, drought, overheating, and pollution), economic (e.g. those in fuel poverty and/or areas of high unemployment), and security (e.g. areas of high crime rates). These factors should be considered when assessing impact to, and prioritisation of, stakeholders
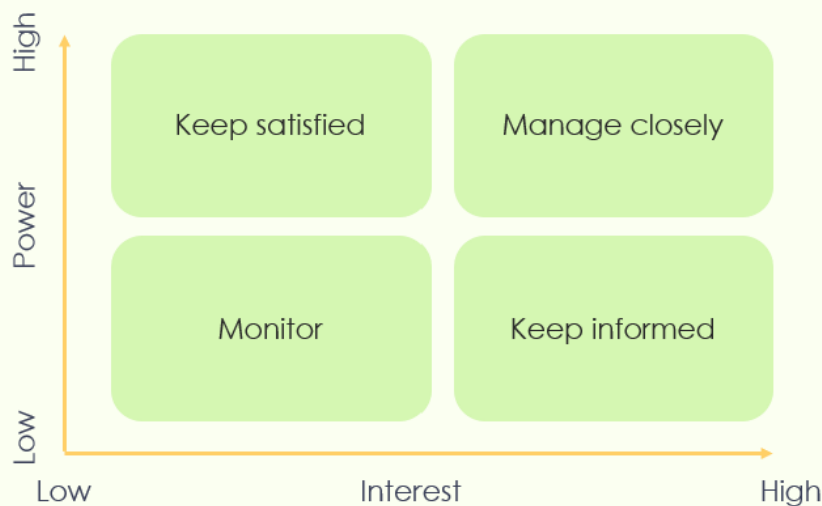

Figure 4 Stakeholder power/interest graph

- Stakeholder engagement plans

  - Complete a stakeholder engagement assessment matrix and map out who is unaware, resistant, neutral, supportive and leading on your project(s) (see Figure 5). A RACI (responsible, accountable, consult, inform) matrix would also help (see Figure 6)

- Consider your engagement methods. This could include workshops/roundtables, forms, phone calls, emails, social events, one-to-one interviews. Also consider the frequency of your engagement (e.g. weekly, monthly, quarterly)
- Tailor your communications to meet stakeholder needs, including language and disability needs, with braille, large-format and different languages where needed. Work with community members to provide translation and assistance as appropriate

Stakeholder	Power/interest	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	High/low	C			D	
Stakeholder 2	High/medium			C	D	
Stakeholder 3	Medium/high				DC	
Stakeholder 4	High/high				DC	
Stakeholder 5	High/low				C	D

Figure 5 Stakeholder Assessment Matrix (C- Current Position, D- Desired Position)

	Person A	Person B	Person C	Person D
Task 1	R			
Task 2		A		
Task 3			C	
Task 4				I

Figure 6 RACI Matrix (R-responsible, A-Accountable, C-Consult, I-Inform)

How does your retrofit programme fit in with other internal and external projects

It is important to identify how your retrofit project fits in with social value being delivered on other projects internally and externally.

- Local needs analysis:

- Establish the needs of your residents and their local areas. Consider how you gather your data for this exercise. The UN Sustainable Development Goals and OECD Wellbeing Framework are good resources. Indices of Multiple Deprivation (IMD) and Office for National Statistics (ONS) well-

being Data could also provide information to help with your local needs analysis for your retrofit project (e.g. fuel poverty, tenure, ethnicity, disability, and age data)

- Social value mapping:

  – Breakdown communication boundaries between organisational units or teams in your retrofit project to increase transparency and avoid replication of social value initiatives
  – Map social value being delivered on other buildings and initiatives local to your project. Consult internal and external groups to learn about current projects and initiatives

- Agree to social value outcomes with your retrofit team based on your local needs analysis and social value mapping. Work with representatives of each of your stakeholder groups to create well-defined social value outcomes. Consider the links between the outcomes and prioritise them. Social Value International's report on understanding what changes may be helpful
- Develop your social value delivery plan. The process for delivering social value should be an iterative process covering all project stages. Your social value delivery plan should outline your agreed outcomes, baseline and measurement framework across the project lifecycle

How to monitor, manage, and report social value in retrofit projects

Monitoring, managing, and reporting social value in your retrofit projects is key for driving better decision making and ensuring success in outcomes.

- Review and select a suitable measurement framework. There are various social value measurement frameworks such as the UK Government Social Value Model, the UK National Themes, Outcomes, and Measures (TOMs) Framework and the UN Sustainable Development Goals. Identify which framework best aligns with your goals, capacity, capability, and delivery plan.
- Set key social value Key Performance Indicators (KPIs). Identify KPIs for each social value intervention/outcome for key stakeholders. Consider what quantitative or qualitative data you need to monitor progress
- Create your social value baseline:

  – Understand your social value baseline to assess the amount of social value added through new interventions. Your social value mapping and local needs analysis will help to determine your baseline
  – With your defined outcomes consider the likelihood that the outcome would have happened anyway and how much of the outcome should be attributed to your activity

- Set Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) targets for your social value actions

Project design checklist

Below is a checklist of the social value process as outlined by the UK Green Building Council (UKGBC), which can be applied to your retrofit projects:

1. Agree social value purpose
2. Identify priority stakeholders
3. Understand stakeholder needs
4. Agree social value outcomes
5. Create a social value delivery plan
6. Put in place a social value measurement framework
7. Execute your social value delivery plan
8. Ongoing measurement, monitoring and reporting.

For a greater understanding of how projects can generate social value through supply chain, a case study from housing provider Clarion is provided below.

Case study: Clarion Housing Association – social value generated through supply chain

1. What was the problem?

Often retrofit projects are awarded to the lowest bidder from a select few organisations that have the required skills and capacity, without incorporating the communities in which the work takes place. This reduces efficiency and resident acceptance rates for retrofit and redevelopment, provides no training or education to local communities to upskill them, and prevents effective communication of the importance of retrofit and its associated community benefits. As RPs and LAs face pressing social and environmental challenges, it is increasingly clear that a more collaborative approach is needed, one that prioritises social value alongside economic considerations.

2. What was the solution?

As a larger housing provider, Clarion was able to leverage social value through its supply chain and work with partners to transform lives and provide opportunities in more vulnerable communities. Clarion invested in training and education, supporting community initiatives, and improving the environmental sustainability of products and services. This meant aligning strategic goals with social value objectives, measuring and reporting on progress, and building a culture of collaboration and shared responsibility.

Clarion's internal initiatives included:

- Developing a social value procurement policy
- Directorate working groups to embed social value in all business areas
- Sector wide research to understand and benchmark the social value maturity level of HAs across the sector and share best practices
- Commissioned a specialist consultancy to develop a social value toolkit and decision tree, social value standard contract wording, and social value contract clauses.
- Improved and enhanced social value reporting process.

3. Managing success and evaluating progress.

Clarion used the following metrics to evaluate the social value delivered through their supply chain:

- Apprenticeships created.
- Number of individuals completing training programmes to gain new skills.
- New job starts.
- Work experience opportunities created.
- Number of job fairs or school event engagements.

Alongside upskilling, Clarion Futures, Clarion's charitable foundation, have utilised funds to improve facilities within Clarion communities and support community projects.

Learning outcomes and top tips
- Focussing on communities rather than individual households improves resident engagement and acceptance of retrofit and redevelopment works
- Harness the collective power of the supply chain. Through careful procurement and planning stages the supply chain can be a powerful tool to make positive change to communities and the houses in which their residents live
- The construction industry must be prepared to step up and play a key role. Delivering meaningful and impactful social value requires collaboration between all delivery partners and the supply chain
- Procurement decisions should extend beyond financial considerations, encompassing a broader impact on our communities and the environment.
- Improving the social value measurement and reporting process allows organisations to gain a deeper understanding of the impact of their social value activities and identify actionable areas for improvement.
- Procurement decisions should extend beyond financial considerations, encompassing a broader impact on our communities and the environment
- Improving the social value measurement and reporting process allows organisations to gain a deeper understanding of the impact of their social value activities and identify actionable areas for improvement

How to embed EDI standards in your procurement process and supply chain?

This section provides guidance and considerations for embedding EDI into your procurement strategy and supply chain management approach for retrofit projects.

EDI considerations for your market engagement

- Leverage funds to align with your EDI strategy. If your organisation is a people-centric business, it is likely to have EDI embedded in your mission, vision, and values. Your organisation will likely be in a good position to guide contractors and suppliers through leveraging funds to align with your EDI strategy. Making this explicit in the market engagement stage highlights the importance of EDI within potential supply chain partners
- Advise current and potential suppliers about your EDI priorities and expectations early on in market engagement. Shortlisted suppliers should be on board with your principles to embed EDI in the whole project lifecycle

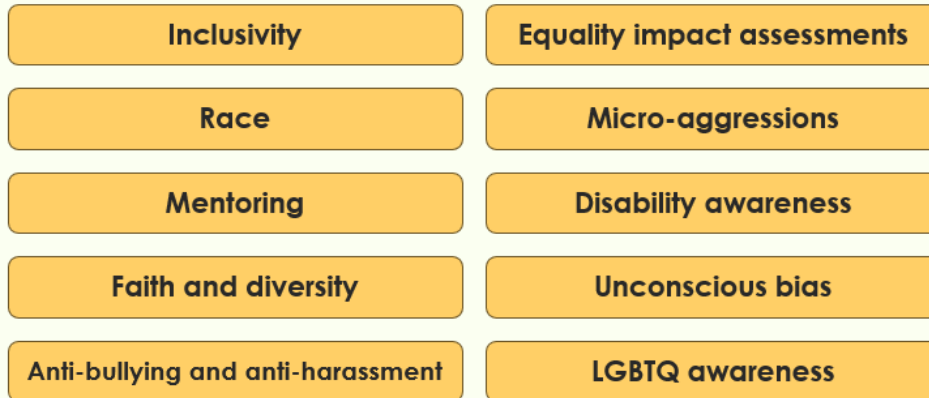## Embedding EDI in your procurement approach

- Prioritise candidates from diverse backgrounds to ensure the skills gap can be filled. There is a skills shortage in the retrofit industry and thousands of workers will be needed in the coming decades. Contractors should therefore be intentional about targeting underrepresented groups in their hiring
- Include questions about suppliers' EDI strategy and approach in tenders and assign appropriate weighting to them in the evaluation process. To be effective, these questions should require detailed answers rather than tick-box, yes/no exercises, and they should be tailored to the project where appropriate. E.g., Ask about their understanding of EDI, how this is incorporated into their business practices, and metrics used to measure and track EDI in their organisation
- Ask your contractors to sign up to EDI commitments as part of the contract award process. Appropriate and realistic KPIs should be agreed, and contractors should have a plan to achieve any contractually binding targets. Utilising existing EDI networks and supply chain management
- Engage existing EDI networks to inform them of upcoming retrofit opportunities. Where possible, assure them that specific vacancies are ring fenced so that you can overcome reluctance from certain groups to applying
- Engage with existing procurement frameworks which champion EDI. For example, the Procure Plus board developed a list of priority groups, such as women, care leavers, ex-offenders, and homeless people. This list is reviewed regularly to reflect the local social issues. A proportion of their vacancies are reserved for these groups
- Engage with local communities and especially grassroots organisations, where the members represent the local population who don't usually have access to retrofit job opportunities

Considering SME procurement for your retrofit projects

- Work with Small and Medium Sized Enterprises (SMEs) to add additional social value to your retrofit projects. Some SMEs are likely to employ your residents and working with them could improve residents' sense of belonging in the community and foster strong relationships with your organisation

- Organise supplier events in the local area to promote activities to SME. Explore Local Enterprise Partnerships (LEPs) which work with SMEs

- Explore additional public and private funding streams linked to green jobs and the levelling up agenda. This could help you secure funding to support SMEs to bid for retrofit projects in your area (e.g. funding can be used to get SMEs PAS 2030 accredited allowing them to deliver retrofit works on government funded schemes). This will support with developing the local retrofit supply chain

- Consider stipulating a percent of SMEs to be utilised on a retrofit project in your tender documents. Work with trusted contractors to get an understanding of the local supply chain, its capacity to determine where this is feasible, and if not, what the current barriers may be

EDI Training groups for your supply chains

- Develop training groups across the supply chain for your retrofit projects. This will ensure consistent coverage and will help to embed EDI as part of the upskilling needed to address the skills shortage in the retrofit industry. EDI training could be delivered by your organisation to align with your organisation's mission, vision, and values. EDI training could cover a range of topics including but not limited to:

Inclusivity	Equality impact assessments
Race	Micro-aggressions
Mentoring	Disability awareness
Faith and diversity	Unconscious bias
Anti-bullying and anti-harassment	LGBTQ awareness

- Make training accessible to all groups. Consider the timing and location of training to ensure underrepresented communities can participate (e.g., working parents, community members without access to a car, individuals requiring learning accommodations etc.)
- Consider procuring or signposting your supply chain to courses with external training providers and a mix of online training and in-person training. Funded courses are available to cover pre-employment training costs that contractors can make use of, such as the Chartered Institute of Procurement and Supply (CIPS) and Construction Industry Training Board (CITB) funded courses, which should be promoted to the recruitment team

Case Study: Stopcocks – women in trade

1. What was the problem?

Only 1% of tradespeople are women even with an increasing number of women taking up apprenticeships and education schemes. There are large barriers to employment and training opportunities for women who want to move into the trades. These include but are not limited to:

- The lack of provision for women of appropriate personal protective equipment (PPE), proper toilet facilities and having fair procedures in place for parental leave
- A lack of attention to the complaints procedures and sexual harassment claims
- Inaccessible training opportunities (location and timing)
- Many women entering the trade are over the age of 25 and therefore are unable to take full advantage of government-funded apprenticeships where it's cheaper for companies to hire younger male apprentices with less experience

2. What was the solution?

Stopcocks is a women-only plumbing and heating engineering company. Stopcocks hosts free networking events for tradeswomen. These events remain one of the only places where support to bring women into the trades can be attained. They are mostly self-funded with a few sponsors who have more recently been involved.

Due to the complexity of targeting individuals who are scattered and isolated, groups on platforms such as Facebook and Instagram are used to bring together individuals who could benefit from support and extra training to move into the trades.

3. Managing success and evaluating progress

Stopcocks find themselves in a unique place as a women-only plumbing and heating engineering company. They use their own success and growth as statistics to measure their progress. However, slow growth does not always feel like success. Therefore, they count the employment of women in heat engineering or plumbing companies and training organisations about EDI in these sectors a success.

Learning outcomes and top tips

- Make the minority you want visible. Using genuine images which don't make 'poster girls' of the select few within the company ensure that you are doing your best to raise the image of tradeswomen within the industry
- Using inclusive language allows for the genuine inclusion of employees. It is the job of the organisation to ensure everyone is included and referring to 'people' or 'everyone' rather than 'guys' or 'tradesmen'
- You don't count if you're not counted. The only way to see if you are being effective is to monitor and report your EDI data internally to ensure progress is being made
- Increasing the number of currently under-represented groups and creating an environment that welcomes them benefits everyone, not only for those groups. Skilled trades have terrible mental health records and suicide rates. A more represented and inclusive community will help create a better working environment for all
- A push to develop a proper funding scheme with major publicity is needed to ensure gains are sustained and continue to rise into the future

How to successfully implement, monitor and measure EDI into the workplace?

- What do you need to do to implement EDI into the workplace?

  - Your EDI strategy should include collecting and reporting data on the demographics of your team, pay, and feedback on workplace satisfaction in relation to EDI
  - EDI data collection should be an ongoing exercise and championed by senior management

- Why should you implement EDI in the workplace?

  - Data collection on the demographics of your workplace will be important for understanding your current position (your baseline), and monitoring progress is essential for EDI improvement
  - By understanding the EDI gaps and characteristics of your workforce, it provides a solid foundation for ensuring future leadership is diverse and well positioned to meet the residents' needs

- How to implement EDI in the workplace

  - Consider methods for data collection such as surveys, their frequency, and ways the information will be reported and implemented to progress your EDI strategy. Tools like the National Housing Federation EDI data tool (available to NHF members) help housing associations to start their data collection and know what questions to ask on EDI

Implementing EDI training in your retrofit project team

- Why implement EDI training for your retrofit project team?

  - Make Continuing Professional Development (CPD) accredited courses available and compulsory for your retrofit team to help ensure employees are informed and aware with a robust capacity for handling EDI issues. A lack of confidence in being able to discuss EDI issues is consistently noted as a key obstacle. EDI can often go against habitual behaviours that have previously been tolerated in the workplace. Providing adequate training for employees will provide them with the knowledge, skills, and confidence to address EDI issues appropriately

  - EDI training can realign an organisation's focus on utilising the best of its existing workforce by changing workplace culture. Offering internal opportunities to under-represented groups enables organisations to benefit from more diverse perspectives and insights. This is shown in a 2017 research project highlighting that greater gender, ethnic, and cultural diversity on executive teams is positively correlated with organisational profitability

- How to implement EDI training for your retrofit project team?

  - EDI training should cover a full range of topics. Refer to the list included in the 'Training groups for EDI in procurement and supply chains' section

  - Ensure mandatory and regular training is delivered and up to date for all employees. Designate EDI champions to facilitate discussions, continue to raise awareness, and promote understanding and consistent conversations about EDI

  - Consider working with an external training provider such as Olmec which provide a service called 'Black on Board' and a variety of other programmes and learning options to support people from ethnic minority backgrounds. The Civil Service has done work in this area

How to consider EDI throughout the recruitment process for your Retrofit Project Team

- What to expect when considering EDI for your recruitment process?

  - Consider non-traditional routes for recruitment, ensuring a diverse recruitment panel and outreach to diverse talent. This could include going through local community groups and social media forums

- Why consider EDI throughout the recruitment process?

  – The recruitment process is a key focus point for improving EDI. The [National Housing Federation's](#) EDI insight review displayed that diversity within the workplace improves the performance and productivity of organisations. People trust leaders that mirror the diversity of the workforce they lead, the customers they serve, and the communities they are situated in

How to implement EDI throughout the recruitment process?

- Consider utilising non-traditional roles to develop your candidate pool. Many recommendations for improving EDI within the recruitment processes focus upon integrating an EDI specialist or hiring manager with protected characteristics to ensure a diverse recruitment panel. Your recruitment team should have a strong understanding of the importance of EDI in workplaces and be able to apply an inclusive and equitable lens to recruitment
- Finding the type of people that align with your organisations' values can enable a more targeted and effective approach to diversity. Expanding the pool of potential employees through social media has become increasingly popular with employers trying to access hard-to-reach demographics. The volume of descriptive information available on potential candidates allows for focused and efficient recruitment campaigns at low costs
- Help younger generations of people obtain qualifications and experience through mentoring, apprenticeship, internship, and other schemes external to higher education pathways that are less accessible to those from less affluent backgrounds

Case Study: Housing Diversity Network (HDN) – internal EDI training

1. What was the problem?

The lack of EDI training within organisations leads to a knowledge gap and lack of awareness of the topic. This lack of emphasis on the importance of EDI in the workplace only exacerbates the problem.

2. What was the solution?

HDN is a training and development consultancy which works to help organisations be more inclusive in the work that they do. HDN works on several projects throughout the year looking to inspire and support individuals and organisations to address inequality, promote diversity and empower themselves and their communities. Some examples of programmes developed:

- The Board Excellence and Board Trainee Programmes aim to develop a diverse group of board members
- The Staff Mentoring Programme with over 200 people in it enable those from under-represented groups to attain management positions through improving their confidence and networks
- A Qualitymark assessment combines with the Race Governance Code to give organisations an external validation of their direction of travel

3. Managing success and evaluating progress.

HDN actively assess the impact its activities have in promoting EDI and helping to address inequalities in the workplace. The attendance sign-ups and general interest in the schemes provide a good indication of the effectiveness and strength of these EDI initiatives.

Learning outcomes and top tips
- Strong official EDI programmes are needed. Promoting official, formalised programmes and courses allow for constructive work to be delivered and assessed
- Constant monitoring and assessment allow for outcomes to be produced and continuous development to be achieved

Summary checklist of key actions

How to embed EDI in resident engagement?

- Align your resident engagement plan with your organisational and regulatory EDI drivers. This should include your stakeholder engagement plan and social value delivery plan

- Identify EDI considerations and outcomes specific to the local area of your retrofit projects

- Plan your communications content and methods. Think about how this might be tailored to meet the varying needs of your residents

- Provide EDI training to internal staff, resident liaison officers, and contractors. Align this with technical retrofit training to facilitate appropriate communications

- Collate and analyse demographic data of your area. This will help to identify the appropriate engagement methods and messaging for your different resident groups (i.e. disabilities, language requirements, age, cultural, ethnic or religious etiquette)

- Provide opportunities for residents to give feedback during design stage. This should include how the retrofit project can be improved and tailored to meet their own specific household needs where appropriate (e.g. accessibility in design tailored to residents needing wheelchair access)

- Train, upskill, and employ local residents or trusted members of the community who know the local area and will be able to liaise well with all different types of residents in their community

- Retrofit coordinators and resident liaison officers should deliver face-to face advice for residents and leave clear guidance at the handover stage. Consider language, disabilities, and technological barriers

- Conduct post occupancy surveys for residents to give feedback on their satisfaction of the retrofit projects, measure benefits to their comfort, health and wellbeing and answer questions around inclusivity

How to maximise social value in retrofit?

- Align your EDI strategy with your retrofit scope and goals, your organisation's EDI goals, and the challenges and needs of the areas your property stock

- Identify and map out your priority stakeholders, including their interests and influence, to maximise social value

- Carry out a local area needs analysis. Ensure your retrofit programme is aligned with local needs

- Establish stakeholder prioritisation and stakeholder engagement plans

- Identify how your project fits in with social value being delivered on other projects, both internally and externally

- Agree within your organisation to your social value outcomes based on your stakeholder prioritisation and local needs analysis

- Choose a framework to measure and identify KPIs for each social value intervention/outcome against

- Establish a baseline and set SMART targets for each intervention

- Develop plans for measurement, monitoring and reporting for each social value intervention/outcome

How to embed EDI standards in your procurement process and supply chain?

- Advise incumbent and potential suppliers or contractors about your EDI values, priorities, and expectations early during market engagement

- Ensure that shortlisted suppliers are on board with your EDI principles. They should be able to embed EDI throughout the project lifecycle

- Include questions about contractors' and suppliers' EDI strategy and approach in tenders. Assign appropriate weighting to them in the evaluation process

- Request potential suppliers to sign up to EDI commitments as part of the contract award process, with appropriate KPIs that the supplier should be able to achieve

- Engage existing networks, procurement frameworks, and local community organisations who champion EDI to allow you to bring local, underrepresented communities on board to support with delivering retrofit

- Work with SMEs where possible who will contribute to the social value delivered through your retrofit project

- Organise local supplier events and explore additional funding streams linked to green jobs to signpost your contractors to. This will support with developing the local retrofit supply chain

- Stipulate a percent of SMEs to be utilised on a retrofit project in your tender documents

- Develop training groups across the supply chain for your retrofit projects to ensure consistent coverage and to help embed EDI as part of the upskilling needed to address the skills shortage in the retrofit industry

How to successfully implement EDI into the workplace?
- Establish an EDI baseline of your workforce through measuring and monitoring. Ongoing data collection is integral to understanding the EDI gaps and characteristics of your workforce, and establishing a foundation for ensuring future leadership is diverse and representative of the needs to residents

- Invest in comprehensive EDI training for your retrofit teams. Make CPD accredited courses available and compulsory for your retrofit team to ensure employees are informed, aware, and confident to employ an EDI lens to retrofit

- Designate an EDI champion(s) to facilitate discussions, continue to raise awareness, and promote understanding and consistent conversations about EDI within the workplace

- Recruit with EDI in mind. Consider utilising non-traditional recruitment routes (e.g., social media) to develop your candidate pool. Integrating an EDI specialist or hiring manager with protected characteristics to ensure a diverse recruitment panel

- Designate an EDI champion(s) to facilitate discussions, continue to raise awareness, and promote understanding and consistent conversations about EDI within the workplace

- Recruit with EDI in mind. Consider utilising non-traditional recruitment routes (e.g., social media) to develop your candidate pool. Integrating an EDI specialist or hiring manager with protected characteristics to ensure a diverse recruitment panel

Additional useful resources:

Resident engagement:
Quality of Life Foundation/Department for Levelling Up, Housing & Communities, Post occupancy evaluation for housing review

Quality of Life Foundation/Urban Symbiotics, Inclusive engagement toolkit

Knowledge Hub, Planning resident engagement

Equality and Human Rights Commission, Equality & Diversity: Good Practice for the construction sector

Social value and project selection:
Social Value Portal Website

University of Cambridge, Inclusive Design Toolkit

Inclusive Design Research Centre

Inclusive Design Research Centre, What is Inclusive Design?

Quality of Life Foundation, Measuring Success: A social value roundtable

HACT Social Value Bank

Social Value International, Standards and Guidance

UK Government, Social Value Information and Resources

RIBA, Social Value Toolkit for Architecture

UKGBC, Guide to delivering social value on built environment projects

Procurement and supply chain:
CIPS, Equality, diversity, and inclusion

East End Homes, Equality & diversity policies

Workplaces:
CIOB, Equality, Diversity and Inclusion

CIPS, Workplace ED&I

CITB, Courses and Qualifications

CIPD, EDI Accredited Programme

Survey Insights, Using Facebook and Instagram to Recruit Web Survey Participants: A Step-by-Step Guide and Application

McKinsey & Company, Delivering through diversity

NHF, EDI in housing association staff in England Insight Review

UNIFY Network

Women in Social Housing Network

Data:
EDI data tool, National Housing Federation

NHF, Step-by-step guide to the 2023 EDI data tool

Toolkits available online

The full selection of RISE toolkits are available at:
https://riseretrofit.org.uk/resources/toolkits

🌐 www.riseretrofit.org.uk

[in] **RISE – Retrofit information, support & expertise**