



RISE

Retrofit information,
support & expertise

Retrofit careers pathways: project management jobs

Supply chain advice pack


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www.riseretrofit.org.uk



Introduction

About this pack

This pack is designed for the supply chain to help support growth and upskilling in the retrofit sector. To clearly understand the types of retrofit careers available we have divided them into operational and technical categories. This pack focuses on the operational area. This pack focuses on the operational area. For each topic within operational roles the advice pack will explore examples of the job titles, routes into those jobs, relevant qualifications and a typical working day, and progression areas for the role.

Operational roles

1. **Project management**
2. Contract management
3. Resident engagement
4. Data analysis
5. Procurement
6. Other: Asset management, financial and legal roles

Technical roles

7. PAS 2035
8. Heritage Buildings
9. Related Building surveys
10. Air permeability
11. Ecology and biodiversity

What the pack covers

- a) Importance for the retrofit supply chain
- b) Examples of retrofit roles
- c) Examples of routes to the roles
- d) Examples of relevant qualifications
- e) Examples of tasks for competencies
- f) Examples of progression routes
- g) Example benefits to a career in this area

1. Project management

a) Importance for the retrofit supply chain

Retrofitting the UK's housing is a critical piece of the decarbonisation jigsaw. In 2024, the Climate Change Committee reported that residential buildings were the second highest emitting sector in the UK with 53.2MtCO₂e₁.

There are millions of pounds worth of retrofit funded projects, for example around £500 million for the Warm Homes: Local Grant and £1.29b for the Warm Homes: Social Housing Fund Wave 3, which run until 2028.

It is likely every retrofit project you work on will require project management and even if there are not specific roles dedicated to it most people will carry out project management within their roles. This could apply to Warm Homes, ECO, GBIS, and include ordering materials, planning applications, procurement, re-baselining a project and more. A project is a time-based task with specific intended goals or outcomes.

Developing project management skills will help you to:

- deliver efficiently
- learn from previous projects
- deliver to budget
- deliver to specification
- anticipate and mitigate for risks
- improve stakeholder management
- have contingency plans if things do go wrong.

Things to consider:

- **The need:** Assessing what project management skills and resource you need within your company.
- **The baseline:** Assess the current skills and resource level.
- **Gaps:** How can you address gaps? Can you upskill or hire in?
- **Monitoring system:** What does success look like? How will you track this?
- **Funding:** can you apply for grant funding to support any upskilling?

b) Examples of retrofit project management jobs

A project manager for a government funded retrofit project like HUG, ECO, Warm Homes or similar schemes. Or this could be for self-funded retrofit work. A project manager could be working on one or multiple projects. The title may not always be explicitly 'Project Manager' it could be Project Officer, Programme Manager or similar.

¹ [Climate Change Committee 2025 report to Parliament](#)

c) **Examples of routes to roles**

You can start a project management career with either qualifications or transferable experience. Many roles provide transferable skills which are valuable to a career in project management. There are also project management degrees at university level, although many other degrees, qualifications, or apprenticeships provide transferable skills project management, including business or administration qualifications.

d) **Examples of relevant qualifications**

Qualifications commonly recognised in the sector for project management include those governed by the Association of Project Management (APM). Universities, colleges and other educational bodies also offer a range of courses.

APM Project Fundamentals Qualification (PFQ):

- SCQF level: 6
- Pre-requisites: none
- Topics covered: A range of project management areas including planning and scheduling, communication, teamwork, resource management, project risk management and project reviews.

APM Project Management Qualification (PMQ):

- SCQF level: 7
- Pre-requisites: 2-3 years of experience or actively undertaking a project management apprenticeship or degree.
- Topics covered: A range of project management areas including life cycles, stakeholder engagement and communication, quality management, risk and issue management.

APM Project Professional Qualification (PPQ):

- SCQF level: 9
- Pre-requisites: either:
 - Working in project management and looking to take the next step in their career.
 - Holding the APM Project Management Qualification or equivalent Looking to become a Full member of APM (MAPM).
 - Looking to achieve the Chartered Project Professional (ChPP) standard via Pathway 2.
- Topics covered: a range of project management areas including effective leadership and management, effective governance and oversight and effective planning and control.

e) **Examples of project management tasks or competencies**

- Understanding and applying project management methodologies: agile, waterfall, scrum, PRINCE 2 etc.
- Creating a work breakdown structure (WBS) complete with task themes and sub-tasks, owners and a critical path.
- Risk register management: reviewing, updating and adding risks. Escalating any risks required.
- Stakeholder management: Hosting and managing a monthly or weekly project progress meeting/call: this is important to communicate progress, issues and tasks to manage stakeholders.
- Managing a monthly report to track progress.
- Assigning and tracking actions through the use of tools and trackers and also communicating with the people involved.
- Completing a RACI (Responsible, Accountable, Consulted and Informed) stakeholder analysis exercise.

f) **Examples of progression routes**

- Progression from Project Officer to Project Manager or managing parts of projects to managing a whole project.
- Progression to Programme Manager.
- Taking on projects of large scale, complexity, budget or similar.

g) **Example benefits to a career in this area**

Project management in retrofit is a dynamic, purpose-driven career that offers:

- Variety – Work across different technologies, housing types, and funding schemes.
- Impact – See real results: warmer homes, lower emissions, and improved lives.
- People – Collaborate with diverse teams, clients, and communities.
- Progression – Clear routes to grow from officer to programme lead.
- Transferable skills – From budgeting to stakeholder management, your skills are in demand across sectors.
- Purpose – Be part of the UK's journey to net zero and help tackle fuel poverty.

Resources



Masterclasses: Project management playlist available [here](#).

Masterclasses: “Preparing for Warm Homes delivery | RISE Masterclass” available [here](#).



Podcast: “Retrofit Project Management” available [here](#).

Masterclasses: “Project mobilisation planning | RISE Masterclass” available [here](#).



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