

Strategic housing recruitment: How we create professional pathways

Dr Donald Macaskill
CEO, Scottish Care

Number using social care 2019

- An **estimated 1 in 20** people of all ages in Scotland were reported as receiving social care support and services at some point during 2018/19.
- An estimated **91,810** people in Scotland received **home care** for the whole or part of the year ending 31 March 2019. This is equivalent to 17 people per 1,000 population.
- Some **45,845** people received funding towards a long stay **care home** place in Scotland for the whole or part of 2018/19. In addition, a further 5,760 people were supported during a short stay in a care home, such as for respite or for reablement .

Source: Public Health Scotland Data Survey Dec 2020

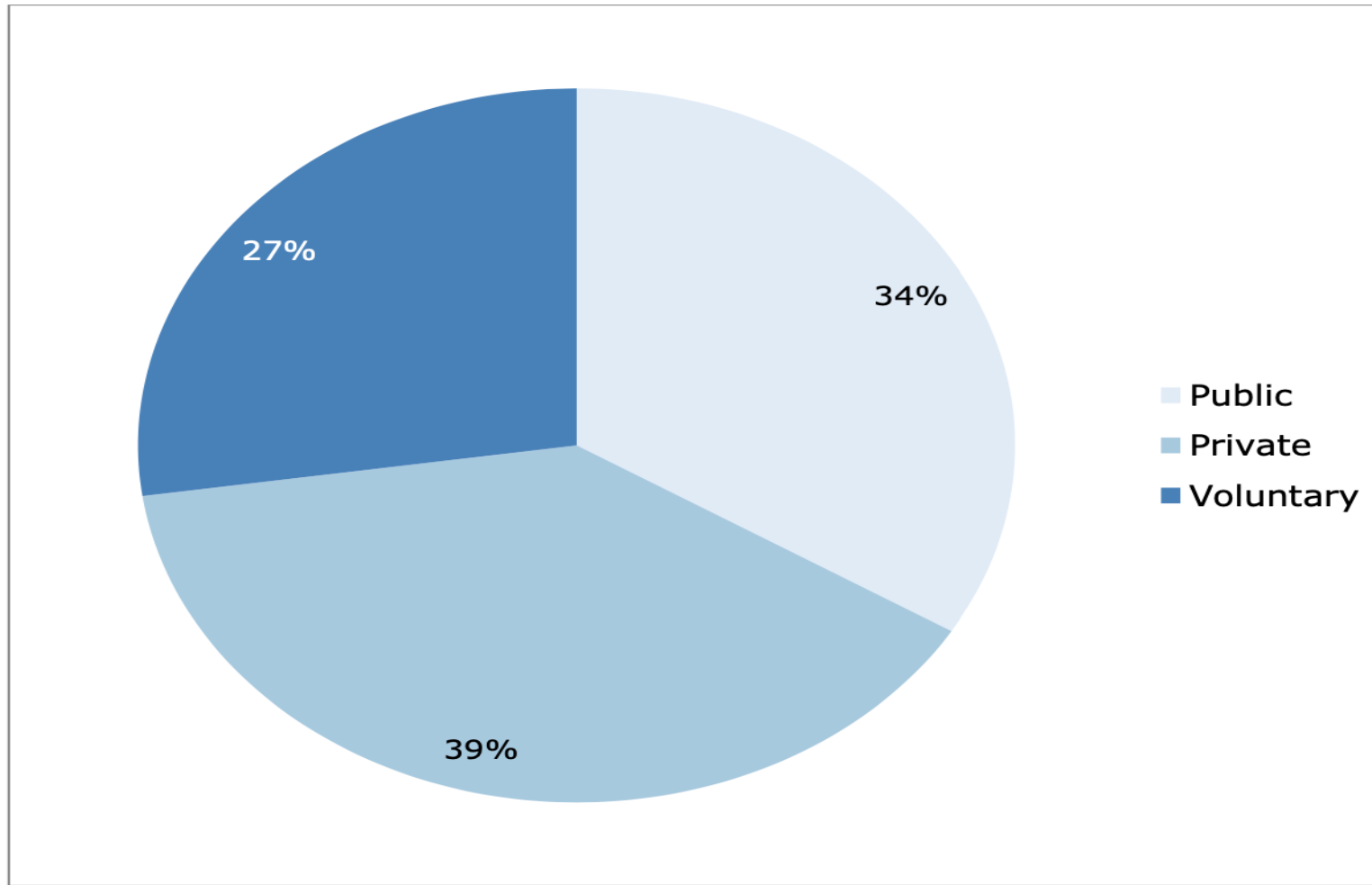
Workforce profile



- 1 in 13 Scots employed in social care – over 200,000.
- Just over 68,000 people are employed in care homes
- Approximately 50,000 work for care at home organisations
- Over 6,000 nurses work in social care – that's one in ten nurses working in Scotland

Workforce 2020

Figure 2: Scottish social service workforce - estimated split by employer type, 2020



Workforce

Scottish Care Survey August 2021

- Almost **90%** of respondents stated recruitment and retention was problematic for them.
- More than a third of respondents recruit weekly, while an additional third stated that they recruit as needed – this was stated to be daily.
- There is a concerning high non-attendance rate of those invited to interview, almost **40%** of those invited to interview simply do not show.
- **Almost a quarter of staff leave within the first 3 months of joining an organisation.**
- Over 40% of providers report sickness levels being higher than the pre-pandemic average, and the sickness absence level known is estimated to sit at 16% nationally, based on reports from providers.

What are the characteristics of workforce re-design?



- ✓ Role identity brings role confidence
- ✓ Respect and value
- ✓ Distinctive contribution validated
- ✓ Equality of resource – change commissioning
- ✓ Consistent career pathways created valuing all roles
- ✓ Moulded qualifications – no one-size
- ✓ Prioritise the ‘experienced’
- ✓ Autonomy and Self-management – a trust dynamic

Continued challenges re workforce re-design?



- ✓ Digital realism rather than technological idealism
- ✓ Role of multi-disciplinary teams – identity within collaboration
- ✓ No one-size fits all model
- ✓ Be realistic about what you can ‘plan’ – an art not a science
- ✓ Truly integrated, dependent models within one system of care and support

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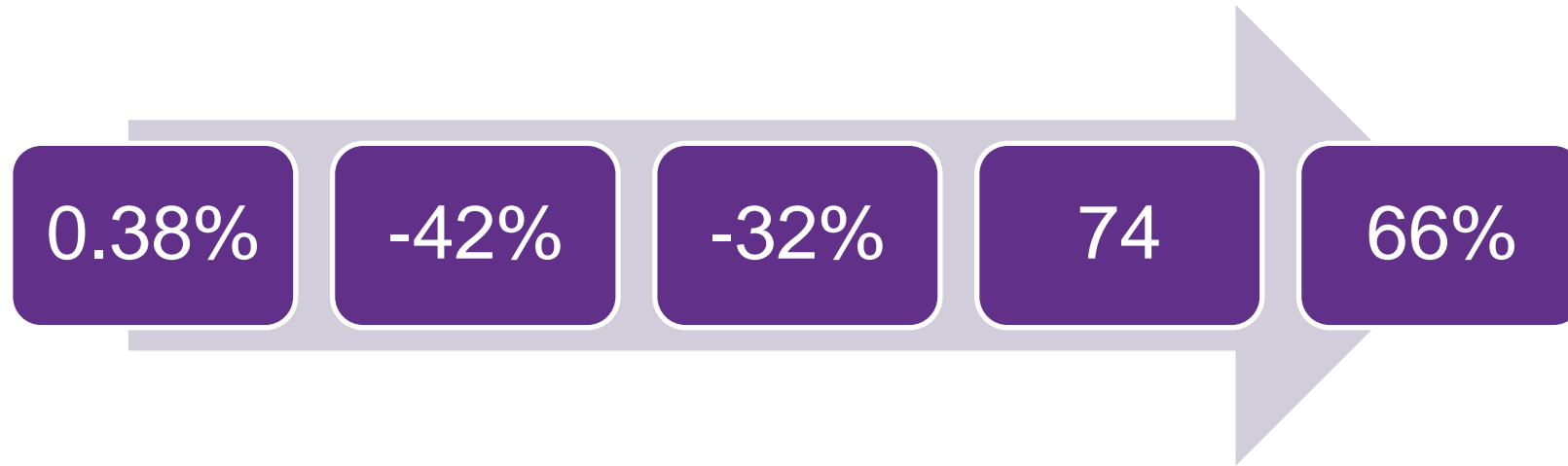
Future Planners Project

Christina Cox

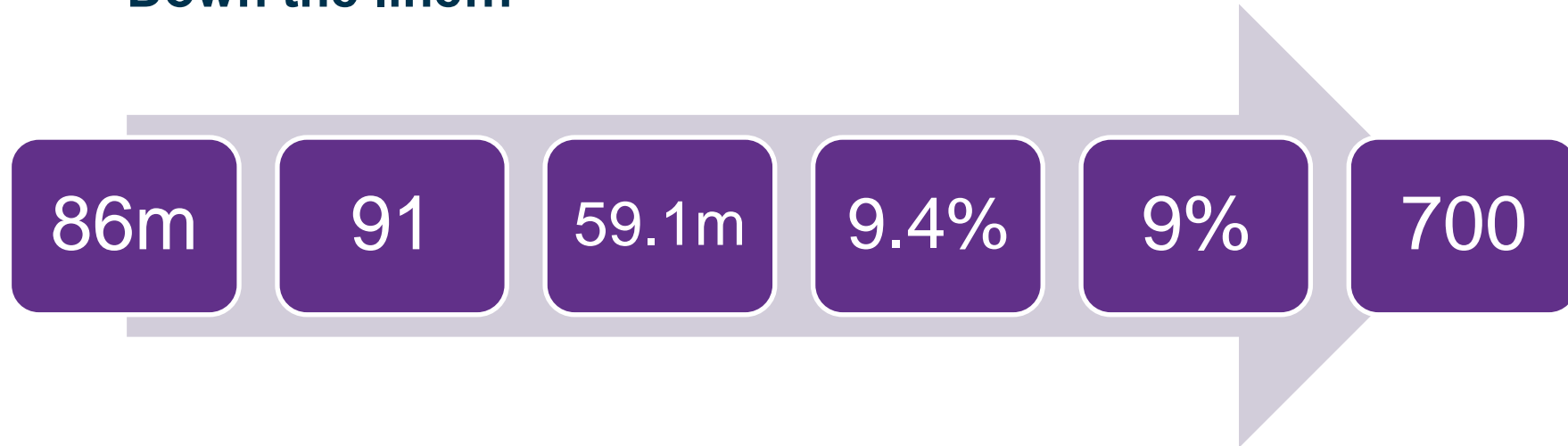
Planning and Building Standards Manager

Stirling Council

Here and now



Down the line...



Key Findings: Promotion

- There has never been a major recruitment campaign in planning
- There is an appetite to reinforce the importance of planning and an opportunity to position planning as a 'green career'
- promoted more widely in secondary, further and higher education settings.
- Other public sector benefits could be emphasised such as e.g. CPD opportunities.

4. What were the main reasons you decided to become a planner?				
Answer Choices			Response Percent	Response Total
1	To gain work experience		10%	9
2	To pursue structured career progression		38%	36
3	Interest in local government careers		27%	25
4	Interest in environmental issues / climate change		55%	52
5	Interest in building design or architecture		70%	66
6	Interest in policy work		30%	28
7	Interest in working with communities		36%	34
8	A family member or friend recommended it		2%	2
9	Following careers advice		3%	3
10	Other (please specify):		16%	15
			answered	94
			skipped	0

Recruitment: Access to education

- The most common route through a postgraduate course
- The future of undergraduate planning courses is uncertain
- There is a lack of research on how to retain international students in the UK workforce.

7. If you hold or are working towards an RTPI accredited degree or diploma, how did you fund your university studies? (please tick all that apply, and consider both course fees and general living costs)

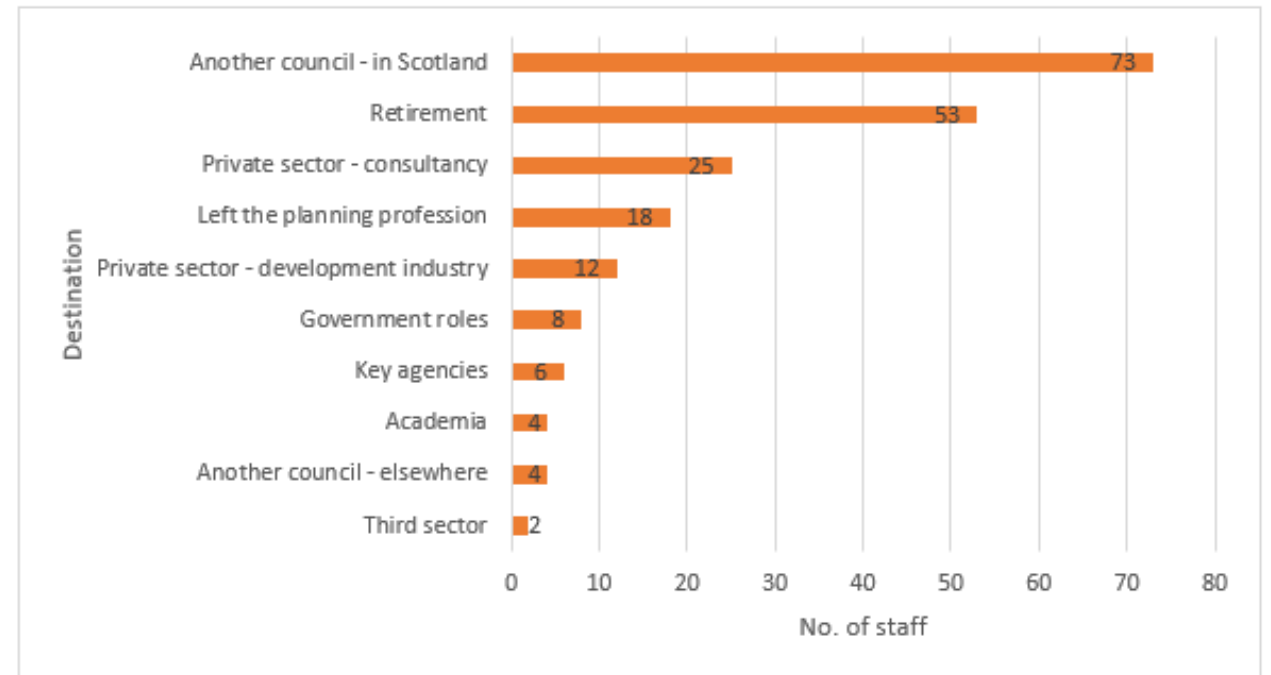
Answer Choices			Response Percent	Response Total
1	I received a government undergraduate fees loan		16%	15
2	I received a government undergraduate maintenance loan		15%	14
3	I received a government postgraduate loan (fees & maintenance)		29%	26
4	I took out a private loan		3%	3
5	I was awarded an RTPI bursary or scholarship		9%	8
6	I was awarded a different scholarship payment (non-RTPI)		15%	14
7	My employer provided funding towards my studies (e.g. paid course fees)		11%	10
8	I had a part-time job during my studies		41%	37
9	I had a full-time job during my studies		11%	10
10	I used my savings		27%	25
11	I received financial support from my family		30%	27
12	Other (please specify):		10%	9
			answered	91
			skipped	3

Recruitment: Routes into the profession

- Potential of introducing an RTPI-accredited apprenticeship scheme
- In the short-term, expanding opportunities for young people to gain work experience could be a 'quick win' for the sector
- Other strategies for increasing applicants for vacancies include:
 - Considering interchangeability between public sector careers
 - Looking at RTPI or qualification requirements for certain roles
 - Broadening the geographical range for recruitment

Key Findings: Retention

- Retirement was cited as the second most common destination for staff – the most common was other Scottish planning authorities.
- The most common reasons for departure were:
 - To seek career advancement
 - Increased salary and benefits
- There was felt to be a reliance on temporary contracts



Key Future Actions

- Increasing the number of qualified planners graduating per year through funded postgraduate opportunities
 - Bursary schemes
 - Work/study placements
- Introducing a planning apprenticeship scheme
- Undertaking further research on how to retain more international students in the UK and consider what is preventing this at present
- Undertaking an annual workforce strategy and skills survey
- Embedding work placements into the university curriculum for planning courses

Actions for HOPS / Planning Authorities

1. Considering the general messaging around planning and planning roles & 'selling the benefits' of public sector planning careers.
2. Promoting planning at universities and careers fairs, including raising awareness of planning amongst students on related degree courses (e.g. architecture; sociology)
3. Extending opportunities for students at all levels to gain practical experience within a planning environment
4. Promoting planning in secondary schools and further education colleges
5. Considering how career structures can be improved within public sector planning careers
6. Looking at the interchangeability of roles and careers within local authorities

Loreburn Housing Association



We work to make a difference

Promote our social purpose

Attract the right people who want to learn more & deliver our values

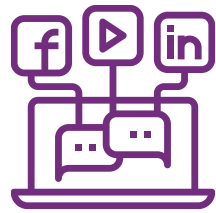
Work with various partners to promote Housing & the types of jobs we offer

Loreburn Trade Apprentice working with students at D&G College & schools





Finance



**Marketing &
Social Media**



**Neighbourhood
Officer**



Customer Service



Repairs



Housing Development



ICT Support

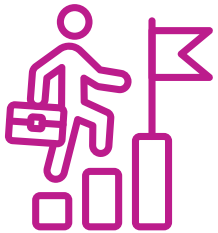


HR...and more!

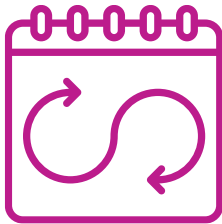
**DYW: Bang Goes D&G –
Loreburn participating with
Schools**



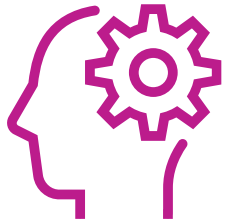
What we about Loreburn



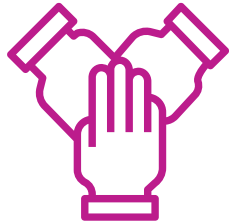
Career progression



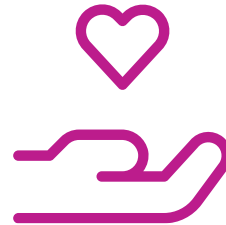
Flexible working



Transferable skills



Great people



**Make a real
difference**





Thank you! :)

Any questions?