



@headsofplanning

Future Planners

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#futureplanners



<https://www.rtpi.org.uk/research/2022/july/future-planners-project-report/>

Scottish context

There have been 28% staffing cuts in planning departments since 2009, whilst significant future sectoral growth is forecast.

There is an estimated demand of up to 730 planners over the next 10 to 15 years, a 58% growth on 2020/ 21 levels.

Only around 8% of staff in planning authorities are under 30 and 35% are over 50.



Skills in Planning Research Paper



February 2021



Skills Development Scotland (SDS), Partners in Planning & EKOS (2021) Skills in Planning Publication. February. Available here: <https://bit.ly/3pe8lrA>

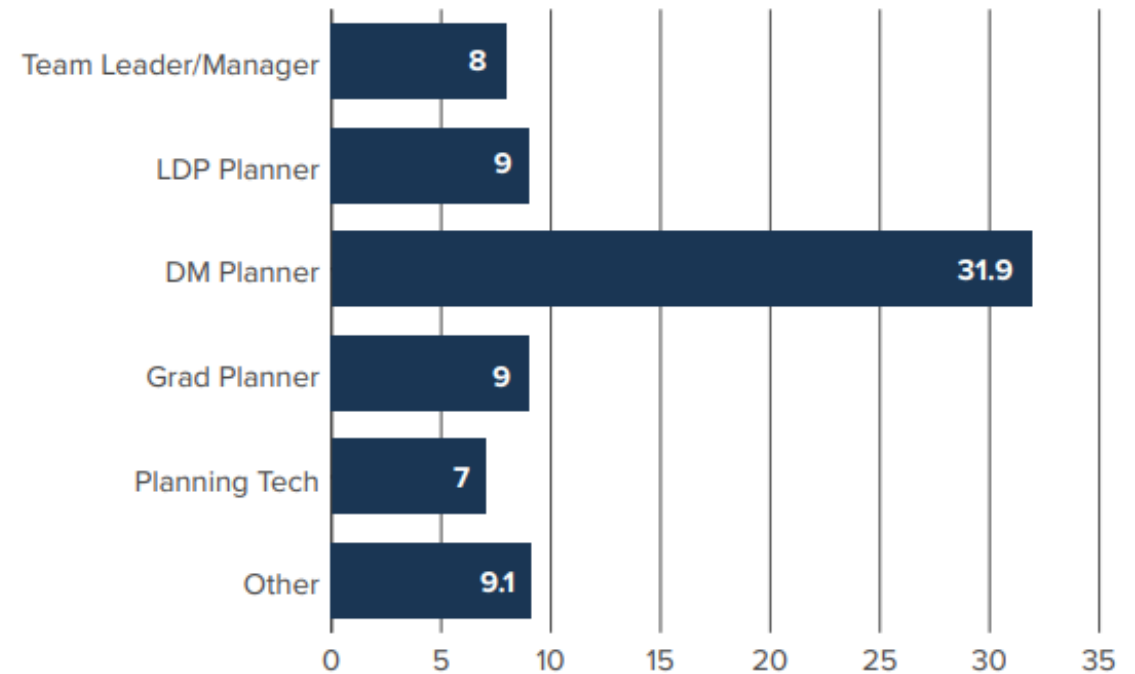


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1. NPF4 has an ambitious vision for the future of the planning system – but also recognises the importance of investing in the service.
2. In addition, the Planning (Scotland) Act 2019 places over 49 new and unfunded duties on Scotland's planning authorities, at an estimated cost between £12-59 million (RTPI, 2019).
3. Results from a survey in March 2022 showed there were 74 vacant FTE posts in the 26 planning authorities that responded to a survey(Fig.1)

Fig 1: Vacancies in Scotland's Planning Authorities



Planning Resources - SDS/EKOS Report,(2020)

Estimates that over the next 10-15 years, approx. 550-600 planners will be needed to meet replacement demand due to retirements.

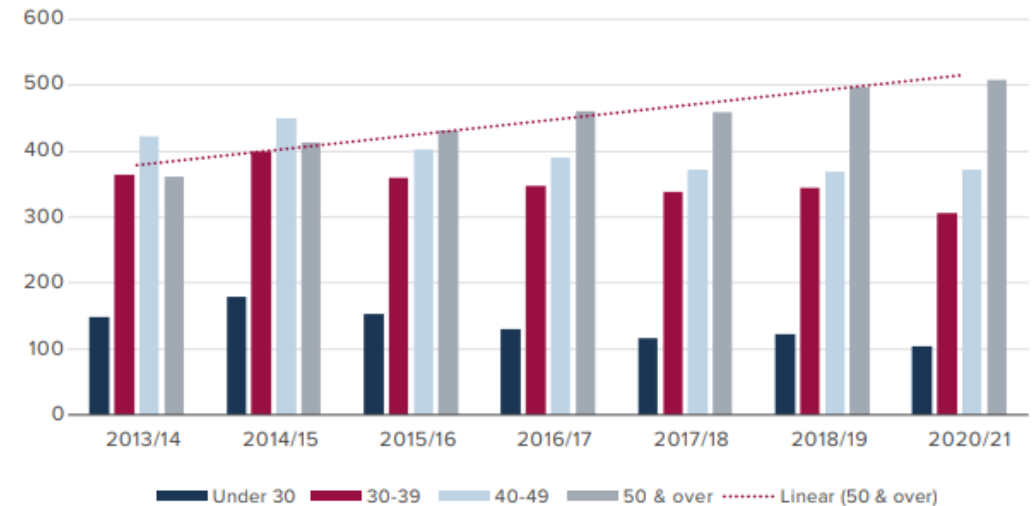
An additional 130 planners will be needed to cover a projected 11% growth in the Scottish planning sector up to 2030.

Challenges were also found to exist around:

- the image and branding of planning;
- awareness and understanding of the potential career opportunities available;
- the availability of university level teaching provision and throughput of indigenous students; and
- increased competition of talented applicants.

Scottish Planning Authorities

Fig 2: Planning Staff Age Profile



- The report set out 13 recommendations aimed at improving promotion, recruitment and retention
- Key Recommendations Include:
 - Increasing the number of qualified planners graduating per year through funded postgraduate opportunities.
 - Introducing a planning apprenticeship scheme for Scotland.
 - Extending opportunities for students at all levels to gain practical experience within a planning environment.
 - Undertaking further research on how to retain more international students in the UK and consider what is preventing this at present.
 - Undertaking annual workforce strategy & skills survey.
- These are being taken forward by a working group including HOPS, RTPI, Scottish Government, Scotland's planning schools, and the Scottish Young Planners Network





Future Planners Report Published (June 2022)

- Set out 13 action recommendations
- Given Ministerial Backing

Working Group Established (August 2022)

- Scottish Government
- HOPS
- RTPI
- Planning Schools
- SYPN

Ongoing progress on key actions

- RTPI apprenticeship
- HOPS promotional video
- Attendance at careers events
- Etc.

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The logo for Skills Development Scotland, featuring the text "Skills Development Scotland" in a teal color, with "Skills" and "Development" on the first line and "Scotland" on the second line. The text is contained within a white rectangular box with a decorative, serrated left edge.

Skills
Development
Scotland

Scottish
Apprenticeship
Week 2023

Unlocking Potential

Two decorative curved lines made of parallel dashes. One line is yellow and curves from the bottom left towards the center. The other line is a gradient of yellow to teal and curves from the top right towards the center.

apprenticeships.scot

6-10 March

Our research with young people

Young People's Career Ambitions (YPCA)



Aims to understand the **choices, influences, and motivations** of young people in making career decisions

SDS Evaluation & Research team

Real Time Apprenticeship Insights (RTAI)



Collects rolling feedback from apprentices (Foundation, Modern and Graduate) at key stages of their apprenticeship journey about the benefits and outcomes of undertaking an apprenticeship, and reporting in real time

SDS Evaluation & Research team

Points to Consider As An Employer

- **Ageing workforce and population and skills shortages across sectors**
- **Increase in applications to Further & Higher Education**
- **Young people are drawn to what's familiar (e.g. hobbies and interests)**
- **Parental & guardian influence on young people**
- **Work life balance and values led careers choices are increasingly important**

Unlocking Potential



Taking Action to Attract Young Talent

- **Utilise Apprenticeships throughout your business**
- **Engage with schools and the local community to improve brand and sector awareness**
- **Provide opportunities for growth and development**
- **Promote a strong company culture, impact and values**
- **Sign up to be a Young Persons Guarantee employer**
- **Embed Meta Skills throughout your recruitment processes**
- **Work with partners to take action and strengthen local links**

Unlocking Potential

Scottish Apprenticeships

Three types of Scottish Apprenticeships

There are three types of apprenticeship providing people and employers with skills for the future now, from secondary school to Master's degree level.

Foundation Apprenticeships

Pupils S5-S6 at SCQF Level 6*

- Support from school, employer, and local learning provider
- Subjects available in 12 growth sectors

Employers get:

- Early access to talent
- A pipeline to apprentice jobs

Pupils get:

- A head start in a career
- Skills employers want

*Pilots at SCQF Level 4 & 5
(Automotive; Hospitality; Construction)

Modern Apprenticeships

New and existing employees

- A national network of learning providers
- 80+ types of apprenticeship

Employers get:

- A skilled workforce
- The support to attract and retain talent

Apprentices get:

- A job with earning and learning
- Industry qualifications

Graduate Apprenticeships

Designed by industry for industry

- Backed by universities
- 13 types in growth sectors with future skills needs

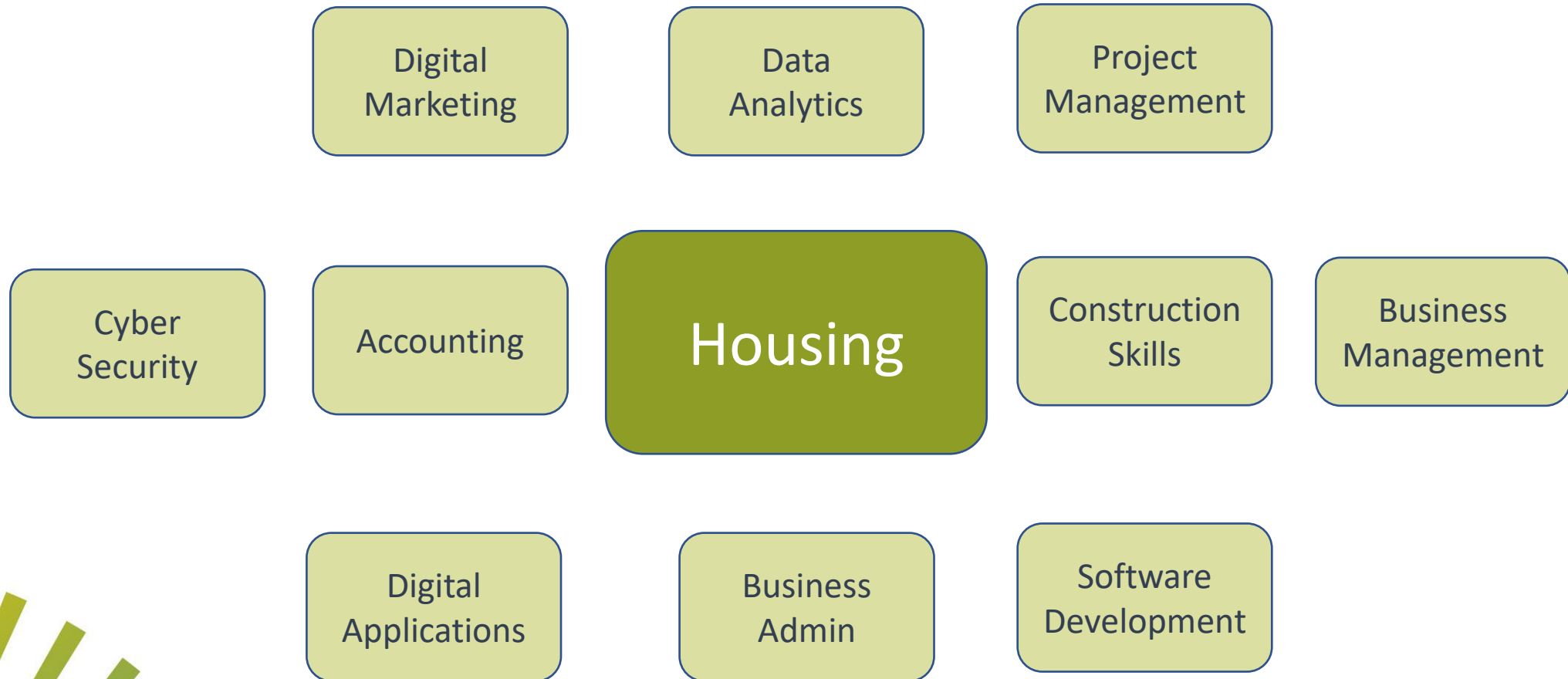
Employers get:

- Critical skills into the workforce
- A solution to upskill and reskill staff

Apprentices get:

- A job leading to a qualification up to Master's degree level
- Skills in growth industries

Modern Apprenticeships for Housing Sector



Unlocking Potential

Apprenticeships.Scot



Over **47,000** account sign-ups



Over **21,000** direct applications submitted



More than **10.5K** opportunities advertised YTD

Unlocking Potential

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Skills for Growth

Participation in Skills for Growth can help you:



Increase performance

Skills and knowledge are key to growth and resilience



Build confidence

Reflect on what skills the business currently has and identify those needed for the future



Attract the right people

Recruit for the skills you don't already have in the business



Manage change

Introduce innovative workplace practices



Support employees

Staff have the opportunity to be listened to and given an opportunity to develop

SDS Employer Services Offer: One to one business support

Digital Offer for Employers: [Ourskillsforce.co.uk/ apprenticeships.scot](https://ourskillsforce.co.uk/apprenticeships.scot)

Digital Skills Management Tool: self help and skills diagnostics for employers



Employer Helpline: 0800 783 6000

Initial point of enquiry, for assessment and onward referral to wider SDS services. Provides support with straight forward enquiries and signposting to funding and partner services.



SME Support

Dedicated one to one support for small to medium sized businesses, supporting organisational goals through bespoke skills planning consultancy service. Providing advice for talent attraction, developing and upskilling the existing workforce to enable business growth.



Large Business Relationship Management

Specialist led project management for larger employers. Supporting businesses to develop skills in occupational areas critical to the resilience and growth of the Scottish Economy. Assisting businesses to navigate the Scottish skills system, support workforce planning objectives and creating talent pathways for the future.

Scottish Apprenticeship Week Webinars

Unlocking Potential: **Apprenticeships in a Challenging Labour Market**

7th March 2023 10am

Unlocking Potential: **The Power of Mentoring with Apprenticeships**

7th March 2023 2pm

Unlocking Potential: **Attracting Young Talent through Apprenticeships**

8th March 2023 10am

Unlocking Potential: **Employers Influencing the Apprenticeship System**

9th March 2023 10am

Unlocking Potential: **Tap into talent & Broaden your reach with Apprenticeships**

10th March 2023 10am

Unlocking Potential

The frontline future is bright

Craig Stirrat FCIH

CEO



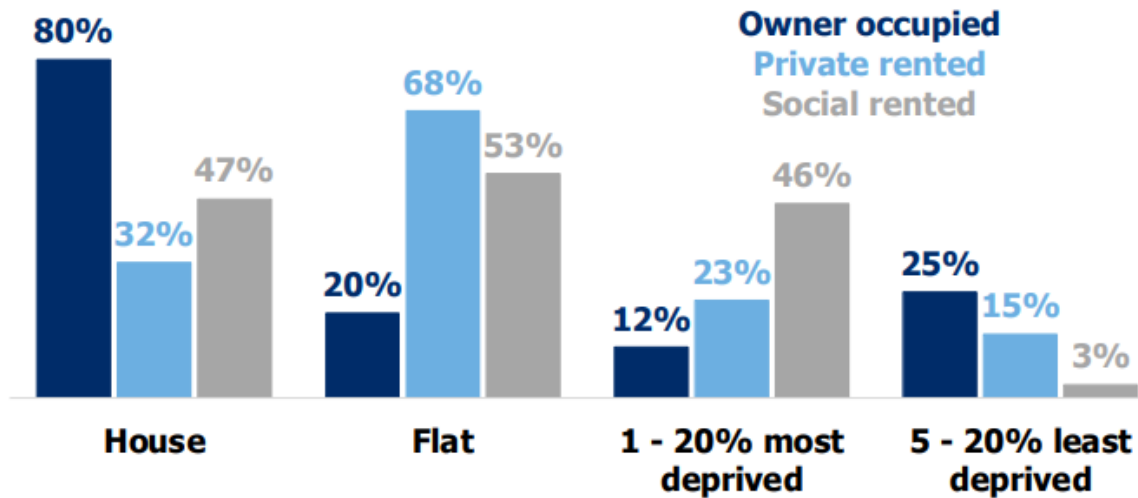
GRAMPIAN
HOUSING ASSOCIATION LTD

Content of Presentation

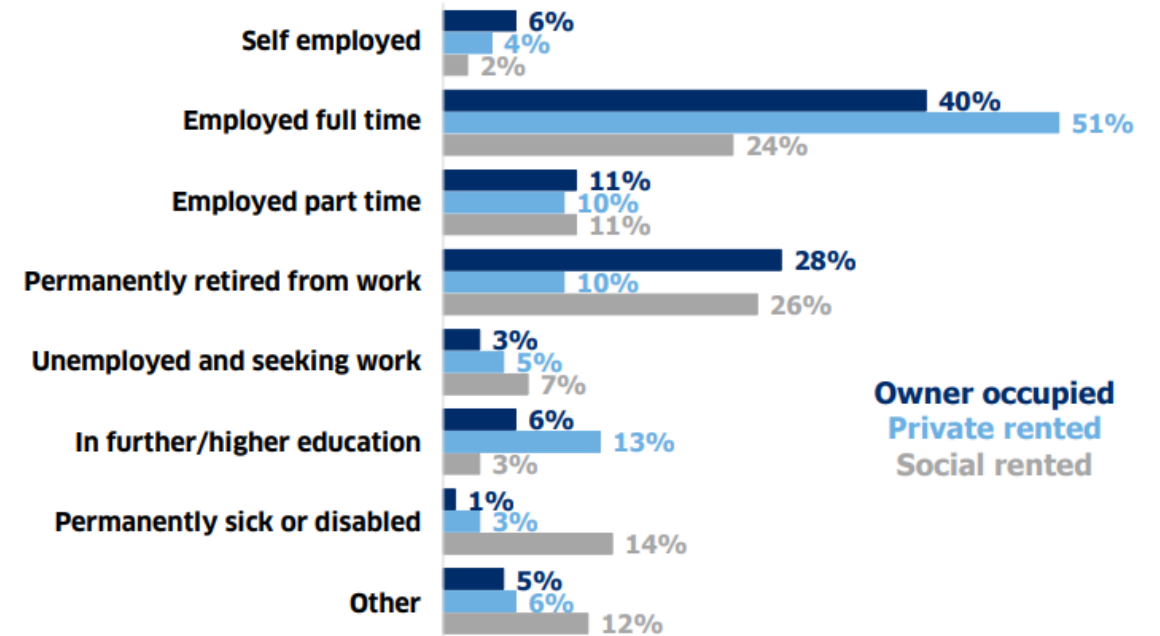
- Why ? – the Context of whom we serve
- What? – Back to the Future?
- How ? - Frontline Futures!

Context: Scottish Household Survey 2020

Dwelling type and area deprivation of households by tenure



Economic status of adults by tenure



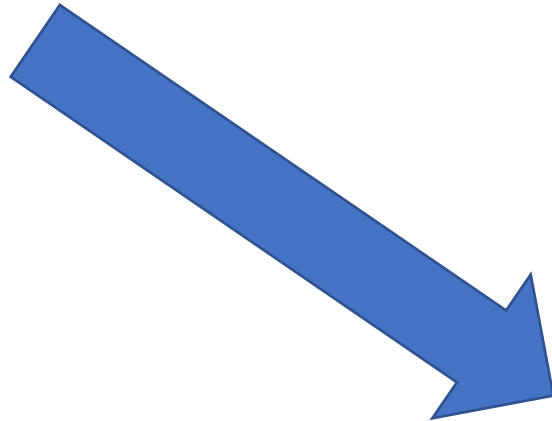
Context - Know your Tenants

Customer Segmentation –
For Example - 67.2% of
Grampian tenants are, Gen X & Y



Context for Frontline Futures

Who would have thought this needed to be said in 2022?



The Better Social Housing Review

THE KEY RECOMMENDATIONS

1. Every housing association, and the sector as a whole, should refocus on their core purpose and deliver against it.



2. Housing associations should work together to conduct and publish a thorough audit of all social housing in England.



3. Housing associations should partner with tenants, contractors and frontline staff to develop and apply new standards defining what an excellent maintenance and repairs process looks like.



4. The Chartered Institute of Housing should promote the traditional "housing officer" role as a supported and valued employment opportunity with a Chartered Institute of Housing recognised programme of training and continuing development.



5. Housing associations should work with all tenants to ensure that they have a voice and influence at every level of decision making across the organisation, through both voluntary and paid roles.



6. Housing associations should develop a proactive local community presence through community hubs which foster greater multi-agency working.

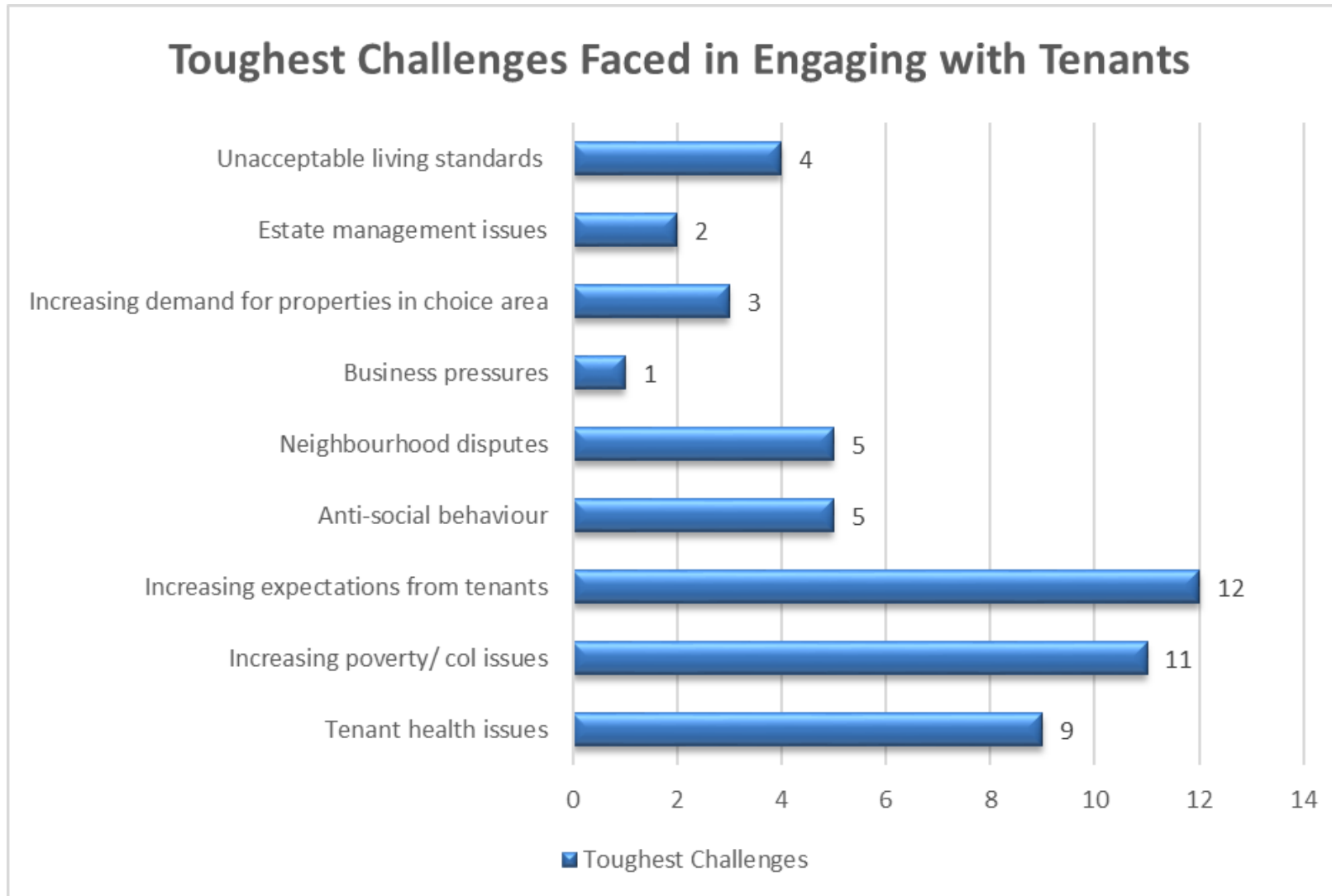


7. Housing associations should support tenants and frontline staff to undertake an annual review of the progress each organisation is making in implementing this review's recommendations.





What Grampian Frontline Staff said



Back to the Future

Frontline Futures 2014

As relevant today as it was when first published almost 10 years ago— even more so today



New era, changing role
for housing officers

By Jo Richardson, Lisa Barker, Jacq Furness & Merron Simpson



Core competencies required for the future frontline role

Influencing Factors

- Cost of Living
- Welfare Changes
- Access to Affordable homes
- Ageing Population
- Cuts to public services
- Digital disruption

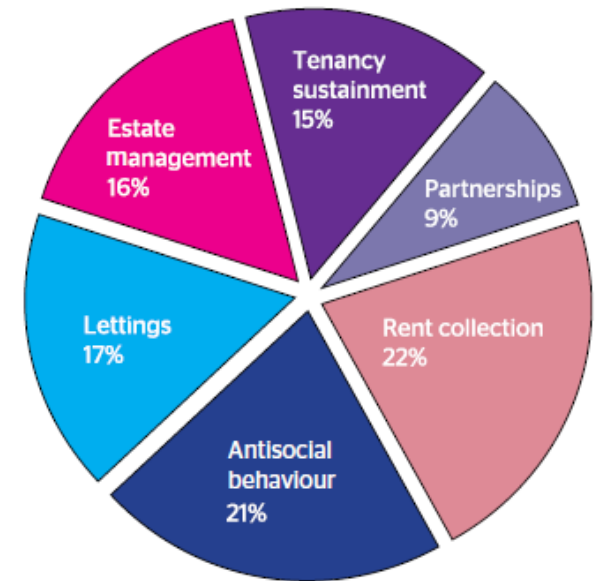


Partnership Approach

This way Money advice
That way Community
Mental Health
This way social services

Commercially Minded
Empathetic
Problem Solver
Good Communicator

Resilience



Frontline Future Roles

D	R	I	V	E	N
Differentiated – using data intelligence to guide how frontline officer time is used, rather than providing a blanket service for all tenants & customers	Relational – doing things with tenants & customers , rather than doing things to or for them	Interactive – working alongside professionals from other disciplines to achieve a broader range of outcomes for residents	Varied and creative – finding solutions, even if they lie outside of ‘normal activity’	Engaged and impactful – doing things with the intention of having a positive impact on people’s lives and the organisation’s bottom line	Novel and anticipatory – doing something now to avoid negative consequences later on.

Thank you for listening

Questions?



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FUTURE OF FRONTLINE



THE INSTITUTE OF
LEADERSHIP
& MANAGEMENT

- Housing sector leaders should consider developing a broader understanding of **leadership**, that extends **beyond vision, resilience and communication skills**
- Current leaders should consider developing talent pipelines for succession planning, that identify **future leaders** from **across the entire demographic of the existing workforce**

Leadership in Housing – a looming capability gap?



Chartered
Institute of
Housing



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BIRD CREATURES

By Claire Draper



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