

## Plenary 2

# Transforming the workforce to meet the sector's unique challenges


**Speaker:** Russell Thompson, Managing Director Places  
Management / Chair – Direct Works

**Chaired by:** Karl Linder

**Room:** Main Hall

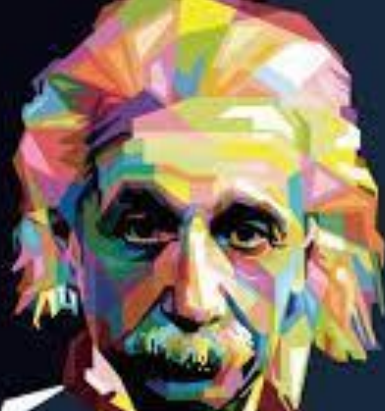
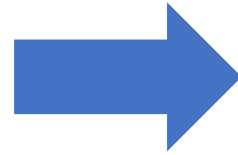



# We need to change our thinking!



**Murphy's Law in Business**

*If anything can go wrong, it will*



“The definition of insanity is doing the same thing over and over again—but expecting different results.”



**THE BEST WAY TO PREDICT THE FUTURE IS TO INVENT IT.**

ALAN KAY

# So what are those unique challenges?

- **Hackitt – Competency**
- **Building Safety Bill & Fire Safety**
- **Decarbonisation & Retrofit**
- **Workforce**
  - An Aging workforce
  - Shortage of labour
  - Turnover of Staff
  - Attracting Talent and new entrants
- **National & Business**
  - Contractors & Suppliers
  - Increase material costs
  - Covid 19 – maintaining resources on the ground
  - Managing demand for the service
- **Technology**



# The Gaps, The Sector & Competency



- Sector pressures, pandemic, financial
- Been lots of wake up calls – (Grenfell unfortunately was the latest)
- Regulator downgrades – Gas is a regular area
- HSE Prosecutions – A number of failures and heavy fines that follow
- Property Compliance – A whole set of high risk areas waiting to capture the next victim!
- People – Even if we have good systems and processes we can still fail big time!
- Our Workforce – shortage, gaps, mismatches, under utilisation of skills, new technology, attracting new entrants.....
- Training Apprentices and getting the right pathway
- Retrofit – training and delivery


# PfP & Places Management at a Glance


Places for People owns or manages more than 219,000 homes, operates over 100 leisure facilities, has assets of £4.9 billion, and will deliver circa 6,000 affordable homes over the next 10 years through its partnership with Homes England.


We now manage more than 77,00 affordable rented homes across the UK.




 100+ leisure centres managed

 £165m created in social value through our Affordable Housing, Developments and Leisure businesses.

 1,700+ people helped into work, learning or training

 9,000 people helped who were homeless or at risk of being homeless

 7,000 training and work opportunities provided for young people

 190,000+ repairs completed

 3,342 people supported with money advice

Places Management - 1,021 staff – 802 Front Line

Number of vehicles - 815

Number of void repairs – 5,218 per annum

The main bases are Preston, Newcastle, Leeds, Edinburgh, Milton Keynes, Norwich, Bristol and Derby



# How do we Transform our current workforce?



A need for a structured approach and direction of travel

Can't do this all at once, but there are unintended consequences

It needs financing, it always does

Establishing the right culture (learning)

Recognising the key areas for change

Protecting our asset, our people!

Leadership

# Getting the Basics Right and Beyond – 2021-2023

- 2 Year transformation plan
- Blueprint for Change “Basics and Beyond”  
Key Themes:
  - People
  - Culture
  - Customer
  - Finance
  - Systems
  - Business
- Workforce Succession Plan
  - Upskill our existing staff
  - Apprentices
  - Competency (Hackitt report)
- Places Management Growth Strategy



People



Culture



Customer



Finance



Systems



Business

# PfP – Places Management Experience

## Our Journey

## What are our objectives and what do we expect to achieve?

### Competency

- Developing the right platform (Sysmax & CMS)
- Establishing the consistency and approach required

### Workforce Succession

- Developing skills of existing colleagues
- Age profiling
- Apprentices – PMO Level 2&3
- Women in Trades
- Salary levels

### Managing the Retrofit Challenge

- Gap analysis
- Alignment to Asset Investment

### Technology

- Investment
- Technology versus human intervention



# Competency

**Developing an overarching philosophy of individual and organisational competence is paramount.**

- Concentrating on Gas & Electrical, high risk activity
- Pilot approach, proof of concept
- Sysmax chosen, track record and experience with high risk activity in gas and oil sectors.
- Utilise all our practices and processes
- Involvement of managers and team
- Develop consistent approach

# Workforce Succession & Transformation

**Succession & Transformation are intrinsically linked and not exclusive!**

- Age profile
- Salary levels (National and regional)
- 3 band salary approach
- Skills assessment
- Non technical competence (values, customer, productivity, etc)
- Training gap analysis
- Understand what we have in place (renewables)
- Establish 5-10 year programme in line with capital investment programme
- Apprenticeships – grow our own
- Apprentices – PMO Level 2&3
- Women in Trades
- Creating talent & succession plan
- Career pathways (Apprentice to Director)

# Technology

**Investing in technology, means we need new skills and new methods of delivering services**

- IOT – remote monitoring and repairs
- Triaging and diagnosing responses remotely
- More technical skills in the back office
- Technical skills development
- MMC - Modular buildings
- Retrofitting

Finally....  
Thank you for  
listening?



See you at the  
next conference!



**NHMF  
Maintenance  
Conference  
2022**