

Academy for Sustainable  
Communities

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**Mind The Skills Gap**

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Technical Report 1 -  
Survey Results

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## 1 Introduction

Arup have been commissioned by the Academy for Sustainable Communities (ASC) to undertake an analysis of the gap in supply and demand of skills required to deliver the Sustainable Communities agenda.

The delivery of sustainable communities depends upon the skills, capabilities and working culture of a wide range of built environment professionals. The formation of ASC marks a major recognition of the role and increasing demands upon the professional component. Yet ASC can only fulfil and focus its role if it has a clear understanding of the skills gaps that need to be addressed.

Creating sustainable communities implies wide ranging objectives that must necessarily demand a wide range of skills and disciplines. The Egan Report published in 2004 correctly recognised the importance of core technical skills – many of which fall into traditional professional “silos” together with generic skills associated with multi-disciplinary delivery.

The main findings report has been published separately by the Academy for Sustainable Communities. It draws information from Arup’s own primary research, as well as drawing in conclusions from previous studies across the sectors forming part of sustainable communities.

This report is intended to provide a more detailed report and of the results of Arup’s surveys of organisations and individuals and should be read in conjunction with the main report, which provides a more analytical approach and draws on a wider range of data sources.

## 2 Methodology

### 2.1 Introduction

This chapter sets out the approach to the surveys of individuals and organisations as well as the overall approach to the study, for contextual purposes.

### 2.2 Skills

The Egan Review explored both technical and generic skills. Skills gaps were defined in terms of labour shortages and in terms of a shortfall in the skills of individuals required to do their jobs.

**Technical skills:** These skills refer to the knowledge and know-how of procedures held by professionals. In general, technical skills are identified as strong amongst professionals, but gaps occur because there are not enough trained individuals.

**Generic skills:** The Egan Review identified a series of generic skills that would help professionals in delivery of Sustainable Communities. By their very nature, it is difficult to have a shortage of people in this area, but a shortfall in the skills of individuals was identified.

#### BOX 1: GENERIC SKILLS

(A fuller definition of these skills is given in Appendix A)

- Project Management
- Leadership
- Breakthrough Thinking/Brokerage
- Inclusive Visioning
- Team Working/Leadership
- Making It Happen, Given Constraints
- Process/Change Management
- Financial Management/Appraisal
- Stakeholder Management
- Analysis, Decision Making, Learning From Mistakes, Evaluation
- Communication
- Conflict Resolution
- Customer Awareness

#### 2.2.1 Occupations

The Egan Review identifies the occupations and vocations of individuals involved in delivery of Sustainable Communities. Not all of these are the subject of this analysis. The Egan list and those professionals included in this analysis are listed in the table below.

<b>Egan Review: Core Occupations Engaged in Sustainable Communities</b>	<b>ASC Skills Gaps Analysis: Occupations</b>
<b>Implementers and Decision Makers:</b> LA elected members, LA Chief executives and staff, members of LSPs, Regional Assembly members and staff, chief execs of regional organisations, infrastructure providers and maintenance managers, regeneration leaders, chief execs and staff from relevant national agencies, MPS and civil servants with relevant policy responsibilities	<ul style="list-style-type: none"> <li>• Civil servant (central government/government agency)</li> <li>• Senior executive (regional/local body)</li> </ul>
<b>Built Environment occupations:</b> Planners, urban designers, areas master planners, architects, engineers, surveyors, construction industry managers,	<ul style="list-style-type: none"> <li>• Architect,</li> <li>• Engineer (inc civil, structural, transport etc),</li> <li>• Landscape architect,</li> </ul>

educators of built environment professionals	<ul style="list-style-type: none"> <li>• Planner</li> <li>• Surveyor</li> <li>• Urban designer/masterplanner</li> <li>• Transport planner</li> </ul>
<b>Environmental occupations:</b> Environmental officers, environmental advisors, environmental managers	<ul style="list-style-type: none"> <li>• Environmental specialist</li> </ul>
<b>Social occupations:</b> Managers of housing and social services	<ul style="list-style-type: none"> <li>• Housing and welfare officer,</li> </ul>
<b>Economic occupations:</b> Developers, Investors in property, Economic development agency managers and officers	<ul style="list-style-type: none"> <li>• Developer,</li> <li>• Regeneration/economic development professional</li> </ul>
<b>Community occupations:</b> Professional community and voluntary workers, community/neighbourhood wardens and community support wardens	<ul style="list-style-type: none"> <li>• Community safety officer/police officer, Neighbourhood/community development specialist</li> </ul>
<b>Cross-cutting occupations:</b> neighbourhood renewal and regeneration practitioners	<ul style="list-style-type: none"> <li>• Researcher/academic</li> </ul>

### 2.3 Organisations

The professionals involved in delivery of Sustainable Communities are employed by a wide range of organisations. As many as possible have been targeted in the on-line survey to ensure coverage.

The organisations involved include:

- Central government departments
- Consultancy/private practices
- Educational establishments
- Government offices
- Housebuilders
- Local Authorities (range of departments)
- Local Strategic Partnerships
- Other government agencies
- Neighbourhood renewal bodies
- Police
- Professional/representative bodies
- Property Developer
- Regional Assemblies
- Regional Development Agencies
- Strategic Health Authorities/Primary Care Trusts
- Think tank/research institutes
- Urban Development Corporations/Urban Regeneration Companies

- Housing Associations/Registered Social Landlords

This list includes all organisations covered in ASC's Stakeholder survey<sup>1</sup>.

Some of these organisations will be more involved in delivery of Sustainable Communities than others. The survey of stakeholders indicates that Communities and Local Government (CLG) and Local Authorities are seen as the most important delivery mechanisms. National and regional bodies are focused on influencing policy whilst private and local focused bodies are more involved in delivery of infrastructure and services.

The on-line survey has provided an opportunity to approach a wide range of organisations, including those only partly involved in the Sustainable Communities agenda. The survey has been an opportunity to verify perceptions of level of involvement. The case studies have provided an opportunity for greater focus, but even in this stage of the study, a cross-sectional, inclusive approach has been adopted.

#### 2.4 Approach to analysis

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The role of the online surveys has been to complement the existing SOC and other data, reviewed by York Consulting. These have supplied quantitative data for use in the modelling process as well as qualitative inputs to the study.

#### 2.5 Approach

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Two surveys have been developed; one aimed at individual professionals, and one aimed at heads of organisations working wholly or partly within the Sustainable Communities sector.

Arup tailored the surveys to focus on the collection of quantitative information, and by design, therefore, some questions were included with a large number of possible response selections, but no facility for the respondent to provide an other/own specified response.

A further function of the surveys was to provide free text space for people to provide their thoughts, opinions and observations on skills across the Sustainable Communities sector to complement the qualitative data gathered during the case study process.

#### 2.6 Sources of contacts

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Arup compiled a large database of contact email addresses. These contacts were sent an email with a brief introduction to the project and links to the relevant survey web pages on the internet. Respondents were asked to pass on the links to others involved in delivery of Sustainable Communities.

Main sources of information for the database include:

- Propertydata.com
- Haymarket Direct Marketing
- New Civil Engineer/Civil Engineering Contractors Association
- Planning Magazine
- Royal Institute of British Architects (RIBA)
- National Housing Federation
- Existing Arup contacts database
- Contacts database supplied by ASC

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<sup>1</sup> Stakeholder Survey 2006, Draft Report for Discussion, Ci research on behalf of the Academy for Sustainable Communities, January 2007

- Large number of National and Regional Government websites including Neighbourhood Renewal Unit and Regional Assemblies
- Others e.g. Association of Town Centre Management, Transport Planning Society, etc

Data protection laws restricted a number of key organisations from directly providing information; these include, for example, ICE, RTPI, House Builders Federation, British Property Federation and the Chartered Institute of housing although in some cases this was circumvented by their sending an email on Arup's behalf.

Further contacts were sourced via other, indirect methods such as web searches and third party directories such as the NCE Contractors file and 'Find a Consultant' sections of web sites.

In addition, Arup contracted the Haymarket group (publishers of 'Planning' and 'Regeneration and Renewal' magazines amongst others) and the National Housing Federation to do a mailshot of their contact list, inviting them to take part in the survey.

Arup explored the possibility of utilising the contact databases of the RCEs as an additional means to target professionals and organisations. Due to data protection regulations, they were unable to send contacts directly. However, some of the RCEs indicated who their stakeholders are whilst others were able to forward on the invitation email to contacts.

## 2.7 Period of surveying

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The surveys ran for a total period of two month. Arup contacted some organisations towards the end of the survey period urging a response in order to develop as representative sample as possible.

## 2.8 Pilot

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Before launching the survey Arup ran a pilot version for three days, asking individuals from Arup and ASC to complete the survey and give feedback. Arup asked them specifically about issues related to the length of the survey, ease of completion, anonymity issues, presentational issues and other general comments. We received about 20 responses to the individual survey, and took the comments made into account (they primarily concerned layout, presentation and anonymity).

We also asked a board member at Arup and the Chief Executive of ASC to complete the organisational survey and give us their feedback. Feedback on this survey was primarily related to length and the level of detail required. As a result of this we removed and reworded a number of key questions.

## 2.9 Survey of Individuals

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This survey was intended for individuals of any profession at any grade in any organisation wholly or partly involved in the delivery of Sustainable Communities.

The first five questions required responses (occupation, name and category of organisation, region and rank); thereafter questions are optional. A full transcript of the online survey can be found in Appendix C to this report.

**Section 1** of the survey focused on personal details, including profession and current organisation, their age, experience, qualifications and nationality, and how (and to what extent) they were engaged in the Sustainable Communities agenda.

**Section 2** asked the respondent to rate their technical and generic skills, importance to their particular job, their priorities for skills development, and how well they work across disciplines with other professionals

**Section 3** asked briefly about the respondent's organisation, probing for their opinion on technical and generic skills shortages across all professions in their organisation.

**Section 4** was about future plans for individuals, focusing on occupational, organisational and geographical mobility.

## 2.10 Survey of Organisations

This survey was intended for heads of organisations, senior board members or heads of Human Resources/Corporate Services. It was intended to be completed by senior individuals, on behalf of the entire organisation (not heads of department on behalf of their departments).

The first four questions were compulsory (name and category of organisation, region(s) and seniority of respondent). Thereafter, questions were optional. A full transcript of the online survey can be found in Appendix D to this report.

**Section 1** asked for the basic details of the organisation, as well as how and to what extent they were involved in the delivery of Sustainable Communities.

**Section 2** required the respondent to state how many people were employed in each profession, now and two years ago. It also asked about staff shortages, and the reasons behind them, and technical and generic skills of the current workforce.

**Section 3** asked how the role and workload of the organisation was likely to change in future, and, correspondingly, what future employment needs would be by profession. It also asked about anticipated future staff shortages.

**Section 4** was intended to understand how important skills shortages are to the organisation. It asked what would be of most help to the organisation in delivering Sustainable Communities (to put problems attributable to skills into context) and how best to address technical and generic skills gaps.

## 2.11 Abbreviations

Please note the following abbreviations are used in the tables and graphs in this chapter.

### Occupations

Full	Short	Acronym
Civil servant (central government/government agency)	Civil Servant	CIV
Community safety officer/police officer	Community Safety	POL
Landscape architects/ urban planners/ architects	Landscape Architects	LAR
Developer	Developer	DEV
Engineer (inc. civil, structural, transport etc)	Engineer	ENG
Environmental specialist	Environmentalist	ENV
Housing and welfare officer	Housing	HOU/WEL
Landscape architect	Landscape Architect	LSC
Neighbourhood/community development specialist	Community Development	NEI
Planner	Planner	PLN
Regeneration/economic development professional	Regeneration	REG
Researcher/academic	Academic	ACA
Senior executive (regional/local body)	Senior Exec	EXC
Sustainable development specialist	Sustainable Development	SUS
Surveyor	Surveyor	SRV
Transport planner	Transport Planner	TRA

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Urban designer/masterplanner	Urban Designer	URB
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**Regions**

East	EE
East Midlands	EM
London	LO
North East	NE
North West	NW
South East	SE
South West	SW
West Midlands	WM
Yorkshire and the Humber	YH
Other UK	UK
Overseas	OVS

**Organisations**

<b>Full</b>	<b>Short</b>	<b>Acronym</b>
Central government department	Central Govt	GOV
Construction/contractor/utilities	Construction	CSTR
Consultancy/private practice	Consultancy	CONS
Developer	Developer	DEV
Government office	GO	GO
Housebuilder	Housebuilder	HOU
Housing Association/RSL	Housing Assoc	HA
Local Authority - economic development	LA - econ devt	LA-EC
Local Authority - environment	LA - environment	LA-EN
Local Authority - housing	LA - housing	LA-HO
Local Authority - planning	LA - planning	LA-PL
Local Authority - regeneration	LA - regen	LA-RG
Local Authority - social services	LA - social services	LA-SS
Local Authority - transport	LA - transport	LA-TR
LSP (as a direct employee)	LSP	LSP
Neighbourhood Renewal Body	NRB	NRB
Other government department/NDGB	NDGB	NDGB
Police	Police	POL
Professional/representative body	Professional Body	PRO
RDA	RDA	RDA
Regional Assembly	RA	RA
Regional Centre of Excellence	RCE	RCE
Strategic Health Authority/PCT	SHA/PCT	SHA
Think tank/research institute/university	Research/Uni	UNI
UDC/URC	UDC/URC	UDC
Voluntary/Charitable Organisation	Third Sector	THI

**Generic Skills**

Project Management	PM
Leadership	LEADERSHIP
Breakthrough Thinking/Brokerage	BREAKTHROUGH
Inclusive Visioning:	INCLUSIVE
Team Working/Leadership	TEAM
Making It Happen, Given Constraints	MAKING
Process/Change Management	PROCESS
Financial Management/Appraisal	FINANCIAL
Stakeholder Management	STAKEHOLDER
Analysis, Decision Making, Learning From Mistakes, Evaluation:	ANALYSIS
Communication	COMMUNICATION
Conflict Resolution:	CONFLICT
Customer Awareness:	CUSTOMER

## 2.12 Response rates

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The response to the on-line survey was strong. There were over 750 individual responses and around 150 responses to the organisational survey. Responses were received from a wide range of professionals and organisations. Between them, respondents to our organisational survey employ more than 20,000 professionals. These surveys provided information on perceptions of technical and generic skills gaps as well as inputs in to the forecasting model.

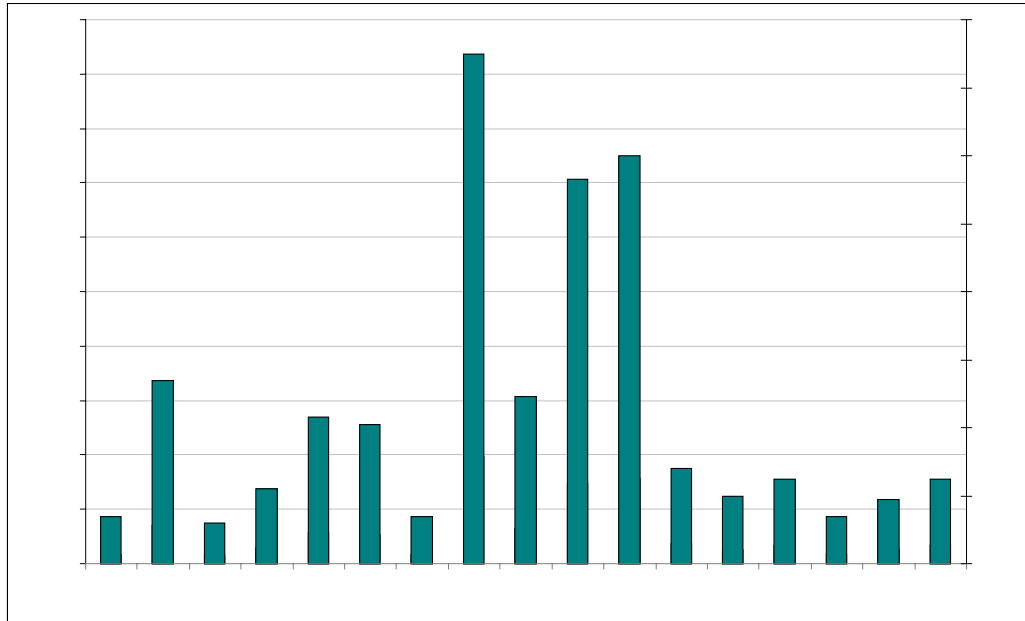
The following chapters set out the main findings from the two surveys. Focus is on the perceptions of skills gaps now and in the future.

### 3 Survey of Individuals

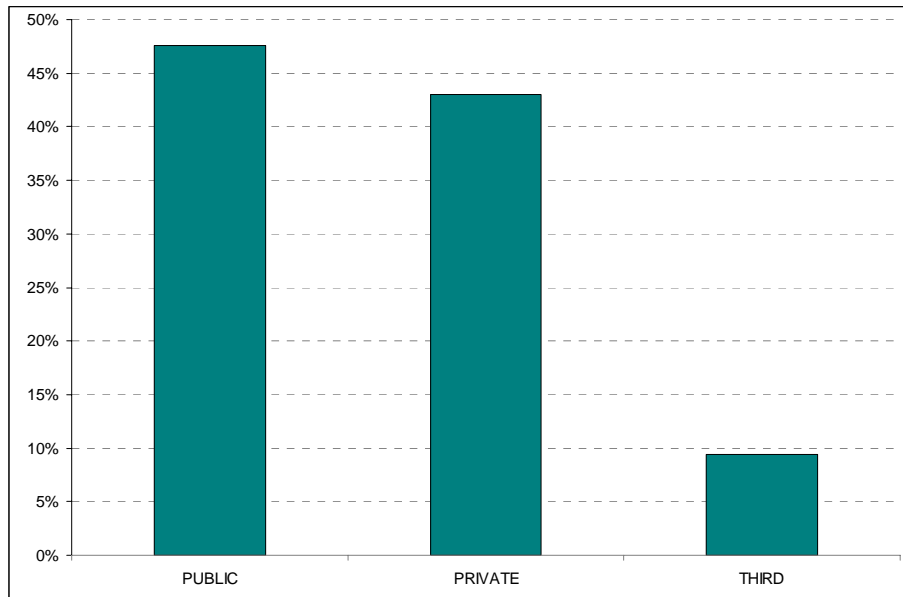
#### 3.1 Response profile

In general, responses were geographically and occupationally representative. Responses were received from those working in a range of occupations across the regions. The majority of responses were from those with middle and senior level positions. Respondents worked in a mix of public, private and third sector organisations.

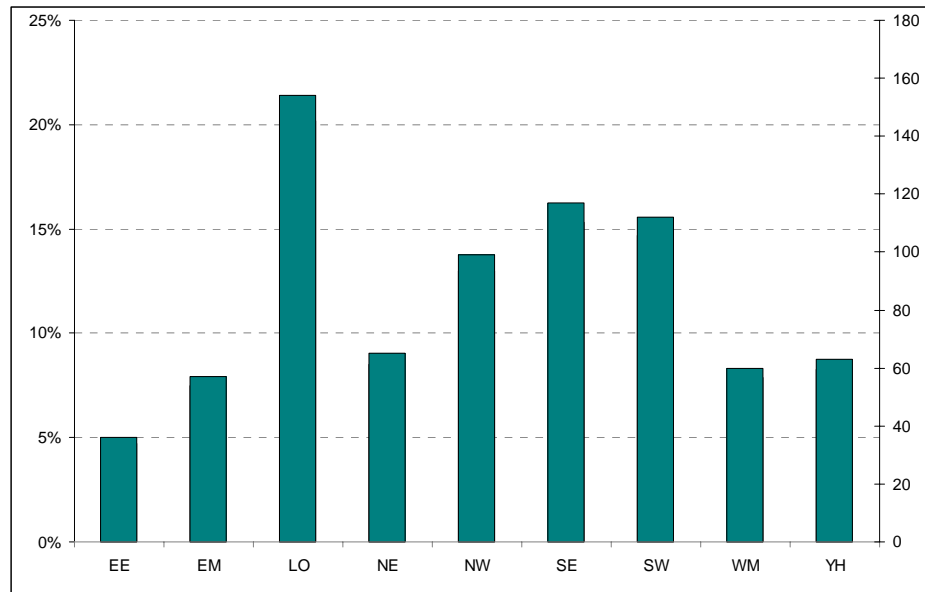
#### Occupations



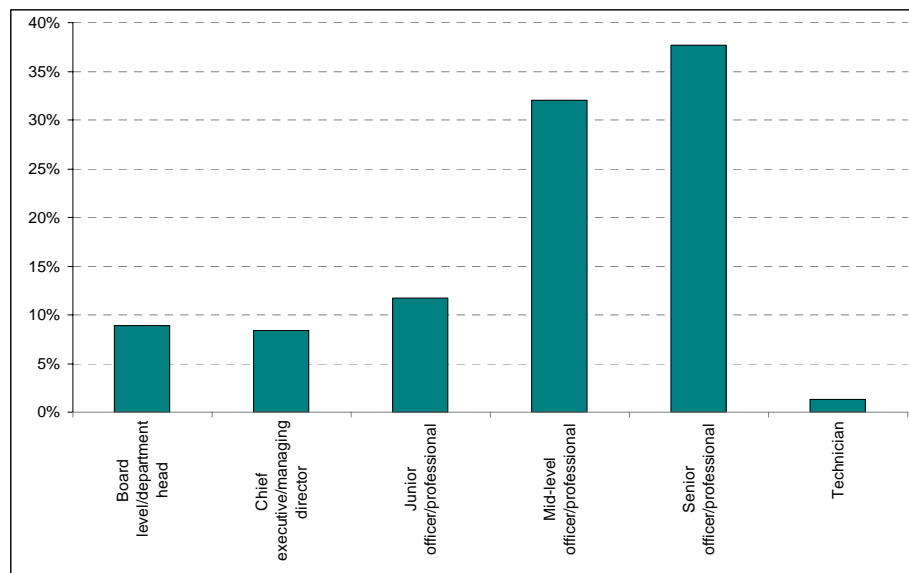
#### Sector



### Regional location



### Level of seniority



## 3.2 Age and experience

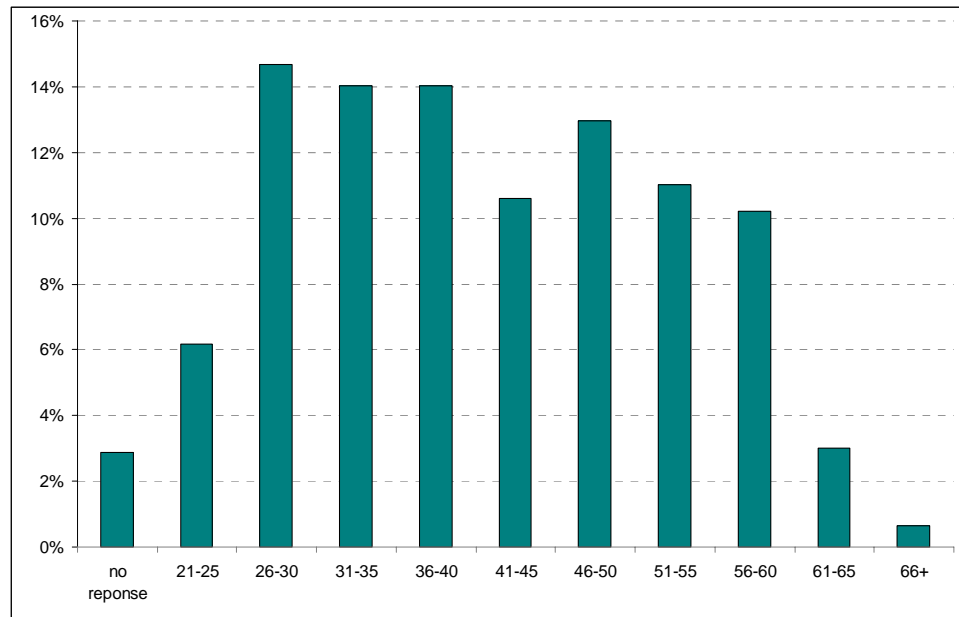
Responses were received from those aged 21 to 80. The demographic profile was well balanced, with a slight bias towards younger respondents. Interestingly, there were slightly fewer respondents in the 41-45 age bracket. This may be because those at this age are working in particularly demanding positions and are not able to answer. However, the analysis of seniority suggests a large number in senior positions were able to respond. It is more likely that this represents a limited supply of professionals in this age bracket, reflecting constraints on training, demand for sustainable communities professionals and a lack of interest in this profession in the mid to late 1980s. This is reflected in the comments submitted to the survey.

Although difficult to evaluate in any great depth due to the difficulties in determining causality, demographic profiles by occupation do reflect some of the supply side issues in different areas. The profile of planners, architects, community development, environmental specialists and landscape architects suggests a lack of professionals in their late 30s, early

40s, perhaps reflecting some of the difficulties in recruiting experienced staff in some areas. The number of surveyor respondents in this age brackets is also limited. This is not the case amongst regeneration /economic development professionals and housing specialists, perhaps reflecting movement in to these occupations at later stages in career paths. Sustainable development respondents have a notably younger profile, perhaps reflecting the recent emergence of this as a profession in its own right.

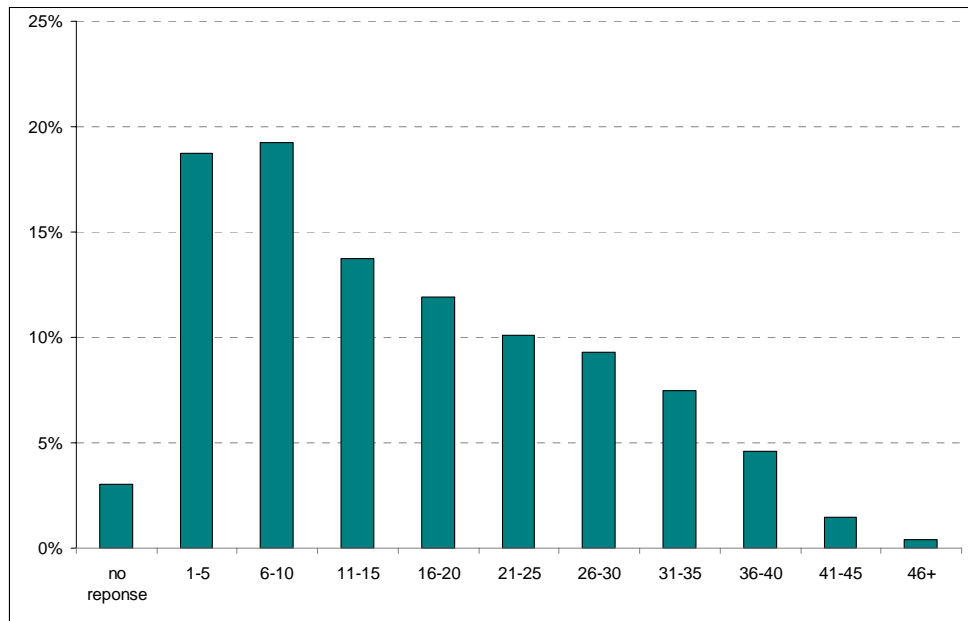
There is no obvious regional pattern bar London. The demographic profile of London respondents is noticeably younger than other regions.

**Demographic profile**



The majority of respondents have between one and fifteen years of experience. The bias towards those with one and ten years experience suggests that some professionals start their professional lives at a relatively later age. This probably reflects the relatively lengthy duration of some of the professional training involved in careers such as architecture as well as the background of professionals in occupations such as housing and regeneration. Those working in these professions tend to move in to these fields from other occupations.

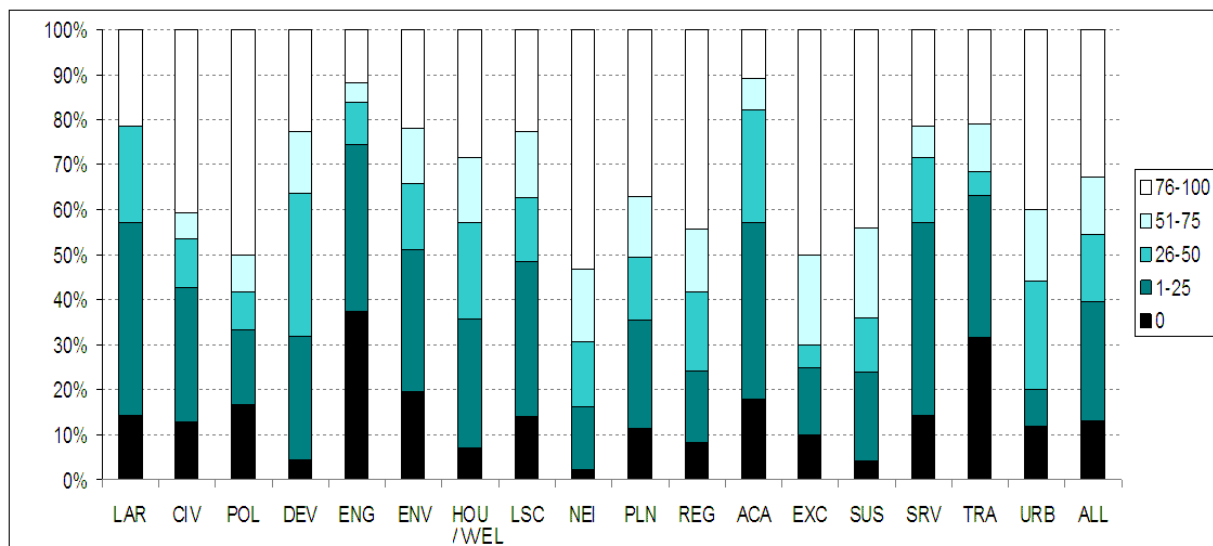
### Years of experience



### 3.3 Involvement in delivery of sustainable communities

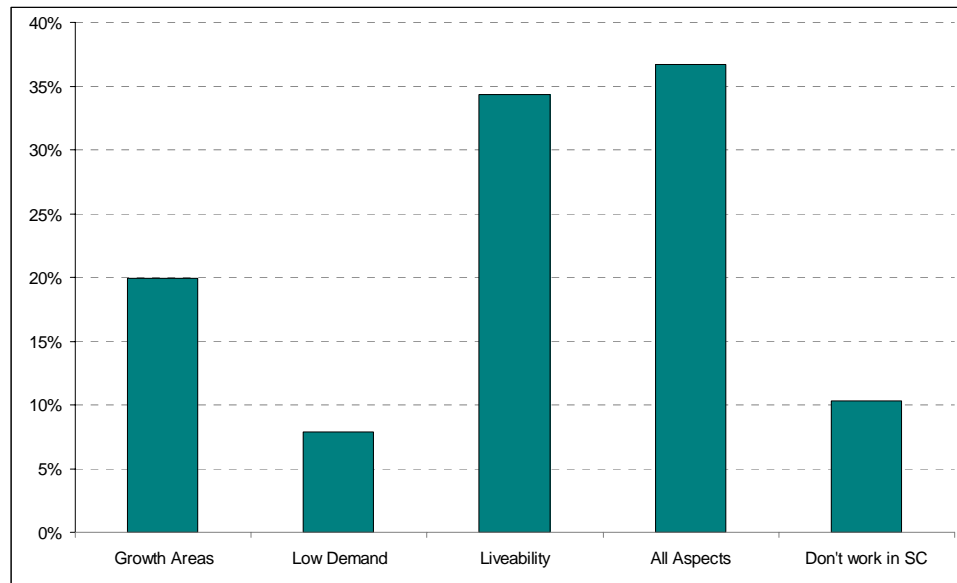
Those who perceive themselves to be most involved in delivery of sustainable communities are those involved in policy development and service delivery whilst those who perceive themselves to be less involved in delivery of sustainable communities are those involved in delivery of built environment.

#### Perceptions of involvement in delivery of sustainable communities



There is a strong empathy with liveability and place making agenda. More individuals are involved in growth areas than low demand.

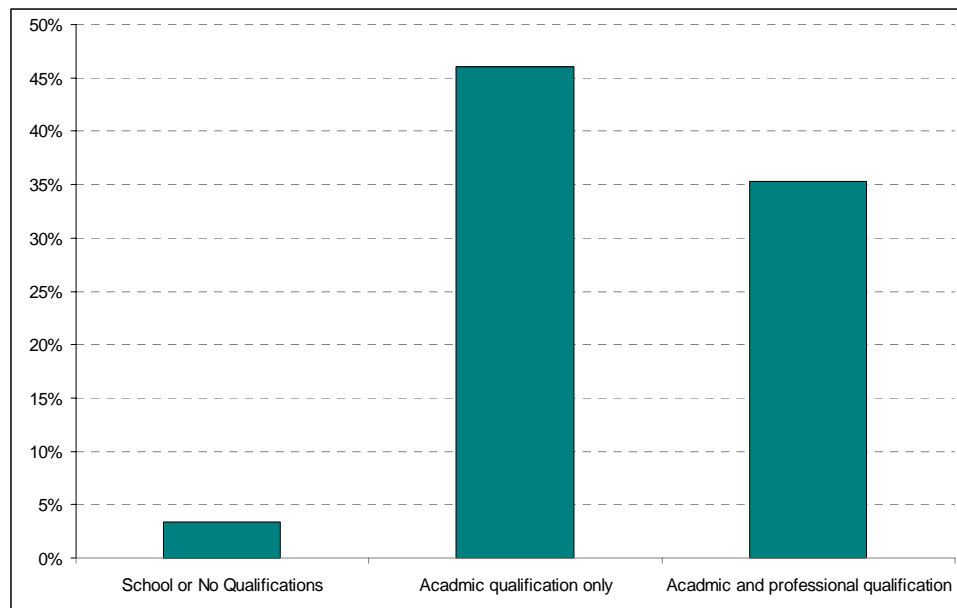
**Area of involvement**



**3.4 Current skills gaps - technical**

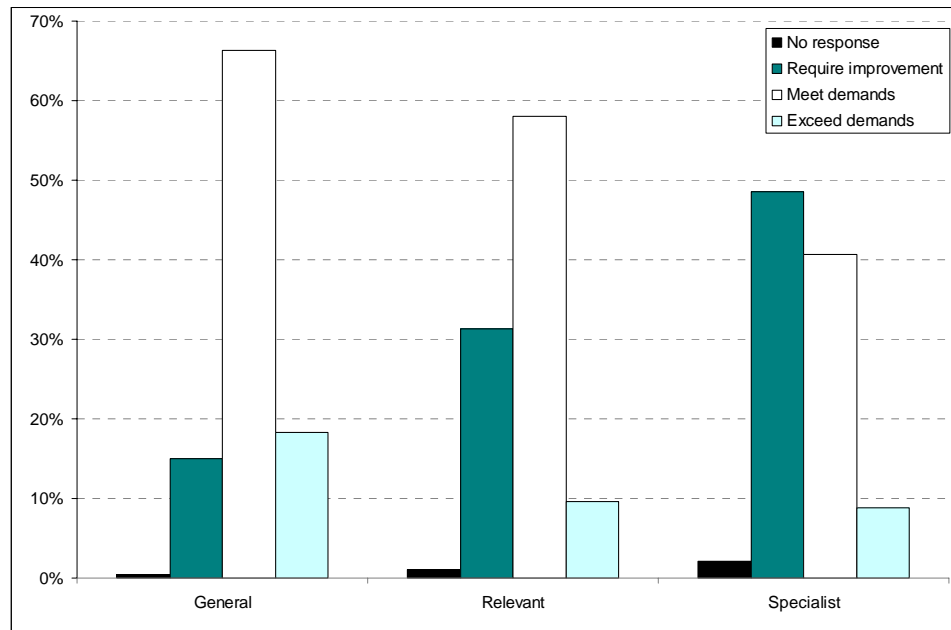
The majority of respondents were qualified up to degree level. A significant proportion, 35%, also had a professional qualification. Very few qualified outside the UK. Those who did were largely qualified in Australia, South Africa or New Zealand.

**Level of qualifications**



In general there is a perception amongst professionals that the knowledge of subject areas and procedures is good but specialist technical skills require improvement.

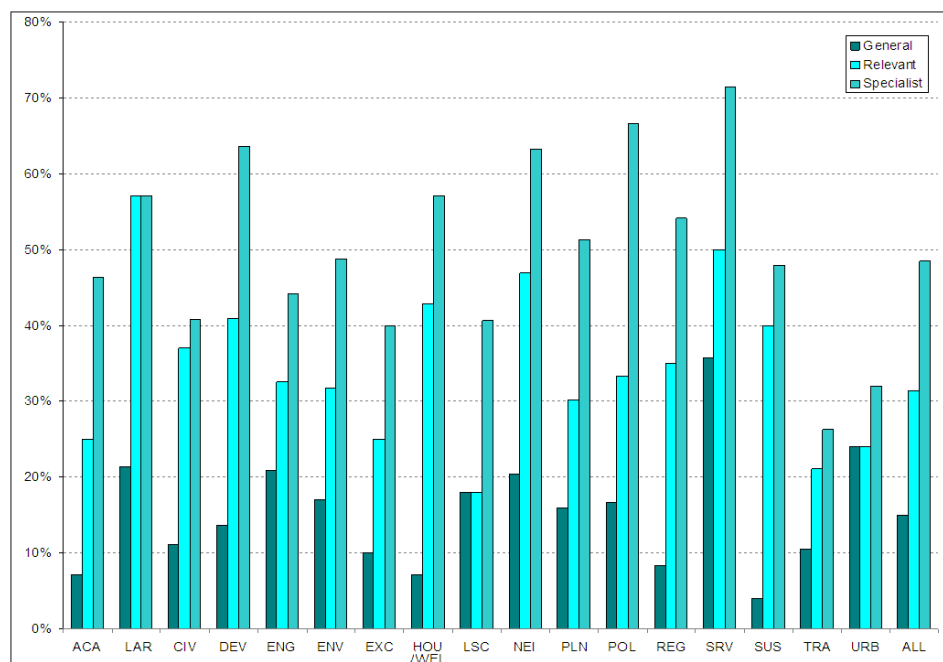
**Perceptions of technical skills relative to job requirements**



Although difficult to draw definite conclusions, in general those most concerned about their general knowledge of subject area relative to other technical skills are those in the technical built environment professions (architects, urban designers, etc). Those who perceive that knowledge of processes requires improvements are from a mix of built environment and service delivery areas of working. Those who are concerned about their specialist technical skills are mostly from service delivery professions, although developers and surveyors are notable exceptions.

It should be noted that these findings reflect individual perceptions of skills gaps, rather than absolute difficulties. Those who work in service delivery such as community development officers and housing specialists often travel along less traditional career paths and may be less confident without the security of an established qualification/chartership.

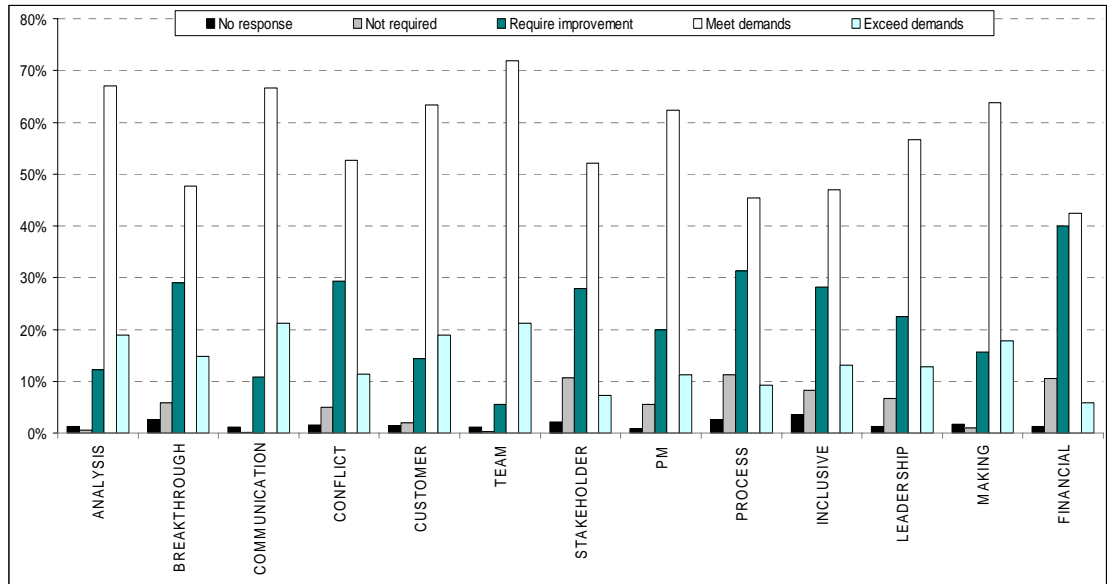
**Perceptions of technical skills gaps (skills requiring improvement)**



### 3.5 Current skills gaps - generic

Individuals rate their generic skills relatively highly. In all areas of generic skills identified by Egan the majority of respondents stated that their skills exceeded the demands of the job.

#### Perceptions of skills gaps



Amongst the skills identified as requiring improvement, process/change and financial management featured most highly. Stakeholder management and associated skills such as conflict resolution and inclusive visioning were also identified.

Some occupational groups are more concerned about their generic skills than others. Civil servants, community development officers, community safety officers, environmental specialists and architects are those professionals most concerned about their generic skills levels relative to the requirements of their jobs.

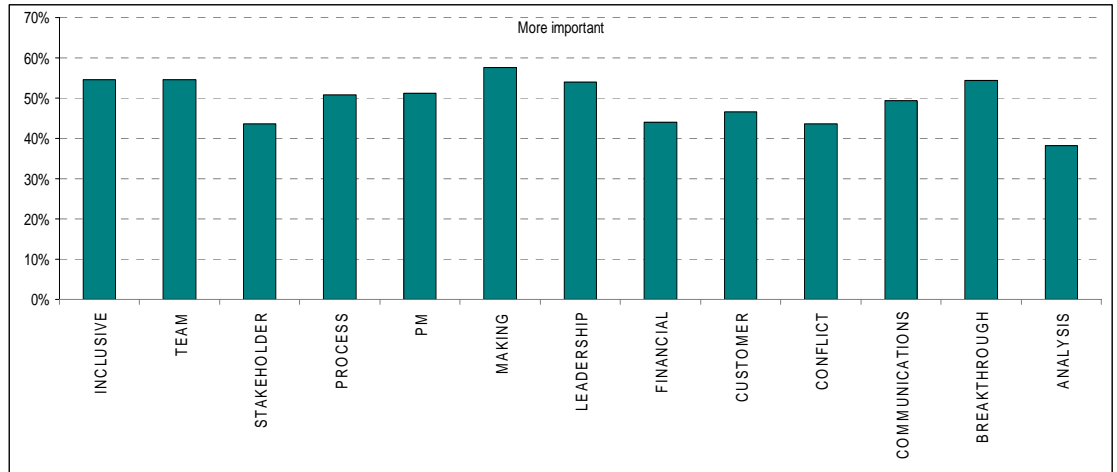
## Perceptions of skills gaps by occupation

	Analysis, decision-making, evaluation	Breakthrough thinking/ brokerage	Communication	Conflict resolution	Customer awareness	Financial management	Inclusive visioning	Leadership	Making it happen	Project management	Process/ change management	Stakeholder management	Team/ partnership working
Academic						X							
Civil servant		X		X		X	X	X			X	X	
Senior executive						X							
Community development specialist		X		X		X	X				X		
Community safety						X	X			X	X	X	
Housing/welfare officer		X				X	X					X	
Regeneration/economic development specialist				X		X					X		
Sustainable development				X		X					X		
Environmental specialist		X		X		X	X	X			X	X	
Planner		X				X	X						
Transport planner						X					X		
Urban designer						X					X		
Architect		X		X		X	X				X	X	
Landscape architect						X						X	
Surveyor				X			X				X	X	
Developer		X									X		
Engineer						X		X		X	X		

### 3.6 Generic skills requirements in the future

The perception is that generic skills will become increasingly important in meeting the demands of jobs in the future. Generic skills that will become more important include inclusive visioning, team working, making it happen, leadership and breakthrough thinking. These relate to the need for innovative thinking and driving projects forward.

#### Generic skills identified as becoming more important



### 3.7 Personal priorities for skills development

Individuals have a strong commitment to personal skills development. Personal priorities for skills development include project and financial management as well as leadership and making it happen. These priorities do not always relate directly to skills gaps and probably partly reflect future skills requirements, perceptions of skills required for promotion and availability of training.

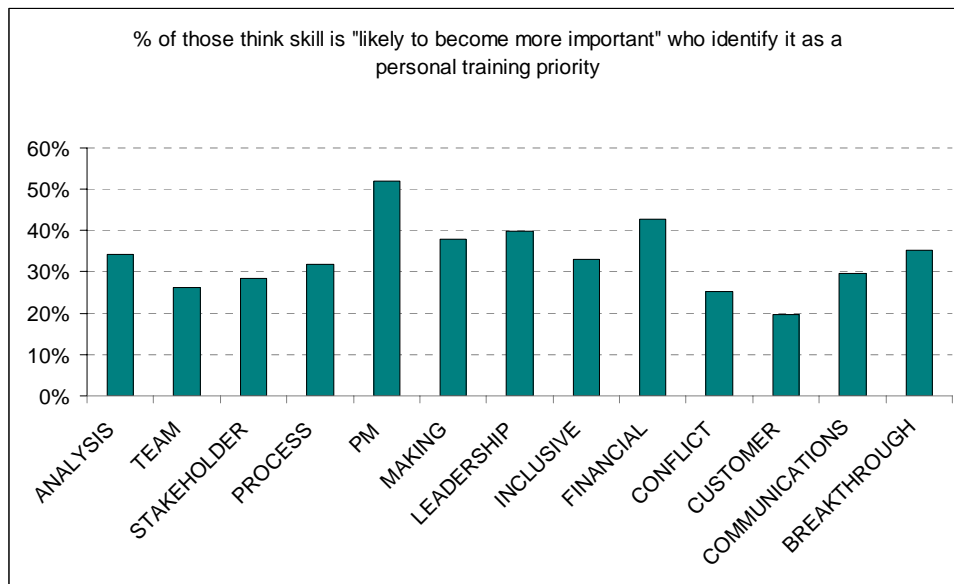
**Perceptions of skills gaps compared to personal priorities for skill development by occupation**

	Analysis, decision-making, evaluation	Breakthrough thinking/brokerage	Communication	Conflict resolution	Customer awareness	Financial management	Inclusive visioning	Leadership	Making it happen	Project management	Process/ change management	Stakeholder management	Team/ partnership working
Academic	O					XO		O		O			O
Civil servant	O	X		X		X	X	XO			X	X	
Senior executive						XO							
Community development specialist		XO		X		X	X		O	O	X		
Community safety		O				XO	X	O	O	XO	XO	XO	
Housing/welfare officer		XO				XO	X	O	O	O	O	X	
Regeneration/ economic development specialist				X		XO		O	O		X		
Sustainable development	O			X		XO					X		
Environmental specialist		X		X		X	X	XO	O	O	X	X	
Planner		X				XO	X		O	O			
Transport planner	O					XO				O	X		
Urban designer		O				XO	O	O	O	O	X		O
Architect	O	XO	O	X		X	XO		O		XO	X	O
Landscape architect		XO				XO	XO	O	O	O		X	
Surveyor			O	X		O	XO			O	X	X	
Developer	O	XO				O	O		O	O	X	O	O
Engineer	O					XO		XO		XO	X		

X represents an area identified as a skills gap, O represents an area identified as a personal priority for skills improvement

There are some areas that are perceived to become increasingly important but are identified as lower priorities for personal development. These skills include team/partnership building, conflict resolution and customer awareness. This may be because individuals think they will learn through experience rather than through specific focus on career development, lack of available training and so on.

**Perceptions of future skills requirements compared to individual priorities for personal development**



3.8 Understanding of other professions

Multidisciplinary working is important to delivery of many aspects of the sustainable communities plan and demands many of the generic skills identified by Egan. This is partly dependent on understanding of the role of other professionals. This understanding was explored in the on-line survey.

Least well understood were the roles of senior executives, transport planners and housing officers. Those whose role is well understood are from well established technical professions such as architects, planners, urban designers, landscape architects and developers. The degree of understanding is influenced by the amount of joint working – housing officer was identified as the occupation that most people did not work with.

3.9 Individual views on knowledge and skills that would be useful in delivery

Respondents comments reflect the range of technical and generic skill gaps that are perceived to exist and the areas of knowledge and skills which would help improve performance. The following are a selection of the comments received.

<i>Financial Appraisals</i>
<i>More in depth knowledge of the workings of other Council departments involved in the HMRI Programme</i>
<i>IT/e-communication</i>
<i>Sustainability Appraisals</i>
<i>A generic understanding of sustainable communities.</i>
<i>Advocacy and political influence</i>

<i>As I have recently taken over some team leadership it would benefit me to have some training on staff supervision, etc.</i>
<i>Awareness of best practice in Green Infrastructure development and delivery</i>
<i>Better understanding of external funding opportunities / regeneration initiatives which may not be heritage specific but which may be used to deliver heritage objectives through economic regeneration and social inclusion agendas. Regeneration colleagues often fail to see the connection between heritage and broader regeneration initiatives and it is a struggle to communicate without the right vocabulary and understanding of how heritage can make a real contribution. Many conservation officers would not recognise their role in the SC agenda and there is a need to for more networking / better communication between the professions.</i>
<i>Business planning.</i>
<i>IT proficiency e.g. Spreadsheets/Development Appraisals/Cashflow analysis</i>
<i>Civic Design skills relating to housing redevelopment would help</i>
<i>Communicating complex information about sustainability into easy to understand everyday issues</i>
<i>Conflict and Change Management</i>
<i>Courses are requested from work but cost cannot be met by LA</i>
<i>Currently studying for an MA in regeneration and renewal unfortunately regeneration courses, tend to focus on a specific area of regeneration, rather than an overall package. My course focuses on community and economic regeneration and does not include a module on the built environment or planning.</i>
<i>Delivery of projects money finance etc.</i>
<i>Developing project management skills and experience</i>
<i>Delivering presentations to clients/stakeholders (mentioned numerous times)</i>
<i>development finance (mentioned numerous times)</i>
<i>technical skills such as drawing by hand</i>
<i>Modelling and IT design packages</i>
<i>Each area we work in require new mapping of the stakeholders and objectives for that area. There is no one place to get that information and it is recorded in a different format in every area. If there was any mapping done, it has been well hidden. We are always remaking the wheel.</i>
<i>Economic development at local level, financial modelling of alternative approaches to traditional funding</i>
<i>EU Procurement Regulations (although utilise the skills and experience of relevant officer within the organisation)</i>
<i>Community Consultation - engagement &amp; participation (mentioned numerous times)</i>
<i>Facilitation, mediation</i>
<i>creative thinking to design policy and implementation of them</i>
<i>formal training in project management</i>

<i>General training in skills and processes for regeneration of communities - what has been done in various areas, what has succeeded etc and what tools are available to help.</i>
<i>Generally it is a question of keeping up to date with change and innovation to maintain an appreciation of best practice, current legislation/work practices and political/philosophical approaches to delivery.</i>
<i>GIS and its implications on all aspects of service delivery</i>
<i>Governmental guidance policy, in particular at local level, -regulation laws, administrative procedures.... to set dynamic approach, modelling of quality of urban life based on defined criteria, the need of combining modish planning principle with guidance policy(e.g. PPS9, 106 agreement, Area Action Plan). To look and solving problems within comprehensive approach and apprehensive view rather than induction approach.</i>
<i>I feel undertaking a MSc in Urban Regeneration would give me a wider knowledge base of best practise to use.</i>
<i>I would benefit from training and guidance on Funding sources and bidding for different elements of funding. (mentioned numerous times)</i>
<i>I would like more experience of actual delivery of projects that have both a community and built environment component.</i>
<i>I'm new in my present job - I've been here since November 2006. Before that, I worked in central government. I'm still learning to adjust to the private sector.</i>
<i>In addition to the above, whilst we are good at sustainability in terms of community development we do not have the broader technical knowledge readily available in terms of environment and technological aspects of doing things more sustainably</i>
<i>It would be useful to have detailed knowledge of all successful interventions that have been used on estates .One gets to know only by press and networking .</i>
<i>Just being made aware of any new pieces of legislation that are involved with my work areas.</i>
<i>Knowledge management, a lot of data is around, there is an under capacity to economically analysis the data and extrapolate what the story is.</i>
<i>Knowledge of good practice - particularly the processes, policies, attitudes that lead to good outcomes.</i>
<i>Learning from examples of successful innovative practice, especially "making things happen" in holistic context (eg town wide or neighbourhood community engagement and regeneration) , securing behavioural change (eg towards travel and water/energy consumption), and implementing carbon neutrality and renewable energy policies. Technical skills to assess carbon proportionality in new developments.</i>
<i>Management and leadership skills especially cross service management.</i>
<i>Management skills, problem solving, how to become a good and reliable manager, IT skills upgrade,</i>
<i>Managing budgets, local government financing</i>
<i>marketing and networking.</i>

<i>More awareness of the role of LA's in particular the LSP and LAA agenda. As an RSL we are out of the loop and we want to be in it!!!</i>
<i>Gaining more expertise in seeking out regeneration opportunities.</i>
<i>More detailed knowledge of the new LDF system and relevant PPSs. Insufficient time available to devote to acquiring this knowledge due to underresourcing in terms of staff complement.</i>
<i>More thorough training in debt advice and financial planning and housing benefits</i>
<i>My networking skills, although OK, need improving all the time to keep up with change in the organisation and in Government initiatives. <b>(mentioned numerous times)</b></i>
<i>No so much improvement for this job - overskilled and need to move on, but need to ensure on a day-to-day basis I keep up my strategic knowledge</i>
<i>Normative aspects of social inclusion</i>
<i>Project management skills and partnership working skills <b>(mentioned numerous times)</b></i>
<i>Project management. I need more practical grounding in this area. Visioning and leadership, fine, but I need more of the "nuts and bolts" skills.</i>
<i>'Refresher' in skills which have lain dormant for a while [e.g. historic surveying skills from Land Management degree]</i>
<i>Securing inter-disciplinary teamworking, Updated data sources and constraints (especially small area statistical availability), Formal modeling, Resolving rules/objectives conflicts, Managing ambiguity</i>
<i>Simply keeping updated with regional and national objectives, goals and agendas</i>
<i>Sustainability appraisal</i>
<i>the public need to be made more aware of the need for minerals sites and waste management facilities. this is only beginning to filter through. There is too much NIMBYISM. We do not have the resources or remit to do this.</i>
<i>The whole issue of managing the various stakeholders is key to my work and I am working to improve my skills in managing this.</i>
<i>Time management. People who work with communities are usually involved in very demanding jobs.</i>
<i>My job required me to have broad knowledge base but also a technical information base about green space management and habitat creation and management.</i>
<i>Understanding of researched evidence on promising approaches to transformation of " Derived Neighbourhoods"</i>
<i>Understanding of the complexity and broad-ranging nature of the sustainable communities agenda, how to be meaningfully inclusive i.e. involve all professions including those not necessarily picked out in Egan. Understanding the complexity of the sust. communities agenda beyond the built environment.</i>
<i>Use of IT - especially design tools</i>
<i>Working on getting the wider commitment to change and work together with</i>

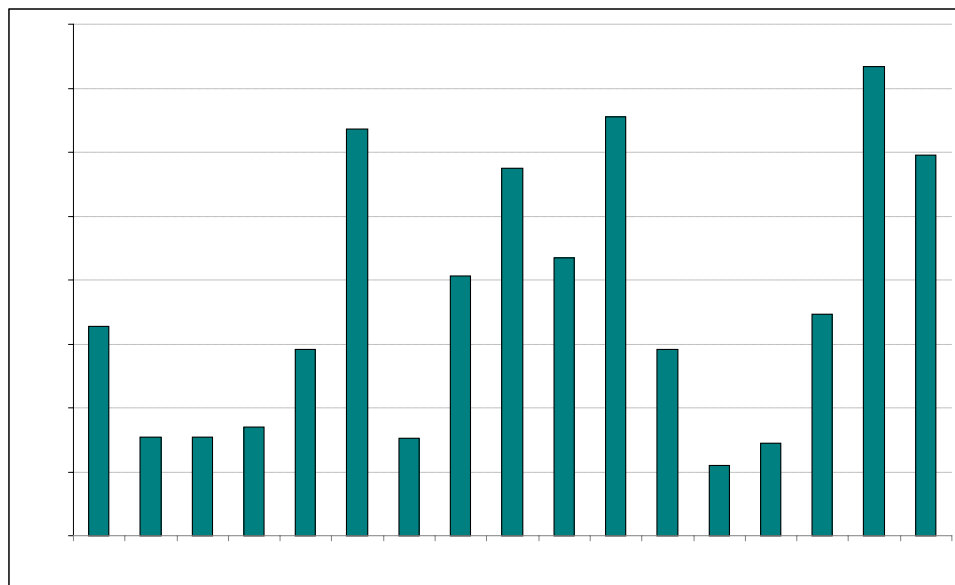
*major partners such as PCT's, education and police authorities to target underlying problem such as poor educational attainment, low health and anti-social behavior/crime & disorder*

### 3.10 Perceptions of organisational skills gaps

In general, technical skills gaps (in terms of people shortages) are perceived as greater than generic skills gaps.

Occupations which were most frequently identified as being required were urban designers, regeneration/economic development specialist, environmental specialist, planners and sustainable development professionals.

#### Perceptions of people shortages



Organisations which were identified by staff as having significant requirements for additional resources included consultancies, reflecting the increasing use of consultants in delivery of sustainable communities, and LA planning and regeneration departments.

#### Perceptions of people shortages by organisation of respondent

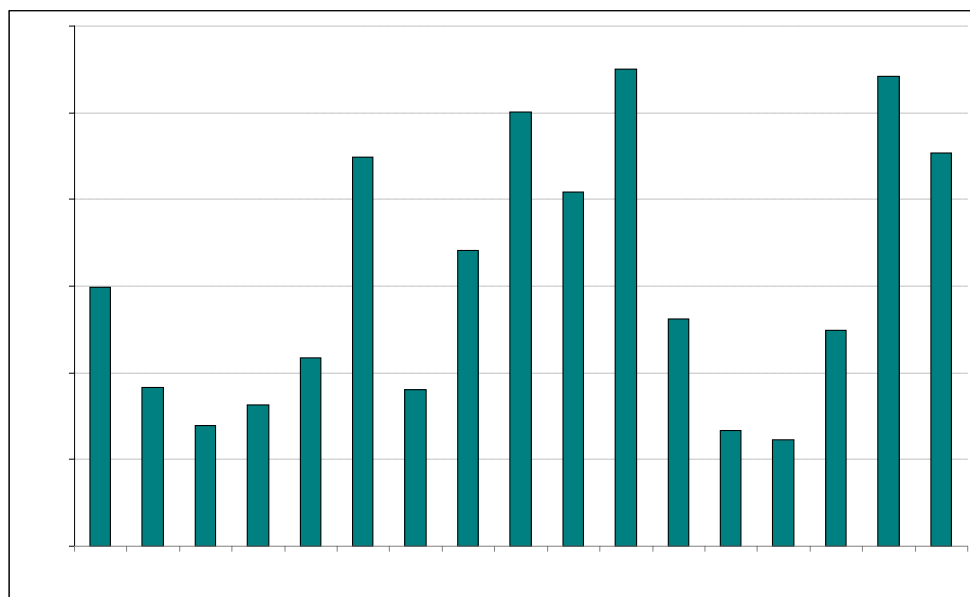
Organisation	Staff perceptions of additional staff required
Central government department	Limited additional staff required Requirement - civil servants
Construction/contractor/utilities	Limited additional staff required
Consultancy	Significant numbers of additional staff required Requirement – engineers, landscape architects, architects, urban designer, transport planners, sustainable development specialist, environmental specialists, planners, regeneration experts, academics and surveyors
Developers	Limited additional staff required Requirement – developers

<b>Organisation</b>	<b>Staff perceptions of additional staff required</b>
Government Offices	Limited additional staff required
Housebuilders	Limited additional staff required
Housing Associations	Limited additional staff required Requirement – housing officers, community development officers, regeneration officers
LA – Economic development	Limited additional staff required Requirement – Senior executives, developers, community safety officers
LA - Environment	Some additional staff required Requirement – civil servants, landscape architects, housing officers, community safety officers
LA - Housing	Limited additional staff required
LA - Planning	Significant numbers of additional staff required Requirement – transport planners, urban designers, planners, architects, landscape architects and environmental specialist
LA - Regeneration	Significant numbers of additional staff required Requirement – community safety specialists, developers, housing officers, surveyors and community development specialists
LA – Social services	Limited additional staff required Requirement – civil servants, community safety specialists
LA – Transport	Limited additional staff required
LSP	Limited additional staff required
NRB	Limited additional staff required
NDGB	Limited additional staff required Requirement – surveyors, planners, civil servants
Police	Some additional staff required Requirement – community safety officers
Professional body	Limited additional staff required
RDA	Some additional staff required Requirement – surveyor, developer, senior executive, regeneration officer
RA	Limited additional staff required Requirement – housing officer, civil servant
RCE	Limited additional staff required Requirement – academics

Organisation	Staff perceptions of additional staff required
SHA/PCT	Limited additional staff required
Educational establishment	Limited additional staff required Requirement – academics
UDC	Limited additional staff required
Third Sector	Limited additional staff required Requirement – community development officer, senior executives, housing officer, civil servants

When asked to identify the occupations where more people were required with generic skills, respondents identified the need for more urban designers, regeneration/economic development professionals and planners. Environmental specialists, community development officers and sustainable development professionals were also frequently identified. This implies that there is a generic skills gaps amongst those already working in these areas.

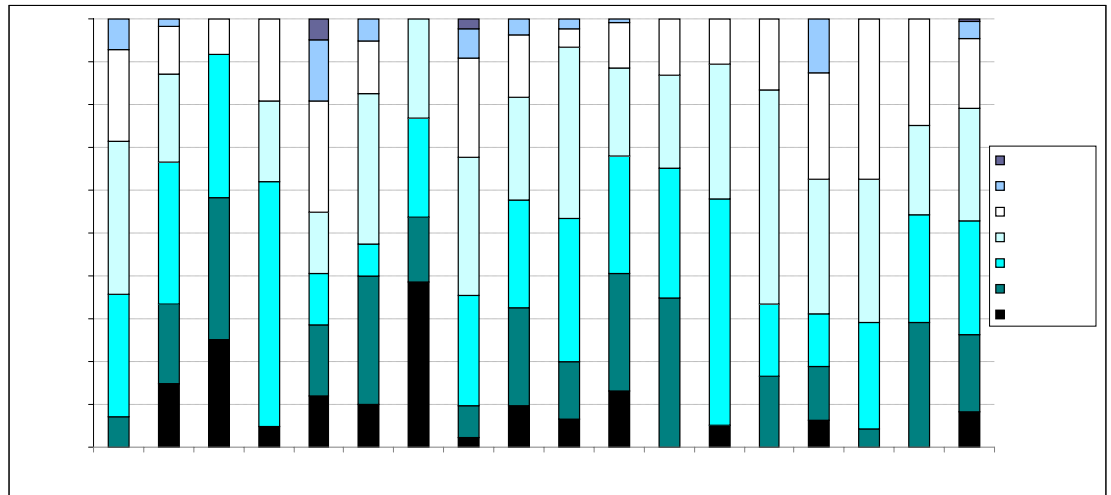
**Perceptions of requirements for more individuals with generic skills by occupation**



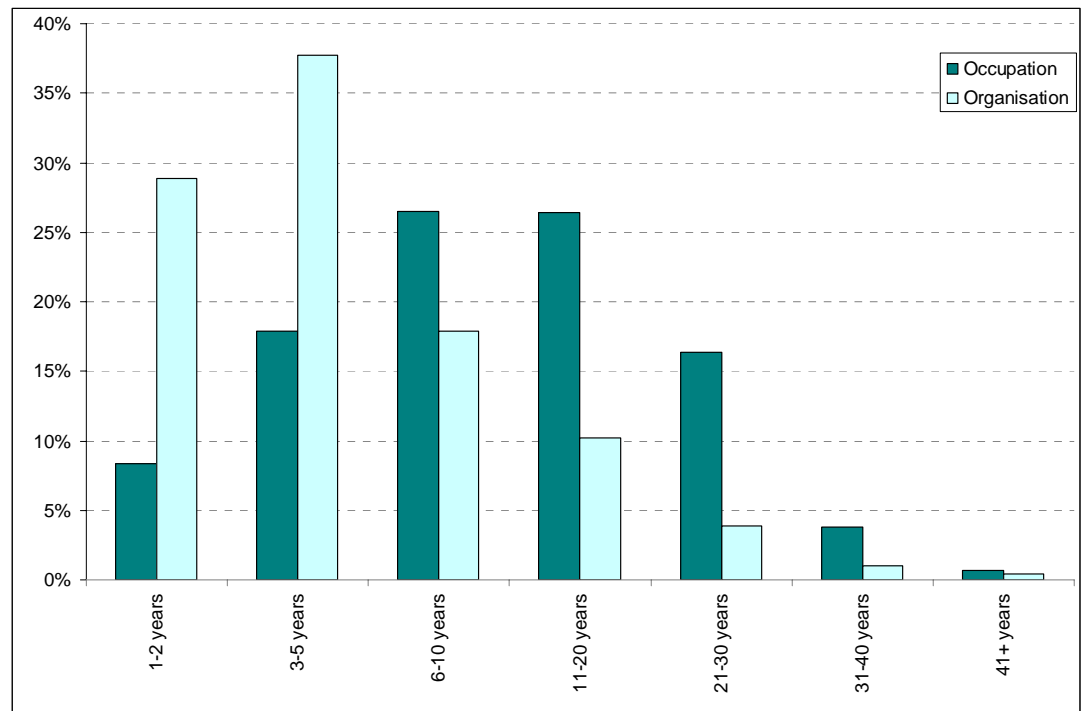
**3.11 Occupational Mobility**

Most people expect to stay in their organisation for three to five years and in their profession from six to twenty years. Occupations which demonstrate the highest expected turnover are housing and welfare officers and police/community safety officers; in each case more than 50% don't expect to stay longer than 5 years in their current organisation. Urban designers, architects and landscape architects display the greatest longevity; only 4%, 7% and 10% respectively anticipate changing organisations within the next five years. Overall, about a quarter of respondents anticipated changing organisations within the next five years.

**Length of time respondents anticipate staying at current organisation by occupation**

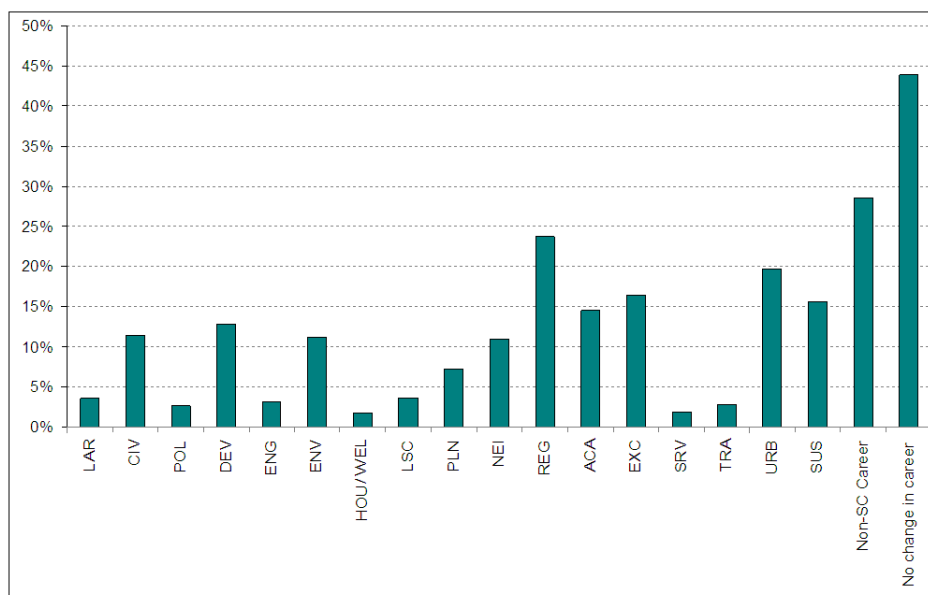


**Perceptions of length of time individuals will be in same occupation and organisation**



In terms of changing occupation, the greatest number of respondents would not consider changing their profession. Those least likely to move include built environment professionals, researcher/academics and sustainable development specialists.

### Occupations that respondents consider moving to

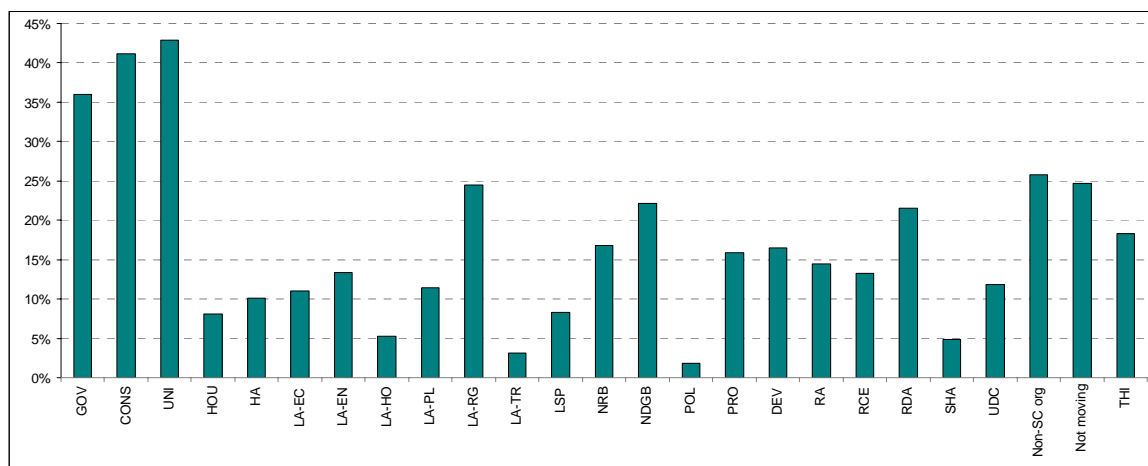


Jobs that would be considered include:

- *urban design/masterplanning* – interest from architects, engineers, transport planners, landscape architects
- *regeneration/economic development* – interest from academics, civil servants, community development officers, community safety officers, housing and welfare officers, architects (also lesser but significant interest from developers, planners, engineers, surveyors, urban designers)

There is considerable interest in working in consultancy and central government. Amongst other organisations, LA regeneration departments, NDGB and RDAs are popular, reflecting the interest in regeneration work.

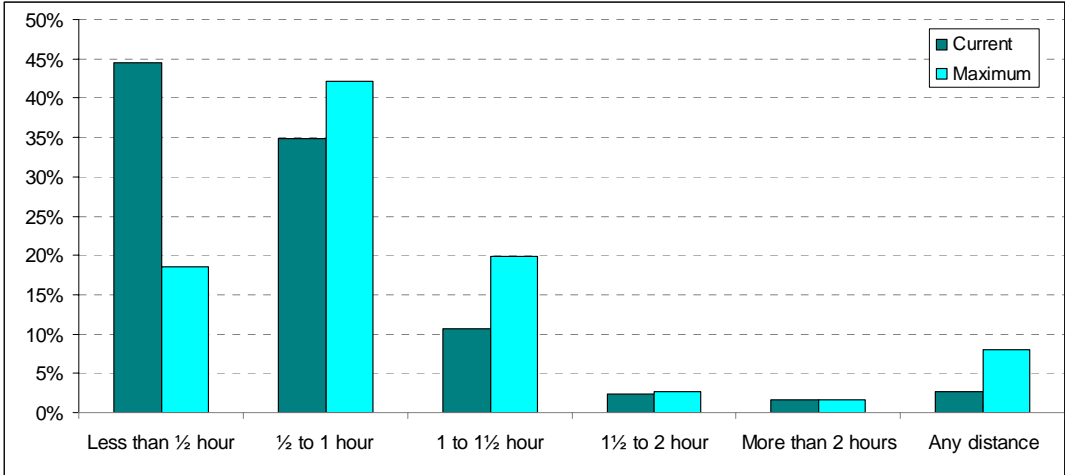
### Organisations that would be considered in a job move



There is a strong preference to remain within the region when considering a new job. If a move is considered, adjacent regions are identified. Those in London are particularly keen to move outside the capital. There is some interest in working abroad, particularly amongst those working in London. These patterns reflect broader internal migration patterns in the UK.

Most people currently work within 30 minutes to one hour commute from their office. Most would consider travelling further for an attractive job offer.

**Willingness to commute**

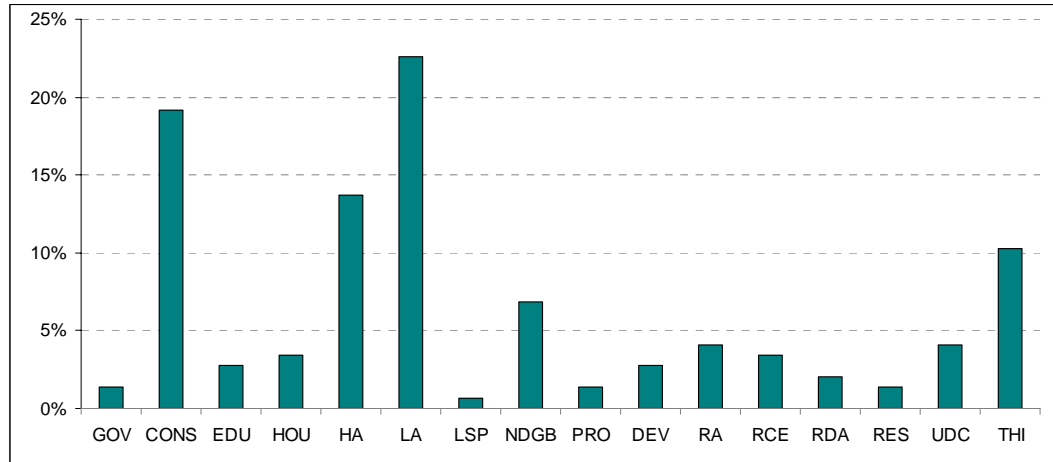


## 4 Survey of organisations

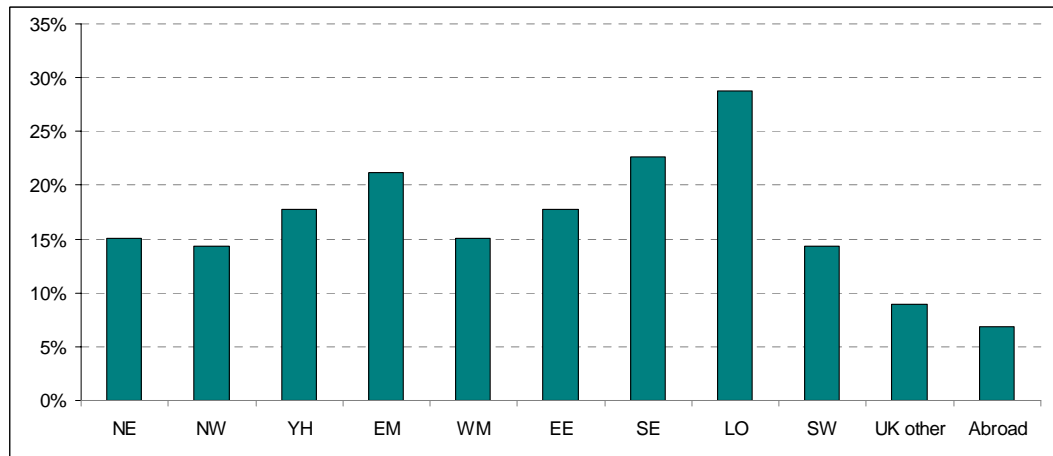
### 4.1 Response profile

Respondents represented a range of organisations from the public, private and third sector. There was a good regional spread.

#### Type of organisation



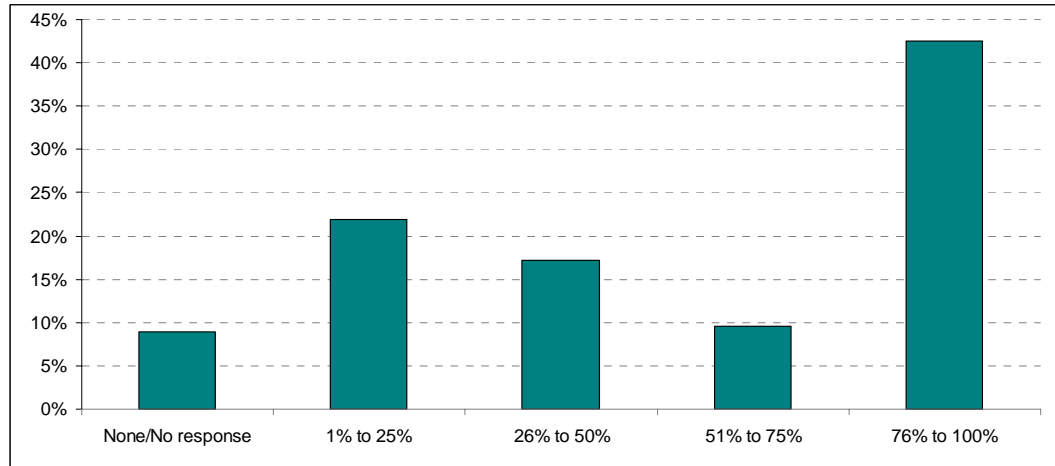
#### Regional location of offices



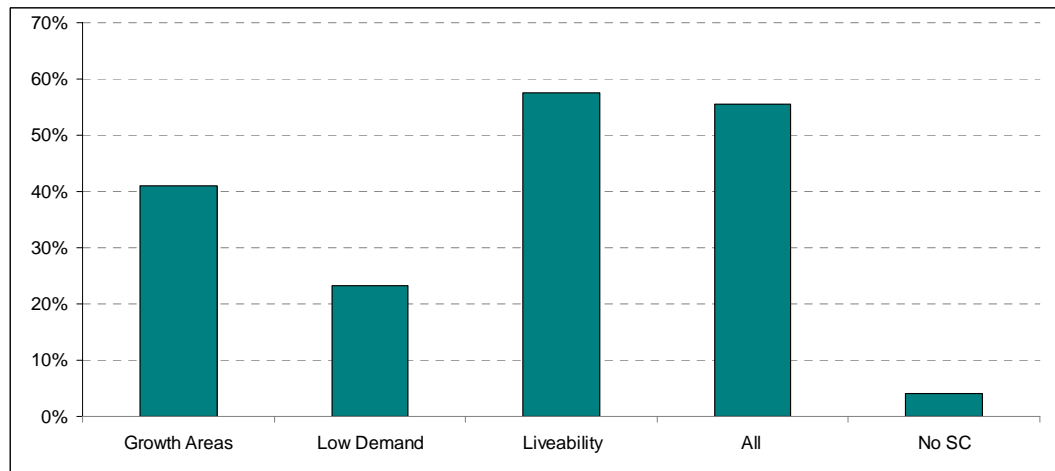
### 4.2 Involvement in delivery of sustainable communities

The majority of the work of organisations that responded relates to delivery of sustainable communities. Again, there is a strong empathy with liveability and placemaking agenda and a greater involvement in growth areas compared to those of low demand. Organisations from every stage of delivery were well represented.

#### Percentage of time involved in delivery of sustainable communities



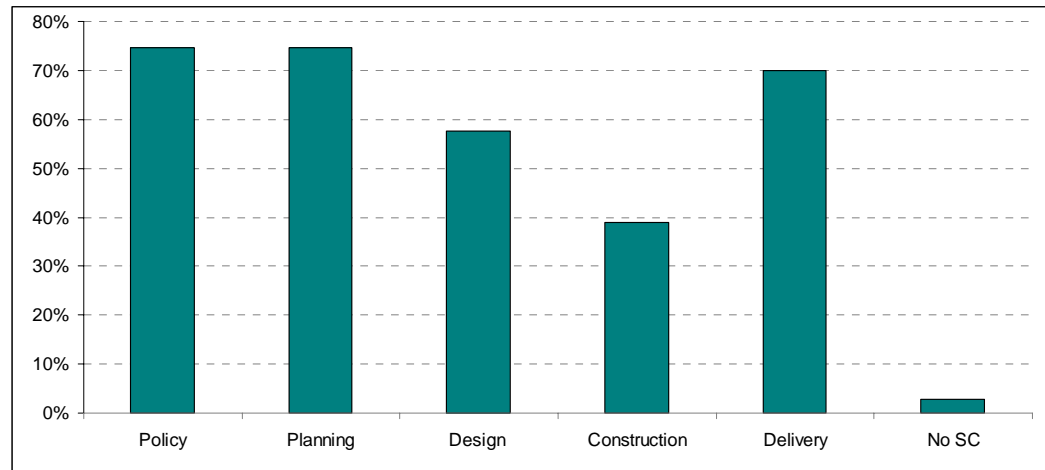
**Area of involvement**



**Stage in delivery<sup>2</sup>**

<sup>2</sup> Stage in delivery

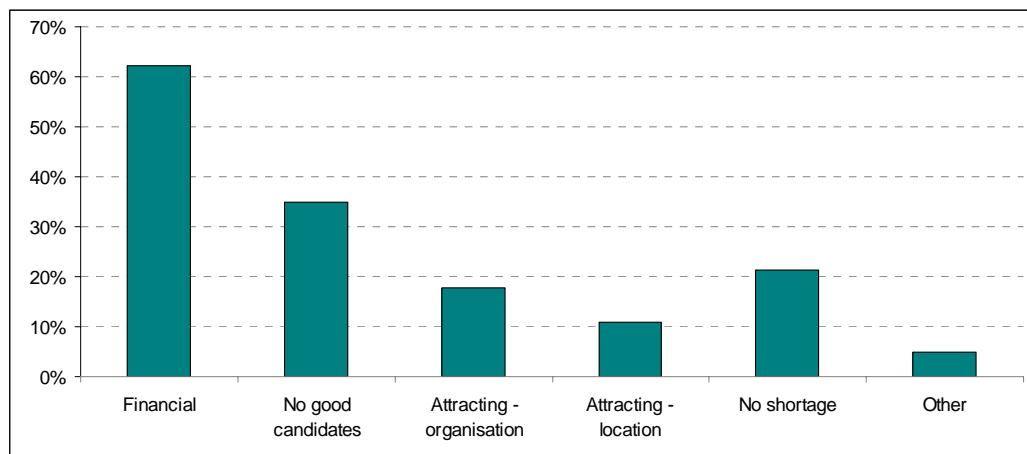
- Earliest stage - policy making, developing a vision, project conception
- Planning stage - masterplanning, feasibility studies, urban design
- Detailed design stage - architecture, engineering, detailed design
- Construction stage - land works, engineering works, construction
- Delivery stage - community development, service delivery, joined-up policy making
- We do not do any work in Sustainable Communities



### 4.3 Labour Shortages

The majority of respondents felt that they required more staff to fulfil the remit of their organisation but were unable to do so due to lack of resources and a limited supply of good candidates in some areas. Location does not appear to have a significant impact.

**Barriers to employment of additional staff**



There is considerable variety in recruitment difficulties between organisations. Central government departments, housebuilders and research institutes appear to suffer least from labour shortages. Many of the smaller public sector organisations face financial difficulties whilst the both public and private sector organisations claim lack of good candidates. Some organisations, particularly RDAs and LAs face difficulties due to the nature of their organisations and locations.

**Difficulties in recruitment by organisation**

Organisation	Why do they find it hard to recruit?
HA/RSL	Lack of resources, but also shortage of good candidates
Property developer	Significant shortage of good candidates, but also perceived as unattractive organisations to work for
Voluntary, LSPs, RCEs, think tanks, professional body	Lack of resources
Local authority/RDA	Lack of resources and good candidates (particularly RDAs) but also unattractive organisations and location
Regional Assemblies/ other government agency/NDPB	Unattractive locations, alongside lack of resources and candidates
UDC/URC	Lack of resources and candidates
Consultancy/private practice	Lack of good candidates

**Influences on barriers to recruitment**

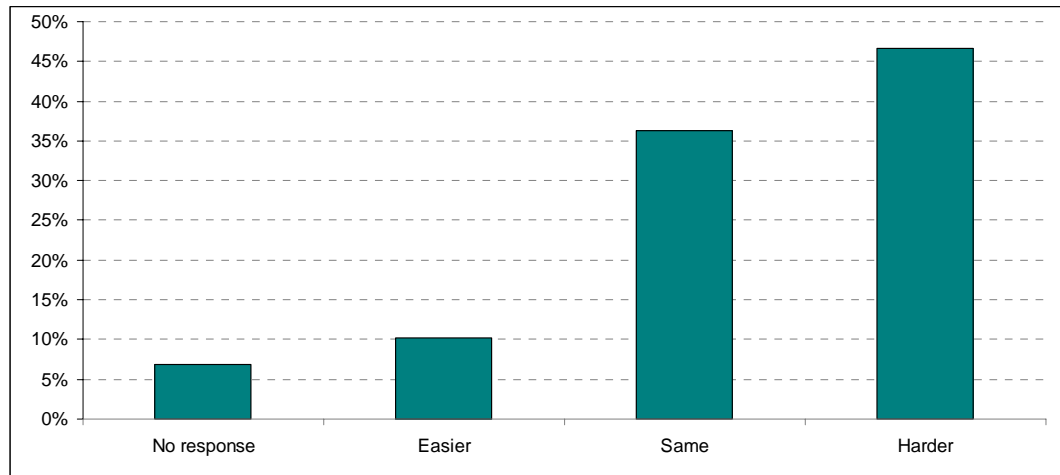
Barrier	Selection of comments received
Funding	<i>We are looking at our staff structure and are very conscious of recruiting more people when funding is so scarce.</i>
	<i>We are a not-for-profit organisation. At present we have no access to funding and our people work either at reduced rates or free of charge. This is not sustainable.</i>
	<i>The number of staff we can afford to employ is insufficient to meet demand for planning, community development and service delivery activities</i>

	<i>In common with all other Government Departments we are currently undergoing a review of funding</i>
Good Candidates	<i>We are limited by government as to how many staff we can employ but have experienced some skills shortages/shortage of good candidates also</i>
	<i>We are expanding and have sought experienced personnel. Attempted twice but unsuccessful</i>
	<i>There is a shortage in the mid 30's age bracket. Presumably down to the early 90's recession with fewer graduates and graduate training</i>
	<i>Historically we have filled roles but the number of quality candidates for key roles is usually limited</i>
	<i>'Development control' expertise (for strategic planning proposals and LDF conformity) is a particular problem.</i>
Location	<i>There are some issues around attraction of staff with relevant skills to Hull. We will review staffing levels and skills again at the end of this financial year and are likely to increase by 2 - 3 probably Programme Managers.</i>
Other	<i>We need to reduce the overall number and increase experts and calibre</i>
	<i>Restrictions to increase staff through headcount is a problem. Delivery through 3rd parties difficult to control quality standards</i>
	<i>Much of the sustainable communities work is carried out by specialist consultants</i>

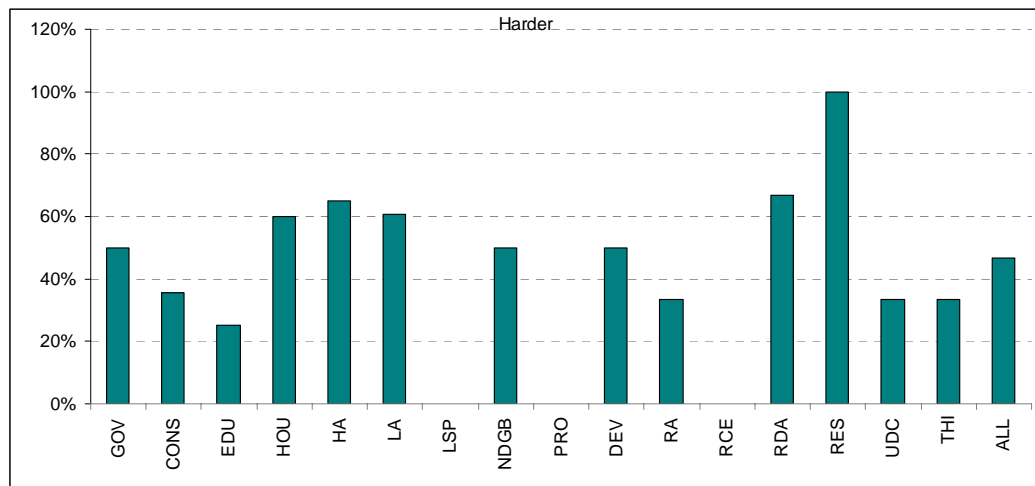
#### 4.4 Trends in recruitment

Respondents suggest that recruitment is becoming increasingly difficult, suggesting that labour shortages are widening. Comments suggest that there are particular difficulties in recruiting experienced staff and professionals in planning and surveying. Recruitment difficulties have been improved by developing the image of organisations, suggesting that candidates have the luxury of choice in job selection and that the image and reputation of a firm is important in this choice.

**Ease of recruitment compared to two years ago**



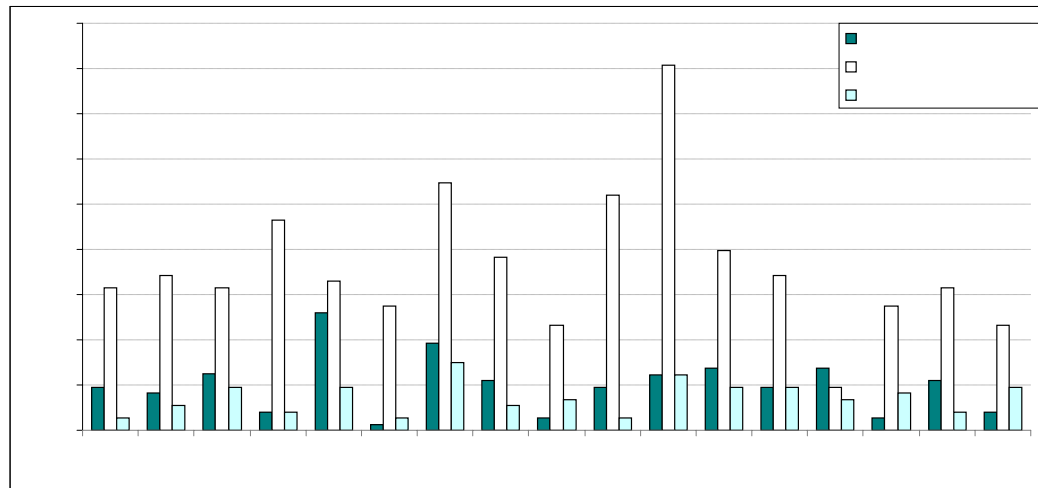
Organisations that appear to have increased difficulties in recruitment include research institutes, RDAs, Local Authorities, housing agencies and housebuilders. This does not mean that other organisations do not have labour shortages, but that those identified are suffering from widening labour shortages.



**4.5 Technical skills gaps - knowledge and skills of individuals**

Organisations are much less concerned about the technical skills gaps of their staff than individuals. In general, organisations do not identify significant skills gaps. The professions which are identified with gaps are planners and regeneration/economic development professionals. Although individual planners and regeneration/economic developers are concerned about their technical skills they are not amongst the most concerned of all professionals.

**Technical skills requiring improvement**

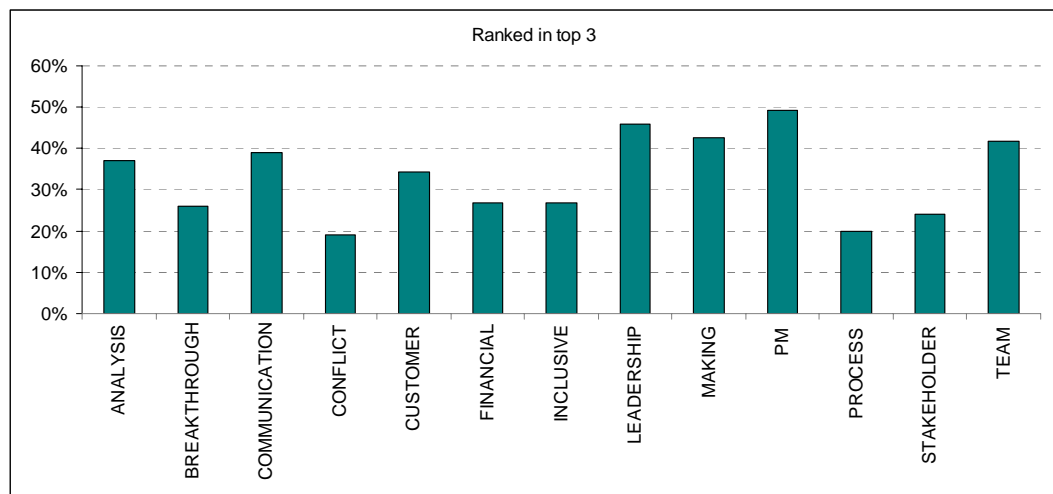


**4.6 Skills gaps – generic**

All generic skills, to some extent, are perceived as important to delivery. Communication, analysis/decision-making, team/partnership working, making it happen, leadership and project management are ranked most highly.

Organisations identifying a broad range of generic skills requirements include consultancies, RDAs and UDCs. Local Authorities, central government departments and third sector organisations are particularly concerned with project management skills. Leadership figures highly amongst educational institutes, RCEs and NDGBs. Developers are particularly concerned about customer awareness, Regional Assemblies with stakeholder management. Housing Associations require communication skills, customer awareness and team/partnership working abilities whilst housebuilders want employees to focus on making it happen.

**Generic skills required to deliver sustainable communities**



Generic skills requirements are reflected in more detail in the comments set out below. These reflect the role of different generic skills, the requirement for both technical and generic skills and the changing demand for skills throughout the job cycle.

<i>As a community based housing association communication, team/partnership working and customer awareness are the top three priorities.</i>
<i>As a small team, we have to be multi skilled. Project management and innovative thinking is essential to the work. However, strong leadership is required to keep staff loyal to an organisation that never has enough money to give more than a few months contracts at a time.</i>
<i>Brokerage/ Partnership working is becoming more critical with the current agenda of Capacity Builders and working with Consortias</i>
<i>Delivering; this business is full of poseurs who move on every three years or so and never deliver anything.</i>
<i>I found it difficult to rank these skills as all are required in the work that we do In some ways these generic skills are more important than the professional skills in my area of regeneration, as the technical skills can more easily be bought/learnt</i>
<i>Leadership is everything - recognising its shoots and supporting its development is paramount to success. There is huge under-capitalised talent and will to succeed in the SC arena in all sectors - powerful leadership will realise it</i>
<i>Someone has to be the project champion and hold/refresh the vision so all participants in the process remain focused on the priorities</i>
<i>The combination of a high level of generic skills, combined with specialist skills is very important, and the demands on the voluntary and community sector/public sector to be better equipped at the more generic skills level is growing. The policy and practice environment is becoming more complex all the time, and it is sometimes difficult for people's skill sets to keep up with the pace of change. In addition, training and ways of working that may require upskilling can be both time consuming and very expensive to implement effectively.</i>
<i>The main barrier to the development of sustainable communities is not any kind of skills shortage among providers. The real problem is the way that the country is run. Civil Servants are risk averse, they lack vision, intelligence and commitment - in short their attitude is 'can't do' instead of 'can do'. This is where the training is really needed.</i>
<i>We have access to people who are at the forefront of leadership, change management, project management, social relationships etc.</i>
<i>We need all these skills depending on where you are in the job cycle</i>
<i>When working with communities (and individuals) there needs to be empathy with those who live, work and invest in the sustainability of the community. We need to learn how to empower and support the community to change things for the better rather than have them become even more dependant on others.</i>

Organisations identified gaps in the skills of their staff relative to the demands of the jobs in financial and process management, communication and leadership and, identified most frequently, project management. Most organisations identify a spread of generic skills gaps. In particular consultancies are concerned about project and financial management. Local authorities, NDPBs, Regional Assemblies also identify a lack of project management skills amongst their staff. RDAs identify a lack of inclusive visioning skills whilst UDCs/URCs are

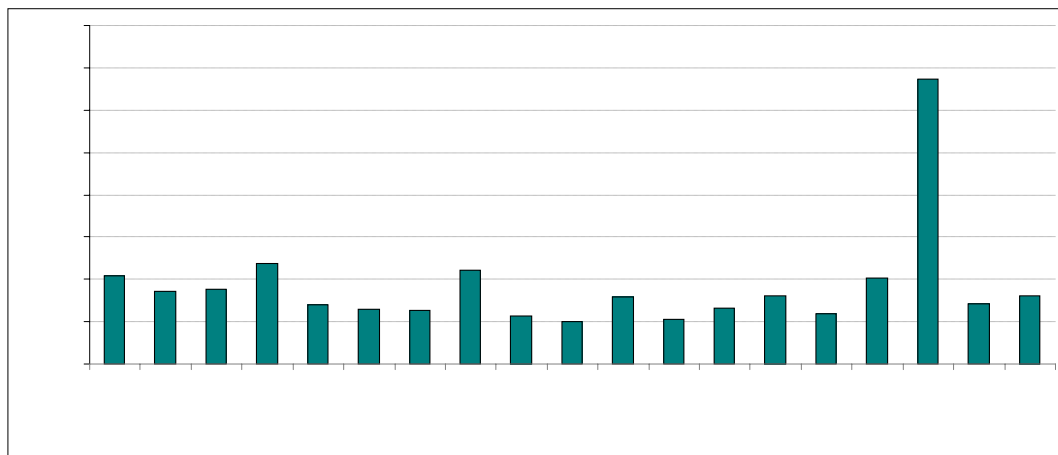
concerned with financial management abilities. Although most identify communication skills as lacking, Housing Associations are more concerned about this than other factors.

There is much more emphasis amongst organisations on leadership and communication than there is amongst individuals showing greater concern for their ability to manage stakeholders. Both perceive a gap in project management skills.

#### 4.7 Trends in labour shortages

Although responses to the questions on numbers employed do not always appear to be comprehensive, the data can still be used, albeit tentatively, to explore trends. The survey shows a significant increase in the number of civil servants employed in the last two years. Other occupations which have been heavily recruited include sustainable development professionals, urban designers, academics and community development officers. This partly reflects the increase in public sector employment, the increasing complexity of masterplanning and the increased profile of sustainable development.

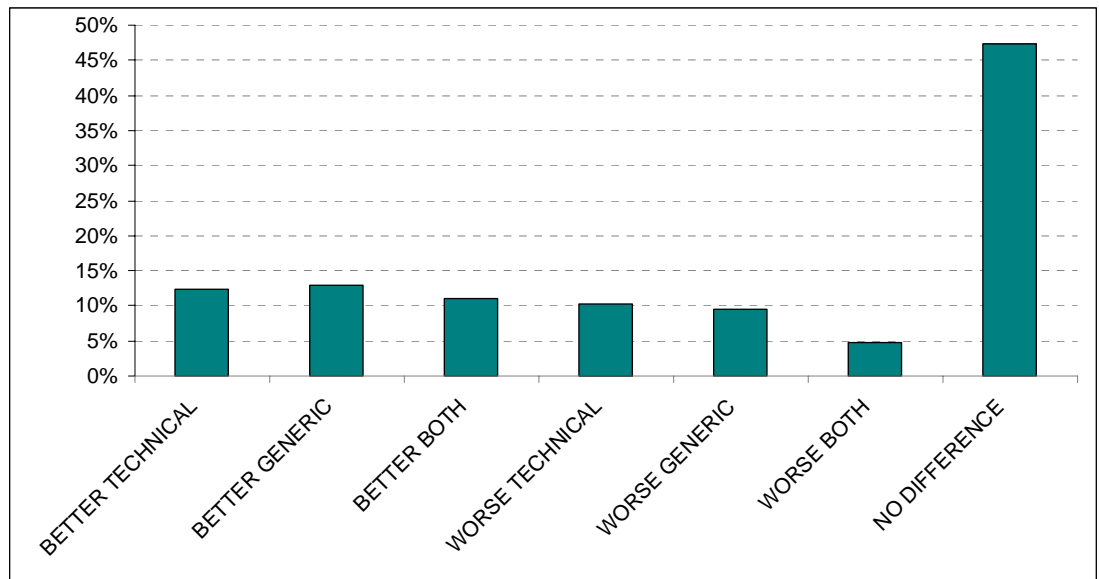
#### Percentage increases in the number employed by occupation over the last two years



The survey suggests that there has been a slight improvement in the technical abilities and generic skills of those recruited over the previous two years.

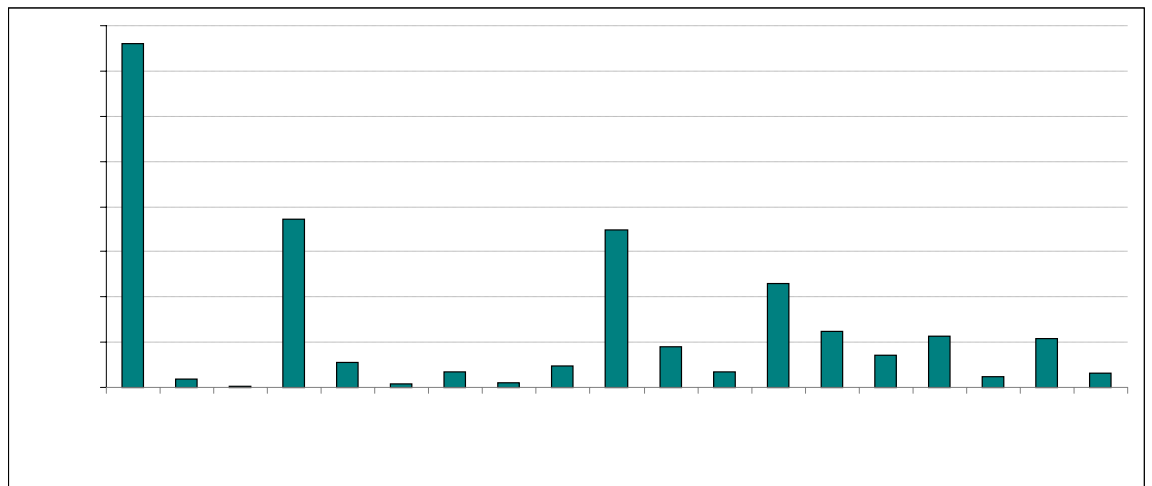
Organisations which identify a notable improvement include Regional Assemblies, third sector organisations and, to a lesser degree, Local Authorities, NDGBs and consultancies. Those identifying worsening of skills include housebuilders, housing associations (in terms of technical skills) and research institutes/think tanks. Responses from RDAs suggest a mixed picture.

**Quality of staff recruited now compared to two years previously**



Estimates of future recruitment patterns suggest significant increases in demand for sustainable development professionals, urban designers, regeneration professionals and environmental specialists over the next five years. These estimates partly reflect the continuing role of masterplanning and regeneration as well as the increased profile of sustainable development and environmental issues such as climate change.

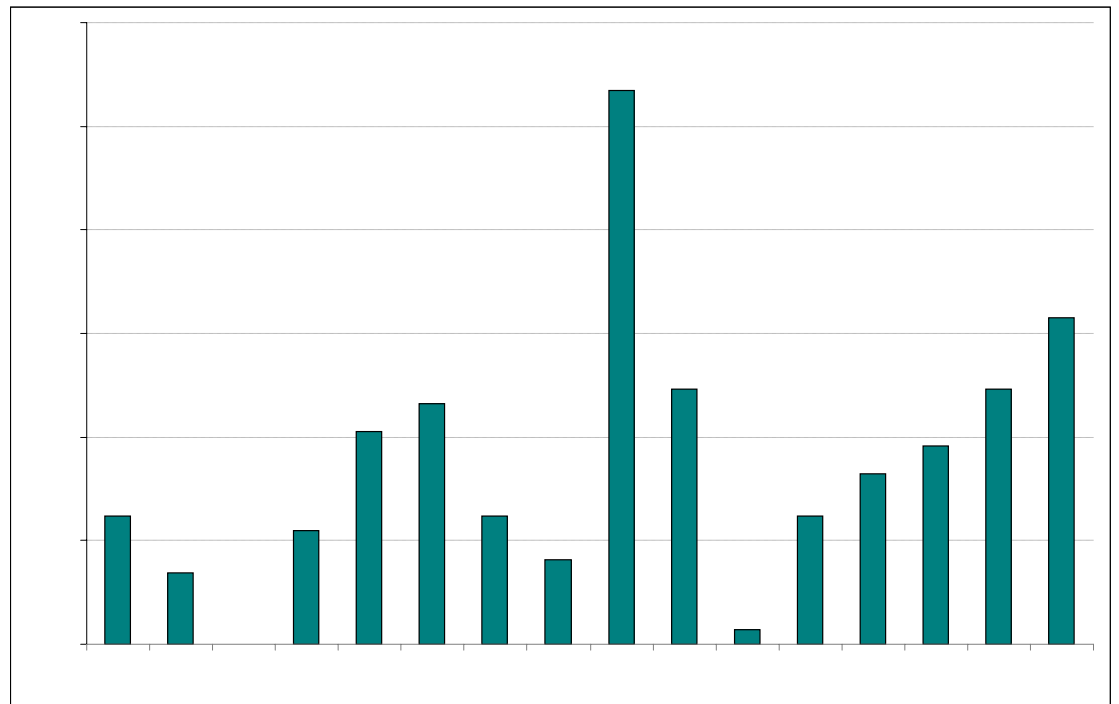
**Percentage increases in the estimated number employed by occupation over the next five years**



**Anticipated labour shortages in five years time**

There is anticipated shortage across a range of professions, particularly planners, urban designers, transport planners, regeneration/economic development professionals and environmental specialists. Many of these occupations are those where there is greatest demand (see above), suggesting significant labour shortages in delivery of sustainable communities in the future.

### Anticipated shortages



The organisations that anticipated most people shortages include central government, local authorities, developers, RDAs and UDCs.

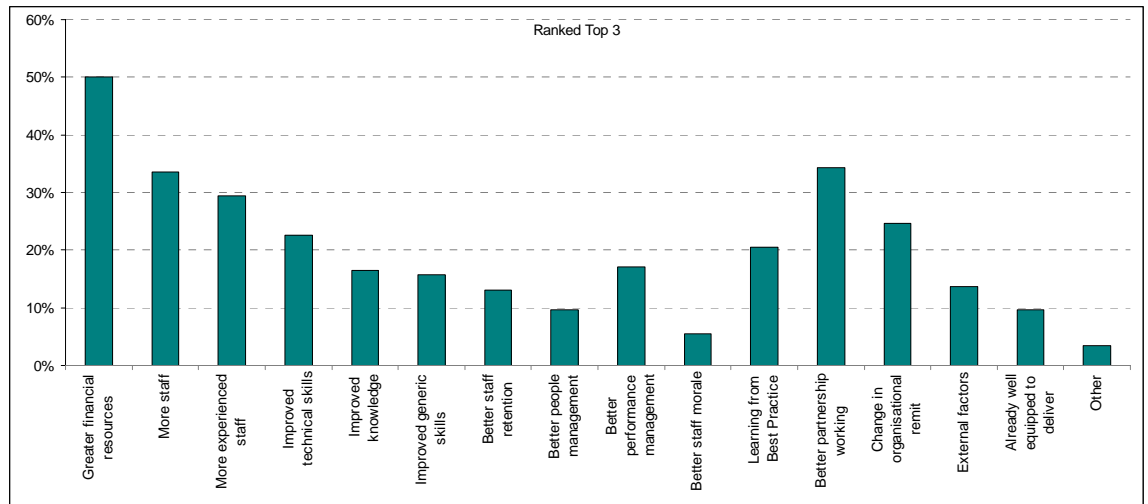
## Anticipated people shortages by occupation and organisation

	Central government department	Consultancy	Educational establishment	House builder	Housing Association	Local authority	LSP	NDGB	Professional body	Developer	Regional Assembly	RCE	RDA	Think tank/ research institute	UDC	Third sector
Academic																
Civil servant	X											X		X		
Senior executive									X			X			X	
Community development specialist																
Community safety																
Housing/welfare officer					X											X
Regeneration/economic development specialist								X				X			X	
Sustainable development								X				X	X			
Environmental specialist						X										
<b>Planner</b>	X			X		X				X	X		X			
Transport planner						X					X		X			
Urban designer	X			X		X						X	X			
Architect				X												
Landscape architect																
Surveyor				X						X			X		X	
Developer					X					X			X			
Engineer				X		X							X			

### 4.8 Measures to improve delivery of sustainable communities

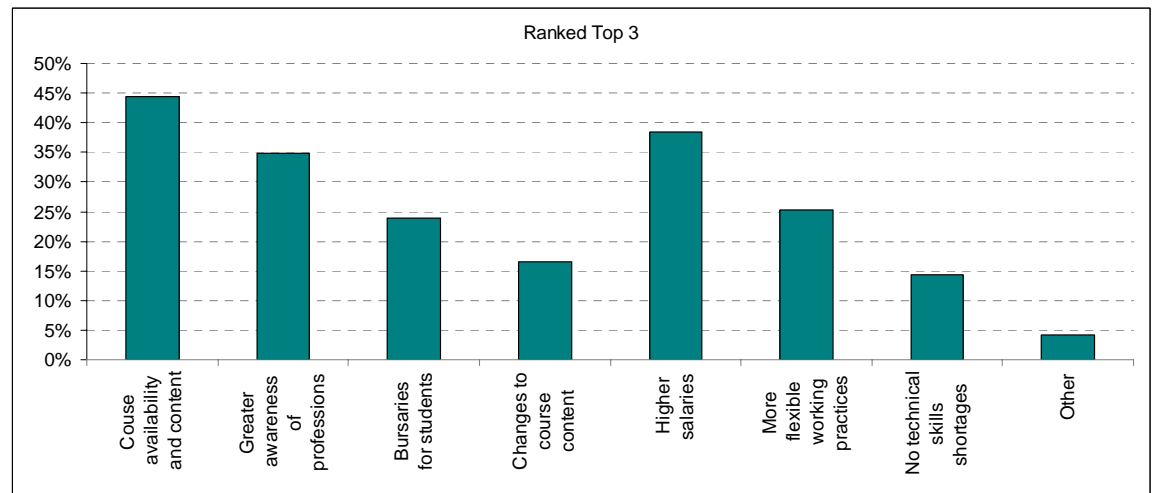
More staff and more financial resources are identified as measures that would improve delivery of sustainable communities. Although technical skills were identified as important, more experienced staff, better partnership working, learning from best practice and changes to organisational remits were also identified as important, suggesting that organisational capacity is equally important as individual skills.

#### Measures to improve delivery ranked in top three



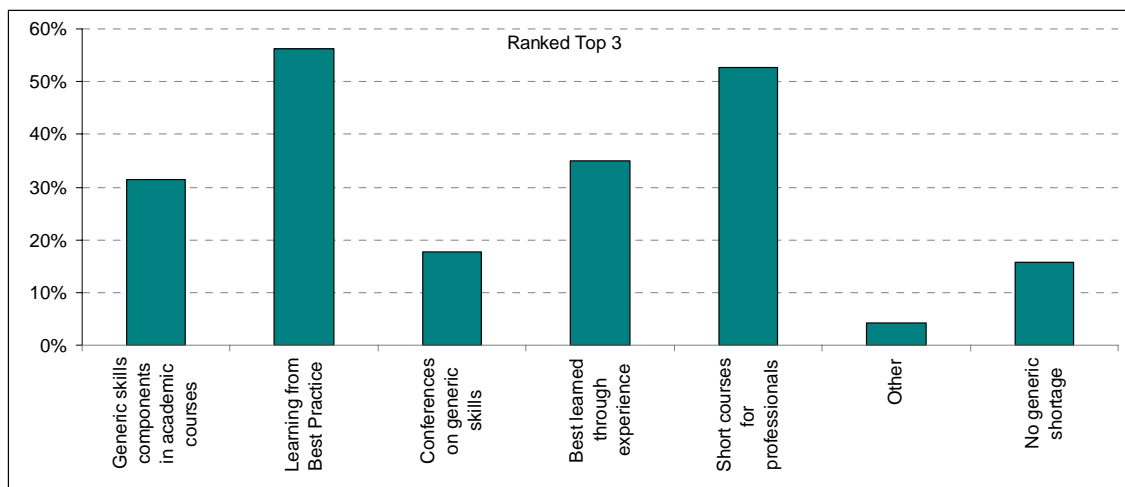
Technical skills (labour shortages and individuals skills ) could be improved through better course availability and content, greater awareness of other professionals and higher salaries.

#### Measures to improve technical skills gaps ranked in top three



Short courses and learning from best practice appears to be the most favoured measure to improve generic skills gaps, conferences on generic skills the least favoured.

**Measures to improve generic skills gaps ranked in top three**



**4.9 Overall comments and thoughts on skills gaps in delivery of sustainable communities**

Comments received reflect the technical and generic skills identified but also refer to wider challenges such as the lack of resources and the importance of political leadership at a local level. Views were also expressed about the difficulties of developing skills, such as reputation and inflexible packages, and suggestions for the most appropriate format, such as action learning.

**Selection of comments received**

<i>Ability to make a project plan, analyse it's impact and need for resources - including relating to other stakeholders and then do it.</i>
<i>From my perspective...there is a need for cross occupational working, improving delivery process and an improved understanding of the agenda.</i>
<i>The best ways of addressing skills shortages are through education of young and students to enter in to the occupations and ACTION LEARNING based on live projects in the region - we cant wait for the young to become mature enough to manage the larger projects.</i>
<i>I believe that the ASC has identified the wrong issue as the subject for its research. The problem in delivering sustainable communities is not a lack of skills or expertise. It is a lack of will on the part of central and local government - neither can see the wood for the trees!</i>
<i>It is our experience that the acquisition of knowledge is not well regarded; is sometimes perceived to be a threat by the strategists and there needs to be much more "joined up thinking" in terms of the public sector working with the private sector.</i>
<i>Local authorities, particularly District Councils, are key to delivery sustainable communities. Local partnership working and strong local political leadership are important in achieving this</i>
<i>More of an awareness of what Sustainable communities mean, as many Professionals end up in a sector that they did not initially start training in.</i>

*One of the key skill shortages is effective business planning for growth, regeneration etc. We have developed a business plan but it is dependent on partner organisations and agencies (including Government) working with us and contributing but their capacity to do so is limited. The requirements go beyond simple project management inter complex cross disciplinary and cross Government funding programme management*

*The Council do not consider sustainable communities and regenerating people to be core business. How can a small team like ours keep a service going when you are up against the disinterest of Council staff and Members?*

*I don't think that skills gaps are necessarily a major problem... with situations like ours though, who but the very dedicated would want to work for an organisation with such insecurity and uncertain futures.*

*Political dimension often hinders progress especially at local level. Split functions between County and Borough*

*In the development business, it is not possible to categorise people simply as planners, surveyors, developers, senior managers or urban regeneration/masterplanning specialists. I consider myself to be all of these - and I would expect my staff to be multi-disciplinary.*

*There is a need for more contractors to add value in the day to day maintenance of our existing homes - to be more "greener" in the approach to maintenance and repairs of older homes.*

*There is clearly a shortage of community engagement skills, in both local authorities and other delivery organisations. Due to the shortage of skilled people, financial constraints, etc it is not possible for all organisations to employ community engagement specialists. It is especially hard to find people with both planning skills and community engagement skills. Planning Aid, by working with such organisations, represents an efficient way of making essential engagement skills available at key stages of the planning process. The service does this on a relatively modest budget and perhaps demonstrates a good approach for the future in making skills available across a range of organisations.*

*This is a new and complex area. We need more learning by doing (with communities) - exemplar pilots.*

*Training in the "sustainable communities" area is dominated by commercial companies providing expensive day training which tends to ride whatever bandwagon is currently rolling along i.e. it is a fashion business. The ASC should focus on longer term training needs with the aim of developing sufficiently trained professionals, with the right skills, to deliver the Government's agenda over the long term.*

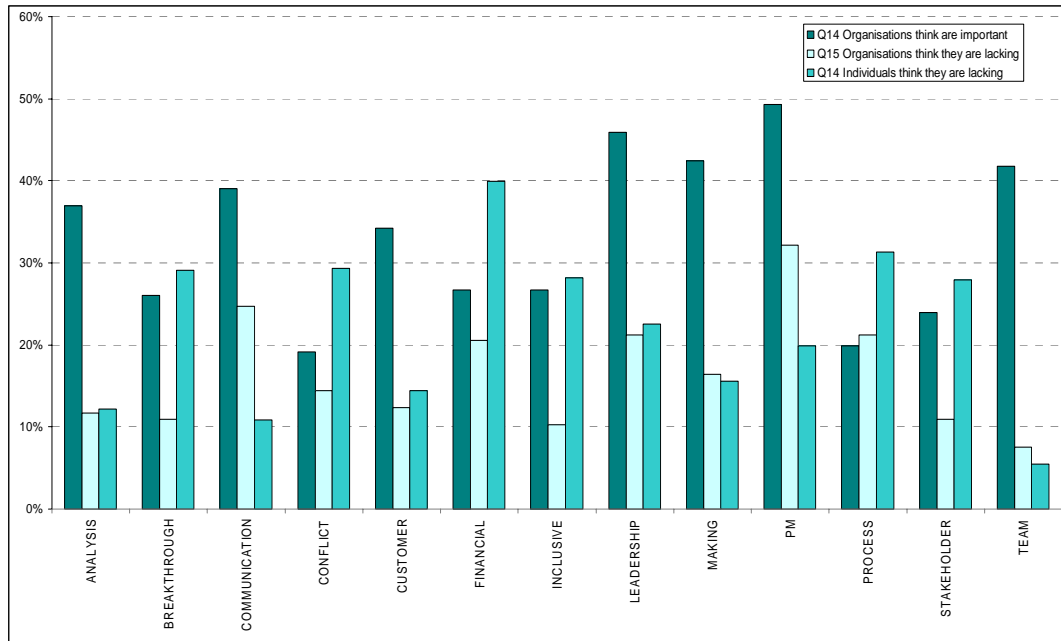
*We have a difficulty in recruiting good quality, well qualified senior staff eg with over 10 years experience. People of that generation didn't have access to specific masters in env technology, sustainability etc when setting out on their careers. There should be better more flexible and varied courses for mid- and later-career staff who wish to gain extra qualifications in their spare time eg the OU does some policy and decision-making courses by distance learning, which is great, but it would be better if there was more variety to enable people to learn more technical content.*

*We have a lot of candidates applying for jobs as they are attracted by the 'sustainable development' angle. There is possibly a shortage of experienced specialists in a core area that also have the knowledge and passion on S.D. We are located/employed within the civil service and so have access to quite good training on generic skills*

#### 4.10 Individual perceptions of skills gaps compared to organisational perceptions

This analysis shows that in general individuals are more concerned about generic skills than organisations (although the organisations are more concerned about generic than technical skills). Interestingly, the skills that organisations consider most important are amongst those where they perceive a lack of skills in contrast to individuals who do not think they are lacking skills in these areas. These are communication, leadership and team/partnership working.

##### Individual perception of skills gaps relative to organisational perceptions of skills gaps



## 5 Conclusions

### 5.1 Survey of individuals

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- Strongest sense of involvement in sustainable communities amongst those involved in service delivery
- Strong empathy with liveability agenda
- Individual perception of technical skills gaps – particularly specialist technical skills amongst those with less traditional career path
- Generic skills rated relatively high – areas requiring improvement are those linked to project management and driving forward delivery as well as managing stakeholders
- Poor understanding of role of welfare/housing officers and senior executives
- Generic skills will continue to be important – relate, in part, to personal priorities for skills developments
- Individuals perceive technical skills gaps in organisations, particularly urban designers, regeneration/economic development specialists and environmental professionals
- Individuals identify consultancies, LA planning departments, LA regeneration departments and RDAs as in need of more staff
- Interest in moving into urban design amongst built environment professionals, interest in regeneration from policy officers and those involved in service delivery
- Workforce relatively mobile

### 5.2 Survey of organisations

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- Organisations surveyed closely involved with delivery of sustainable communities
- Lack of staff mostly due to lack of resources and lack of good candidates but recruitment not helped by location of some organisations
- Survey suggests private sector less problems recruiting
- Technical skills of staff generally seen as strong – planners and regeneration staff identified as occupations requiring particular improvement relative to the demands of the job
- Leadership and project management perceived as particularly important – project management particular weakness (concern shared with individuals)
- Demand for civil servants, academics, urban designers and sustainable development specialists over the last two years
- Future demand likely to focus on sustainable development professionals, urban designers, regeneration/economic development specialists and environmental professionals
- Anticipated shortage in some professions in the future - planners, designers and environmental specialists – these are those professions likely to be in demand suggesting future labour shortages
- Apart from more resources, delivery would benefit from enhanced organisational capacity
- Technical skills would particularly benefit from higher salaries, course availability and greater awareness of the role of other professionals

- Generic skills would particular benefit from short courses for professionals and learning from best practice



Appendix A

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**Generic Skills**

## A1 Generic Skills Definitions

**Project Management:** Defining project objectives and providing the drive and determination to deliver successful, measurable outcomes. Building a project team and getting them to work towards delivery of a common goal. Using project plans and critical path analysis to assign tasks and timescales, monitor progress and quality of outcomes. Manage budget and client relationships.

**Leadership:** Inspiring others at all levels to contribute. Leading change, communicating vision, coaching and mentoring, developing future leaders, dealing with poor performers and poor performance. Inspiring people to contribute to their communities to sustain them in the future. Enabling inward investment to support Sustainable Communities, and managing the finances. Making difficult decisions and ensuring buy in to these decisions.

**Breakthrough Thinking/Brokerage:** Creative thinking, making lateral connections, effective networking. Bringing together unusual combinations of people, skills and plans to leverage in skills and maximise value. Brokering, facilitating, and managing deals between very different stakeholders in all aspects of Sustainable Communities.

**Inclusive Visioning:** Innovative thinking and approaches to engaging and including the community. Developing a vision from the aspirations and values of those in the community. The ability to articulate a vision and get buy in from a wide variety of people. Setting out the implications of a vision – and the steps required to deliver.

**Team Working/Leadership:** A genuine desire for the team, collectively, to win. A 'can do' attitude - perceives problems as challenges and opportunities, not risks and threats. The ability to create a networked environment where advice is sought and readily given, coaching is rewarded, and teams are created with the right skills, as well as the right paper qualifications. Constructive working with others avoiding duplication of effort.

**Making It Happen, Given Constraints:** Providing energy and focusing resources to ensure objectives are reached. Understanding and being realistic about constraints, but not accepting artificial barriers. Challenging unrealistic targets or timescales. Developing and implementing alternative solutions. Much of this skill is rooted in project management and partnership working - achieving the sustainable community vision in spite of all the conflicting interests, individual agendas and adversarial behaviour that inevitably surrounds such complex situations.

**Process/Change Management:** Making sure that processes are managed and continuously improved. Understanding the processes, and how to improve them. Embracing change enthusiastically and working to drive out unnecessary processes or find process improvements. Understanding and managing the cultural aspects of change.

**Financial Management/Appraisal:** Ensuring that financial, social and environmental costs are fully understood. Ability to create and manage a business plan and associated contracts. Understanding risk/reward approaches for all stakeholders. Being able to appraise business cases, proposals and contracts in order to make sound financial decisions. Understanding where finance for Sustainable Communities comes from, how to attract it, and how to construct a business case for long term sustainability and prosperity of a community. Appreciation of cost benefit analysis, incorporating valuation of tangible and intangible economic, environmental and social impacts.

**Stakeholder Management:** Communicating and building relationships with and between relevant stakeholders, understanding their role and significance. Knowing that stakeholder groups change all the time, so keeping pace with the new ones. Being able to bring key people and groups with you to retain support for the vision and to solve the problems. Understanding how political motives drive people (including non-politicians) at different times and for different reasons.

**Analysis, Decision Making, Learning From Mistakes, Evaluation:** Ensuring that decisions are taken in light of available facts and relevant past experience. Being able to identify trends and make decisions based on them. Analysing data to determine appropriate evidence to support decisions. Encouraging informed risk taking, and not penalising failure where people are genuinely trying to do the right thing. Sharing examples of where projects have not worked out, and learning the lessons so they can be applied positively in new situations. Coaching and mentoring to develop the overall skills of a community, rather than just those of yourself or your immediate team.

**Communication:** Being able to communicate in diverse ways to a wide range of professionals, the general public, the media, local schools, politicians, and business people. Communicating vision, understanding how to manage information (the right message to the right people using the right media, then do it again), manage mis-information, rumour and gossip. Being one step ahead.

**Conflict Resolution:** Understanding the dynamics of conflict and how to achieve mutual agreement. Demonstrating the ethics of good practice, including respect for all parties, tolerance of different people and perspectives, confidentiality and the importance of honesty. Listening actively to others, and working to formulate options and solutions.

**Customer Awareness:** Being able to identify customers (citizens), respond to their needs, to engage in dialogue with them, and build enduring relationships. Ensuring everyone in your organisation sees it as their responsibility to meet customer needs. Establishing customer priorities and concerns by communicating in an accessible format so that feedback is encouraged and genuine.

Appendix B

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**Survey Invitation Email**

## B1 Survey Invitation Email

The following email was sent out to invite people to participate in the online survey:



### **Your contribution is urgently needed**

The Academy for Sustainable Communities (ASC) needs your help to complete a major study into the skills gaps that exist in the sustainable communities field.

Information available on the skills and knowledge of professionals is generally accepted to be partial, anecdotal and not focused at the regional level. We have therefore commissioned Arup to investigate generic and technical skills shortages, with a view to evaluating skills gaps and people shortages, both by sector and region.

Better understanding of current and future trends in supply and demand will inform the work of the ASC and help organisations become better equipped to respond to the complex demands of the sustainable communities agenda.

Your contribution is vital to the success of this study and we hope that you will complete our online surveys. We are surveying both individuals and organisations. We would like to thank you for your support and co-operation.

### **Individual Survey**

Please follow the link below and fill in the individual survey.

Individual: <http://www.planningsurvey.co.uk/asc/individual.htm>

### **Organisational Survey**

If you are a **Chief Executive, Managing Director or Head of Corporate Services or HR**, please fill in our organisational survey by following the link below.

Organisational: <http://www.planningsurvey.co.uk/asc1/organisational.htm>

Please also forward the link to the individual survey to your staff.

### **Pass it on!**

It is imperative that we survey as many professionals as possible. Please forward these links to friends and colleagues who are also involved in delivery of sustainable communities.



Appendix C

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**Survey of Individuals**

## C1 Survey of Individuals – Survey Transcript

The survey can be found online at the following address:

<http://www.planningsurvey.co.uk/asc/individual.htm>

### 1 of 25) Which of these best describes your job? *(required)*

- Architect
- Civil servant (central government/government agency)
- Community safety officer/police officer
- Developer
- Engineer (inc civil, structural, transport etc)
- Environmental specialist
- Housing and welfare officer
- Landscape architect
- Neighbourhood/community development specialist
- Planner
- Regeneration/economic development professional
- Researcher/academic
- Senior executive (regional/local body)
- Surveyor
- Urban designer/masterplanner
- Transport planner

### 2 of 25) Which of these best corresponds with the type of employer you work for? *(required)*

- Central government department
- Consultancy/private practice
- Developer
- Government office
- Housebuilder
- Housing Association/RSL
- Local authority – economic development
- Local authority – environment
- Local authority – planning
- Local authority – regeneration
- Local authority – social services
- Local authority – transport
- LSP (as a direct employee)
- Neighbourhood Renewal Body
- Other government department/NDGB
- Police
- Professional/representative body
- RDA
- Regional Assembly
- Regional Centre of Excellence
- Strategic Health Authority/PCT
- Think tank/research institute/university
- UDC/URC

### 3 of 25) What is the name of your employer? *(required)*

*(please enter)*

**4 of 25) Regardless of the remit of your organisation, in which region do you currently work? (required)**

- North East
- North West
- Yorkshire and the Humber
- East Midlands
- West Midlands
- East
- South East
- London
- South West

**5 of 25) Which of these best describes your current role? (required)**

- Chief executive/managing director
- Board level/department head
- Senior officer/professional
- Mid level officer/professional
- Junior officer/professional
- Technician

**6 of 25) How old are you?**

*(please enter)*

**7 of 25) How many years professional experience do you have?**

*(please enter)*

**8 of 25) What academic or professional qualifications do you hold?**

- No qualifications
- GCSE/CSE/O Levels
- A/AS Levels
- Undergraduate/HND degree
- Masters degree/PhD
- Chartered Architect
- Chartered Engineer
- Chartered Environmentalist
- Chartered Planner
- Chartered Scientist
- Chartered Surveyor
- Chartered Transport Planner
- Qualified Solicitor
- Other professional qualification

**9 of 25) In which country did you qualify?**

*(please enter)*

**10 of 25) Roughly what percentage of your time at work would you say is spent working on Sustainable Communities?**

*(please enter)*

**11 of 25) In which area of Sustainable Communities delivery do you primarily work?**

- Growth Areas
- Low Demand Areas
- Liveability, placemaking and ongoing delivery of Sustainable Communities
- All aspects of Sustainable Communities delivery
- I don't spend any time working on Sustainable Communities

**12 of 25) Please explain how your work fits into the Sustainable Communities agenda.**

*(please enter)*

**13 of 25) How would you rate your knowledge and technical expertise relative to the requirements of your job?**

*(Select as appropriate: My skills require improvement in this area/My skills meet the demand of my job/My skills exceed the demands of my job)*

- General knowledge of your subject area (e.g. knowing relevant policy, being up to date on current issues etc)
- Knowledge of relevant procedures and processes and technical understanding (e.g. ability to carry out an environmental impact assessment, knowledge of development control processes)
- Specialist technical skills (e.g. ability to use GIS, modelling software etc)

**14 of 25) What generic skills are required for your job, and how would you rate your own skills relative to the demands of your job?**

*(Select as appropriate: This skills is not required in my job/My skills require improvement in this area/My skills meet the demand of my job/My skills exceed the demands of my job)*

- Project Management
- Leadership
- Breakthrough thinking/brokerage
- Inclusive visioning
- Team/partnership working
- Making it happen given constraints
- Customer awareness
- Process management/Change management
- Financial management and appraisal
- Stakeholder management
- Analysis, decision making, evaluation
- Communication
- Conflict Resolution

**15 of 25) Are there any particular areas of knowledge, skills or experience which you could improve to help you to do your job better? If so, please tell us here.**

*(please enter)*

**16 of 25) Do you think these skills will become more or less important in the future in your job (at your current level)?**

*(Select as appropriate: Less important/About the same/More important)*

- Project Management
- Leadership
- Breakthrough thinking/brokerage
- Inclusive visioning
- Team/partnership working
- Making it happen given constraints
- Customer awareness
- Process management/Change management
- Financial management and appraisal
- Stakeholder management
- Analysis, decision making, evaluation
- Communication
- Conflict Resolution

**17 of 25) Which of these areas are your personal priorities for skills development?**

*(Please choose UP TO THREE, numbering them 1 to 3, where 1 is your highest priority (you do not have to choose three))*

- Project Management
- Leadership
- Breakthrough thinking/brokerage
- Inclusive visioning
- Team/partnership working
- Making it happen given constraints
- Customer awareness
- Process management/Change management
- Financial management and appraisal
- Stakeholder management
- Analysis, decision making, evaluation
- Communication
- Conflict Resolution

**18 of 25) Which other professionals do you work with in the course of your job, and to what extent do you think you understand what they do?**

*(Select as appropriate: Don't work with them/No real understanding/Some understanding/A good understanding)*

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)
- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors
- Urban designers/masterplanners
- Transport planners

**19 of 25) Do you think that your organisation should ideally employ more people with the technical skills to deliver the Sustainable Communities agenda? If so, in which disciplines?**

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)
- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors
- Urban designers/masterplanners

- Transport planners

**20 of 25) Do you think that your organisation should ideally employ more people with the generic skills to deliver the Sustainable Communities agenda? If so, in which disciplines?**

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)
- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors
- Urban designers/masterplanners
- Transport planners

**21 of 25) How much longer can you see yourself working in:**

- this occupation? *(please enter)*

- this organisation? *(please enter)*

**22 of 25) Which, if any, of these occupations would you consider moving to?**

- Architect
- Civil servant (central government/government agency)
- Community safety officer/police officer
- Developer
- Engineer (inc civil, structural, transport etc)
- Environmental specialist
- Housing and welfare officer
- Landscape architect
- Neighbourhood/community development specialist
- Planner
- Regeneration/economic development professional
- Researcher/academic
- Senior executive (regional/local body)
- Surveyor
- Urban designer/masterplanner
- Transport planner
- I may move to a career outside the Sustainable Communities sector
- I do not envisage changing occupations

**23 of 25) Which, if any, of these organisations would you consider moving to?**

- Central government department
- Consultancy/private practice
- Developer
- Government office
- Housebuilder
- Housing Association/RSL
- Local authority – economic development
- Local authority – environment
- Local authority – planning
- Local authority – regeneration
- Local authority – social services
- Local authority – transport
- LSP (as a direct employee)
- Neighbourhood Renewal Body
- Other government department/NDGB
- Police
- Professional/representative body
- RDA
- Regional Assembly
- Regional Centre of Excellence
- Strategic Health Authority/PCT
- Think tank/research institute/university
- UDC/URC
- I may move to an organisation outside the Sustainable Communities sector
- I do not envisage moving organisations

**24 of 25) Which regions would you be willing to move to in if an attractive job were on offer?**

- North East
- North West
- Yorkshire and the Humber
- East Midlands
- West Midlands
- East
- South East
- London
- South West
- Elsewhere in the UK
- Outside the UK

**25 of 25) How much further than at present would you be prepared to travel for an attractive job?****- I currently commute for:**

- Less than ½ hour
- ½ to 1 hour
- 1 to 1 ½ hours
- 1 ½ to 2 hours
- More than 2 hours
- I would consider any distance for the right job

**- I would consider commuting for:**

- Less than ½ hour
- ½ to 1 hour
- 1 to 1 ½ hours
- 1 ½ to 2 hours
- More than 2 hours
- I would consider any distance for the right job

**If you have and other comments you wish to add concerning skills and the delivery of Sustainable Communities, please do so here. This could include your thoughts on:**

- whether the individuals working in Sustainable Communities are sufficiently skilled;
- whether there is a shortage of people working in Sustainable Communities;
- an example of the person you most admire in Sustainable Communities, and why you admire them;
- your perception of whether skills shortages will present a problem in the delivery of Sustainable Communities and how this might best be addressed; or
- an elaboration on any of the answers you have given previously

*(please enter)*



Appendix D

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**Survey of  
Organisations**

## D1 Survey of Organisations – Survey Transcript

The survey can be found online at the following address:

<http://www.planningsurvey.co.uk/asc1/organisational.htm>

The survey can be found online at the following address:

<http://www.planningsurvey.co.uk/asc1/organisational.htm>

**1 of 23) What is the name of your organisation? (required)**

*(please enter)*

**2 of 23) Which of the following best describes your organisation? (required)**

- Central government department
- Consultancy/private practice
- Developer
- Government office
- Housebuilder
- Housing Association/RSL
- Local authority – economic development
- Local authority – environment
- Local authority – planning
- Local authority – regeneration
- Local authority – social services
- Local authority – transport
- LSP (as a direct employee)
- Neighbourhood Renewal Body
- Other government department/NDGB
- Police
- Professional/representative body
- RDA
- Regional Assembly
- Regional Centre of Excellence
- Strategic Health Authority/PCT
- Think tank/research institute/university
- UDC/URC

**3 of 23) What is your own role within the organisation? (required)**

- Chief executive/managing director
- Board level/department head
- Senior officer/professional
- Mid level officer/professional
- Junior officer/professional
- Technician

**4 of 23) Where does your organisation have offices? (required)**

- North East
- North West
- Yorkshire and the Humber
- East Midlands
- West Midlands
- East
- South East
- London
- South West
- Elsewhere in the UK
- Outside the UK

**5 of 23) Roughly what percentage of total work time would you say your organisation spends working on Sustainable Communities?**

*(please enter)*

**6 of 23) In which area of Sustainable Communities delivery is your organisation primarily involved?**

- Growth Areas
- Low Demand Areas
- Liveability, placemaking and ongoing delivery of Sustainable Communities
- All aspects of Sustainable Communities delivery
- We do not do any work on Sustainable Communities

**7 of 23) At which stages of Sustainable Communities does your organisation tend to get involved?**

- Earliest stage - policy making, developing a vision, project conception
- Planning stage - masterplanning, feasibility studies, urban design
- Detailed design stage - architecture, engineering, detailed design
- Construction stage - land works, engineering works, construction
- Delivery stage - community development, service delivery, joined-up policy making
- We do not do any work in Sustainable Communities

**8 of 23) How many people does your organisation employ in each of the following professions?**

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)
- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors
- Urban designers/masterplanners
- Transport planners
- Other professional staff

**9 of 23) How many people in each of the following professions did your organisation employ two years ago?**

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)
- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors

- Urban designers/masterplanners
- Transport planners
- Other professional staff
- It is not possible for me to quantify a response to this question

**[Hidden Question – revealed if respondent answers “it is not possible...” in q9]**

**9a of 23) Even if you cannot quantify it, are you able to say whether your organisation employed more or fewer of the following professionals two years ago?**

*(Select as appropriate: Fewer/About the same/More/We've never employed these professionals)*

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)
- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors
- Urban designers/masterplanners
- Transport planners
- Other professional staff
- It is still not possible for me to answer this question

**10 of 23) In an ideal world, would you employ more staff than you currently do? If so, what is constraining you?**

- Lack of financial resources to increase staffing levels
- Shortage of good candidates
- Difficulty in attracting good candidates to our organisation
- Difficulty in attracting good candidates to our location
- We are happy with the number of staff we currently employ
- We currently employ more staff than we need
- Other (please specify)

*(please use this box if you wish to elaborate on your answer given above)*

**11 of 23) How does ease of recruitment now compare with two years ago?**

- Easier to recruit good quality staff than before
- The same as before
- Harder to recruit good quality staff than before

*(please use this box if you wish to elaborate on your answer given above)*

**12 of 23) Generally speaking, how would you rate the technical skills of your current staff?**

*(Select as appropriate: Skills require improvement in this area/Skills meet the demands of their job/Skills exceed the demands of their job/We do not employ these professionals))*

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)

- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors
- Urban designers/masterplanners
- Transport planners

**13 of 23) If you have said that the technical skills of your staff fall below the required standard for their job, please elaborate if there are any areas in particular need of improvement (knowledge of subject matter, understanding of processes to do the job, technical skill such as CAD drawing etc).**

*(please enter)*

**14 of 23) Across your staff in general, which of the following generic skills do you feel they require in order that your organisation can deliver?**

*(Please rank in order of importance (1 to 13), where 1 is most important. You do not have to rank all items - only those which you feel are relevant to your organisation)*

- Project Management
- Leadership
- Breakthrough thinking/brokerage
- Inclusive visioning
- Team/partnership working
- Making it happen given constraints
- Customer awareness
- Process management/Change management
- Financial management and appraisal
- Stakeholder management
- Analysis, decision making, evaluation
- Communication
- Conflict Resolution

**15 of 23) Across your staff in general, are there any generic skills where you feel your staff are particularly lacking?**

- Project Management
- Leadership
- Breakthrough thinking/brokerage
- Inclusive visioning
- Team/partnership working
- Making it happen given constraints
- Customer awareness
- Process management/Change management
- Financial management and appraisal
- Stakeholder management
- Analysis, decision making, evaluation
- Communication
- Conflict Resolution

**16 of 23) Overall, how does the quality of the people you are recruiting now compare with two years ago?**

- Higher standards of technical skills
- Higher standards of generic skills
- Higher standards of technical and generic skills
- No significant difference in skills levels
- Lower standards of technical skills
- Lower standards of generic skills
- Lower standards of technical and generic skills

**17 of 23) So far as it is possible to predict, at which stages of Sustainable Communities delivery is your organisation likely to be involved in future?**

- Earliest stage - policy making, developing a vision, project conception
- Planning stage - masterplanning, feasibility studies, urban design
- Detailed design stage - architecture, engineering, detailed design
- Construction stage - land works, engineering works, construction
- Delivery stage - community development, service delivery, joined-up policy making
- We do not do any work in Sustainable Communities

**18 of 23) So far as it is possible to estimate, by how much do you think the workload of your organisation will change in the next five years?**

- Fall by more than 100%
- Fall by more than 50%
- Fall by more than 10%
- Fall by up to 10%
- Stay roughly the same
- Grow by up to 10%
- Grow by more than 10%
- Grow by more than 50%
- Grow by more than 100%

**19 of 23) So far as it is possible to estimate, how many more staff do you think you will employ in the next five years?**

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)
- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors
- Urban designers/masterplanners
- Transport planners
- Other professional staff
- We will probably employ fewer staff in future
- It is not possible for me to quantify a response to this question

**[Hidden Question – revealed if respondent answers “it is not possible...” in q19]**

**19a of 23) Even if you cannot quantify it, are you able to say whether your organisation employed more or fewer of the following professionals two years ago?**

*(Select as appropriate: Fewer/About the same/More/We've never employed these professionals)*

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)
- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors
- Urban designers/masterplanners
- Transport planners
- Other professional staff
- We will probably employ fewer staff in future
- It is still not possible for me to answer this question

**20 of 23) So far as it is possible to estimate, in five years time do you think you are likely to experience a shortfall of staff in any of the following professions?**

- Architects
- Civil servants/policy makers
- Community safety officers/police officers
- Developers
- Engineers (inc civil, structural, transport etc)
- Environmental specialists
- Housing and welfare officers
- Landscape architects
- Neighbourhood/community development specialists
- Planners
- Regeneration/economic development professionals
- Researchers/academics
- Senior executives (regional/local body)
- Surveyors
- Urban designers/masterplanners
- Transport planners

**21 of 23) Which of the following measures would most help your organisation to play its role in the delivery of the Sustainable Communities agenda in future?**

*(Please select UP TO THREE responses, numbering them 1 to 3 where 1 would be most helpful (you do not have to choose three))*

- More staff
- Greater financial resources
- Improved technical skills
- Improved knowledge
- Improved generic skills
- More experienced staff
- Better partnership working
- Learning from best practice
- Change in remit/power/scope of organisation
- Better staff retention
- Better staff morale
- External factors
- Better performance management
- Better people management
- Other (please specify)
- My organisation is already well-equipped to deliver this agenda

**22 of 23) Which of the following measures would most help to address technical skills gaps (in terms of both people shortages and shortfalls in individual technical abilities)?**

*(Please select UP TO THREE responses, numbering them 1 to 3 where 1 would be most helpful (you do not have to choose three))*

- Course availability and flexibility
- Changes to course content
- Bursaries for students
- Greater awareness of professions
- More flexible working practices
- Higher salaries
- Other (please specify)
- We don't have a particular shortage in technical skills

**23 of 23) Which of the following measures would most help to address any generic skills gaps?**

*(Please select UP TO THREE responses, numbering them 1 to 3 where 1 would be most helpful (you do not have to choose three))*

- Generic skills components in academic courses
- Short training courses for professionals
- Conferences geared at generic skills
- Learning from best practice
- Generic skills are best learned through experience
- Other (please specify)
- We don't have a particular shortage in generic skills

**If you have and other comments you wish to add concerning skills and the delivery of Sustainable Communities, please do so here. This could include your thoughts on:**

- whether the individuals working in Sustainable Communities are sufficiently skilled;
- whether there is a shortage of people working in Sustainable Communities;
- an example of the person you most admire in Sustainable Communities, and why you admire them;
- your perception of whether skills shortages will present a problem in the delivery of Sustainable Communities and how this might best be addressed; or an elaboration on any of the answers you have given previously.

*(please enter)*