

Workshop 1B

Labour shortages: How to attract & retain the right talent

Speakers: Chris Ewart (CEO) and Jonny Barltrop (Director)

Build Recruitment

Chaired by: Neil Watts

Room: 1B



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Introduction



Chris Ewart
CEO at Build Recruitment



Jonny Barltrop
Director of White Collar

Agenda

- Current state of labour market
 - Where we are now?
 - How did we get here?
 - Primary causes of labour shortages
- What can we do? Solutions!
 - Measures and actions which can be taken to help resolve these issues
 - Attract
 - Train
 - Retain



THE LABOUR SHORTAGE

Where are we currently and why?

- Vacancies, applications and pay
- COVID: furlough and backlog of work
- Employment and unemployment Rates
- Candidates entering the sector – lack of investment
- Brexit impact – immigration

Vacancies & Pay

- Job vacancies 1,200,000
- Increase of 388,000 from the pre-pandemic January to March 2020 level.
- Fastest rates of growth compared with last Q was in construction (41.1%)
- July to Sept 2021, annual growth in total pay was 5.8%
 - However, since this growth is affected by temporary factors, like Covid, interpretation should be taken with caution - we estimate that the regular earnings growth rate could be as low as 3.4%
- Average total pay growth for the private sector was 6.6% in July to September 2021, while for the public sector, it was 2.4%.

Figure 1: Vacancies rose to a record 1,172,000 in August to October 2021

Number of vacancies in the UK, seasonally adjusted, August to October 2002 to August to October 2021

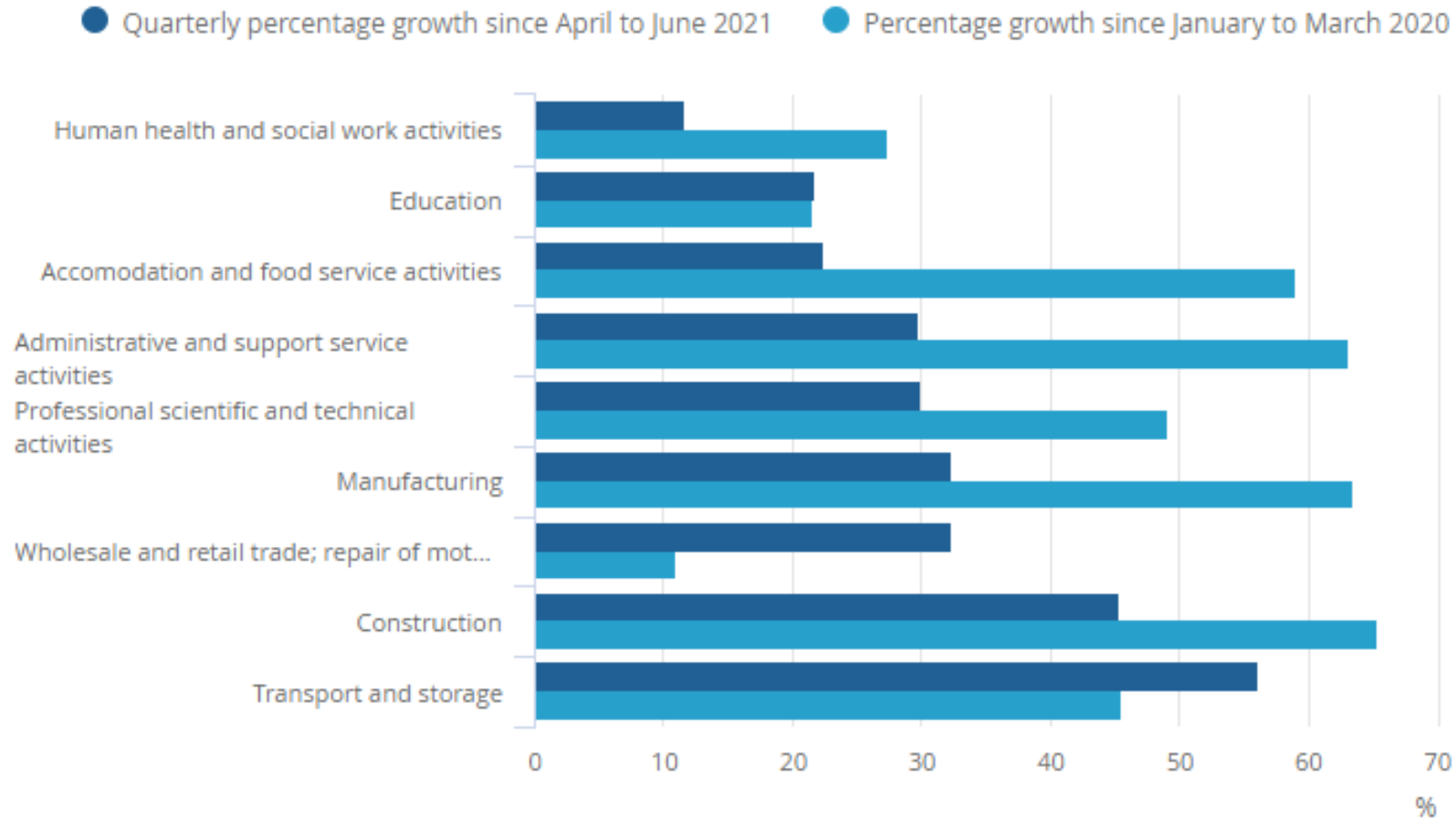


Vacancies Aug 2003 - Oct 2021



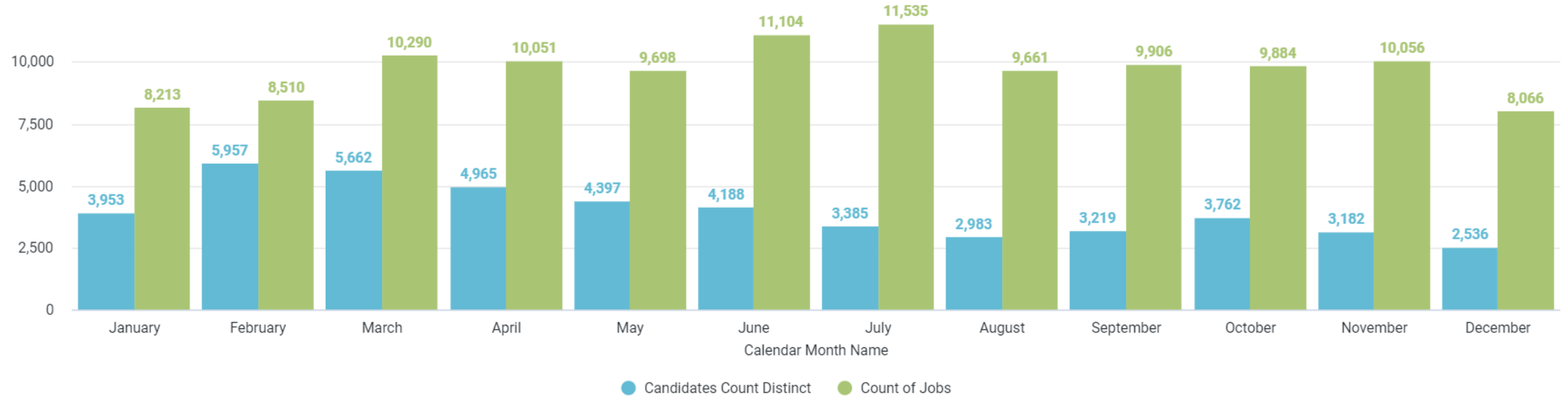
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**July to September 2021 three-month average vacancies in the UK,
quarterly percentage growth from April 2021 to June 2021 and percentage
growth from pre-pandemic January to March 2020**



Quarterly Vacancy Growth July - Sep 2021

Candidates v Jobs



Generated by Reed.co.uk on January 8th 2022

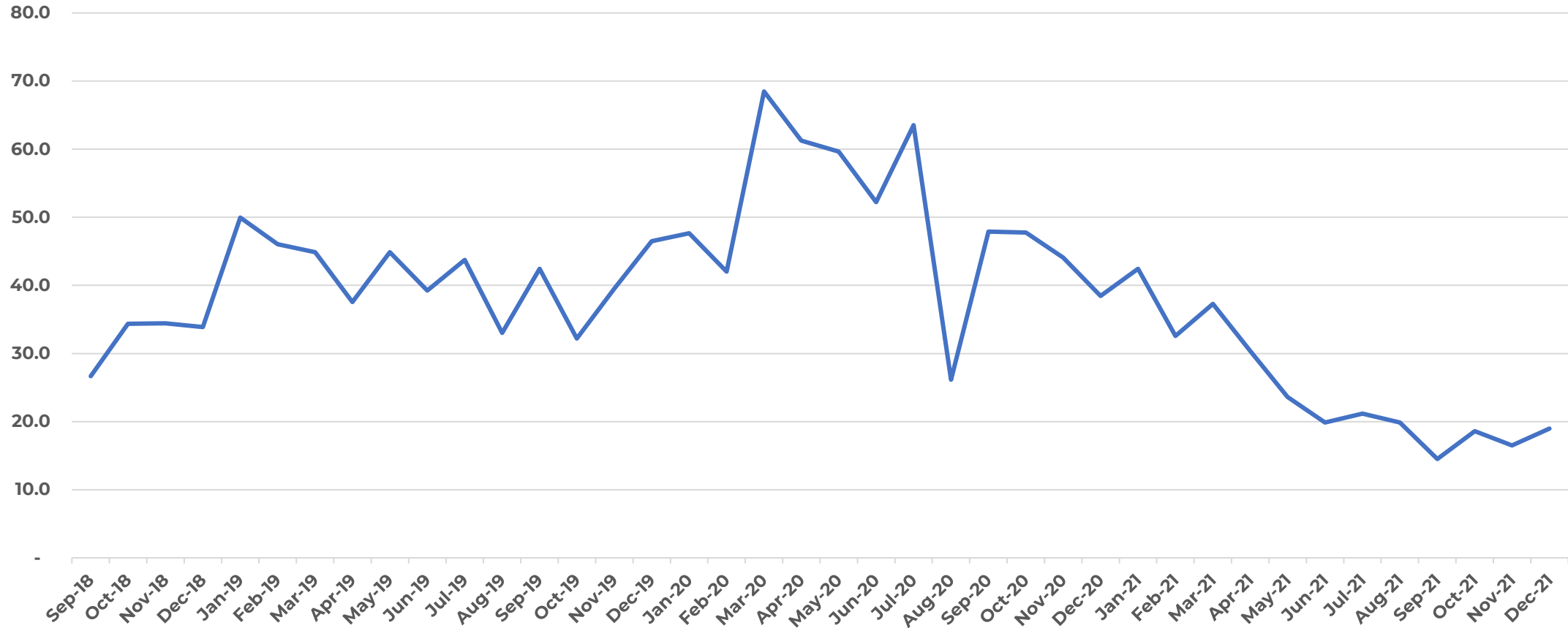


Stats from Reed.co.uk



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Applications per Live Roles



Build Recruitment Stats



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Roles Filled: Aug-Oct 2019 vs 2021

White Collar

Spread of Roles Sampled

Contract Manager

Project Manager

Quantity Surveyor

Repairs Manager

Site Manager

Quantity Surveyor

Asset Manager

Compliance Manager

- **Increase of 82% registered Vacancies**
- **Fill rate decreased -5%**

Blue Collar

Spread of Roles Sampled

Carpenter

Electrician

Multi Trader

Painter

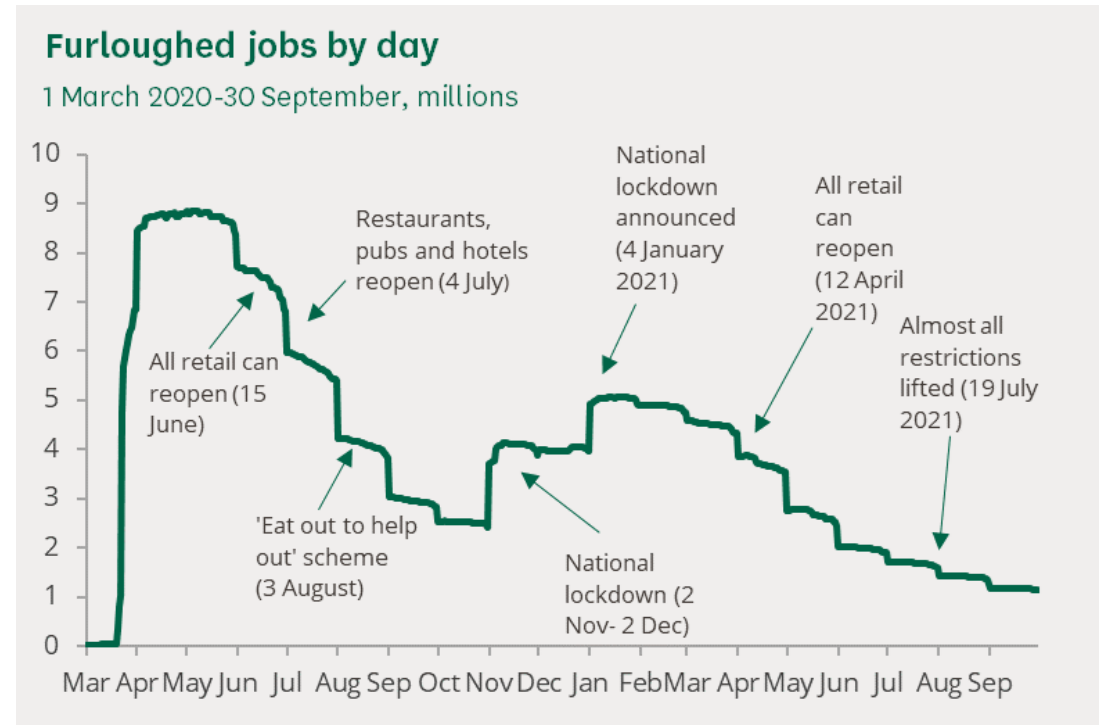
Plasterer

Plumber

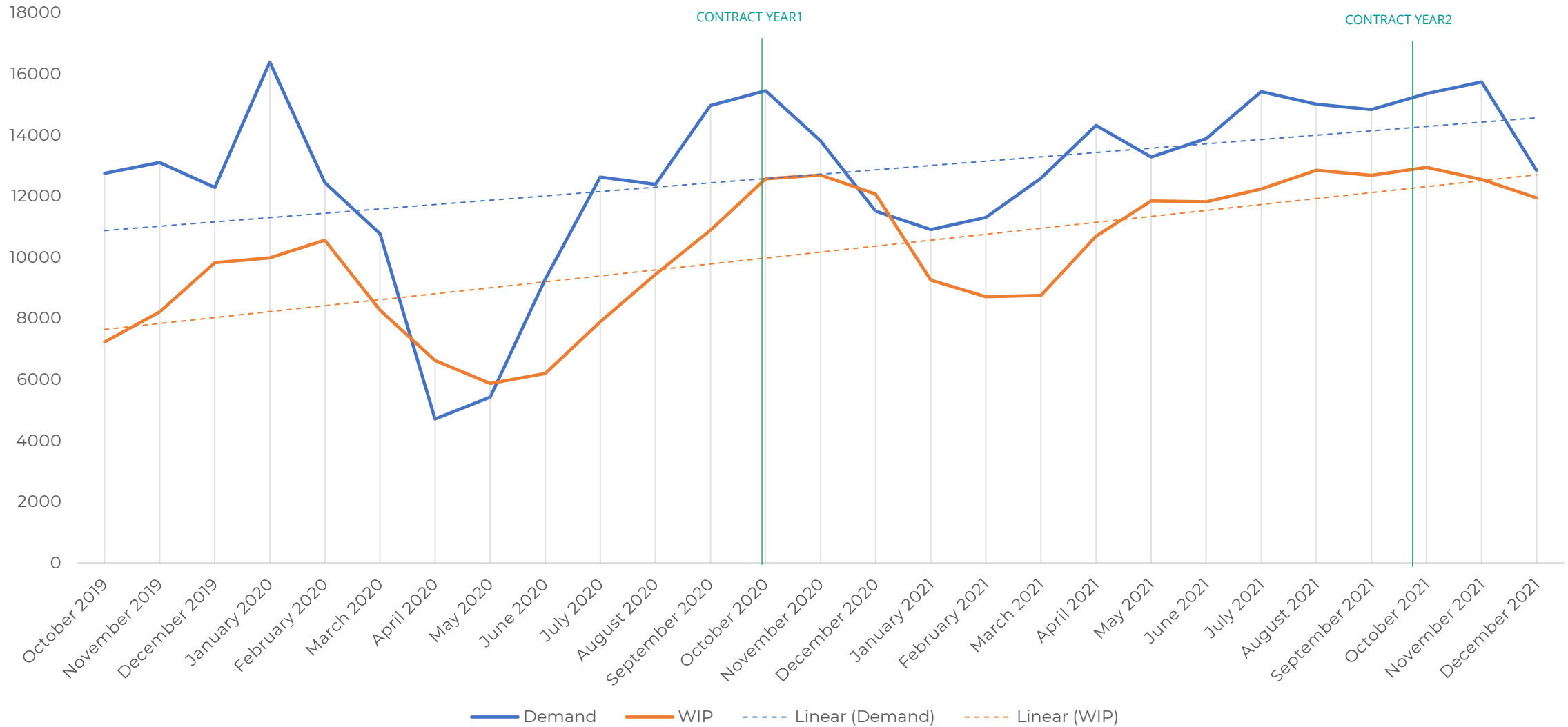
- **Increase of 96% registered Vacancies**
- **Fill rate decreased -23%**

Covid, Furlough and Backlog of Work

- Nearly 9m people furloughed peaking in June 2020
- 1.1m Furloughed by end of Sept 2021
- Reports of employed trades people moving to private work whilst furloughed and staying there



PEABODY DEMAND AND CURRENT WIP - OCT 2019 TO DEC 2021



Repairs WIP & Demand Oct 19 – Dec 21



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S The Star

Longest wait for a council housing repair in Sheffield is three years – as backlog of repairs tops 6,300

And a significant backlog of repairs meant chase calls/appointments queries made up a third of demand. A new system will help the council...

3 weeks ago



D Daily Record

Wait for emergency housing repairs in West Dunbartonshire DOUBLES in two years

"Councillors know that a significant priority was to focus on the backlog of repairs which we have been doing, prioritising repairs in those..."

2 days ago



P Yorkshire Evening Post

Lack of tradespeople and materials causing delays in housing ...

"Additionally, across the UK there are shortages in the ... "This has resulted in a backlog of around 6,000 repairs across the city."

4 weeks ago



L Leeds Live

Leeds City Council fighting huge backlog of house repairs as tenants face waiting until April

The backlog of repairs to council houses in Leeds could take up until next ... Adam Crampton, head of property management at Housing Leeds,...

2 weeks ago



HG Hackney Gazette

Hackney Council tenant's home risk to life, experts say

A vulnerable 55-year-old tenant's council home has been declared a ... It says the result of this has been a backlog of other repairs now...

6 hours ago



P Yorkshire Evening Post

Leeds Council warns council house repairs backlog could last until next April

The backlog of repairs to council houses in Leeds could take up until next spring to clear, Leeds City Council has claimed. By Richard Beecham.

3 weeks ago



Backlogs around the UK

	Level/Rate	Change on year
Employment (000s, aged 16 years and over)	32,523	+173
Employment rate (aged 16 to 64 years)	75.4%	+0.4pp
Unemployment (000s, aged 16 years and over)	1,448	-200
Unemployment rate (aged 16 years and over)	4.3%	-0.6pp
Economically inactive (000s, aged 16 to 64 years)	8,733	+29
Economic inactivity rate (aged 16 to 64 years)	21.1%	+0.1pp
Total weekly hours (millions)	1,026.6	+108.7
Redundancies (000s, aged 16 years and over, not seasonally adjusted)	104	-213

Employment Stats July – September 2021

Skilled trades	Oct 2004- Sep 2005	Oct 2019- Sep 2020	Year-on-year average change	Total growth/decrease over 10 years
Profession	Persons in trade	Persons in trade	Persons in trade	Persons in trade
Glaziers, window fitters	54,100	34,400	-0.044	-36.41%
Bricklayers and masons	105,100	68,000	-0.043	-35.30%
Floorers and wall tilers	47,300	31,300	-0.040	-33.83%
Plasterers	50,900	39,000	-0.026	-23.38%
Painters and decorators	138,200	113,600	-0.019	-17.80%
Carpenters and joiners	258,100	214,100	-0.019	-17.05%
Plumbers and heating engineers	157,400	150,800	-0.004	-4.19%
Roofers, roof tilers and slaters	44,100	50,300	0.013	14.06%

Skilled Trades – What Do The Numbers Say



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Top ten industries on the increase		Oct 2004-Sep 2005	Oct 2019-Sep 2020	Year-on-year average change	Total growth/decrease over 10 years
Profession		All persons in trade	All persons in trade	All persons in trade	All persons in trade
1.	Animal Care & Control Services	50,900	121,900	+0.091	+139.49%
2.	Quality & Regulatory Professionals	75,100	175,700	+0.089	+133.95%
3.	Therapy Professionals	107,400	216,700	+0.073	+101.77%
4.	Sports & Fitness Occupations	94,700	185,000	+0.069	+95.35%
5.	Functional Managers & Directors	637,400	1,242,800	+0.069	+94.98%
6.	Health Professionals	336,000	644,600	+0.067	+91.85%
7.	Business, Research & Administrative Professionals	487,600	886,300	+0.062	+81.77%
8.	Media Professionals	114,100	206,000	+0.061	+80.54%
9.	Information Technology & Telecommunications Professionals	625,000	1,128,300	+0.061	+80.53%
10.	Legal Associate Professionals	49,800	89,600	+0.060	+79.92%

Candidates Entering Other Sectors



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Skilled trades

Oct 2004-Sep 2005

Oct 2049-Sep 2050

Year-on-year average change

Total +/- over 10 years

Profession	All persons in trade	Estimated persons	All persons in trade	All persons in trade
Glaziers, window fabricators and fitters	54,100	8843	-0.044	-83.65%
Bricklayers and masons	105,100	18417	-0.043	-82.48%
Floorers and wall tilers	47,300	9069	-0.040	-80.83%
Plasterers	50,900	17543	-0.026	-65.53%
Painters and decorators	138,200	63094	-0.019	-54.35%
Carpenters and joiners	258,100	122208	-0.019	-52.65%
Plumbers and heating & ventilating engineers	157,400	132614	-0.004	-15.75%

If nothing changes by 2049, the decline in skilled trades looks bleak.

The Future of Skilled Trades?

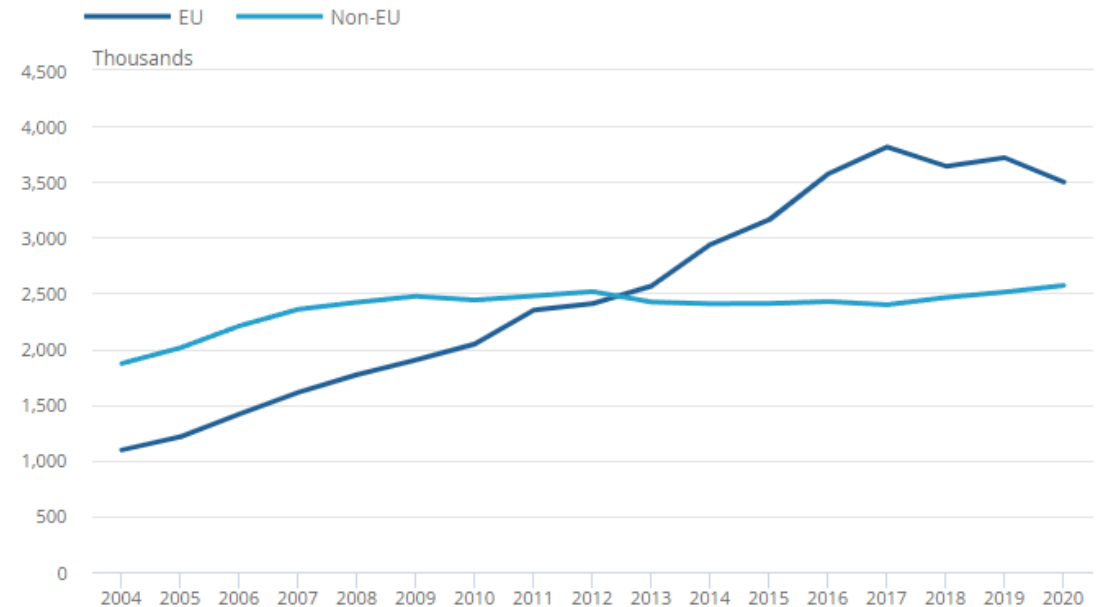


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Brexit - EU Workers Leaving the UK

- More than 200,000 European Union citizens left the U.K. last year, driven away by Brexit and the deepest economic slump in three centuries.
- Estimates of non-UK nationals in employment obtained using Labour Force Survey show a year-on-year fall to October to December 2020 of over 550,000, which is equivalent to 15% of the non-UK nationals in employment.

Estimates of the non-British resident population of the UK by nationality, 2004 to 2020

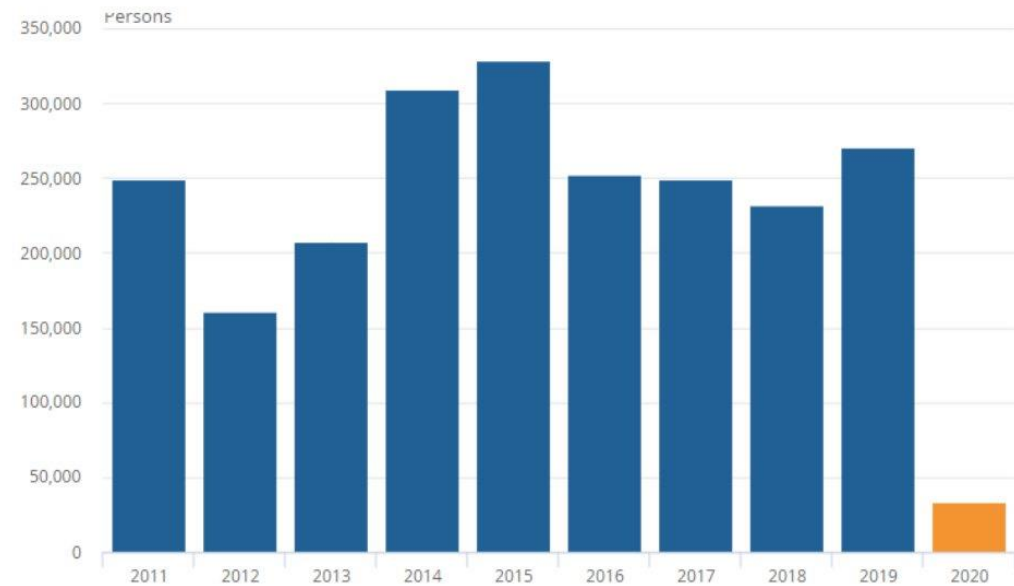


Net Migration

- Estimates based on experimental methods show net migration fell considerably in the year ending Dec 2020, with an estimated 34,000 more people immigrating than emigrating. This is an 88% decrease compared with the 2019 figure of 271,000

Net migration fell considerably in 2020

Total net migration, 2011 to 2020



Source: Long-term international migration, provisional: year ending December 2020

Office for National Statistics

Attracting Entry Level Workers

- Working with education providers
 - Ensuring construction and housing is part of the syllabus
 - Recognising and promoting the attractiveness of the sector in schools, colleges and Uni's
 - Working with colleges to create vocational courses that are fit-for-purpose and in line with what employers need
 - Promoting successful diverse role models to appeal to a younger diverse audience
 - Create sector specific academies
- Smart Communication and Marketing
- Resident Volunteering Programmes



Apprenticeships

- 47% of the apprenticeships started in 2019/20 were by people aged 25 and over. Starts fell for all ages and the age group with the largest fall was by those aged 17, with 26
- The number of starts at intermediate level in 2019/20 have fallen heavily. 31% of apprenticeship starts were at intermediate level in 2019/20. This is down from 65% in 2013/14.% less starts than in 2018/19.
- 70% of employers agree that apprenticeships will be crucial in the journey toward helping businesses recover from the impact of Covid-19, and 72% of employers have announced plans to take on more apprentices over the next 12 months.

Attracting experienced talent into the Sector

- Ensuring accessibility into the industry
- Cross-sector utilisation of transferrable skills
- Need to create leadership/management apprenticeships/training programmes
- Focus on attracting diverse groups into the sector
- Look to engage ex-armed forces into the sector – reputation for being organised, structured and professional
- Promoting the benefits and work-life balance where many social landlords lead the way – other organisations in the sector need to follow suit!

Focus on a Diverse Talent Pool

- In addition to early careers, businesses must embrace diversity to attract candidates from the widest pool
- Appealing to historically underrepresented groups is key to combating skills shortages e.g. whilst on average 4% of the economically active population are unemployed, it rises to 9% for black men and 11% for Pakistani/Bangladeshi women
- Some actions you can take to increase your recruitment of diverse talent include;
 - Offer diversity & inclusion education
 - Set KPI targets on
 - Representation
 - Talent acquisition
 - Retention
 - Promotions
 - Rewriting job descriptions
 - Blind resume reviews
 - Have a diverse interview panel
 - Ensuring that your board is diverse makes good business sense



Diversity in Housing Associations

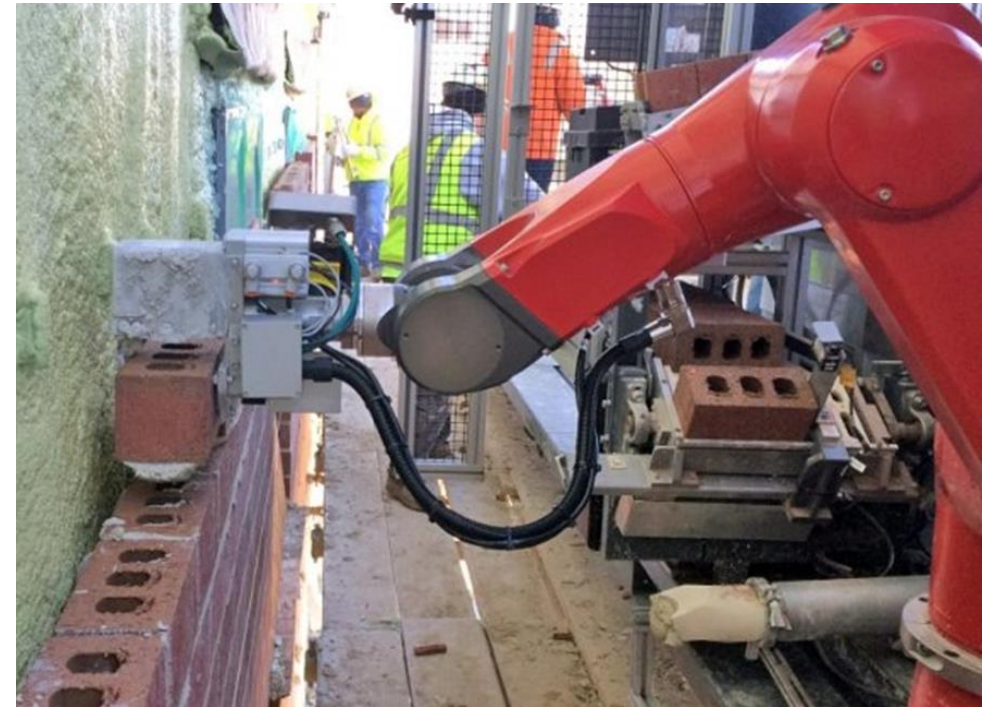
- 7% of board members from the top 50 housing associations are BAME individuals
- 15% of housing associations in England were headed by a BAME person in 2018/19
- At the time of last Census, the national population was 14% BAME
- 41% of board members from 61 housing associations were women
- 2.4% of board members identified as LGBTQ+
- 53% of housing associations had at least one member who is disabled or has a long-term illness
- 11% of Chartered Institute of Housing members identified as BAME in 2015
- 5% of executives in the top 50 housing associations were BAME in 2019

Immigration

- No "Skilled Worker visa shortage occupations" relevant to our sector!
- Can be costly and take time for skilled worker VISA applications
- 6m EU settlement scheme applications
- There are estimated to be 3.5m EU citizens living in UK
- 2.75m settled status
- 2.28m pre-settled status
- Which may mean 1.53m EU citizens that could be enticed back to work in the UK!

Innovation – taking the pressure of the labour force!

- Manufacturers claim robots can lay 3,000 bricks a day, compared with the typical 300-600 bricks for a human worker
- Drones are used for surveying, inspections and progress monitoring
- Off-site construction
- Technology – imagine if the sector could utilise the logistical expertise of Amazon!



Strategies to Attract the Best Candidates

- Use your values to attract talent to your business
- Promote your company culture everywhere
- Develop an internal referral program to recruit staff
- Maintain close collaboration with your external recruiters
- Structure your HR management tools and process
- Turn your interviews into positive experiences
- Develop a marketing strategy for your recruiting

Excellent Candidate Journey

- Application
 - Candidates provided with detailed and interested information about the role and your organisation
 - What makes you different?!
 - Clear, continuous timeframes throughout the recruitment process
- Interview Stage
 - A nice, warm welcome with a well-structured process that still allows for informal chat
 - It's as important that your interview panel sells you as much as the candidate needs to sell themselves!
- Feedback and Offer Process
 - Whether or not the candidate is successful, ensure detailed, honest and constructive feedback is given within a reasonable time scale
 - If you are making an offer, be clear on when they will receive their paperwork – stick to your timeframe!
- Onboarding
 - Maintain regular contact during the time between the offer and their start date
 - Ensure there is a well-structured induction process in place and those assigned to be a part of it take their responsibilities seriously
 - Create a soft-landing with pre-planned induction process
 - Buddy systems work brilliantly to help new starters understand their new environment and ask those awkward questions
 - Avoid the temptation to temptation to throw them in at the deep end!
- Aftercare
 - Regular catch-ups, 121's and CPD meetings
 - Use an external partner or different department (HR) to make regular catch-up calls

Retaining your talent

- Research from Thomas International reveals that nearly 60% of UK workers would leave their current employer within six months if they were unhappy in their role
- Retention tips
 - Give employees benefits that matter
 - Give clear expectations
 - Provide Quality Management & Supervision – most people leaves roles because of this rather than the job
 - Encourage people to share ideas and give honest feedback – AND listen to it!
 - Provide a perception of fairness and equitable treatment
 - Train & upskill - Offer training that employees want and that will genuinely benefit your organisation
 - Skills underutilisation – staff often possesses work skills that are not fully utilised
 - Develop a succession plan
 - Develop a comprehensive workplace recognition program

Any Questions?

Sources & Credits

- [Unemployment - GOV.UK Ethnicity facts and figures \(ethnicity-facts-figures.service.gov.uk\)](https://ethnicity-facts-figures.service.gov.uk)
- [Vacancies and jobs in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)
- [Bricklaying Robots in Construction - The Constructor](#)
- [Labour market overview, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)
- [The Trade Trends Report 2021 | Skills Training Group \(skillstg.co.uk\)](https://skillstg.co.uk)
- [AJ21_ExecGuide_Blog-2-Improving-DI-within-the-housing-sector-Final.pdf \(andersenjames.com\)](#)

Thank you.

See you at the
next conference!



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