

FOCUS

THE BIG BUZZWORDS

What are the key areas currently impacting your recruitment?

Also in this issue

A look to the future:
The trends set to change
your way of working



Issue 25

LABOUR MARKET UPDATE
PUBLIC SECTOR
SOCIAL CARE

BROOK STREET

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News Overview

After a long, hot summer here in the UK that followed heavy snow earlier in the year (remember the Beast from the East?), autumn/winter have definitely settled in. With so much variety in our seasons, it's no wonder we Brits love talking about the weather!

It seems it's been a year of extremes. The gig economy is growing while big retailers closed and Carillion collapsed. GDPR finally came into force, yet giants like Facebook faced data breaches. In happier news, the PM danced to Abba, we enjoyed a couple of royal weddings, and Prince Louis was born (not to mention another royal on the way). Looking ahead, sugar and single-use plastic seem to be on top of the news agenda, and of course we have Brexit to look forward to.

But of course what you really want to know is what's been going on in the world of work.



UK labour market update at a glance

Here are some of the key stats of data (available at the time of writing). It paints quite a positive picture:

- The proportion of people aged 16 to 64 who were in work was 75.5%; higher than a year earlier (75.1%)
- The unemployment rate was 4.0%. This remains unchanged over the quarter in the three months to August (1.36 million). Year-on-year the number of unemployed was down by 79,000
- Nominal regular pay increased by 3.1% year-on-year in the three months to August

Source:
www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/september2018

What's in this issue?

Do you remember the pushmi-pullyu from the story of Doctor Dolittle? Pronounced 'Push me, pull you', this animal was a cross between a unicorn and a gazelle with a head at each end of its body, so it could look in two directions at once.

A bit like that, this issue of Focus looks both backwards and forwards as we review 2018 and explore some future trends.

You'll find out what's been going on recently in the labour market, the big buzzwords that are trending right now, and what you can learn from them. You'll also gain an insight into what's coming next, and the potential impact on your organisation.



Feeling The Pinch?

Reviewing the ups and downs
of the labour market over the
past year

Sources:
IHT Market Report on Jobs
www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/latest
www.bbc.co.uk/news/business-45181079

As an employer, it's important to know the context in which you are recruiting. This article examines a few of the trends we've noticed recently that are useful for you to be aware of. Overall, there are lots of jobs available, but fewer people to fill them. Some industries are finding it harder to recruit, due to this year's increase in vacancies and a reduction in unemployment.

It's not due to the number of EU nationals who are leaving the UK. According to Andy Verity, economics correspondent for the BBC, the number of EU nationals dropped by 86,000 in the second quarter of the year – that's the biggest fall since records began in 1997. By contrast, non-EU nationals working in the UK rose to 1.27 million – 74,000 more than a year earlier, according to the ONS.

As with anything as complex as the labour market, it's a mixed picture. On the other hand, interest rates have recently started to sneak up after ten years at an all-time low. Could this mean more employees may be looking to change jobs, in a bid for a higher salary?

Vacancies increasing

First, let's look at the growth in vacancies. Led by the private sector, demand for staff strengthened in July, with overall job vacancies expanding at the quickest rate for eight months. In May to July 2018, employers were actively recruiting for 829,000 job vacancies – that's the highest since comparable records began in 2001. You can see the growth in vacancies over time on the graph below.

Number of Vacancies in the UK (Seasonally Adjusted)



It adds up to being good news for job-hunters! And it means there is all the more reason to ensure that your organisation is the employer of choice.

Industries experiencing the greatest shortfall in talent

If you're wondering which industries were most affected over the past year, the largest increases in vacancies were seen in human health and social work (up 15,000), and transport and storage (up 11,000). The sector with the largest vacancy rate was accommodation and food service (4.1 vacancies per 100 filled employee jobs). The sectors with the smallest vacancy rate were public administration and defence (1.6 vacancies per 100 filled employee jobs).

Unemployment reducing

One of the reasons could be the plummeting rate of unemployment. ONS figures show that the unemployment rate from April to June 2018 was 4.0%; the lowest since the mid-1970s. That equates to an estimated 1,360,000 people who are actively seeking work, and who could be available to work at short notice.

What this means to you

Though this article explores general trends you're probably more interested in what's happening in your own area. Did you know we monitor the whole of the UK, and produce statistics for each region? We call it the Regional Job Watch; our guide to your local area offering regional labour market insights and trends.

You can find this on our website at brookstreet.co.uk/regional-job-watch or simply give your local branch a call for more details. It's all part of the helpful service you receive from Brook Street.

The BIG Buzzwords

What are the main areas impacting your recruitment?

Things change all the time. From the latest iPhone with face recognition, to the latest fad diet set to change the way we see food (and eat it), no one is safe from the ever changing world we live in. And your recruitment is no different. We've noticed four main areas that are currently impacting employers. Maybe you've been affected by one or more of these too?

In no particular order we present to you the latest buzzwords in the industry today which are set to continue well into 2019.



1 Gender Pay Gap

Achieving equality is really high on the government agenda, and you've no doubt seen the media stories about the BBC gender pay gap that have been unfolding over the past few months. Despite the Equality Act being in place since 2010, it seems the UK still lags well behind the rest of Europe when it comes to paying men and women the same rate for the same work. This is the finding of a study that assessed Eurostat data about the 29 European countries. With a score of just 2.85 out of 10, the UK was placed 26th, just ahead of Austria, the Czech Republic and Estonia. The biggest gender pay gap was reported in London, where the average full-time working woman earns 14.6% less per hour than the average man.

It supports the findings in April, when 10,000 large firms reported their pay data to the UK government. This revealed that 78% of UK businesses pay men more than women. But where do you stand? Are you paying men and women fairly? Is there a risk that your organisation will be taken to an employment tribunal for pay disparity?

Whilst you aren't legally obliged to report on gender pay, should you do it anyway? There is clear potential to increase both your retention and attraction rates as well as turning you into an employer of choice with a reputation for paving the way for equal pay. The question is, how transparent do you wish to be?

Sources:
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<https://recruitmentbuzz.co.uk/70-prefer-security-of-being-a-full-time-employee/>
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<https://recruitmentbuzz.co.uk/skills-shortages-driving-sharp-increase-in-construction-pay-rates/>
<https://recruitmentbuzz.co.uk/jobs-without-a-degree-can-pay-more-than-50000/>
<https://forbes.com/sites/abdullahimhammed/2018/06/28/4-reasons-why-the-gig-economy-will-only-keep-growing-in-numbers/#1ab91ab611eb>



2 Gig Economy

The trend towards the gig economy shows no sign of slowing down. In fact, it's estimated that 5 million people now work in this way in the UK. The gig economy has much appeal for employers. Instead of providing permanent jobs, it means they can pay people on short-term contracts or a freelance basis. Working this way also gives flexibility to employees.

As more employees move into this model, skilled workers may become harder to find, and you'll have to look in other areas to attract them, such as expanding your geographic search area, or using remote workers or freelancers instead of full-time hires.

So the gig economy is shaping the future of recruitment for businesses. However, it's not all roses and sunshine. Employers who wrongly categorise their workers as independent contractors will fall foul of the law, as you'll know if you've followed the news about Pimlico Plumbers, Uber and Deliveroo. Meanwhile, a new poll has found that 70% of employees prefer the security of full-time employment.



3 GDPR

You can't have escaped the EU General Data Protection Regulation that came into force in May. It's the most important change in data protection regulation for 20 years, and reshapes the way data is handled throughout your business. As an employer, you collect and hold much data about your employees, from the time you recruit them, through all their performance appraisals

and even sickness absence. You must ensure you have watertight processes in place to collect their consent, as well as secure systems to protect their personal data effectively. This not only shows you're up to date on the latest legislation, but also shows your professionalism as a secure organisation. Something that matters to everyone, whether they're existing employees or staff of the future. It's a big responsibility, and you risk a big fine if you get it wrong.

Have you audited your data processing systems adequately? Have you made the changes that GDPR requires? Having done that, can you relax and forget about it?



4 Skills Shortages

It's always been the case that some sectors experience more skills shortages than others. Certain types of candidates are currently in greater demand, and salaries are naturally rising to attract them. There has been a sharp increase of pay rates in the construction sector. In fact, some roles have seen hourly rates more than double in the past four years, perhaps driven by demand due to the Crossrail project. Yet, nothing stays the same forever. In June 2018, the value of construction contracts awarded fell for the first time in over five years, so the pattern may well change again. And here's an interesting point to note. According to a new report, employees don't necessarily need a university degree to count as 'skilled' and earn a good salary. Job site, Indeed, recently identified ten roles that pay more than the UK average wage, even without a university education.

Are there skill shortages in your sector? Are degree-level qualifications really required for your roles?

Maybe it's time to ask Brook Street to help you find the right candidates?

Our consultants can successfully steer you through the change of work legislation to help you attract the right candidates. Contact your local branch today on **PHONE NUMBER.**

**As of June 2018,
16.5% of UK
workers were
employed in the
public sector.
That's a total
of 5.34 million
public sector
employees.**



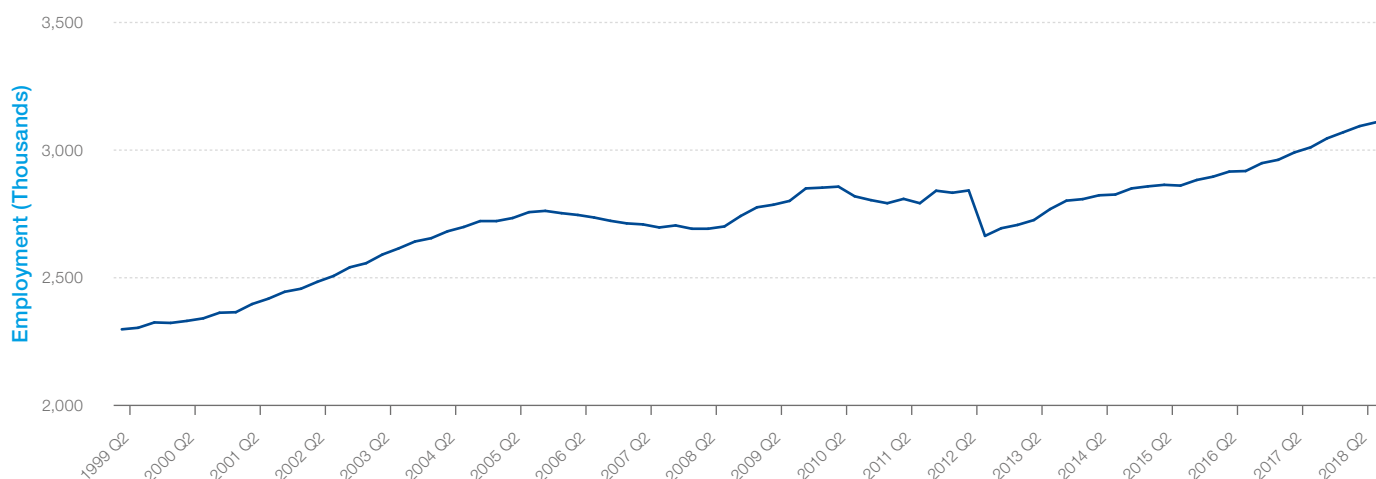
What can the public sector learn from this year's key takeouts?

2018 has been a year of unprecedented change; change which has often surprised and not necessarily delighted us. The public sector has seen its fair share of change and upheaval too. This article explores some of the key impacts on the public sector. Specifically, we're looking at the trends in public sector employment, pay rises, and dealing with the gender pay gap.

Trends in public sector employment

After years of austerity, it seems the tide may be turning. According to the Office for National Statistics, there has been steady growth in public sector employment in the year 2017/18, as shown on the line graph below. As of June 2018, 16.5% of UK workers were employed in the public sector, with over 3 million in central Government, and over 2 million in local government. That's a total of 5.34 million public sector employees, and an increase of 34,000 since the year before. As well as central Government recruiting more than 100,000 extra civil servants – partly for Brexit planning, there's also been growth in key public professions such as the police, public sector education, and in the area of public administration, including regulation, inspection, and the courts. What's more, 1.65 million people are now employed in the NHS, which is the highest figure on record. ➤

Public Sector Employment by Sector





Pay rises for one million public sector workers

Back in July, the biggest pay rise the public sector has seen in 10 years was announced. It's set to impact around one million workers. The increase was seen as a bid to boost staff recruitment and retention as well as improve morale in the public sector.

The announcement came in addition to the other benefits public sector workers have access to; competitive pension schemes, as well as performance and progression pay. The move also confirms the scrapping of the 1% pay cap last year.

In retrospect, are these benefits making the public sector a more appealing place to work? Is it contributing to employee satisfaction?



It's now compulsory for companies with 250 or more employees to publish their salary data

Dealing with the gender pay gap

The gender pay gap has been on the radar for a while, and it is now compulsory for companies with 250 or more employees to publish their salary data. Atomik Research carried out a study of the impact on organisations. They researched 2,000 UK adult workers, and found that 55% said they would be less inclined to work for a public sector body with a wide gender pay disparity. In fact, 68% of Atomik's respondents believe the public sector has a responsibility to lead the way in closing the gender pay gap.

So what can you do about it?

For future recruitment, the public sector relies on the trust of their employees and the general public. The key to increasing attraction is to solidify a positive reputation.

You need to be transparent about the salaries you pay. If not, it damages the reputation of your organisation, and reduces the desire to work for you. It's recommended to submit your report before the deadline. This shows you are compliant with the law, and that you are happy to be transparent. This can lead to an increase in trust and reputation. Even if your report shows a gender pay gap, also show how you will reduce the gap and publicise your achievements in doing so. That way, you can present it as an opportunity to attract candidates.

This approach will show you to be innovative, embracing change, and breaking public sector stereotypes – all characteristics which will appeal to future employees. 



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Find out more

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brookstreet.co.uk/branches

Future trends set to impact your organisation

The pace of change is getting faster and faster. We don't have a crystal ball, but there are plenty of predictions out there about how the world of work will be impacted in the future. Are any of these set to impact your organisation and your workforce?

Artificial intelligence (AI)

Machines and algorithms will do more current tasks than humans by 2025, according to the World Economic Forum's Future of Jobs Report 2018. The report also predicts that this robot revolution will create 58 million net new jobs in the next five years.

Top 10 Emerging Jobs by 2022

- | | | | |
|---|---|----|--|
| 1 | Data Analysts & Scientists | 6 | Big Data Specialists |
| 2 | AI & Machine Learning Specialists | 7 | Digital Transformation Specialists |
| 3 | General & Operations Managers | 8 | New Technology Specialists |
| 4 | Software & Applications Developers and Analysts | 9 | Organisational Development Specialists |
| 5 | Sales & Marketing Professionals | 10 | Information Technology Services |

AI may also lead to better efficiencies and a more productive workforce. A study by Pegasystems found that human employees will experience greater job satisfaction as AI becomes part of their working life. Why? Because 78% of respondents said AI would allow staff to make more informed decisions, and lead to flatter hierarchies, while 77% said AI will help suggest next actions for most customer service agents within five years.

The rise of AI means that skilled people will be needed to build, train and augment AI systems. Research by McKinsey identified a need for the following skillsets by 2030:

- Advanced IT and programming skills
- Basic digital skills
- Social and emotional skills
- Entrepreneurship and initiative-taking
- Creativity, critical thinking, decision-making, and complex information processing

Does that mean that skillset requirements will need to change in your organisation?

Sources:
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Flexible working

People don't tend to have a 'job for life' any more. Modern workers expect greater balance between their work and their home life. There's been a rise in the so-called gig economy, where employees are contracted by the 'gig'. Offering flexibility means it's easier to attract and retain a talented workforce, while employees benefit from increased satisfaction and motivation.

It's becoming less common to require staff to sit at their desks from 9am to 5pm. It's increasingly common to employ remote and homeworkers, and to offer other flexible ways of working. Flexible working practices can lead to cost savings for the business, and boost the bottom line due to increased productivity and performance. Such flexibility requires a different management style. Today's leaders are therefore required to be more agile, teams come together and disband more quickly, and the need for presenteeism is relaxing.

Are your leaders comfortable with this fluidity, ambiguity and constant change?

Demographic shifts

As baby boomers reach retirement age and generation X near their 40s, some of the power in the workplace is shifting to generation Y 'millennials'. Millennials worry about climate change and conflict, and care about social and environmental impact – that means they choose to work in companies that share their values. They like technology, entrepreneurship and innovation. So, if you want to attract millennial talent, you need to provide the kind of culture that will appeal to them.

Remember – because nothing stays static for long – generation Z will be entering the workforce soon. Having grown up with smartphones, this generation is very technically proficient, and expects communication to be speedy, if not instant. According to a study by Door of Clubs, generation Z value healthcare and mentorship at work, and care more about autonomy than they do about money. Autonomy, as well as job stability, not to mention advancements in technology at work, are all key factors of job satisfaction for generation Z. Showcasing these as benefits will not only help you attract this fresh set of employees, it will also help you retain them too.

Do you understand what appeals to this evolving workforce entering the labour market, so you are seen as an employer of choice?



Need help?

As a leader, you'll not only want to successfully manage your workforce to drive your business forward, you'll also want to make sure you're staying ahead of the times too. Keeping up with new trends impacting your recruitment is great for your appeal as well as the productivity of your business.

BS Social Care is at hand to give you advice on what candidates are looking for in new roles, and how you can attract new staff. We also have access to a large, local talent pool to help you find staff who will fit into your organisation, quickly and efficiently.

How does the future look for social care?

You've no doubt heard of the baby boomers – they are the people born during a big peak in birth rate between the mid-1940s after the second world war, until the early 1960s.

They are now aged in their 50s to 70s, and nearing the end of their working life or retired. Some of them are already moving into nursing homes or needing care in their own home. This demographic bulge means there is more demand on the social care system than ever before. And it's going to get worse.

In fact, the Lancet public health journal published a study predicting that the number of over 85s needing 24-hour care is set to double by the year 2035. At the same time, over 65s needing full-time care will increase by 1 million.

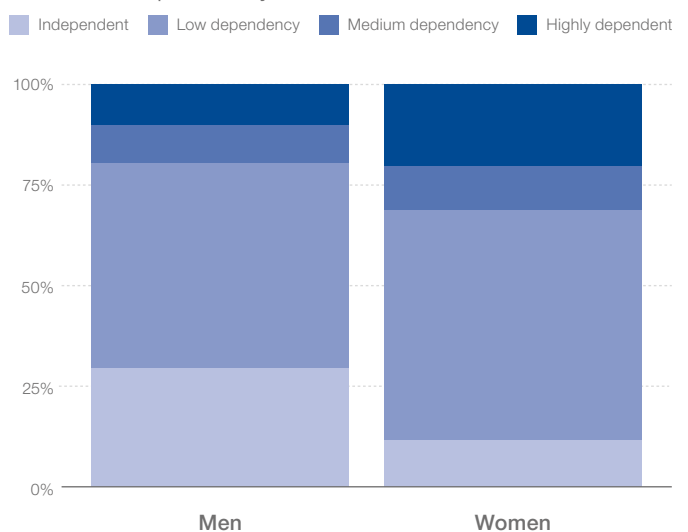
As shown in the graphs opposite, we're facing a truly dramatic rise.

It's no surprise the government are considering how to reform social care in England.

In June 2018, they announced that the NHS budget will increase by £20bn per year by 2023. Also, a spokesperson from the Department of Health and Social Care said their plan for dealing with the aging population would be announced this Autumn.

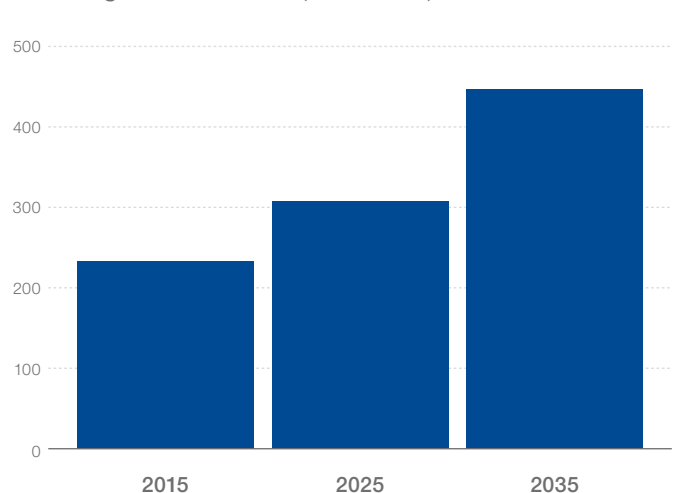
Men and women aged 85 and over

Predicted dependency in 2035



Predicted round-the-clock care needs

Adults aged 85 and over (thousands)



Will Brexit make a difference?

You might be wondering about the potential impact of Brexit. Well, a Government spokeswoman said that plans are in place to ensure patients receive the same quality of care after Brexit – but not everyone agrees. In a letter sent on behalf of its 435,000 members, the Royal College of Nursing told the UK's main political parties that Brexit “poses an immediate risk to the provision of safe and effective care” for patients in the UK.

The RCN also warns that Brexit could exacerbate ongoing problems in the NHS, such as workforce sustainability, and backs a second referendum.

What can be done?

Despite this increase in demand, vacancies in the care workforce have increased 12.3% year-on-year. It may seem a bleak picture, but there are things you can do to future-proof your organisation.

Here are three ideas:

1 Employ more men

Traditionally, men make up just 15.3% of the care workforce, according to a UK census. To encourage more men into the sector, it's important to be seen as an inclusive and diverse employer, and promote the fact that caring is seen as a fulfilling and satisfying job.

2 Harness technology

Allow employees to work more flexibly, such as remote working using smartphones. You can also set up and run support groups on social media platforms.

3 Make your organisation more appealing to employees

Do you need to revisit your benefits package? Perhaps it's time to allow flexible working, grant shared parental leave, or boost your pension scheme, for example.



Of course the other thing you can do is talk to the BS Social Care team

We'll talk you through the current state of the care industry, and who we have currently available in our talent pool that might suit your organisation. We'll also manage your entire recruitment strategy from CV selection to assessments.

So perhaps the outlook is not so dismal after all.

Visit www.bssocialcare.co.uk



The future of recruitment

John Kinderman,
Brook Street Operations Director

Digitisation is transforming industries all over the world. New jobs and skills are emerging every day, while others are becoming obsolete. No one can be certain what the future holds, but we can be sure of one thing. New workforce strategies will be required, to ensure both workers and organisations thrive.

“ The recruitment industry has changed countless times in the past – newspaper advertising was replaced by job boards, rolodexes were replaced by databases and much more. The difference now is that change is happening at an unprecedented speed and scale, and the pace is set to accelerate.

As the recruitment industry embraces artificial intelligence and other innovations, we can expect many tasks to be automated. But this doesn't mean that recruitment and talent acquisition teams will no longer be required. Instead, it means that the role of recruiters is transforming and they have the opportunity to bring increased value to their organisations.

In the years ahead, technology will take care of routine hiring tasks, so that recruiters can focus their time and attention on more fulfilling responsibilities, which give more value to hiring managers and candidates. And, with the right skills and mindset, recruiters won't be replaced by technology. They'll augment it, challenge it, and harness its power to deliver a more efficient, streamlined hiring service.”

We can't slow the rate of technological advance. But recruitment teams can adapt their approach to hiring to ensure they remain effective in their roles. In this article, we examine several different ways the recruitment industry is transforming, and how this will impact recruitment and talent acquisition teams on the ground.

“The role of recruiters is transforming and they have the opportunity to bring increased value to their organisations”

Skills

Human strengths will be more important than ever

Recruiters will need to combine human strengths with digital know-how. They'll have to quickly adapt to new technologies, systems and platforms, and they'll also be required to be a great communicator, problem solver and collaborator, so they can connect the right individuals to the right roles. With the optimal skills mix, recruiters will augment – rather than compete – with technology.

Recruiters will need learnability

As hiring processes are increasingly automated, recruiters will require an appetite for continuous skills development to be able to adapt to new ways of working. While existing skills, abilities and knowledge are important, they won't be as important as someone's capacity to learn and adapt. To stay employable throughout their career, recruiters need learnability – the desire and ability to develop in-demand skills.

Screening candidates' skills will change, too

Organisations are looking for workers with the right blend of hard and soft skills, but soft skills are subjective and difficult to assess. Recruiters will be challenged to think differently about how they uncover the strengths and weaknesses of applicants. And, as the skill requirements of organisations changes, recruiters will need to be inquisitive and immerse themselves in emerging business areas, to become closely familiar with changing skill demands.

Organisations

New talent pools will need to be embraced

In this tight labour market, recruiters will need to consider the potential of candidates who don't currently possess the full range of capabilities required for a particular position, but whose skills gaps can be filled through training and development. For example, individuals that have had a career break may simply require support in getting up to speed in recent industry developments. These candidates represent a rich pool of talent that can be tapped to help alleviate talent shortages.

Changing organisational expectations must be met

Organisations want to increasingly embrace different, non-traditional types of employment – including contractors, freelancers, gig workers, and outsourced services. They don't want to limit their options when recruiting, and want to consider the entire labour market, regardless of employment status. Recruitment teams ought to think holistically about how they support recruitment across multiple types of employment, to ensure they continue to deliver the talent their organisation demands.

Effective use of data will set recruitment teams apart

Today, most conversations between recruiters and hiring managers focus on metrics that can provide transactional-level insight into hiring: the number of roles filled, time-to-fill, attrition, and so on. These metrics explain what happened, but not why or how those trends have come about. In the future of recruitment, improved talent analytics will be required that will allow recruiters to predict success, rather than just reflect on it. ➤



Candidates

Candidates are in the driving seat

Candidates want recruiters to do more than simply connect them to jobs. They want value, choice, and a personalised approach that will help them progress their careers and lives. It's critical that recruiters align their approach to the expectations of the candidates they wish to attract. Whether someone is successful in their application or not, delivering a compelling candidate experience has never been more important. This will enable them to build the trust and loyalty that will keep them engaged in the future.

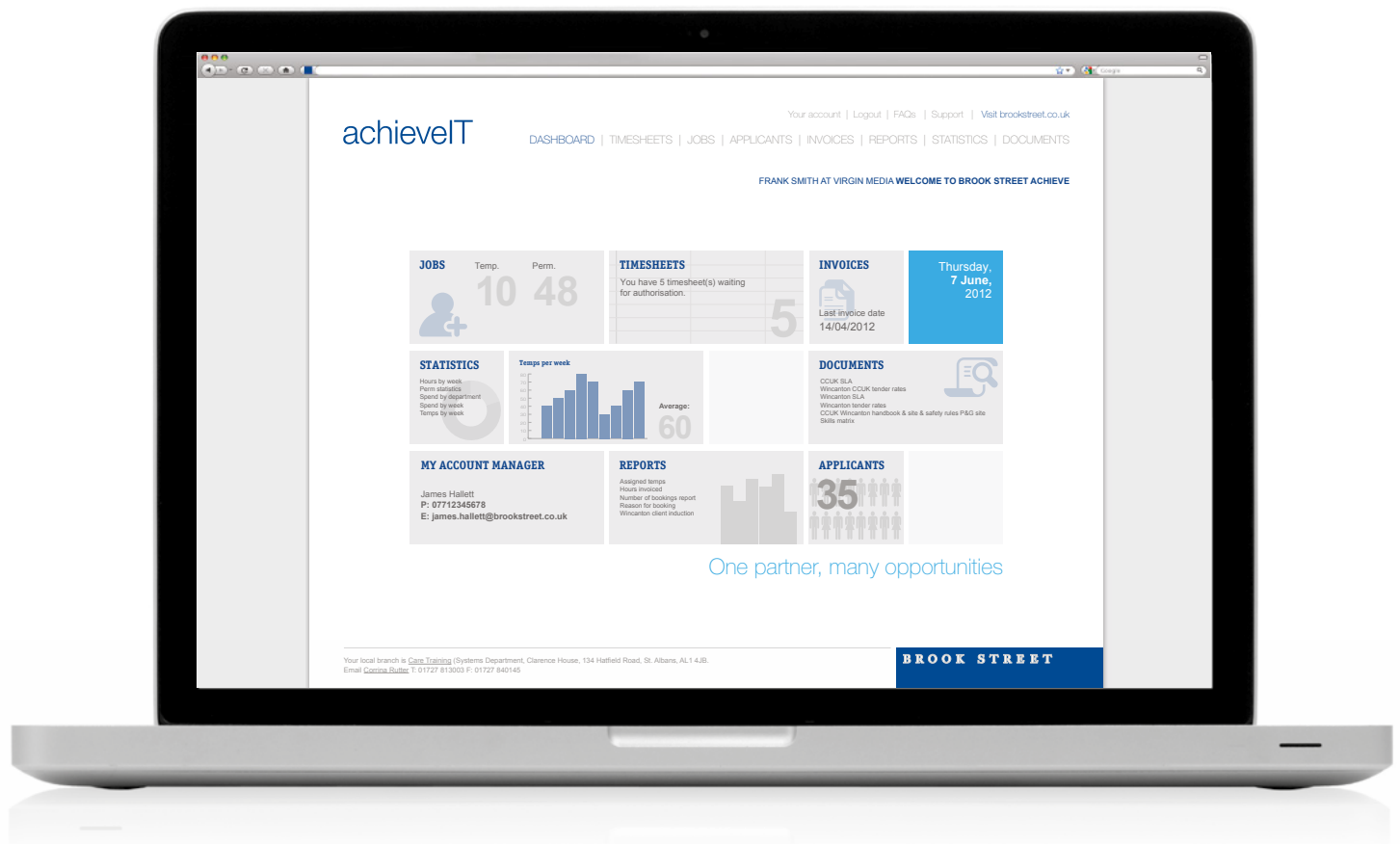
Attraction is evolving

Gone are the days where a single advert posted on a job board would result in crowds of jobseekers knocking on your door. Job boards still have an important role to play, but they are just one weapon in a recruiter's arsenal. New technologies and applications are emerging every day, and it's important for recruiters to think carefully and creatively about how best to harness these new communication channels to ensure they can effectively reach in-demand talent.

Digital candidate experience will speak volumes

Many recruitment teams are experimenting with using chatbots to have preliminary conversations with candidates. This is a low-cost, responsive way to answer and ask lots of questions, allowing recruiters to focus their time on tasks that add more value to organisations and candidates. However, transparency is important, since chatbots masquerading as human beings will certainly weaken a recruiter's credibility. With hiring processes becoming increasingly automated, personal interaction holds more value than ever before. ✕

“It's critical that recruiters align their approach to the expectations of the candidates they wish to attract.”



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