

# Doncaster Chamber

## **The Business and Skills Survey:** What Doncaster businesses really do want from education and what should be done about it

### **Full Length Report**

## Foreword – Doncaster Chamber

*As a Chamber we are committed to working with partner organisations for the betterment of the borough and to deliver a more vibrant and dynamic economy for the town's businesses and communities. Our members have told us that tackling the skills agenda is there number one policy priority for us as a Chamber. We believe that improving the collective skills set of the town is the number one thing that partners can do to make life easier for the town's wealth creators and to start reducing the £830m productivity gap that the town's economy currently faces.*

In the first instance this survey outlines the extent of the problem in Doncaster in relation to skills outlining worrying statistics such as the fact that 35% of businesses think a lack of skilled staff is currently holding them back and that only 45% of the town's businesses believe that Doncaster has a talented workforce.

However, I sincerely hope that this survey is the first stage in providing solutions for Doncaster businesses and residents alike. It is the first survey of Doncaster businesses to map where the gaps are, what the private sector demand for skills will be in coming years and to identify how best to move beyond business *engagement* in education towards business *influence*.

This survey was sponsored by both Doncaster Metropolitan Borough Council and the Learning and Skills Council; both organisations have committed to use the results respectively in the development of Doncaster's Skills Strategy and in buying education provision in the borough. I would like to personally thank both partners for their support of this agenda and for being so progressive in their attitude to working with business in relation to skills.

As a Chamber there are a number of things we are currently doing to kick start new partnerships between business and education in the borough including the new Knowledge and Enterprise Focus Group which I personally Chair.

I hope that group and the partner organisations that sit on it can implement the recommendations made in this report and deliver the goods, by which I mean skilled and enthusiastic staff, for your business.



**Nigel Brewster**  
President

## Foreword – Doncaster Metropolitan Borough Council

**Doncaster Council is committed to driving forward the growth of the local economy. Our priority is supporting the town's businesses to become world-class competitors now and in the future. Understanding what businesses want and need from both education and adult training is a vital part of the picture.**

This survey – delivered in partnership by the Chamber, Doncaster Council and the Learning and Skills Council – is a key step forward on the way to a more prosperous economy for Doncaster.

The key messages in this survey relate to communication, awareness and perceptions. We can all do more to resolve these issues and to build an effective ongoing dialogue between education and business. This is a fantastic starting point, but is only one small element of a much bigger picture. The vast majority of our workforce over the next decade has already left education; tackling the skills issues in the borough is about much more than the education of young people. We must ask ourselves: what we can do to transform Doncaster's population into a 21<sup>st</sup> Century workforce?

The Council and its partners in Enterprising Doncaster have shared ambitions for the future of the borough. We must all now work together to turn these ambitions into reality.

The Council and its partners will take on board the key messages from this survey and:

- Strive to influence the direction of national policy to the greatest benefit for Doncaster's businesses and people,
- Endeavour to make the messages around skills and education simpler and clearer for all businesses,
- Develop local initiatives that respond innovatively and flexibly to the needs of our businesses.

Most importantly, we will commit to continually working with business to ensure our strategies and plans are capable of delivering *everything* Doncaster needs to grow and succeed now and in the future.



**Councillor Jonathan Wood**  
**Cabinet Member for Business, Development, Planning, Regeneration,**  
**and New Enterprise**

## Foreword – The Learning and Skills Council

Employers have told us what they expect from the learning and skills system. In putting together this survey, with Doncaster's Borough Council and Chamber of Commerce, the key thing for us at the Learning and Skills Council was to be absolutely clear about what employers want in the way of skills, qualifications and the personal attributes of job applicants. This comprehensive survey shows us clearly what we and partners need to do if we are to meet those demands.

We've noted the need for improved communication, in particular around the 14-19 reforms. Not enough is known about the new Diplomas and how they can help employers. We need to maintain and improve upon the excellent progress in delivering GCSE A\* to C with English and Maths. And we need to continue to raise aspirations, create a vibrant learning community and give people a pride in what they do and where they come from.

Doncaster has a tremendous history and a lot to look forward to. Here at the Learning and Skills Council, our contribution to Doncaster's future will be a continued focus on raising participation in education and training; improving opportunities for progression for people, from the foundation level to University; driving up attainment through high quality teaching and learning experiences; and ensuring everyone has access to the very best, impartial information, advice and guidance and, wherever it is necessary, financial support for learners.

In our plans for the future, we will use this survey to inform what learning and skills provision we buy, e.g. it helps us to determine in which sectors we need to focus our Apprenticeship funding. It also serves to inform the dialogue we will have with colleges and increasingly with school sixth forms. In all of these settings we want to be able to demonstrate to the business community that, with their support, and with the opportunities available to those in work and out of it, businesses and Doncaster can thrive.

Finally, as employers quite rightly demand more from job applicants, young and old, I would urge them to work closely with training providers of all types, especially though with schools, to ensure that our young people reaching the age where they will want to find work, come out of their education setting and into the world of work with the right personal attributes, as well as the right qualifications, to succeed in finding work, staying in work and making a difference to the company 'bottom line'.



**Alex Sutherland**  
Partnership Director

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## Executive Summary

*Doncaster Chamber, with the support of key partners, Doncaster Metropolitan Borough Council and the Learning and Skills Council, has undertaken a significant research project into skills demand in Doncaster. In this report Doncaster businesses identify the inability to recruit and retain the right calibre of staff as their biggest barrier to growth and, as such, have made the skills agenda their top policy priority for the Chamber and other partner organisations in the borough.*

If Doncaster's ambitious Economic Strategy is to be delivered and the town's ambitious vision statement realised it is imperative that the issues raised by Doncaster businesses are addressed swiftly by all relevant partners including: local businesses, DMBC, Success Doncaster, the LSC, Doncaster College, Dearne Valley College, the University of Sheffield, Sheffield Hallam University, Connexions, Business and Education South Yorkshire, the town's secondary, primary and private schools, private training providers and other relevant organisations. The Chamber's Knowledge and Enterprise Focus Group has been established as its vehicle for delivering on these issues.

This report is structured in four key parts: Business Perceptions, Business Demand, Business Interviews and Working with Education. **Business Perceptions** maps business attitudes to training and development and how they perceive various issues and opportunities relevant to the skills agenda. **Business Demand** is the key part of this report mapping what kind of skills businesses want, what sectors they are in, at what levels of the business businesses will be recruiting and what qualifications they will be expecting employees to have. **Business Interviews** details the findings of several interviews that were conducted as part of this research to provide more qualitative information to flesh out the statistical findings of this research. **Working with Education** identifies how best to involve Doncaster companies in education and how to move beyond business engagement towards business influence on the education system.

This research was completed using both quantitative and qualitative analysis; almost 900 Doncaster businesses contributed to the research.

The key findings from each section are summarised below.

### **Business Perceptions**

Respondents to the survey were given ten statements regarding the skills agenda and asked to indicate if they agreed, disagreed or were unsure about the statement.

The headline findings are:

- 16% of businesses do not believe that Doncaster has a talented workforce.

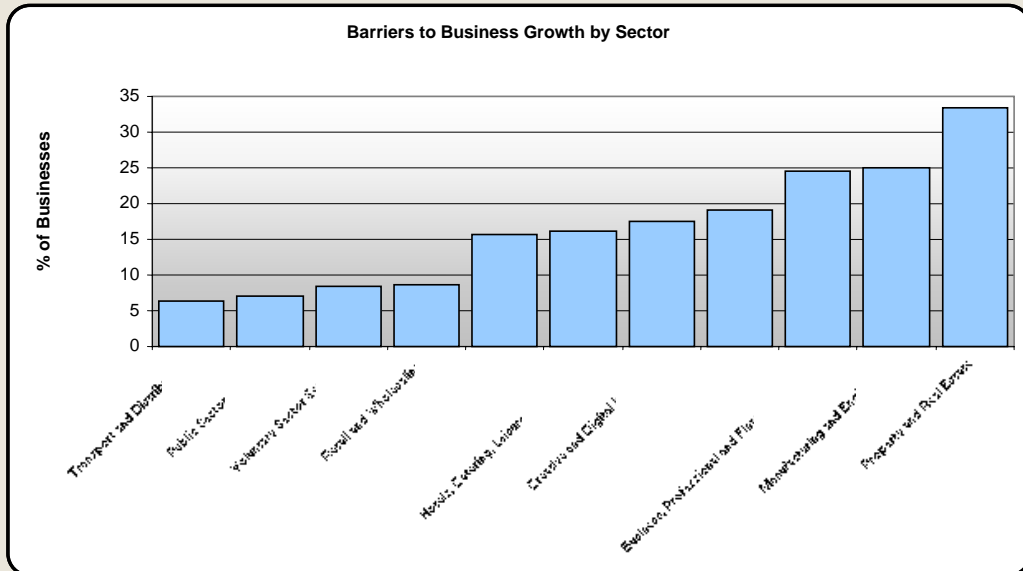
- 35% of businesses say they are being held back by a lack of skilled staff.
- 36% of Doncaster businesses are forced to recruit outside of Doncaster to find the staff they need.
- 24% of businesses do not believe that the training and education necessary for the future development of their business is available in Doncaster.

The below table summarises the overall balance of opinion for all sectors and identifies the top three sectors that agree/disagree with a statement. The number of responses disagreeing with each statement have been subtracted from the total numbers agreeing in order to give an indicative balance of business opinion in relation to each statement.

Statement	Sectors Mostly Disagreeing	Sectors Mostly Agreeing	Balance
"Providing training and development improves profitability."	Voluntary Transport Construction	Property Public BPFS	<b>+89%</b>
"Providing training and development improves staff retention."	Manufacturing Construction Transport	Health & Social BPFS Property	<b>+80%</b>
"We value experience over qualifications."	Health & Social Manufacturing Construction	Tourism Voluntary Transport	<b>+64%</b>
"Our business recruits staff on attitude more so than experience or qualifications."	Public Property Manufacturing	Tourism Voluntary Transport	<b>+17%</b>
"A lack of staff with the right level of skills is currently holding our business back."	Voluntary Public Retail	Property Construction	<b>-18%</b>
"Our business would employ someone who had been out of work for a long period of time, i.e. over six months."	Property BPFS Health & Social	Public Voluntary Retail	<b>+62%</b>
"Doncaster is a town with a talented workforce."	BPFS Property CDI	Public Transport Construction	<b>+31%</b>
"We have to look beyond Doncaster to find the right staff for our business."	Retail Transport Construction	BPFS Manufacturing CDI	<b>-7%</b>
"Our business would prefer to employ local people if they had the right skills."	Public Property Transport	Health & Social CDI Retail	<b>+92%</b>
"The training and education provision necessary for the future development of our staff/business is readily available in Doncaster."	Health & Social BPFS Property	Transport Tourism Manufacturing	<b>+16%</b>

Businesses were also asked to identify which factors are the biggest barriers to growth, i.e. crime, transport, skills and so forth. Skills issues were identified as being the biggest barrier to growth for Doncaster companies but it is interesting to note which sectors are reporting the biggest difficulties.

The below graph demonstrates which businesses are most likely to regard skills shortages as a barrier to further growth.

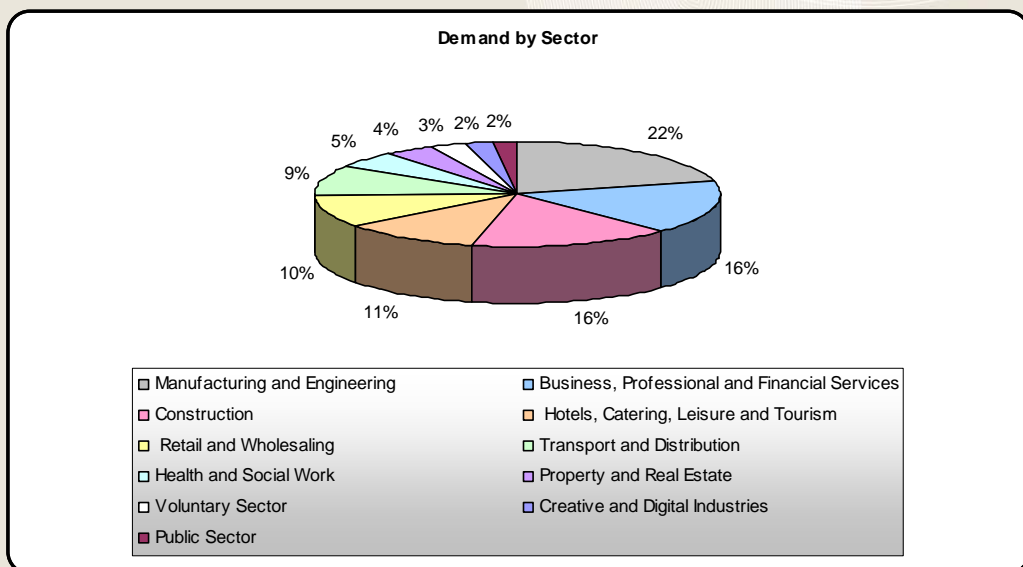


## Business Demand

The main aim of this research was to map business demand in terms of skills over the next four years in relation to sector, level of the business, type of skills and type of qualifications. The headline findings from this part of the survey are summarised below.

### Demand by Sector

Respondents were asked which sector they will be recruiting staff in over the next four years and to indicate how many staff they will be taking on (or losing). The number of respondents by sector has been multiplied by the number of job creations by sector to produce the below results which demonstrate the share of recruitment by industry.



Manufacturing and Engineering is the largest sector in terms of demand and likely recruitment over the next four years. It is also noteworthy that of the top five sectors in terms of recruitment only two of these, Business, Professional and Financial Services and Tourism, are included as priorities in Doncaster’s Economic Strategy. The above chart suggests that those priorities might need realigning and also that more targeted support to help manufacturers might need to be introduced in Doncaster to ensure that the industry can thrive.

### Demand by Type

Businesses were asked to identify what type of skills they are looking for in their staff and at what level, i.e. Levels 1 or 2, Levels 3 or 4, or Level 5. The below table indicates, in order, the most in demand type of skills and the level businesses are most likely to require that skill at.

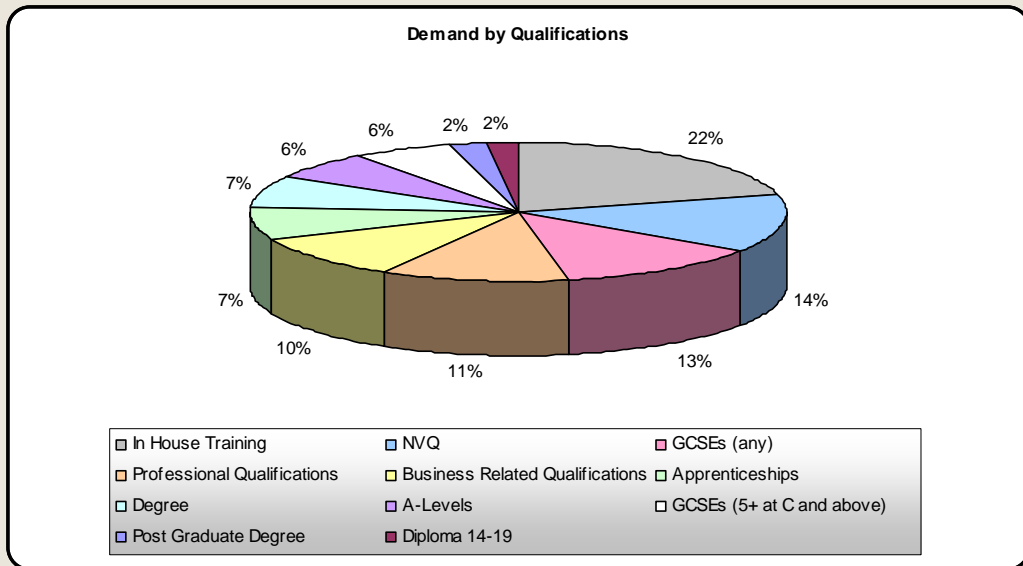
Type of Skills	Level
1. Customer Service Skills	Levels 3 & 4
2. Communication, Literacy, Numeracy Skills	Levels 3 & 4
3. IT Skills	Levels 3 & 4
4. Business Administration Skills	Levels 3 & 4
5. Team Working Skills	Levels 3 & 4
6. Problem Solving Skills	Levels 3 & 4
7. Technical Skills	Levels 3 & 4
8. Marketing Skills	Levels 3 & 4
9. Management Skills	Levels 3 & 4
10. Driving Skills	Levels 1 & 2
11. Foreign Language Skills	Levels 1 & 2

The number of higher skills required from business is also incredibly interesting and suggests a high level of demand for higher education in the borough. It could reasonably have been expected, prior to the survey work, that there would be more demand for skills at a lower level, for instance whilst businesses would require more people with NVQs than they would Degrees. Therefore, any results showing a higher demand at a higher level (i.e. 3 or 4) than a lower level (i.e. 1 or 2) is worthy of investigation by partners receiving this report and a potential indicator of both a key skills gap at present. Such

spikes in demand could also be interpreted as potential skills/sector niches that Doncaster might wish to pursue going forwards as it differentiates itself from competitor towns.

### Demand by Qualifications

Businesses were asked to identify what type of qualifications they are most likely to require from new recruits going forwards.



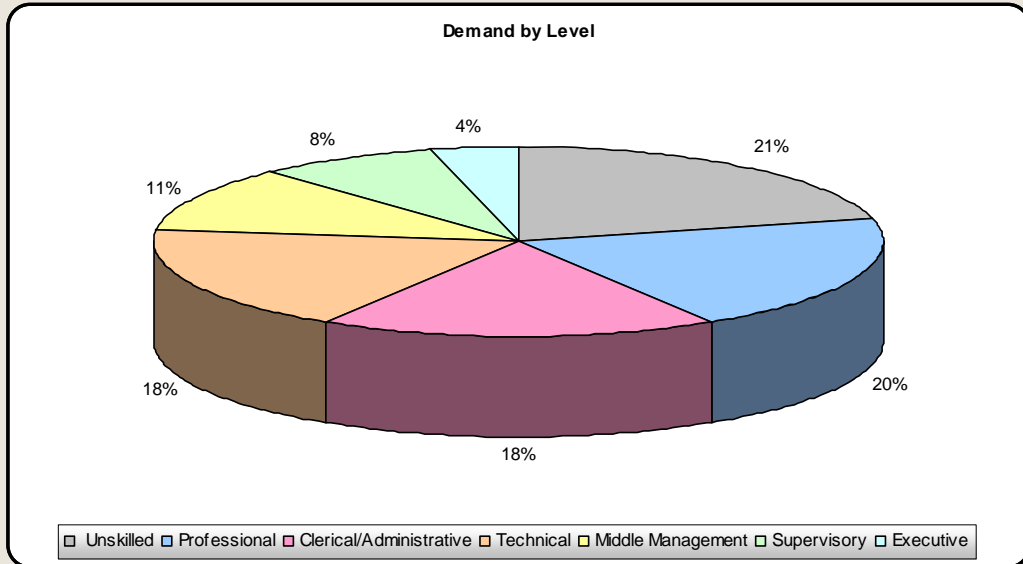
The above chart demonstrates that in-house training, GCSEs and NVQs will be popular amongst local employers in the next four years.

There is a worrying lack of demand for diplomas, suggesting that local businesses are unaware of this new qualification and that there is work to be done in promoting diplomas in Doncaster.

There is also a comparatively low demand for degree level candidates which could present a challenge when trying to increase the number of people in Doncaster qualified to Level 4 and above it also goes a significant way to explaining Doncaster's poor record on graduate retention. It is also indicates that government policy of encouraging 50% of school/college leavers to go to university is at odds with the apparent needs of Doncaster businesses.

## Demand by Level

Respondents were asked to indicate at what levels of their business they are expecting to recruit staff over the next four years.



The above chart demonstrates that there is comparatively equal demand across Doncaster for unskilled, professional, clerical/administrative and technical workers with slightly less demand in the other areas.

## Working with Education

It is evident that business needs to work closely with education and training providers, and other partners, in the public sector if the issues raised in this report are to be resolved.

Overall only 11% of all businesses are currently engaged in any kind of business and education partnership. Providing work experience for school children is a popular and well established method of working with education and similarly young enterprise activities are popular with businesses.

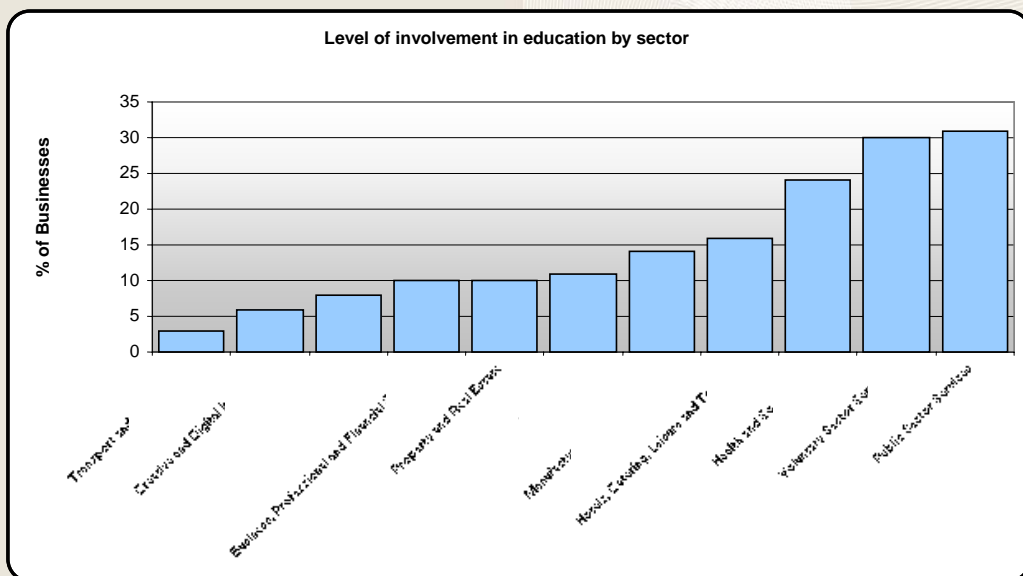
There are also a small number of businesses working with partners to influence education provision in the borough through mechanisms such as the Chamber's Focus Groups, DE4L and the Doncaster College Business Club. However, overall though there comparatively few businesses working with education and training providers in the borough.

The below table indicates the percentage of businesses currently supporting a given type of activity.

Type of Activity	Currently Involved (% of all businesses)
• Work Experience for School Children	31%
• Young Enterprise Activities in Schools	14%
• Working with Partners to Influence Education	12%
• School/College Governorships	8%
• Shaping Diplomas/Foundation Degrees	7%
• Supporting Teacher Placements in Industry	7%
• Supporting Aspirations Activity	7%
• Gap Year Placements for Undergraduates	6%
• Supporting Technology Challenge	5%

The area that is perhaps most concerning is the low levels of business involvement in shaping new courses, for example, diplomas.

Business involvement in education differs by sector and by the number of employees; the below table indicates which sectors are more or less likely to be involved in education:



There are obviously some sectors that education is better at engaging than others. The public and voluntary sectors are both good at working with education but this is perhaps to be expected. The Health and Social Work sector also ranks highly and Tourism scores comparatively well. Five sectors score lower than 10% and these are Transport and Distribution, Creative and Digital Industries, Retail and Wholesaling, Business, Professional and Financial Services and Property and Real Estate. Again it is noteworthy that out of these sectors three are highlighted as being priorities within Doncaster's Economic Strategy; if Doncaster is to continue prioritising those growth sectors this disparity needs to be redressed in order to deliver the talented workforce that those industries will need if Doncaster is to become reputed for them regionally, nationally and internationally.

Businesses were asked if they supported Doncaster College's bid for university status. 51% of respondents said yes, 27% were unsure and 22% did not support it.

## Introduction

*Doncaster businesses have identified the skills agenda as their top policy priority and, in this research, have identified the inability to recruit and retain the right calibre of staff as the biggest barrier to growth for their businesses. Business clearly has a desire to work with education and vice versa. There is evidently a clear win in this partnership for both parties; Doncaster businesses get well educated and trained staff to drive their business forward and education succeeds in its ambition to deliver students and graduates who can add value to the local economy and communities.*

In 2008 Doncaster set out an ambitious Economic Strategy for the Borough that outlines how the town can overcome its current £830m productivity gap.

Within that strategy the following relevant objectives are outlined:

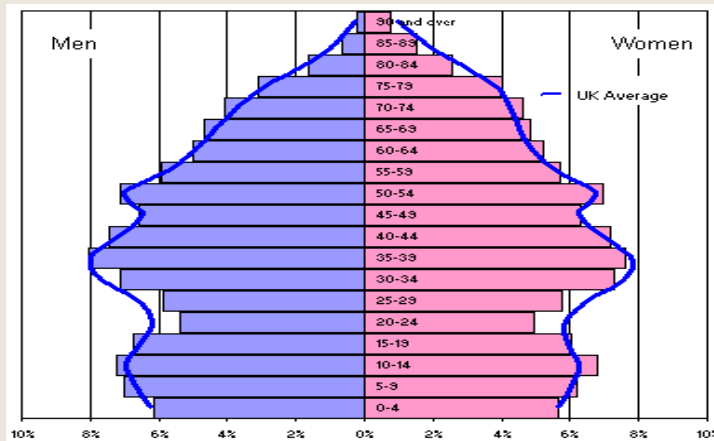
- To increase employment overall and in high productivity areas by 10,000 (24%) from 41,000 in 2005 to 51,000 by 2025
- To shift the economy towards higher skilled and value added jobs in all sectors
- To increase skills at all levels including an increase in the higher level skills base (NVQ4+) by 36,000 (108%) from 33,000 to 69,000 in 2025
- To move 15,600 residents into employment by increasing the working age employment rate from 71% to 80% by 2025

Doncaster is evidently a town on the move and all key partners subscribe to a vision statement that articulates Doncaster's desire to be a city of international significance by 2025 with five key sectors driving the economy including: Aviation, Business, Professional and Financial Services, Creative and Digital, Tourism and Transport and Logistics.

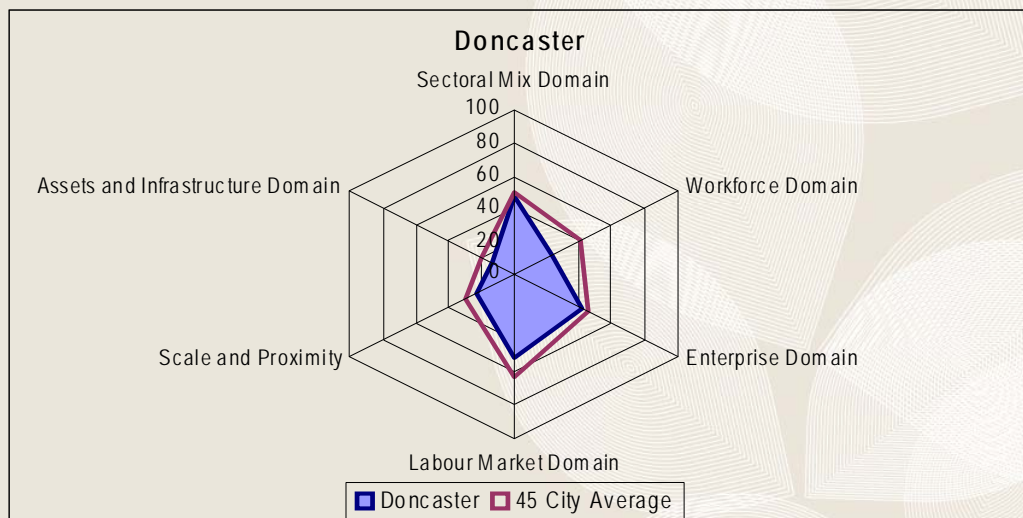
In recent years Doncaster has delivered five transformational projects including: Robin Hood Airport Doncaster Sheffield, Frenchgate Shopping Centre, Doncaster Racecourse, Keepmoat Stadium, and the new Doncaster College site The Hub. There is more development to follow with the Civic and Cultural Quarter, Waterfront, Building Schools for the Future, Inland Port, Rossington Eco-Town, Finningley and Rossington Regeneration Route Scheme, White Rose Way and Digital Region projects all in the pipeline in the comparatively near future. All of this presents a unique opportunity to transform the borough into a dynamic and vibrant city.

Crucially, Doncaster's age profile signifies that there are further opportunities around the corner for the borough. Doncaster has more young people in the town than the national average, as demonstrated by the below chart. If these young people can be given the right skills and encouraged to stay in

Doncaster it equates to a key economic asset for the borough in years to come.



When the recession started to bite research was undertaken across Yorkshire and the Humber by Ekos to determine the resilience of each town and city in the region to a 1990s scale recession. This research essentially marked the towns against a range of key performance indicators including: sector mix, assets and infrastructure, scale and proximity, enterprise and workforce. Doncaster scored comparatively well on this index due to its excellent position on the UK's transport infrastructure and also because of its micro business stock that enables the town to move quickly when the upturn hits. The chink in Doncaster's armour however is around skills and this is borne out by the 36,000 short all of level 4+ residents in the town and frustration of local businesses at their inability to find the staff that they need as the below chart demonstrates.



there has been less clarity in identifying what they *do* want from education and training providers.

As a consequence of this lack of detailed information about business demand the Chamber developed this survey, sponsored by Doncaster Metropolitan Borough Council and the Learning and Skills Council, to start mapping demand, influencing provision in the town and ultimately helping to address the skills chink in Doncaster's armour.

## **Methodology**

*This report is based on the findings of a detailed questionnaire that was distributed to Doncaster businesses in April 2009. The survey was originally drafted by private sector members of Doncaster Chamber's Employment and Training Focus Group and then edited by representatives of Doncaster Chamber, the Learning and Skills Council and Doncaster Metropolitan Borough Council to ensure it met the needs of all partners.*

This survey was sent via post and e-bulletin to 5,000 Doncaster businesses and supported by a dedicated telemarketing team; it was also carried on the websites of various partner organisations and at related events for the duration of the fieldwork. The questionnaire was also supported by forty interviews conducted by Network Research Consultancy to tease out more qualitative information to support the statistical findings of the survey. These findings have informed the below report and edited transcripts can be found in the appendices.

856 businesses responded to this survey equating to a 17% response rate. Based on each business taking 15 minutes to complete the survey and the interviews taking some 30 minutes each it is estimated that the private sector in Doncaster has contributed 14,040 minutes of its time to this consultation, the equivalent of just over 29 working days. It is therefore trusted that this report will be treated and implemented with due weight.

To track the impact of this work and resulting actions it is intended to repeat this survey going forward on a bi-annual basis.

## Business Perceptions

*The first part of the questionnaire asked the business respondents to respond to a number of statements to give a headline indication of their perceptions about skills in Doncaster. Respondents were given ten statements to respond to that addressed key issues about their attitude towards education and training, their approach to recruitment and staff selection and their views about Doncaster*

The responses are summarised in the below table. Businesses were asked if they strongly agreed, agreed, were unsure, disagreed or strongly disagreed to the below statements; for ease the responses that agreed/strongly agreed have been grouped as have the responses that disagreed/strongly disagreed. A more detailed analysis by sector and company size is included later in this chapter.

Statement	Disagree	Unsure	Agree	Balance
• <i>“Providing training and development improves profitability.”</i>	3%	5%	92%	<b>+89%</b>
• <i>“Providing training and development improves staff retention.”</i>	5%	10%	85%	<b>+80%</b>
• <i>“We value experience over qualifications.”</i>	7%	22%	71%	<b>+64%</b>
• <i>“Our business recruits staff on attitude more so than experience or qualifications.”</i>	28%	27%	45%	<b>+17%</b>
• <i>“A lack of staff with the right level of skills is currently holding our business back.”</i>	53%	12%	35%	<b>-18%</b>
• <i>“Our business would employ someone who had been out of work for a long period of time, i.e. over six months.”</i>	8%	22%	70%	<b>+62%</b>
• <i>“Doncaster is a town with a talented workforce.”</i>	16%	37%	47%	<b>+31%</b>
• <i>“We have to look beyond Doncaster to find the right staff for our business.”</i>	43%	21%	36%	<b>-7%</b>
• <i>“Our business would prefer to employ local people if they had the right skills.”</i>	2%	4%	94%	<b>+92%</b>
• <i>“The training and education provision necessary for the future development of our staff/business is readily available in Doncaster.”</i>	24%	36%	40%	<b>+16%</b>

From this the encouraging statements are that local businesses recognise the value of training and development in terms of improving both profitability and staff retention. In terms of tackling worklessness and incapacity benefit dependency in the borough it is very encouraging that 70% of businesses in the town would consider employing someone who had been out of work for over six months and also that some 45% of businesses state that they recruit primarily on attitude rather than experience or qualifications and, as such, making a large number of jobs across the borough seemingly accessible to anyone. There is also an overwhelming trend towards wanting to recruit local

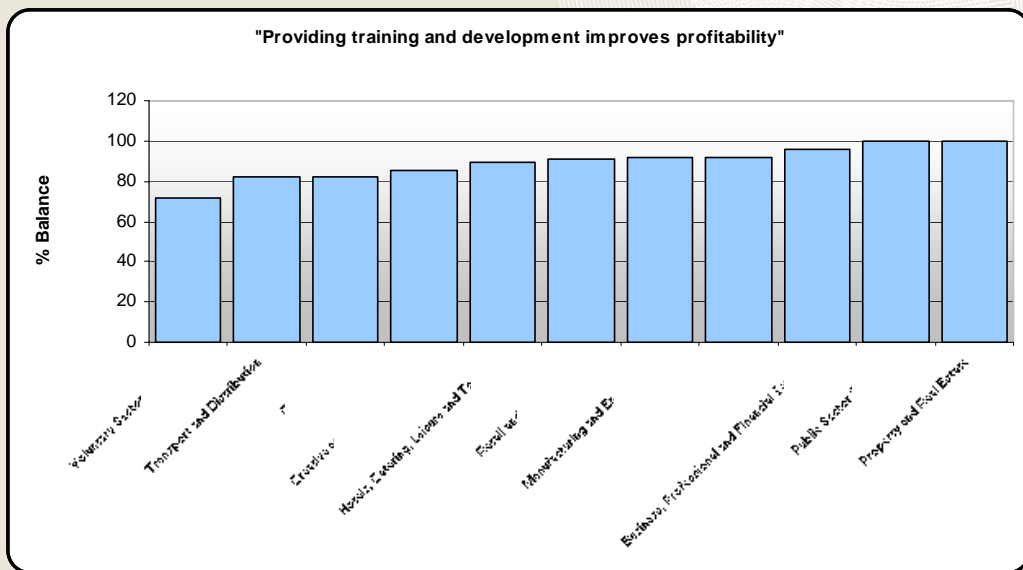
people wherever it is possible to do so and therefore an opportunity to support regeneration in local communities by encouraging local people into local jobs.

More worrying results indicate that 35% of all Doncaster businesses are currently being held back by a lack of skilled staff which is a very significant percentage of the overall business stock. Also, 36% of businesses are forced to look outside of Doncaster for the staff they need to drive their businesses forward, 40% do not believe that the training and education provision necessary for the development of their staff is readily available and finally only 47% of businesses agree with the statement that Doncaster has a skilled workforce.

The following pages give a detailed breakdown of responses to business perceptions according to sector. In each case the total number of businesses disagreeing with a statement has been subtracted from the number of businesses agreeing with the statement; this then creates a 'balance' statistic that is broadly indicative of each sector's collective reaction to that statement.

A full breakdown of responses to each statement, including the net number of businesses agreeing, disagreeing and unsure about each statement, is included in the appendices; this includes responses by sector and also by company size.

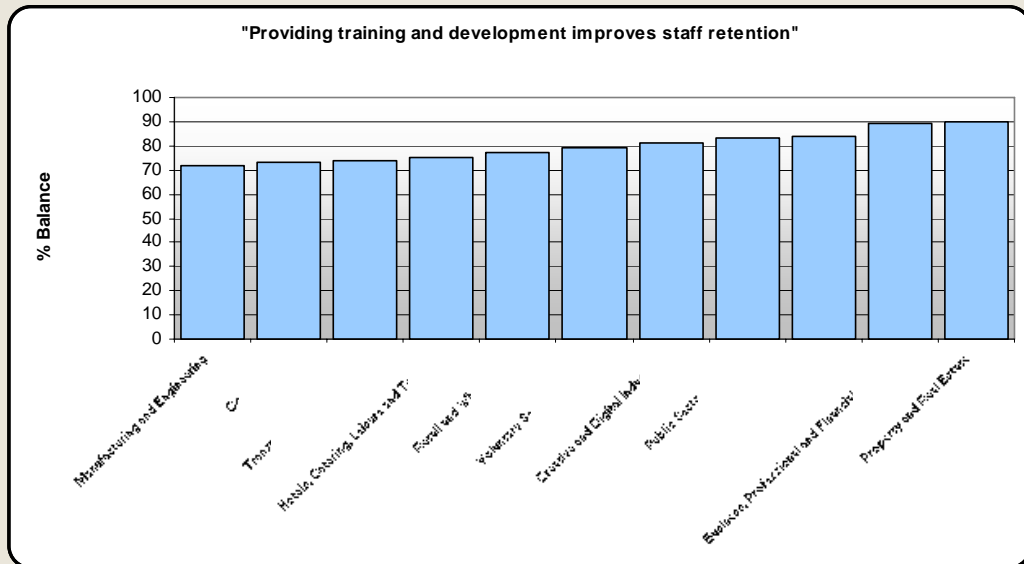
***“Providing training and development improves profitability.”***



The overwhelming majority of businesses in Doncaster believe that training and development enhances company productivity with a balance of +89% agreeing with the above statement. As an overarching statement the bigger the company, the more likely it is to directly correlate training and development with profitability; 100% of respondents employing 100+ staff or more agreed with the above statement.

The Property and Real Estate, Public, and Business, Professional and Financial Services sectors are those that most closely associate training with increased profit. The Voluntary, Transport and Construction industries are less convinced of the sentiment.

***“Providing training and development improves staff retention.”***



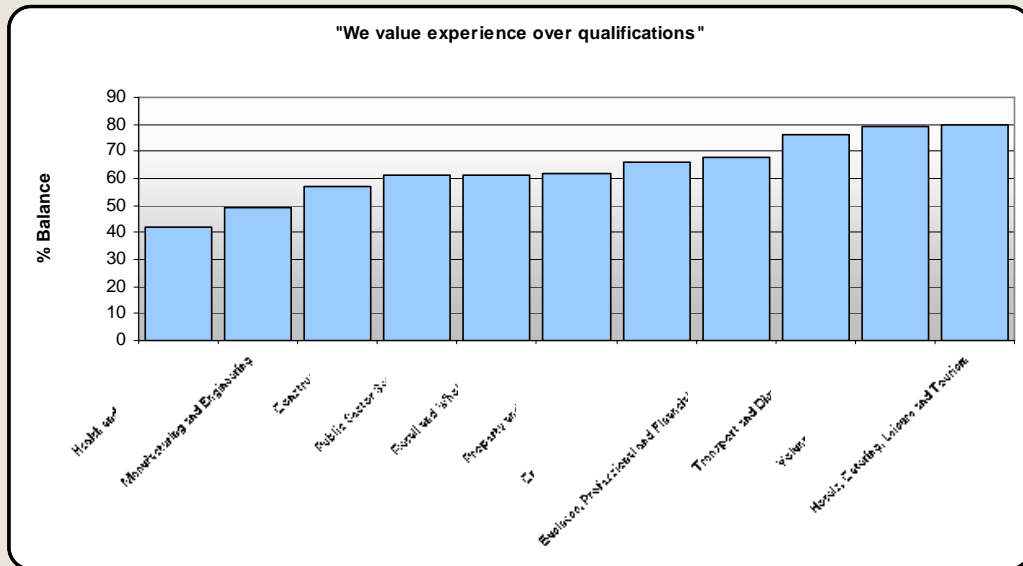
Overall +80% of businesses agree with the sentiment that staff development helps with staff retention; it is however noteworthy that this is a lower amount than the number of businesses believing that it enhances profitability with a number of companies believing that training and development can result in staff finding career opportunities outside their own organisation.

As before Property and Real Estate, Business, Professional and Financial Services and the Public sectors are amongst those industries most evidently believing that training and development has a positive impact on the business. The Manufacturing, Construction and Transport sectors are the most sceptical about the positive impact of training and development on staff retention.

Whilst the businesses with over 100 employees were the biggest advocates of training and development supporting staff retention there is an interesting spike in the figures for businesses employing between 16 and 50 people with 88% believing that staff development supports staff retention.

It is possible that some of the ‘disagree’ responses to this question can be attributed to perception, as opposed to the reality of skilled staff leaving businesses; however, the business respondents to this survey are evidently aware of the threat that developing staff can create opportunities for their career development elsewhere.

***“We value experience over qualifications.”***

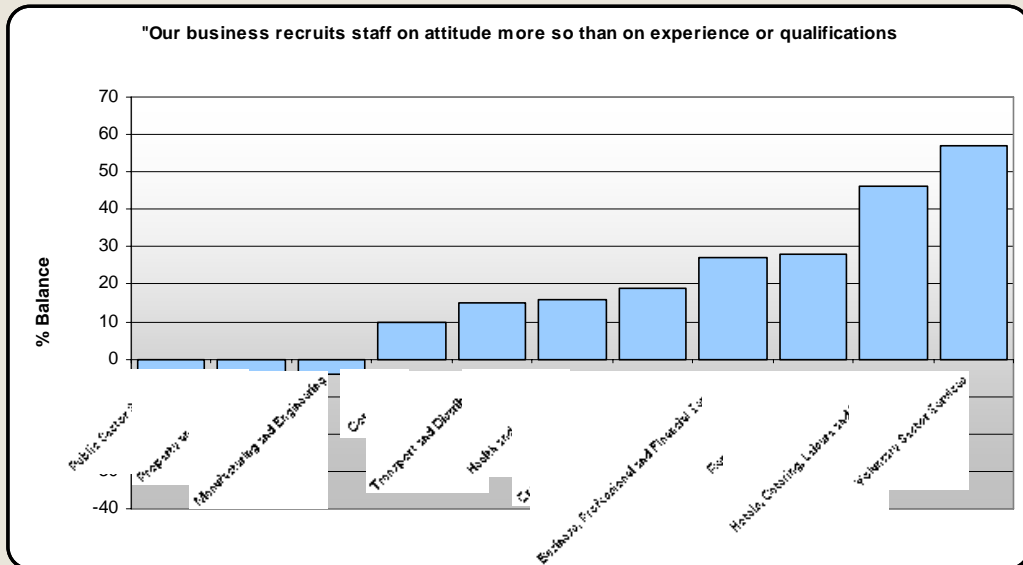


On balance +64% of businesses value experience over qualifications; the Leisure and Tourism industry is the sector most valuing experience over qualifications; this message was reinforced by the face-to-face interviews during which related businesses such as hotels reported that they tended to recruit via word of mouth and staff recommendations.

There is also an evident attitudinal correlation between those businesses that do not connect staff development with an increase in profitability and a tendency to recruit based on experience rather than qualifications; both Transport and Voluntary Services neared the bottom of the list on question one whereas they both come close to the top of this list.

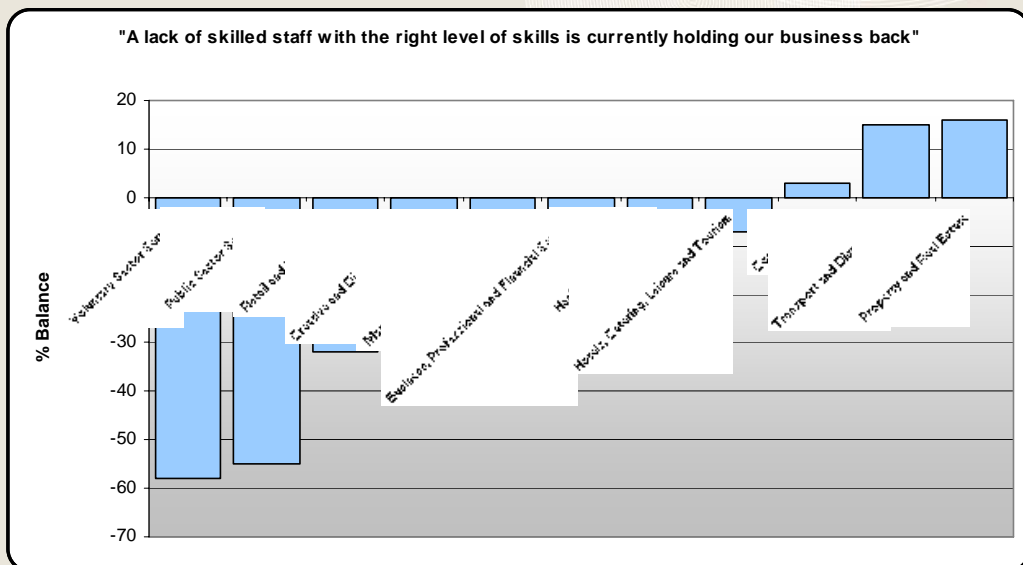
The Health and Social Care, Manufacturing and Construction sectors are less likely to recruit based on experience and are all sectors reliant on technical skills evidenced by qualifications or accreditation.

**“Our business recruits staff on attitude more so than experience or qualifications.”**



The above chart is evidently not dissimilar to the previous one demonstrating the relative importance of experience versus qualifications. However, the onus on attitude is evidently strongly reflected in the retail sector and other industries where there is a high prioritisation of customer service. The overall balance for this question is +17% agreeing with the statement; there are however three sectors reporting a negative balance, i.e. they recruit more so on experience and qualifications and these are Public Sector Services, Property and Real Estate and Manufacturing and Engineering.

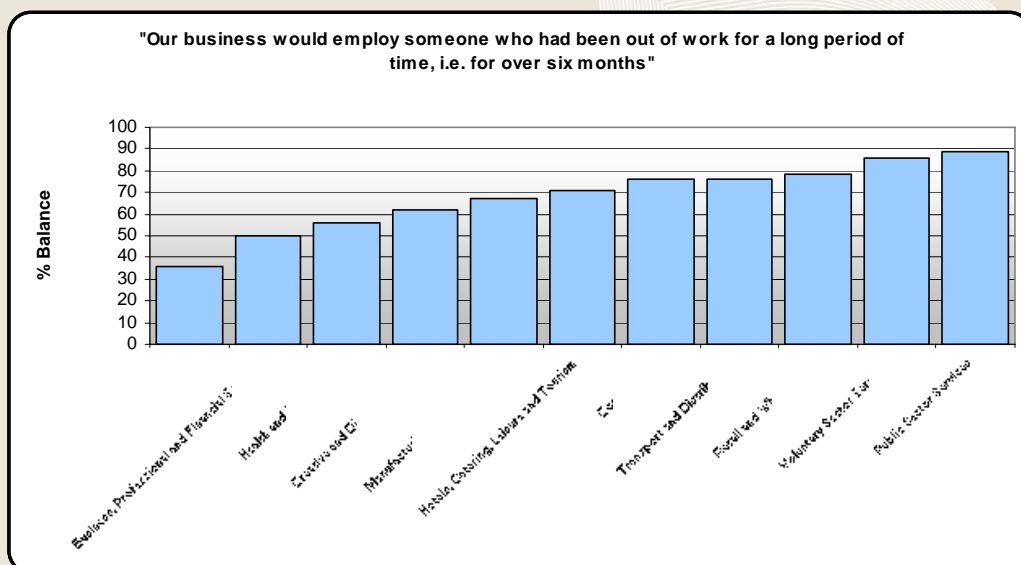
**“A lack of staff with the right level of skills is currently holding our business back.”**



Whilst the majority of businesses do not believe they are being held back by skills related issues, there is a significant percentage, 35%, which do. The above chart shows that the problem is at its most acute in the Property and Real Estate sector with Transport and Logistics coming close behind and Construction following. Any interventions addressing skills should therefore be prioritised around the sectors reporting the biggest problems, particularly when there is a correlation between and the growth sectors highlighted in Doncaster’s Economic Strategy.; Transport, Tourism and Business and Professional Services particularly jump off the list in this respect.

It is also noteworthy that business employing between 6-15 staff are the most likely to be held back by skills problems.

***“Our business would employ someone who had been out of work for a long period of time, i.e. over six months.”***



It is encouraging that on balance +78% of businesses would employ someone who had been out of work for over six months as this demonstrates that businesses would be willing to help tackle the worklessness agenda; this is particularly helpful in the current economic climate with there being a large number of job seekers in Doncaster.

It is suggested that a list of the businesses agreeing and strongly agreeing with the above statement is compiled and used by partners to address worklessness in the borough.

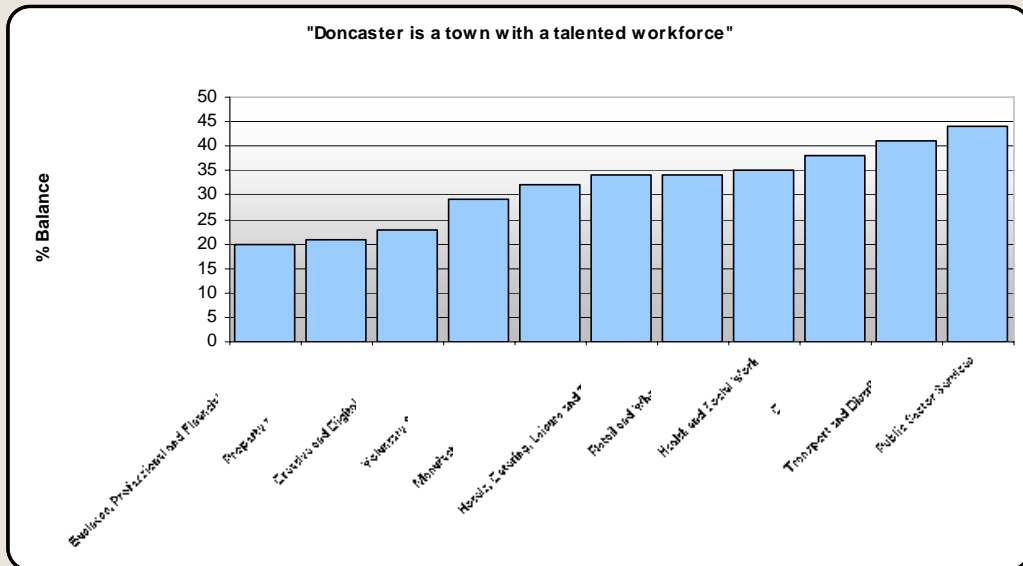
It is also suggested that the sectors that are most willing to take on board people who have been out of work for some time be targeted as a priority including the Retail, Voluntary and Public Sectors.

The worrying trend in relation to this statement however is that, with the exception of transport, the sectors prioritised within Doncaster’s Economic

Strategy to drive growth in the borough are amongst the less willing to take on board long term unemployed persons.

Notwithstanding a slight blip in the 51-100 employees field, as a general trend those businesses employing for than 15 people are more likely to employ someone who had been unemployed for six months than the ones employing less than 15 people.

***“Doncaster is a town with a talented workforce.”***

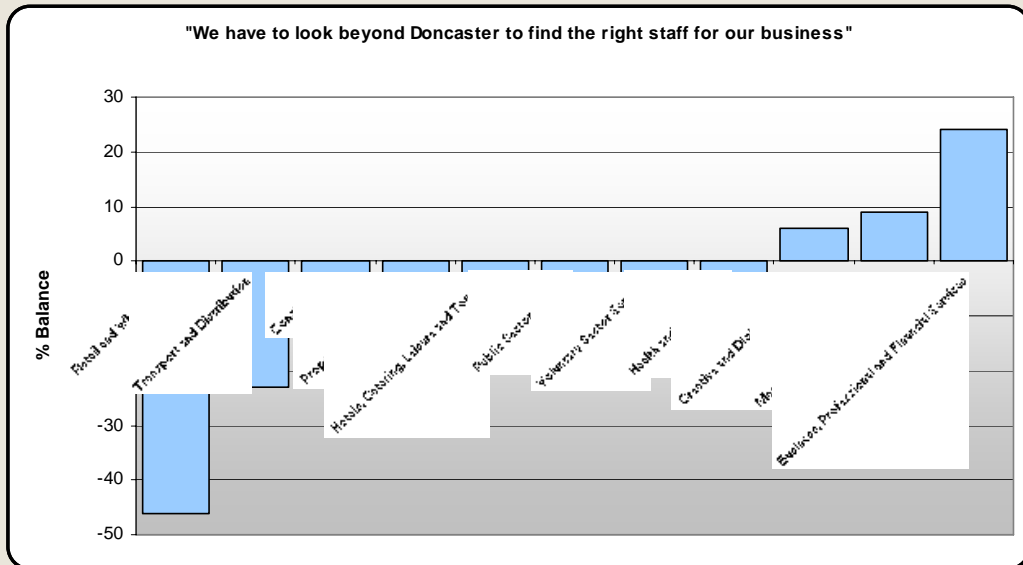


On balance +41% of businesses believe Doncaster has a talented workforce. This does however mean that 16% of companies in the town either disagree or strongly disagree with this sentiment. As skills and available talent is one of the top reasons for businesses deciding to locate in or out of a town, this result gives cause for concern as it equates to around 1,000 businesses in Doncaster not having faith in the town’s workforce. This statistic coupled with the 35% of businesses stating that they are held back by a lack of skills highlights the extent of the problems in Doncaster.

It is also worrying that again two key growth sectors for Doncaster: Business Professional and Financial Services and Creative and Digital Industries, are amongst the three sectors that have the lowest opinion of Doncaster’s workforce.

Interestingly businesses employing 6-15 staff have the lowest opinion of Doncaster’s workforce with the balance of positive responses falling to +13% compared to a balance of +41%

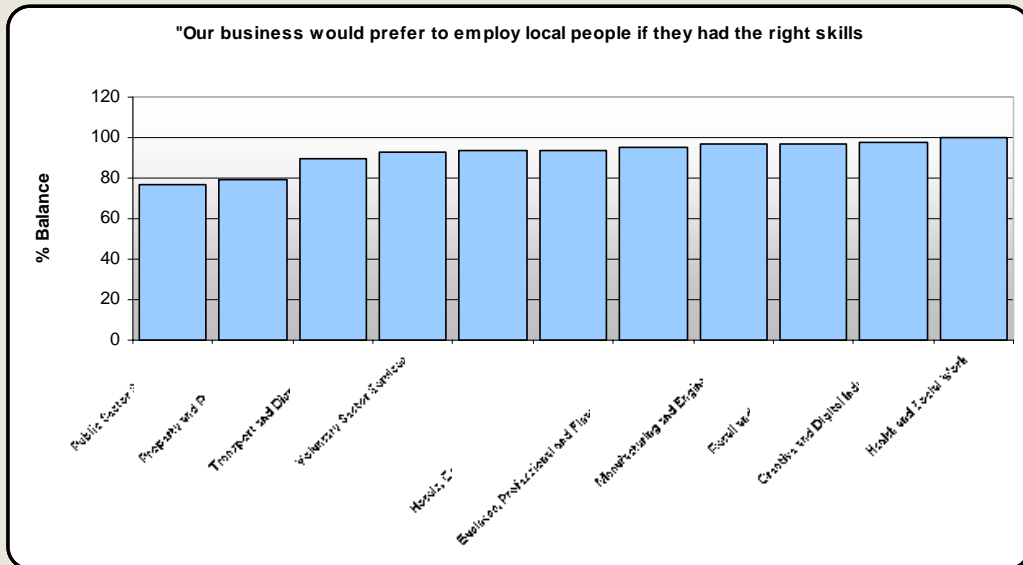
**“We have to look beyond Doncaster to find the right staff for our business.”**



Bearing in mind the reaction to the previous statement about Doncaster’s workforce being talented it is no surprise to see the Business and Professional and Financial Services and Creative and Digital Industries sectors near the top of this list. It is interesting to note that the Manufacturing sector needs to look outside of Doncaster to find the staff it needs particularly when compared to the high levels of demand expressed by the sector (see Business Demand). This suggests that there is evidently work to be done to encourage people locally into the sector and to fill the skills gaps evidently being experiencing by local manufacturers.

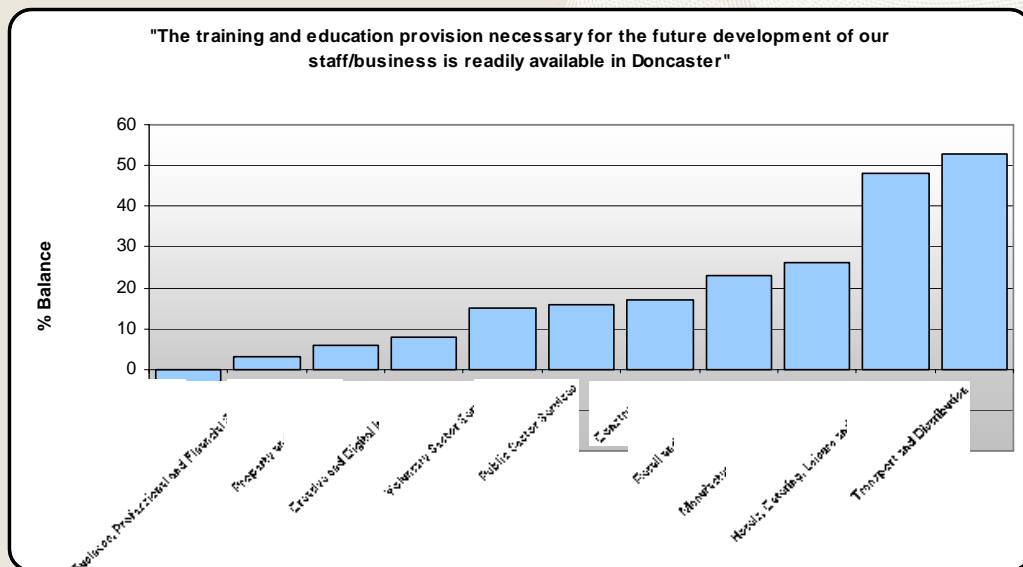
The Retail, Transport and Construction industries have the least tendency to go outside Doncaster in terms of recruitment and this correlates with the demand from the sectors being largely, but not exclusively, towards lower skills sets.

***“Our business would prefer to employ local people if they had the right skills.”***



There is an overwhelming desire by local businesses to recruit Doncaster residents if they have the right skills with the balance sitting at +92%.

***“The training and education provision necessary for the future development of our staff/business is readily available in Doncaster.”***



Overall the balance is +16% of businesses stating that they can get the training and development for the future development of their staff in Doncaster. However, there are still evidently shortfalls in provision with 24% businesses disagreeing with this statement. The Health and Social Care, Business, Professional and Financial Services, Property and Real Estate and Creative and Digital sectors appear to be particularly badly served with the

balance for each of these sitting below 10% and, in the case of Health and Social Care, it being in negative territory.

The businesses that disagreed with the statement that *“the training and education provision necessary for the future development of our staff/business is readily available in Doncaster”* were asked to indicate what training and education provision they were therefore looking for.

A summary of responses is given below. This is intended to be a snapshot of skills/training demand in Doncaster and should be read in conjunction with the quantitative data detailed in the ‘Demand’ section of this report which attaches figures to the demand. The below is however useful in giving a flavour for both the type and diversity of training needs identified by Doncaster businesses; it is not an exhaustive list. Responses are detailed by sector.

#### **Generic/Most Wanted Training Provision**

- Customer Service
- ICT
- Business and Commercial Awareness
- Sales and Marketing
- Health and Safety
- Project/Event Management
- Leadership and Management
- Telesales
- Programming

#### **Business, Professional and Financial Services**

- Accountancy and Taxation
- Insurance
- Strategic Thinking
- Law (Degree)
- Chartered and European Patent Attorney
- Procurement (MBA)

#### **Construction**

- Ceramic Tiling/Metal Stud Partitions
- Plumbers
- Electricians
- Gas Engineers
- Excavator Driving

#### **Creative and Digital Industries**

- Creative/Digital Apprenticeships
- Animators
- Web Designers
- Microsoft-Accredited Training
- Photography (Short Course)
- Qualified IDTA Dance Teachers RAD

#### **Health and Social Work**

- Social and Clinical Care Qualifications
- Infant Massage
- Colonic Massage
- Reflexology
- Thai Massage

- Hands Free/IPM Massage
- Further Hypnotherapy

#### **Hotels, Catering, Leisure and Tourism**

- Heritage/Restoration
- Amenity Horticulture (Landscaping)

#### **Manufacturing and Engineering**

- Skilled Engineers/Toolmakers
- Injection Moulding Technicians
- Dismantling Vehicles
- Glass Manufacturing
- Solar Heat Pump/Under Floor Heating
- Installation and Servicing of Electronic Security Systems

#### **Property and Real Estate**

- No responses to this question

#### **Public Sector Services**

- Regeneration Management
- Archives Administration

#### **Retail and Wholesaling**

- Air Conditioning and Refrigeration
- Floristry

#### **Transport and Distribution**

- No responses to this question

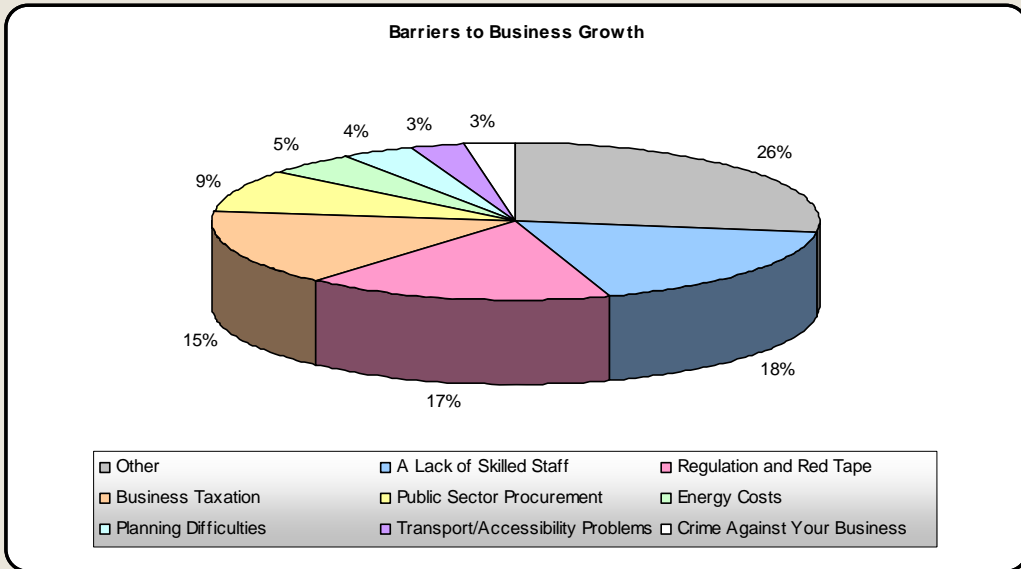
#### **Voluntary Sector Services**

- No responses to this question

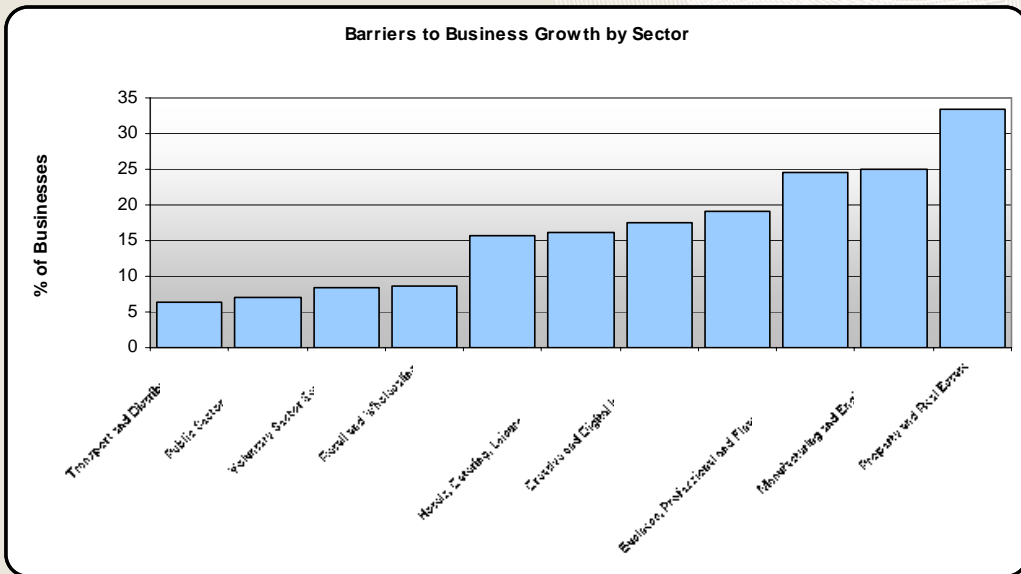
#### **Other**

- NLP Advanced Workshops
- Engraving
- Home Inspectors
- A1 and A2 Assessor Courses
- Dog Grooming

Finally, businesses were asked what the biggest barrier to the further growth of their business is from a list of available options. The below pie chart demonstrates how businesses responded.



Notwithstanding 'other', the biggest barrier to growth for businesses in Doncaster is a lack of skilled staff with 18% of all businesses giving this response. The vast majority of responses to the 'other' category were related to difficulties caused by the recession. The response to this question was far from consistent across all sectors and below chart gives an indication of which sectors are most affected by a lack of skilled staff.



The above graph demonstrates that Transport and Distribution, Public Sector Services, Voluntary Sector Services, and Retail and Wholesaling are significantly less affected by skills issues than businesses in other industries. For Business, Professional and Financial Services, Manufacturing and Property and Real Estate circa 25% of businesses or more are affected by significant skills problems.

## Business Demand

*The second element of the Business and Skills Survey asked businesses to map their demand for skills in relation to sector, qualifications, level of employee, type of skills and also to identify how many more or less staff (net) they expect their business to be employing in future years.*

### Business Demand – By Sector

The below table illustrates what percentage of total demand for jobs is likely to be attributed to each sector. Demand (Not Weighted) is an indication of what percentage of respondents were from each sector. The weighted demand takes into account the amount of jobs that each sector is likely to create/shed going forwards; for instance, whilst there are more professional services businesses in Doncaster than manufacturers they are less likely to be recruiting in big numbers. The jobs created figures should be treated with extreme caution as very few businesses are likely to have replied to the survey giving unnecessarily pessimistic projections as such the figures listed are all very high and common sense dictates that it is very unlikely that there will be an additional 80,000 jobs created in Doncaster in the next four years. However, these can still be regarded as a reliable indication of where demand for new employees is likely to come from.

Sector	Demand (Not Weighted)	Demand (Weighted)	Projected Jobs (2009-12)
• Manufacturing and Engineering	13%	<b>21%</b>	17,745
• Business, Professional and Financial Services	27%	<b>16%</b>	14,154
• Construction	11%	<b>16%</b>	13,958
• Hotels, Catering, Leisure and Tourism	9%	<b>11%</b>	9,401
• Retail and Wholesaling	12%	<b>10%</b>	8,666
• Transport and Distribution	9%	<b>9%</b>	7,882
• Health and Social Work	4%	<b>5%</b>	4,165
• Property and Real Estate	3%	<b>4%</b>	3,675
• Voluntary Sector	2%	<b>3%</b>	2,800
• Creative and Digital Industries	8%	<b>2%</b>	2,142
• Public Sector	3%	<b>2%</b>	1,358

## Business Demand – Employment Trends

As noted above, respondents were asked to indicate how many staff they are likely to be recruiting or laying off over the next four years starting from 2009. This information is useful in predicting future job market trends and planning training and education provision accordingly. The below table indicates what percentage of jobs will be available in what sector and in what year. The figures in bold indicate where demand is peaking in each sector.

Sector	2009	2010	2011	2012
• Manufacturing and Engineering	<b>21%</b>	<b>21%</b>	20%	<b>21%</b>
• Business, Professional, Financial Services	15%	15%	17%	<b>18%</b>
• Construction	15%	<b>18%</b>	16%	16%
• Hotels, Catering, Leisure and Tourism	<b>13%</b>	11%	10%	10%
• Retail and Wholesaling	<b>11%</b>	10%	10%	9%
• Transport and Distribution	8%	<b>10%</b>	<b>10%</b>	9%
• Health and Social Work	<b>6%</b>	5%	4%	5%
• Property and Real Estate	4%	<b>5%</b>	4%	4%
• Voluntary Sector	<b>4%</b>	3%	3%	3%
• Creative and Digital Industries	1%	2%	<b>3%</b>	<b>3%</b>
• Public Sector	<b>2%</b>	1%	<b>2%</b>	<b>2%</b>

Whilst demand is comparatively flat across most sectors it is helpful to recognise the above trends and plan provision accordingly. For example, the above suggests that the demand for new staff in the tourism sector is likely to taper off over the next four years. This, for example, is borne out by the anecdotal information collected from hoteliers which points to redundancies as they try and remain competitive in a market that it is overcrowded with budget hotels and lay off staff accordingly. Meanwhile demand in the construction sector is currently likely to spike in 2010.

## Business Demand – Type of Skills

The below table is an indication of what type of skills businesses are seeking in their staff going forwards and what level they are mostly requiring the skill. The below table lists those skills in priority order (across all sectors) and indicates at what level businesses are seeking those skills.

A more detailed breakdown on a sector by sector basis is included elsewhere in this chapter.

Type of Skills	Level
1. Customer Service Skills	Levels 3 & 4
2. Communication, Literacy, Numeracy Skills	Levels 3 & 4
3. IT Skills	Levels 3 & 4
4. Business Administration Skills	Levels 3 & 4
5. Team Working Skills	Levels 3 & 4
6. Problem Solving Skills	Levels 3 & 4
7. Technical Skills	Levels 3 & 4
8. Marketing Skills	Levels 3 & 4
9. Management Skills	Levels 3 & 4
10. Driving Skills	Levels 1 & 2
11. Foreign Language Skills	Levels 1 & 2

It is noteworthy that Customer Service is featuring more prominently in this list than literacy and numeracy skills and also IT.

However the prominence of all three of these skills sets re-emphasises the point that businesses are above all else seeking basic skills, particularly from young people, that they can then build on and develop, as one business commented during the interviews: “Stop being too specific too early. A good general understanding is a better starting point for an employer to mould the employee into what is required.”

## Business Demand – Type of Qualifications

Businesses were asked what types of qualifications they would be expecting new recruits to have going forwards. As before the below is a summary of all sectors.

Qualification	Demand
• In House Training	20%
• NVQ	13%
• GCSEs (any)	12%
• Professional Qualifications	11%
• Business Related Qualifications	10%
• Apprenticeships	7%
• Degree	7%
• A-Levels	6%
• GCSEs (5+ at C and above)	6%
• Post Graduate Degree	2%
• Diploma 14-19	2%

It is evident from the above that in-house training will remain incredibly important to all businesses in Doncaster in tandem with external qualifications, academic or otherwise. Attention should therefore be given by both businesses and partner organisations as to how to improve the quality of in house training so that improvements across Doncaster firms can be made and Doncaster's skills challenges be met.

The worrying statistic illustrated above is just how few businesses expect to be taking on young people with a diploma and this is surely indicative of just how poor business awareness of the diploma system is.

As part of the wider recommendations made in this report it is suggested that every business in Doncaster be given simple, easy to understand, information about education and training in Doncaster including an explanation of what qualifications, providers are available, an explanation of what funding mechanisms are available and also how businesses can become involved in shaping the education agenda. Those recommendations notwithstanding the priority for action must be around diplomas as if they are not recognised and

informed by business they will not succeed. Diplomas represent the single biggest change in education in the UK in fifty years and it is imperative that businesses in Doncaster become engaged in this process otherwise the diplomas are surely doomed to fail.

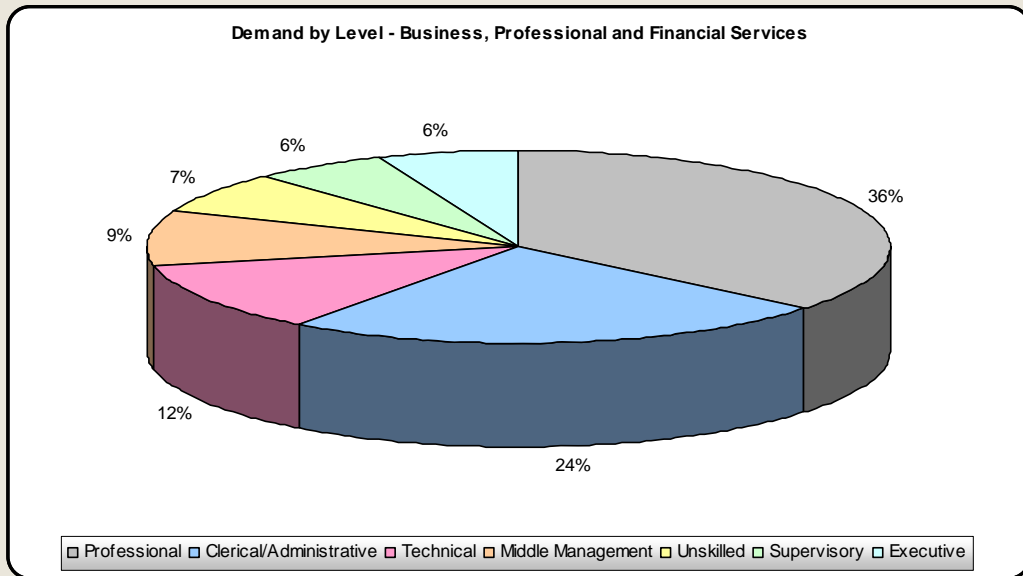
### **Business Demand – Level of Skills**

Businesses were asked at what level of the business they would be recruiting staff in the forthcoming years; the below table is indicative of what levels of the business Doncaster firms, across all sectors, will be looking to recruit between 2009 and 2012. These figures represent what percentage of total recruitment each level of job will account for.

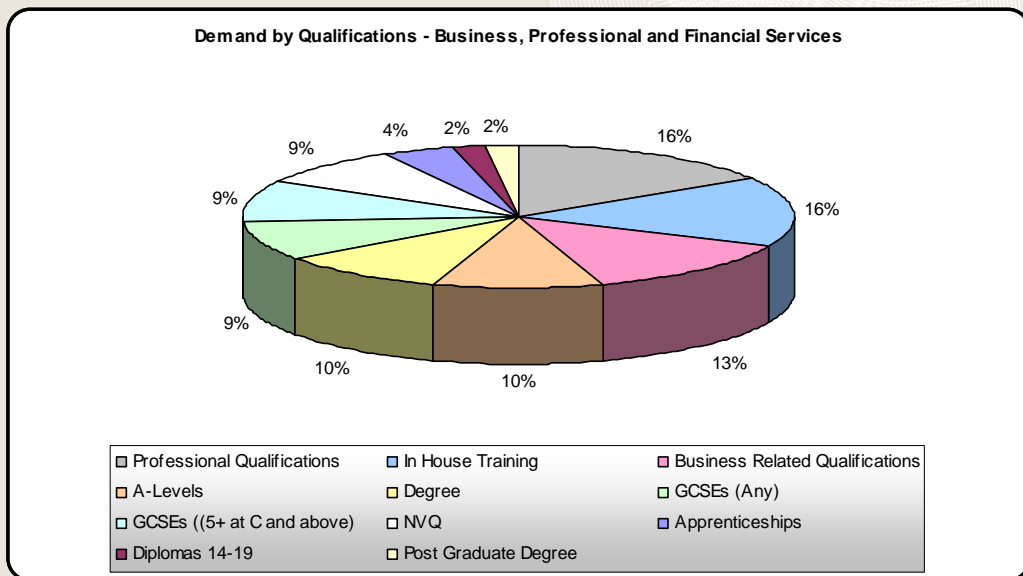
Level	Demand
• Unskilled	21%
• Professional	20%
• Clerical/Administrative	18%
• Technical	18%
• Middle Management	11%
• Supervisory	8%
• Executive	4%

## Demand by Sector: Business, Professional and Financial Services

### Level of Skills



### Type of Qualifications

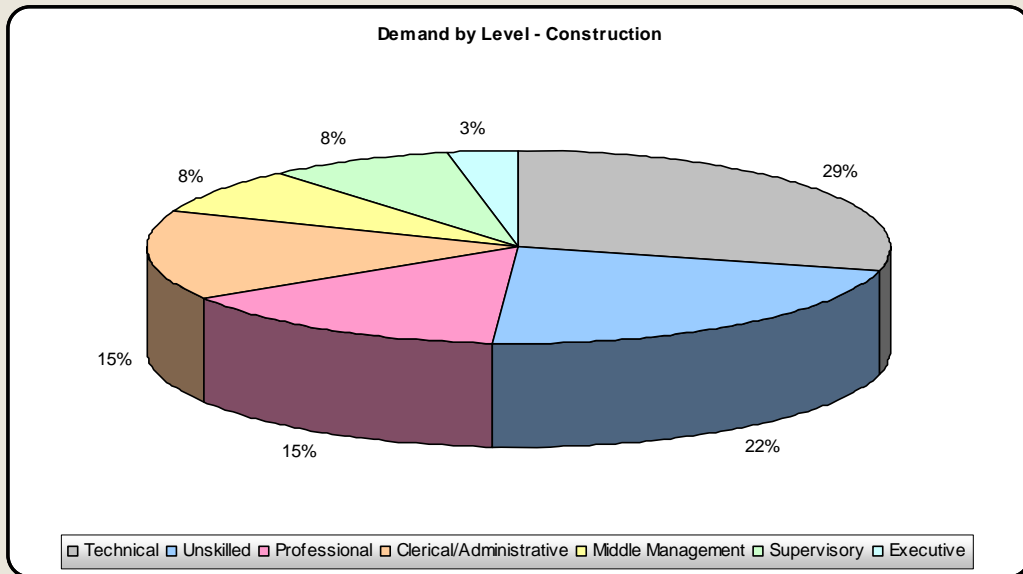


## Type of Skills

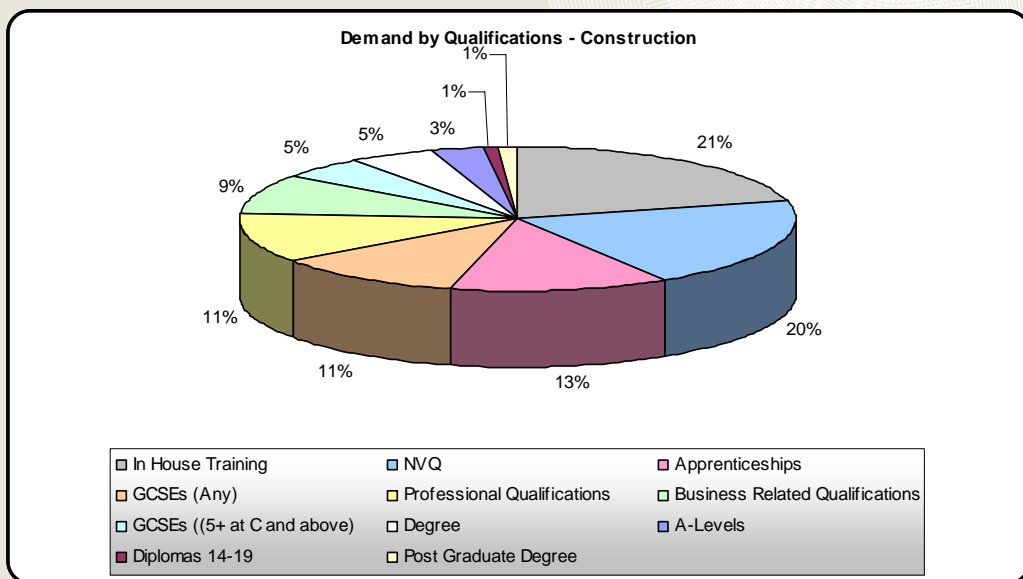
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	29%	48%	23%	<b>13%</b>
• <b>Literacy and Numeracy</b>	27%	36%	36%	<b>11%</b>
• <b>Customer Service</b>	29%	37%	33%	<b>13%</b>
• <b>Driving</b>	56%	27%	18%	<b>4%</b>
• <b>Foreign Language</b>	65%	21%	15%	<b>3%</b>
• <b>IT</b>	27%	48%	25%	<b>11%</b>
• <b>Management</b>	19%	48%	33%	<b>9%</b>
• <b>Marketing</b>	26%	46%	28%	<b>10%</b>
• <b>Problem Solving</b>	25%	34%	41%	<b>8%</b>
• <b>Team Working</b>	25%	45%	30%	<b>9%</b>
• <b>Technical</b>	23%	33%	45%	<b>8%</b>

## Demand by Sector: **Construction**

### Level of Skills



### Type of Qualifications

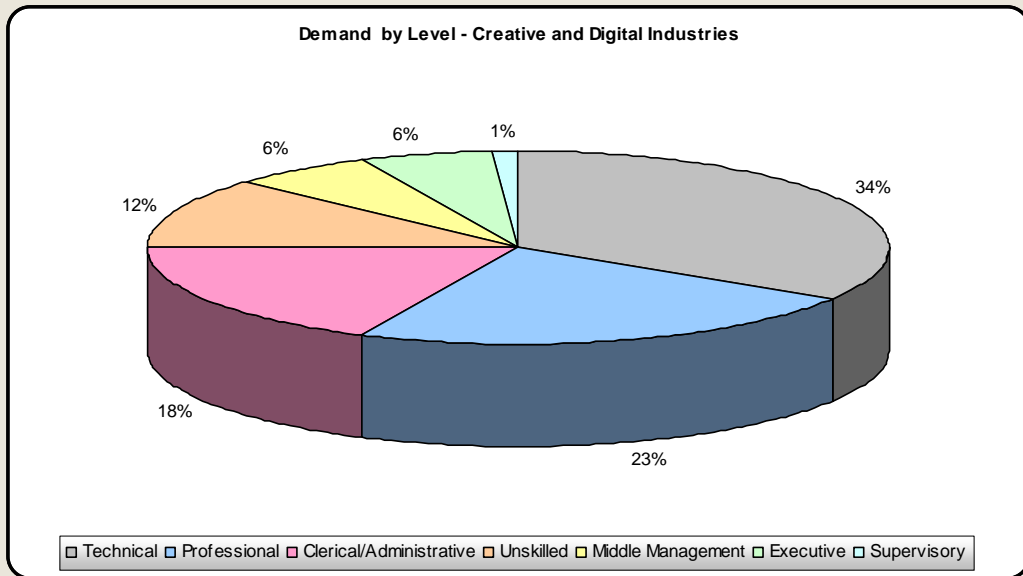


## Type of Skills

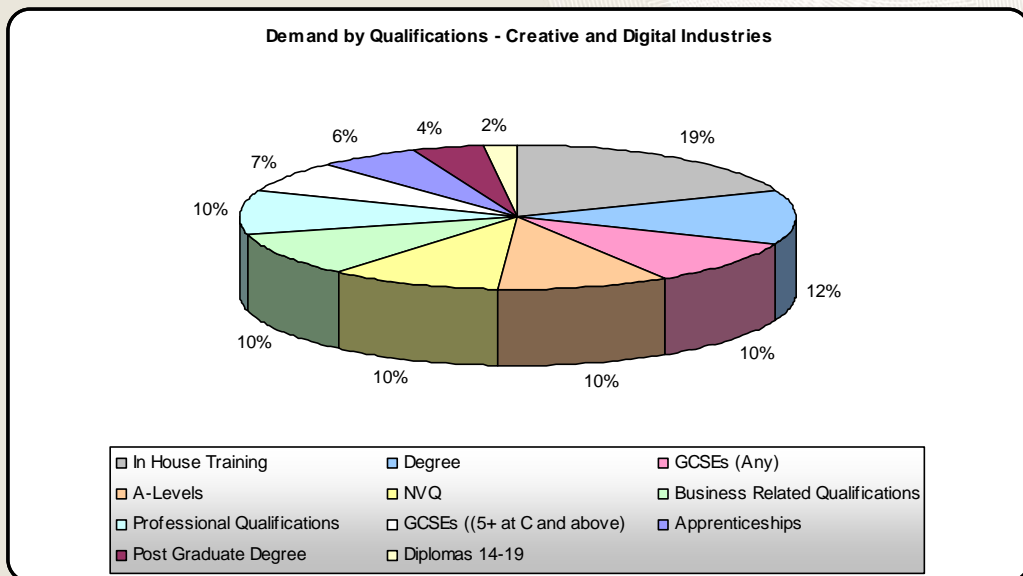
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	31%	50%	19%	<b>9%</b>
• <b>Literacy and Numeracy</b>	37%	48%	15%	<b>11%</b>
• <b>Customer Service</b>	38%	42%	20%	<b>11%</b>
• <b>Driving</b>	54%	39%	7%	<b>12%</b>
• <b>Foreign Language</b>	80%	20%	0%	<b>1%</b>
• <b>IT</b>	35%	48%	17%	<b>10%</b>
• <b>Management</b>	24%	55%	21%	<b>6%</b>
• <b>Marketing</b>	32%	54%	14%	<b>6%</b>
• <b>Problem Solving</b>	28%	44%	28%	<b>10%</b>
• <b>Team Working</b>	34%	41%	25%	<b>11%</b>
• <b>Technical</b>	25%	36%	39%	<b>12%</b>

## Demand by Sector: Creative and Digital Industries

### Level of Skills



### Type of Qualifications

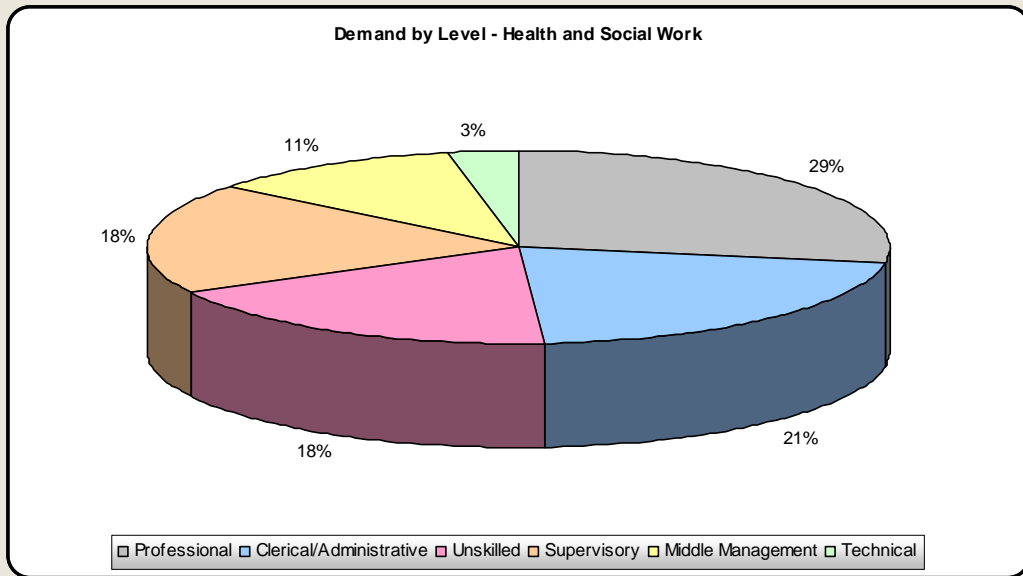


## Type of Skills

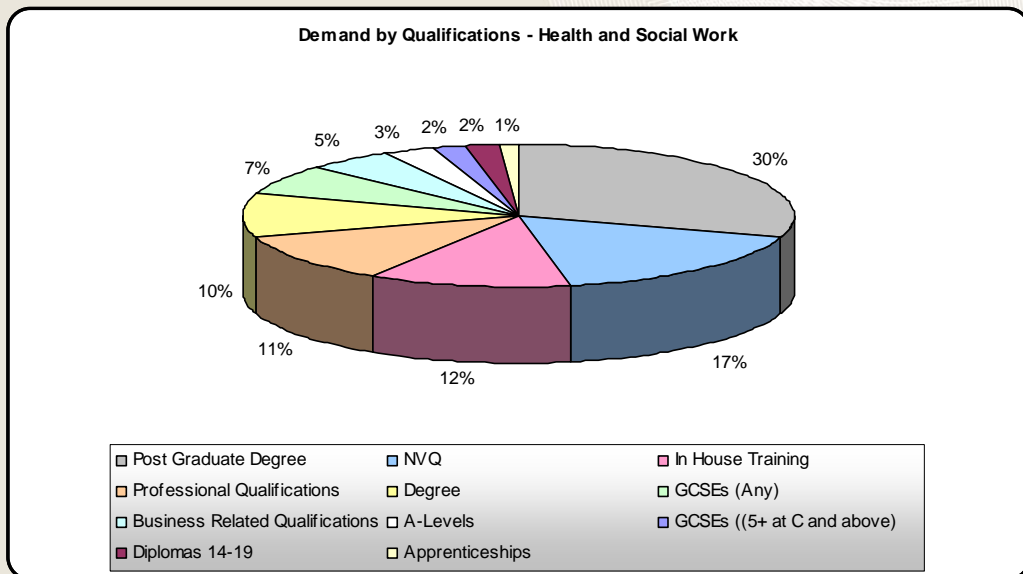
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	42%	42%	16%	<b>10%</b>
• <b>Literacy and Numeracy</b>	28%	50%	22%	<b>10%</b>
• <b>Customer Service</b>	18%	64%	18%	<b>10%</b>
• <b>Driving</b>	78%	17%	4%	<b>7%</b>
• <b>Foreign Language</b>	82%	9%	9%	<b>3%</b>
• <b>IT</b>	17%	33%	50%	<b>14%</b>
• <b>Management</b>	35%	52%	13%	<b>7%</b>
• <b>Marketing</b>	27%	48%	24%	<b>10%</b>
• <b>Problem Solving</b>	11%	54%	36%	<b>9%</b>
• <b>Team Working</b>	21%	53%	26%	<b>11%</b>
• <b>Technical</b>	21%	29%	50%	<b>10%</b>

## Demand by Sector: **Health and Social Work**

### Level of Skills



### Type of Qualifications

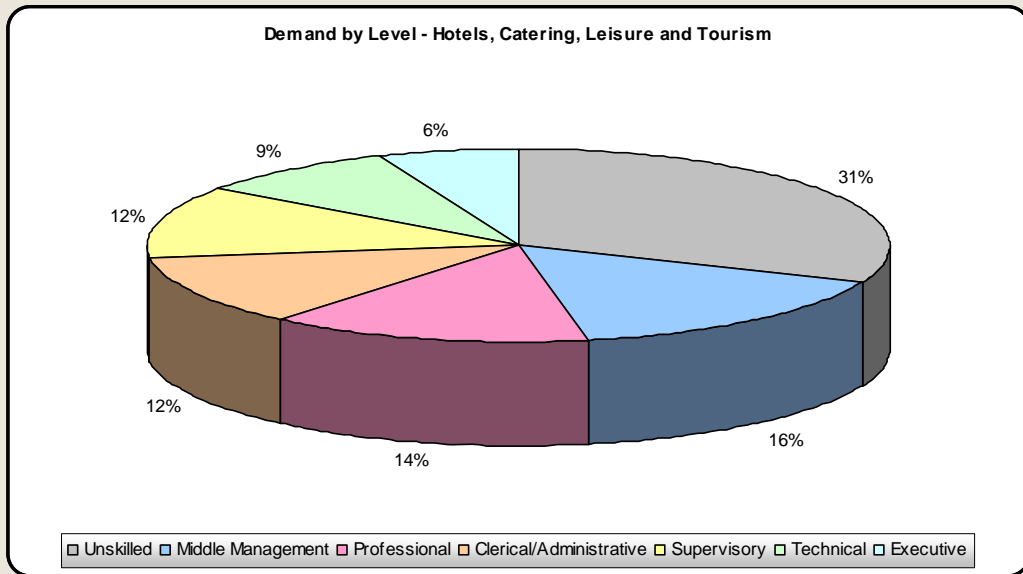


## Type of Skills

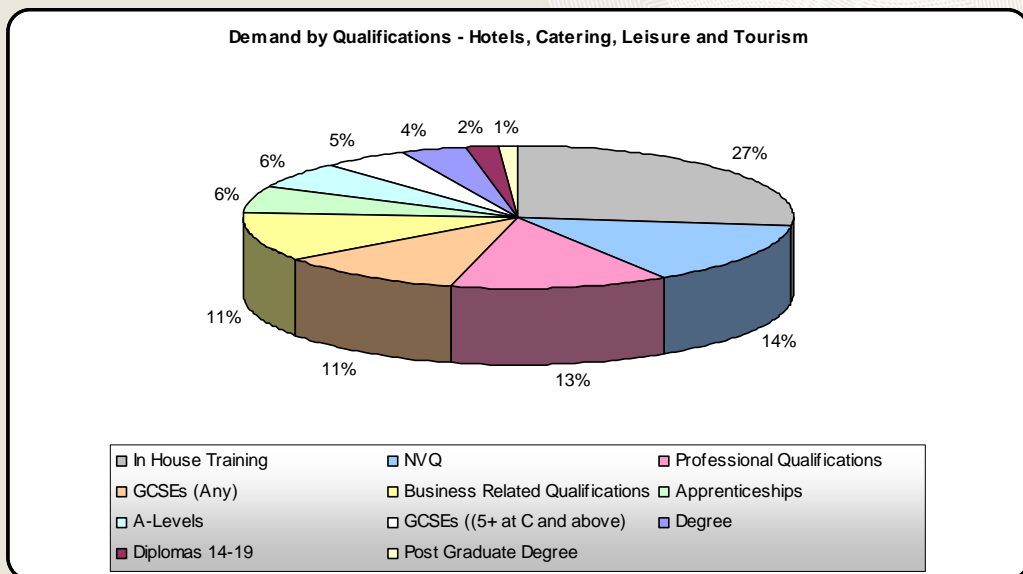
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	33%	62%	5%	<b>11%</b>
• <b>Literacy and Numeracy</b>	47%	42%	11%	<b>11%</b>
• <b>Customer Service</b>	32%	42%	26%	<b>11%</b>
• <b>Driving</b>	67%	22%	11%	<b>6%</b>
• <b>Foreign Language</b>	100%	0%	0%	<b>3%</b>
• <b>IT</b>	46%	38%	17%	<b>11%</b>
• <b>Management</b>	26%	61%	13%	<b>11%</b>
• <b>Marketing</b>	19%	63%	19%	<b>9%</b>
• <b>Problem Solving</b>	32%	47%	21%	<b>10%</b>
• <b>Team Working</b>	26%	48%	26%	<b>11%</b>
• <b>Technical</b>	36%	43%	21%	<b>8%</b>

## Demand by Sector: **Hotels, Catering, Leisure and Tourism**

### Level of Skills



### Type of Qualifications

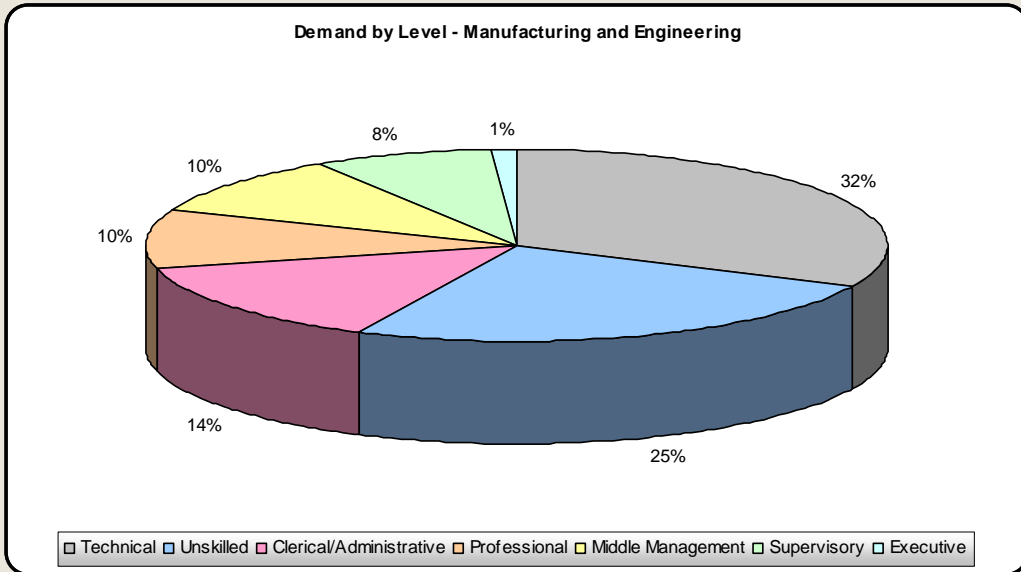


## Type of Skills

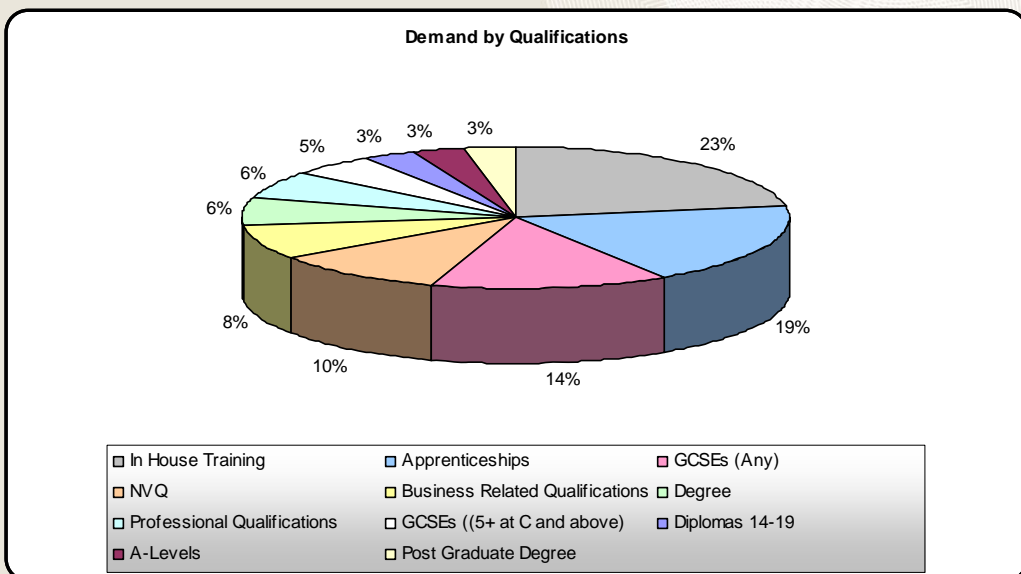
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	46%	42%	13%	<b>9%</b>
• <b>Literacy and Numeracy</b>	43%	43%	14%	<b>13%</b>
• <b>Customer Service</b>	30%	47%	23%	<b>16%</b>
• <b>Driving</b>	58%	33%	8%	<b>5%</b>
• <b>Foreign Language</b>	70%	30%	0%	<b>4%</b>
• <b>IT</b>	36%	50%	14%	<b>8%</b>
• <b>Management</b>	23%	41%	36%	<b>8%</b>
• <b>Marketing</b>	29%	46%	25%	<b>9%</b>
• <b>Problem Solving</b>	30%	50%	20%	<b>8%</b>
• <b>Team Working</b>	41%	38%	21%	<b>12%</b>
• <b>Technical</b>	25%	55%	20%	<b>8%</b>

## Demand by Sector: **Manufacturing and Engineering**

### Level of Skills



### Type of Qualifications

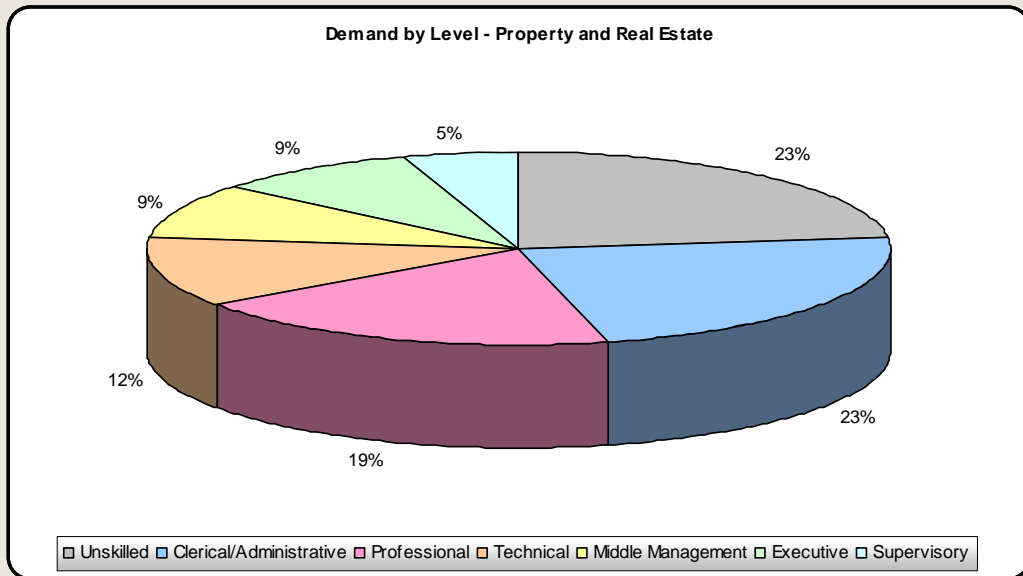


## Type of Skills

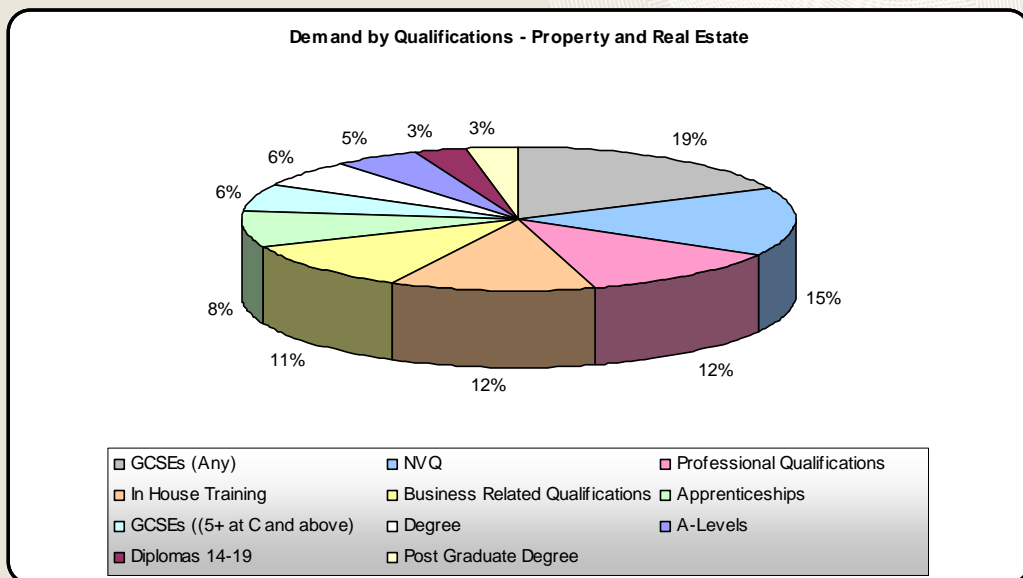
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	32%	54%	14%	<b>12%</b>
• <b>Literacy and Numeracy</b>	29%	57%	14%	<b>9%</b>
• <b>Customer Service</b>	30%	52%	18%	<b>9%</b>
• <b>Driving</b>	44%	34%	22%	<b>7%</b>
• <b>Foreign Language</b>	50%	38%	13%	<b>4%</b>
• <b>IT</b>	25%	62%	13%	<b>11%</b>
• <b>Management</b>	13%	48%	40%	<b>8%</b>
• <b>Marketing</b>	37%	30%	33%	<b>6%</b>
• <b>Problem Solving</b>	21%	56%	23%	<b>10%</b>
• <b>Team Working</b>	18%	51%	31%	<b>9%</b>
• <b>Technical</b>	18%	47%	34%	<b>14%</b>

## Demand by Sector: **Property and Real Estate**

### Level of Skills



### Type of Qualifications

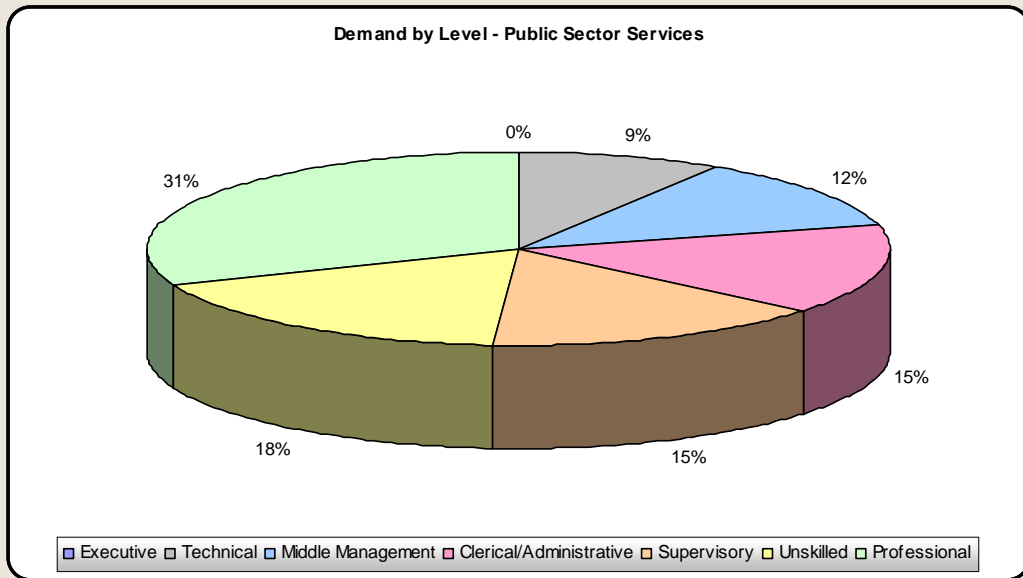


## Type of Skills

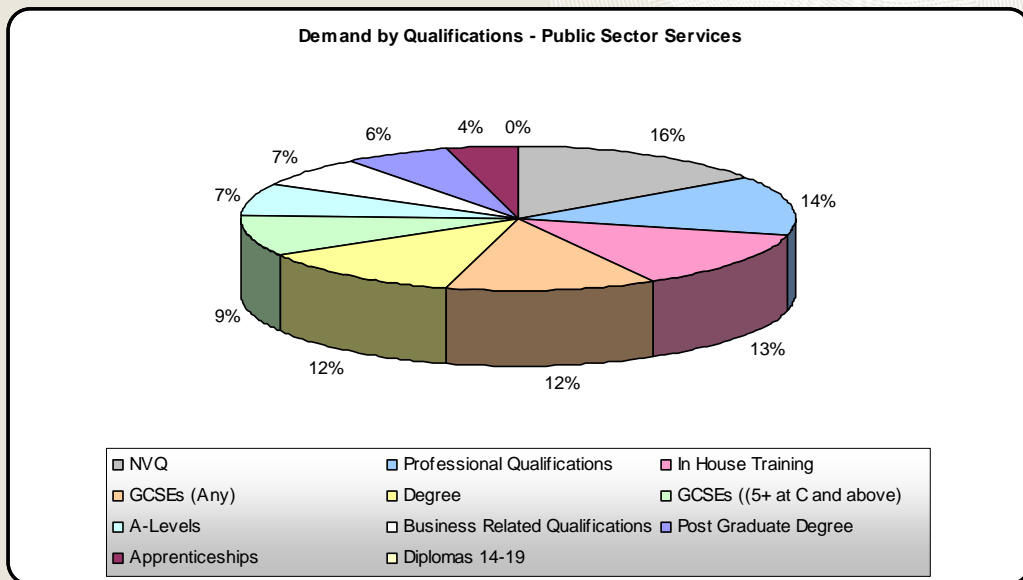
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	35%	59%	6%	<b>11%</b>
• <b>Literacy and Numeracy</b>	50%	43%	7%	<b>10%</b>
• <b>Customer Service</b>	42%	42%	16%	<b>12%</b>
• <b>Driving</b>	82%	18%	0%	<b>8%</b>
• <b>Foreign Language</b>	71%	14%	14%	<b>4%</b>
• <b>IT</b>	42%	42%	16%	<b>11%</b>
• <b>Management</b>	45%	45%	9%	<b>7%</b>
• <b>Marketing</b>	45%	45%	9%	<b>8%</b>
• <b>Problem Solving</b>	46%	54%	0%	<b>9%</b>
• <b>Team Working</b>	40%	53%	7%	<b>11%</b>
• <b>Technical</b>	33%	33%	33%	<b>8%</b>

## Demand by Sector: **Public Sector Services**

### Level of Skills



### Type of Qualifications

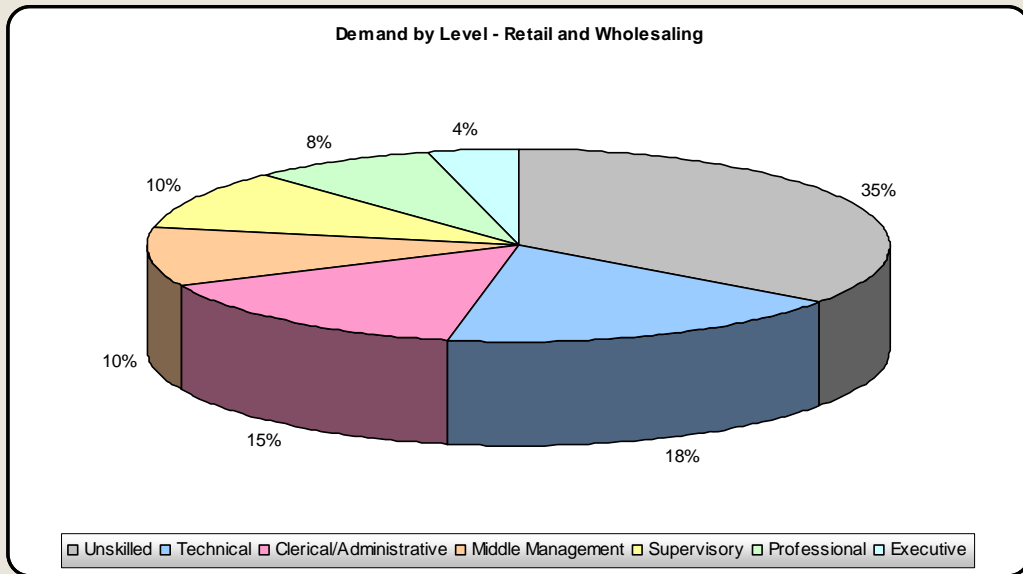


## Type of Skills

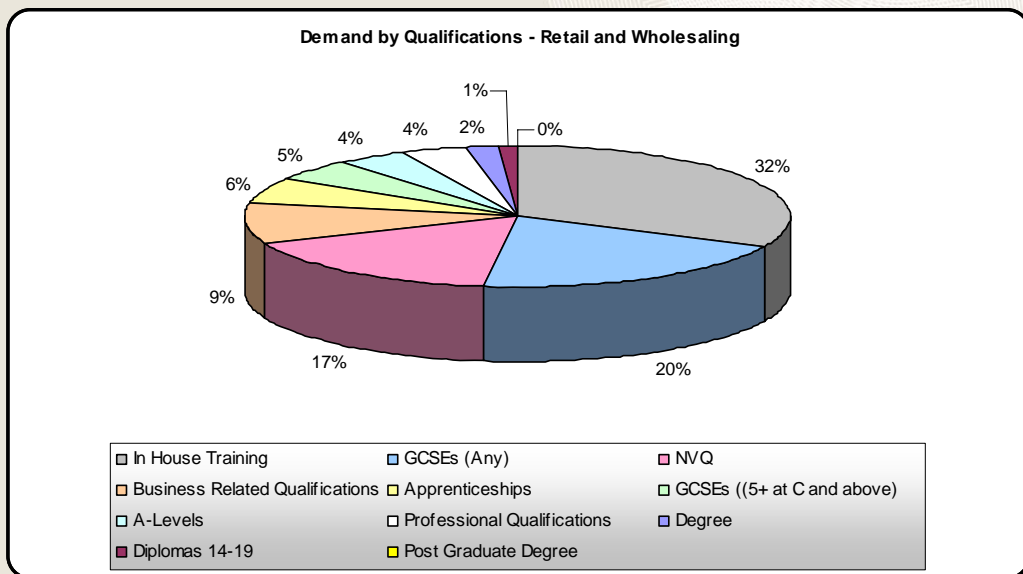
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	38%	38%	23%	<b>10%</b>
• <b>Literacy and Numeracy</b>	27%	27%	47%	<b>12%</b>
• <b>Customer Service</b>	27%	27%	47%	<b>12%</b>
• <b>Driving</b>	40%	40%	20%	<b>7%</b>
• <b>Foreign Language</b>	86%	14%	0%	<b>6%</b>
• <b>IT</b>	23%	46%	31%	<b>10%</b>
• <b>Management</b>	20%	30%	50%	<b>9%</b>
• <b>Marketing</b>	25%	50%	25%	<b>5%</b>
• <b>Problem Solving</b>	25%	33%	42%	<b>9%</b>
• <b>Team Working</b>	31%	19%	50%	<b>13%</b>
• <b>Technical</b>	29%	43%	29%	<b>6%</b>

## Demand by Sector: Retail and Wholesaling

### Level of Skills



### Type of Qualifications

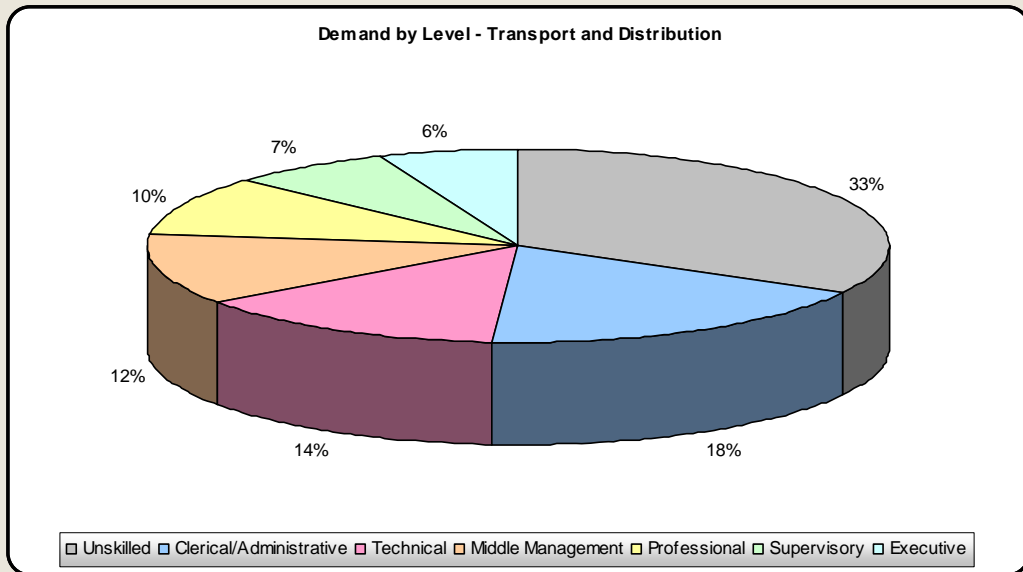


## Type of Skills

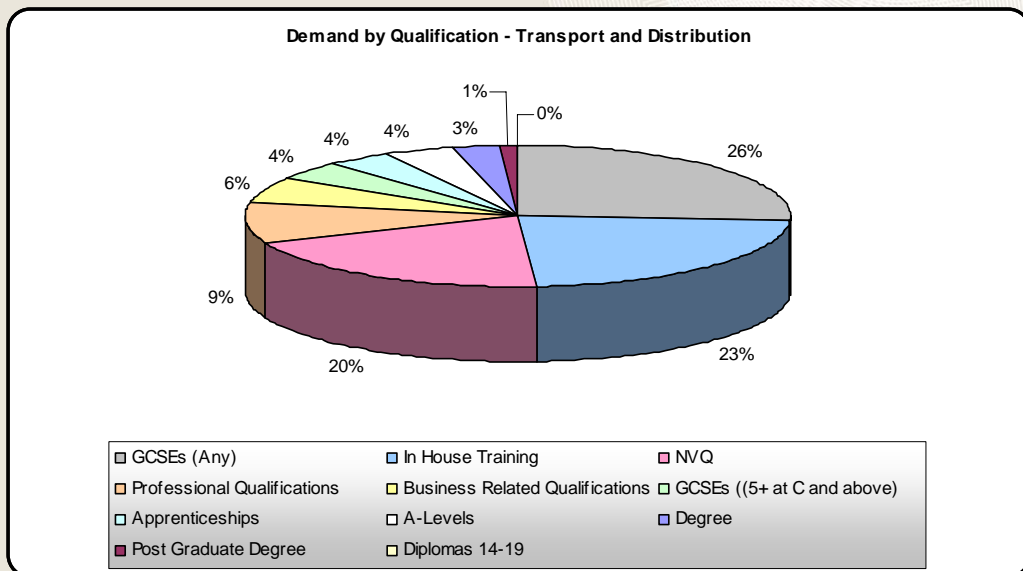
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	48%	45%	6%	<b>9%</b>
• <b>Literacy and Numeracy</b>	41%	46%	13%	<b>11%</b>
• <b>Customer Service</b>	44%	46%	9%	<b>14%</b>
• <b>Driving</b>	54%	39%	7%	<b>7%</b>
• <b>Foreign Language</b>	73%	27%	0%	<b>5%</b>
• <b>IT</b>	40%	47%	13%	<b>12%</b>
• <b>Management</b>	44%	44%	13%	<b>8%</b>
• <b>Marketing</b>	54%	38%	8%	<b>8%</b>
• <b>Problem Solving</b>	45%	48%	7%	<b>8%</b>
• <b>Team Working</b>	45%	45%	10%	<b>9%</b>
• <b>Technical</b>	35%	47%	18%	<b>8%</b>

## Demand by Sector: **Transport and Distribution**

### Level of Skills



### Type of Qualifications

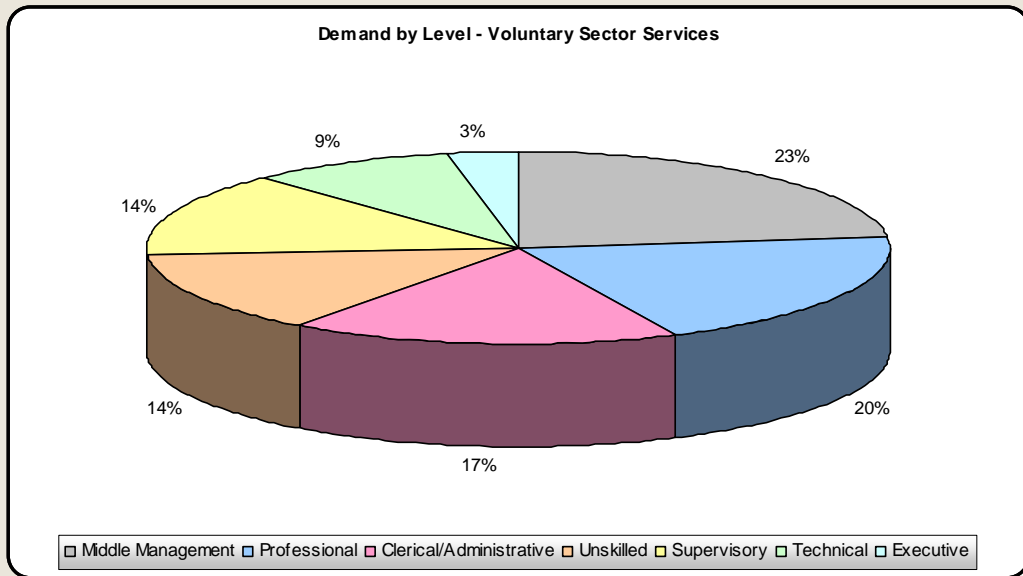


## Type of Skills

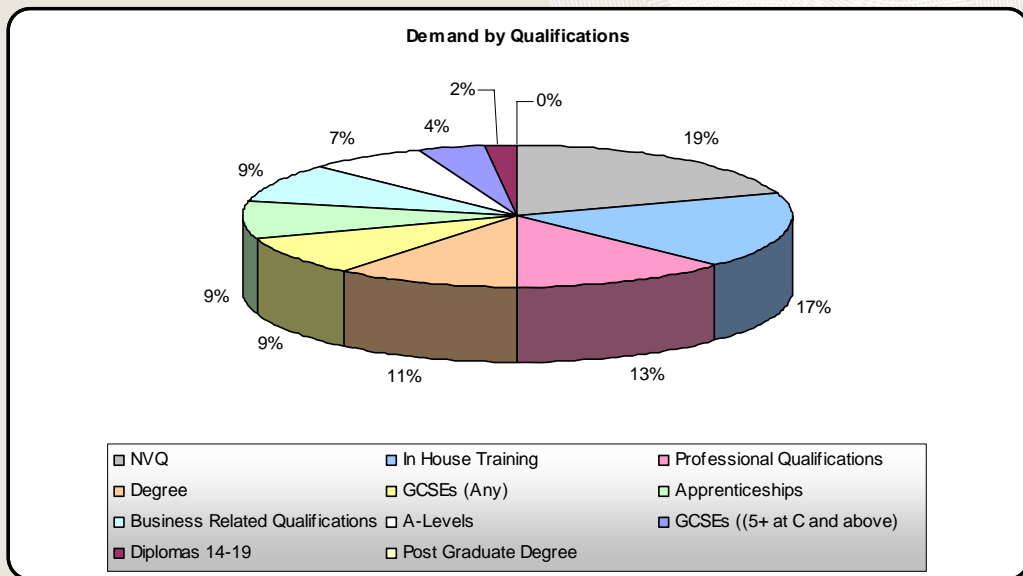
Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	47%	42%	11%	<b>12%</b>
• <b>Literacy and Numeracy</b>	48%	45%	7%	<b>10%</b>
• <b>Customer Service</b>	37%	50%	13%	<b>12%</b>
• <b>Driving</b>	28%	45%	28%	<b>16%</b>
• <b>Foreign Language</b>	64%	21%	14%	<b>5%</b>
• <b>IT</b>	40%	37%	23%	<b>9%</b>
• <b>Management</b>	35%	39%	26%	<b>8%</b>
• <b>Marketing</b>	37%	47%	16%	<b>6%</b>
• <b>Problem Solving</b>	39%	44%	17%	<b>6%</b>
• <b>Team Working</b>	36%	50%	14%	<b>8%</b>
• <b>Technical</b>	33%	44%	22%	<b>8%</b>

## Demand by Sector: **Voluntary Sector Services**

### Level of Skills



### Type of Qualifications



## Type of Skills

Skill	Basic (Levels 1&2)	Intermediate (Levels 3&4)	Advanced (Level 5)	Demand
• <b>Business Administration</b>	50%	25%	25%	<b>9%</b>
• <b>Literacy and Numeracy</b>	40%	47%	13%	<b>14%</b>
• <b>Customer Service</b>	33%	58%	8%	<b>11%</b>
• <b>Driving</b>	0%	0%	100%	<b>1%</b>
• <b>Foreign Language</b>	50%	25%	25%	<b>3%</b>
• <b>IT</b>	33%	50%	17%	<b>15%</b>
• <b>Management</b>	20%	53%	27%	<b>12%</b>
• <b>Marketing</b>	27%	45%	27%	<b>8%</b>
• <b>Problem Solving</b>	23%	38%	38%	<b>11%</b>
• <b>Team Working</b>	29%	36%	36%	<b>11%</b>
• <b>Technical</b>	14%	57%	29%	<b>5%</b>

## Business Interviews

*In addition to surveying 856 businesses the Chamber also conducted in depth telephone interviews with 37 businesses to pick up on some more qualitative/anecdotal information around the skills agenda.*

Short transcripts of those interviews are included in the appendices of this document.

The key themes from those interviews are summarised below.

### Key Themes

It is evident that businesses place a high emphasis on generic skills and the importance of these in the workplace. It is also noteworthy that when talking about the skills agenda the vast majority of businesses overwhelmingly tend to focus on younger people and their attitudes to work. Whilst consideration towards the younger generations is hugely important particularly when shaping future education and training provision the importance of the existing workforce and the challenges in improving their productivity must be remembered.

Key problems relate to a lack of enthusiasm, poor communication skills, a lack of initiative, poor social skills and the inability to interact, poor punctuality and a lack of pride in personal appearance. Businesses also report huge problems with younger people who cannot spell and who have poor grammar; this is despite a number of businesses endeavouring to ensure that all employees have GCSE English at C or above.

Business additionally reported that they have difficulty in recruiting people for specialist jobs, for example riggers or lighting and sounds specialists in the events industry.

Numerous firms also reported that they require degree or post graduate level candidates for management and specialist positions and that attracting them to Doncaster, due to comparatively weak cultural offer, is a challenge.

Businesses reported that many formal training courses (especially in the Business, Professional and Financial Services sector) have to take place outside of Doncaster as Doncaster College does not supply required courses.

A range of professional courses have to be provided by a University which leads to staff seeking employment in other towns/cities once they have seen what is on offer there in terms of a, salaries and b, lifestyle options.

This also leads to businesses needing to recruit staff from outside Doncaster when, if they could, they would prefer to employ local people. An example of this is one respondent that recruits sports science graduates but who typically recruits from Sheffield or the Midlands.

There is a general lack of awareness of the type of training that is available in Doncaster; for example one business went to Sheffield for a fairly generic management NVQ which could have been accessed in Doncaster.

A large number of businesses also reported that there are too many NVQ providers and, as such, that it is a very confusing market, particularly when training providers differ in terms of quality and there is no mechanism currently in place in Doncaster to recommend/endorse providers.

Business also reported problems around negative perceptions of Doncaster that make it harder to attract good staff. There is evidently a lot of work going on to improve the image of Doncaster locally and nationally and this report includes recommendations on how to do that; the key point however is that there is a real willingness from business to participate in aspirations activity and for the private sector to play a part in making the town more marketable to both investors and potential recruits.

Businesses also reporting, particularly in the manufacturing and construction sectors, problems with an ageing workforce; one firm reported that out of a workforce of 440 they already have 48 people employed who are over 60.

There is a good degree of support for apprenticeships amongst the Doncaster business community.

### **Future Skills Requirements**

Further to demand illustrated in the relevant section of this report the following skills came out as recurring themes in the telephone interviews:

- Administration
- Advanced Management
- CAD skills
- Customer Service
- Engineering
- First Aid
- Sales
- Technical
- Telephone skills

Business also expressed a desire for bespoke courses to be more easily available and affordable.

## Working with Education

*It is evident that business needs to work closely with education and training providers and other partners in the public sector if the issues raised in this report are to be resolved and the demand illustrated in previous chapters is to be met.*

The below table indicates the percentage of businesses currently supporting a given type of activity.

Type of Activity	Currently Involved (% of all businesses)
• Work Experience for School Children	31%
• Young Enterprise Activities in Schools	14%
• Working with Partners to Influence Education	12%
• School/College Governorships	8%
• Shaping Diplomas/Foundation Degrees	7%
• Supporting Teacher Placements in Industry	7%
• Supporting Aspirations Activity	7%
• Gap Year Placements for Undergraduates	6%
• Supporting Technology Challenge	5%

Overall only 11% of all businesses are currently engaged in any kind of business and education partnership. Evidently providing work experience for school children is a popular and well established method of working with education and similarly young enterprise activities are popular with businesses. There are also a small number of businesses working with partners to influence education provision in the borough through mechanisms such as the Chamber's Focus Groups, DE4L and the Doncaster College Business Club.

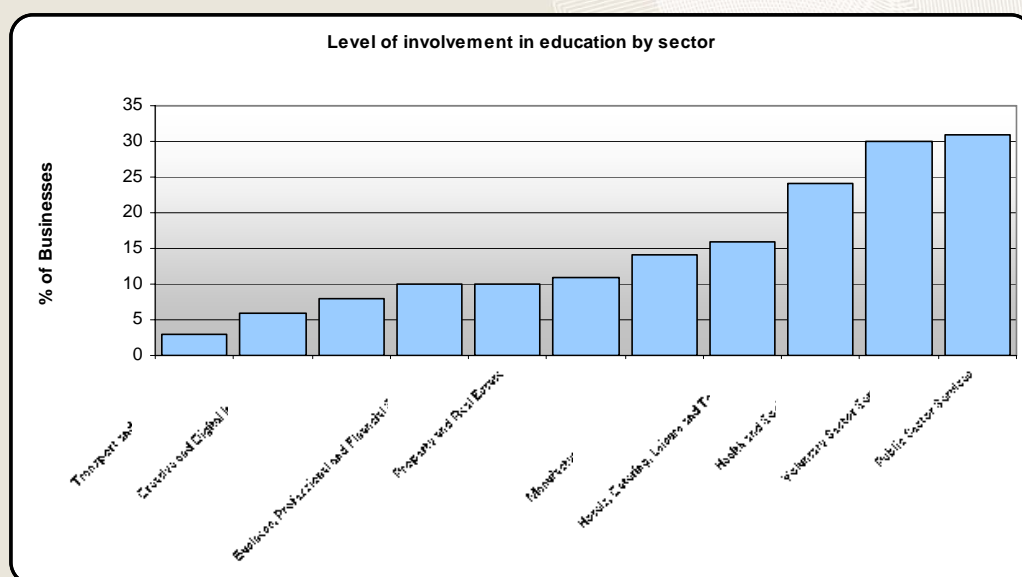
Overall though there comparatively few businesses working with education and training providers in the borough. Businesses obviously value staff training and development as evidenced by the perceptions part of this survey and they therefore understand the why engaging with education is so important.

involvement in education be produced and circulated amongst Doncaster businesses; this should be a simple format outlining the nature of activity, i.e. work experience, school governorship, and so forth, a brief description of what will be involved, what the time and/or monetary commitment will be and who to contact to progress it.

The area that is perhaps most concerning is the low levels of business involvement in shaping new courses, for example, diplomas. This activity, particularly with diplomas, is a once in a generation for businesses to shape the content of the courses actually taught in schools and to help ensure that students leave school or college with the skills they need. There is therefore work to be done in terms of connecting diplomas to businesses.

Also, very few businesses are involved with supporting teacher placements in industry. Those businesses that have supported this believe it to be a very effective way of communicating what is happening in their sector and essentially influencing the influencer within the classroom.

Business involvement in education differs by sector and by the number of employees; the below table indicates which sectors are more or less likely to be involved in education:

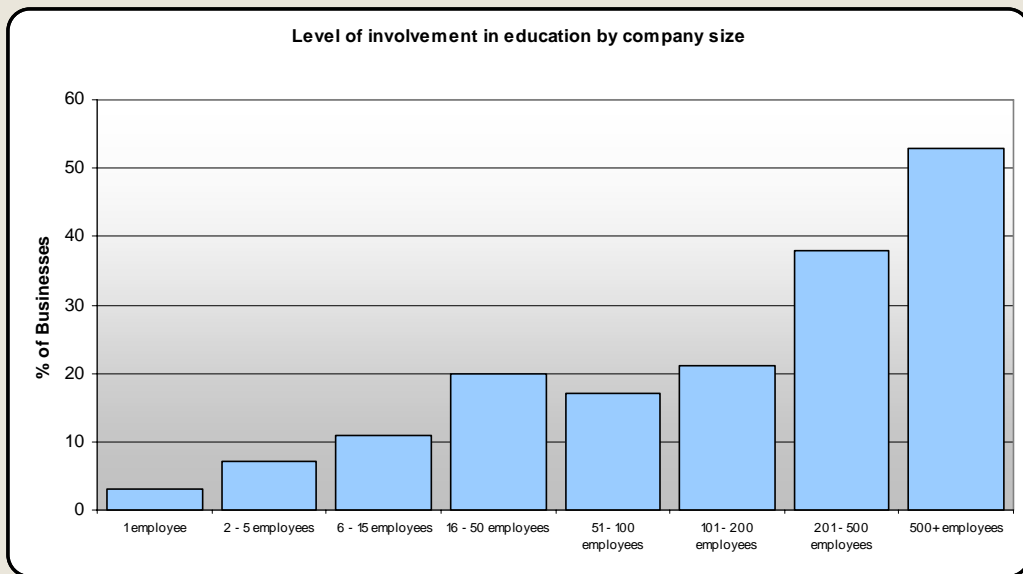


There are obviously some sectors that education is better at engaging than others. The public and voluntary sectors are both good at working with education but this is perhaps to be expected. The Health and Social Work sector also ranks highly and Tourism scores comparatively well.

Five sectors score lower than 10% and these are Transport and Distribution, Creative and Digital Industries, Retail and Wholesaling, Business, Professional and Financial Services and Property and Real Estate.

Again it is noteworthy that out of these sectors three are highlighted as being priorities within Doncaster’s Economic Strategy; if Doncaster is to continue prioritising those growth sectors this disparity needs to be redressed in order to deliver the talented workforce that those industries will need if Doncaster is to become reputed for them regionally, nationally and internationally.

The below chart demonstrates business involvement with education by company size.



The above chart conforms to the expectation that, broadly speaking, the bigger the company the more likely it is to have the time and resources available to support the education sector and to be involved in relevant activity.

Whilst this is now surprising it does highlight the concern that the education agenda in its broadest sense can become artificially skewed to the needs of larger companies as those are the ones that have the time to shout loudest.

Similarly, when business engagement by education is target led, for example Train to Gain, it is easier for organisations to approach the low hanging fruit of bigger companies where multiple outputs can be achieved in one go. This prevents support necessarily going to the point of greatest need and the effect of this is perhaps particularly pressing in a town such as Doncaster that has an overwhelmingly micro business base.

In order to move business and education engagement forwards all respondents were also asked to indicate what business/education engagement work they would be interested in receiving more information on (if any) and gave the following responses.

Type of Activity	Want Further Information (% of all businesses)
• Work with Partners to Influence Education	34%
• Young Enterprise Activities in Schools	31%
• Gap Year Placements for Undergraduates	28%
• Supporting Aspirations Activity	24%
• Work Experience for School Children	21%
• Supporting Technology Challenge	20%
• School/College Governorships	17%
• Shaping Diplomas/Foundation Degrees	17%
• Supporting Teacher Placements in Industry	15%

It is encouraging that a comparatively large number of businesses have expressed the desire to work with education in some capacity.

Working with partners to influence education is the most popular method of business involvement and there is a direct route, through the Chamber's Focus Groups, already established to do this; respondents also expressed an interest in supporting enterprise activities in schools so there is evidently scope to further roll out programmes such as Young Chamber and to embed enterprise activities in schools.

Businesses were also asked to provide further comments what they want from education and how they believe the relationship between the private sector and education providers could be improved.

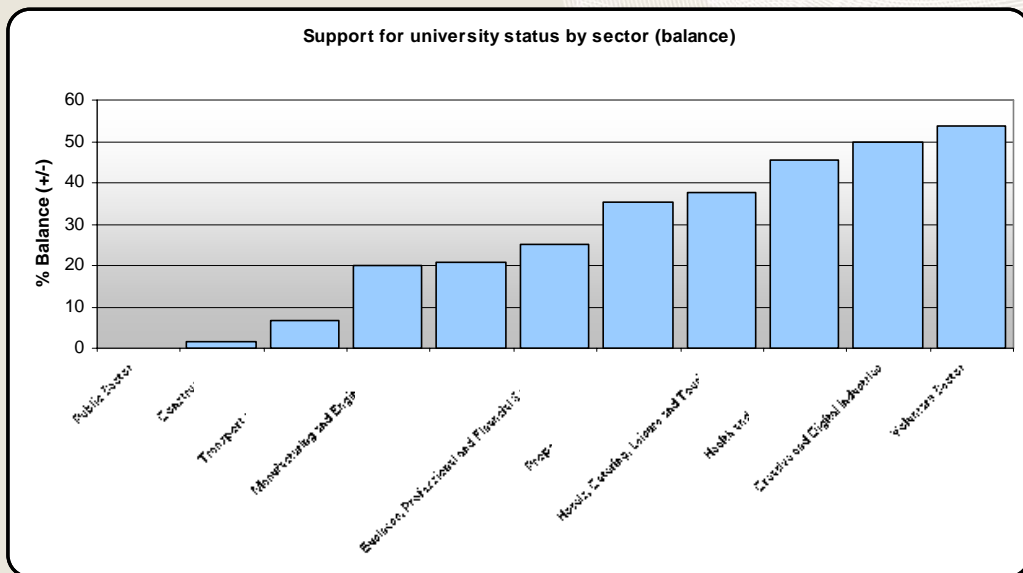
The following is a representative sample of the comments received:

- *"Turn the onus for child misbehaviour back onto the parents and allow teachers to spend their time teaching."*
- *"Children need confidence to learn. I have had several young people in my care for training into a business environment and they have responded well. My main concerns are for their lack of confidence and literacy when they get to me in the first instance."*
- *"It has taken huge amounts of confidence building to make up for the general damage from school and to overthrow the fear of being seen to be trying by their peers. There is a culture of fear of success and achievement in Doncaster."*

- *"By linking NVQ, unemployment and sponsoring/funding for placements, we could take on two people every 6/12 months on 50% salary for 6 months at a time. This would equip them to move into permanent jobs with us or elsewhere."*
- *"Schools must ensure that students know and can practice basic social skills, communication skills (be able to initialise and hold a conversation), understand and practice time-management."*
- *"We need ex-businesspeople to run business schools; current lecturers have no concept of the real world other than theories."*
- *"Changing the learning environment of children is key; put them in a workshop or on a site, then they can relate their learning to the real world."*
- *"Education needs to be more dynamic; less focussed on paper and academic targets and more on the value of experience."*
- *"Children should enjoy more regular work experience and be given greater personal choice."*

## University Status

Businesses were asked if they supported Doncaster's bid for university status. 51% of respondents said yes, 27% were unsure and 22% did not support it; the below chart details business opinion re a university in Doncaster by sector.



It is evident that some sectors will value a university in Doncaster more highly than others. As a University of Doncaster is likely to be a very different animal to more traditional/established universities with expertise in niche areas it is worth considering how these will align with the sectors scoring highly in the above chart and using these sectors as champions. It is also worth noting that there is perhaps correlation between the work currently being undertaken at University Centre Doncaster with Relate and the perceptions of the Health

and Social Work sector and then between the Digital Knowledge Exchange and the Creative and Digital Sector.

It is noted that University Status is unlikely to be a short term priority for Doncaster College but, nonetheless, it is suggested that partners continue to map business demand and develop future bids with due consideration to private sector needs.



## Recommendations

*The recommendations from this report are summarised below:*

1. Consideration should be given to reviewing the sector priorities of Doncaster's Economic Strategy in tandem with those sectors that are more likely to opportunities to long term unemployed persons including construction and retail but particularly manufacturing.
2. In the broadest sense, the findings of this survey now need to be used by partners in training and education to map provision over the forthcoming years to meet business needs.
3. Manufacturing has been identified as the top sector in terms of recruitment and much more must be done to support manufacturing businesses at all levels of the education system. This includes working with schools to better promote manufacturing as an attractive career option to younger people and investing in manufacturing and engineering tuition in schools and further education providers. Further steps should also be taken to link Doncaster manufacturers up to Higher Education providers in South Yorkshire, including the Sheffield universities, and also to the Advanced Manufacturing Park in Rotherham. A mechanism also needs to be found that helps smaller manufacturers access appropriate funding and support in relation to training and staff development.
4. The reputation of the town needs to be enhanced internally and externally in order to attract/retain a better quality of candidate and also to support inward investment.
5. The message that Doncaster businesses would prefer to recruit locally is an important one. Doncaster Chamber is developing a quarterly policy newsletter that will go into schools (among other places) including updates on the local economy, good news stories, and other issues relevant to local employment, helping to promote the town and the career opportunities that are available in the borough. This needs to be developed and resourced. The Chamber is also developing *Student Chamber* to support all students with a DN postcode in Further or Higher Education with key skills such as networking, CV writing, being interviewed and so forth and to link them to temporary and permanent job opportunities in the borough and assist with graduate retention.
6. Business has a big concern about the quality of careers advice being given in schools and a number of sectors believe that they are poorly represented to learners and students in the borough (this relates to a number of sectors but is particularly pertinent to construction, manufacturing and retail). A smarter/more effective mechanism to brief Careers Advisors on the opportunities/vocations available in the town should be introduced alongside progressing direct learner/business interaction in Doncaster. This could include a headline project such as a Doncaster Careers Fair.

7. Businesses will train and develop staff because it makes financial sense to do so, not because they are told by the public sector that they should. A Doncaster wide 'training pays' campaign could therefore be developed as an umbrella for promoting training and development in the borough.
8. There is a recurring theme in the qualitative responses to this, and in the anecdotal information held by the Chamber, that businesses want staff entering industry direct from education to have both subject knowledge and business knowledge. The latter of these does not appear to be evident; so, to give an example, someone might be well versed in the subject of say engineering, but they do not know how to apply that knowledge in business and/or understand the importance of using that skill to make a profit. Initiatives such as Young Chamber already provide a vehicle for teaching children enterprise skills; Young Chamber could be adopted by every school in Doncaster to embed business within the curriculum.
9. Customer Service has been identified by Doncaster businesses as their most sought after skill. There is scope for the development of customer service courses by Doncaster College and other providers that are specific to particular industries, i.e. customer service in a retail environment, customer service in professional services and so forth.
10. Those sectors most keenly supporting Doncaster's bid for University Status and/or with a higher than average demand for degree calibre candidates should be regularly engaged by partners in the development of the university bid. Those businesses not supporting the bid should be contacted by partners to identify why not and, wherever possible, have their perceptions changed. It is noted that University Status is unlikely to be a short term priority for Doncaster College but, nonetheless, it is suggested that partners continue to map business demand and develop future bids with due consideration to private sector needs.
11. Diplomas are not widely recognised by businesses in Doncaster but represent a once in a lifetime opportunity for the private sector to influence education provision. There is evident need for a more high profile promotional campaign to local businesses announcing the arrival of diplomas in Doncaster from September 2009. This should be delivered jointly by DMBC and the Chamber.
12. The sectors currently lacking in interaction with education, i.e. Transport, and Logistics, Creative and Digital Industries, Retail and Business and Professional and Financial Services should be prioritised by education when seeking business views. This is particularly urgent as three of the above sectors are currently prioritised under Doncaster's Economic Strategy.
13. There are comparatively low levels of interaction between smaller businesses and education. The barriers to this are evidently a lack of

resource and time (from the business perspective) and difficulty to engage (from an education perspective); a mechanism to overcome this needs to be identified to ensure that education does not become skewed towards big business and overlook the needs of the SMEs who make up the bulk of Doncaster's economy; for example, the need to be multi-skilled for businesses where each employee has multiple job roles.

14. Every secondary school in Doncaster to have a private sector buddy who also sits on the school's board of governors providing a greater degree of business accountability.
15. A simple, easy to understand, menu of business involvement with education to be produced including the appropriate named contacts within partner organisations that can provide simple help and instruction to local businesses. This should cover every initiative/opportunity in the borough and not just be tied to any one scheme. This should be made available to all businesses in Doncaster and refreshed on a regular basis; the menu should be the same regardless of which partner it is accessed through.
16. Business finds it hard to access relevant information. It is suggested that simple guides to training and education, business support, financial assistance and other key subjects be produced and adopted by all key partners as standardised documents that are refreshed on a quarterly basis. This would include what the aims of any project/organisation are (i.e. Success Doncaster, Donbac etc), who is behind it, and what the project/organisation hopes to achieve. If businesses knew all this information and could access it via a trusted source they may be more inclined to access the support available to them.
17. A mechanism needs to be introduced that identifies which training providers are available in Doncaster and what quality standards those trainers have; this would also support the aspiration to 'buy local' wherever possible. This could come in the form of an online training directory with the facility for local businesses to score trainers.
18. The list of businesses answering this survey and stating that they would be prepared to give opportunities to those who had been out of work for six months plus should be passed to DMBC/Job Centre Plus to 'match' opportunities for those currently unemployed in the borough.
19. The businesses currently reporting that they are being held back by a lack of skilled staff (particularly those who strongly agreed with this statement) to be contacted by either the Chamber or another appropriate organisation to identify any available solutions for these companies.
20. This report and Doncaster's Economic and Skills Strategies to be made widely available to the local business community, as one-pagers, as well as local education and training providers, to ensure that they know what is being done to deliver a talented workforce in Doncaster thus helping to retain businesses in Doncaster.

## Appendix One: Business Perceptions Results

"Providing training and development improves profitability."				
Sector	Disagree	Unsure	Agree	Balance
• Business, Professional and Financial Services	0%	4%	96%	<b>+96%</b>
• Construction	5%	8%	87%	<b>+82%</b>
• Creative and Digital Industries	4%	7%	89%	<b>+85%</b>
• Health and Social Work	4%	0%	96%	<b>+92%</b>
• Hotels, Catering, Leisure and Tourism	2%	7%	91%	<b>+89%</b>
• Manufacturing and Engineering	3%	2%	95%	<b>+92%</b>
• Property and Real Estate	0%	0%	100%	<b>+100%</b>
• Public Sector Services	0%	0%	100%	<b>+100%</b>
• Retail and Wholesaling	3%	3%	94%	<b>+91%</b>
• Transport and Distribution	6%	6%	88%	<b>+82%</b>
• Voluntary Sector Services	14%	0%	86%	<b>+72%</b>
Number of Employees	Disagree	Unsure	Agree	Balance
• 1	4%	3%	93%	<b>+89%</b>
• 2-5	3%	5%	92%	<b>+89%</b>
• 6-15	4%	4%	92%	<b>+88%</b>
• 16-50	4%	3%	93%	<b>+89%</b>
• 51-100	3%	9%	89%	<b>+86%</b>
• 101-200	0%	0%	100%	<b>+100%</b>
• 201-500	0%	0%	100%	<b>+100%</b>
• 500+	0%	0%	100%	<b>+100%</b>
• Total	3%	5%	92%	<b>+89%</b>

<b>“Providing training and development staff retention.”</b>				
<b>Sector</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• Business, Professional and Financial Services	2%	7%	91%	<b>+89%</b>
• Construction	11%	15%	84%	<b>+73%</b>
• Creative and Digital Industries	4%	11%	85%	<b>+81%</b>
• Health and Social Work	8%	0%	92%	<b>+84%</b>
• Hotels, Catering, Leisure and Tourism	2%	21%	77%	<b>+75%</b>
• Manufacturing and Engineering	8%	12%	80%	<b>+72%</b>
• Property and Real Estate	5%	0%	95%	<b>+90%</b>
• Public Sector Services	0%	17%	83%	<b>+83%</b>
• Retail and Wholesaling	10%	3%	87%	<b>+77%</b>
• Transport and Distribution	6%	14%	80%	<b>+74%</b>
• Voluntary Sector Services	7%	7%	86%	<b>+79%</b>
<b>Number of Employees</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• 1	5%	12%	83%	<b>+78%</b>
• 2-5	7%	13%	80%	<b>+73%</b>
• 6-15	7%	12%	81%	<b>+74%</b>
• 16-50	5%	2%	93%	<b>+88%</b>
• 51-100	3%	16%	81%	<b>+78%</b>
• 101-200	0%	0%	100%	<b>+100%</b>
• 201-500	0%	0%	100%	<b>+100%</b>
• 500+	0%	14%	86%	<b>+100%</b>
• <b>Total</b>	<b>5%</b>	<b>10%</b>	<b>85%</b>	<b>+80%</b>

<b>"We value experience over qualifications."</b>				
<b>Sector</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• Business, Professional and Financial Services	5%	22%	73%	<b>+68%</b>
• Construction	13%	17%	70%	<b>+57%</b>
• Creative and Digital Industries	4%	26%	70%	<b>+66%</b>
• Health and Social Work	8%	42%	50%	<b>+42%</b>
• Hotels, Catering, Leisure and Tourism	2%	16%	82%	<b>+80%</b>
• Manufacturing and Engineering	17%	17%	66%	<b>+49%</b>
• Property and Real Estate	11%	16%	73%	<b>+62%</b>
• Public Sector Services	11%	17%	72%	<b>+61%</b>
• Retail and Wholesaling	10%	19%	71%	<b>+61%</b>
• Transport and Distribution	2%	20%	78%	<b>+76%</b>
• Voluntary Sector Services	0%	21%	79%	<b>+79%</b>
<b>Number of Employees</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• 1	6%	20%	74%	<b>+68%</b>
• 2-5	7%	14%	79%	<b>+72%</b>
• 6-15	8%	21%	71%	<b>+63%</b>
• 16-50	9%	30%	61%	<b>+52%</b>
• 51-100	9%	25%	66%	<b>+57%</b>
• 101-200	22%	44%	34%	<b>+12%</b>
• 201-500	8%	50%	42%	<b>+34%</b>
• 500+	14%	29%	57%	<b>+43%</b>
• <b>Total</b>	<b>7%</b>	<b>22%</b>	<b>71%</b>	<b>+64%</b>

<b>"Our business recruits staff on attitude more so than on experience or qualifications."</b>				
<b>Sector</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• Business, Professional and Financial Services	23%	27%	50%	<b>+27%</b>
• Construction	32%	26%	42%	<b>+10%</b>
• Creative and Digital Industries	24%	33%	43%	<b>+19%</b>
• Health and Social Work	32%	20%	48%	<b>+16%</b>
• Hotels, Catering, Leisure and Tourism	21%	12%	67%	<b>+46%</b>
• Manufacturing and Engineering	39%	26%	35%	<b>-4%</b>
• Property and Real Estate	42%	32%	26%	<b>-16%</b>
• Public Sector Services	50%	28%	22%	<b>-28%</b>
• Retail and Wholesaling	23%	26%	51%	<b>+28%</b>
• Transport and Distribution	29%	27%	44%	<b>+15%</b>
• Voluntary Sector Services	7%	29%	64%	<b>+57%</b>
<b>Number of Employees</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• 1	21%	33%	46%	<b>+25%</b>
• 2-5	28%	28%	44%	<b>+16%</b>
• 6-15	26%	23%	51%	<b>+25%</b>
• 16-50	32%	21%	47%	<b>+15%</b>
• 51-100	45%	16%	39%	<b>-6%</b>
• 101-200	22%	22%	56%	<b>+34%</b>
• 201-500	50%	25%	25%	<b>-25%</b>
• 500+	57%	0%	43%	<b>-14%</b>
• <b>Total</b>	<b>28%</b>	<b>27%</b>	<b>45%</b>	<b>+17%</b>

<b>“A lack of skilled staff with the right level of skills is currently holding our business back.”</b>				
<b>Sector</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• Business, Professional and Financial Services	53%	15%	32%	<b>-21%</b>
• Construction	43%	11%	46%	<b>+3%</b>
• Creative and Digital Industries	56%	11%	33%	<b>-23%</b>
• Health and Social Work	50%	13%	37%	<b>-13%</b>
• Hotels, Catering, Leisure and Tourism	49%	9%	42%	<b>-7%</b>
• Manufacturing and Engineering	57%	9%	34%	<b>-23%</b>
• Property and Real Estate	42%	0%	58%	<b>16%</b>
• Public Sector Services	72%	11%	17%	<b>-55%</b>
• Retail and Wholesaling	58%	16%	26%	<b>-32%</b>
• Transport and Distribution	58%	15%	27%	<b>-31%</b>
• Voluntary Sector Services	79%	0%	21%	<b>-58%</b>
<b>Number of Employees</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• 1	48%	21%	31%	<b>-17%</b>
• 2-5	58%	8%	36%	<b>-22%</b>
• 6-15	49%	10%	41%	<b>-8%</b>
• 16-50	58%	9%	33%	<b>-25%</b>
• 51-100	56%	13%	32%	<b>-24%</b>
• 101-200	67%	11%	22%	<b>-45%</b>
• 201-500	58%	0%	42%	<b>-16%</b>
• 500+	71%	0%	29%	<b>-42%</b>
• <b>Total</b>	<b>53%</b>	<b>12%</b>	<b>35%</b>	<b>-24%</b>

<b>"Our business would employ someone who had been out of work for a long period of time, i.e. for over six months."</b>				
<b>Sector</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• Business, Professional and Financial Services	12%	26%	62%	<b>+50%</b>
• Construction	3%	18%	79%	<b>+76%</b>
• Creative and Digital Industries	7%	24%	69%	<b>+62%</b>
• Health and Social Work	8%	28%	64%	<b>+56%</b>
• Hotels, Catering, Leisure and Tourism	2%	25%	73%	<b>+71%</b>
• Manufacturing and Engineering	9%	15%	76%	<b>+67%</b>
• Property and Real Estate	16%	32%	52%	<b>+36%</b>
• Public Sector Services	0%	11%	89%	<b>+89%</b>
• Retail and Wholesaling	3%	16%	81%	<b>+78%</b>
• Transport and Distribution	4%	16%	80%	<b>+76%</b>
• Voluntary Sector Services	7%	0%	93%	<b>+86%</b>
<b>Number of Employees</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• 1	10%	26%	64%	<b>+54%</b>
• 2-5	8%	20%	72%	<b>+64%</b>
• 6-15	5%	26%	69%	<b>+64%</b>
• 16-50	5%	18%	77%	<b>+72%</b>
• 51-100	6%	28%	66%	<b>+60%</b>
• 101-200	0%	0%	100%	<b>+100%</b>
• 201-500	8%	8%	84%	<b>+76%</b>
• 500+	0%	14%	86%	<b>+86%</b>
• <b>Total</b>	<b>8%</b>	<b>22%</b>	<b>70%</b>	<b>+78%</b>

<b>"Doncaster if a town with a talented workforce."</b>				
<b>Sector</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• Business, Professional and Financial Services	21%	38%	41%	<b>+20%</b>
• Construction	13%	36%	51%	<b>+38%</b>
• Creative and Digital Industries	20%	37%	43%	<b>+23%</b>
• Health and Social Work	15%	35%	50%	<b>+35%</b>
• Hotels, Catering, Leisure and Tourism	16%	34%	50%	<b>+34%</b>
• Manufacturing and Engineering	20%	38%	52%	<b>+32%</b>
• Property and Real Estate	21%	37%	42%	<b>+21%</b>
• Public Sector Services	6%	44%	50%	<b>+44%</b>
• Retail and Wholesaling	12%	42%	46%	<b>+34%</b>
• Transport and Distribution	16%	41%	57%	<b>+41%</b>
• Voluntary Sector Services	28%	29%	57%	<b>+29%</b>
<b>Number of Employees</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• 1	20%	30%	50%	<b>+30%</b>
• 2-5	13%	40%	47%	<b>+34%</b>
• 6-15	23%	41%	36%	<b>+13%</b>
• 16-50	17%	42%	41%	<b>+24%</b>
• 51-100	25%	28%	47%	<b>+22%</b>
• 101-200	11%	33%	56%	<b>+45%</b>
• 201-500	25%	17%	58%	<b>+33%</b>
• 500+	14%	29%	57%	<b>+43%</b>
• <b>Total</b>	<b>16%</b>	<b>37%</b>	<b>47%</b>	<b>+41%</b>

<b>“We have to look beyond Doncaster to find the right staff for our business.”</b>				
<b>Sector</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• Business, Professional and Financial Services	24%	28%	48%	<b>+24%</b>
• Construction	56%	10%	34%	<b>-22%</b>
• Creative and Digital Industries	32%	30%	38%	<b>+6%</b>
• Health and Social Work	42%	25%	33%	<b>-9%</b>
• Hotels, Catering, Leisure and Tourism	54%	9%	35%	<b>-19%</b>
• Manufacturing and Engineering	38%	15%	47%	<b>+9%</b>
• Property and Real Estate	47%	26%	27%	<b>-20%</b>
• Public Sector Services	44%	28%	28%	<b>-16%</b>
• Retail and Wholesaling	65%	16%	19%	<b>-46%</b>
• Transport and Distribution	54%	15%	31%	<b>-23%</b>
• Voluntary Sector Services	50%	14%	36%	<b>-14%</b>
<b>Number of Employees</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• 1	42%	31%	26%	<b>-16%</b>
• 2-5	47%	19%	34%	<b>-13%</b>
• 6-15	40%	17%	43%	<b>+3%</b>
• 16-50	38%	10%	52%	<b>+14%</b>
• 51-100	50%	13%	37%	<b>-13%</b>
• 101-200	44%	22%	34%	<b>-10%</b>
• 201-500	42%	0%	58%	<b>+16%</b>
• 500+	29%	14%	57%	<b>+28%</b>
• <b>Total</b>	<b>43%</b>	<b>21%</b>	<b>36%</b>	<b>-7%</b>

<b>“Our business would prefer to employ local people if they had the right skills.”</b>				
<b>Sector</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• Business, Professional and Financial Services	1%	3%	96%	+95%
• Construction	2%	2%	96%	+94%
• Creative and Digital Industries	0%	2%	98%	+98%
• Health and Social Work	0%	0%	100%	+100%
• Hotels, Catering, Leisure and Tourism	2%	2%	96%	+94%
• Manufacturing and Engineering	0%	3%	97%	+97%
• Property and Real Estate	5%	11%	84%	+79%
• Public Sector Services	6%	11%	83%	+77%
• Retail and Wholesaling	0%	3%	97%	+97%
• Transport and Distribution	4%	2%	94%	+90%
• Voluntary Sector Services	0%	7%	93%	+93%
<b>Number of Employees</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• 1	2%	6%	92%	+90%
• 2-5	2%	1%	97%	+95%
• 6-15	0%	4%	96%	+96%
• 16-50	2%	5%	93%	+91%
• 51-100	0%	3%	97%	+97%
• 101-200	0%	0%	100%	+100%
• 201-500	8%	8%	84%	+76%
• 500+	0%	14%	86%	+86%
• <b>Total</b>	<b>2%</b>	<b>4%</b>	<b>94%</b>	<b>+92%</b>

<b>“The training and education provision necessary for the future development of our staff/business is readily available in Doncaster.”</b>				
<b>Sector</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• Business, Professional and Financial Services	30%	37%	33%	<b>+3%</b>
• Construction	23%	37%	40%	<b>+17%</b>
• Creative and Digital Industries	20%	52%	28%	<b>+8%</b>
• Health and Social Work	38%	38%	24%	<b>-14%</b>
• Hotels, Catering, Leisure and Tourism	12%	28%	60%	<b>+48%</b>
• Manufacturing and Engineering	31%	26%	57%	<b>+26%</b>
• Property and Real Estate	26%	42%	32%	<b>+6%</b>
• Public Sector Services	28%	28%	44%	<b>+16%</b>
• Retail and Wholesaling	14%	49%	37%	<b>+23%</b>
• Transport and Distribution	10%	27%	63%	<b>+53%</b>
• Voluntary Sector Services	28%	29%	43%	<b>+15%</b>
<b>Number of Employees</b>	<b>Disagree</b>	<b>Unsure</b>	<b>Agree</b>	<b>Balance</b>
• 1	19%	40%	41%	<b>+22%</b>
• 2-5	21%	33%	46%	<b>+25%</b>
• 6-15	42%	28%	30%	<b>-12%</b>
• 16-50	24%	42%	34%	<b>+10%</b>
• 51-100	25%	31%	44%	<b>+19%</b>
• 101-200	22%	33%	45%	<b>+23%</b>
• 201-500	27%	33%	40%	<b>+13%</b>
• 500+	50%	17%	33%	<b>-17%</b>
• <b>Total</b>	<b>24%</b>	<b>36%</b>	<b>40%</b>	<b>+16%</b>

## Appendix Two: Telephone Interview Transcripts

### 1. Realm

- Management Company for Lakeside retail outlet (3 employees)

#### What are the problems?

- Difficulty recruiting general sales advisors
- Employees taken on regardless of skills
- Lack of enthusiasm, communication skills, initiative
- Attitude towards the industry as a career
- Training is the first thing to be culled from the budget
- Disparity of level of training across the site – now the centre management offers free training to tenants
- Previous issues sourcing training – now use a training provider in the North-West that has proved successful
- Training not an issue in the long term, as the new retail academies will be able to source/provide training

#### What is the demand?

- Middle management with commercial and merchandising skills
- Many employees over-qualified – potential to retain quality candidates
- Lack of understanding of the sector which is holding it back
- People need to understand that once you progress to middle management, the roles are better paid and more interesting

#### What can be done to address the problem?

- Change views at school.
- Engage more with business and education.
- Talks at schools; links between sector and schools enhanced.
- Following on from the success of the “Train to Gain” initiative, anything to highlight new or additional funding.

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### 2. Highfield.co.uk

- UK’s leading supplier of food safety materials, 15-20k clients worldwide, employs 45 in Doncaster

#### What are the problems?

- Lack of individuals with auditing skills – possibly due to the lack of demand
- Difficulty recruiting for specialist jobs
- Difficulty finding training providers locally

#### What is the demand?

- None currently

#### What can be done to address this problem?

- They would like to be more aware of training providers in the area

## Other

- Would like to use local services/products, yet don't know what is available
  - Would like a central place to consult when looking at Government funding options/local Government funding options
- 

## 3. Clyde Materials

- Small Engineering Company, specialising in pneumatic conveying
- 101 staff, yet the majority of their work comes from outside the UK

### What are the problems?

- Struggle to recruit project managers – a specialist job – small job pool to draw from
- Most people with the relevant skills are self-employed and hence expensive
- Struggle to recruit sales managers – again a specialist job, as it requires an engineering background
- Agency workers cost a fortune and the agency often take many months to find a suitable candidate
- Difficult finding candidates that are satisfied with a job that takes them away from home on a regular basis
- Due to lack of qualified individuals, have to recruit less experienced and train them up

### What is the demand?

- Currently a recruitment freeze and redundancies have been made
- Sales noted as their biggest problem for recruitment

### What can be done to address the problem?

- Something to help them locate and obtain funding
  - They are a compulsory member of the Engineering Construction Industry Training Board (ECITB), whose fees are high (8-10K per year), yet the service they provide (i.e. training courses) are not relevant, as it doesn't cover their sector
  - Attended an apprentice workshop, yet has heard nothing since – been put of the scheme by the lack of customer care
- 

## 4. Sentry Doors

- Manufacture doors, 64 staff

### What are the problems?

- Would like to recruit skilled staff, but the market does not allow it, instead they “take and train”
- Have difficulties finding joiners

### What is the demand?

- Higher than usual applications for positions

- Never have had an issue with relevant skills

#### **What can be done to address the problem?**

- The ability to source training locally – which they now admit to being able to achieve through the Hub
- 

### **5. Smith Craven**

- Accountancy firm, employing 40 staff

#### **What are the problems?**

- Recruitment of accountants
- Graduate trainees are available, but trained accountants with experience are hard to come by
- Have tried recruiting from outside the area, but they find that such people do not stay all that long
- Use agencies to recruit, but find these expensive and unproductive
- Started a graduate training programme to combat the problems, but find that graduates still take time to train
- Find it difficult to recruit for junior positions, as candidates without a great deal of qualifications often have the wrong skills for the job

#### **What is the demand?**

- They suggest that recruiting graduates may become difficult in the years to come as there are fewer around

#### **What can be done to address the problem?**

- Formal training for accountants has to take place outside of the City, as Doncaster College does not supply required courses – due to lack of demand – yet this is a worry, as such people may end up staying in the City in which they were trained.
  - Lack of awareness of the type of training available in Doncaster (for example they tried to enrol staff on a management NVQ in Sheffield)
  - The main aim should be to identify exactly where the shortages lie, preferably by conducting this survey every couple of years
  - The pool of available talent, both in terms of skills and experience, particularly in the business professionals sector, is too small in Doncaster to recruit from
- 

### **6. Arena Leisure**

- The Racecourse, 60 permanent staff, 350 casual staff

#### **What are the problems?**

- IT skill levels amongst existing staff are sub-standard

#### **What is the demand?**

- Demand for jobs is high, as may be expected.

- They do not expect to encounter any problems with recruitment in the future

**What can be done to address the problem?**

- Are fully aware of training available locally
  - A newsletter informing them of available funding and what it could be used for, as there seems to be a plethora of firms offering funded training, but they are not sure whether its of use or not
- 

## 7. Enterprise Accountancy

- Accountants firm

**What are the problems?**

- Whilst there are a large number of candidates available for the positions, there is a lack of calibre – most firms have recently sacked their least productive members of staff
- There is a retention problem with locally trained staff – i.e. they move to the bigger cities once they are qualified
- To gain the qualifications to become an accountant, they have to go out of area on courses, they notice the disparity in salaries between the two areas and leave for more money
- They feel that broader courses are not available in Doncaster beyond NVQs that focus on literacy and numeracy mainly.
- Employees have to travel to courses out of area, mainly to Sheffield Hallam University
- Lack social skills, communication, basic human interaction, punctuality and pride in their appearance

**What is the demand?**

- They will be recruiting for accountancy staff in the coming months – there are a large number of candidates available

**What can be done to address the problem?**

- Have the college (University) provide relevant courses in accountancy – that way those enrolled on the courses may stay in the City after completing the course
- They dismiss the suggestion of a lack of demand for such courses – only institutions with University status may provide the courses – hence their desire to see the City open a University.
- Employability skills should be taught at school

**Other**

- Busier than ever and recruiting due to the demand
- Attraction and retention of new businesses
- Concerned that whilst there is a substantial amount being invested into NVQs, yet there is no confirmation of the employability of those with NVQs

## 8. The Crown, Bawtry

- Hotel

### What are the problems?

- Nothing of note, all staff are generally recruited without advertising – personality most important, skills can be taught

### What is the demand?

- None

### What can be done to address the problem?

- N/A
- 

## 9. Apple Wellbeing

- Health and fitness service for business
- Deliver health assessments on all staff and then offer advice to keep employees healthy and reduce sickness

### What are the problems?

- Recruit sports science graduates mainly, meaning they have to go to Sheffield or the Midlands for staff

### What is the demand?

- Are looking at NHS and education contracts – if so demand for staff will be high
- There are numerous people with the right skills – although not from Doncaster itself

### What can be done to address the problem?

- The main training their staff undergo has to be sourced by the Department for Health – so they have no choice regarding location.
- 

## 10. Atkinson Smith

- Insurance; they also employ Independent Financial Advisors and offer health and safety risk assessments

### What are the problems?

- Struggle to employ specialist staff (i.e. IFA's)
- Find it difficult to get staff with a detailed knowledge of the sector

### What is the demand?

- Have seen no change in the demand for positions – they try to avoid paying agency fees wherever possible

### What can be done to address the problem?

- The avoidance of agency fees is paramount

- Would like a system that informed them of the funding options available, who was eligible etc.
- 

### 11. Doncaster Chamber

- Chamber of Commerce, employs 30 staff

#### What are the problems?

- High staff turnover

#### What is the demand?

- High – there were a large number of applicants for a recent role
- Never experienced issues regarding a lack of skills in candidates – yet have had to look beyond Doncaster for this.

#### What can be done to address the problem?

- The NVQ's offered by Doncaster college are crucial
  - Engaging more with local education providers
- 

### 12. HI Weldricks

- A group of pharmacies which were formed in the 60s; 55 branches across South Yorks; have a distribution arm; employs 550 staff

#### What are the problems?

- Applications from candidates that do not possess the relevant skills

#### What is the demand?

- Recruiting receptionists has been a problem due to the low paid nature of the job.

#### What can be done to address the problem?

- They train in-house
- 

### 13. Doncaster Dome

- Conferencing, leisure, climbing wall, shows etc.
- 200 staff, 130 perm, 70 casual

#### What are the problems?

- None

#### What is the demand?

- No increase in demand in the coming years as they are not looking to expand
- Number of applicants for positions increasing

#### What can be done to address the problem?

- NVQs are a step in the right direction

- Train to Gain
  - Would like more detailed customer care training, as NVQs only confirm current skills
  - Funding options
- 

#### 14. DMBC (DONCASTER METROPOLITAN BOROUGH COUNCIL)

- Local Authority

##### **What are the problems?**

- Difficult to recruit for technical jobs – particularly riggers, lighting and sound people
- Very few candidates actually have experience
- People are not aware of the opportunities in the leisure industry
- If they are looking for a generic role at minimum wage, they find it easy to recruit from Doncaster, anything else must be sourced from out of town

##### **What is the demand?**

- Numerous candidates currently, all happy to accept lower pay

##### **What can be done to address the problem?**

- Would like to see the Chamber vet all recruitment agencies, training companies and the like and come up with a list of “key partners” so that members know that all are of a certain standard.
  - Would like to see the Chamber pull together a list of initiatives relating to business (Success Doncaster, Donbac, Proo Doncaster etc) that details what their aims are, who is behind it and what they hope to achieve. If they knew all this information, they may be more inclined to use them.
- 

#### 15. 818181 Taxis

- Taxi firm

##### **What are the problems?**

- Have issues recruiting drivers – their criteria is the following: fast, efficient, reliable and respectable
- Have problems looking for owner-drivers, so have to buy, licence and insure the vehicle themselves

##### **What is the demand?**

They want to expand the business, but the lack of suitable drivers is holding this expansion back

##### **What can be done to address the problem?**

- Nothing
-

## 16. Porcelanosa

- Regional head office, including warehouse, distribution and retail, employing 33 staff.

### What are the problems?

- Are able to recruit from Doncaster without difficulty

### What is the demand?

- High – 60 applications for a recent post
- They are not looking for staff at the moment, but in the future they will be looking for design and sales skills for kitchens and also spa solutions
- Current training needs are First Aid, Customer Service, Telephone skills, CAD skills, Sales and possibly apprenticeships

### What can be done to address the problem?

- Training and funding options in Doncaster
- 

## 17. Hannah Reed

- Chartered, structural and civil engineers, who also do project management; they employ 18 staff

### What are the problems?

- Unable to recruit qualified staff in the area – particularly graduates with civil or structural engineering degrees
- 75% of staff come from outside Doncaster
- Not many competitors to help them build a nucleus of skilled staff

### What is the demand?

- When they do expand, they will be looking to recruit in the following areas: Administration, Technical and Engineering roles.

### What can be done to address the problem?

- University to provide professional courses
- 

## 18. Mount Pleasant

- Service hotel, (hotel, weddings, fitness suite, conferences etc), also have a beauty salon

### What are the problems?

- Recruiting skilled chefs
- Whilst beauty therapists are abundant, not all have NVQ level 3 – a requirement
- No consistent level of assessment for NVQs and an abundance of training providers

- Major concern is the lack of courses available – would like to see Advanced Management and Customer Service Skills. A tailored programme would be best

**What is the demand?**

- Are looking to expand once the recession ends
- Courses in Advanced Management and Customer Service

**What can be done to address the problem?**

- Improve public perception about Doncaster
  - Increased consultation with business consultation by bodies such as DMBC and the Chamber
- 

**19. Taylor Bracewell**

- Residential and commercial law

**What are the problems?**

- None

**What is the demand?**

- Increase in the number of applications

**What can be done to address the problem?**

- College doesn't offer training for more generic skills
  - A directory of training providers would be useful
- 

**20. Allotts Chartered Accountants**

- 65 staff, 50% accountants, others tax professionals

**What are the problems?**

- Staff have to go outside Doncaster to access professional training
- Lack of qualified accountants

**What is the demand?**

- Increase in the numbers of applicants

**What can be done to address the problem?**

- None
- 

**21. Barnsdales**

- Chartered surveyors, property, estate agents – employs 20 people

**What are the problems?**

- Agencies often send a poor quality of candidate
- Struggle to recruit surveyors

**What is the demand?**

- None

**What can be done to address the problem?**

- Funding
- 

**22. Boxes and Packaging**

- Packaging company who manufactures cardboard boxes and transit packaging, employing 39 staff

**What are the problems?**

- None

**What is the demand?**

- Average, no increase in applicants, no need to recruit

**What can be done to address the problem?**

- Too many NVQ providers, not the same level of training in terms of quality
- 

**23. Orthodontic Centre**

- Dentistry, 30 staff

**What are the problems?**

- Difficulty getting specialist courses in Doncaster (i.e. Dental Nurses Course)

**What is the demand?**

- Numerous applications for recent posts

**What can be done to address the problem?**

- Much training comes from Rotherham
- Unaware of training providers in Doncaster
- Schools do not teach kids life skills

**Other**

- They questions whether a university be a good thing, as it would dilute the funding and quality of other training already offered
- 

**24. Keeble Hawson**

- Solicitors

**What are the problems?**

- Younger people cannot spell and have poor grammar – despite every employee having GCSE English at C or above

- Could not attract a personal injury lawyer due to the reputation of the town
- Lack of IT skills

**What is the demand?**

- Growing the business, particularly the corporate and insolvency side

**What can be done to address the problem?**

- Reputation of the town needs to be enhanced in order to attract a better quality of candidate
- 

**25. Keepmoat Stadium**

- Stadium

**What are the problems?**

- Used to find it difficult to recruit in the area
- They do not have many employees from Doncaster
- Find it difficult to recruit fitness instructors

**What is the demand?**

- Sales roles

**What can be done to address the problem?**

- Nothing
- 

**26. Bridon**

- A steel wire and rope manufacturer – In the UK they employ 750 people with 440 of them in Doncaster

**What are the problems?**

- They struggle to recruit in the specialist engineering and technical disciplines.
- The main reason for this is that the degrees have changed and most universities now do not do metallurgy as a degree this has been replaced by material sciences which is so broad that it does not cover in enough detail the skills which they need
- These new degrees also do not give the students the chance to specialise apart from in their final dissertation so consequently when they graduate they do not have the specific skills and knowledge to come straight into their company. Steel is such a small component in these new degrees which means that there is an aging workforce in this line of work
- Longer term this aging workforce will be a real headache; even now out of a workforce of 440 they have 48 people already over 60 plus (11%)

**What is the demand?**

- They need to have people with at least a degree for the management roles and for the specialist roles they need people with a PhD
- They then have to do further training with them to get them the specialist knowledge that they will need in the company
- For an Operator they would look for an apprentice. They would look for a minimum of 5 GCSE's, including Maths and English

**What can be done to address the problems?**

- List of screened training providers – with references from other Chamber members etc would be helpful as she does not know what training providers are out there and who are good.
- 

**27. Doncaster College**

- Further Education provider

**What are the problems?**

- They struggle in areas of technology (including academic and knowledge based staff) and construction, engineering etc; when those industries are doing well an individual can earn more in the private market than they can teaching sometimes double the salary
- They do struggle to recruit locally

**What is the demand?**

- What they are looking for with some of their staff are a combination of vocational skill knowledge but also experience, where they maybe only have the experience they can access in house training to get them up to the required levels

**What can be done to address the problems?**

- If the perception is that there are no skilled people in the town then people/businesses will not move into Doncaster, particularly in those growth industries. There is a need for Doncaster to be creative collectively. Need to look creatively and collectively at the way of 'borrowing' staff for training e.g. using a staff member for 10% of their time to deliver training. Longer term the Chamber could be the people to look at brokerage to facilitate that skills exchange between companies and training institutions.
- 

**28. Doncaster Free Press**

- Local newspaper

**What are the problems?**

- None

### **What is the demand?**

- There are lots of people with journalism skills at the moment and loads of students with journalism coming into the market each year so they can always pick and choose the best candidates.
- Struggle is in finding senior editors as these have to be skilled people with lots of experience

### **What can be done to address the problems?**

- Shorter term they would look to Chamber to work on joint projects
- 

## **29. Volker Rail**

- 150 staff in Doncaster

### **What are the problems?**

- There are some skilled occupations that are a problem – nationwide issue

### **What is the demand?**

- Are looking at apprenticeships and degree level recruits to train up
- Currently letting some of basic the production staff go – technical delivery roles etc.

### **What can be done to address the problem?**

- Anything which helps to unlock funding would be a help or at least reducing the number of keys they need to try to unlock the money would be a real help
- 

## **30. WAK Studios**

- A digital animation company that deals in the Commercial and Education sector working on adverts, graphics, visualisations etc

### **What are the problems?**

- In terms of recruitment the skills coming out of Doncaster are not sufficient for their practice. WAK Studios are training up new people from the College by providing training through other national courses and it is proving successful

### **What is the demand?**

- Apprenticeships

### **What can be done to address the problem?**

- It is clear that Education needs to work more closely with industry in terms in what skill base is required. In addition, more publicity is needed and support for firms such as WAK Studio to be promoted in the education sector so that schools/organisations know that they have professional talent on their doorstep.
-

### 31. Doncaster Knights/Castle Park

- Rugby Club, accessed the lottery funding there is also an expectation to get involved in the local community and they do this through the amateur sides including kids and veterans.
- The Castle Park side of the business offers Conferencing, weddings etc – need to head towards self funding so look at anything that brings in money.

#### What are the problems?

- Recruitment and retention of casual staff – such as receptionists
- Interviewee has recently moved to the area and has been shocked by the very small number of people under 30 who have gone on to do A-levels.
- There is a lack of aspiration or ambition – it is not about developing themselves, you turn up to work, be who you are and then go home. There's no aspiration to develop ones self at work or improve one's job prospects.

#### What is the demand?

- Looking to expand – conferencing and events – office – accounts etc, looking at getting at the high level. More generic skills – looking at the marketing and advertising

#### What can be done to address the problems?

- Training
- 

### 32. LWE Commercial Property

- LWE commercial are commercial property advisors and are members of the Royal Institute of Surveyors. They are an agency working on acquisitions, valuations etc. They do not hold property but they invest money on behalf of their clients.

#### What are the problems?

- In the past they have recruited most of their staff from Sheffield Hallam University. All of these staff have done property specific courses and they were not able to recruit from Doncaster.
- One of the main reasons that they bring in staff from outside the area is that Sheffield Hallam and Nottingham Universities are leaders in these fields and Doncaster College does not provide the courses.

#### What is the demand?

- The lack of secretarial skills has meant that they have had to rethink their business approach.

#### What can be done to address the problems?

- N/A

## Other

- Interviewee is keen to share knowledge and get involved in schools to raise aspirations – this is where Chamber should be involved.
  - Other issue is if you raise the aspirations then people leave Doncaster to go to university and there's no guarantee that they'll come back.
- 

## 33. Pegler

- Pegler manufacture plumbing brassware and heating equipment
- They have four factories – Doncaster, Leeds, Hungary and China. £170mill turnover. 480 staff employed in Doncaster

### What are the problems?

- A number of years ago had problems recruiting skilled electricians. To combat this they took on a number of apprentices. This was an issue which was recognised as they had an aging work force and it was recognised that they needed to bring in new skilled people and when they saw that there wasn't the people available they looked at apprentices. Apprentices are fine for some job roles but not for all.
- When they are recruiting they use agencies, local adverts, trade press, job centre, websites, any options available to them. Agencies provide mixed results; they are only occasionally successful but once it is known that you use one you then get harassed by others.

### What is the demand?

- Apprentices help to maintain the high standards as they are passed down from masters to apprentices
- He dislikes graduates as he feels you spend more time retraining them to bring up to scratch. They have lots of theory but don't like it when you give them an apron and send them to the factory floor as they think they're better than that.
- Have difficulty in recruiting particularly in electricians – this is mainly because to get suitably qualified electricians the salary has to be well above the market value.

### What can be done to address the problems?

- Apprentices is one of the ways they embed training
- All staff were put through NVQs at a Level 2 – the outcome is difficult to measure but for a lot of the staff this was their first ever qualification so it was a real moral boost around the site.

## Other

- Some concern about the quality of applicants – manufacturing or engineering. Not sold as a sexy subject – more towards IT sold in schools and there is a lack of understanding about the jobs available.
  - In addition the quality of English is very poor in applications – even from graduates so it is not just a problem with recent school leavers.
-

### 34. QED Consulting

- QED Consulting offers leadership and developing training, project management, quality training etc. They employ 21 people but have about 40 or 50 associates.

#### What are the problems?

- Some skills are difficult to find. In particular these are the admin and accounting roles.
- Working with colleges has been useful – apprenticeships have been helpful for finding the admin staff. They have worked with the college for 5 or 6 years and have had some good staff from them.
- Graduates have theoretical knowledge but no real life experience. It should be expected, that as part of the degree, that each student must do a 1 year placement and make the degrees 4 years long.

#### What is the demand?

- N/A

#### What can be done to address the problems?

- N/A
- 

### 35. Riverside Motors

- They sell new cars and are a Volvo main dealer. They have 35 staff which is a mixture of full and part time staff.

#### What are the problems?

- The biggest problem they have at the moment is the crippling costs of the business rates

#### What is the demand?

- None

#### What can be done to address the problems?

- Previously, one of the most helpful ways for them to recruit trained staff was through a sponsorship scheme offered through GTA. This included a wage subsidy for them to take on an apprentice. It's a big investment for them to take on an apprentice and this subsidy scheme lessened the risk of taking on an apprentice and therefore they were able to take on more. The other good thing about this scheme was that for the students to be accepted on the scheme they had to have a job, not just a placement but a full job. This meant that the people who did the course were not just something that they *could* do they were doing it because they *wanted* to do it.
  - They would like to know what funding is available for what courses.
-

### 36. Sky Blue Recruitment

- They are a recruitment company. They have previously predominantly focussed on construction and the rail industry but considering the current economic climate they are now looking at a broader client base.

#### What are the problems?

- One of their main bug-bears is that there is a lot of management red tape through CITB, CSCS cards etc. Red tape trips us, the company and the individual up.
- Funded training is letting people down – normally the tax payer who is the most let down as government funded training is not always what it is cracked up to be. Interviewee recently paid to put 20 people through forklift truck licences with a word that this is what employers wanted – he has so far been able to place only one of these staff and that is in Warrington. It is a waste of government funding and they also have to pay to get their candidate to the training venue too. So although the training is free there are still costs for the employer.

#### What is the demand?

- N/A

#### What can be done to address the problems?

- N/A
- 

### 37. The Topping Pie Company

- Everything is made in house the only thing they buy in are the sausage rolls.
- They presently have 36 staff. During busy periods they can get to about 42 staff.

#### What are the problems?

- He has had continual problems with middle management and knows that this is a problem across the food industry
- They need staff that have a small business mentality; this is definitely not taught at University.

#### What is the demand?

- There is a need for a butchery training scheme – used to be some in Doncaster – can not get the demand – now it is only available in Leeds. At his factory they employ 3 butchers who earn £500 per week.

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