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# ESF High Level Skills programme

## Organisational Needs Analysis (Skills and Talent) - Findings

- The ONA was designed by NTU in collaboration with partners, and is used to assess business needs in the context of Skills and Talent
- Percents are based on the number of responses to each question, not the total number of respondents.
- The number of respondents who did not answer a question is shown in red **(NR)**.
- The number of respondents not asked a question due to differences in versions is shown in red **(NA)**.
- Results have been shown for the top three ‘mentions’ in most cases, or where the top 3-5 are equal.
- *Analysis includes all ONAs to the end of Q4 2019.*
- The next phase of data and reporting, including needs post C-19, will be produced in Autumn.

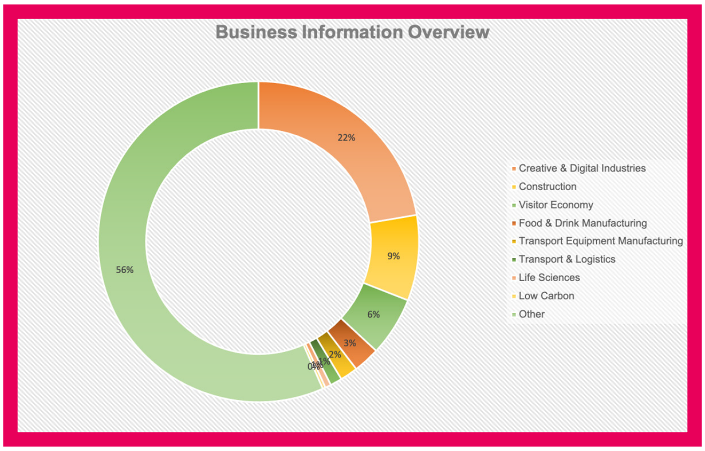
# Business information overview

| Sector | Total | NTU | NC | NCC | UoD |
|---|---|---|---|---|---|
| Creative and digital industries | **75** | 31 | 1 | 11 | 32 |
| Construction | **29** | 9 | 1 | 8 | 10 |
| Visitor economy | **20** | 2 | 2 | 1 | 16 |
| Food and drink manufacturing | **9** | 2 | 1 | 6 | 1 |
| Transport equipment manufacturing | **6** | 1 | - | - | 5 |
| Transport and logistics | **4** | 1 | - | 1 | 1 |
| Life sciences | **2** | 1 | 1 | - | 1 |
| Low carbon | **1** | 1 | - | - | - |
| Other | **190** | 50 | 8 | 51 | 81 |
| **Total** | **336** | **98** | **13** | **78** | **147** |

***Due to low bases these sectors have not been shown in other sector analyses.***

| Other sectors as per enrolment form (grouped) | Total |
|---|---|
| Professional business services | 73 |
| Health and social care | 26 |
| Retail | 20 |
| Education and childcare | 15 |
| Charity and voluntary | 11 |
| Manufacturing | 10 |
| Engineering | 8 |
| Other | 27 |
| **Total** | **190** |

***Not included in sector analysis.***

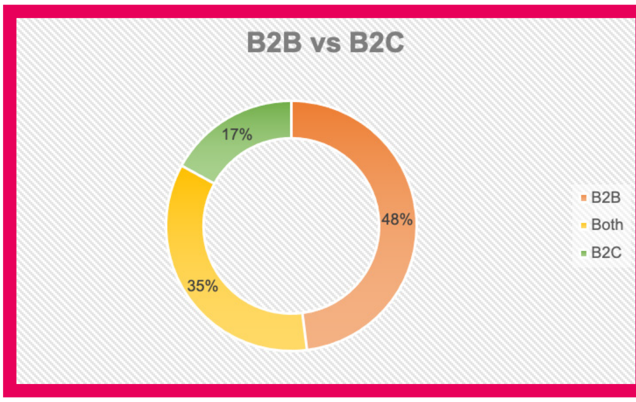


# B2B or B2C – all sectors

The following table and corresponding chart represent the number of businesses across all sectors identified as business-to-business (B2B), business-to-consumer (B2C), or both.

| | |
|---|---|
| **B2B** | 48% |
| **B2C** | 4% |
| **Both** | 17% |

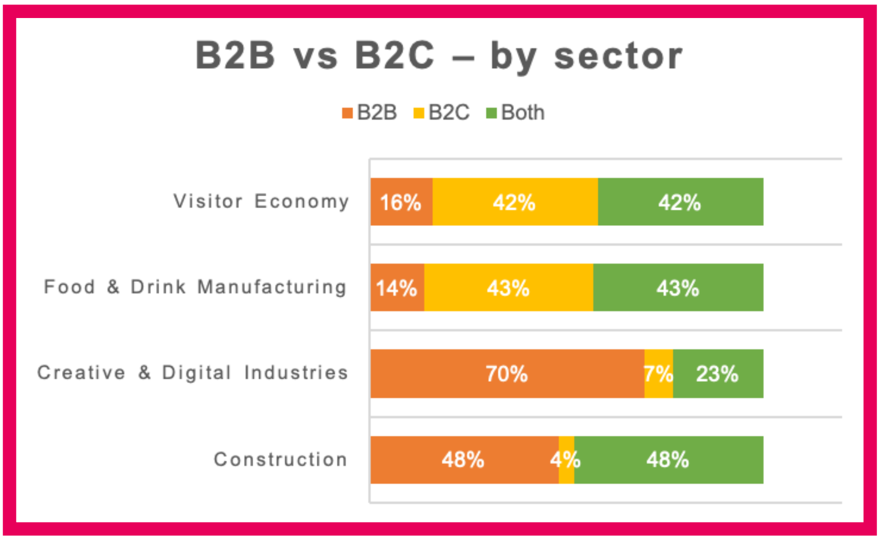
**NR – 38**




# B2B or B2C – by sector

The following table and corresponding chart represent the number of businesses across different sector groups identified as business-to-business (B2B), business-to-consumer (B2C), or both.

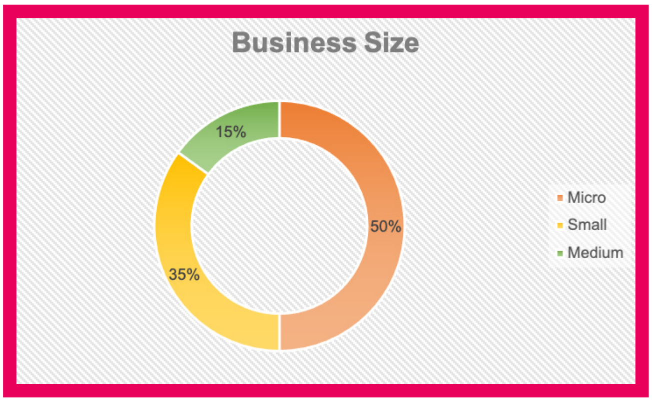
| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| **B2B** | 48% | 70% | 14% | 16% |
| **B2C** | 4% | 7% | 43% | 42% |
| **Both** | 48% | 23% | 43% | 42% |



# Business size – all sectors

The following table and corresponding chart represent the number of businesses across all sectors identified as micro (0-9 employees), small (10-49 employees) or medium (50–x employees).

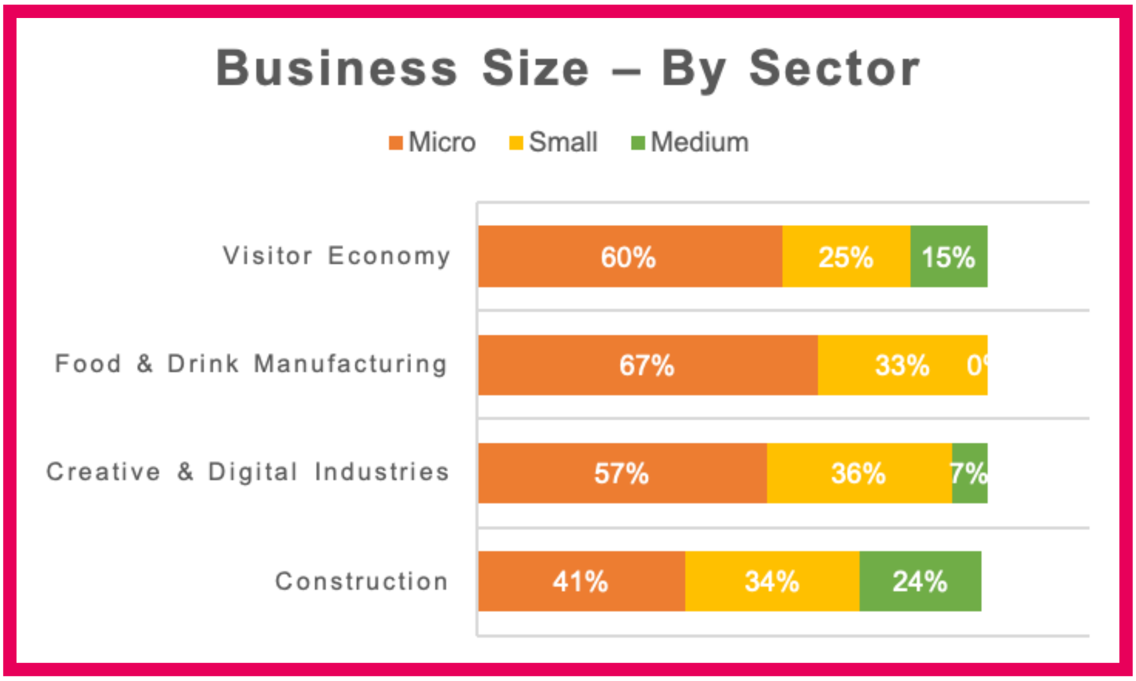
| | |
|---|---|
| **Micro** | 50% |
| **Small** | 35% |
| **Medium** | 15% |




# Business size – by sector

The following table and corresponding chart represent the number of businesses across different sector groups identified as micro, small or medium in size.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| **Micro** | 41% | 57% | 67% | 60% |
| **Small** | 34% | 36% | 33% | 25% |
| **Medium** | 24% | 7% | 0% | 15% |

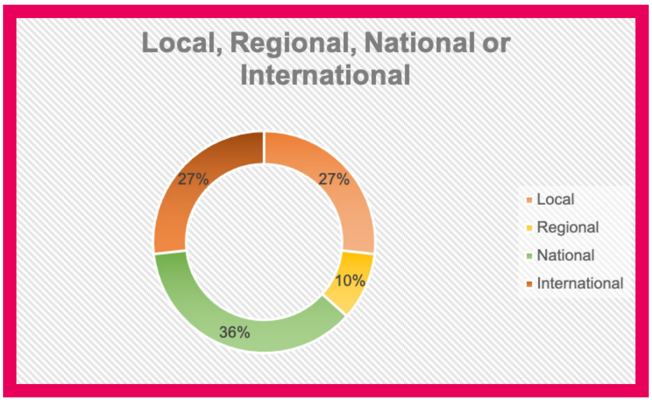


# Local, regional, national or international – all sectors

The following table and corresponding chart represent the number of businesses across all sectors identified as local, regional, national or international.

| | |
|---|---|
| **Local** | 27% |
| **Regional** | 10% |
| **National** | 37% |
| **International** | 27% |

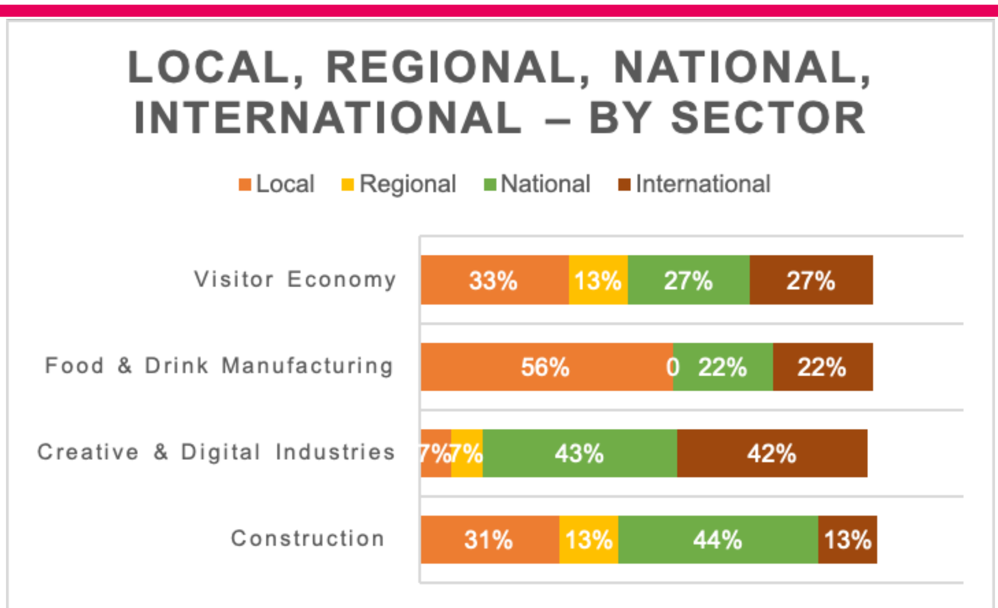
**NR – 91**




# Local, regional, national or international – by sector

The following table and corresponding chart represent the number of businesses across different sector groups identified as local, regional, national or international.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| **Local** | 31% | 7% | 56% | 33% |
| **Regional** | 13% | 7% | 0% | 13% |
| **National** | 44% | 43% | 22% | 27% |
| **International** | 13% | 42% | 22% | 27% |



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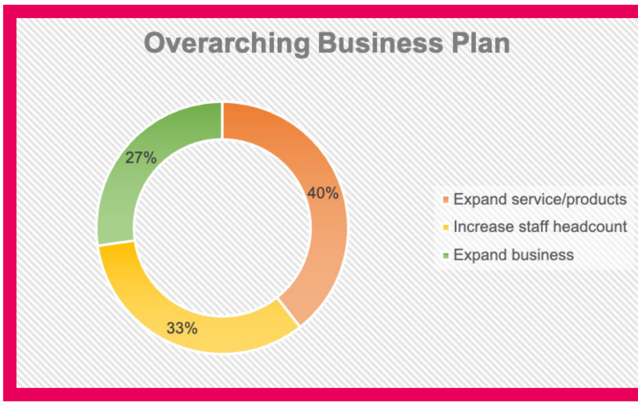
## Over-arching business plan – all sectors

The following table and corresponding chart represent the number of businesses across all sectors identifying their main over-arching business plan.

| | |
|---|---|
| **Expand service/products** | 13% |
| **Increase staff headcount** | 11% |
| **Expand business** | 9% |

**NR – 6**
**NA – 147**




## Over-arching business plan – by sector

The following table and corresponding chart represent the number of businesses across different sector groups identifying their main over-arching business plan.

| | **Construction** | **Creative and digital industries** | **Food and drink manufacturing** | **Visitor economy** |
|---|---|---|---|---|
| #1 | Expand service/products (15%) | Increase staff headcount (17%) | Expand service/products (22%) | Sustain growth (25%) |
| #2 | Expand business (15%) | Expand service/products (15%) | Increase staff headcount (17%) | Expand/establish overseas (13%) |
| #3 | Develop staff (12%) | Increase turnover (9%) | Additional site/offices/ premises (17%) | Expand geographically (13%) |

The leading business plan objective for SMEs is to **expand products and services**.

# Business goals – all sectors

| | Business goal 1 | Business goal 2 | Business goal 3 |
|---|---|---|---|
| #1 | Expand business (13%) | Increase staff headcount (14%) | Expand service/products (14%) |
| #2 | Increase turnover (13%) | Expand service/products (13%) | Increase staff headcount (11%) |
| #3 | Expand service/products (12%) | Increase presence (9%) | Increase presence (10%) |
| | **NR – 4** | **NR – 4** | **NR – 7** |

# Business goals – by sector

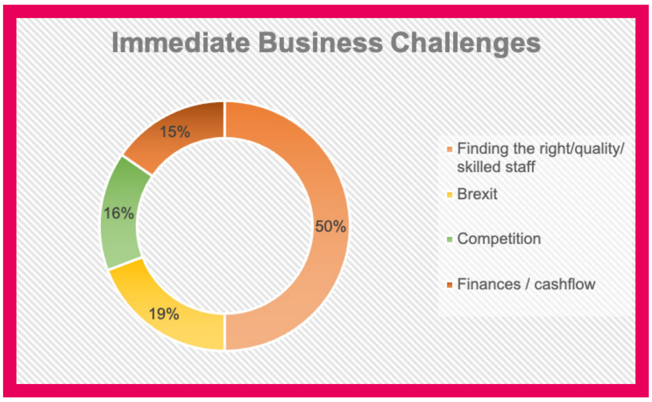
| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Increase turnover (19%) | Increase turnover (16%) | Increase profits (33%) | Expand business (24%) |
| #2 | Expand offering/services/ products (17%) | Increase staff headcount (14%) | Expand offering/service/ products (25%) | Increase presence/ awareness (19%) |
| #3 | Improve efficiency/ productivity (15%) | Increase staff headcount (20%) | Expend service/products (22%) | Retain staff (16%) |

# Immediate business challenges – all sectors

The following table and corresponding chart represent the immediate challenges identified by businesses across all sectors.

| | |
|---|---|
| **Finding the right/quality/skilled staff** | 26% |
| **Brexit** | 10% |
| **Competition** | 8% |
| **Finances/cashflow** | 8% |

**NR – 28**




# Immediate business challenges – by sector

The following table and corresponding chart represent the immediate business challenges identified across sector groups.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Finding the right/quality/ skilled staff (36%) | Finding the right/quality/ skilled staff (30%) | New technologies/ processes/systems (13%) | Brexit (21%) |
| #2 | Brexit (19%) | Competition (11%) | Digital presence/SM marketing/website (13%) | Competition (17%) |
| #3 | Finances/cashflow (12%) | Brexit (8%) | Finding the right/quality/ skilled staff (13%) | Other (14%) |

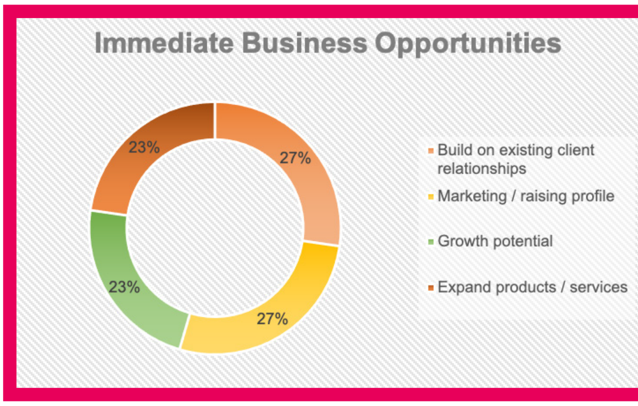
**Finding the right staff** and **Brexit** are the two most common business challenges for SMEs.

## Immediate business opportunities – all sectors

The following table and corresponding chart represent the immediate opportunities identified by businesses across all sectors.

| | |
|---|---|
| **Build on existing client relationships** | 12% |
| **Marketing/raising profile** | 12% |
| **Growth potential** | 10% |
| **Expand products/services** | 10% |

**NR – 232**




## Immediate business opportunities – by sector

The following table and corresponding chart represent the immediate business opportunities identified across sector groups.

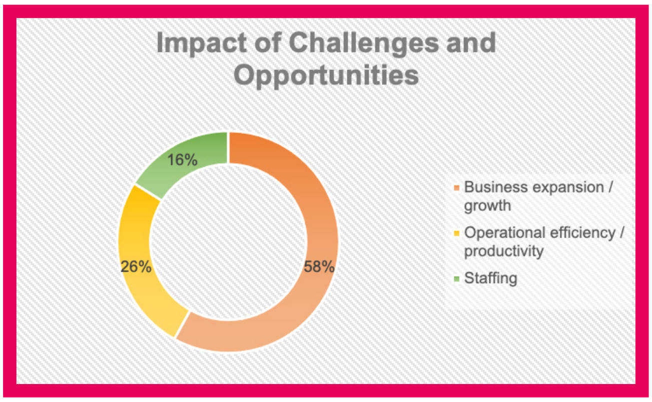
| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Expansion/growth (33%) | Growth potential/high growth market (15%) | Expansion/growth (25%) | Marketing/raising profile (50%) |
| #2 | Expand offering/ products/services (17%) | IT/technology/cloud services (15%) | Accessing foreign markets (25%) | Other (50%) |
| #3 | Brexit (17%) | Build on existing relationships (10%) | Growth potential/high growth market (13%) | - |

Immediate business opportunities vary by sector, but **expansion and growth of the business** is a key factor.

# Impact of challenges and opportunities – all sectors

The following table and corresponding chart represent the impact of challenges and opportunities on businesses across all sectors.

| | |
|---|---|
| **Business expansion and growth** | 36% |
| **Operational efficiency/productivity** | 16% |
| **Staffing** | 10% |




**NR – 16**
**NA – 147**

# Impact of challenges and opportunities – by sector

The following table and corresponding chart represent the impact of challenges and opportunities on businesses across different sector groups.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Business expansion/ growth (43%) | Business expansion/ growth (35%) | Business expansion/ growth (31%) | Business expansion/ growth (40%) |
| #2 | Operational efficiency/ productivity (19%) | Operational efficiency/ productivity (17%) | Cashflow (23%) | Profitability (20%) |
| #3 | Profitability (14%) | Staffing (17%) | Operational efficiency/ productivity (8%) | Increased awareness (20%) |

Over a third of SMEs say that **business expansion and growth** is the thing affected most by both challenges and opportunities.

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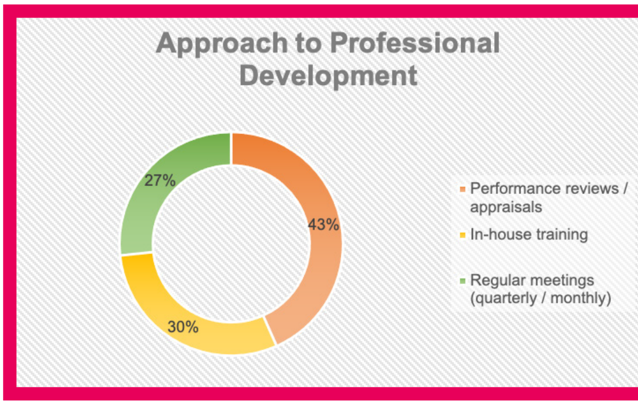
## Approach to professional development – all sectors

The following table and corresponding chart represent how businesses across all sectors normally approach staff professional development.

| | |
|---|---|
| **Performance reviews/appraisals** | 13% |
| **In-house training** | 9% |
| **Regular meetings (quarterly/monthly)** | 8% |

**NR – 22**
**NA – 147**




## Approach to professional development – by sector

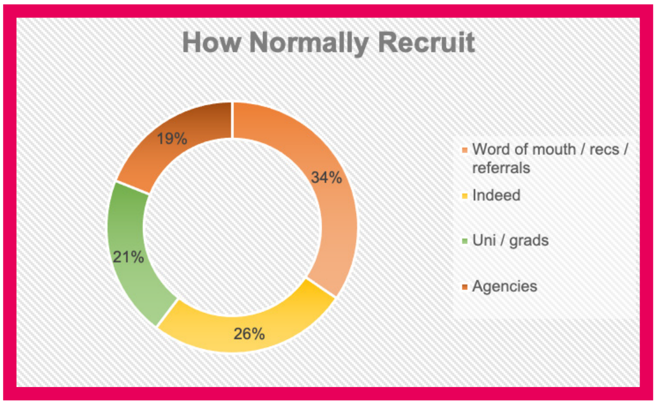
The following table and corresponding chart represent how businesses across different sector groups normally approach staff professional development.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Performance reviews/ appraisals (22%) | On-the-job (11%) | As-and-when/ad-hoc (23%) | Performance reviews/ appraisals (25%) |
| #2 | One-to-ones (9%) | Employee-led (8%) | One-to-ones (8%) | Regular meetings (25%) |
| #3 | Regular meetings (9%) | One-to-ones (7%) | Regular meetings (8%) | In-house training (25%) |

Approaches to professional development vary by sector, but **appraisals** and **one-to-ones** are widely used.

## Normal approach to recruitment – all sectors

The following table and corresponding chart represent the normal approach to recruitment by businesses across all sectors.




| | |
|---|---|
| **Word of mouth/recs/referrals** | 20% |
| **Indeed** | 15% |
| **University/graduates** | 12% |
| **Agencies** | 11% |

**NR – 70**

## Normal approach to recruitment – by sector

The following table and corresponding chart represent the normal approach to recruitment by businesses across different sector groups.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Word of mouth/rec/ referrals (26%) | University/graduates (19%) | Word of mouth/rec/ referrals (38%) | Own website (21%) |
| #2 | Agencies (20%) | Word of mouth/rec/ referrals (16%) | Indeed (13%) | Word of mouth/rec/ referrals (17%) |
| #3 | Job boards - unspec (14%) | Agencies (20%) | Social media (13%) | Social media (14%) |

**Word of mouth** is one of the most popular recruitment methods, but more skilled roles are often filled by **agencies** or **graduates**.

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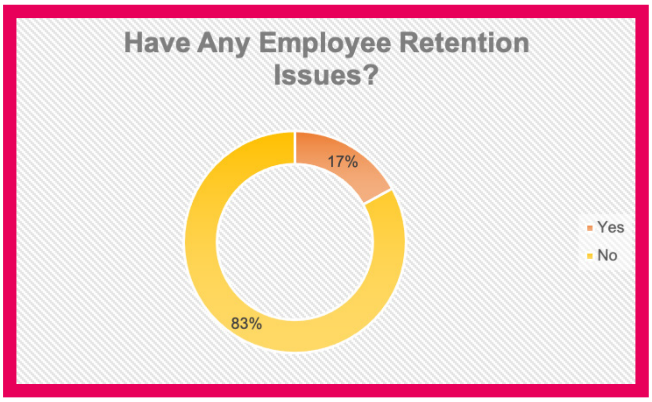
## Any employee retention issues – all sectors

The following table and corresponding chart represent the employee retention issues faced by businesses across all sectors.

| | |
|---|---|
| **Yes** | 17% |
| **No** | 83% |

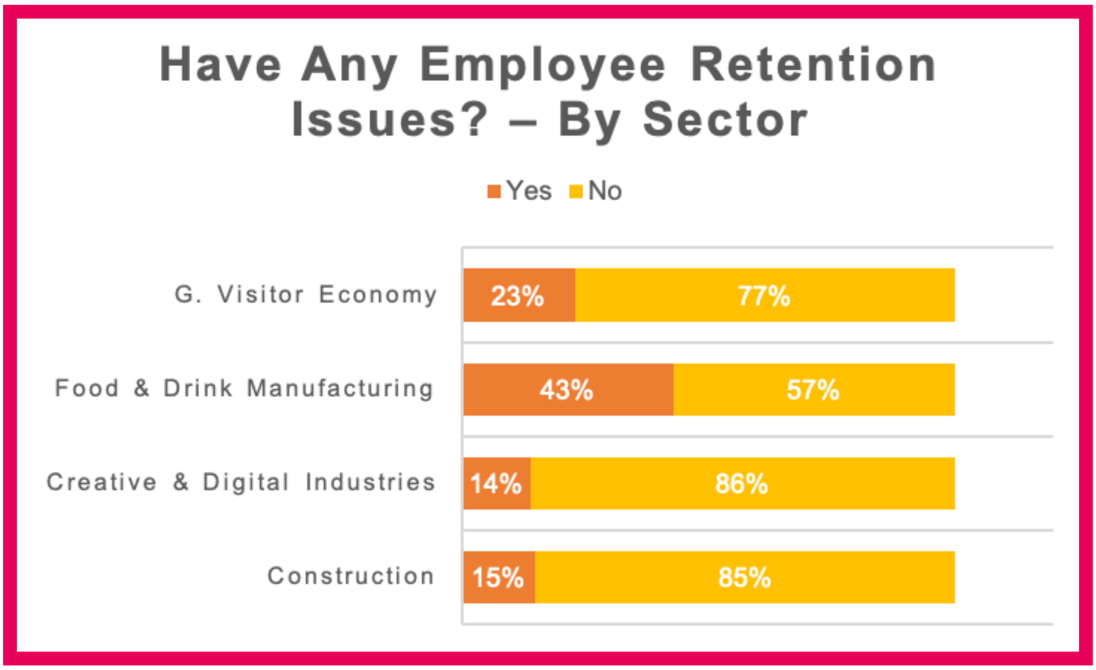
**NR – 40**




## Any employee retention issues – by sector

The following table and corresponding chart represent the employee retention issues faced by businesses across different sector groups.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| Yes | 15% | 14% | 43% | 23% |
| No | 85% | 86% | 57% | 77% |



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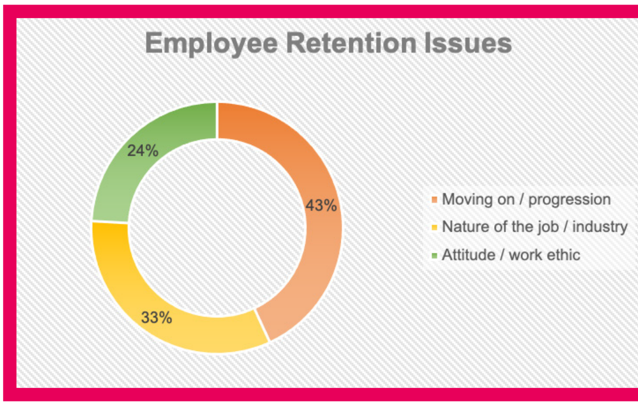
## Employee retention issues – all sectors

The following table and corresponding chart represent the employee retention issues faced by businesses across all sectors.

| | |
|---|---|
| **Moving on/progression** | 25% |
| **Nature of the job/industry** | 19% |
| **Attitude/work ethic** | 14% |

**NR – 7**
**NA – 294**




## Employee retention issues – by sector

The following table and corresponding chart represent the employee retention issues faced by businesses across different sector groups.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Attitude/work ethic (50%) | Moving on/progression (40%) | Nature of the job/industry (67%) | Nature of the job/industry (50%) |
| #2 | Burnout (25%) | Relocate/London draw (20%) | Attitude/work ethic (33%) | PT/unable to offer more hours (50%) |
| #3 | ‘Not for them’ (25%) | Bigger companies/better prospects (20%) | - | - |

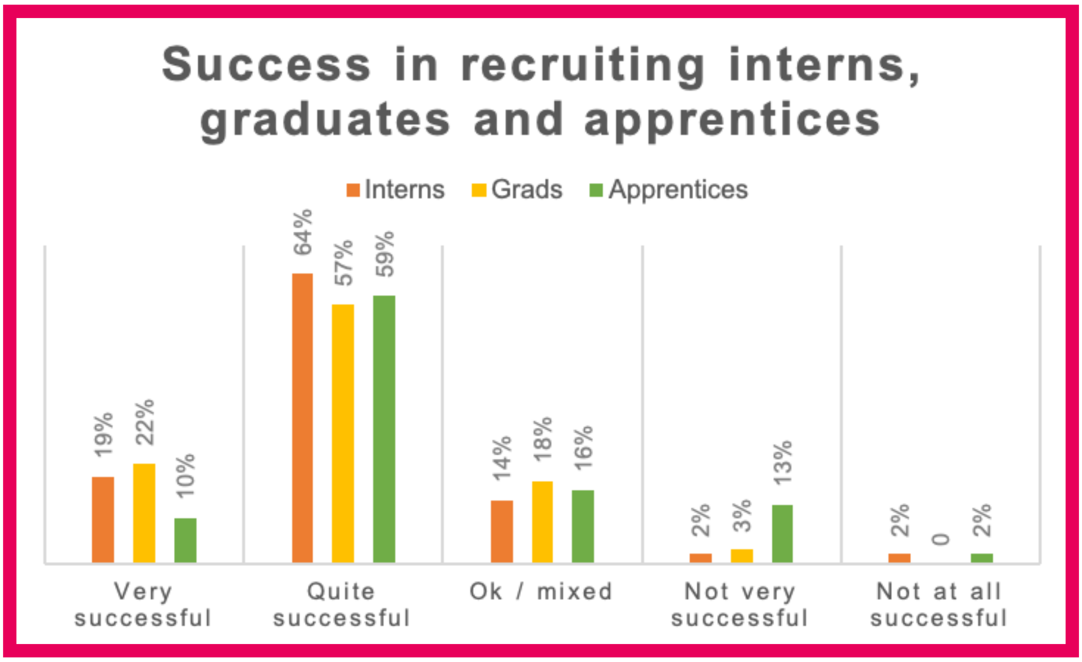
While **employee progression** affects SME retention rates, the reasons vary widely between different sectors.

# Success of recruiting interns/grads/apprentices – all sectors

The following table and corresponding chart represent the success of recruiting interns, graduates or apprentices by businesses across all sectors.

| | Yes | Interns | Graduates | Apprentices |
|---|---|---|---|---|
| **Very successful** | 31% | 19% | 22% | 10% |
| **Quite successful** | 50% | 64% | 57% | 59% |
| **Okay/mixed** | 14% | 14% | 18% | 16% |
| **Not very successful** | 5% | 2% | 3% | 13% |
| **Not at all successful** | - | 2% | - | 2% |

**NR – 54**
**NA – 80**




# Approach to professional development – by sector

The following table and corresponding chart represent the success of recruiting interns, graduates or apprentices by businesses across different sector groups.

| | Interns | | | | Graduates | | | | Apprentices | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Con | C&D | F&D | VE | Con | C&D | F&D | VE | Con | C&D | F&D | VE |
| Very | - | 9% | - | - | 20% | 14% | - | - | 17% | 18% | - | - |
| Quite | 100% | 73% | 67% | 100% | 40% | 71% | 100% | 100% | 67% | 45% | 100% | 100% |
| Okay | - | 18% | 33% | - | 20% | 14% | - | - | 17% | 18% | - | - |
| Not very | - | 9% | - | - | 20% | - | - | - | - | 18% | - | - |
| Not at all | - | - | - | - | - | - | - | - | - | - | - | - |

# Recruit new talent or upskill existing workforce – all sectors

The following table and corresponding chart represent the preference of businesses across all sectors to recruit new talent or upskill their existing workforce.

| | |
|---|---|
| **New talent** | 22% |
| **Upskilling** | 23% |
| **Both** | 55% |


**NR – 18**
**NA – 147**

# Recruit new talent or upskill existing workforce – by sector

The following table and corresponding chart represent the preference of businesses across different sectors to recruit new talent or upskill their existing workforce.

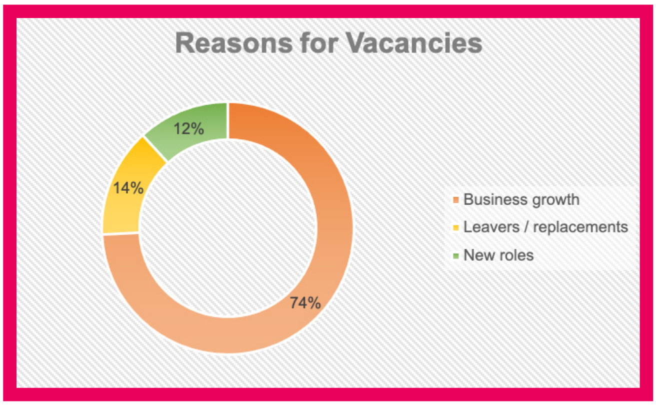
| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| New talent | 28% | 26% | 13% | 25% |
| Upskill | 22% | 31% | 13% | - |
| Both | 50% | 43% | 75% | 75% |

## Reasons for current vacancies – all sectors

The following table and corresponding chart represent the reasons for current vacancies for businesses in all sectors.

| | |
|---|---|
| **Business growth** | 69% |
| **Leavers/replacements** | 13% |
| **New roles** | 11% |

**NR – 234**




## Reasons for current vacancies – by sector

The following table and corresponding chart represent the reasons for current vacancies for businesses in different sector groups.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Business growth (69%) | Business growth (58%) | Business growth (88%) | Business growth (100%) |
| #2 | New roles (19%) | Leavers/replacements (21%) | New roles (13%) | - |
| #3 | Leavers/replacements (6%) | New roles (11%) | - | - |

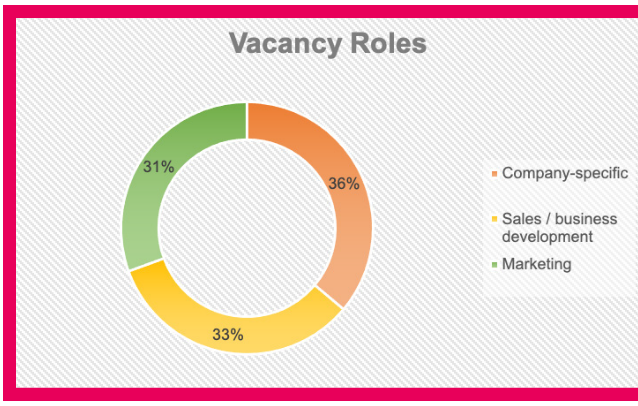
Among SMEs, **business growth** is the leading reason for current vacancies by far.

## Vacancy roles – all sectors

The following table and corresponding chart represent the most common vacant roles with businesses across all sectors.

| | |
|---|---|
| **Company-specific** | 13% |
| **Sales/business development** | 12% |
| **Marketing** | 11% |

**NR – 114**
**NA – 70**




## Vacancy roles – by sector

The following table and corresponding chart represent the most common vacant roles with businesses across all sectors.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Leadership/management (29%) | Marketing (15%) | Marketing (12%) | Marketing (18%) |
| #2 | Company-specific (14%) | Creative media/web/ video/graphics (15%) | Creative media/web/ video/graphics (12%) | Company-specific (18%) |
| #3 | Manual/joinery (11%) | Sales/business development (14%) | Company-specific (12%) | Project/account management (9%) |

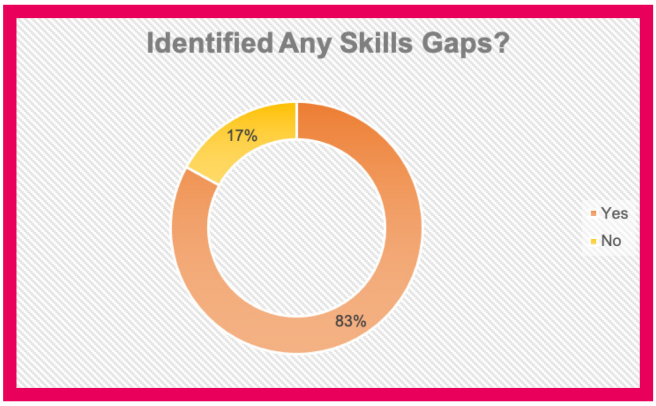
SMEs often have the highest vacancy rates in **sales** and **marketing** roles outside of sector or company-specific positions.

# Identified skills gaps? – all sectors

The following table and corresponding chart represent the skills gaps identified by businesses across all sectors.

| | |
|---|---|
| **Yes** | 83% |
| **No** | 17% |

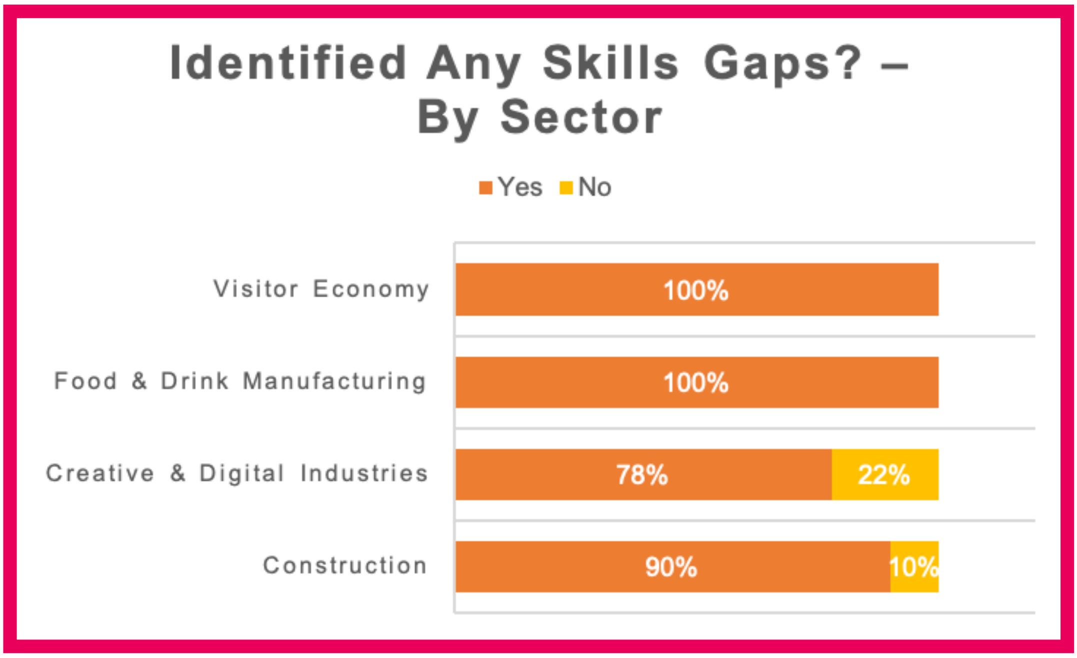
**NR – 9**




# Identified skills gaps? – by sector

The following table and corresponding chart represent the skills gaps identified by businesses across different sectors.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| Yes | 90% | 78% | 100% | 100% |
| No | 10% | 22% | - | - |

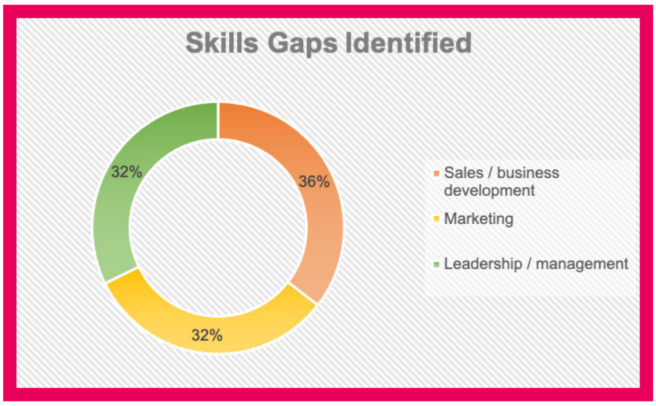


## Skills gaps identified – all sectors

The following table and corresponding chart represent the skills gaps identified by businesses across all sectors.

| | |
|---|---|
| **Sales/business development** | 11% |
| **Marketing** | 10% |
| **Leadership/management** | 10% |

**NR – 9**
**NA – 170**




## Skills gaps identified – by sector

The following table and corresponding chart represent the skills gaps identified by businesses across different sectors.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Leadership/management (29%) | Marketing (15%) | Marketing (12%) | Marketing (18%) |
| #2 | Company-specific (14%) | Creative media/web design/videography/ graphics/CAD (15%) | Creative media/web design/videography/ graphics/CAD (12%) | Company-specific (18%) |
| #3 | Manual/joinery (11%) | Sales/business development (14%) | Company-specific (12%) | - |

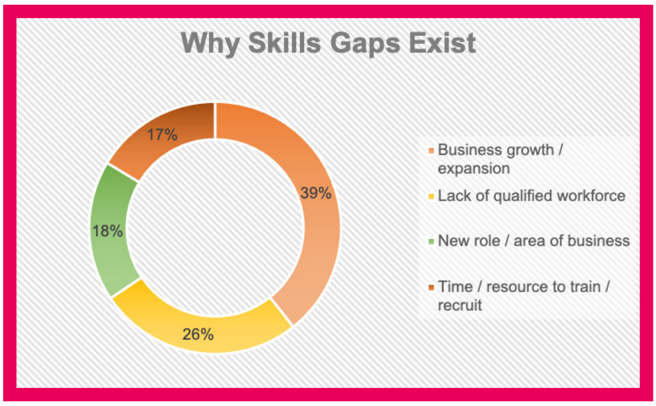
Across chosen sectors, **marketing** is the biggest skills gap that SME experience.

# Impact of skills gaps – all sectors

The following table and corresponding chart represent the impact of skills gaps faced by businesses across all sectors.

| | |
|---|---|
| **Operational delivery/productivity** | 21% |
| **Business growth/expansion** | 18% |
| **Business opportunities/new clients/ new work** | 16% |
| **Workload/capacity** | 15% |

**NR – 91**
**NA – 67**




# Impact of skills gaps – by sector

The following table and corresponding chart represent the impact of skills gaps faced by businesses across different sector groups.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Business growth/ expansion (25%) | Workload/capacity (22%) | Operational delivery/ productivity (40%) | Business growth/ expansion (25%) |
| #2 | Operational delivery/ productivity (25%) | Business opportunities/ new clients/new work (22%) | Business growth/ expansion (30%) | Operational delivery/ productivity (25%) |
| #3 | None yet (15%) | None yet (225) | Business opportunities/ new clients/new work (20%) | Workload/capacity (25%) |

SMEs cite **business growth, expansion** and their **productivity** as the first to be affected by skills gaps.

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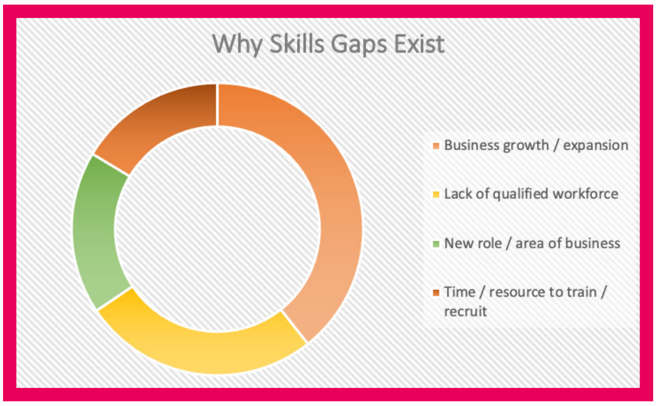
## Why skills gaps exist – all sectors

The following table and corresponding chart represent the reasons skills gaps exist in businesses across all sectors.

| | |
|---|---|
| **Business growth/expansion** | 24% |
| **Lack of qualified workforce** | 16% |
| **New role/area of business** | 11% |
| **Time/resource to train and recruit** | 10% |




**NR – 32**
**NA – 67**

## Why skills gaps exist – by sector

The following table and corresponding chart represent the reasons skills gaps exist in businesses across different sector groups.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Business growth/ expansion (38%) | Business growth/ expansion (22%) | Business growth/ expansion (44%) | Lack of qualified workforce (25%) |
| #2 | New role/area of business (23%) | Lack of qualified workforce (14%) | New role/area of business (11%) | Business growth/ expansion (19%) |
| #3 | Lack of qualified workforce (19%) | Bespoke/specialist/niche skills (10%) | Lack of qualified workforce (11%) | New role/area of business (13%) |

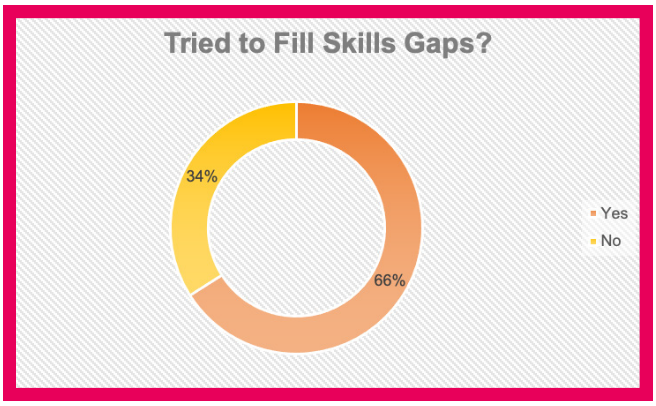
SMEs across all sectors feel that the main reason that they have skills gaps is because of **business growth or expansion.**

# Tried to fill skills gaps? – all sectors

The following table and corresponding chart represent the businesses that have tried to fill their skills gaps across all sectors.

| | |
|---|---|
| **Yes** | 66% |
| **No** | 34% |

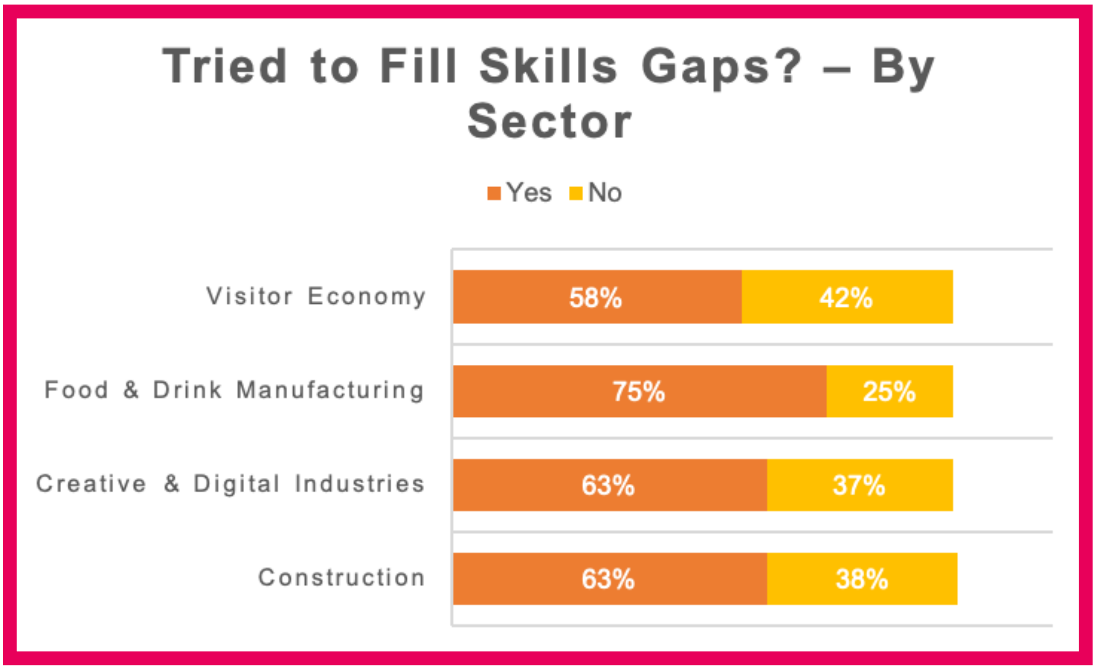
**NR – 27**
**NA – 67**




# Tried to fill skills gaps? – by sector

The following table and corresponding chart represent the businesses that have tried to fill their skills gaps across different sectors.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| Yes | 63% | 63% | 75% | 58% |
| No | 38% | 37% | 25% | 42% |

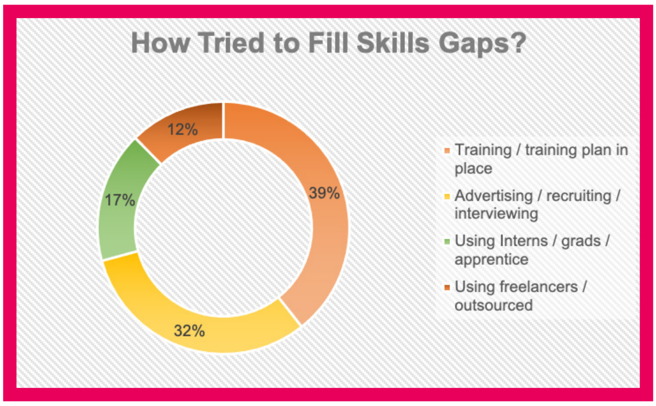


## How tried to fill skills gaps – all sectors

The following table and corresponding chart represent how businesses across all sectors have tried to fill their skills gaps.

| | |
|---|---|
| **Training/training plan in place** | 35% |
| **Advertising/recruiting/interviewing** | 28% |
| **Using interns/grads/apprentices** | 15% |
| **Using freelancers/outsourced** | 11% |

**NR – 10**
**NA – 180**




## How tried to fill skills gaps – by sector

The following table and corresponding chart represent how businesses across different sectors have tried to fill their skills gaps.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Training/training plan in place (38%) | Ads/recruiting/ interviewing (29%) | Ads/recruiting/ interviewing (71%) | Training/training plan in place (67%) |
| #2 | Interns/grads/apprentice (23%) | Interns/grads/apprentice (26%) | Training/training plan in place (14%) | Ads/recruiting/ interviewing (17%) |
| #3 | Ads/recruiting/ interviewing (15%) | Training/training plan in place (21%) | Other (14%) | Interns/grads/apprentice (17%) |

SMEs will generally try to fill their skills gaps through **training** or **recruiting**, and sometimes this is via **interns, graduates or apprentices**.

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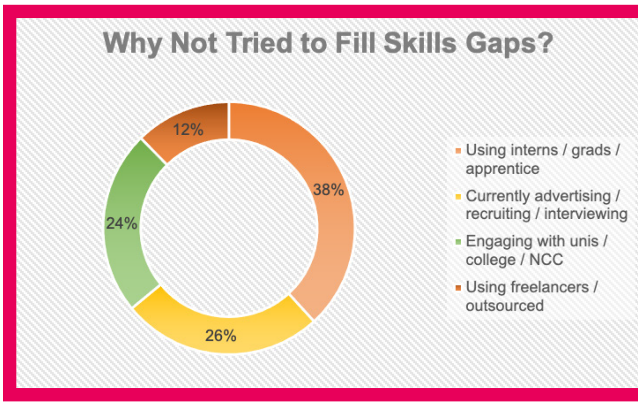
## Why not tried to fill skills gaps? – all sectors

The following table and corresponding chart represent why businesses across all sectors have not tried to fill their skills gaps.

| | |
|---|---|
| **Using interns/grads/apprentices** | 34% |
| **Currently advertising/recruiting/ interviewing** | 23% |
| **Engaging with unis/college/NCC** | 21% |
| **Using freelancers/outsourcing** | 11% |

**NR – 42**
**NA – 260**




## Why not tried to fill skills gaps – by sector

The following table and corresponding chart represent why businesses across different sectors have not tried to fill their skills gaps.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Ads/recruiting/ interviewing (100%) | Using interns/grads/ apprentices (58%) | Training/training plan in place (50%) | Engaging with unis/NTU (50%) |
| #2 | - | Ads/recruiting/ interviewing (17%) | Engaging with unis/NTU (50%) | Using interns/grads/ apprentices (50%) |
| #3 | - | Training/training plan in place (8%) | - | - |

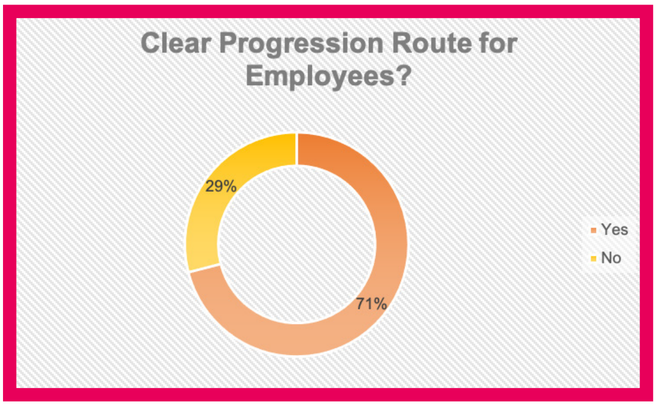
The most common reason for not addressing skills gaps is because SMEs will use **interns, graduates or apprentices**.

## Clear progression route for employees – all sectors

The following table and corresponding chart represent the businesses across all sectors that believe they have a clear progression route for employees.

| | |
|---|---|
| **Yes** | 71% |
| **No** | 29% |

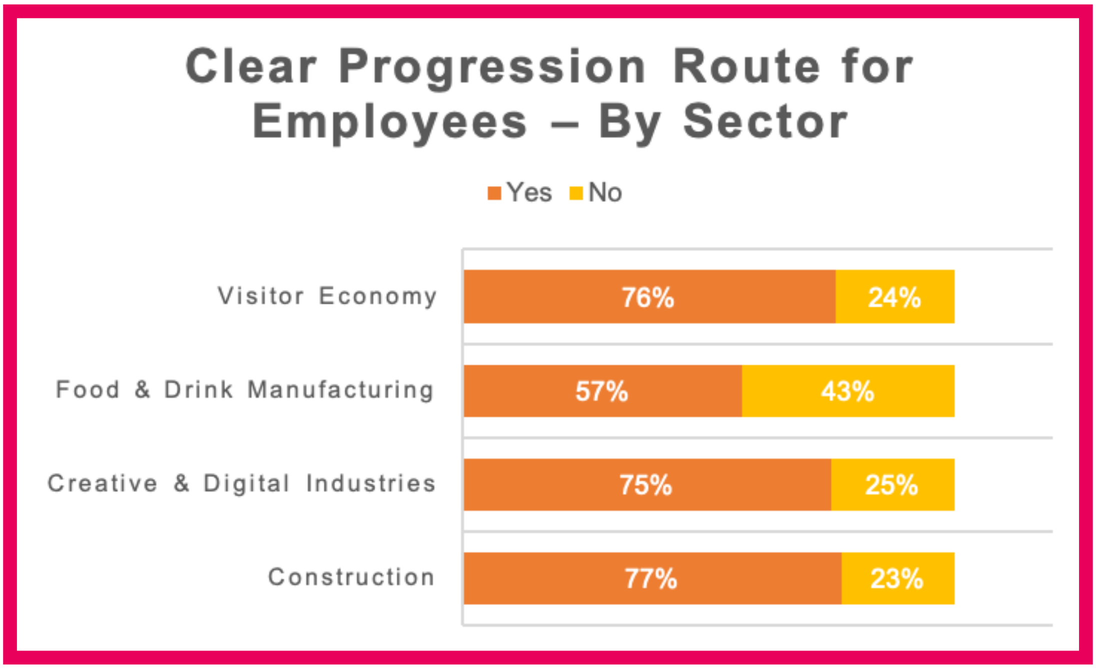
**NR – 28**




## Clear progression route for employees – by sector

The following table and corresponding chart represent the businesses across different sectors that believe they have a clear progression route for employees.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| Yes | 77% | 75% | 57% | 76% |
| No | 23% | 25% | 43% | 24% |

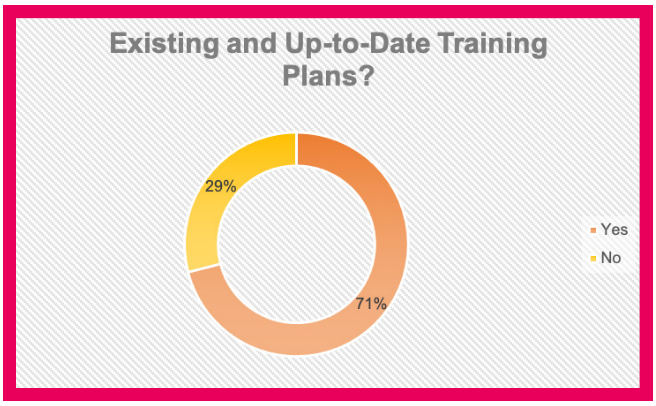


# Existing and up-to-date training plan – all sectors

The following table and corresponding chart represent the businesses across all sectors that have an existing and up-to-date training plan for their employees.

| | |
|---|---|
| **Yes** | 71% |
| **No** | 29% |

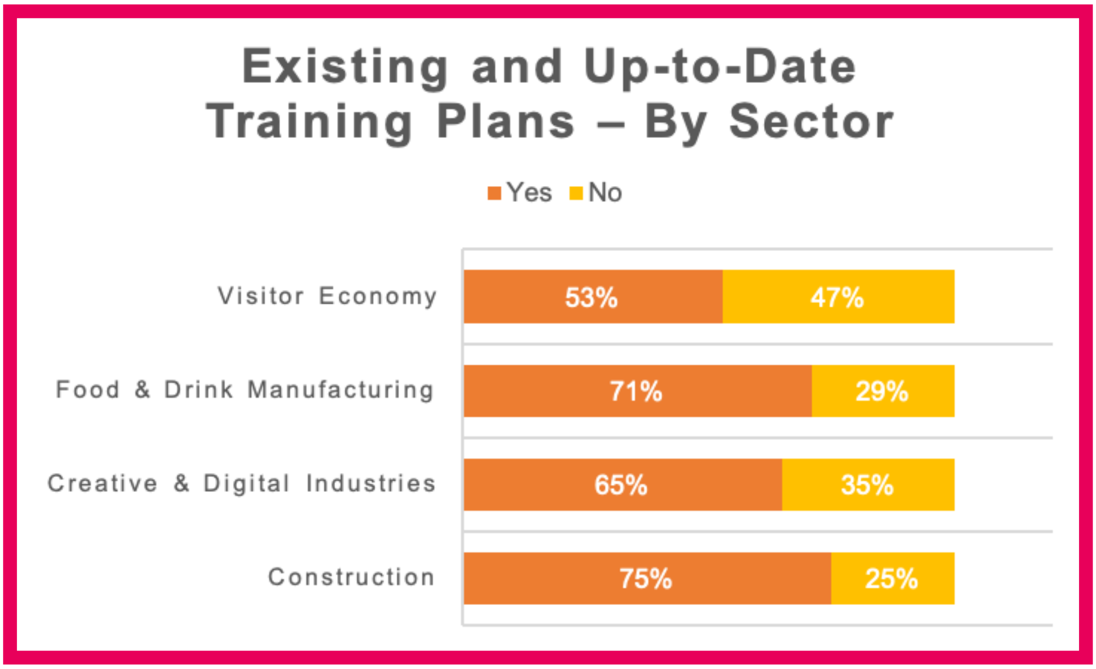
**NR – 39**




# Existing and up-to-date training plan – by sector

The following table and corresponding chart represent the businesses across different sectors that have an existing and up-to-date training plan for their employees.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| Yes | 75% | 65% | 71% | 53% |
| No | 25% | 35% | 29% | 47% |

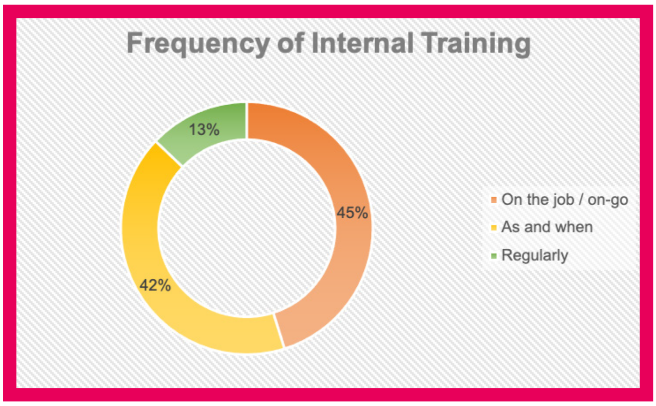


# Frequency of internal skills training – all sectors

The following table and corresponding chart represent the frequency of internal skills training by businesses across all sectors.

| | |
|---|---|
| **On-the-job/on-go** | 28% |
| **As-and-when** | 26% |
| **Regularly** | 8% |

**NR – 21**
**NA – 147**




# Frequency of internal skills training – by sector

The following table and corresponding chart represent the frequency of internal skills training by businesses across different sectors.

| | **Construction** | **Creative and digital industries** | **Food and drink manufacturing** | **Visitor economy** |
|---|---|---|---|---|
| #1 | As-and-when (21%) | As-and-when (28%) | On-the-job/on-go (33%) | As-and-when (100%) |
| #2 | On-the-job/on-go (26%) | On-the-job/on-go (26%) | As-and-when (17%) | - |
| #3 | Regularly (16%) | Weekly (9%) | Weekly (17%) | - |

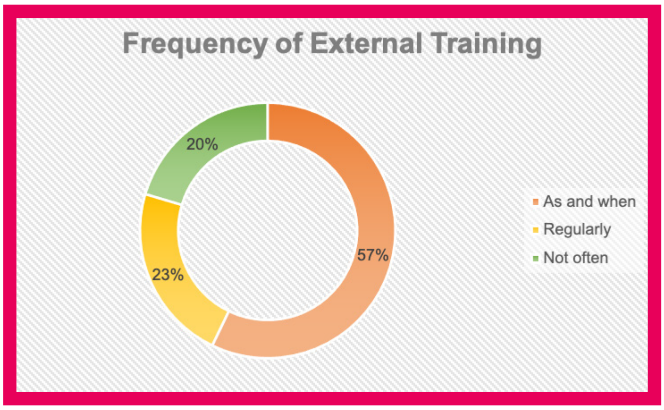
The majority of internal skills training is done ‘**as-and-when**’ or ‘**on-the-go**’.

## Frequency of external skills training – all sectors

The following table and corresponding chart represent the frequency of external skills training by businesses across all sectors.

| | |
|---|---|
| **As-and-when** | 28% |
| **Regularly** | 11% |
| **Not often** | 10% |

**NR – 38**
**NA – 147**




## Frequency of external skills training – by sector

The following table and corresponding chart represent the frequency of external skills training by businesses across different sectors.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | And-and-when (42%) | And-and-when (30%) | And-and-when (33%) | Bi-annually (50%) |
| #2 | Role/training dependent (25%) | Regularly (18%) | Bi-annually (17%) | Quarterly (50%) |
| #3 | Regularly (17%) | Monthly (12%) | Role/training dependent (17%) | - |

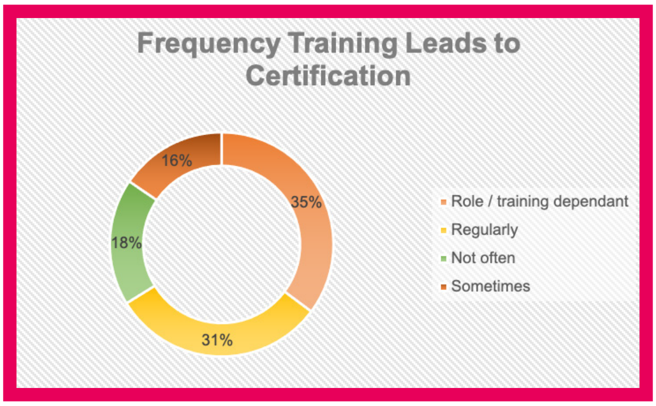
The majority of external skills training is also done ‘**as-and-when**’ but may be more regular than internal training.

# Frequency training leads to certification/qualification – all sectors

The following table and corresponding chart represent the frequency that training leads to certification or qualification by businesses across all sectors.

| | |
|---|---|
| **Role/training dependent** | 25% |
| **Regularly** | 22% |
| **Not often** | 13% |
| **Sometimes** | 11% |

**NR – 37**
**NA – 151**




# Frequency training leads to certification/qualification – by sector

The following table and corresponding chart represent the frequency that training leads to certification or qualification by businesses across different sectors.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Regularly (40%) | Role/training dependent (27%) | Role/training dependent (50%) | Role/training dependent (50%) |
| #2 | Role/training dependent (20%) | Regularly (23%) | Regularly (17%) | Sometimes (50%) |
| #3 | As-and-when (13%) | Rarely (20%) | Never (17%) | - |

Training undertaken by SME employees may lead to certification but is often **dependent on the individual's role.**

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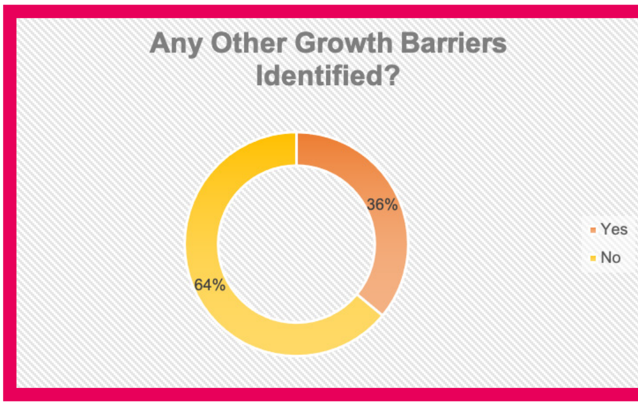
## Any other growth barriers identified – all sectors

The following table and corresponding chart represent any other growth barriers identified by businesses across all sectors.

| | |
|---|---|
| **Yes** | 36% |
| **No** | 64% |

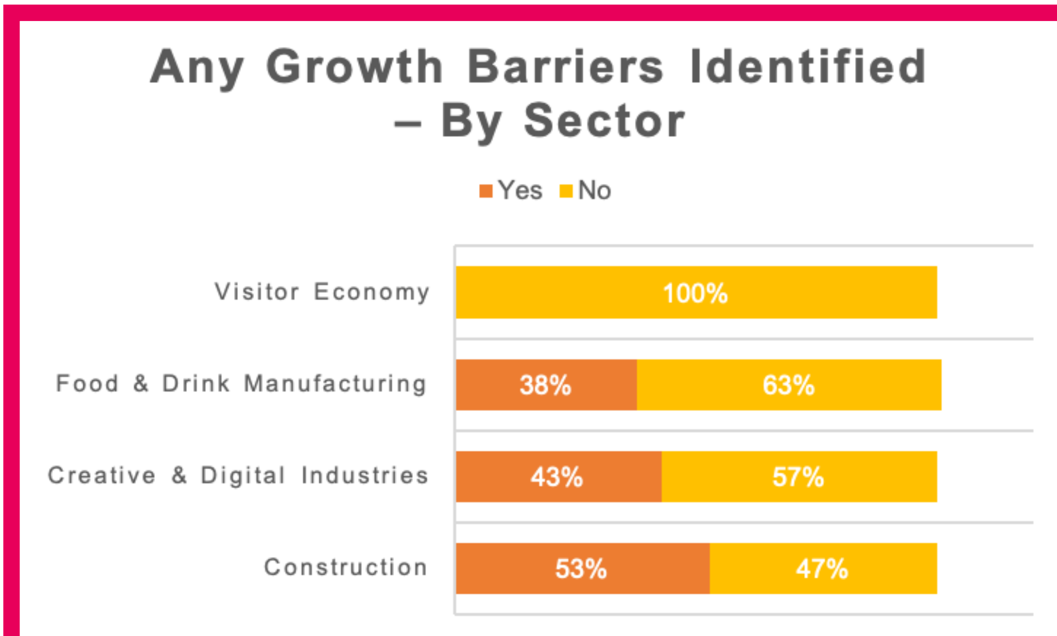
**NR – 8**
**NA – 162**




## Any other growth barriers identified – by sector

The following table and corresponding chart represent any other growth barriers identified by businesses across different sectors.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| Yes | 53% | 43% | 38% | - |
| No | 47% | 57% | 63% | 100% |

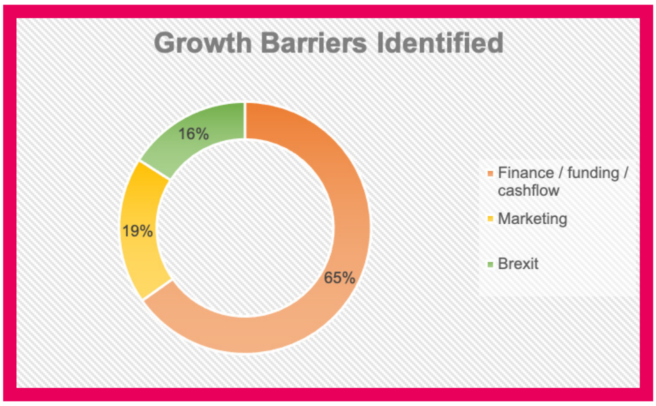


## Growth barriers identified – all sectors

The following table and corresponding chart represent growth barriers identified by businesses across all sectors.

| | |
|---|---|
| **Finance/funding/cashflow** | 45% |
| **Marketing** | 13% |
| **Brexit** | 11% |

**NR – 10**
**NA – 282**




## Growth barriers identified – by sector

The following table and corresponding chart represent growth barriers identified by businesses across different sectors.

| | Construction | Creative and digital industries | Food and drink manufacturing | Visitor economy |
|---|---|---|---|---|
| #1 | Finance/funding/ cashflow (56%) | Finance/funding/ cashflow (47%) | Finance/funding/ cashflow (50%) | - |
| #2 | Brexit (11%) | Brexit (20%) | Space/premises (25%) | - |
| #3 | Finding skilled staff (11%) | Time (13%) | Competitors (25%) | - |

Around half of SMEs identified **finance, funding and cashflow** as a major growth barrier.