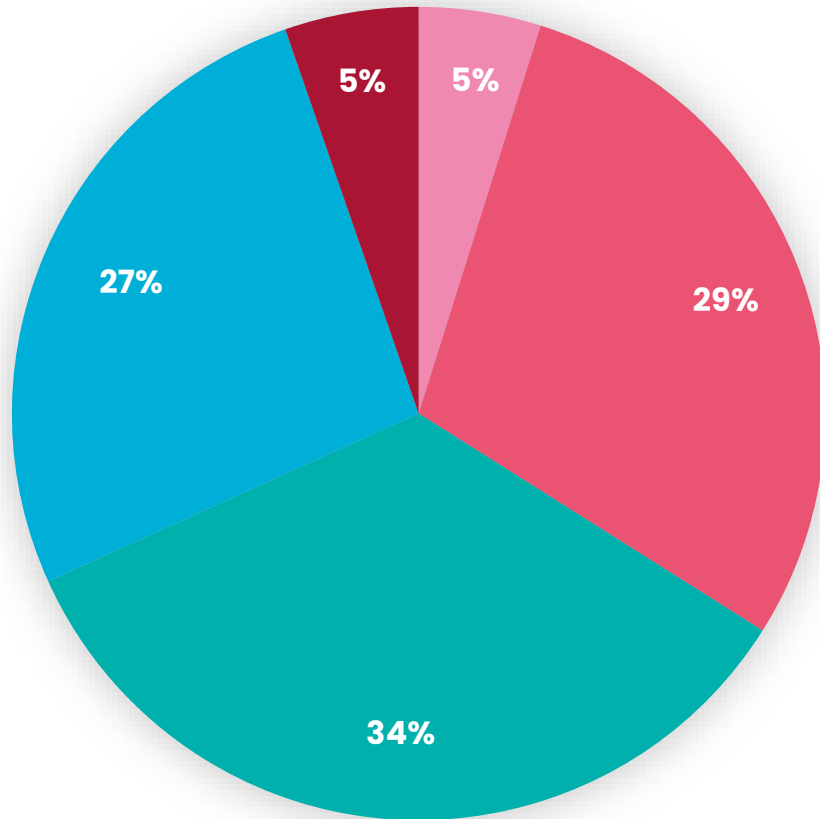




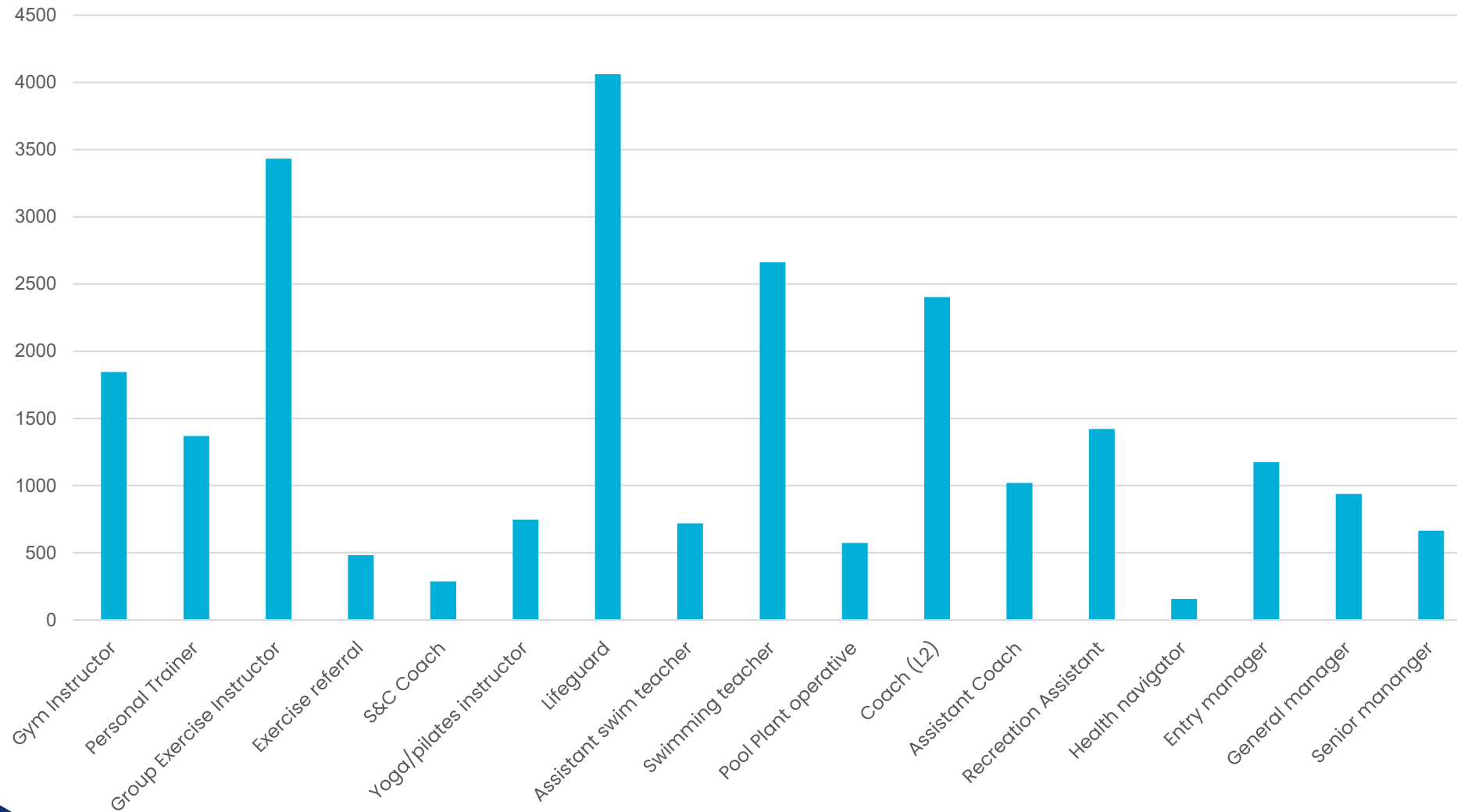
# Business Diagnostic UK wide report

June 2023 – Feb 2024

# Size of our workforce

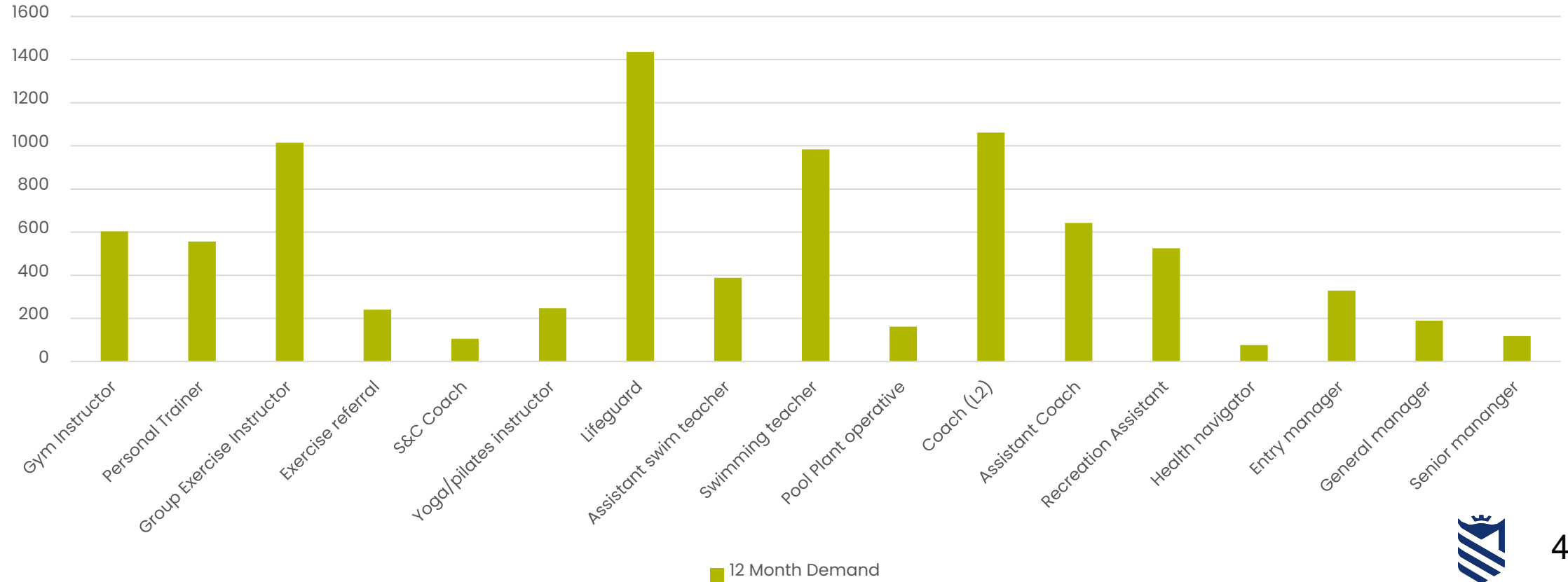


# Current staff – national picture



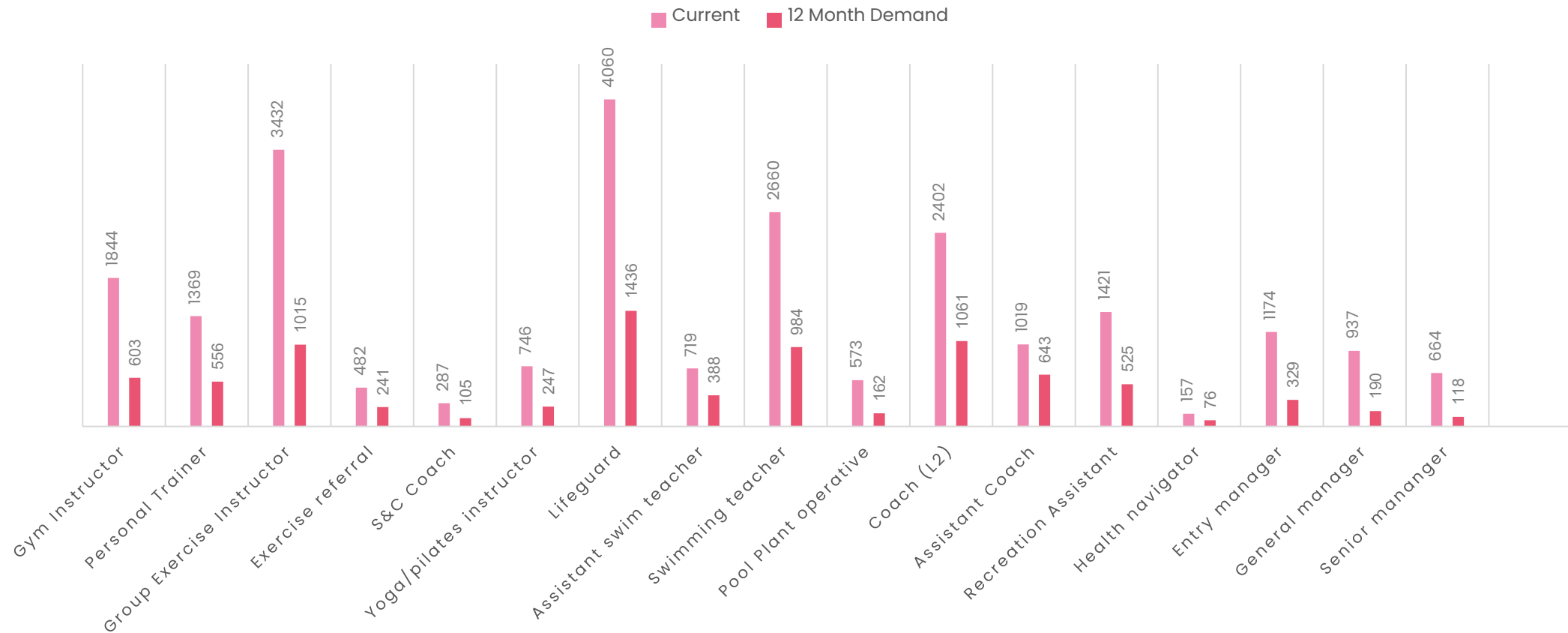
# Recruitment need – national picture

12 Month Demand

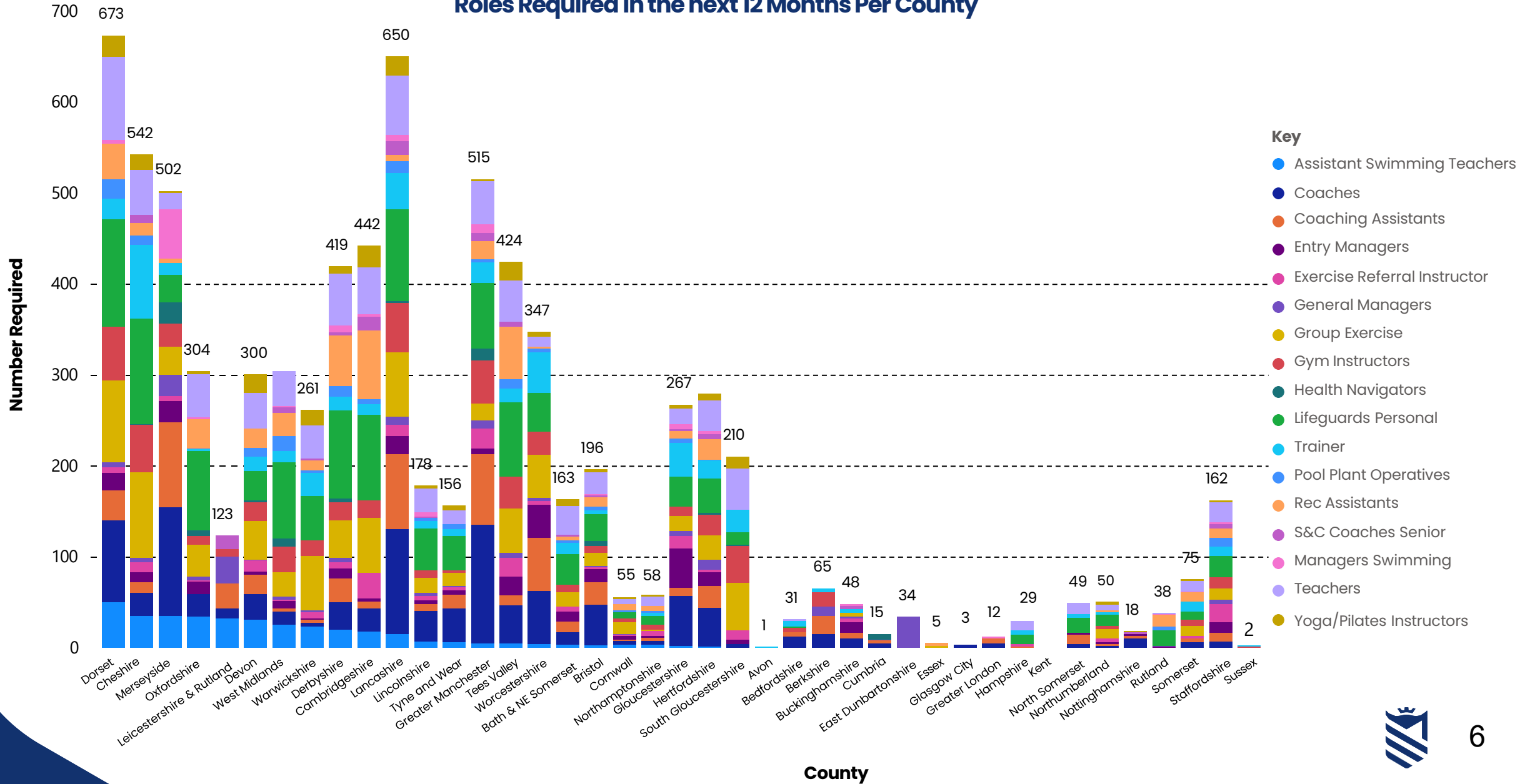


# The national picture

National role needed  
(Feb 2024)



## Roles Required in the next 12 Months Per County

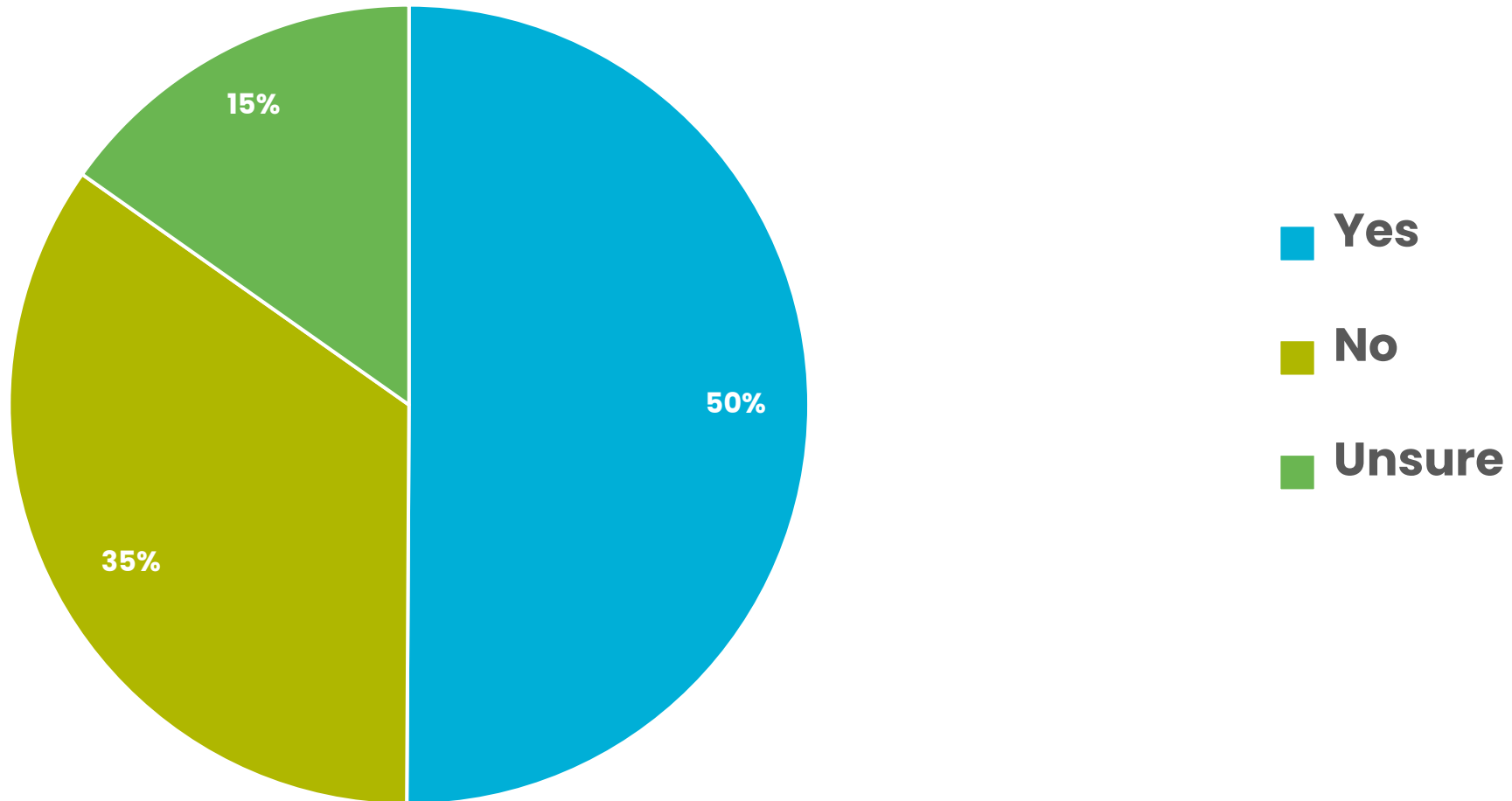


# Barriers in staff retention

Lack of sales skills.	Short contracts and casual agreements, seasonality, stop gap for students.	Unpredictability of budgets for commissioned or funding work we do.	Levels of pay compared to other job options locally.	Unsociable hours/enough to offer.	Not making enough money to sustain their own business so leave the industry for permanent jobs.
PT expectations and understanding.	Covid – online competition.	Pay and career development.	As people finish education they move on as don't see a career in leisure.	Salary – Opportunity for progression competency.	Salary – staff leaving for better paid roles in other industries.
Lack of movement leads to lack of in-house opportunities.	Staff lack the training for certain roles that would allow progression (e.g leadership and management).	Progress options within the organisation are limited.	Cost of living.	Progression – not as fast as they would like.	Coaching is a young persons' industry. No clear career pathway and little opportunity to progress.
See leisure as a temporary thing.	Demanding workload leads to burnout of coaches.	Lack of funding for upskilling.	Staff are self-employed, making it hard to communicate and get together as a team. Staff prefer freedom of self employed so they can work at other gyms. Creates big turnover as PTs are always leaving.		

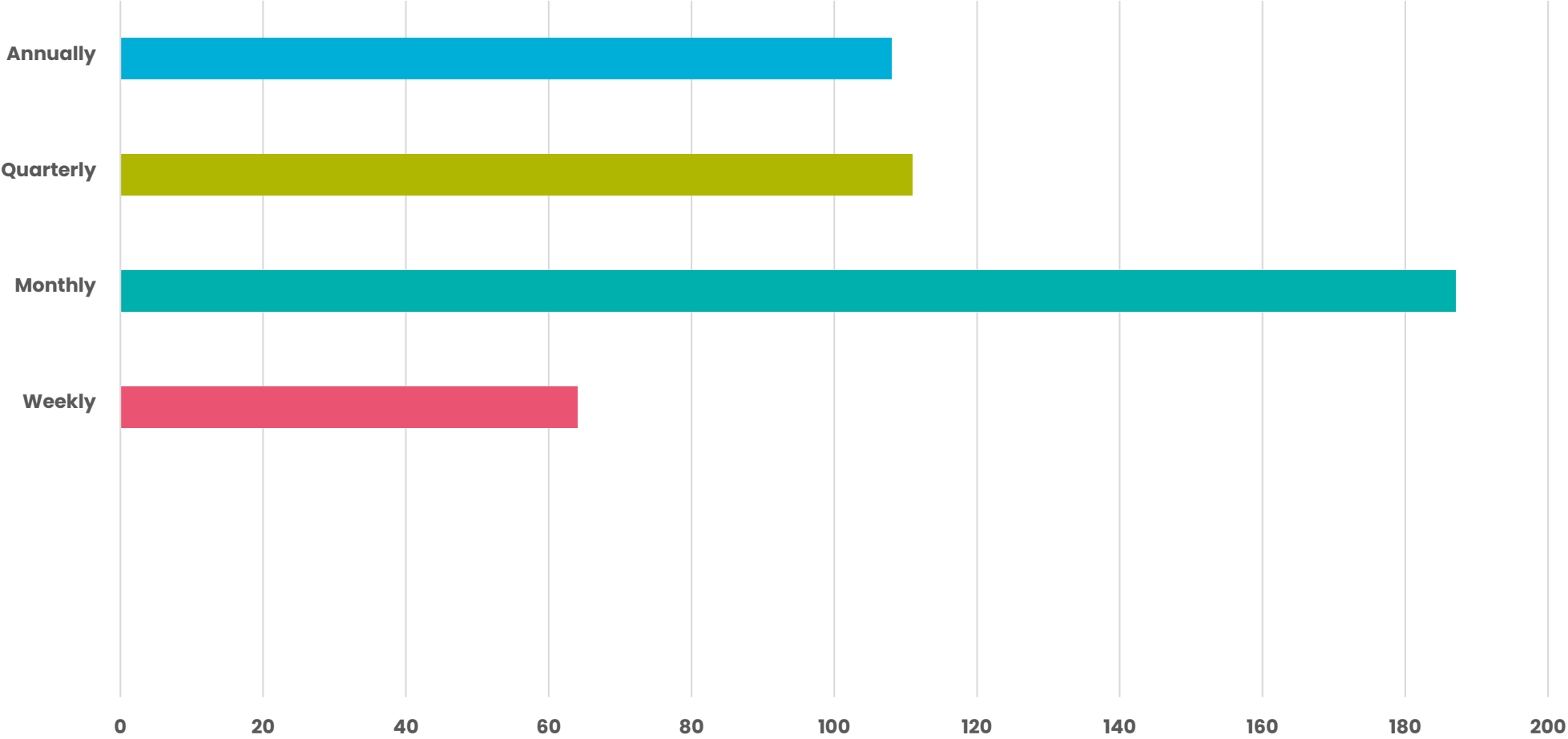


# Do you have a training budget?





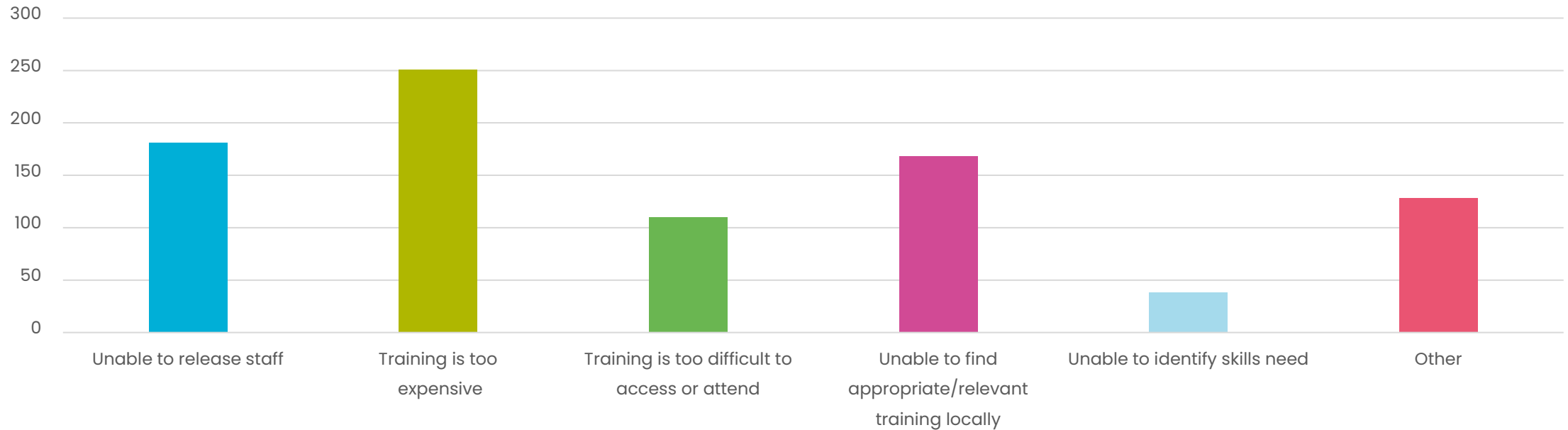
# How frequently do you offer training to employees?



# What barriers are preventing you from offering more training?



# Barriers preventing more training being offered



## Other:

- Staff are self employed thus training is their responsibility
- Unable to travel
- Availability of staff
- People upskill then leave
- Time to access training with limited hour contracts
- Lack of interest from staff to upskill
- Time and length of courses
- Unsure of what they need
- Lack of provision in the area
- No opportunity for specialist training near by e.g level 4
- Some of the courses of interest are not accredited within the industry



### Qualifications and experience:

- Relevant **qualifications** needed for specific roles.
- Lack of **experience** in Duty Manager positions.
- Insufficient Lifeguard **qualifications**.
- Difficulty finding applicants with the right **skills** and **motivations**.

### Recruitment process:

- Recruiting based on personality over **qualifications**.
- Applicants not showing up or not **communicating** effectively.
- Application errors and **lack of responsiveness**.
- Emphasis on personality and skills before qualifications.
- Difficulty in finding **qualified** and **motivated** individuals.

### Industry Perception and Appeal:

- Perception of the industry not appealing as a **long-term career**.
- Limited **interest** in leisure and sports development careers.
- Small **catchment area** affecting recruitment.
- Challenges in finding candidates willing to build their **own business**.
- Low volume of applications for vacancies in **rural** locations.

### Location and compensation:

- Challenges related to the **location** of the facility.
- **Cost of living** affecting recruitment in certain areas.
- **Salaries** in the industry compared to other sectors.
- Inability to offer **attractive pay** and **full time** hours.

### Competition and availability:

- High **competition** from other industries.
- **Unattractive benefits** systems effective motivation to work.
- Limited availability of **qualified** individuals.
- Low **salaries** and **unsociable** hours.
- Challenged in attracting **school leavers** and **university graduates**.



### Interest and engagement:

- Lack of **interest** in industry roles.
- Low quality candidates with the right **experience**.
- Difficulty in **attracting** and **retaining** staff.
- Challenges in **reaching** potential applicants.

### Skills and Training:

- **High standards** for new recruits leading to a **low volume** of applicants.
- Industry-specific skills making recruitment challenging.
- Lack of **level 2** qualifications.
- **Up-skilling** existing staff to fill vacancies.
- Shortage of candidates with **relevant experience** and **qualifications**.

### Skills and Training:

- **Low wages** compared to other industries.
- Wage concerns leading to **low interest** in job roles.
- Need for **competitive salaries** to meet demand.
- Lack of interest in **low-wage** jobs.

### Recruitment Process and Standards:

- Difficulty in finding the **right candidates** using generic job sites.
- Challenges in recruiting staff from **other gyms**.
- **People skills** and **commitment** as crucial factors.
- **Lack of interest** and **low volume** of applications.

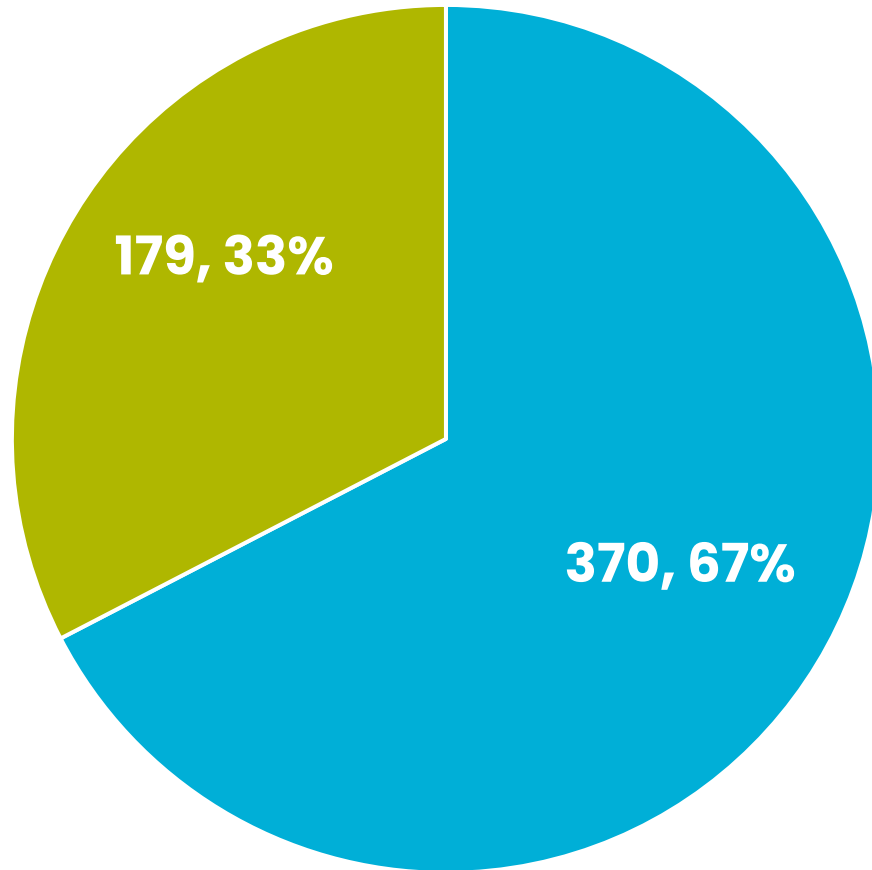
### Training and upskilling:

- **Time** and **effort** invested in training new staff.
- Shortage of candidates with **relevant experience** and **qualifications**.
- **Apprenticeship** programs to address skill shortages.



# Are you able/willing to host any placements or industry experience for 16-23 year olds?

Answered: 549 Skipped: 118

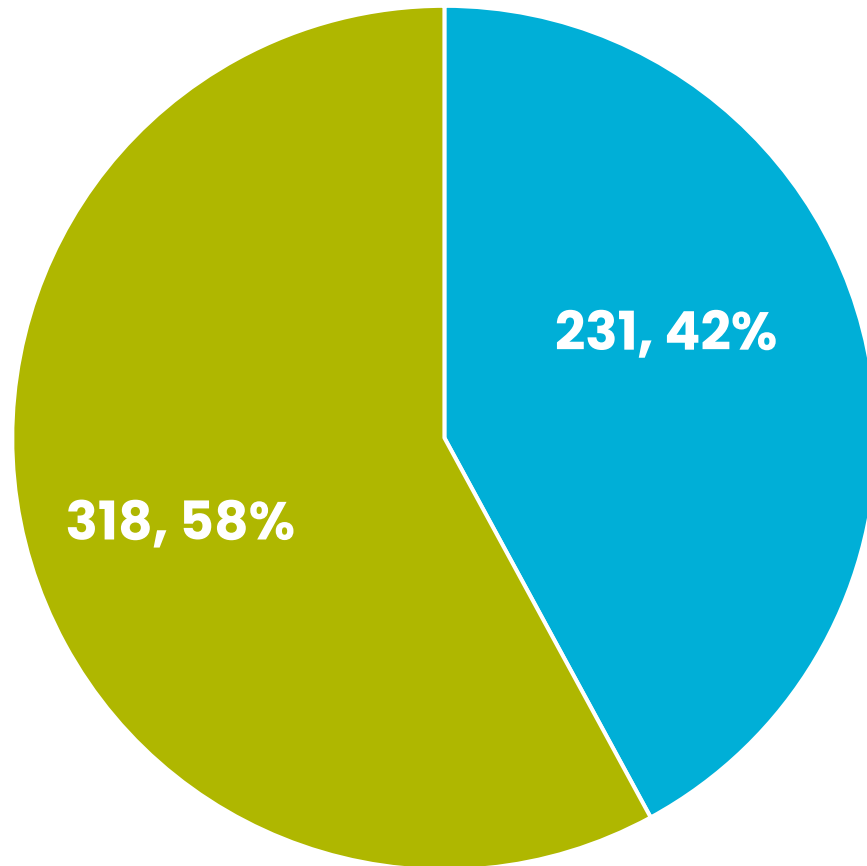


■ No



# Do you currently use apprenticeships as part of your recruitment/staff development strategy?

Answered: 549 Skipped: 118



■ Yes

