

Analysis of Business, Legal, Financial, Sales and Customer Service Occupational Demand in the South East Midlands August 2020



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Introduction

Business, legal, financial, sales and customer service occupational groups cut across most key sectors within the SEMLEP area.

The occupational groups have been selected based on employer demand through job postings, employment statistics and employer surveys and comprise:

- Business Administrative and Secretarial Occupations
- Business Operations and Management
 - Business Analysis
 - Business Management
 - Human Resources
 - Marketing
 - Procurement
- Financial
- Legal
- Sales and Customer Service Occupations

The aim is to act as a prompt for wider discussion to define both current and short/medium-term occupation and skills needs for the sector and how to develop a talent pipeline to address skill shortages.

The report is also to help inform stakeholders for training provision, investment and promote the development of partnerships in the South East Midlands and across the Oxford-Cambridge Arc.

Paul Thompson
Employer and Skills Manager
South East Midlands Local Enterprise Partnership

Executive Summary

Currently for business, legal, financial, sales and customer service occupational groups:

For Employers

- Employment has increased from 2015 to 2018 in the East and East Midlands by 4.5%
- Job postings (vacancies) decreased from 2017 to 2019 and started to increase again in 2020 prior to Covid-19 at approximately 53,000 per year, 30% of all job postings
- Sales, marketing and related associated roles are reported by employers as the hardest to fill with the highest challenges in manufacturing, advanced technology and logistics. This particularly applies to business to business sales and marketing.
- Other Administrative Occupations are an issue in creative and cultural sectors and logistics and managerial in manufacturing, advanced technology and logistics
- Business, Research and Administrative Occupations are a challenge within manufacturing and advanced technology
- The percentage of organisations with hard to fill vacancies, report all the above occupations groups as being more of a challenge in 2019 than in 2017
- Customer service skills in creative and cultural and managerial skills in logistics are identified as two core competencies requiring development
- Many of the occupational groups and roles are 'hidden' within businesses and not obvious to people seeking employment or planning a career
- Most of the occupational groups and roles are transferable and offer long term career prospects and progression
- The 'hollowing out' of management structures is resulting in people having to advance from lower levels into management
- The introduction of digital technology is impacting many of the occupations, digital skills being essential core competencies

The Talent Pipeline

- There is a shortfall of people coming through education Business, Legal, Financial, Sales and Customer Service pathways
- Current preferred pathway by employers is through higher education and apprenticeships
- There is strong growth in apprenticeships related to business management, human resources and financial occupations
- The introduction of the apprenticeship levy has forced businesses to use apprenticeships for managerial development
- There exist opportunities for increased provision for marketing, sales and customer service apprenticeships

- Apprenticeships learners starts are increasing predominately by people aged +25 with the apprenticeship levy being used to up-skill existing staff
- Apprenticeship starts have increased for levels 3 and 4+ but have reduced at level 2
- There is high female participation rates in apprenticeships
- High levels of BAME participation for apprenticeships except for Black/Black British cohorts
- The pipeline of people through ESFA funded non-apprenticeship education is considerably lower than other education pathways
- ESFA funded non-apprenticeships learners starts are decreasing with only administrative and secretarial occupations growing
- ESFA non-apprenticeships learner starts are predominately by people aged +25
- Female participation for non-apprenticeships learners starts are static at 48%
- BAME participation for non-apprenticeships learners starts is high with only Asian/Asian British ethnic groups reducing
- Non-apprenticeships ESFA funded education and training starts have reduced for learners for entry level, levels 1, 2, 3 and 4 with low numbers for level 4 and 5
- Higher education provision locally matches demand
- Apprenticeships whilst suitable for some roles, are not deemed the best solution by employers for CPD, up-skilling and re-skilling where short courses/training or modular education would be more efficient and have a faster impact for the business and individual.

Recommendations

- Need to highlight opportunities within the Business, Legal, Financial, Sales and Customer Service occupational groups to young people within education through employer engagement and sector bodies such as CIPS and ICAEW.
- Need to ensure businesses understand the need to, and contribute to, the development of the talent pipeline, highlighting 'hidden' roles and opportunities in sectors with shortages.
- Need to highlight opportunities within the Business, Legal, Financial, Sales and Customer Service occupational groups to people either in-work or not for re-skilling and up-skilling.
- Need to maintain entry level, levels 1 and 2 pathways.
- Need to provide more flexible short courses/training or modular education for CPD and up-skilling.
- Need to promote and increase BAME participation through employer engagement using role models.
- Need to ensure young people have high level numeracy and literacy skills
- Need to ensure all have competent levels of digital literacy

Summary of Employment and Job Postings Data

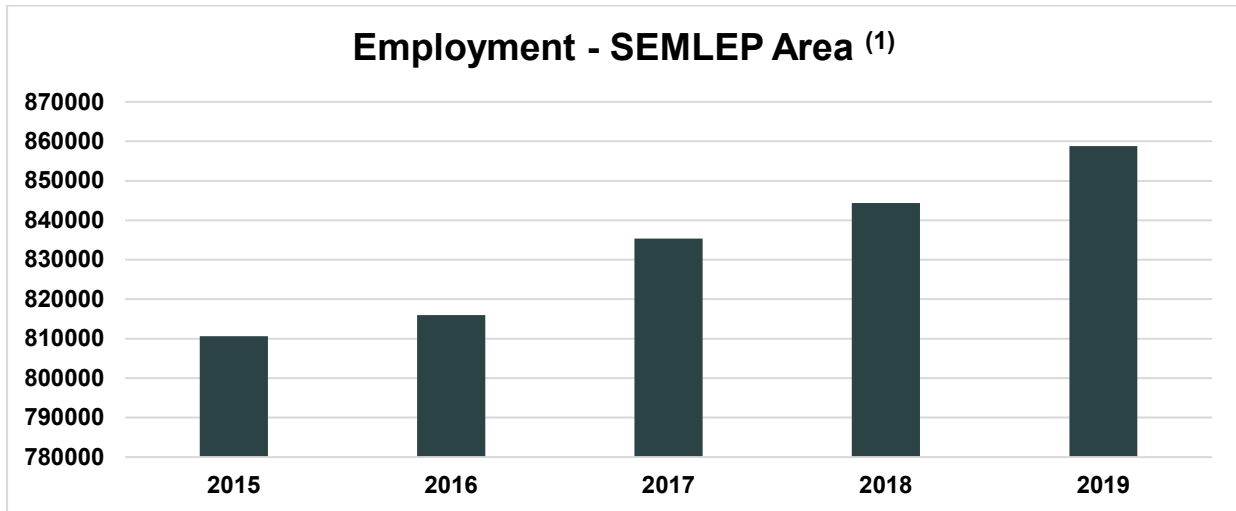
	Business Administrative and Secretarial Occupations	Business Operations and Management	Financial	Legal	Sales and Customer Service Occupations
Employment Trend	▼	▲	▶	▲	▶
Full-Time/Part-Time Employment (%)	55/45	81/19	73/27	79/21	81/19
Female/Male Participation (%)	83/17	50/50	57/43	58/42	46/54
BAME Participation	Under representation from Black or Black British, Other Ethnic & Pakistani/Bangladeshis ethnic groups	No data	Under representation from Black or Black British, Other Ethnic & Pakistani/Bangladeshis ethnic groups	No data	No data
Job Postings (Vacancies) Trend	▼	▼	▼	▲	▲
Occupations - Job Postings (Vacancies)					
Within top 25	Office/Administrative Assistant	Project Manager	Bookkeeper/Accounting Clerk, Accountant	Lawyers	Customer Service Representative, Account Manager/Representative
Within top 50		Marketing Manager, Buyer/Purchasing Agent and Human Resources/Labour Relations Specialist	Financial Manager		Sales Manager, Sales Representative, Retail Store Manager/Supervisor
Within top 100	Senior Administrator, Receptionist, Database Administrator	Procurement Manager, Business/Management Analyst, Recruiter and General Manager	Payroll Specialist, Credit Analyst/Authoriser, Auditor and Financial Analyst		Sales Assistant, Customer Service Manager

	Business Administrative and Secretarial Occupations	Business Operations and Management	Financial	Legal	Sales and Customer Service Occupations
Occupations Increasing in Demand	Senior Administrators, Database Administrators	Business / Management Analyst, Market Research Analyst, Business Intelligence Analyst, Contract Administrator / Manager, Business Continuity Planner / Analyst, Chief Information Officer / Director of Information Technology, Recruiter, Human Resources / Labour Relations Specialist, Human Resources Assistant, Marketing Manager, Marketing Representative, Marketing Coordinator / Assistant, Public Relations Specialist, Buyer / Purchasing Agent, Procurement Manager, Purchasing Assistant	Bookkeeper/Accounting Clerk, Accountant, Financial Manager, Credit Analyst/Authoriser, Financial Analyst, Auditor, Payroll Specialist, Personal Financial Advisors	Lawyer, Legal Secretary, Licensed Conveyancer	Account Manager/Representative, Sales Manager, Sales Representative, Retail Store Manager/Supervisor, Customer Service Manager, Telemarketer, Parts Specialist/Salesperson

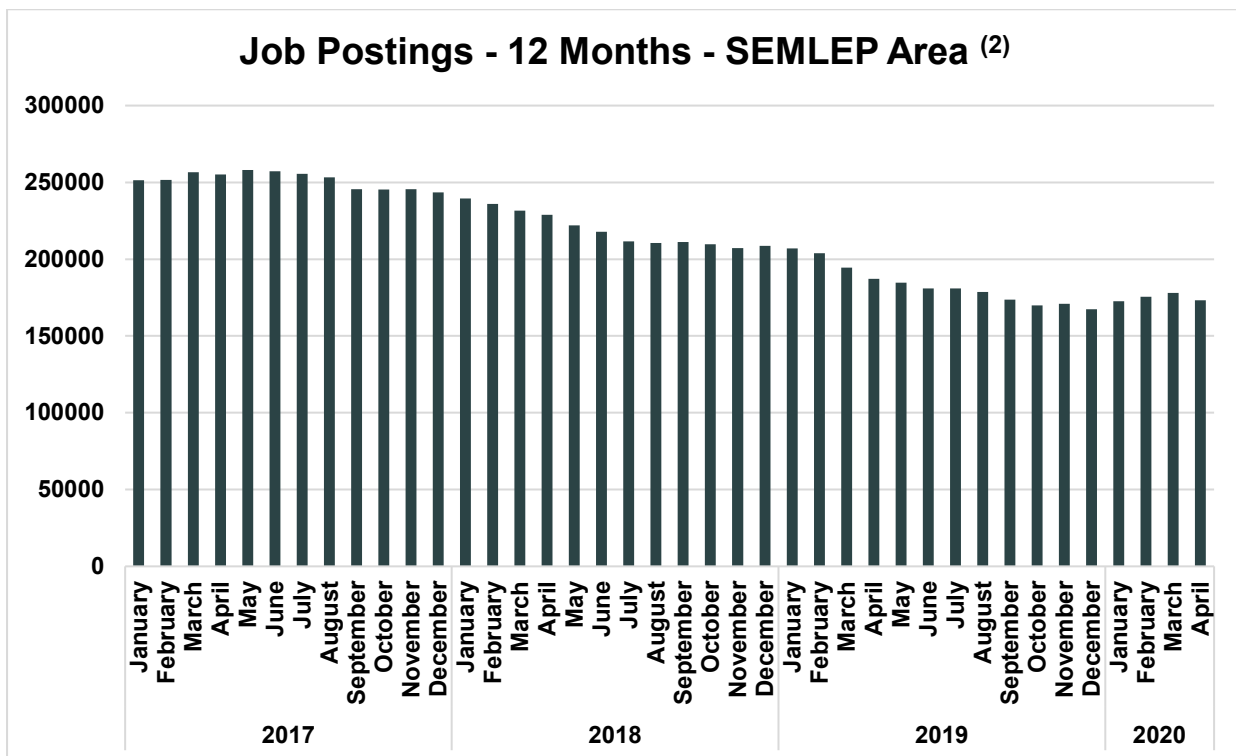
Employment and Vacancies

The Labour Market in the South East Midlands

Employment within the SEMLEP area has continued to rise from 2017 to 2019.



The number of job postings (vacancies) in the SEMLEP area have been reducing since 2017 with the announcement of Brexit and slowdown of the global economy. There has been an increase pre Covid-19 from the start of 2020 (2).

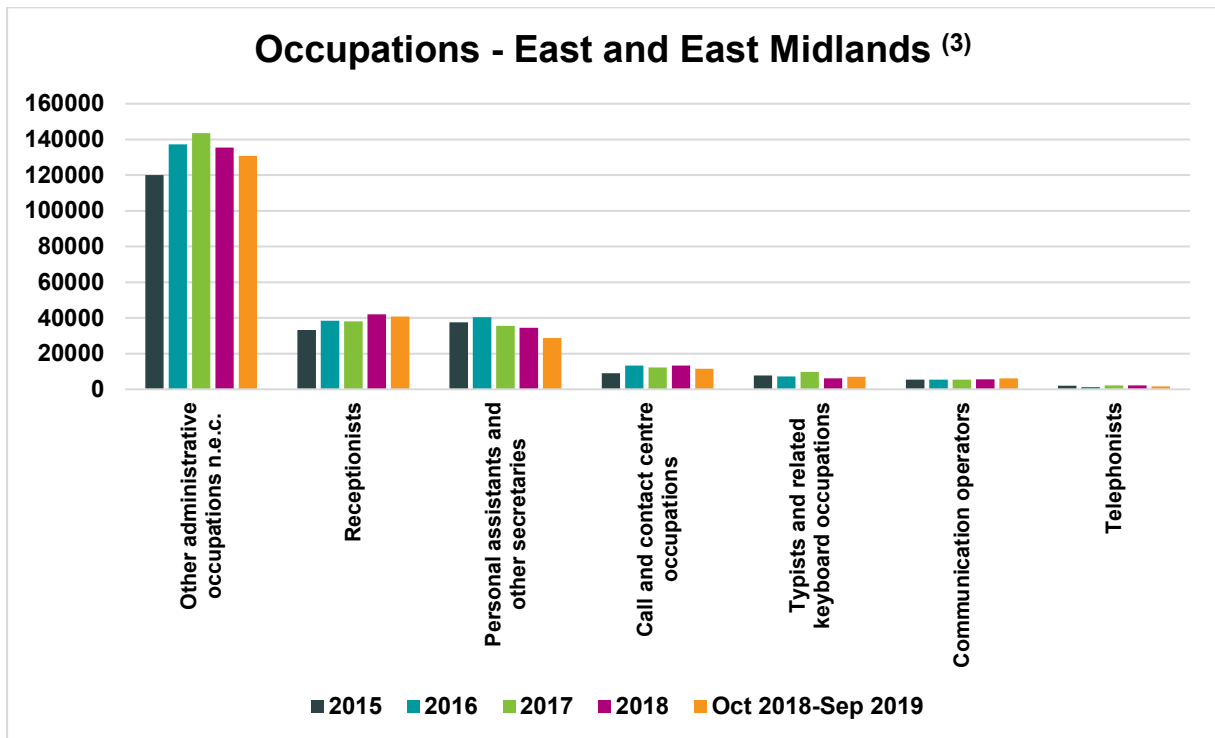
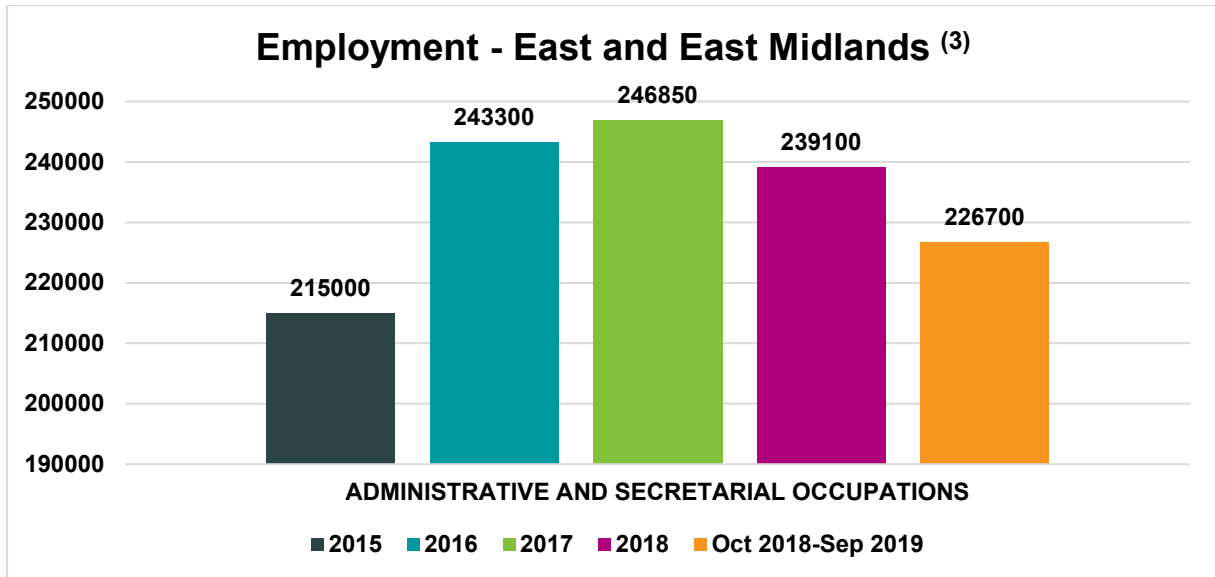


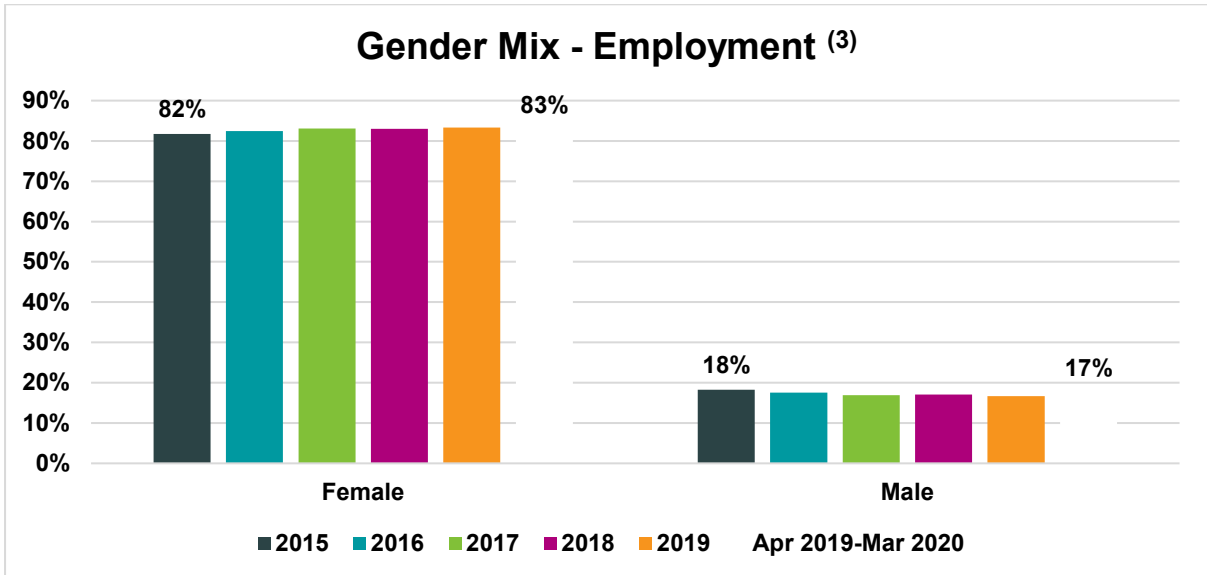
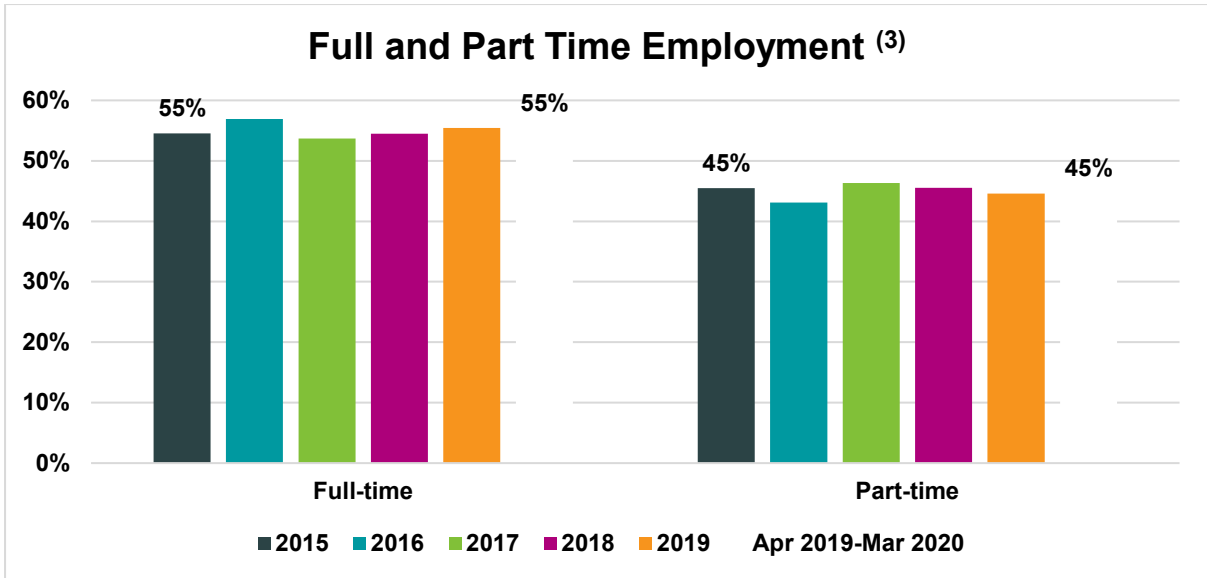
The following pages contain trends analysis of employment and job postings for each occupational group and subgroup.

Employment figures are based on Standard Occupation Codes (SOC) for the East and East Midlands and job postings are Burning Glass Occupational Codes for the SEMLEP area.

Business Administrative and Secretarial Occupations

Employment

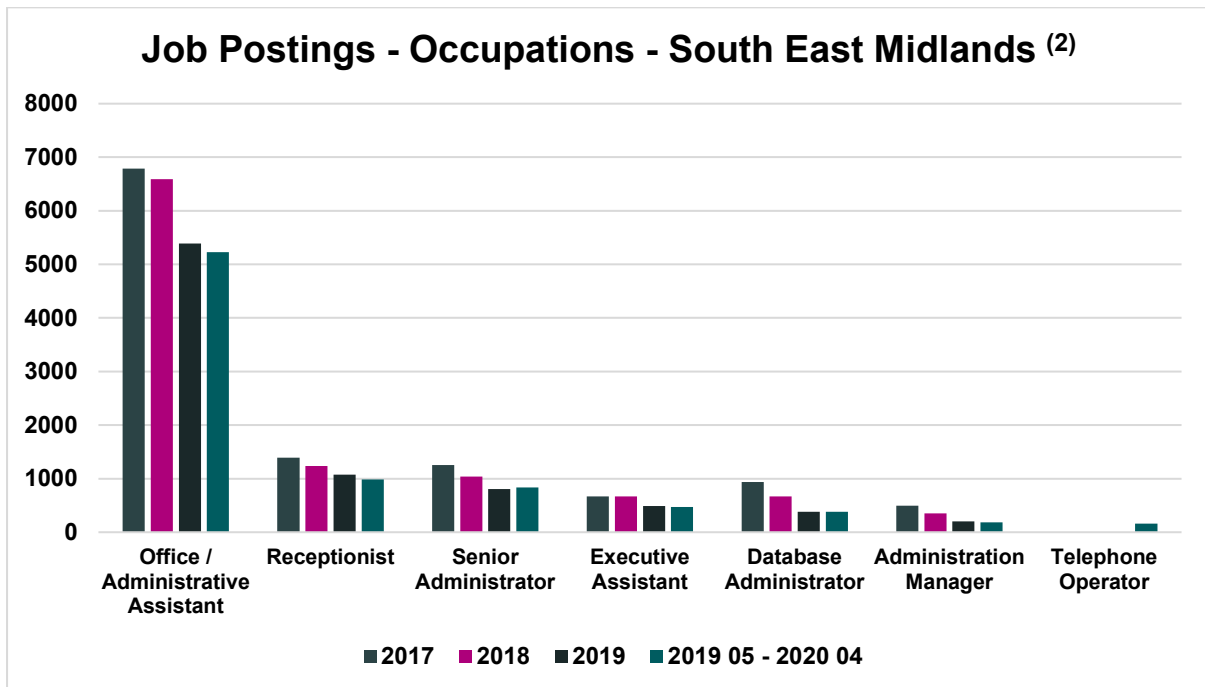
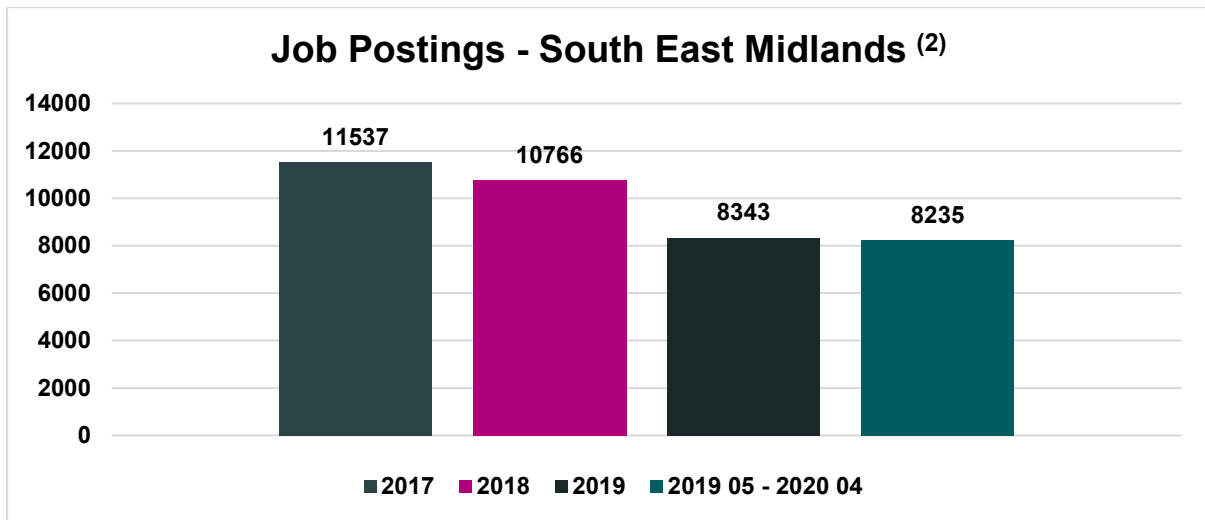




Comments:

- Overall employment decline since 2018
- Decline primarily for general administration roles and personal assistants
- Use of digital technology and processes reducing demand
- Full-time (55%) and part-time employment (45%) has remained stable since 2015
- Predominately female participation at 83%

Job Postings (Vacancies)

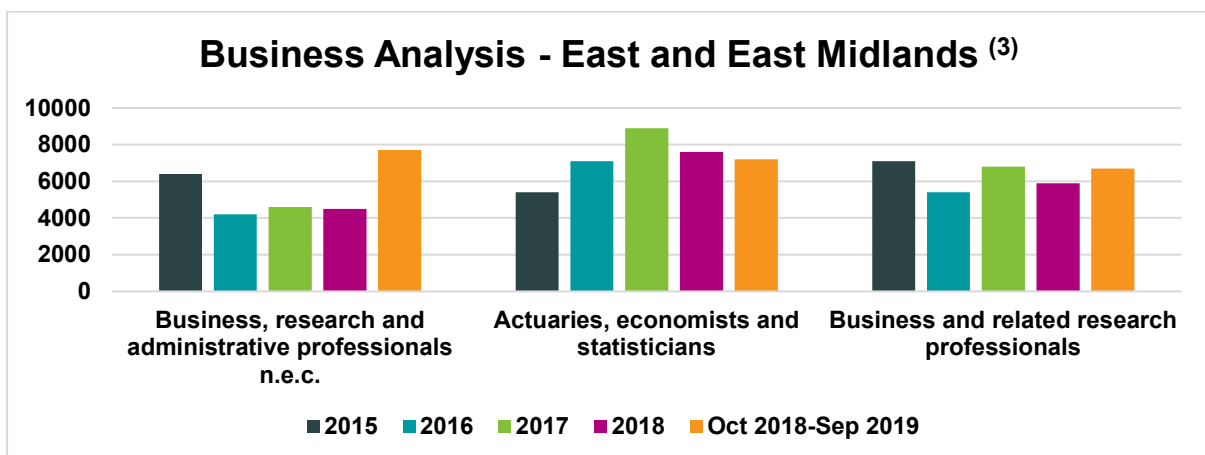
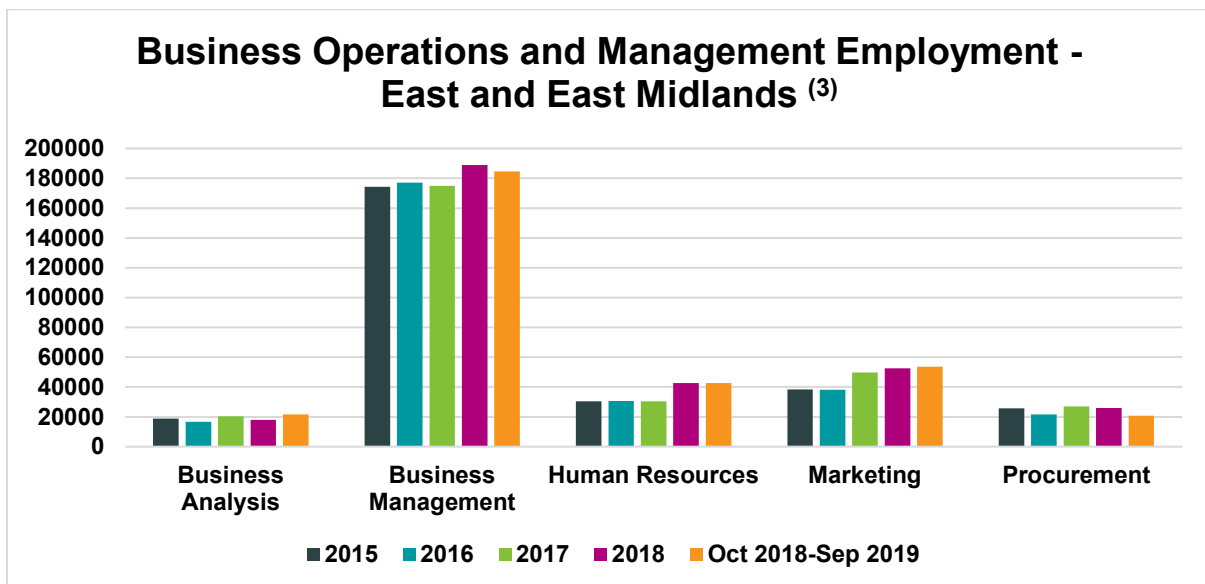
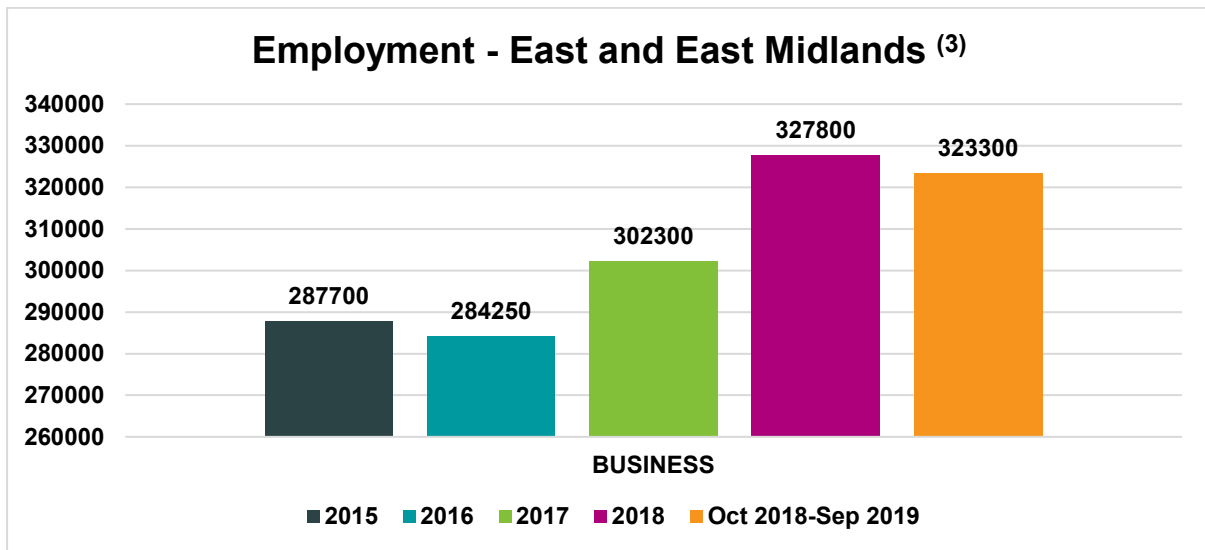


Comments:

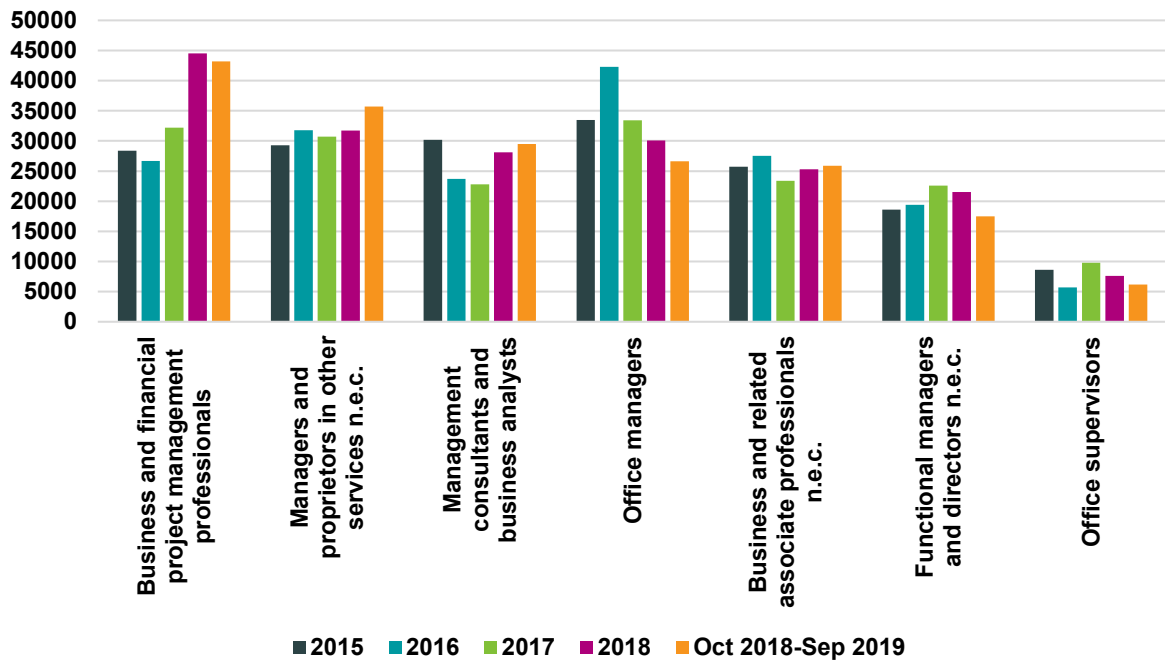
- Job postings reduced from 2017 in line with overall job postings for the South East Midlands
- Office/Administrative Assistant remain in the top 25 job postings both pre and post Covid-19
- Senior Administrator, Receptionist and Database Administrator are in the top 100
- Slight upward trend for Senior Administrators and Database Administrators

Business Operations and Management

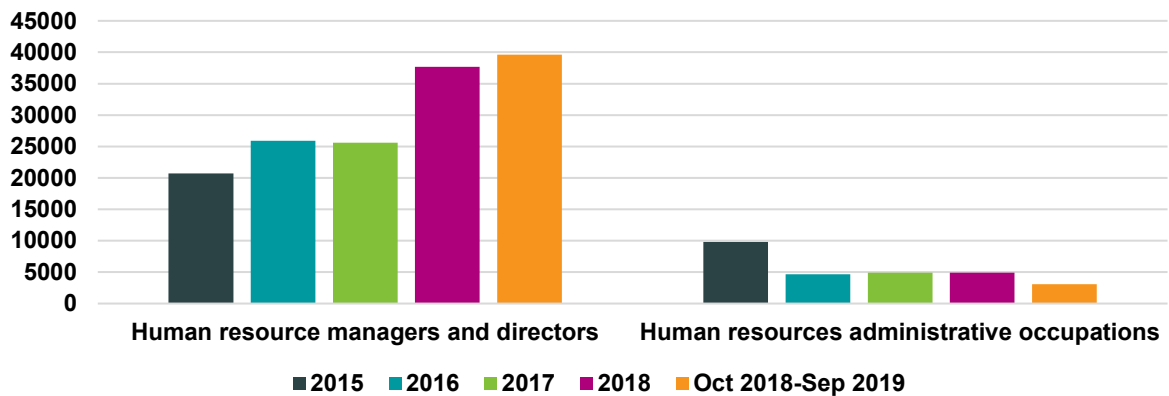
Employment



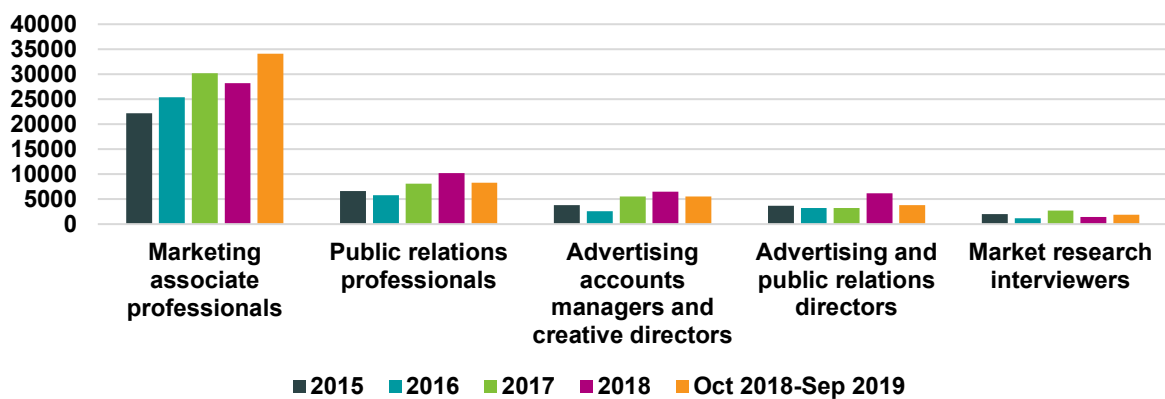
Business Management - East and East Midlands ⁽³⁾



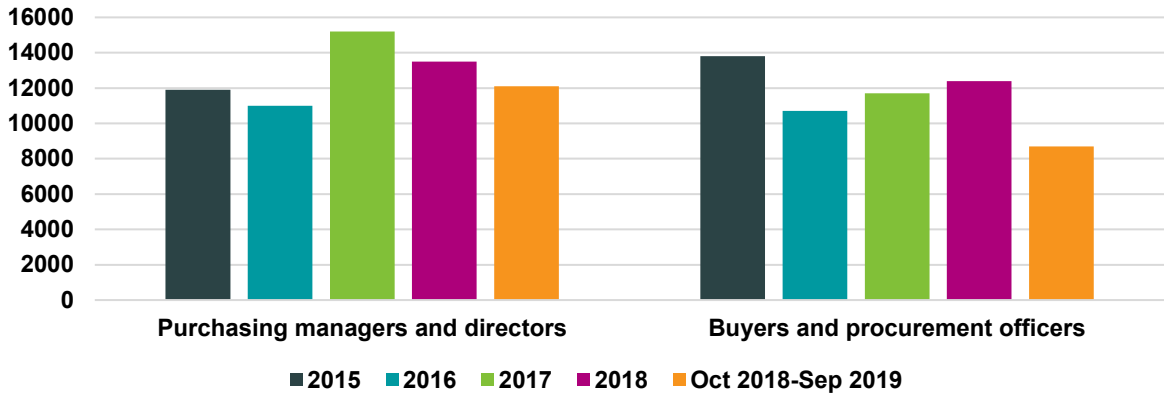
Human Resources - East and East Midlands ⁽³⁾



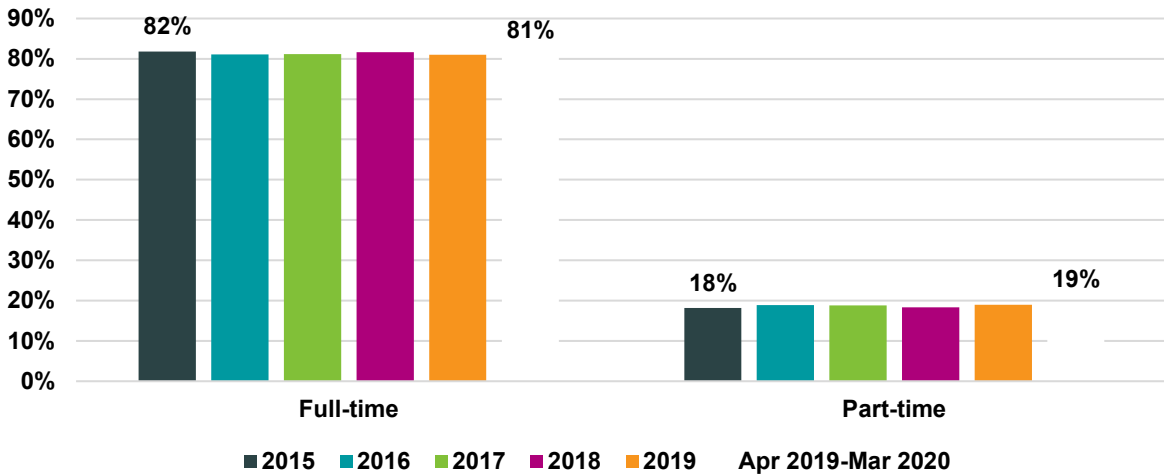
Marketing - East and East Midlands ⁽³⁾



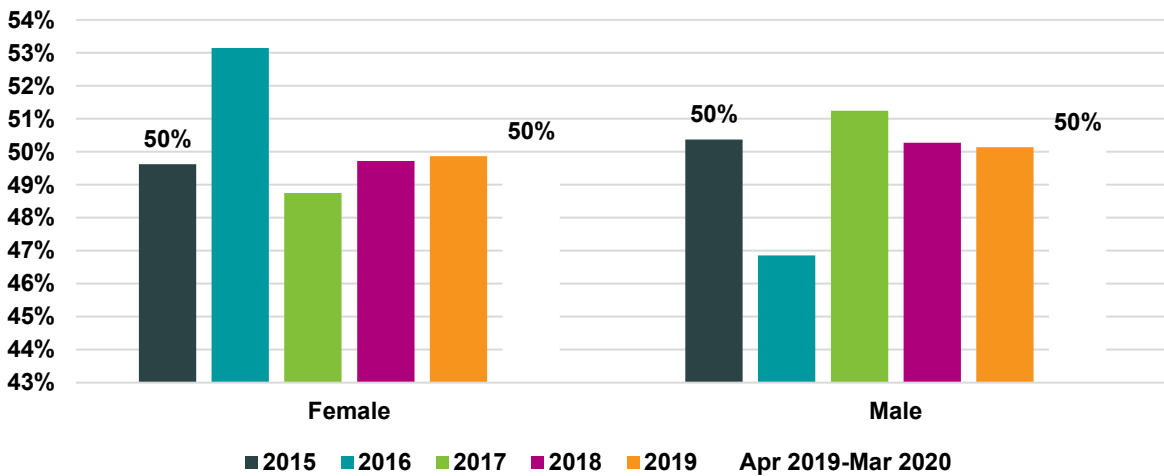
Procurement - East and East Midlands ⁽³⁾



Full and Part Time Employment ⁽³⁾



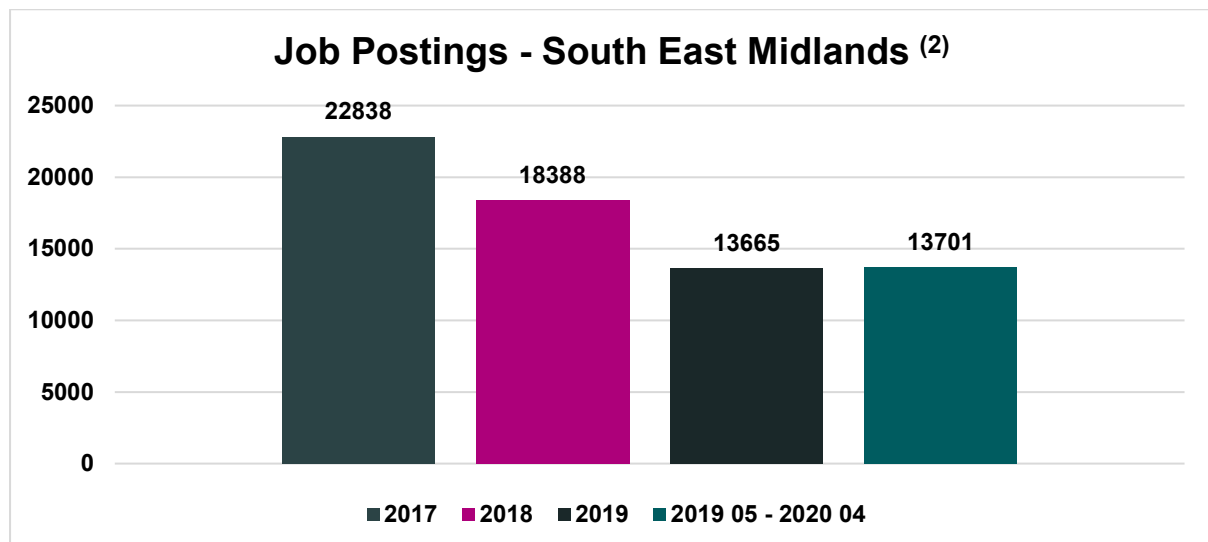
Gender Mix - Employment ⁽³⁾



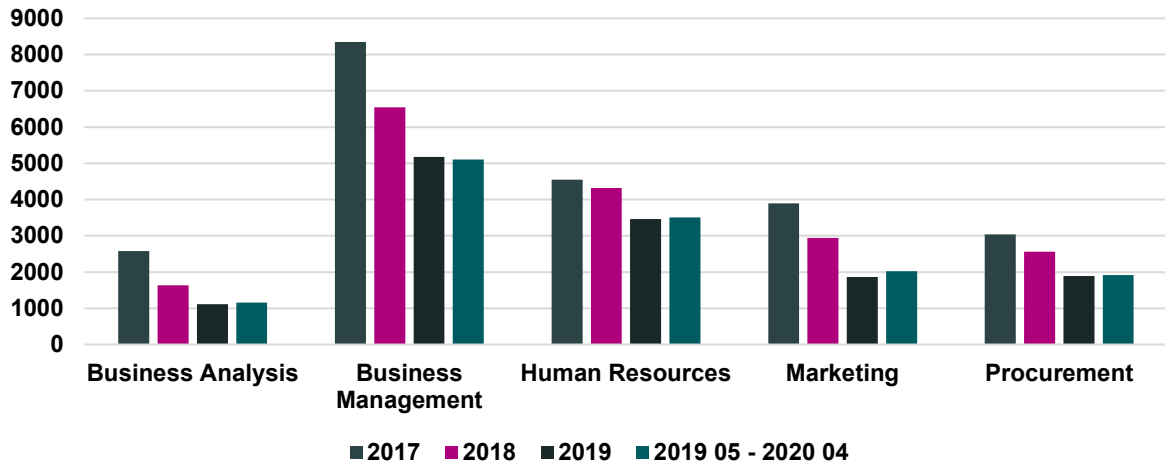
Comments:

- Overall employment increase 2016 to 2018 by 15%
- Increases in Business Management, Human Resources, Marketing and Business Analysis
- Employment within Procurement remains flat with reports of high replacement need
- Business Management
 - Trends up for the employment of business and financial project management professionals; managers and proprietors in other services n.e.c.; management consultants and business analysts; business and related associate professionals n.e.c.
 - Trends down for middle ranking positions with lean management, multi-functional roles and introduction of digital, such as office managers; functional managers and directors n.e.c.; office supervisors
- Increased employment trend for human resources managers and directors with increasing legislation, support for employee welfare and need for expertise in this area
- Marketing
 - Upward trend in the employment of marketing associate professionals and public relations professionals
 - Demand for other roles remains flat
- Upward trend for buyers and procurement officers and a downward trend, since 2017, for purchasing managers and directors
- Full-time (81%) and part-time employment (19%) has remained stable since 2015
- Equal gender mix at 50% each

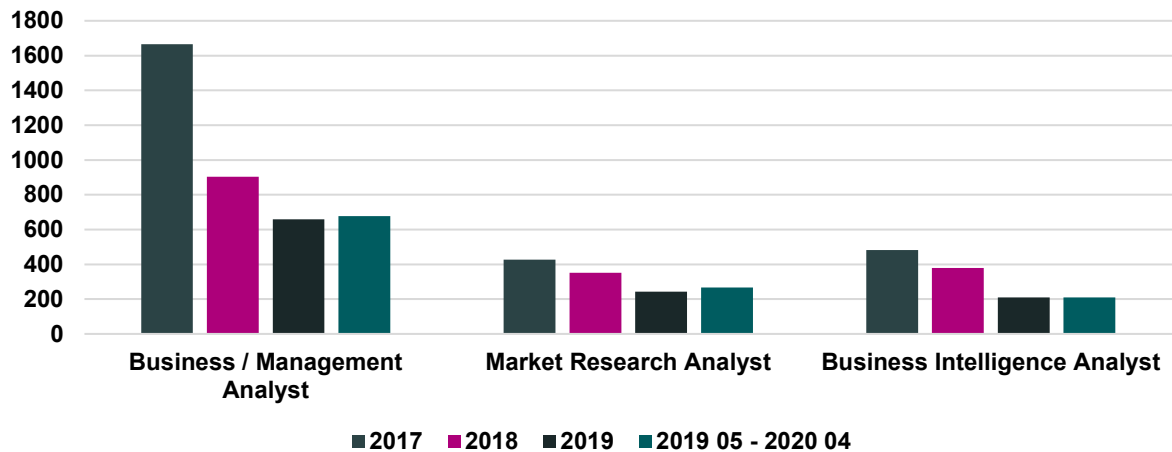
Job Postings (Vacancies)



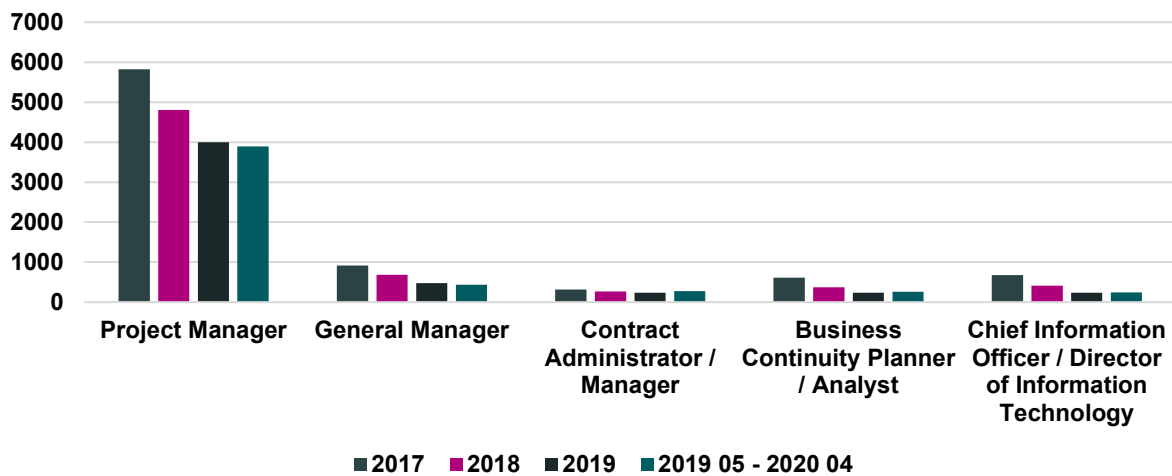
Job Postings - Business Operations and Management - South East Midlands ⁽²⁾



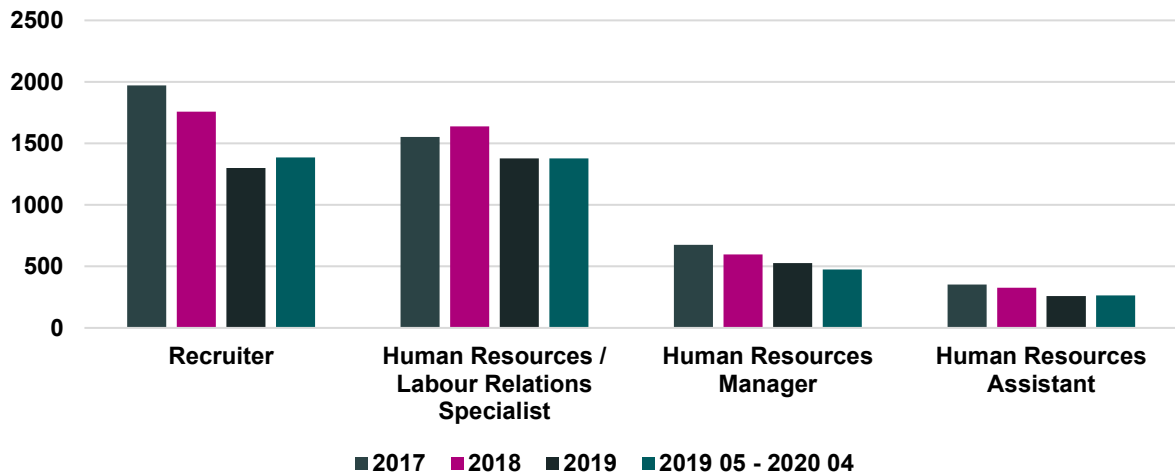
Business Analysis - South East Midlands ⁽²⁾



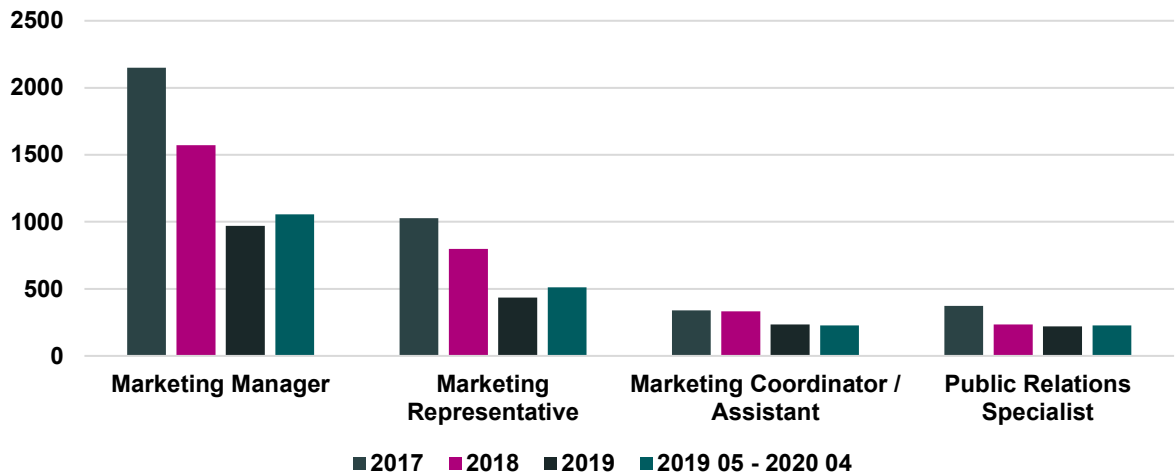
Business Management - South East Midlands ⁽²⁾



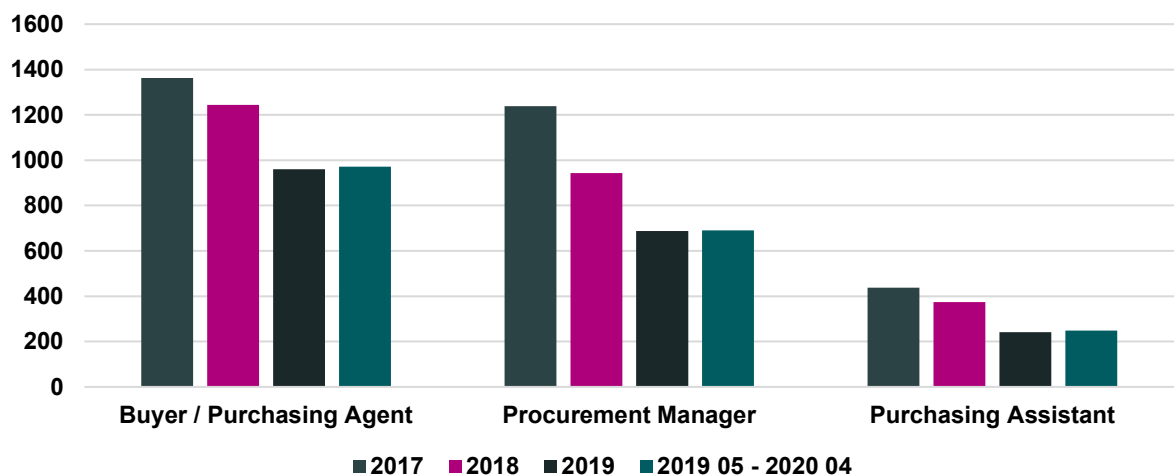
Human Resources - South East Midlands (2)



Marketing - South East Midlands (2)



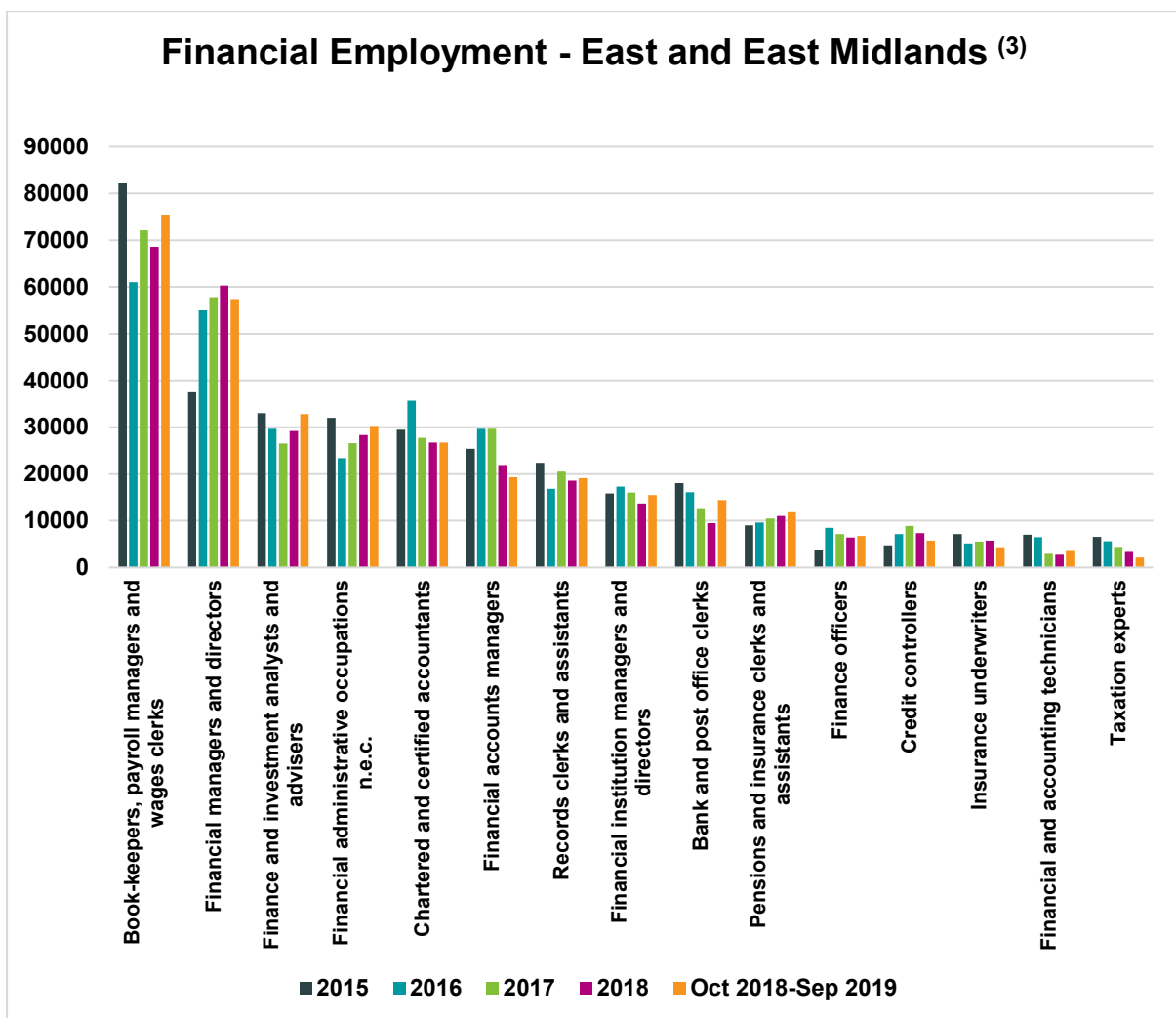
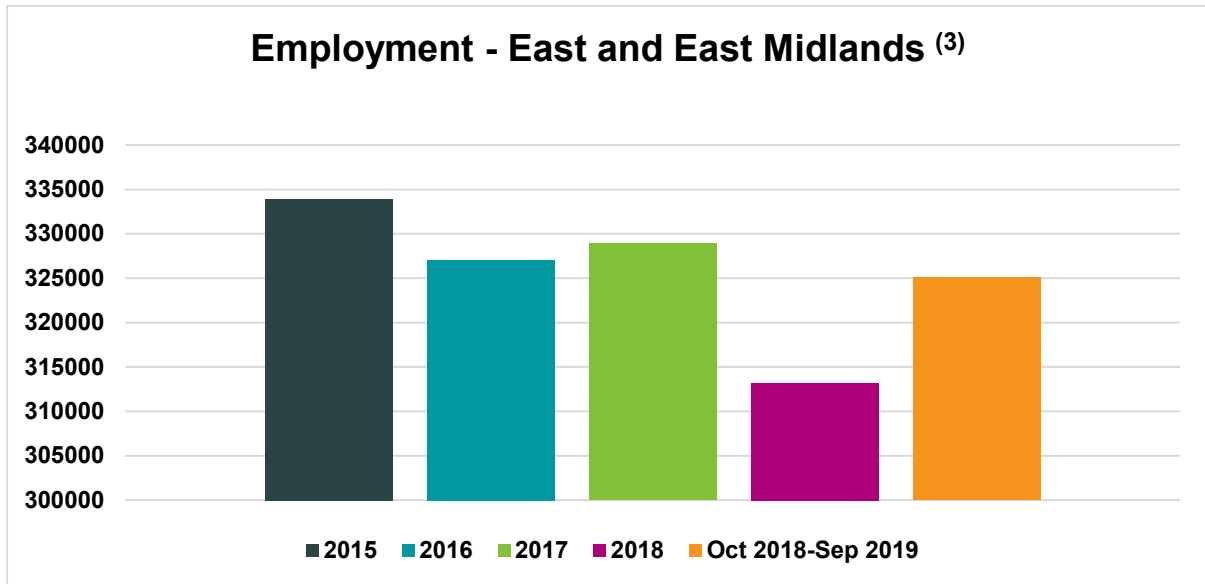
Procurement - South East Midlands (2)

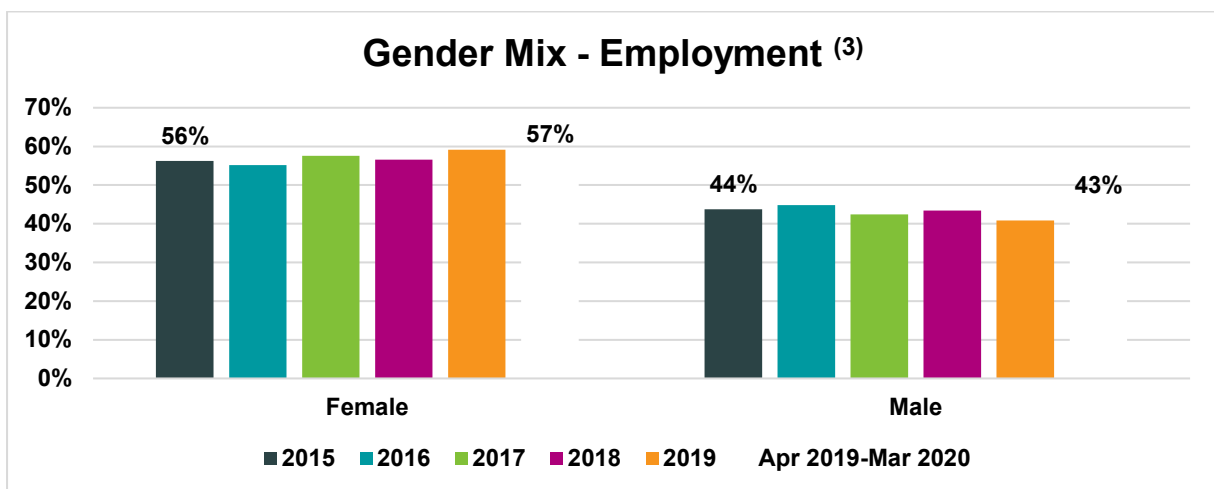
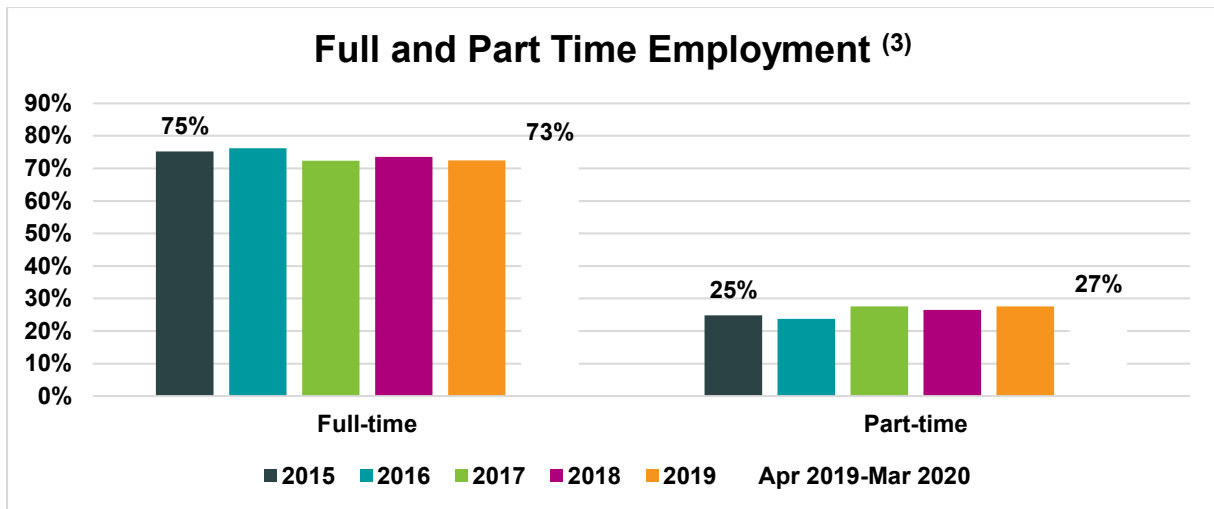


Comments:

- Job postings reduced from 2017 in line with overall job postings for the South East Midlands
- Slight increases in demand for Business Analysis, Human Resources, Marketing and Procurement
- Project Manager remains in the top 25 job postings both pre and post Covid-19
- Marketing Manager, Buyer/Purchasing Agent and Human Resources/Labour Relations Specialist are in the top 50
- Procurement Manager, Business / Management Analyst, Recruiter and General Manager are in the top 100
- Stable or increasing demand for the following occupations:
 - Business / Management Analyst
 - Market Research Analyst
 - Business Intelligence Analyst
 - Contract Administrator / Manager
 - Business Continuity Planner / Analyst
 - Chief Information Officer / Director of Information Technology
 - Recruiter
 - Human Resources / Labour Relations Specialist
 - Human Resources Assistant
 - Marketing Manager
 - Marketing Representative
 - Marketing Coordinator / Assistant
 - Public Relations Specialist
 - Buyer / Purchasing Agent
 - Procurement Manager
 - Purchasing Assistant

Financial Employment

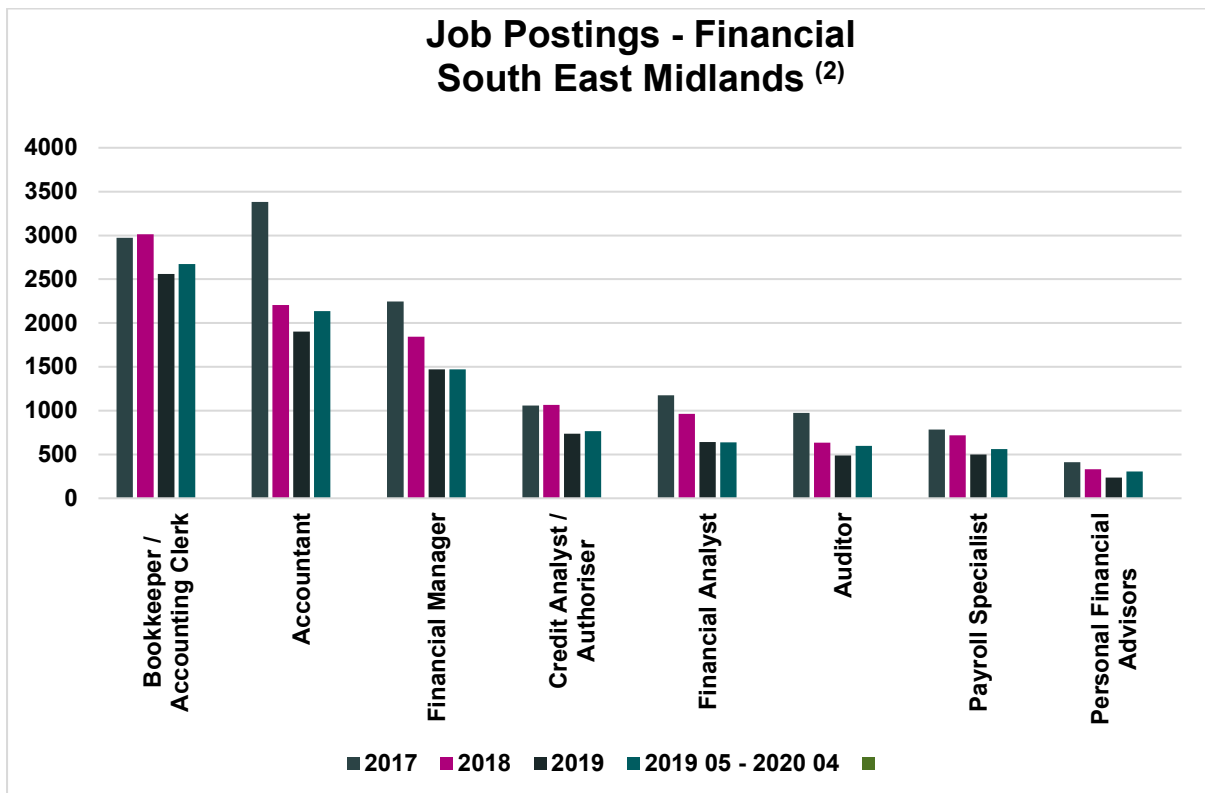
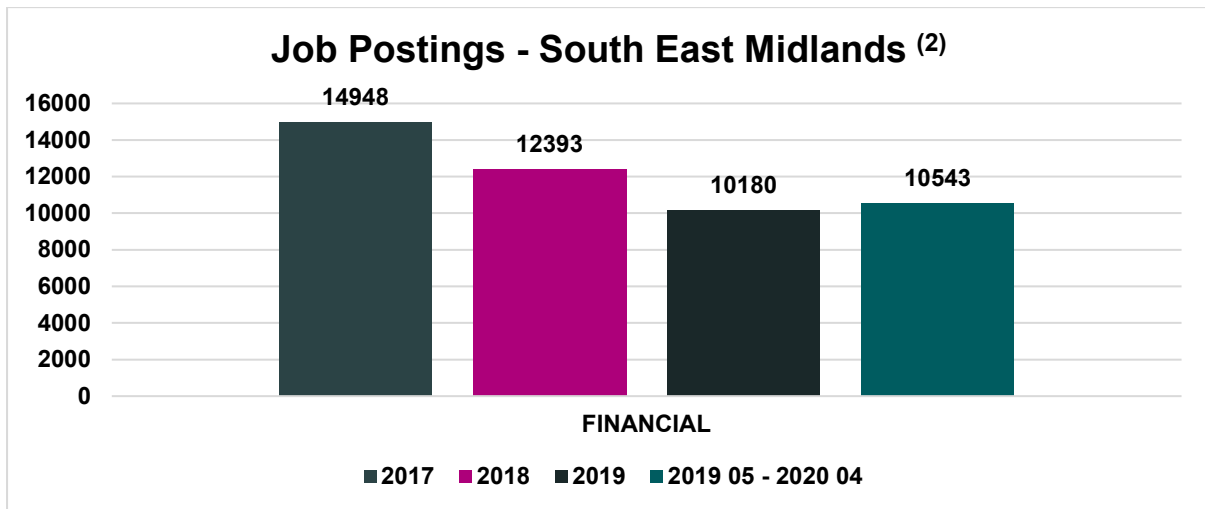




Comments:

- Overall employment stable with a dip in 2018
- Consistent increases in employment since 2017 for;
 - Finance and investment analysts and advisers
 - Financial administrative occupations n.e.c.
 - Pensions and insurance clerks and assistants
- Increases in employment since 2018 for;
 - Bookkeepers, payroll managers and wages clerks
 - Records clerks and assistants
 - Financial institution managers and directors
 - Bank and post office clerks
 - Finance officers
 - Financial and accounting technicians
- Consistent reduction in employment since 2017 for;
 - Chartered and certified accountants
 - Financial accounts managers
 - Credit controllers
 - Taxation experts
- Reduction in full-time from 75% in 2015 to 73% in March 2020
- Slight increase in female participation from 56% to 57% from 2015 to March 2020

Job Postings (Vacancies)



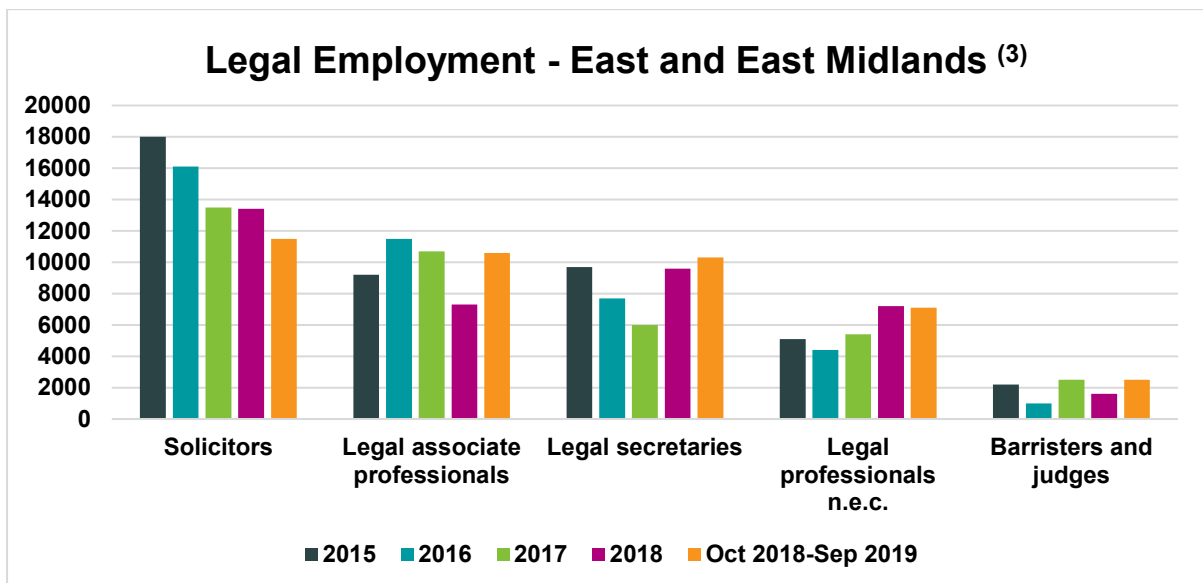
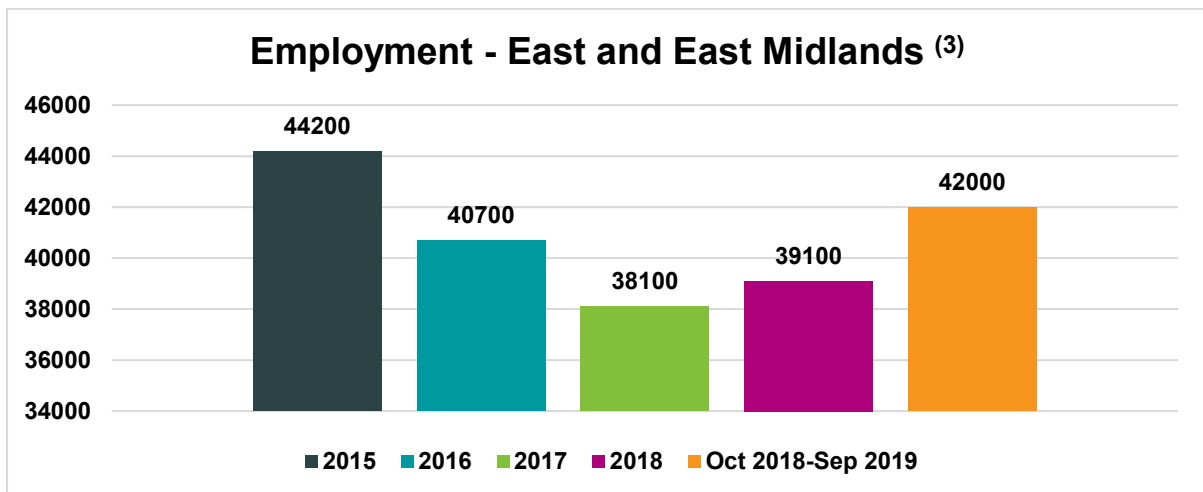
Comments:

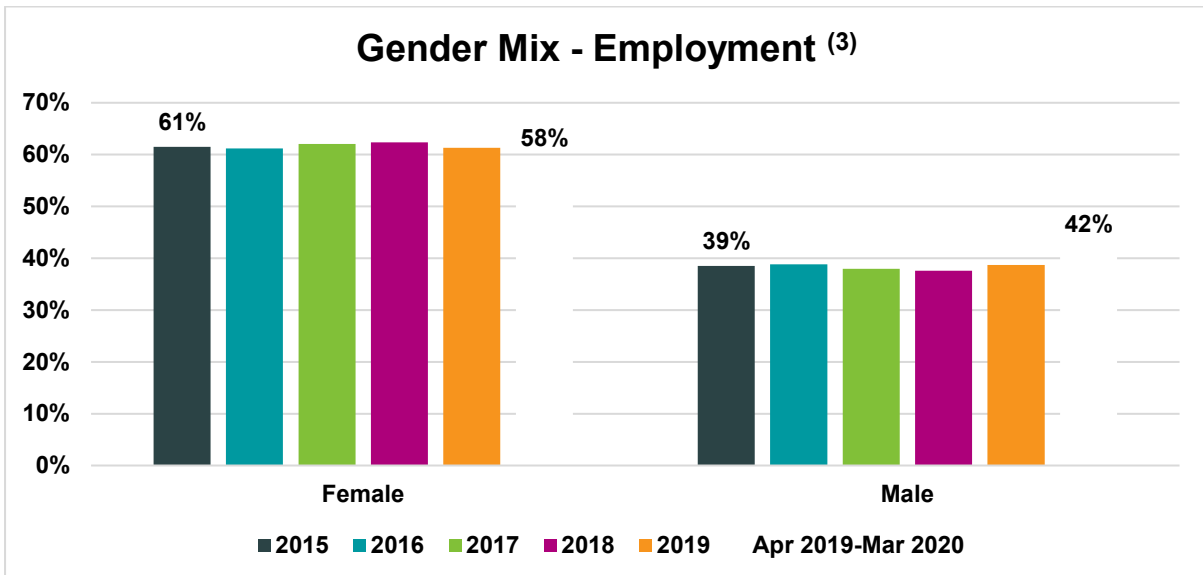
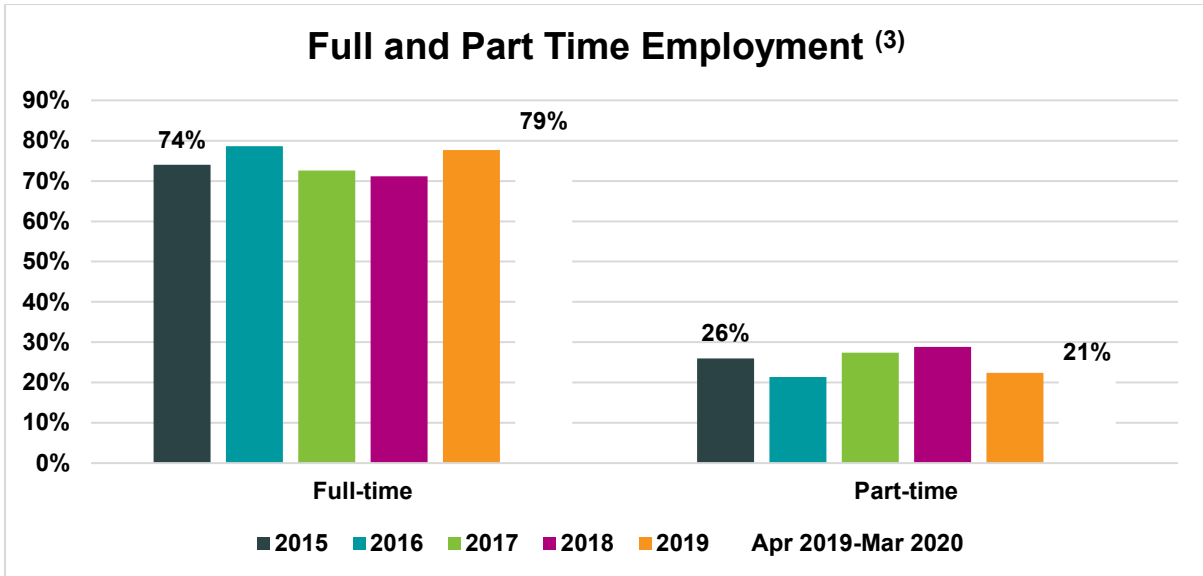
- Job postings reduced from 2017, with a slight increase into 2020, in line with overall job postings for the South East Midlands
- Bookkeeper/Accounting Clerk and Accountant remain in the top 25 job postings both pre and post Covid-19
- Financial Manager is in the top 50
- Payroll Specialist, Credit Analyst/Authoriser, Auditor and Financial Analyst are in the top 100

- Slight upward trend in recruitment for all occupations pre Covid-19;
 - Bookkeeper / Accounting Clerk
 - Accountant
 - Financial Manager
 - Retail Sales Associate
 - Credit Analyst / Authoriser
 - Financial Analyst
 - Auditor
 - Payroll Specialist
 - Personal Financial Advisors

Legal

Employment

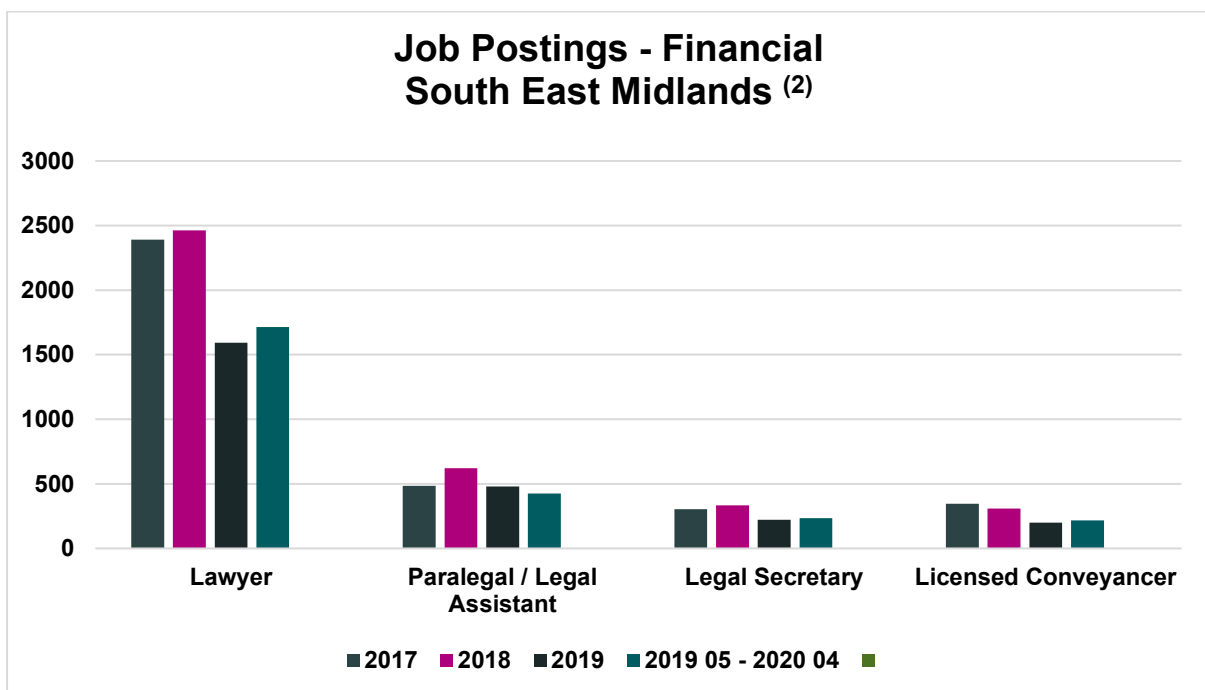
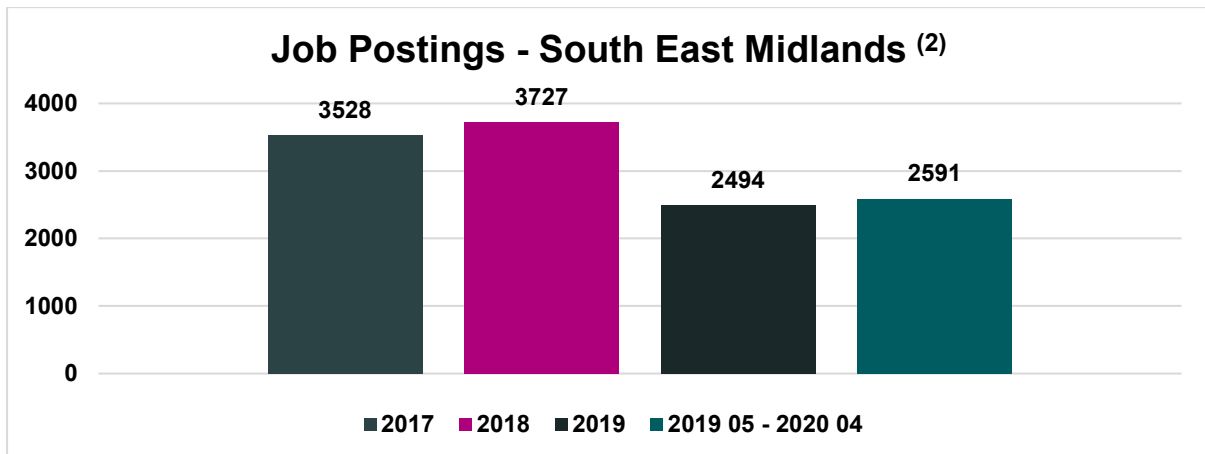




Comments:

- Overall employment increasing since 2017
- Consistent increases in employment since 2017 for;
 - Legal secretaries
 - Legal professionals n.e.c.
- Increases in employment since 2018 for;
 - Legal associate professionals
 - Barristers and judges
- Consistent reduction in employment since 2017 for solicitors although this remains the highest employment occupation for legal
- Increase in full-time employment from 74% in 2015 to 79% in March 2020
- Reduction in female participation from 61% to 58% from 2015 to March 2020

Job Postings (Vacancies)

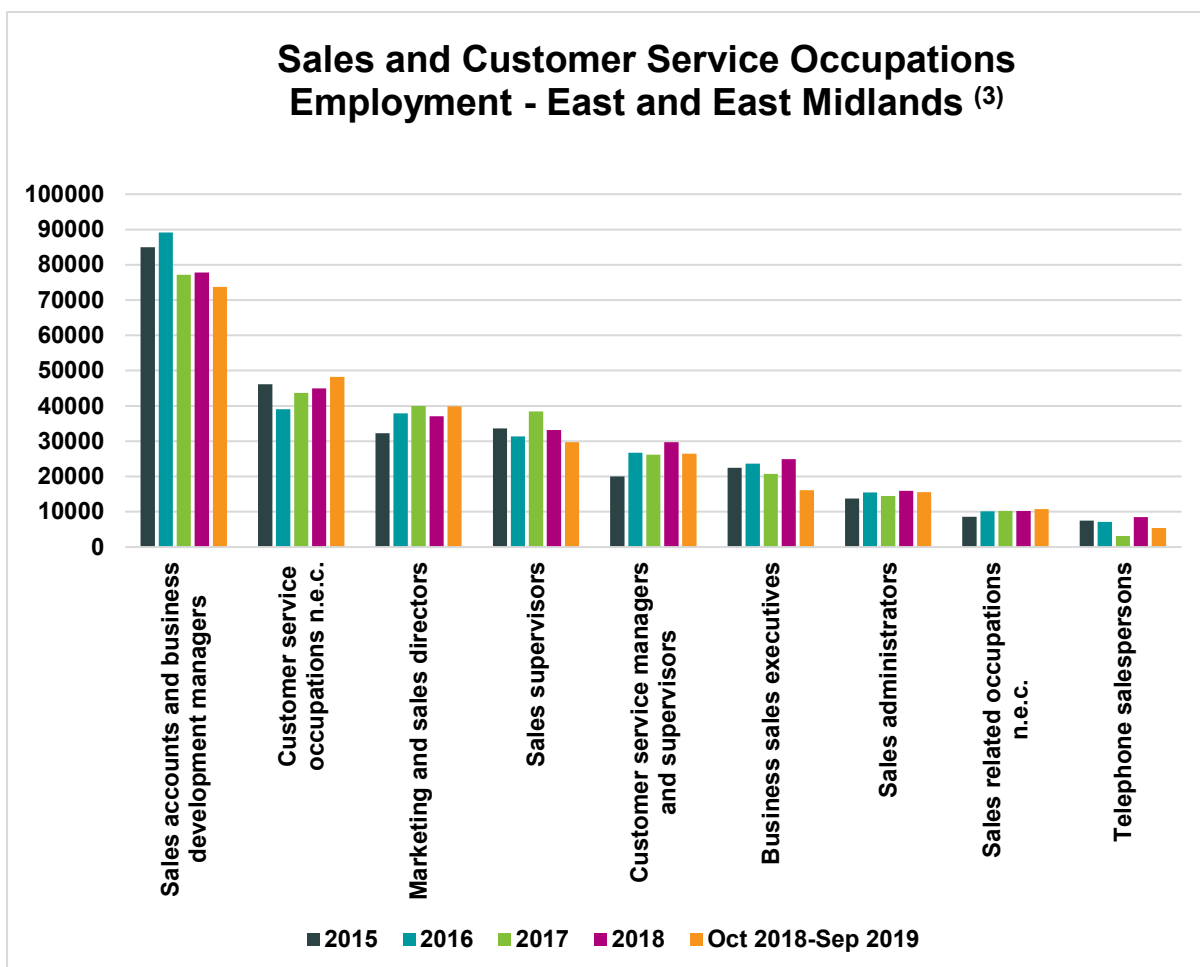
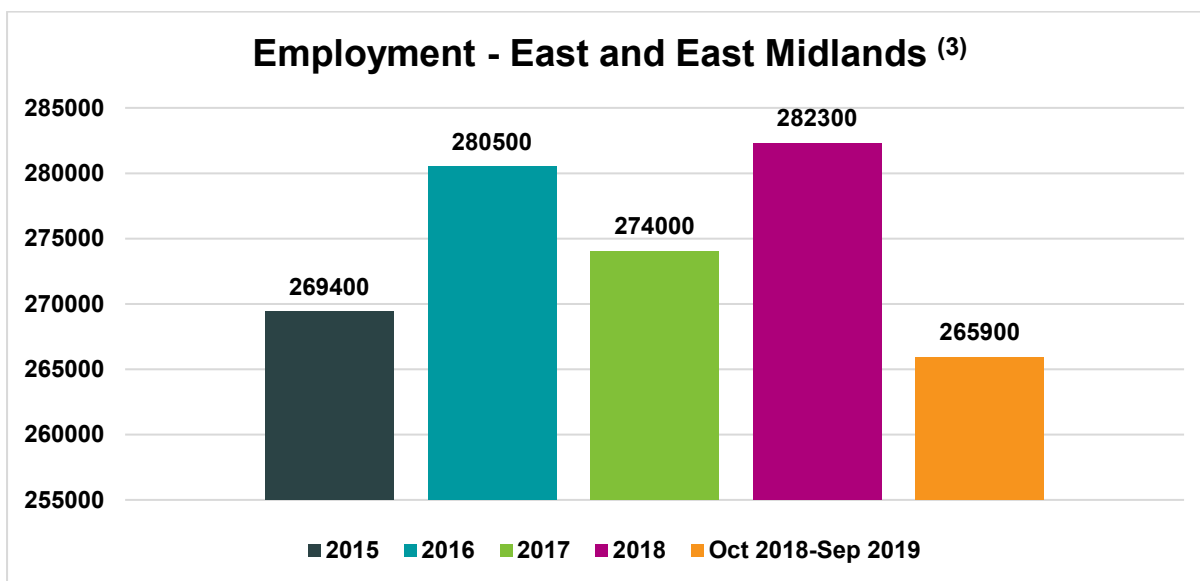


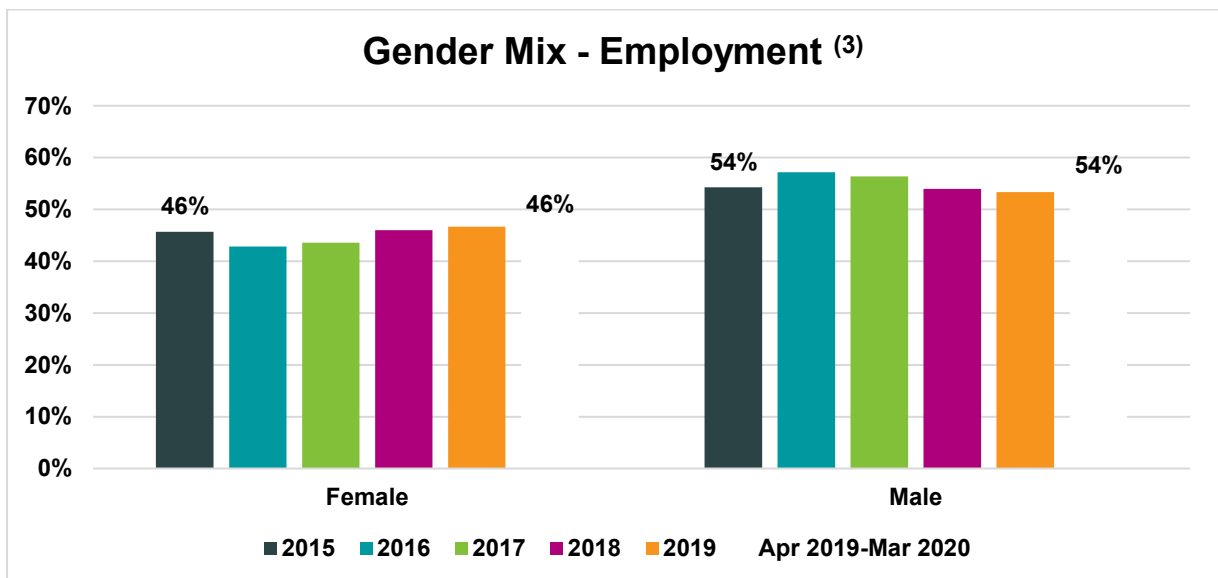
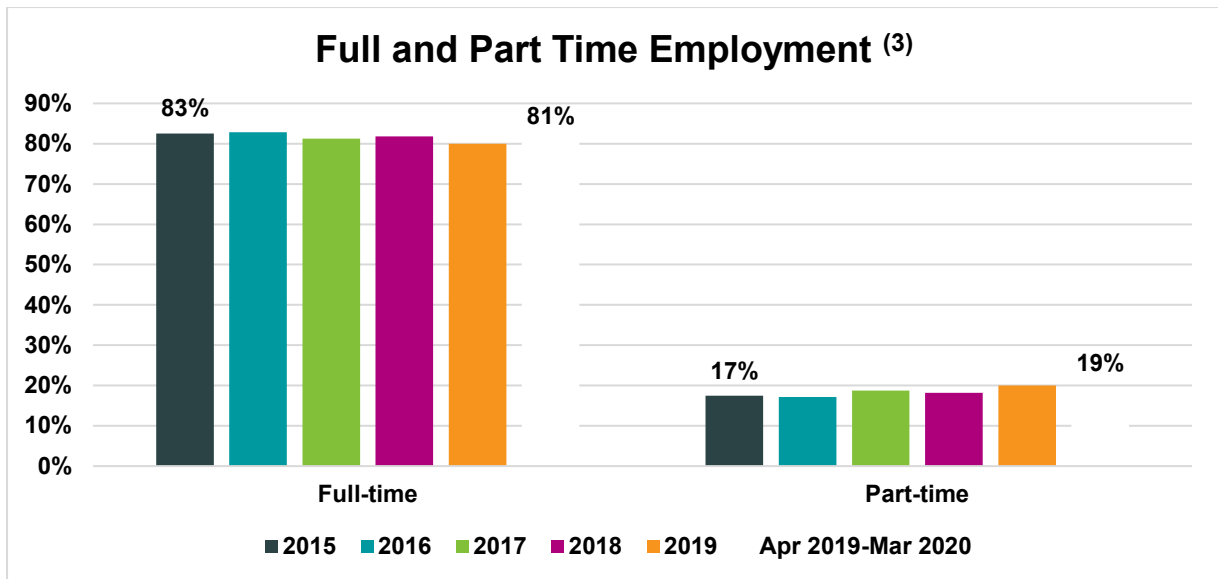
Comments:

- Job postings reduced from 2018, with a slight increase into 2020, in line with overall job postings for the South East Midlands
- The demand for lawyers remains in the top 25 job postings both pre and post Covid-19
- Slight upward trend in recruitment for all occupations pre Covid-19;
 - Lawyer
 - Legal Secretary
 - Licensed Conveyancer

Sales and Customer Service Occupations

Employment

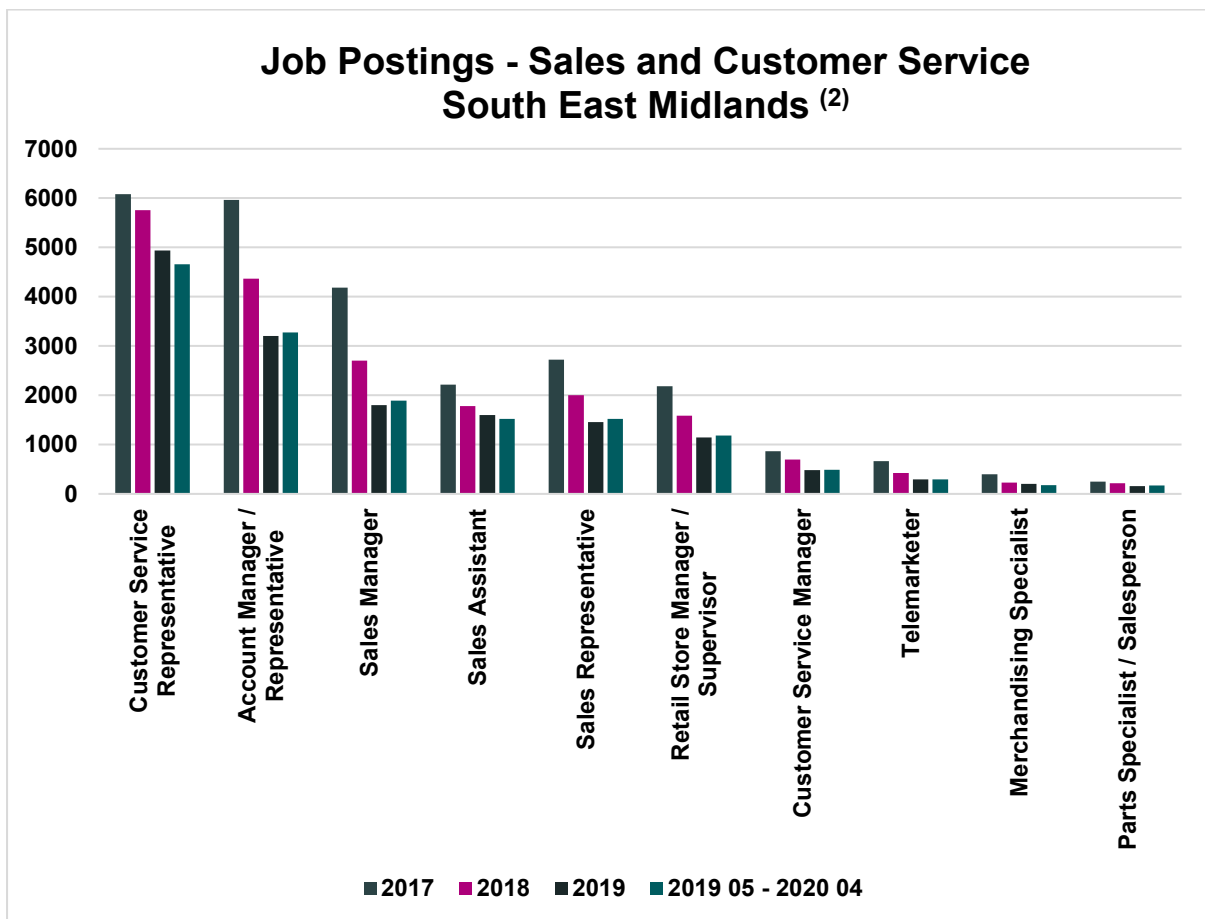
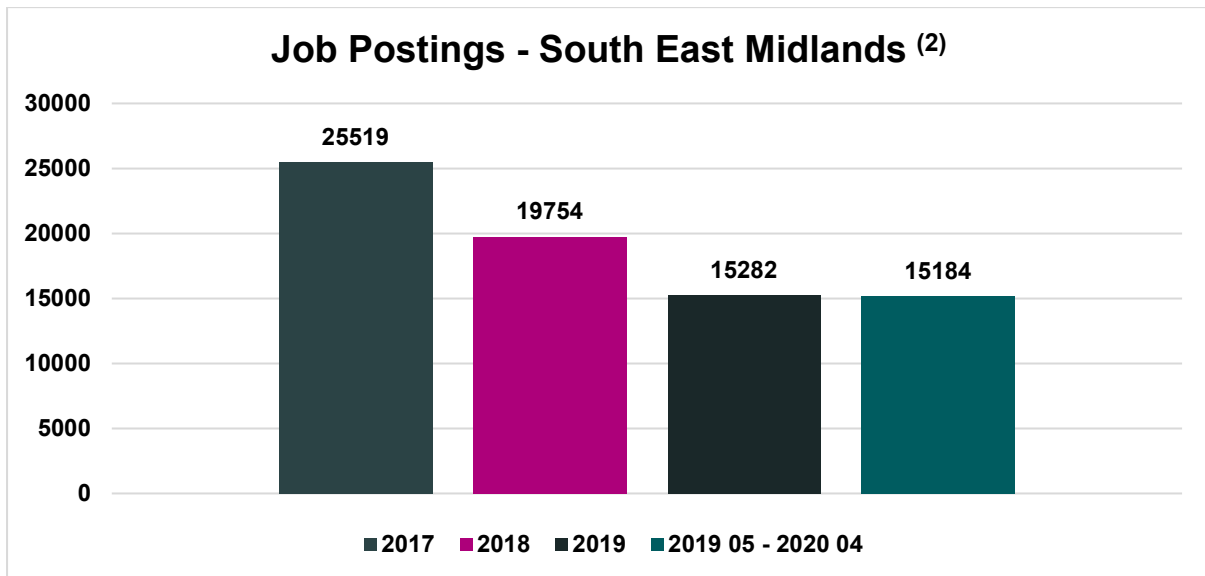




Comments:

- Overall employment fluctuating from 2015 with decrease from 2018 to September 2019
- Consistent increases in employment since 2017 for;
 - Customer service occupations n.e.c.
 - Sales administrators
 - Sales related occupations n.e.c.
- Consistent reduction in employment since 2017 for sales supervisors
- Reduction in full-time employment from 83% in 2015 to 81% in March 2020
- Gender balance has remained unchanged at 46% female from 2015 to March 2020

Job Postings (Vacancies)



Comments:

- Job postings reduced from 2017, with a slight increase into 2020, in line with overall job postings for the South East Midlands
- Customer Service Representative and Account Manager/Representative remain in the top 25 job postings both pre and post Covid-19
- Sales Manager, Sales Representative and Retail Store Manager/Supervisor is in the top 50
- Sales Assistant and Customer Service Manager are in the top 100
- Slight upward trend in recruitment for occupations pre Covid-19 for;
 - Account Manager / Representative
 - Sales Manager
 - Sales Representative
 - Retail Store Manager / Supervisor
 - Customer Service Manager
 - Telemarketer
 - Parts Specialist / Salesperson

The Participation of Ethnic Groups

Because the occupational groups within this report cut across many sectors, data on the employment participation of ethnic groups within each is difficult to identify.

Data does show that for financial and insurance activities (SIC 2007) for 2019 in the combined regions for the East and East Midlands compared with the average for the SEMLEP area, Indians and mixed ethnic groups participation is 2% and 1% higher in the sector than the SEMLEP average ⁽¹⁾.

For administrative and support service activities, only the mixed ethnic group participation is 1% higher ⁽¹⁾.

Sector (SIC2007) 2019 ⁽¹⁾	Black or Black British	Indians	Mixed ethnic groups	Other ethnic groups	Pakistani/ Bangladeshis	White
Financial and insurance activities	3%	4%	2%	2%	2%	87%
Administrative and support service activities	3%	2%	2%	2%	1%	90%
SEMLEP Working population	5%	2%	1%	2%	3%	87%

There is under representation from Black or Black British, Other Ethnic and Pakistani/ Bangladeshis ethnic groups.

Pipeline, Supply and Demand

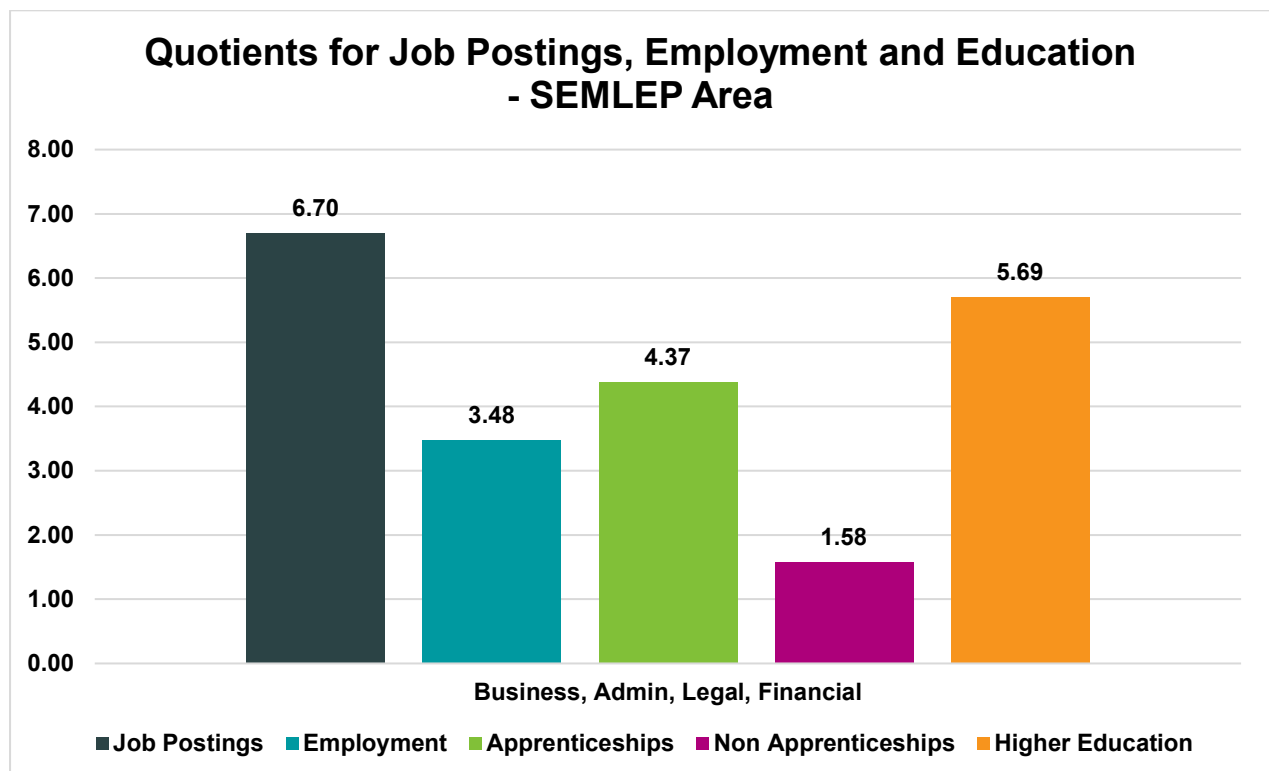
For all sectors, SEMLEP compare the employment numbers, recruitment pipeline (job postings) and learners passing through education using quotients. These are based on actual numbers aligned to specifically to the business, administration, legal and financial occupational groups versus the average number in all sectors, i.e. the higher the quotient, the more people engaged.

It should be stated that this is not an exact science as there are slight variations in the definitions of the sectors for job postings, employment and education.

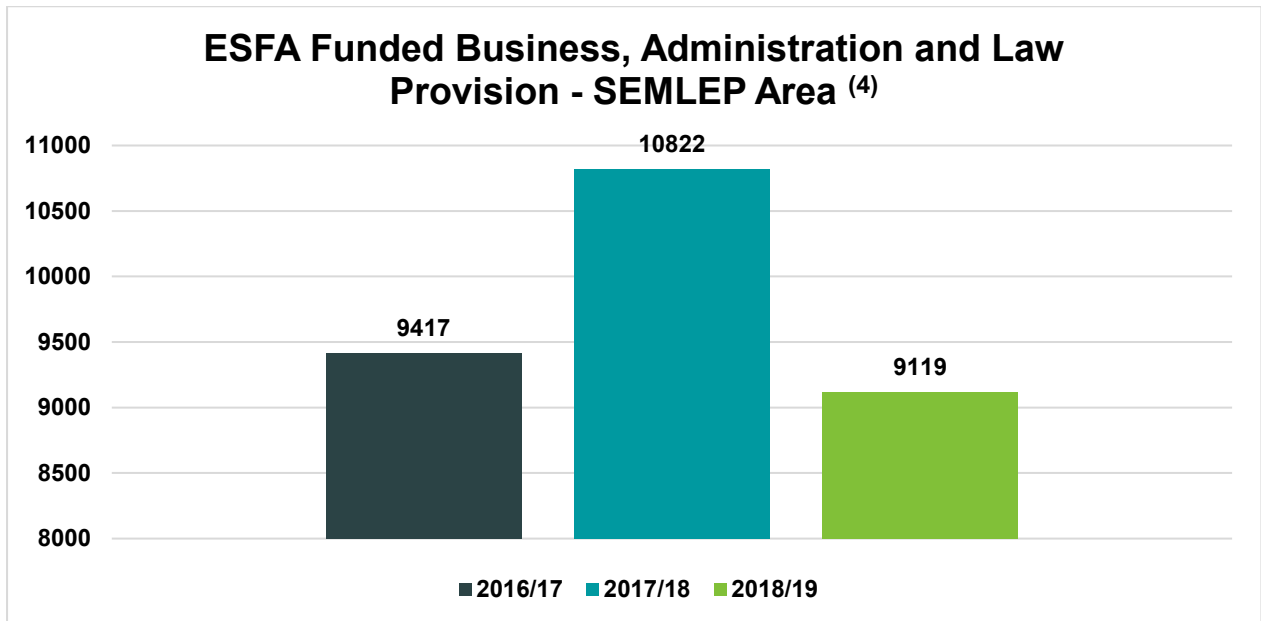
The quotients are an indicator that help identify differences in supply and demand.

A summary of the outcomes combined with anecdotal evidence from employers is:

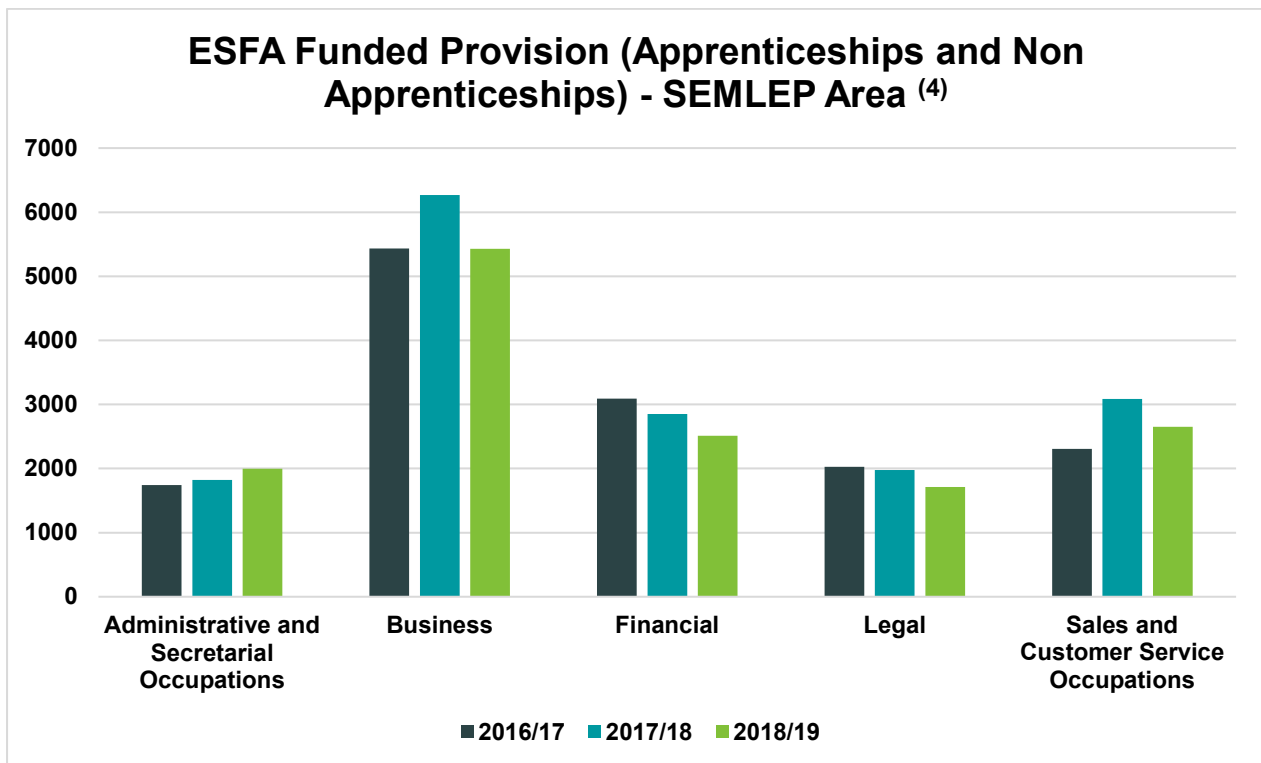
- Job postings quotient is higher than the education quotients, suggesting a reliance or trend of employment from people already in the labour market
- Quotient for ESFA funded non-apprenticeship education is considerably lower than other education quotients, possibly indicating a preferred pathway by employers through higher education and apprenticeships and/or lack of level 4/5 provision



Overall numbers of ESFA funded learners for training and education in Business, Administration and Law peaked in 2017/18 of 10,822 learners ⁽⁴⁾.



There has been consistent growth in learners studying subjects related to administrative and secretarial occupations and a decline in those related to financial occupations.

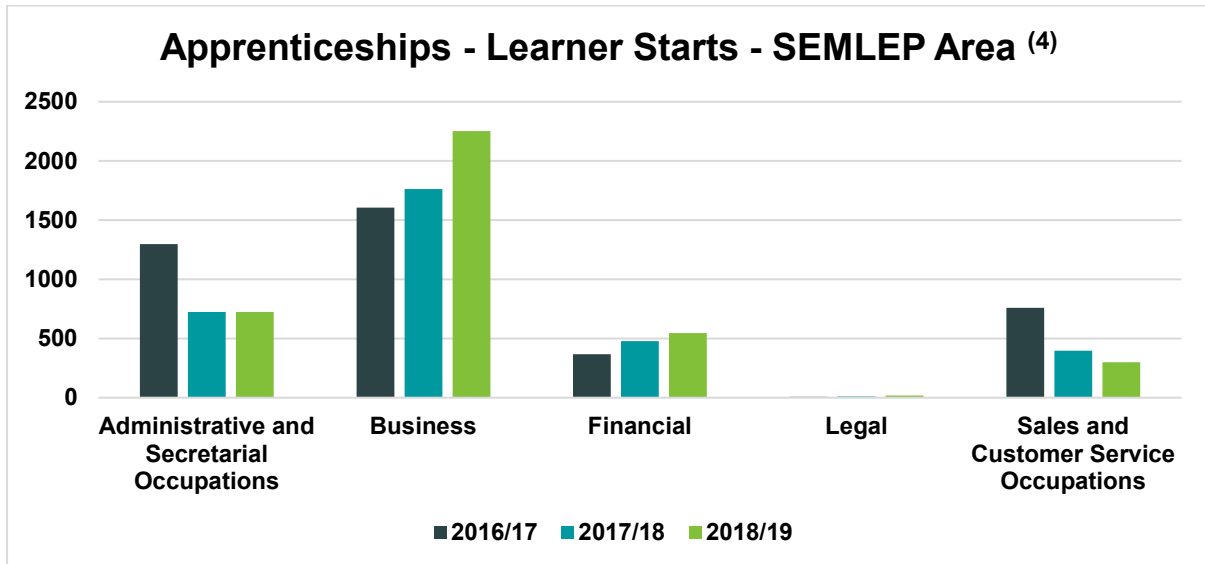


Apprenticeships

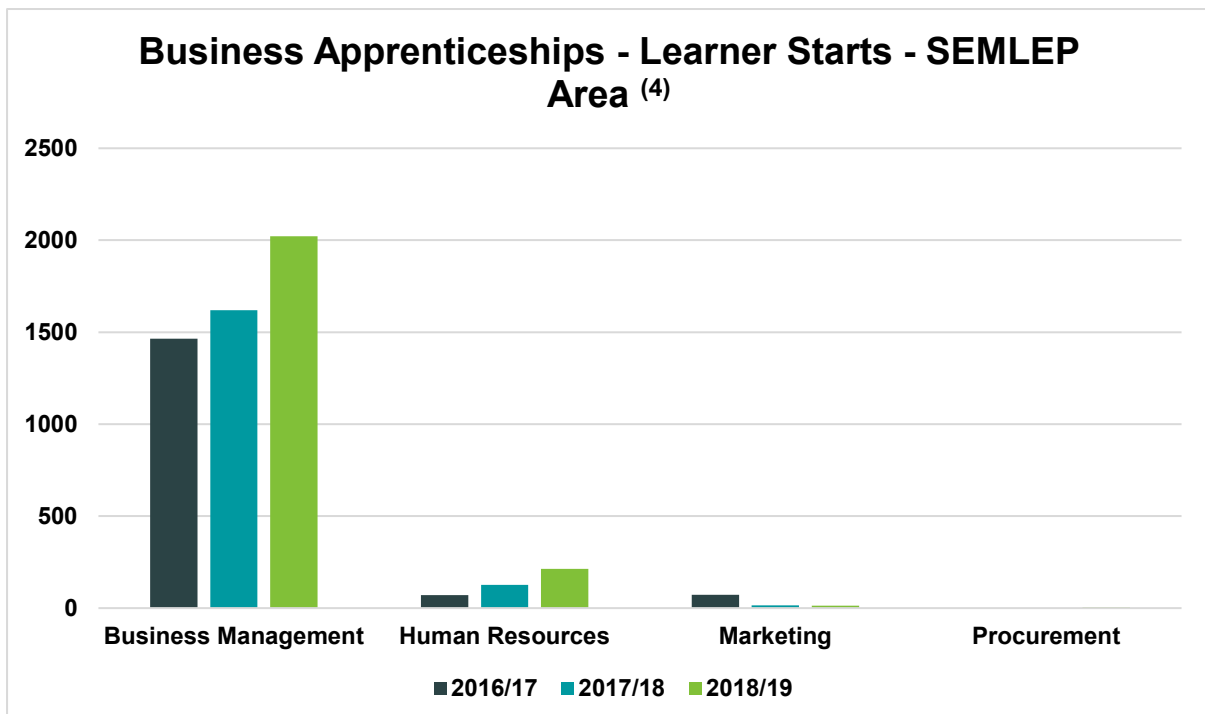
Business, Administration and Law apprenticeship learner starts followed the national trend with a dip in 2017/18, increasing to 3,900 in 2018/19.

Learner starts in business and financial related occupations have grown since 2016/17.

Sales and customer service-related apprenticeships have declined over the same period.

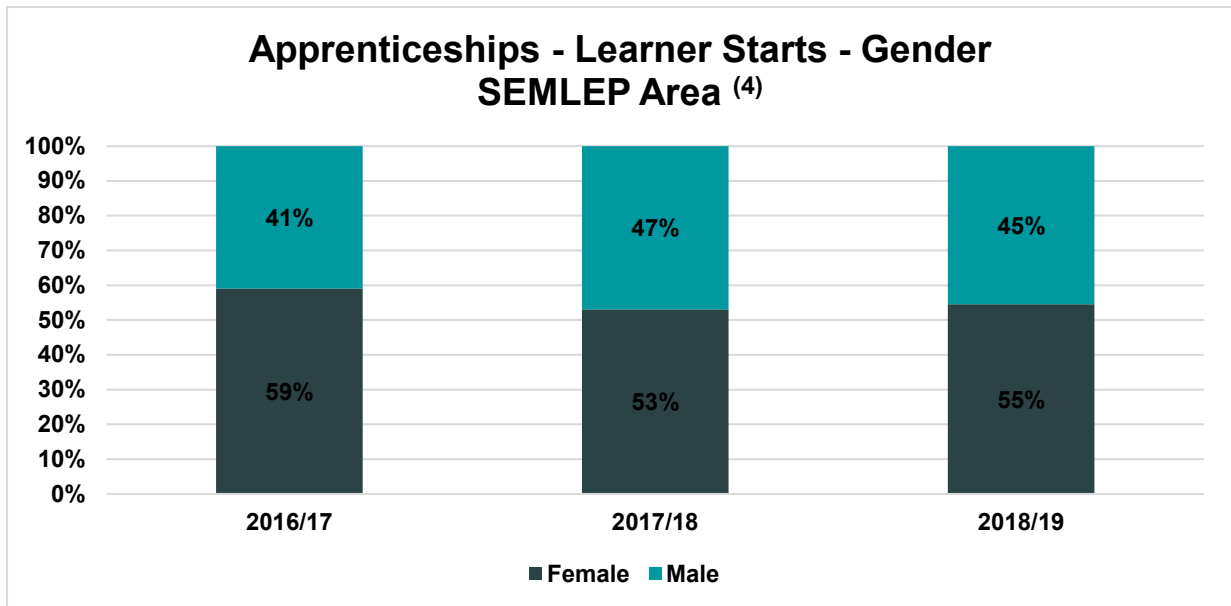


Business management and human resources related apprenticeships have both contributed to the growth of business apprenticeships.



Gender Participation

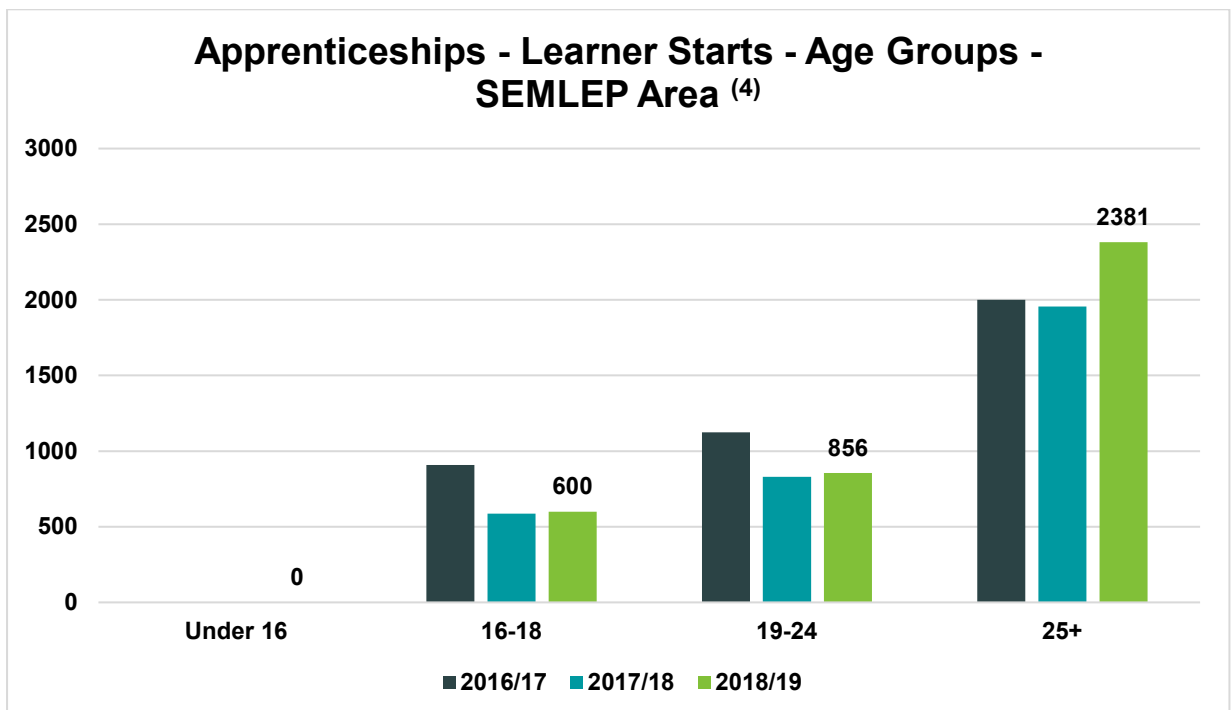
Female participation through apprenticeships is at 55%, an increase over 2017/18 by 2%.



Age Participation

The majority of apprenticeship participation is by those aged 25+ (62%).

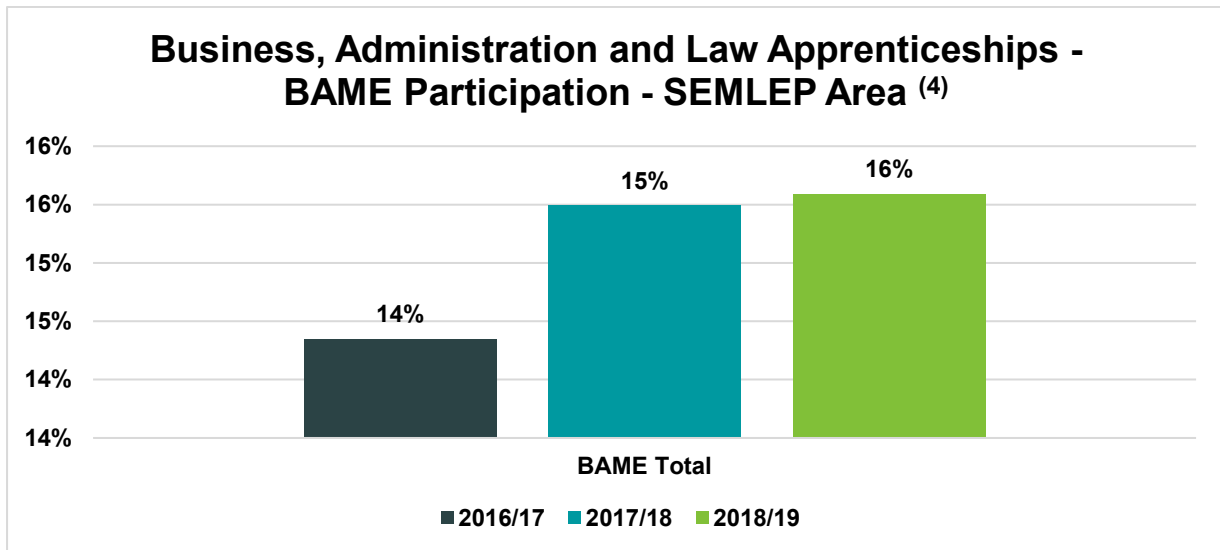
From consultation with employers this would appear to be mainly due to the introduction of the apprenticeship levy for skills development of the existing workforce.



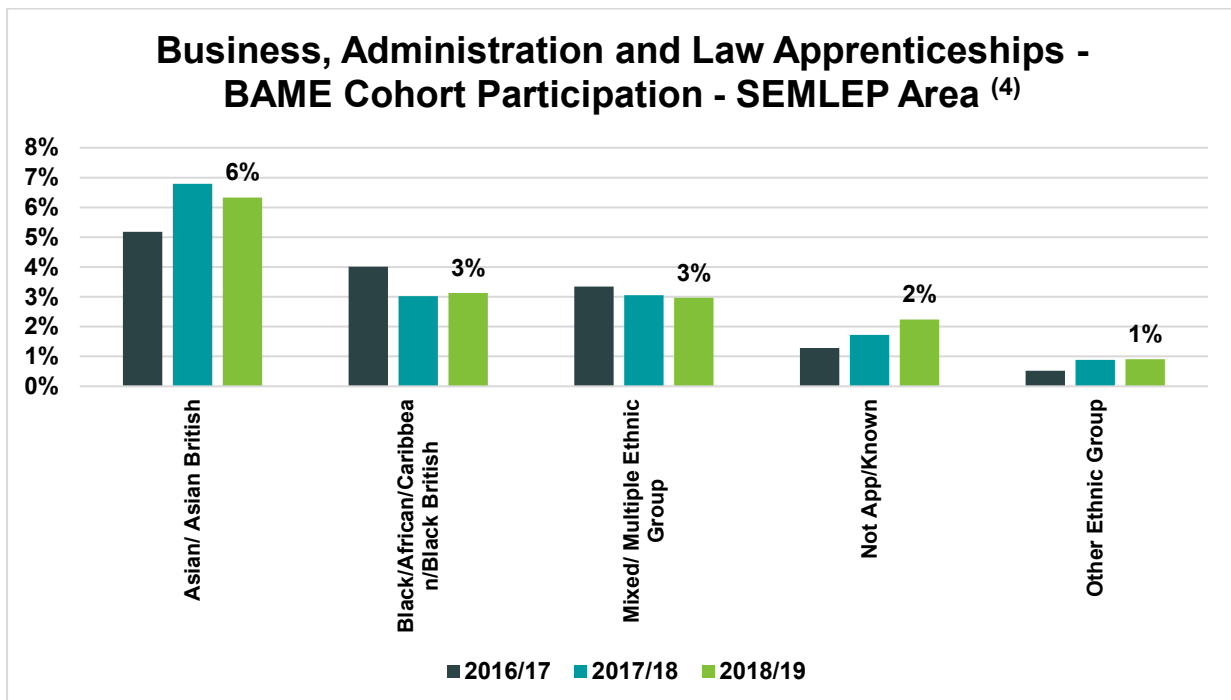
Participation of Ethnic Groups

Learner starts from ethnic groups for apprenticeships within the Business, Administration and Law are higher than the average employment proportion for the SEMLEP working population (16% vs 13%) with participation increasing from 2016/17.

Sector (SIC2007) 2019 ⁽¹⁾	Asian/ Asian British	Black or Black British	Mixed ethnic groups	Other ethnic groups	White
SEMLEP Working population	5%	5%	1%	2%	87%



However, these figures disguise very high participation for the Asian/Asian British and Mixed Ethnic Groups and low participation for Black/Black British.



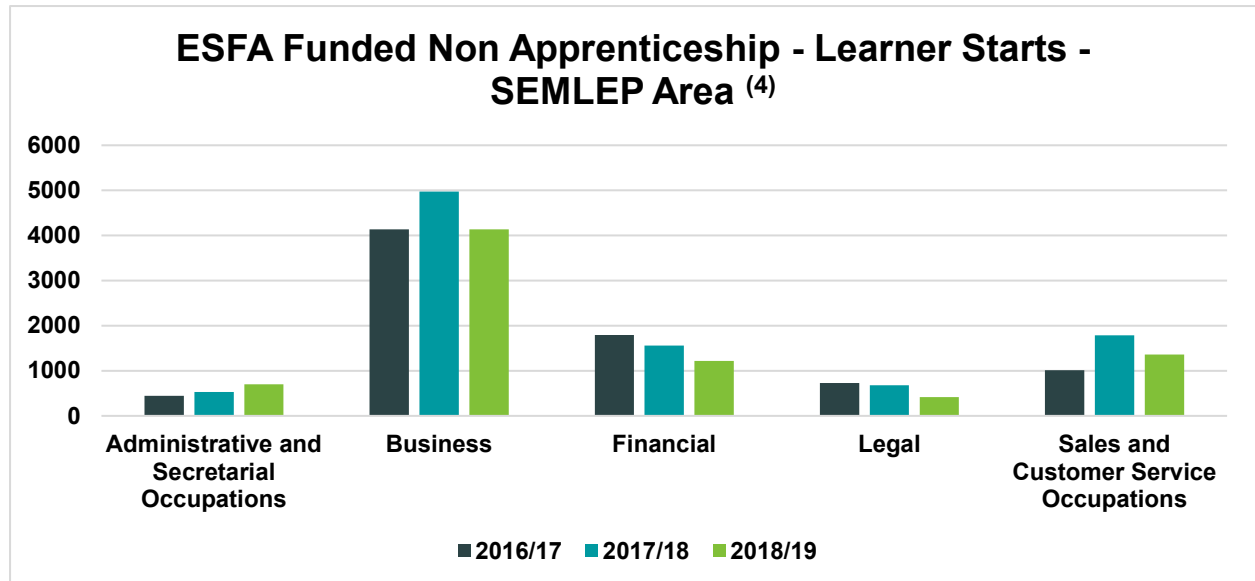
ESFA Funded Non-Apprenticeship

Business, Administration and Law non-apprenticeship learner starts followed the national trend with an increase in 2017/18, reducing in 2018/19.

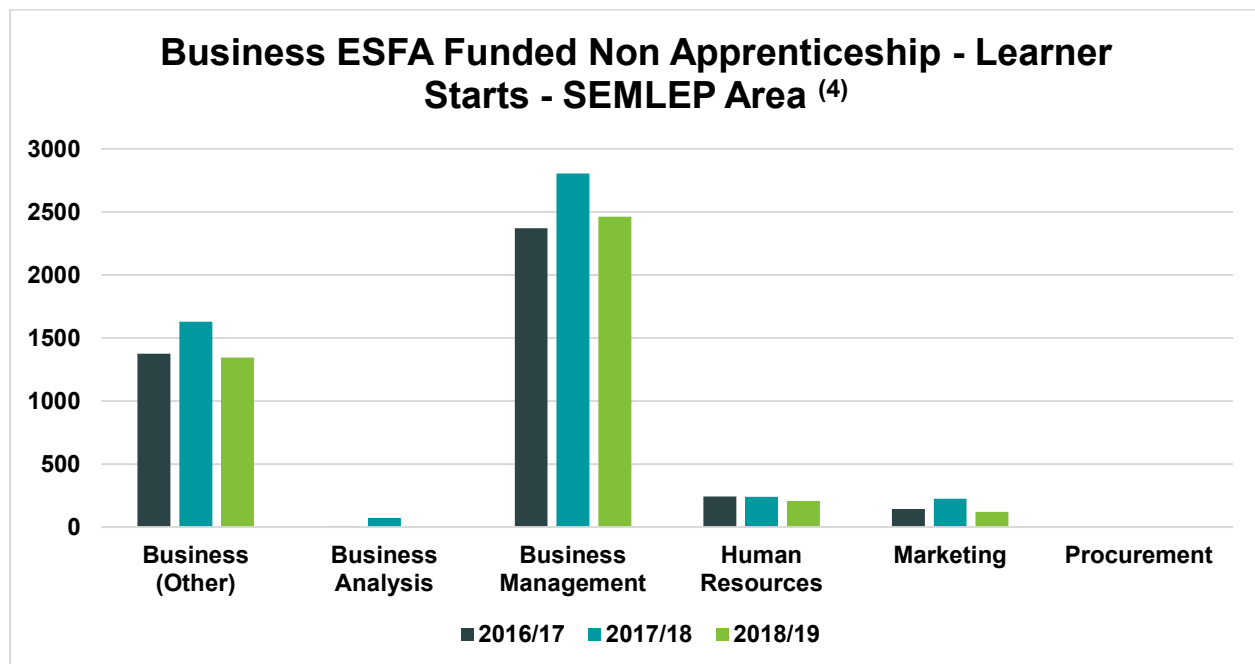
Learner starts in administrative and secretarial related subjects have showed growth since 2016/17.

Financial and legal have declined over the same period.

Subjects related to business and sales/customer service grew from 2016/17 to 2017/18 and then reduced to 2018/19.

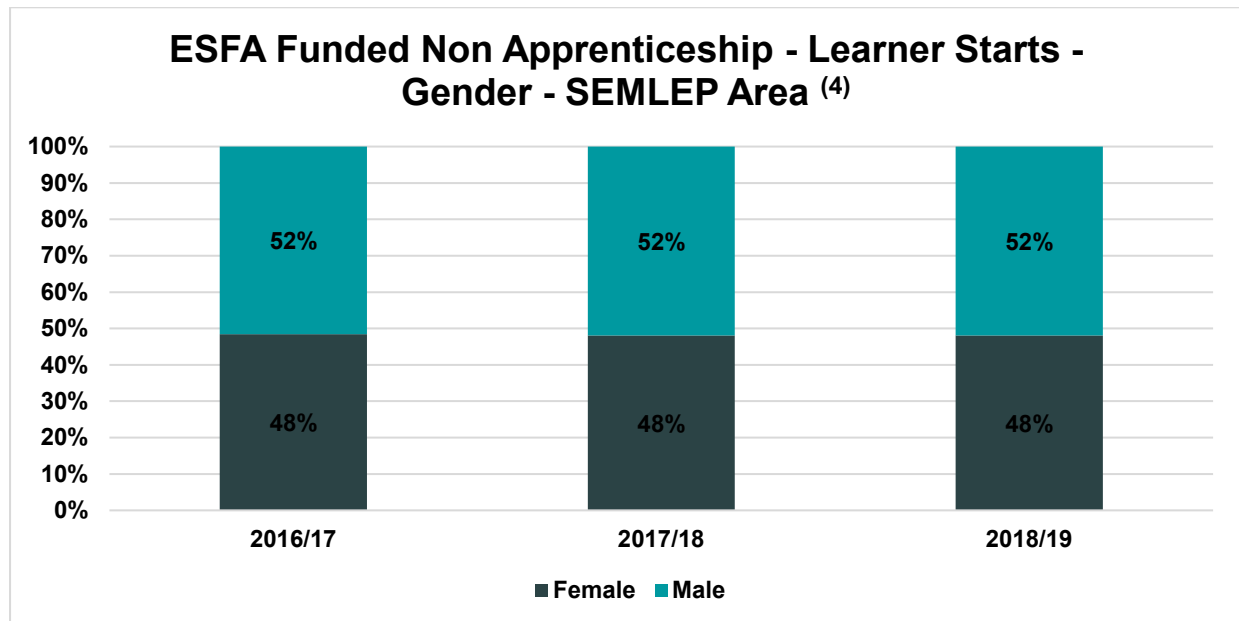


The fall in learner numbers for the subjects related to business is an indication of a shift from classroom based education to apprenticeships.



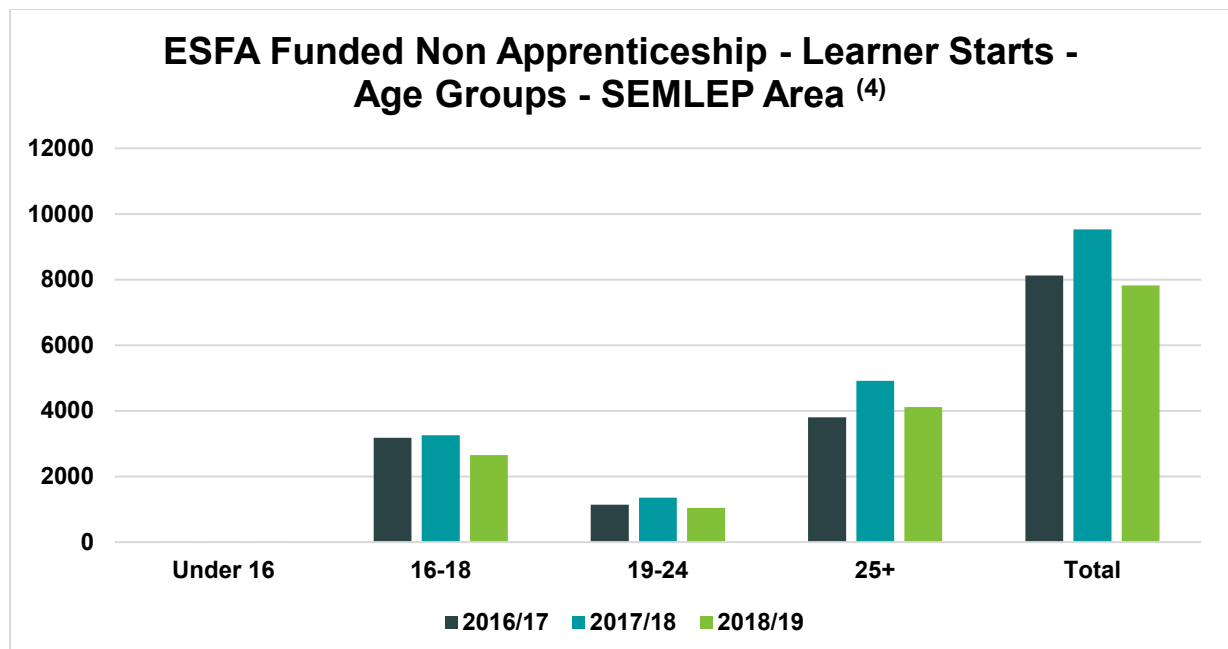
Gender Participation

Female participation for non-apprenticeship education and training has remained constant at 52% from 2016/17.



Age Participation

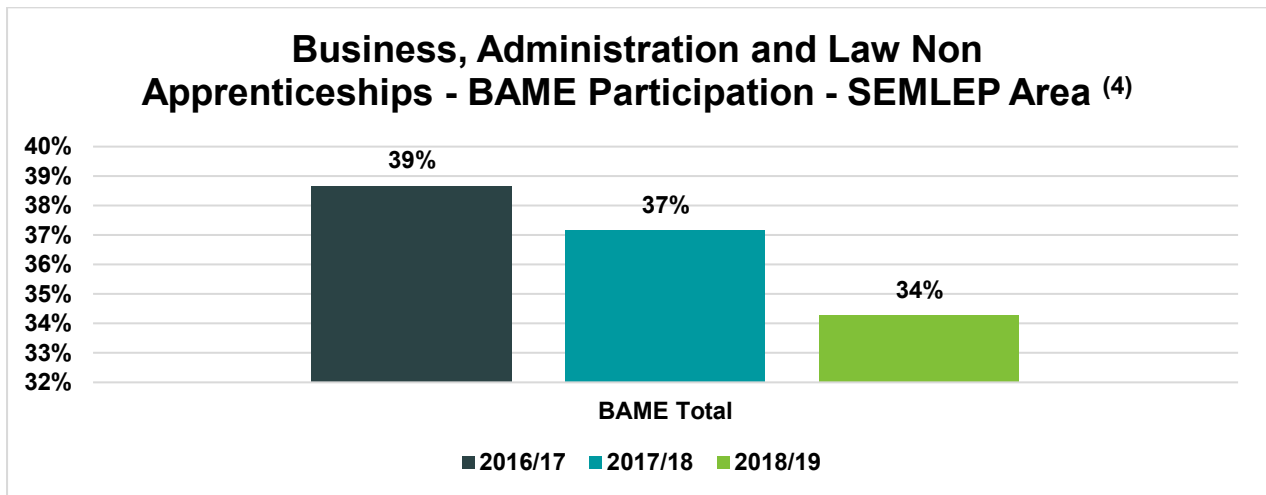
The majority of participation for non-apprenticeship education and training is by those aged 25+ (53%).



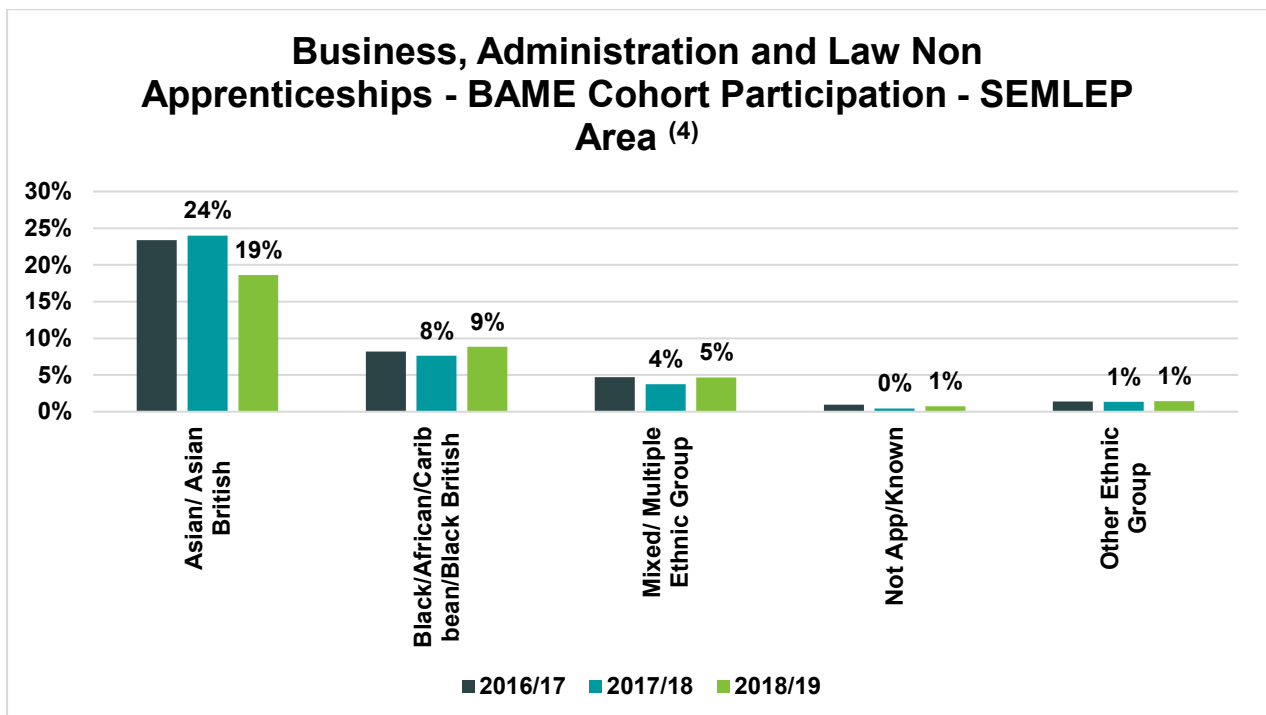
Participation of Ethnic Groups

Non-apprenticeship education and training starts for ethnic groups within Business, Administration and Law are higher than the average employment proportion for the SEMLEP working population (34% vs 13%) but with participation decreasing from 2016/17 from 39% to 34%.

Sector (SIC2007) 2019 ⁽¹⁾	Asian/ Asian British	Black or Black British	Mixed ethnic groups	Other ethnic groups	White
SEMLEP Working population	5%	5%	1%	2%	87%



The figures show small increases in the participation of Black/Black British and Mixed Ethnic Groups. The main reduction of overall BAME participation has been due to a reduction in the Asian/Asian British ethnic groups, 5% from 2017/18 to 2018/19.



Learner Levels

For apprenticeships;

- There has been an increase in Level 4+ by 178% from 2016/17
- There has been a decrease in level 2 by 63% from 2016/17

Apprenticeships Starts – Business, Administration and Law (4)	2016/17	2017/18	2018/19
Level 2	2005	861	737
Level 3	1526	1550	1692
Level 4 Plus	505	959	1408

A full list of apprenticeship starts with standards and framework descriptions can be found in appendix 2.

For non-apprenticeships ESFA funded education and training starts;

- Reduction in learners for entry level, levels 1, 2, 3 and 4 from 2017/18
- Low numbers for level 4 and 5

Non-Apprenticeships ESFA Funded Education and Training Starts – Business, Administration and Law (4)	2016/17	2017/18	2018/19
Entry level	331	223	132
Level 1	1683	1881	1553
Level 2	2279	3678	2874
Level 3	3449	3400	2979
Level 4	294	238	153
Level 5	45	62	84
Not Applicable/ Not Known	40	44	48

The top 50 Non-Apprenticeship Education and Training Starts, Number of Learners, ESFA Funded for Business, Administration and Law can be found in appendix 3.

For senior legal professionals, pathways are outside of the traditional education routes.

Employer Viewpoint

From the SEMLEP 2019 Business survey ⁽⁵⁾, vacancies for occupations that employers stated were 'hard to fill' were;

- Sales, Marketing and Related Associated Occupations (28% of respondents with vacancies in the last 12 months) – this is the occupational group with the highest demand reported with the main challenges in manufacturing, advanced technology and logistics. This particularly applies to business to business sales and marketing.
- Other Administrative Occupations (12%) – issues in creative and cultural sectors and logistics
- Managerial (9%) - main need in manufacturing, advanced technology and logistics
- Business, Research and Administrative Occupations (4%) - challenge within manufacturing and advanced technology

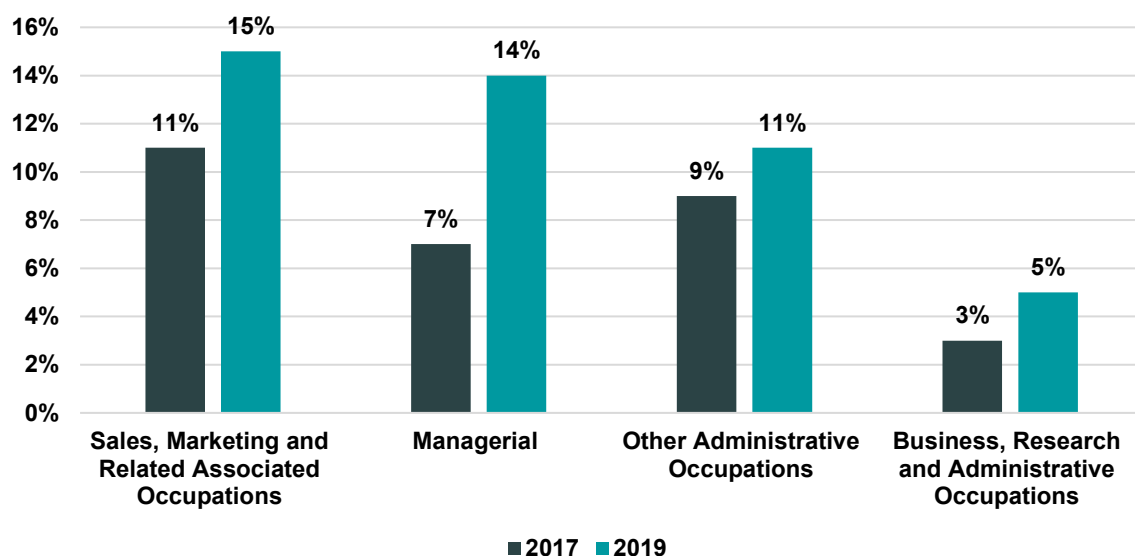
SEMLEP 2019 Business Survey - Which specific occupations have you found hard to fill? ⁽⁵⁾

Occupation	SEMLEP – All Sectors	Creative and Cultural Sectors	Manufacturing and Advanced Technology	High Performance Technology	Logistics
Sales, Marketing and Related Associated Occupations	28%	4%	63%	-	50%
Road Transport Drivers	27%	2%	-	-	65%
Food Preparation and Hospitality Trades	17%	35%	13%	-	-
Plant and Machine Operatives	13%	-	56%	-	17%
Information Technology and Telecommunication	13%	29%	-	-	-
Other Administrative Occupations	12%	14%	-	-	14%
Other Elementary Service Occupations	11%	2%	-	-	25%
Managerial	9%	-	22%	-	16%
Housekeeping and Related Services	7%	15%	-	-	-
Science, Engineering and Production Technicians	6%	-	-	100%	5%
Elementary Cleaning Occupations	5%	12%	-	-	-
Business, Research and Administrative Occupations	4%	-	18%	-	5%
Sales Assistants and Retail Cashiers	2%	-	-	-	4%

All of the four occupational groups highlighted above saw an increase in the percentage of respondents stating they were 'hard to fill' compared with 2017.

Both managerial and sales, marketing and related associated occupations increased significantly by 4% and 7% points respectively.

SEMLEP Business Survey - Which specific occupations have you found hard to fill? (5)



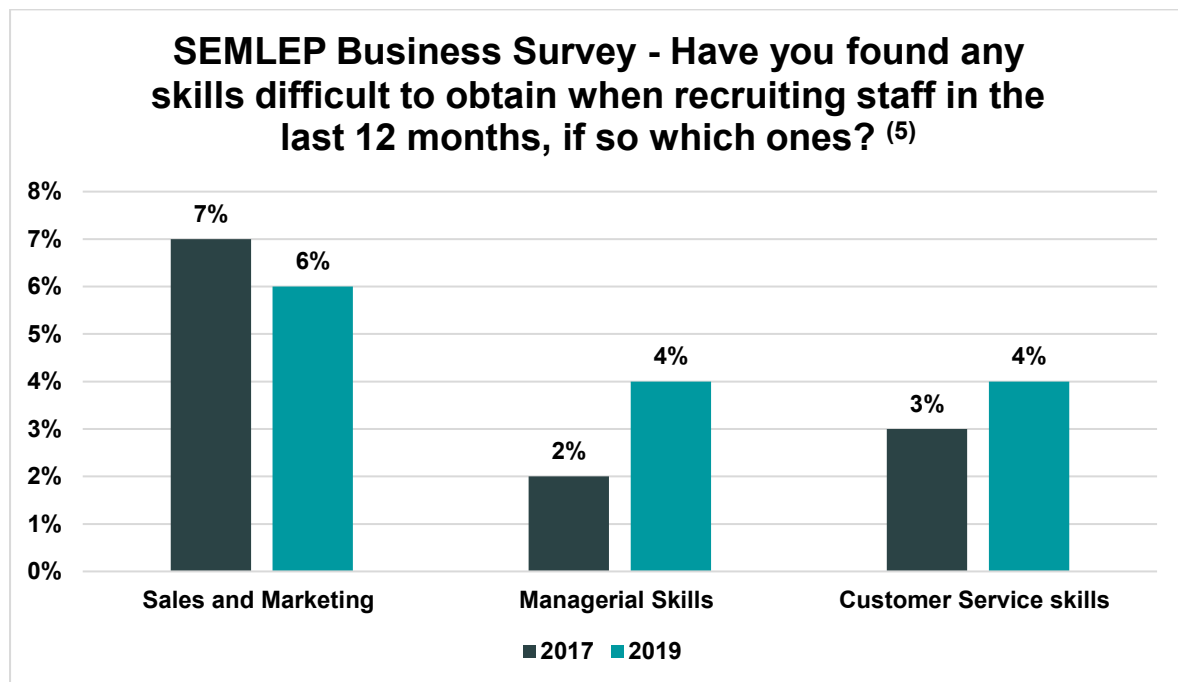
Whilst the majority of the SEMLEP identified core competencies required by employers apply to the occupational groups in this report, both customer service and managerial skills are highlighted in the SEMLEP Business Survey as skills difficult to obtain.

Customer service skills in creative and cultural and managerial skills in logistics being the two highest identified by employers.

SEMLEP 2019 Business Survey - Have you found any skills difficult to obtain when recruiting staff in the last 12 months, if so which ones? (5)

Skills/Core Competencies	SEMLEP – All Sectors	Creative and Cultural Sectors	Manufacturing and Advanced Technology	High Performance Technology	Logistics
None	58%	69%	42%	12%	59%
Technical or practical skills	14%	10%	5%	88%	8%
Job specific skills	11%	9%	53%	-	2%
Other	11%	5%	-	-	23%
General employability	10%	4%	-	-	22%
Communication skills	6%	0%	27%	-	8%
Numeracy	4%	3%	-	-	8%
Customer Service skills	4%	10%	-	-	-
Literacy	3%	-	-	-	8%
Managerial Skills	3%	2%	17%	-	1%
Problem solving skills	3%	-	27%	-	-
Digital skills	2%	-	-	-	6%
Foreign Languages	1%	2%	-	-	-

Whilst the difficulty in obtaining sales and marketing skills reduced compared to the 2017 survey, both the challenge is securing people with managerial and customer service skills increased slightly by 2% and 1% points respectively.



From consultation with businesses over the last 18 months, the following comments have been noted as being expressed on several occasions:

- Many of the occupational groups and roles are 'hidden', i.e. they are not visible or obvious to people outside of the business or sector. Examples include roles with logistics such as business management, analysis, procurement, financial, legal, human resources, etc.
- Most of the occupational groups and roles are transferable, i.e. can be applied in different sectors
- The introduction of the apprenticeship levy has forced businesses to use apprenticeships for managerial development. This is supported by the increases in level 4+ and age 25+ participants
- Apprenticeships whilst suitable for some roles, are not the best solution for CPD, up-skilling and re-skilling where short courses/training or modular education would be more efficient and have a faster impact for the business and individual. The 20% 'off the job' is also difficult to accommodate in some roles.
- There is a 'hollowing out' of management structures with middle management disappearing. This is resulting in people having to advance from lower levels into management without the traditional ladder of progression and associated mentoring.
- The introduction of digital technology is impacting many of the occupations and will continue to do so

Observations

- There is a shortfall of people coming through education Business, Legal, Financial, Sales and Customer Service pathways
- The pipeline of people through ESFA funded non-apprenticeship education is considerably lower than other education pathways
- Current preferred pathway by employers through higher education and apprenticeships
- Apprenticeship growth for business management, human resources and financial occupation related
- There exist opportunities for increased provision for marketing, sales and customer service apprenticeships
- Apprenticeships learner starts are increasing and predominately by people aged +25 with the apprenticeship levy being used to up-skill existing staff
- High female participation in apprenticeships
- High levels of BAME participation for apprenticeships except for Black/Black British
- ESFA funded non-apprenticeships learners starts are decreasing with only administrative and secretarial occupations growing
- ESFA non-apprenticeships learners starts are predominately by people aged +25
- Female participation for non-apprenticeships learners starts are static at 48%
- BAME participation for non-apprenticeships learner starts is high with only Asian/Asian British ethnic groups reducing
- Apprenticeship starts have increased for levels 3 and 4+ but have reduced at level 2
- Non-apprenticeships ESFA funded education and training starts have reduced for learners for entry level, levels 1, 2, 3 and 4 with low numbers for level 4 and 5
- Sales, marketing and related associated roles are reported by employers as the hardest to fill with the highest challenges in manufacturing, advanced technology and logistics. This particularly applies to business to business sales and marketing.
- Other Administrative Occupations are an issue in creative and cultural sectors and logistics and managerial in manufacturing, advanced technology and logistics
- Business, Research and Administrative Occupations are a challenge within manufacturing and advanced technology
- The percentage of organisations with hard to fill vacancies, report all the above occupations groups as being more of a challenge than in 2017
- Customer service skills in creative and cultural and managerial skills in logistics are identified as two areas required core competency development
- Many of the occupational groups and roles are 'hidden' within businesses and not obvious to people seeking employment
- Most of the occupational groups and roles are transferable and offer long term career prospects and progression
- The introduction of the apprenticeship levy has forced businesses to use apprenticeships for managerial development.
- Apprenticeships whilst suitable for some roles, are not the best solution for CPD, up-skilling and re-skilling where short courses/training or modular education would be more efficient and have a faster impact for the business and individual.
- Thee 'hollowing out' of management structures is resulting in people having to advance from lower levels into management
- The introduction of digital technology is impacting many of the occupations

Sources

1. ONS, Annual Population Survey
2. Labour Insight (Burning Glass Technologies)
3. ONS, Annual Population Survey - regional - occupation by sex by employment type
4. DfE, DataCube 2019/20 Q2, SEMLEP Area, Learner Starts
5. SEMLEP Business Survey 2019

Appendix 1 – Top Job Postings for Business, Legal, Financial, Sales and Customer Service Occupational Groups ⁽²⁾

Job Postings Occupation	2015	2016	2017	2018	2019	2019 05 - 2020 04
Office / Administrative Assistant	5730	7376	6790	6588	5392	5226
Customer Service Representative	4848	6852	6078	5753	4940	4658
Project Manager	5715	6006	5825	4808	4000	3891
Account Manager / Representative	5051	6810	5963	4363	3203	3276
Bookkeeper / Accounting Clerk	1991	2977	2973	3012	2560	2673
Accountant	1748	2959	3380	2204	1902	2135
Sales Manager	4168	5289	4181	2702	1802	1893
Lawyer	1639	1751	2392	2462	1592	1715
Sales Representative	2558	3429	2724	1999	1459	1523
Financial Manager	1634	2072	2246	1843	1470	1471
Recruiter	1560	2079	1970	1758	1300	1385
Human Resources / Labour Relations Specialist	1664	1843	1553	1639	1378	1379
Marketing Manager	1754	2163	2150	1573	971	1056
Receptionist	1178	1481	1390	1235	1074	984
Buyer / Purchasing Agent	1077	1209	1362	1244	960	972
Senior Administrator	860	1202	1253	1039	803	836
Credit Analyst / Authoriser	747	844	1058	1065	735	767
Procurement Manager	930	985	1239	943	688	691
Business / Management Analyst	1919	1758	1665	903	658	678
Financial Analyst	785	1194	1174	962	641	639
Auditor	754	1095	975	634	488	598
Payroll Specialist	486	813	784	717	501	561
Marketing Representative	597	802	1028	798	434	512

Appendix 2 – Apprenticeship Starts, Number of Learners, ESFA Funded ⁽⁴⁾

Business, Administration and Law	2016/17	2017/18	2018/19	2019/20, Q2	SEMLEP Occupational Group
Team Leader / Supervisor	57	707	890	433	Business Management
Business Administration	1296	597	416	160	ADMINISTRATIVE AND SECRETARIAL OCCUPATIONS
Operations / Departmental Manager	52	233	389	239	Business Management
Senior Leader (degree)		248	366	284	Business Management
Business Administrator		127	306	177	ADMINISTRATIVE AND SECRETARIAL OCCUPATIONS
Customer Service Practitioner	65	250	227	95	SALES AND CUSTOMER SERVICE OCCUPATIONS
Assistant Accountant	22	139	171	80	FINANCIAL
Accountancy / Taxation Professional		100	170	132	FINANCIAL
Associate Project Manager	2	120	142	72	Business Management
Management	1338	232	134	23	Business Management
Professional Accounting / Taxation Technician	14	80	80	39	FINANCIAL
HR Consultant / Partner		50	74	37	Human Resources
HR Support		15	70	29	Human Resources
Chartered Manager (degree)	7	46	44	11	Business Management
Customer Service	582	129	40	6	SALES AND CUSTOMER SERVICE OCCUPATIONS
Recruitment Resourcer		25	39	10	Human Resources
Senior Financial Services Customer Adviser	4	22	37	8	FINANCIAL
Senior Investment/Commercial Banking Professional			30	46	FINANCIAL
Recruitment Consultant		22	26	11	Human Resources
Financial Services Customer Adviser	10	32	22	1	FINANCIAL
Junior Management Consultant		2	22	4	Business Management
Sales and Telesales	106	9	22	3	SALES AND CUSTOMER SERVICE OCCUPATIONS
Compliance / Risk Officer		31	20	1	Business Management
School Business Professional		1	12	11	Business Management
Accountancy	268	33	11	7	FINANCIAL
Paralegal	1	7	9	3	LEGAL
Sales Executive			9	15	SALES AND CUSTOMER SERVICE OCCUPATIONS

Business, Administration and Law	2016/17	2017/18	2018/19	2019/20, Q2	SEMLEP Occupational Group
Payroll Administrator			6	1	FINANCIAL
Marketing and Communications	8	3	5	0	Marketing
Providing Financial Services	43	3	5	0	FINANCIAL
Public Relations and Communications Asst			5	2	Marketing
Commercial Procurement and Supply			4	5	Procurement
Insurance Practitioner	3	29	4	3	FINANCIAL
Recruitment	65	10	4	0	Human Resources
Chartered Legal Executive			3	1	LEGAL
Internal Audit Practitioner			3	0	FINANCIAL
Project Manager (degree)			3	0	Business Management
Senior Insurance Professional			3	1	FINANCIAL
Advanced Credit Controller/Debt Collection Specialist		14	2	0	FINANCIAL
Conveyancing Technician		2	2	2	LEGAL
Licensed Conveyancer			2	0	LEGAL
Marketing Manager			2	0	Marketing
Facilities Services Operative			1	2	ADMINISTRATIVE AND SECRETARIAL OCCUPATIONS
Financial Services Professional			1	1	FINANCIAL
Leisure Duty Manager		4	1	1	SALES AND CUSTOMER SERVICE OCCUPATIONS
Marketing Executive			1	0	Marketing
Senior Compliance / Risk Specialist			1	0	LEGAL
Social Media and Digital Marketing	64	12	1	0	Marketing
Through Life Engineering Services Specialist (degree)			0	21	Business Management
Accounts / Finance Assistant			0	6	FINANCIAL
Improvement Specialist			0	3	Business Management
Insurance Professional			0	3	FINANCIAL
Hire Controller (Plant, Tools and Equipment)			0	2	SALES AND CUSTOMER SERVICE OCCUPATIONS
Paraplanner			0	1	LEGAL

Appendix 3 – Top 50 Non-Apprenticeship Education and Training Starts, Number of Learners, ESFA Funded ⁽⁴⁾

Business, Administration and Law	2016/17	2017/18	2018/19	2019/20, Q2	SEMLEP Occupational Group
Foundation Certificate in Accounting - Level 2	481	377	421	328	FINANCIAL
Certificate in Customer Service (RQF)		207	418	190	SALES AND CUSTOMER SERVICE OCCUPATIONS
Advanced Diploma in Accounting - Level 3	299	206	209	248	FINANCIAL
BTEC Subsidiary Diploma in Applied Law (QCF)	84	243	204	216	LEGAL
BTEC National Foundation Diploma in Business	54	173	202	157	Business Management
GCE A Level in Law	166	317	198	244	LEGAL
GCE A Level in Business	181	162	196	207	Business (Other)
BTEC Diploma in Business (QCF)	156	311	183	184	Business (Other)
Communicate in a business environment		1	181	141	Business (Other)
BTEC Subsidiary Diploma in Business (QCF)	487	221	179	219	Business Management
Certificate in Business and Administration		139	179	119	ADMINISTRATIVE AND SECRETARIAL OCCUPATIONS
Diploma in Business		171	176	192	Business Management
Certificate for Introduction to Customer Service		141	175	127	SALES AND CUSTOMER SERVICE OCCUPATIONS
Communicate effectively with customers			175	141	SALES AND CUSTOMER SERVICE OCCUPATIONS
Diploma in Business Administration (RQF)			173	95	ADMINISTRATIVE AND SECRETARIAL OCCUPATIONS
90-credit Diploma in Business (QCF)	102	121	161	17	Business Management
Non regulated Adult skills formula funded provision, Level 2, Business Management, 21 to 44 hrs, PW A	8	178	161		Business Management
Non regulated Adult skills formula funded provision, Level 3, Business Management, 13 to 20 hrs, PW A			161		Business Management
Access Award in Bookkeeping		81	148	111	FINANCIAL
BTEC National Extended Diploma in Business	5	49	133	140	Business Management
Award in Trade Unions Today		108	116	56	Business (Other)
Non regulated Adult skills formula funded provision, Level 1, Accounting and Finance, 7 to 12 hrs, PW A		124	113	141	FINANCIAL
Certificate in Human Resources Practice		130	104	62	Human Resources
BTEC First Certificate in Business	114	121	93	99	Business Management

Business, Administration and Law	2016/17	2017/18	2018/19	2019/20, Q2	SEMLEP Occupational Group
BTEC First Extended Certificate in Business	80	97	93	121	Business Management
Access Award in Business Skills		91	85	27	Business Management
Award for Trade Union Health and Safety Representatives		66	84	10	Business (Other)
Award in Customer Service		18	84	197	SALES AND CUSTOMER SERVICE OCCUPATIONS
Certificate in Principles of Customer Service (VRQ)	10	70	83	0	SALES AND CUSTOMER SERVICE OCCUPATIONS
BTEC Subsidiary Diploma in Understanding Enterprise and Entrepreneurship (QCF)	70	63	76	76	Business Management
Professional Diploma in Accounting - Level 4	142	106	74	72	FINANCIAL
Preparing and Pitching a Business Plan	12	64	69	17	Business Management
The Entrepreneurial Mindset	12	64	69	17	Business (Other)
The Marketing Plan	12	64	68	17	Marketing
GCE A Level in Accounting	43	125	65	72	FINANCIAL
Introductory Diploma in Business		79	59	71	Business Management
Solving Problems and Making Decisions			59	0	Business (Other)
Principles of team leading	32	41	58	0	Business Management
Certificate for Introduction to Customer Service (Entry 3)		158	56	6	SALES AND CUSTOMER SERVICE OCCUPATIONS
Certificate In Business Administration (RQF)		30	54		ADMINISTRATIVE AND SECRETARIAL OCCUPATIONS
Access Award in Accounting Software		60	52	23	FINANCIAL
Certificate in Principles of Team Leading (VRQ)	49	156	51	0	Business Management
Access to Higher Education Diploma: Business Studies	44	39	50		Business (Other)
Award for Trade Union Representatives		94	50	95	Business (Other)
Extended Diploma in Business		54	49	51	Business Management
BTEC First Award in Business	44	44	48	61	Business Management
Certificate for Trade Union Representatives (Stage 1)		35	48	15	Business (Other)
Communicate work-related information	21	49	47	0	Business (Other)
Certificate in Human Resource Management		41	46	40	Human Resources
Filing Skills		50	46		ADMINISTRATIVE AND SECRETARIAL OCCUPATIONS