

# Racing Industry Recruitment, Skills and Retention Research 2016

Report: December 2016

THE  
RACING  
FOUNDATION



**BHA**  
BRITISH HORSERACING AUTHORITY



**nass**  
National Association of Stable Staff



Research  
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# Contents

<b>Executive Summary</b> .....	<b>1</b>
<b>Main Report</b> .....	<b>4</b>
<b>Section 1: Introduction</b> .....	<b>4</b>
Introduction and aims of the research.....	4
Approach to the research.....	4
Reporting.....	6
<b>Section 2: Labour force statistics, business performance and workforce demand</b> .....	<b>7</b>
Introduction.....	7
Labour force statistics.....	7
Business performance.....	8
Workforce demand.....	9
<b>Section 3: Recruitment</b> .....	<b>10</b>
Introduction.....	10
Vacancy rates.....	10
Hard-to-fill vacancies.....	11
Reasons for hard-to-fill vacancies.....	11
<b>Section 4: Retention</b> .....	<b>13</b>
Introduction.....	13
Retention rates.....	13
Retention difficulties.....	14
Reasons for retention difficulties.....	16
Staff and retention.....	16
<b>Section 5: Skills, training and development</b> .....	<b>18</b>
Introduction.....	19
Skills gaps.....	19
Staff and skills.....	20
Training and development prevalence.....	22
Awareness and use of training and development initiatives.....	24
Perceptions and attitudes about training and development.....	25
<b>Section 6: Concluding points</b> .....	<b>26</b>
Introduction.....	26
Perceptions about key recruitment, skills and retention issues.....	26
<b>Appendices</b> .....	<b>28</b>
Appendix 1: Trainers' questionnaire.....	28
Appendix 2: Staff questionnaire.....	37

# Racing Industry Recruitment, Skills and Retention Survey 2016

## Executive Summary

### Introduction and aims of the research

1. The Racing Foundation, in partnership with the British Horseracing Authority (BHA), National Association of Stable Staff (NASS) and National Trainers Federation (NTF), commissioned Public Perspectives Ltd to conduct a survey of racing trainers and racing staff about recruitment, skills and retention in the racing industry. This was to provide baseline information to help measure the impact of the Racing Foundation's three-year £1 million proactive grant in the area of recruitment, skills and retention. In addition, the racing industry could benefit from up-to-date and comprehensive quantitative information to help inform other relevant initiatives.

### Approach to the research

2. The research involved surveys of racing trainers and racing staff, with separate, but related, questionnaires developed for each audience.
3. **Racing trainers:** At the time of the research there were 579 licenced racing trainers. Between September 19<sup>th</sup> and November 25<sup>th</sup> 2016 a telephone survey of racing trainers was conducted. In addition, an online version of the survey was e-mailed to non-respondents towards the end of the fieldwork to help maximise the response. In total, 457 trainers responded to the survey, which represents a 79% response rate. This sample also covers some 80% of all racing staff and 85% of all horses in training.
4. **Racing staff:** At the time of the research there were 7,287 racing staff on the BHA's register. Racing staff were sent a postal survey on the 23<sup>rd</sup> September 2016 with a send back date of 17<sup>th</sup> October. In total, 936 racing staff responded to the survey, with a further 510 returned to sender as the staff member was not at the address, which represents an adjusted response rate of 14%.<sup>1</sup>

### Key findings

5. By way of context, the research estimates that 24% of all permanent posts in racing yards require recruitment activity annually, due to staff turnover or growth. This equates to an estimated 1,750 jobs per annum that require recruitment.<sup>2</sup> The research did not identify if these posts are successfully recruited or not, although there is evidence of hard to fill vacancies and issues with the retention of staff within their existing yards and the industry as a whole. The following graph highlights the extent of recruitment, skills and retention issues from the perspective of trainers and compared against national data (from the UK Employer Skills Survey 2015):
  - 48% of permanent vacancies in the racing industry are hard-to-fill, compared with 33% nationally. Trainers said the two main reasons for recruitment difficulties are a lack of staff and a lack of sufficiently skilled staff, especially amongst rider/groom and work rider roles.

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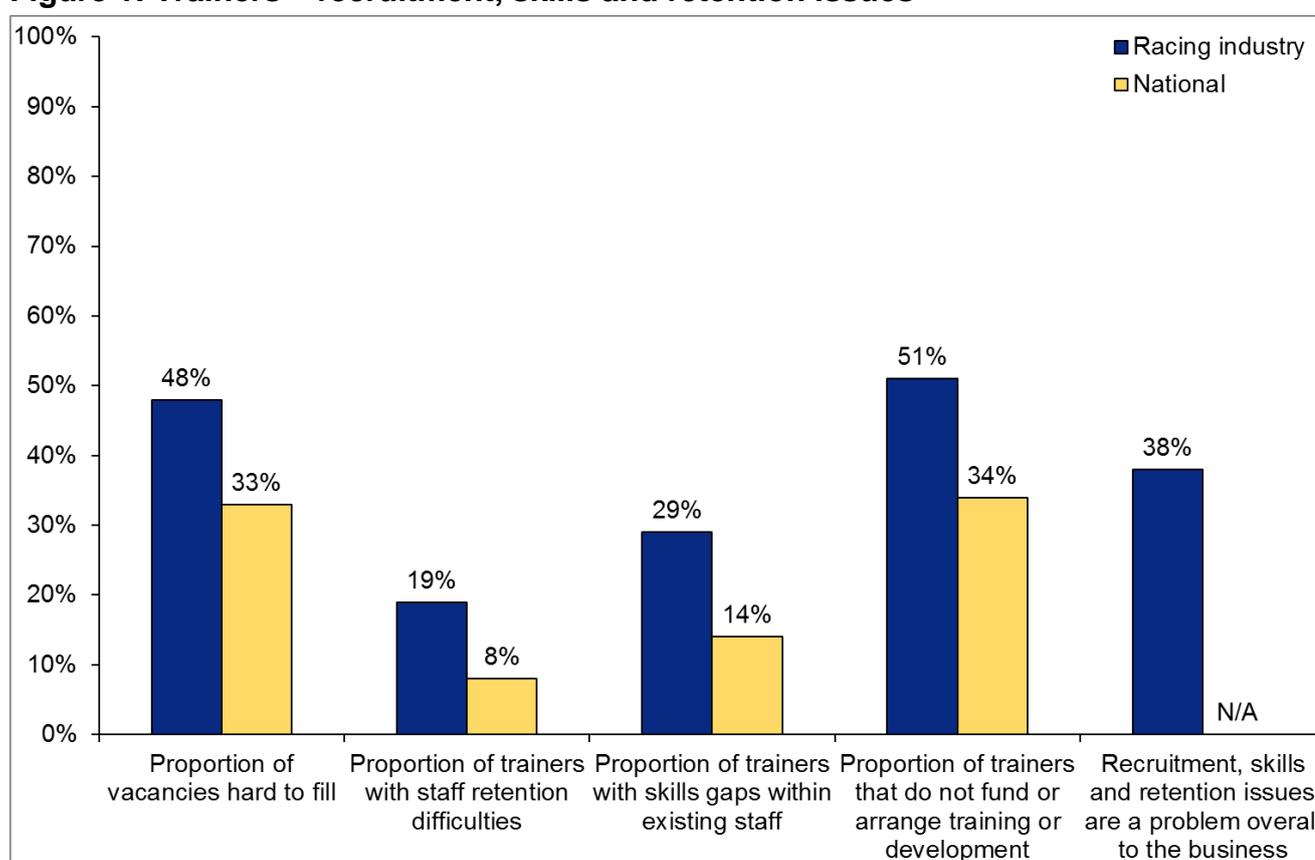
<sup>1</sup> Although this is a relatively low response rate, it is in line with expectations and similar past exercises with racing staff.

<sup>2</sup> Not all of these will be individual roles as it is possible that some roles will be vacant more than once per annum.

- 19% of trainers said they have retention difficulties, compared with 8% of businesses nationally.
- 29% of trainers said there are skills gaps amongst their existing workforce, compared with 14% of businesses nationally.
- 51% of trainers did not fund or arrange training or development for their staff in the last 12 months, compared to 34% of businesses nationally.
- 38% of trainers said that recruitment, skills and retention issues are a problem for their business.

6. The size of yard matters. Larger yards are more likely than smaller yards to experience hard-to-fill vacancies, retention difficulties, and skills gaps, and for recruitment, skills and retention issues to be a problem to their business. Smaller yards are less likely to fund or arrange training or development for their staff.

**Figure 1: Trainers – recruitment, skills and retention issues**

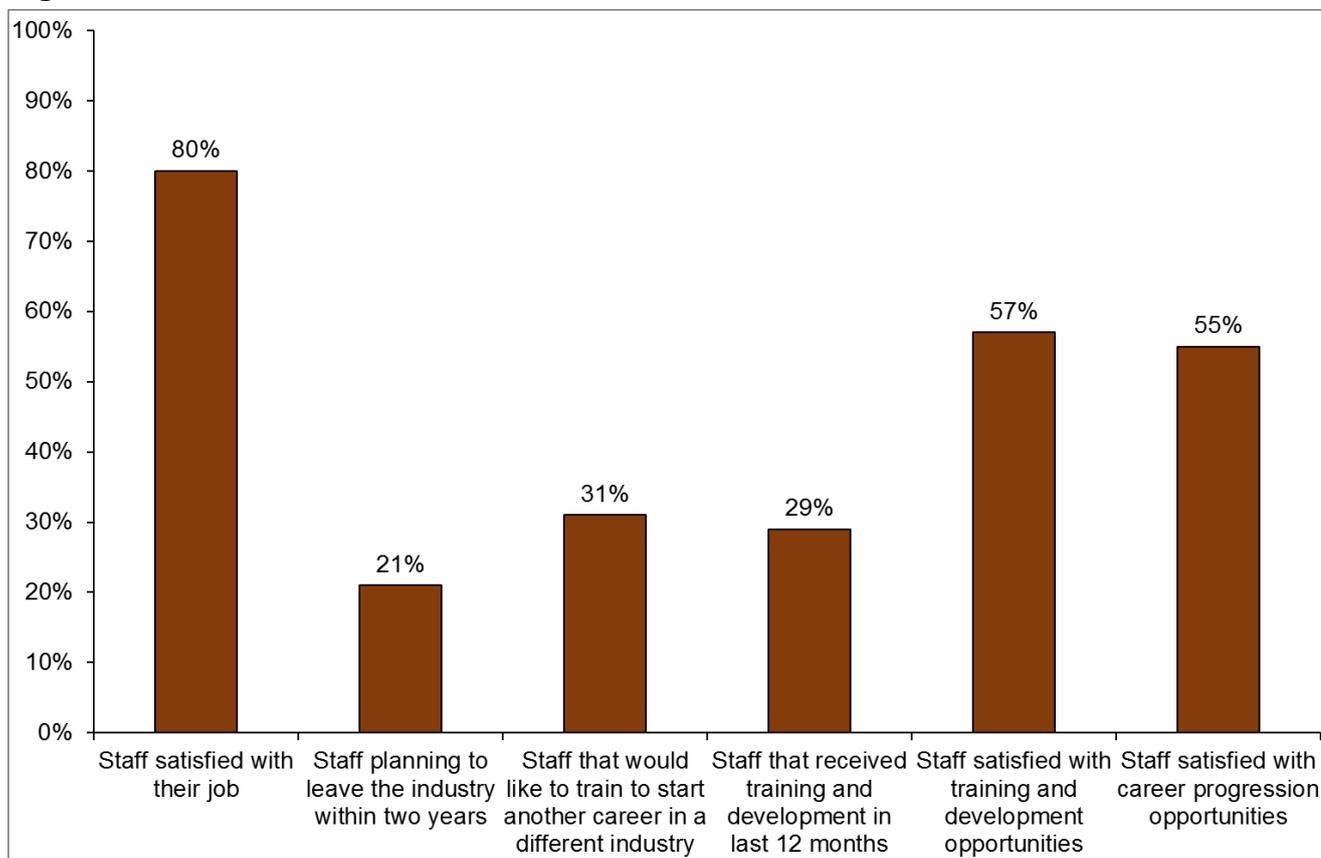


7. The following graph highlights the extent of recruitment, skills and retention issues from the perspective of staff:

- 80% of staff are satisfied with their job.
- 21% are planning to leave the industry within two years.
- 31% would like to train to start another career in a different industry.
- 29% of staff received training and development in the last 12 months.
- 57% are satisfied with training and development opportunities.
- 55% are satisfied with career progression opportunities.

8. There are close relationships between these issues. For example, staff that are unsatisfied with training, development and career opportunities are less likely to be satisfied with their job and more likely to plan to leave the industry. It is also worth noting that staff that have worked in the industry for 10 years or more tend to be less satisfied with their jobs than other racing staff.

**Figure 2: Staff – recruitment, skills and retention issues**



## Concluding points

9. By way of conclusion, the research highlights the following points:
- Recruitment, skills and retention issues are impacting on the industry. This suggests the Racing Foundation’s programme is relevant and important.
  - Recruitment of sufficient staff and adequately skilled staff stands out as a key issue.
  - A notable proportion of trainers experience retention difficulties and therefore reducing the proportion of staff that leave their jobs and the industry should reduce recruitment pressures.
  - Skills gaps exist amongst existing staff and there is scope to increase the awareness and exposure of staff to training and development opportunities.
  - Recruitment, skills and retention issues are greater in larger yards, although smaller yards engage in less training and development of their staff.
  - The research findings highlight the need for demand (trainer) and supply (staff) recruitment, skills and retention initiatives. The aim of these should be to recruit and train skilled staff to the industry, whilst reducing retention difficulties and providing training and development opportunities to improve the skills and job satisfaction of existing staff.

# Racing Industry Recruitment, Skills and Retention Survey 2016

## Main Report

### Section 1: Introduction

#### Introduction and aims of the research

- 1.1. Recruitment, skills and retention are fundamental to an effective and successful industry. Since the end of 2015/start of 2016 the Racing Foundation has funded a three-year £1 million proactive grant in the area of recruitment, skills and retention.<sup>3</sup> This programme is being independently evaluated by Public Perspectives Ltd. However, there is insufficient relevant baseline information available to effectively assess the impact of the grant programme over time. In addition, the racing industry could benefit from up-to-date and comprehensive quantitative information to help inform other relevant initiatives.
- 1.2. Consequently, The Racing Foundation, in partnership with the British Horseracing Authority (BHA), National Association of Stable Staff (NASS) and National Trainers Federation (NTF), commissioned Public Perspectives Ltd to conduct a survey of racing trainers and racing staff about recruitment, skills and retention in the racing industry.

#### Approach to the research

- 1.3. The research involved surveys of racing trainers and racing staff, with separate, but related, questionnaires developed for each audience. The questionnaires for each survey are included in appendix 1 and 2.
- 1.4. **Racing trainers:** At the time of the research there were 579 licenced racing trainers. The aim of the research was to interview as many as possible, essentially by attempting a census. Between September 19<sup>th</sup> and November 25<sup>th</sup> 2016, a telephone survey of racing trainers was conducted. In addition, an online version of the survey was e-mailed to non-respondents towards the end of the fieldwork to help maximise the response. In total, 457 trainers responded to the survey, which represents a 79% response rate. This sample also covers some 80% of all racing staff and 85% of all horses in training.
- 1.5. **Racing staff:** At the time of the research there were 7,287 racing staff on the BHA's register. Racing staff were sent a postal survey on the 23<sup>rd</sup> September 2016 with a send back date of 17<sup>th</sup> October. In total, 936 racing staff responded to the survey, with a further 510 returned to sender as the staff member was not at the address, which represents an adjusted response rate of 14%.<sup>4</sup>
- 1.6. With this number of respondents, the surveys provide for robust data. The confidence interval or accuracy of the survey result is no worse than +/- 2.1% at a 95% confidence level for the trainer survey, and +/- 3% at a 95% confidence level for staff.<sup>5</sup> This means that we can be 95% confident that the 'real' result for any given question would be within 2.1%

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<sup>3</sup> More detail about The Racing Foundation's 'Providing a co-ordinated career development and learning programme for racing's people' can be found at: <http://www.racingfoundation.co.uk/pro-active-funding-initiatives>.

<sup>4</sup> Although this is a relatively low response rate, it is in line with expectations and similar past exercises with racing staff.

<sup>5</sup> Sampling error exists because even when surveying as robustly as has been the case with this survey, only a proportion of the population has responded. Sampling error, therefore, is the measure of accuracy between the survey results and those that would have been obtained if all staff had responded, i.e. had a census been conducted.

and 3% of those stated within the survey findings for trainers and staff respectively. This provides for robust data when analysed at a headline level and when different questions are cross-referenced against each other.

- 1.7. Respondents to the surveys provide a reasonable representation of all racing trainers and staff, with only a slight imbalance. The main imbalance for the trainers' survey is that there is a slight skew towards larger yards, while for the staff survey a higher proportion of women responded. The survey results have been 're-weighted' to bring them fully in line with the profile of the wider racing trainer and staff populations to help ensure their accuracy and representativeness.
- 1.8. The following table shows the profile of respondents to the surveys against key demographics, and compared against the wider trainer and staff populations:

Profile	Percentage of respondents	Percentage of all trainers/staff
<b>Trainers</b>		
<b>No. of horses in training</b>		
1-9	35%	42%
10-19	24%	24%
20-29	15%	12%
30-39	8%	6%
40+	18%	16%
<b>Prize money</b>		
Under £20,000	45%	53%
£20,000-£49,999	16%	16%
£50,000-£99,999	15%	10%
£100,000-£249,999	13%	11%
£250,000 and over	11%	10%
<b>Geography<sup>1</sup></b>		
South East	17%	20%
South West	17%	14%
East	16%	18%
Midlands	20%	19%
North	23%	22%
Scotland	4%	4%
Wales	3%	3%
<b>Staff</b>		
<b>Gender</b>		
Female	56%	44%
Male	44%	56%
<b>Age</b>		
16-24	25%	26%
25-34	22%	25%
35-44	18%	18%
45-54	17%	16%
55-64	14%	9%
64+	4%	5%
<b>Employment status</b>		
Employed full-time	73%	74%
Employed part-time	14%	16%
Self-employed	13%	9%

1. Figures for the geography of all trainers is taken from: Economic Impact of British Racing 2013, Deloitte.

## Reporting

1.9. The following report summarises the key findings from the surveys. Each relevant question has been analysed against a set of key demographic and conceptual variables to identify any relevant patterns, trends, similarities or differences by different types of trainers and staff. Commentary is only provided where significant or meaningful findings are identified. The variables analysed include:

Trainer survey:

- Business size
- Number of horses trained
- Prize money earned
- Geography
- Flat or jump trainer, or both (determined by the proportion of prize draw money earned)
- Business performance

Staff survey:

- Gender
- Age
- Length of time in industry
- Length of time in job
- Employment status
- Job type
- Geography

1.10. In addition, where data exists, questions are compared against national data, primarily the UK Employer Skills Survey 2015 – a telephone survey of 91,000 employers conducted nationally by the UK Commission for Employment and Skills (UKCES).

1.11. The questionnaires contain satisfaction and agree/disagree questions on a scale of 1-10. This approach was taken as it allows for a greater degree of opinion to be provided, which offers more robust opportunities to monitor change in perceptions over time. As per convention, these questions are analysed by grouping responses. For example, responses 1-4 are combined to form 'disagree', 5-6 to form 'neutral' and 7-10 to form 'agree'.

1.12. The remainder of this report is divided into the following sections:

- Section 2: Labour force statistics, business performance and workforce demand
- Section 3: Recruitment
- Section 4: Retention
- Section 5: Skills, training and development
- Section 6: Concluding points

## Section 2: Labour force statistics, business performance and workforce demand

### Introduction

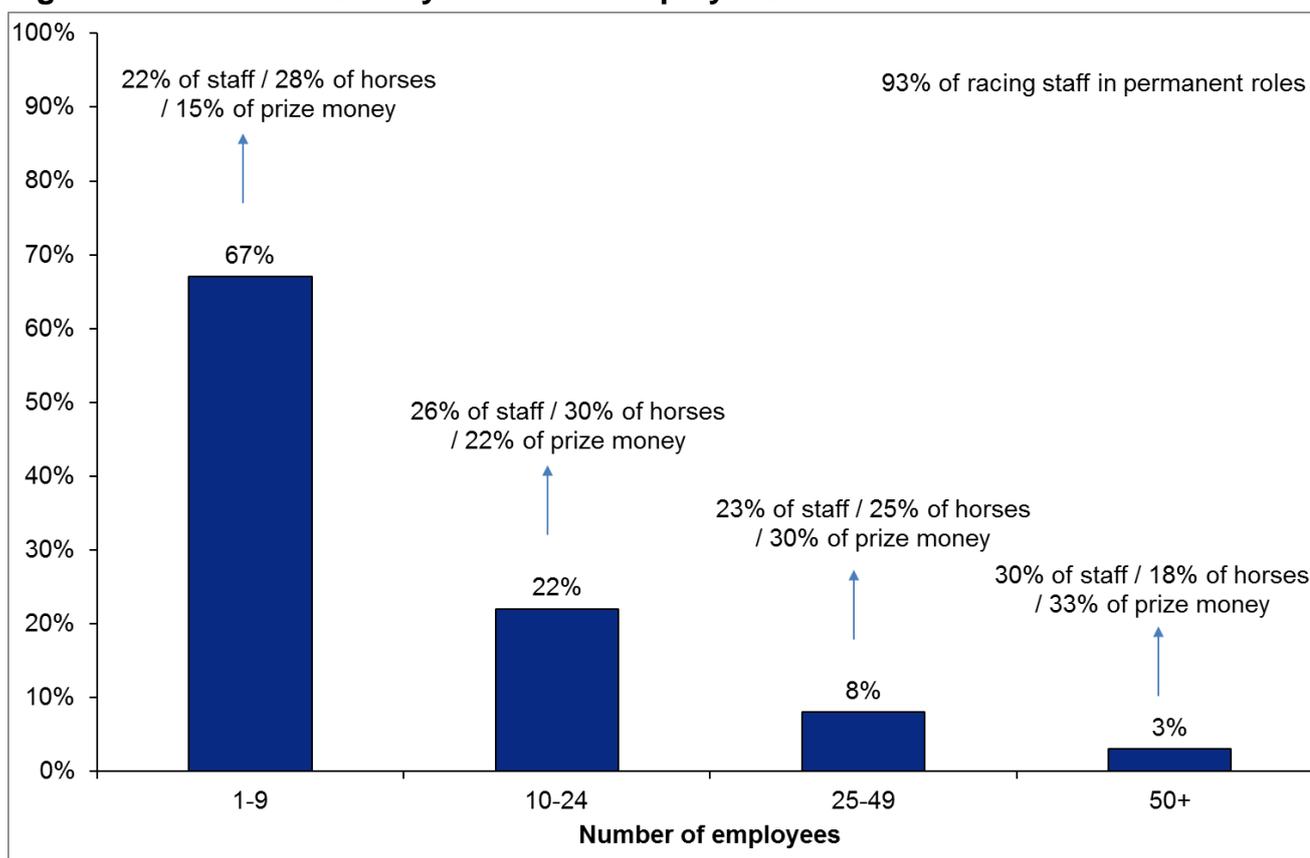
2.1. By way of context, this section presents findings about the size of training yards operating in the racing industry, business performance and workforce demand.

### Labour force statistics

#### **Two-thirds of trainers have 1-9 staff, while a tenth have 25+ staff but account for over half of all racing staff**

- 2.2. 67% of trainers have 1-9 staff, accounting for 22% of racing staff, 28% of horses in training and 15% of prize money earned. 22% of trainers have 10-24 staff, accounting for 26% of racing staff, 30% of horses and 22% of prize money. The remaining 11% of trainers have 25+ staff, accounting for 53% of racing staff, 43% of horses and 63% of prize money.
- 2.3. 93% of racing staff are in permanent roles, with the remainder in temporary, seasonal or casual roles.

**Figure 2.1: Business size by number of employees**



Number of respondents: 457 trainers.

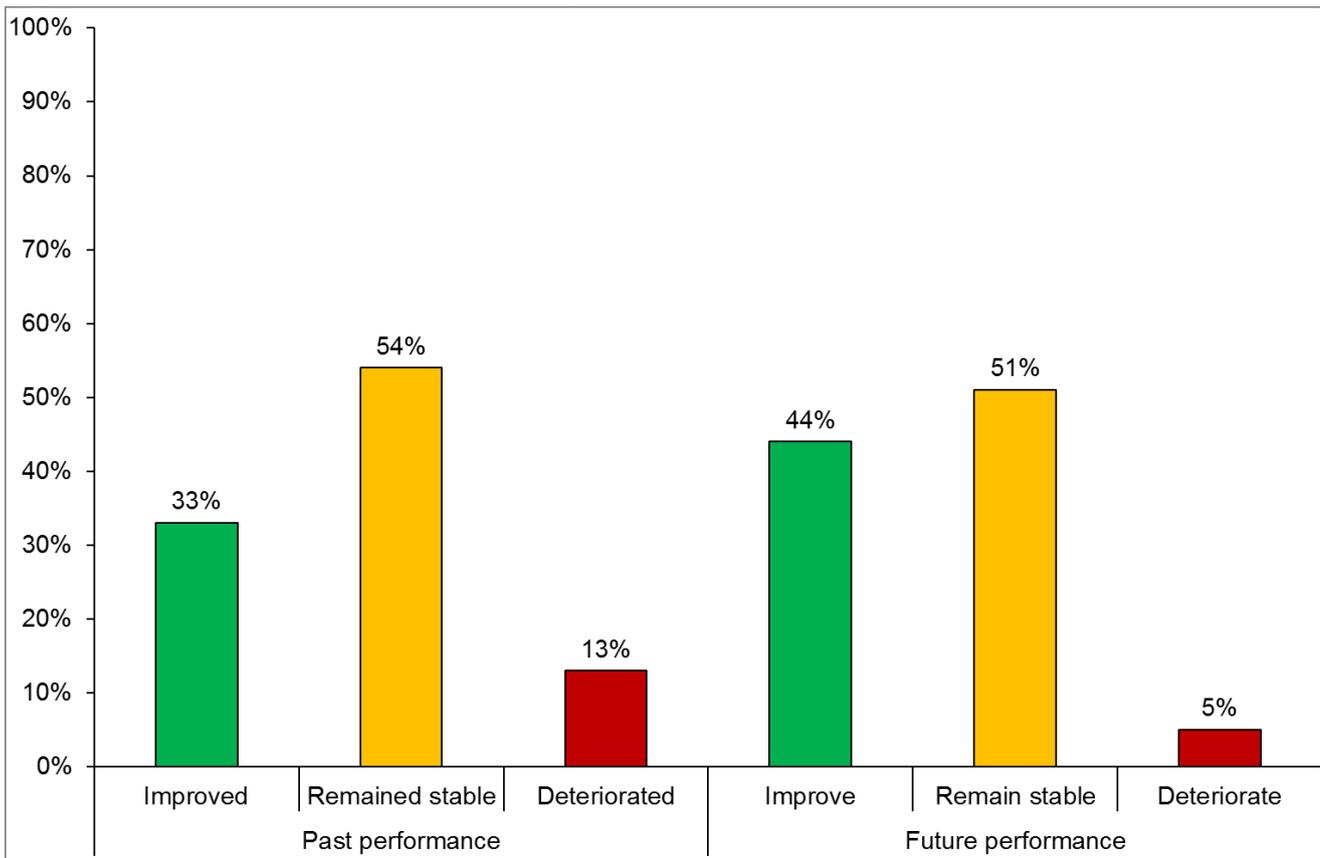
Question asked: Including you and any working proprietors/owners, how many people are employed by your business during your peak season?

## Business performance

### **A third of trainers reported improved business performance and over two-fifths expect performance to improve in the future**

- 2.4. 33% of trainers said their business performance improved over the past 12 months, 54% said it remained stable and 13% said it deteriorated. Of the 13% of trainers that said performance deteriorated, 34% expect it will improve, a further 34% expect it will remain stable and 31% expect it will deteriorate further in the next 12 months.
- 2.5. 44% of trainers expect performance will improve over the next 12 months, 51% said it will remain stable and 5% said it will deteriorate. Of the 5% of trainers that said performance will deteriorate in the future, 75% had previously said business had deteriorated in the past 12 months and 25% said it had remained stable.
- 2.6. Perceptions about performance are consistent across different types of trainers.

**Figure 2.2: Past and future business performance**



Number of respondents: 457 trainers.

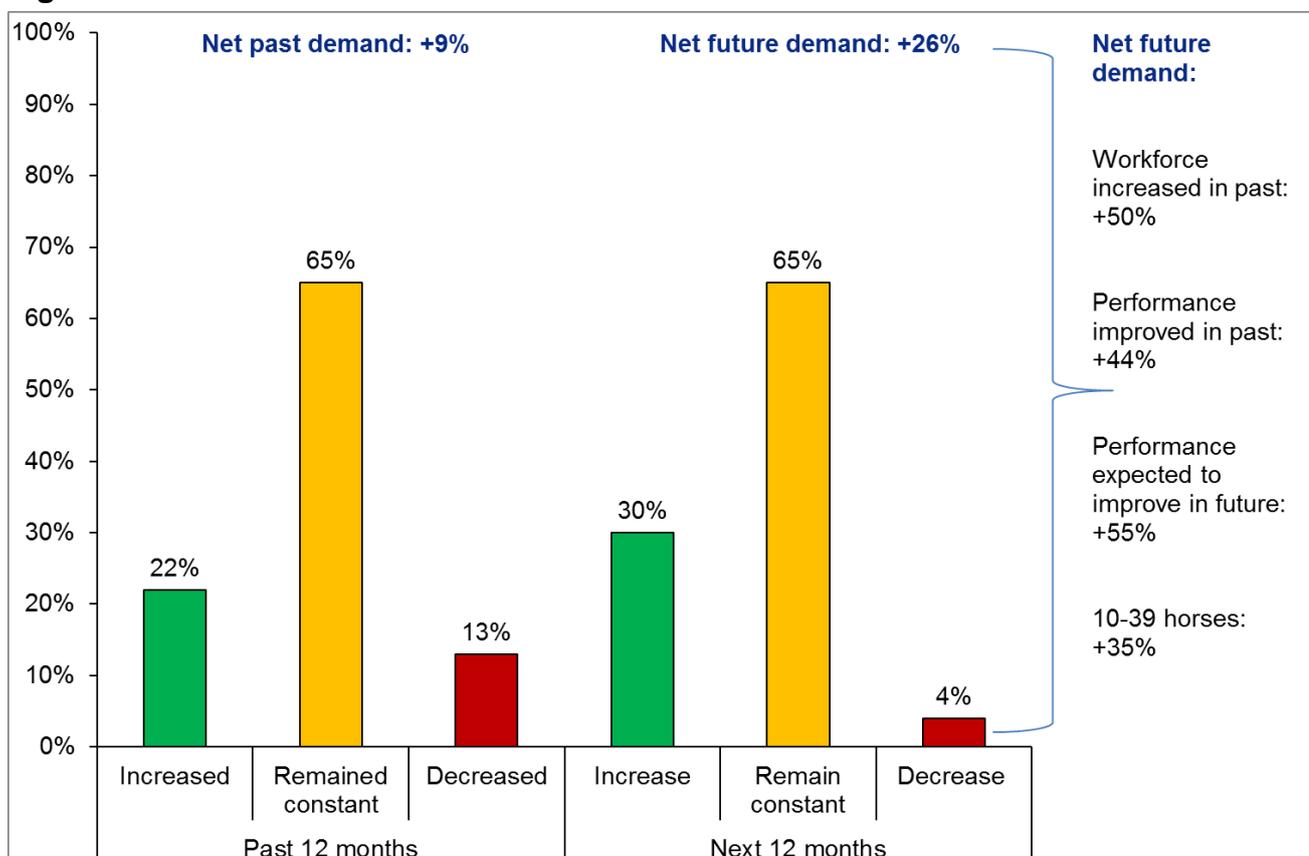
Questions asked: Would you say that overall, your business performance in the past 12 months has improved, remained stable or deteriorated? / Over the next 12 months do you expect your business performance to generally improve, remain stable, or deteriorate?

## Workforce demand

### Over a fifth of trainers reported that their workforce increased and just under a third expect it to increase in the future

- 2.7. 22% of trainers said that their workforce increased over the past 12 months, while 13% reported it decreased. This results in net past demand (i.e. the difference between the increase and decrease in workforce) of +9%. Trainers that said their performance had improved over the past 12 months had a higher net past demand of +37%, compared with -5% of other trainers. Net demand is broadly similar across other trainer demographics.
- 2.8. 30% of trainers expect their workforce to increase in the next 12 months, while 4% expect it to decrease, resulting in a net future demand of +26%. Net future demand is greatest amongst trainers that increased their workforce in the past 12 months (+50%), trainers that reported improved performance in the past (+44%), trainers that expect improved performance in the future (+55%) and trainers with stables of 10-39 horses (+35%).

**Figure 2.3: Workforce demand**



Number of respondents: 457 trainers.

Questions asked: On average, over the past 12 months, has your workforce increased, remained constant or decreased? / And over the next 12 months, on average, do you expect your workforce to increase, remain constant or decrease?

## Section 3: Recruitment

### Introduction

3.1. This section presents findings about recruitment, including information about vacancy rates, hard-to-fill vacancies, the types of trainers and occupations most affected, and the reasons for recruitment difficulties.

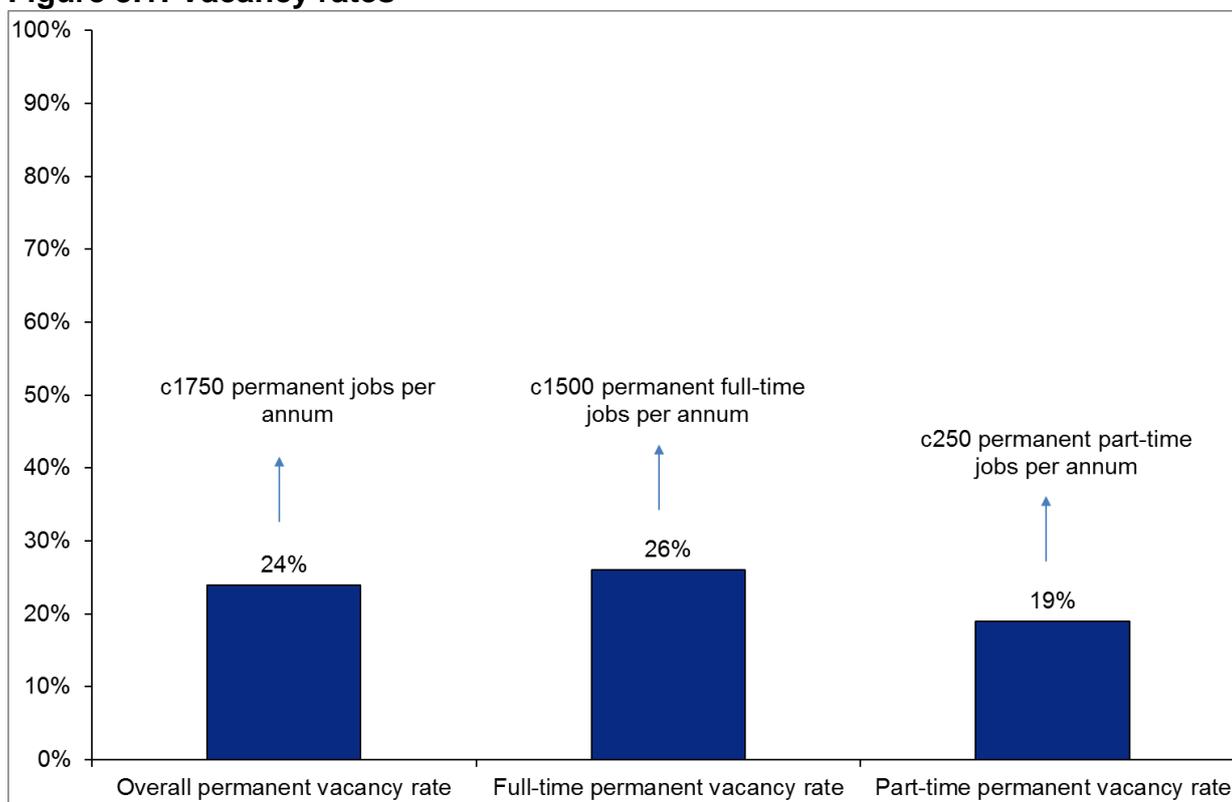
### Vacancy rates

#### A quarter of permanent racing staff jobs are vacant annually

3.2. Overall, there is an estimated annual vacancy rate of 24% of all permanent racing staff jobs (i.e. the number of vacancies per annum as a proportion of the total number of permanent jobs). This equates to an estimated 1,750 jobs per annum that are vacant and require recruitment, including some 1,500 that are full-time and 250 that are part-time roles. Not all of these will be individual roles as it is possible that some roles will be vacant more than once per annum. The vacancies will be created due to staff moving jobs within a yard, moving to another yard, leaving the industry and/or business growth creating new roles.

3.3. Regarding comparison with national data, the UK Government's Labour Force Survey (LFS) calculates a vacancy rate quarterly, based on asking businesses how many vacancies they currently have.<sup>6</sup> This figure fluctuates between 2%-2.5% and is currently at 2.5%. Based on an assumption that on average a post takes between one and three months to fill, the likely annual vacancy rate would be between 10% and 30%. Therefore, the racing industry vacancy rate is at the upper end of this range.

Figure 3.1: Vacancy rates



Number of respondents: 457 trainers. Questions asked: Overall, how many full-time and part-time vacancies have you had in the last 12 months? / And roughly, in the last 12 months, how many vacancies have been permanent, temporary, seasonal and casual?

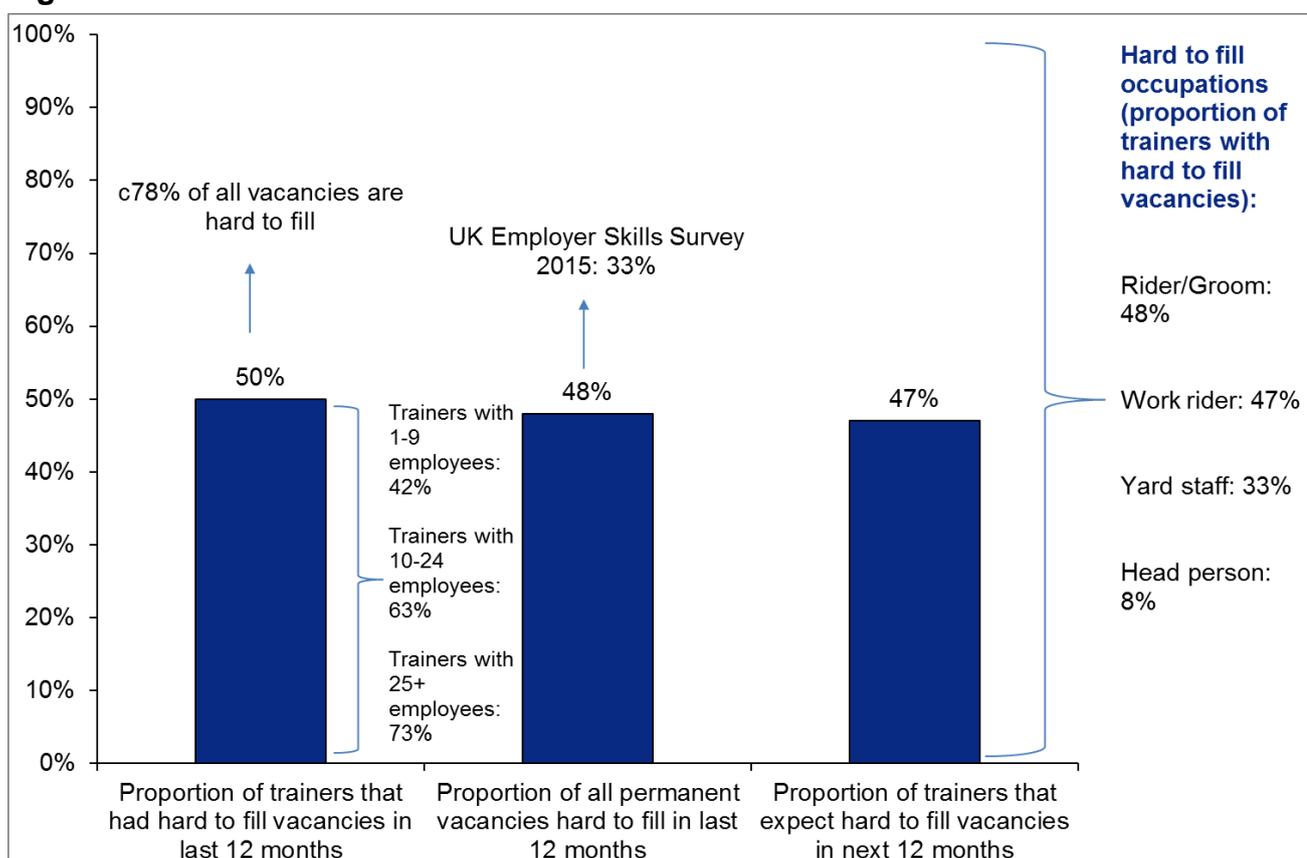
<sup>6</sup> The vacancy rate in this survey was calculated annually given the seasonal nature of the industry, which meant asking it at a given point in time would be problematic.

## Hard-to-fill vacancies

### Nearly half of all permanent vacancies are hard to fill, with larger yards most affected

- 3.4. 50% of trainers (which account for some 58% of racing staff) said they had hard-to-fill vacancies in the last 12 months, and these trainers estimated on average that 78% of their vacancies are hard to fill. This translates into an estimated 48% of permanent vacancies that are hard to fill. The national figure, based on the UK Employer Skills Survey, is 33%.
- 3.5. Larger yards are more likely to say they had hard-to-fill vacancies. For example, 42% of trainers with 1-9 employees said they had hard-to-fill vacancies, compared with 63% with 10-24 employees and 73% with 25+ employees. Similar trends, albeit not as prevalent, also exist with regard to the number of horses trained and amount of prize money earned.
- 3.6. In addition, 60% of trainers in the East (which covers Newmarket) and the Midlands (which covers Lambourn) said they had hard-to-fill vacancies, compared with 46% in the North (which covers Malton and Middleham).
- 3.7. There is also a relationship between hard-to-fill vacancies and business performance. For example, 59% of trainers that reported their business performance had deteriorated said they had hard-to-fill vacancies, compared with 49% of other trainers.
- 3.8. 47% of trainers expect to have hard-to-fill vacancies in the next 12 months. 80% of trainers that had hard-to-fill vacancies in the past also expect to have hard-to-fill vacancies in the future, and 14% that did not have any hard-to-fill vacancies in the past expect to have them in the future.
- 3.9. The occupations which were most commonly cited as being hard to fill are rider/groom (cited by 48% of trainers that said they had hard-to-fill vacancies), work rider (47%), yard staff (33%) and head person (8%).

**Figure 3.2: Hard-to-fill vacancies**



Number of respondents: 457 trainers. Questions asked: Have you had any vacancies in the last 12 months that you have found hard to fill? / Roughly, what proportion of your vacancies have been hard to fill? / Which specific occupations have you found hard to fill? / Do you expect to have any vacancies that will be hard to fill in the next 12 months?

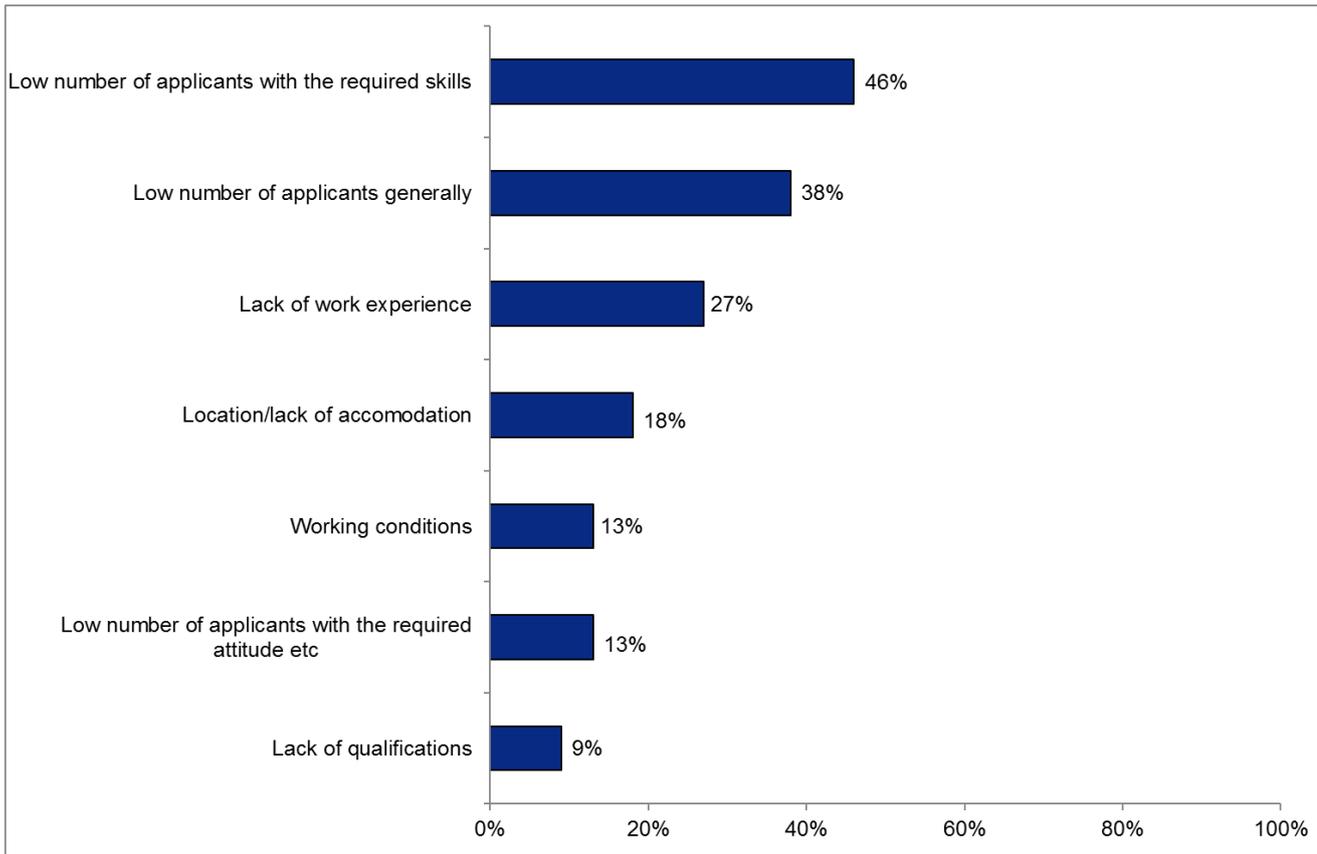
## Reasons for hard-to-fill vacancies

The number of applicants with the required skills, and the number in general, are cited as the main reasons for hard-to-fill vacancies

3.10. The low number of applicants with the required skills (cited by 46% of trainers with hard-to-fill vacancies) and the low number of applicants generally (cited by 38%) are the main reasons for hard-to-fill vacancies. In addition, other factors, such as lack of experience (27%), location/lack of accommodation (18%), working conditions such as low pay and long working hours (13%), and attitude/motivation issues (13%), should not be ignored.

3.11. The reasons cited are consistent across different types of trainers/different demographics.

Figure 3.3: Reasons for hard-to-fill vacancies



Number of respondents: 223 trainers (only trainers that said they had hard-to-fill vacancies).

Note: Respondents could select more than one answer.

Question asked: What have been the main causes of having hard-to-fill vacancies?

## Section 4: Retention

### Introduction

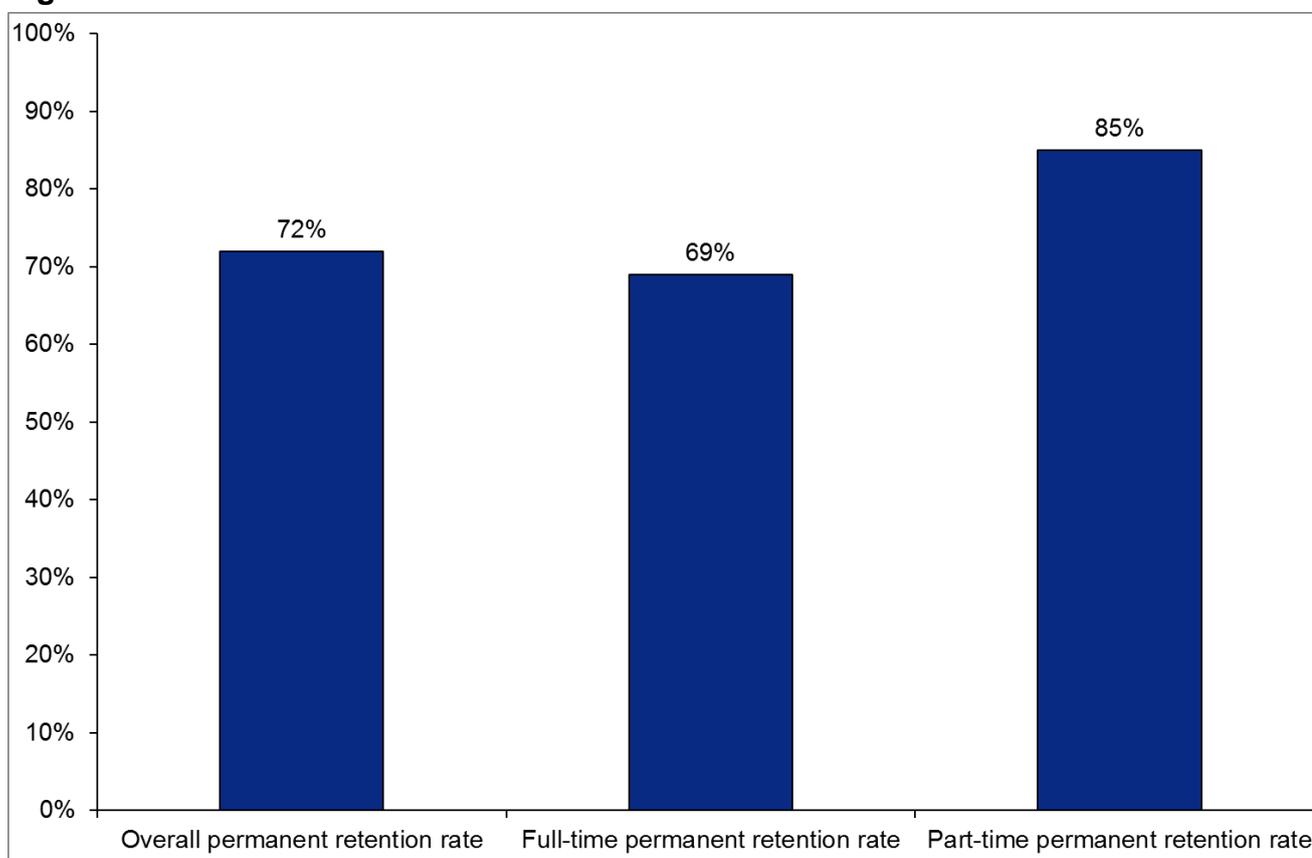
4.1. This section presents findings about staff retention from the perspective of trainers and staff, including information about retention rates, retention difficulties, the types of trainers and occupations most affected, and the reasons for retention difficulties.

### Retention rates

#### **Over a quarter of staff leave their job roles per annum**

4.2. Overall, there is an estimated retention rate of 72% of all permanent racing staff in their job roles per annum. In other words, some 28% of racing staff leave their jobs each year (some of these may change jobs within the same organisation). Racing staff in full-time roles are less likely to stay in their jobs (69%), compared with part-time staff (85%).

**Figure 4.1: Retention rates**



Number of respondents: 457 trainers.

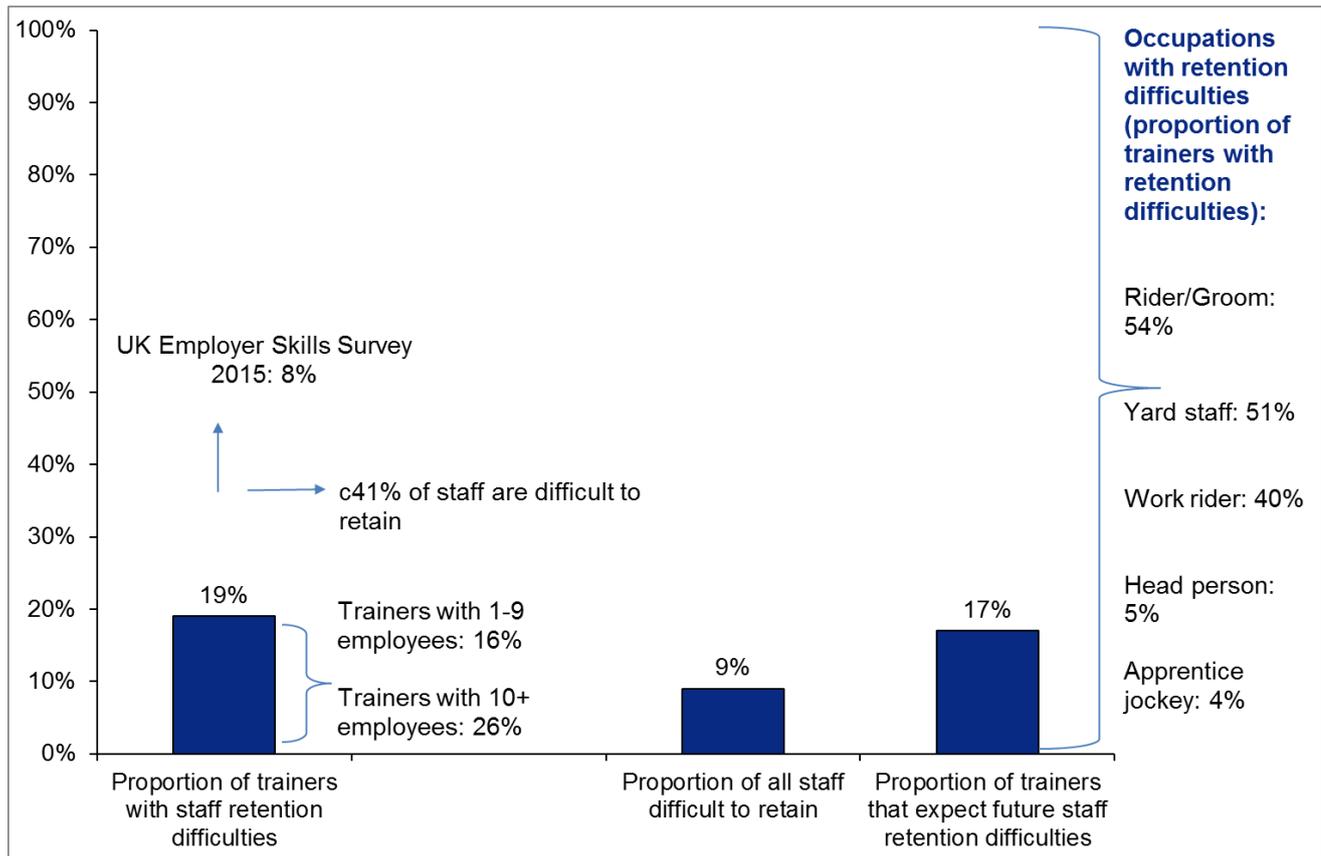
Question asked: Overall, how many permanent full-time and part-time staff have left their roles in the last 12 months?

## **Retention difficulties**

### **About a fifth of trainers said they have retention difficulties, with larger yards most affected**

- 4.3. 19% of trainers (which account for some 21% of racing staff) said they had difficulties retaining staff in the last 12 months. The national figure, based on the UK Employer Skills Survey, is 8%.
- 4.4. 17% of trainers face a double problem of hard-to-fill vacancies and retention difficulties.
- 4.5. Trainers with retention difficulties estimated, on average, that 41% of their staff are difficult to retain. This translates into an estimated 9% of all staff that are difficult to retain.
- 4.6. Larger yards are more likely to say they have retention difficulties. For example, 16% of trainers with 1-9 employees said they had retention difficulties, compared with 26% with 10 or more employees. Similar trends, albeit not as prevalent, also exist with regard to the number of horses trained and amount of prize money earned.
- 4.7. Yards that are predominantly focussed on flat racing (defined by over two-thirds of their prize money earnings coming from flat racing) are more likely than jump yards to have retention difficulties. For example, 25% of flat yards said they have retention difficulties, compared with 14% of jump yards.
- 4.8. In addition, 27% of trainers in the East (which covers Newmarket) and 25% in the Midlands (which covers Lambourn) said they had retention difficulties, compared with 16% in the South West and 17% in the North (which covers Malton and Middleham).
- 4.9. There is also a relationship between retention difficulties and business performance, albeit a fairly weak one. For example, 26% of trainers that reported their business performance had deteriorated said they had retention difficulties, compared with 18% of other trainers.
- 4.10. 17% of trainers expect to have retention difficulties in the next 12 months. 69% of trainers that had retention difficulties in the past also expect to have difficulties in the future, and 4% that did not have any difficulties in the past expect to have them in the future.
- 4.11. The occupations which were most commonly cited as being difficult to retain are rider/groom (cited by 54% of trainers that said they have retention difficulties), yard staff (51%), work rider (40%), head person (5%) and apprentice jockey (4%).

**Figure 4.2: Retention difficulties**



Number of respondents: 457 trainers.

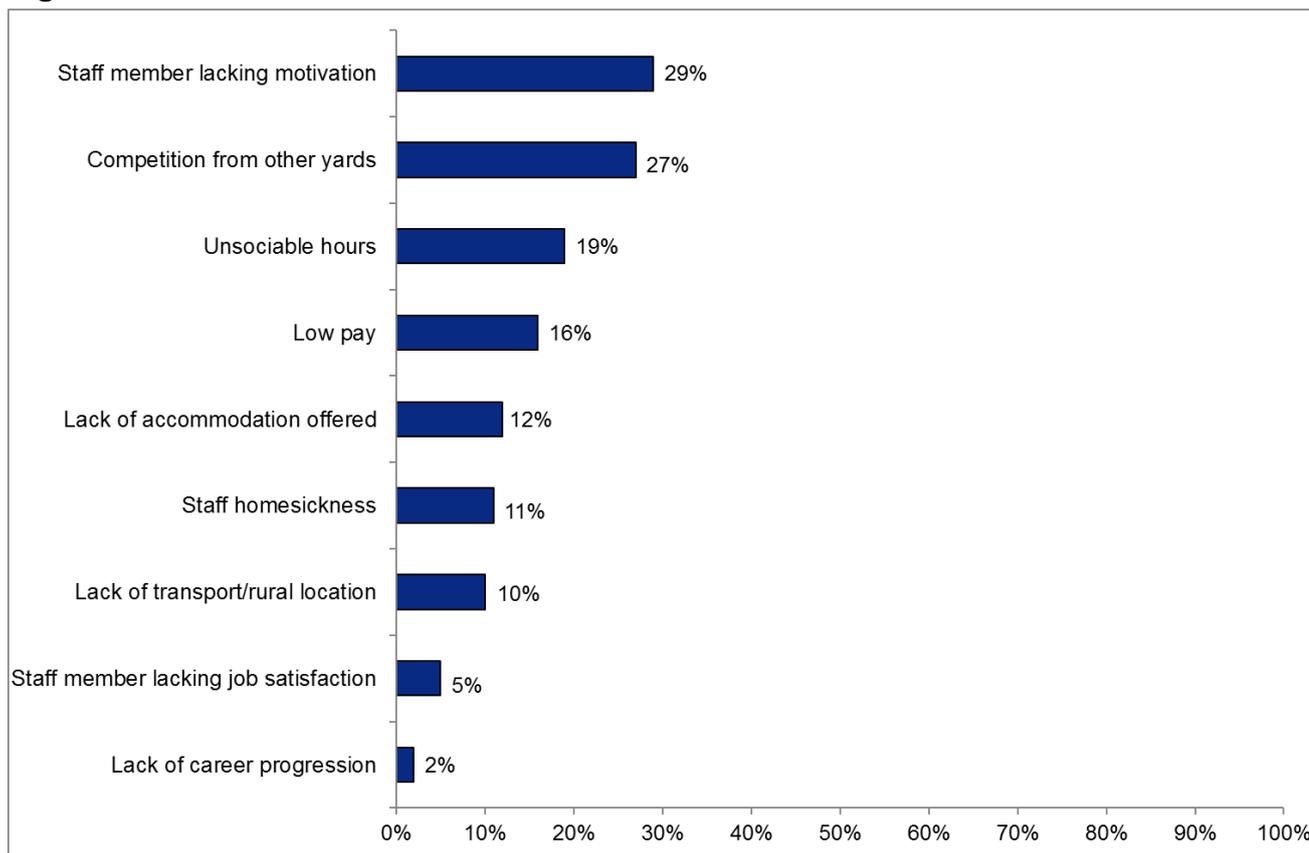
Questions asked: In the last 12 months, have you had any difficulties retaining staff? (by this we mean staff that have left their roles for reasons other than normal, such as retirement or leaving a temporary role) / Roughly, what proportion of your staff have been difficult to retain? / Which specific occupations have you had difficulties retaining staff? / Do you expect to have any staff retention problems in the next 12 months?

## Reasons for retention difficulties

### **Staff lacking motivation, and competition from other yards are the most cited reasons for retention difficulties**

4.12. Staff lacking motivation (cited by 29% of trainers with staff retention difficulties) and competition from other yards (cited by 27%) are the main reasons for retention difficulties. In addition, other factors such as unsociable hours (19%), low pay (16%), lack of accommodation (12%), homesickness (11%) and lack of transport/rural location (10%), should not be ignored.

**Figure 4.3: Reasons for retention difficulties**



Number of respondents: 86 trainers (only respondents that said they had retention difficulties).

Note: Respondents could select more than one answer.

Question asked: What have been the main reasons why you have found it difficult to retain staff?

## Staff and retention

**A fifth of staff plan to leave the industry within two years, and a third would like to start a career in another industry; these results are both influenced by job satisfaction, which is lower amongst staff that have been working in the industry for 10 years or more**

4.13. Staff said the following about retention-related questions:

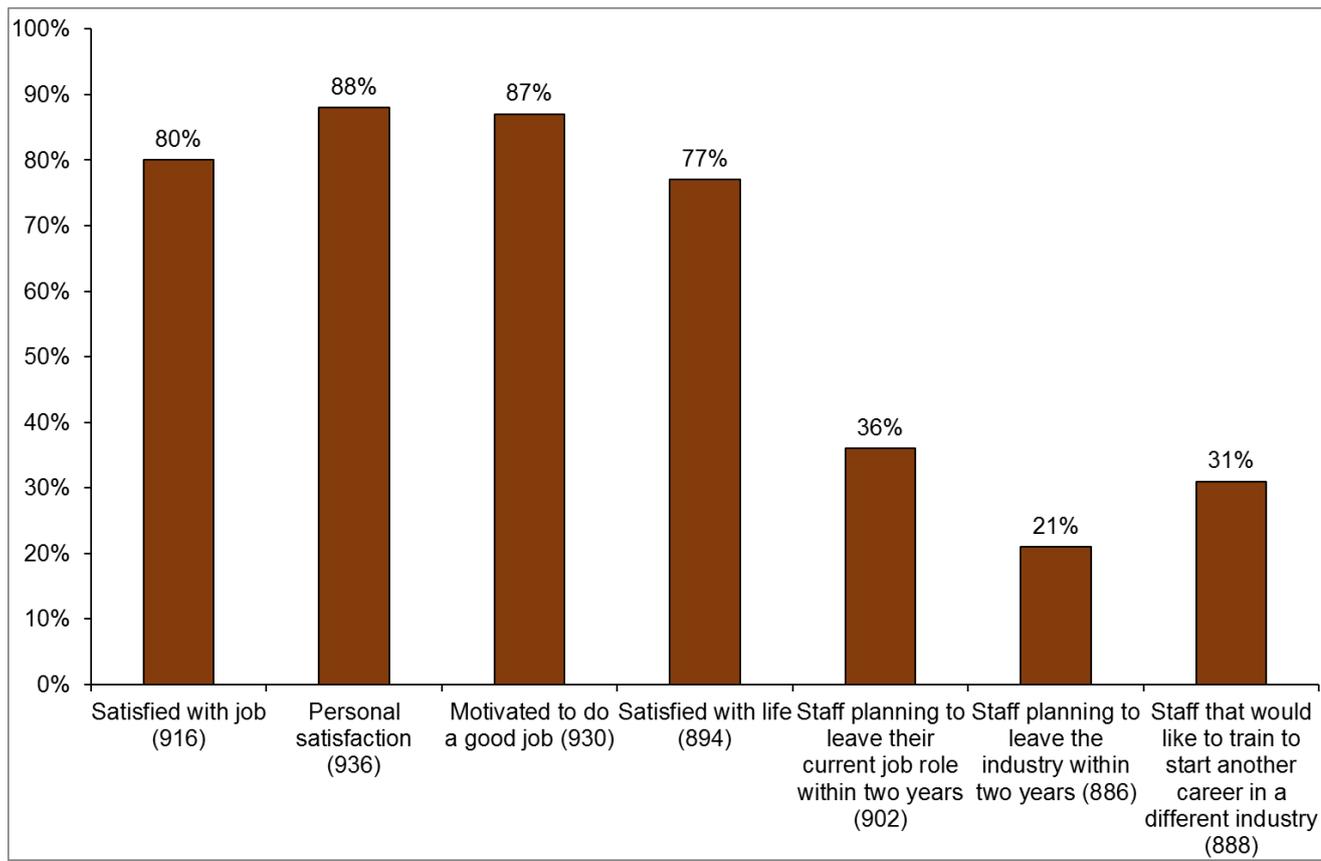
- **Job satisfaction:** 80% of racing staff are satisfied. Staff that have been working in the industry for 10 years or more (75% satisfied) are less likely than other staff to be satisfied (86% satisfied). The main reason staff cited for being satisfied was a love of or passion for riding and working with horses. Staff that are unsatisfied with their job said long hours, low pay (both cited by 42% of unsatisfied staff, which equates to 9% of all staff) and poor career opportunities (cited by 15% of unsatisfied staff, which equates to 3% of all staff) are the main reasons. As one unsatisfied racing staff said:

“The work is hard and the hours are long. One and a half days off every two weeks is not enough. In effect, I get little more than minimum wage after working in racing for nearly 20 years. There’s a lack of career development and progression opportunities in the yard and in the industry. The industry needs to do something about all this.” Unsatisfied racing staff member

- **Personal satisfaction:** 88% of racing staff gain personal satisfaction from their job. Staff that gain personal satisfaction from their job are more likely to be satisfied with their job (87% satisfied) than staff that do not get personal satisfaction from their job (26% satisfied).
- **Motivation:** 87% of racing staff are motivated to do a good job. Staff that are unsatisfied with their job (59% motivated) are less likely to be motivated than other staff (94% motivated).
- **Life satisfaction:** 77% of racing staff are satisfied with their lives. Staff that have been working in the industry for 10 years or more (73% satisfied with life) are less likely than other staff to be satisfied with life (82% satisfied with life). Staff that are unsatisfied with their job are less likely to be satisfied with life (28% satisfied with life) than other staff (89% satisfied with life).
- **Plan to leave current job within two years:** 36% of staff plan to leave their current job within two years. Staff aged under 35 (51% plan to leave job) are more likely than older staff (22% plan to leave job) to plan to leave their current job within two years. Staff that are unsatisfied with their job (69% plan to leave job) are more likely than satisfied staff (29% plan to leave job) to plan to leave their current job within two years.
- **Plan to leave industry within two years:** 21% of staff plan to leave the industry within two years. Women (24% plan to leave industry) and staff aged 16-34 (28% plan to leave industry) are more likely than men (17% plan to leave industry) and staff aged 35-64 (13% plan to leave industry) to plan to leave the industry within two years. Staff that are unsatisfied with their job (51% plan to leave industry) are more likely than satisfied staff (15% plan to leave industry) to plan to leave the industry within two years. The reasons staff cited for planning to leave the industry are similar to those cited for lack of job satisfaction – long hours and low pay (both cited by 45% of staff planning to leave the industry within two years, which equates to 9% of all staff) and lack of career development and progression opportunities (cited by 20% of staff planning to leave the industry within two years, which equates to 4% of all staff).
- **Like to start career in different industry:** 31% of staff would like to start a career in a different industry. Staff that have been working in the industry for 10 years or more (36% want a different career) are more likely than other staff to want to start a career in a different industry (25% want a different career). Staff that are unsatisfied with their job

(56% want a different career) are more likely than satisfied staff (26% want a different career) to plan to want to start a career in a different industry.

**Figure 4.4: Staff perceptions and retention**



Numbers in brackets are the number of staff that responded to each question.

Questions asked: Overall, how satisfied are you with your job? / Do you agree or disagree with the following statements about your job? / Thinking about training, development and career issues, do you agree or disagree with the following statements? / Overall, how satisfied are you with your life nowadays? / How much longer do you intend to be working in your current job role? / How much longer do you intend to carry on working in racing?

# **Section 5: Skills, training and development**

## **Introduction**

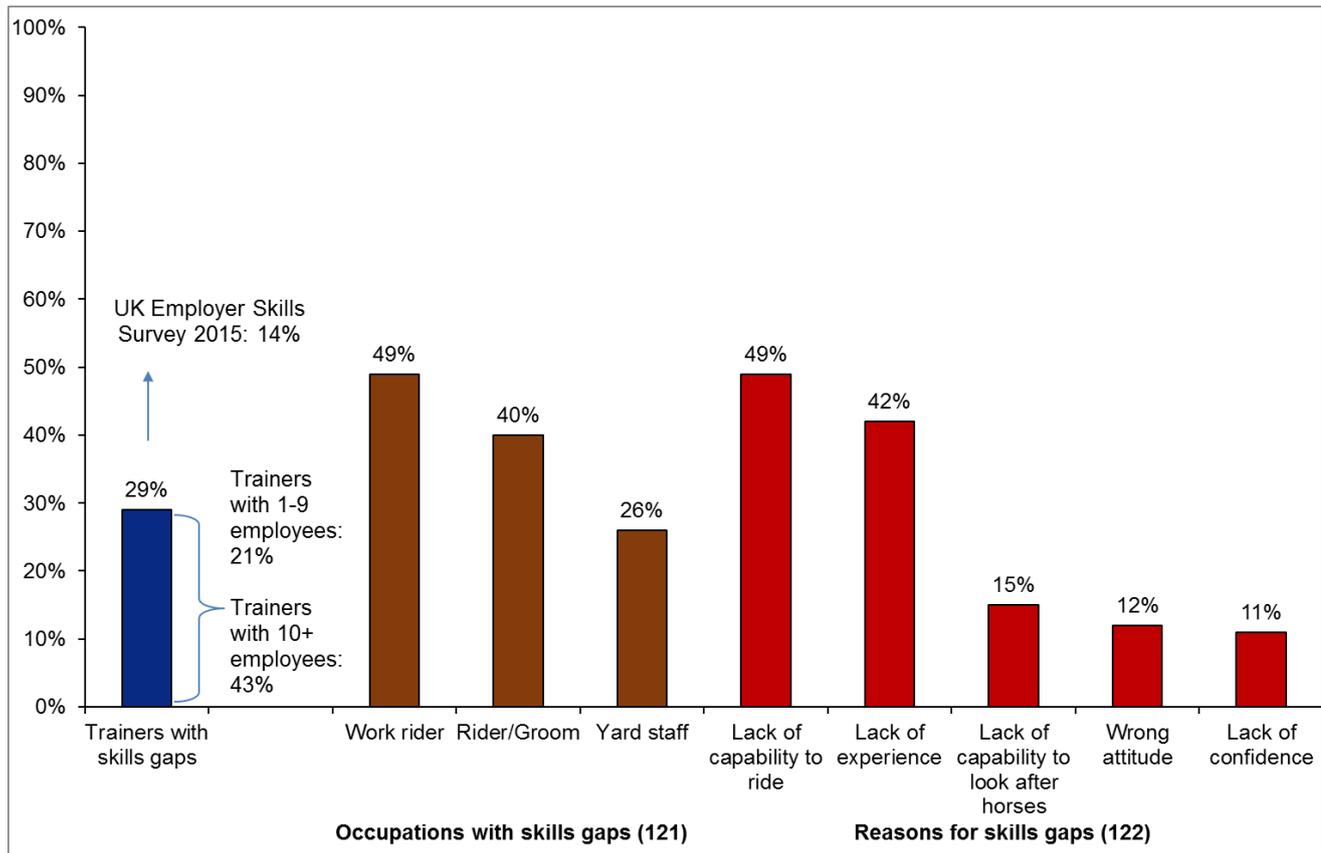
5.1. This section presents findings about skills gaps, training and development from the perspectives of trainers and staff.

## **Skills gaps**

### **Over a quarter of trainers have skills gaps within their existing workforce, with larger yards most affected**

- 5.2. 29% of trainers said there are gaps in the skills or capabilities of their existing workforce. This compares to a national figure of 14%.
- 5.3. 9% of trainers have a combination of skills gaps, hard-to-fill vacancies and retention difficulties.
- 5.4. Larger yards (43% have skills gaps) are more likely than smaller yards (21% have skills gaps) to state they have skills gaps. Similar trends also exist with regard to the number of horses trained and amount of prize money earned.
- 5.5. Also, flat yards (33%) are more likely to state there are skills gaps than jump yards (25%).
- 5.6. In addition, 38% of trainers in the East (which covers Newmarket) and 36% in the Midlands (which covers Lambourn) said they have skills gaps, compared with 18% in the South West.
- 5.7. The occupations most likely to have skills gaps are work rider (cited by 49% of trainers that have skills gaps), rider/groom (40%) and yard staff (26%).
- 5.8. The main reasons for skills gaps are a lack of capability to ride (cited by 49% of trainers with skills gaps) and lack of experience (42%). Other skills gaps cited include lack of capability to look after horses (15%), wrong attitude/lack of motivation (12%) and lack of confidence (11%).

**Figure 5.1: Skills gaps**



Number of respondents: 457 trainers / numbers in brackets are the number of respondents to follow-up questions asked only to trainers with skills gaps.

Questions asked: Are there any gaps in the skills or capabilities of your existing workforce i.e. areas where existing staff lack the skills or capabilities to do their jobs as well as possible? / Which specific occupations have skills gaps? / What skills gaps exist?

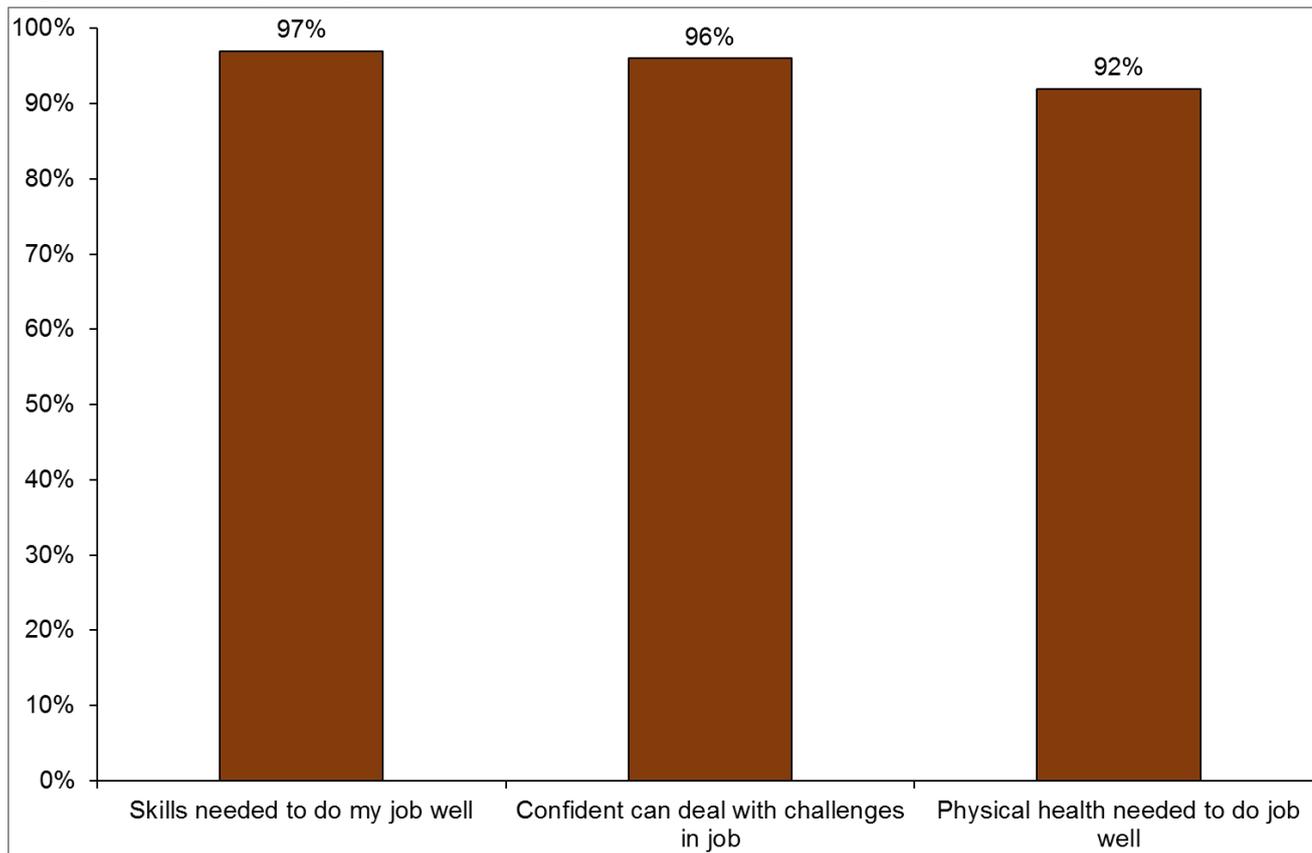
## Staff and skills

### The vast majority of staff said they have the skills, confidence and physical health to do their jobs well

5.9. The perceptions of staff about their skills contrast with those of trainers:

- 97% said they have the skills they need to do their job well.
- 96% said they are confident they can deal with challenges in their job.
- 92% said they have the physical health they need to do their job well.

**Figure 5.2: Staff perceptions about skills**



Number of respondents: 936 staff.

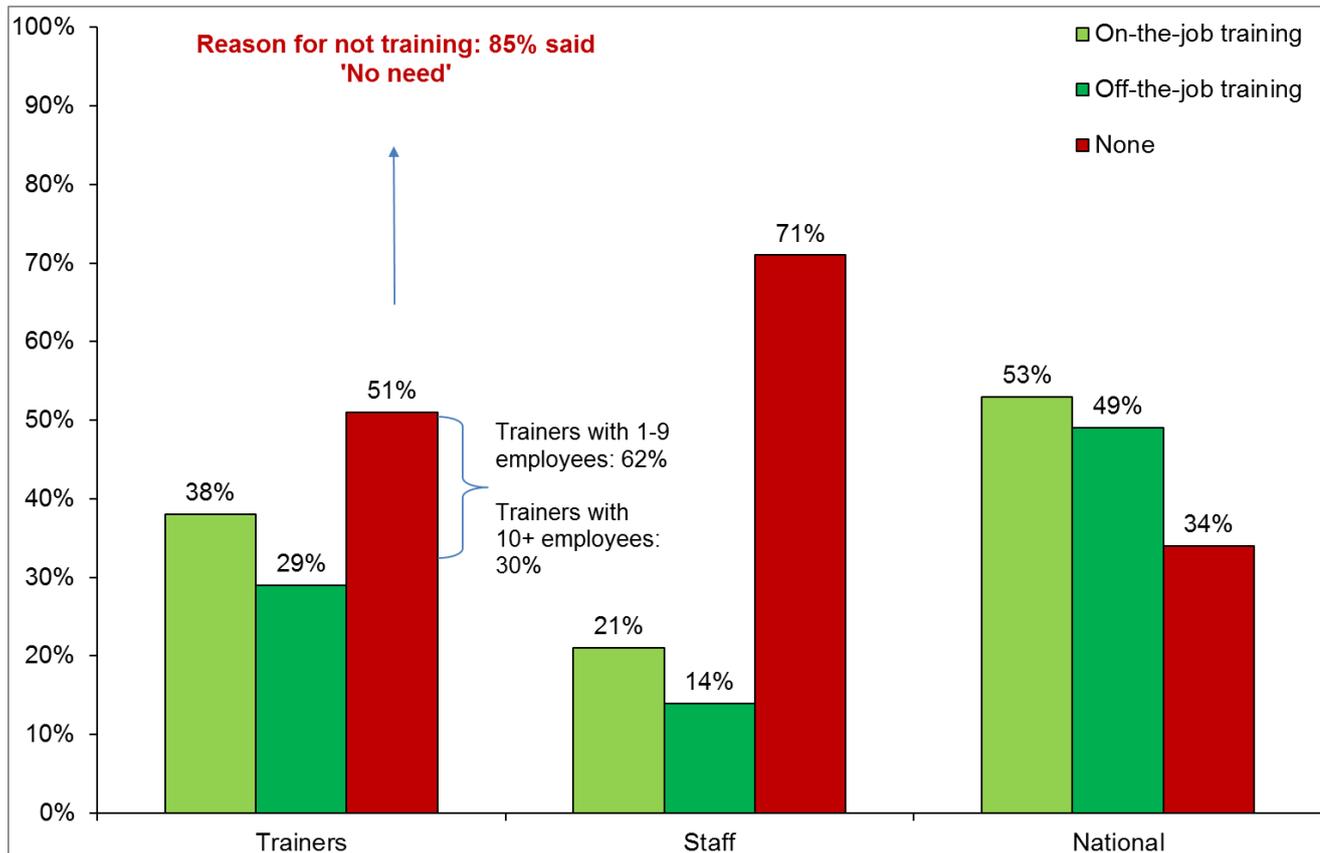
Question asked: Do you agree or disagree with the following statements about your job?

## **Training and development prevalence**

### **Over half of trainers and nearly three-quarters of staff do not engage in training and development activities, with prevalence less in smaller yards**

- 5.10. 51% of trainers have not funded or arranged any training in the past 12 months and 71% of staff have not taken part in any training or development in the past 12 months (this is consistent across different demographic groups). This compares with 34% of businesses nationally (based on the UK Employer Skills Survey 2015).
- 5.11. 33% of trainers that said they have skills gaps do not provide training.
- 5.12. Smaller yards are less likely to train their staff, with 62% of trainers with 1-9 staff not having provided training or development in the past 12 months, compared with 30% of trainers with 10 or more employees. Similar trends also exist with regard to the number of horses trained and amount of prize money earned. This trend may simply be a result of having fewer staff and therefore less need to train staff.
- 5.13. In addition, trainers that report improved business performance are more likely to train their staff - 55% train their staff compared with 46% of other trainers.
- 5.14. The main reason cited by employers that do not provide training is that there is 'no need' – cited by 85% of trainers that did not provide training or development in the past 12 months. In addition, 6% said there is a lack of appropriate training locally, 3% cited a lack of time and 3% cited a lack of funds.
- 5.15. The main reasons staff cited not taking part in training are a lack of awareness (cited by 20% of those that have not engaged in training), lack of support or encouragement from their employers (cited by 17%) and a lack of time (cited by 12%). In addition, 20% said they have a lack of interest or need.
- 5.16. 47% of trainers said they do not expect to fund or arrange training or development in the next 12 months. 83% of employers that did not provide training in the past 12 months said this. This means that overall 42% of trainers will not provide training/development either in the past 12 months or next 12 months.
- 5.17. Staff were asked about the type of training and development they would like in the future. 24% mentioned development opportunities that would help them progress their career and improve their capabilities, such as management training, racing secretary training, support to become a trainer, training to become a head person, equine management/science and getting an HGV licence. 10% said they wanted opportunities to develop basic skills such as IT, maths and languages. 9% (especially staff that have been in the industry for 10 years or more) said they wanted support to develop skills relevant to other industries. 7% (especially work riders and rider/grooms) said they wanted riding training.

**Figure 5.3: Training and development prevalence**



Number of respondents: 457 trainers / 902 staff.

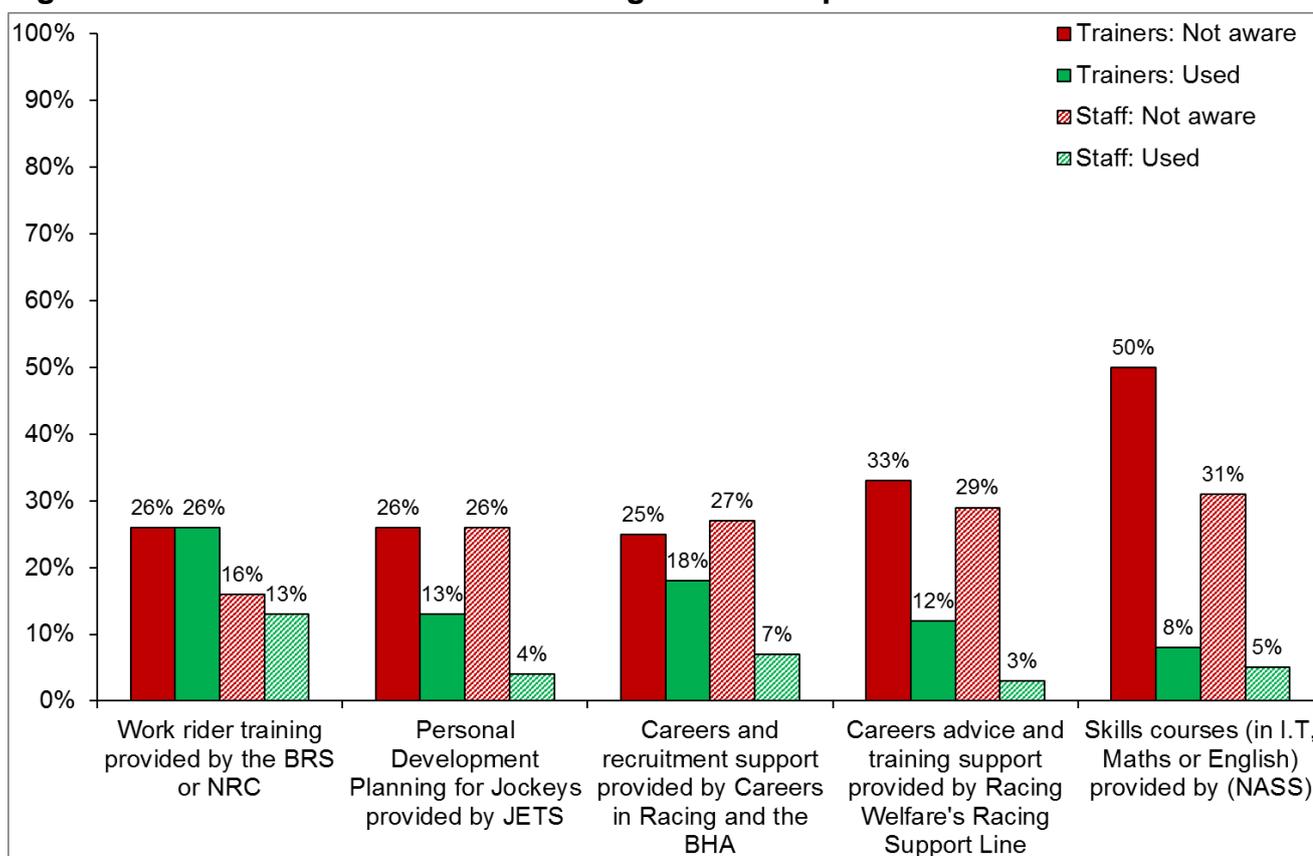
Questions asked: Over the past 12 months have you funded or arranged any off-the-job training or development or on-the-job or informal training or development for your staff? / Why have you not funded or arranged any training or development for staff? / In the last 12 months, have you taken part in any on or off the job training or development?

## Awareness and use of training and development initiatives

**The majority are aware of the training and development initiatives in the industry, but only a small minority have used them**

- 5.18. The majority of trainers and staff are aware of the training and development initiatives in the industry. For example, on average across all initiatives, 32% of trainers and 26% of staff are not aware of the training and development initiatives.
- 5.19. A small minority of trainers and staff have used the training and development initiatives. For example, on average across all initiatives, 15% of trainers and 6% of staff have used the training and development initiatives.
- 5.20. Smaller yards are less likely to have used the initiatives (which may simply be a result of having fewer staff and therefore less need/opportunity). For example, on average across all the initiatives, 12% of trainers with 1-9 employees have used the initiatives compared with 23% of trainers with 10+ employees.

**Figure 5.4: Awareness and use of training and development initiatives**



Number of respondents: 457 trainers / 893 staff (average across questions).

Questions asked: Are you aware or have you as an employer used or supported your staff to use any of the following industry training and development initiatives? / Are you aware or have you used any of the following training and development support/services?

## Perceptions and attitudes about training and development

The majority of trainers and staff have positive perceptions and attitudes about training and development opportunities, although negative views are related to job satisfaction and staff retention issues

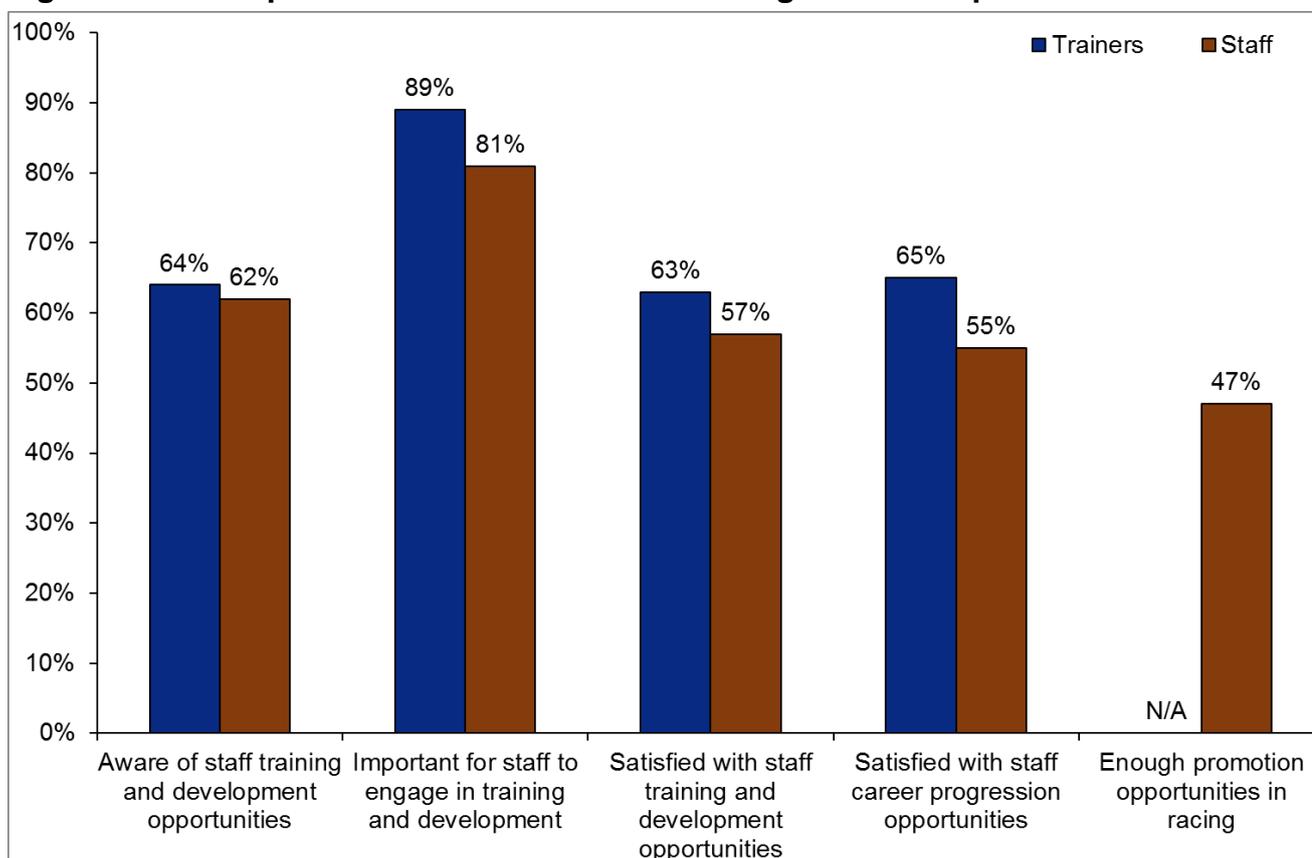
5.21. Trainers and staff hold the following perceptions and attitudes about training and development:

- 64% of trainers and 62% of staff are aware of staff training and development opportunities.
- 89% of trainers and 81% of staff agree it is important for staff to engage in training and development.
- 63% of trainers and 57% of staff are satisfied with staff training and development opportunities.
- 65% of trainers and 55% of staff are satisfied with staff career progression opportunities.
- 47% of staff agree there are enough promotion opportunities in racing.

5.22. Perceptions and attitudes are similar amongst different types of trainers.

5.23. Staff that intend to leave the industry within the next two years (and also staff that are unsatisfied with their job) are less likely to be satisfied with staff training and development opportunities (38% versus 63% of other staff) and career progression opportunities (33% versus 61% of other staff) and less likely to agree there are enough promotion opportunities in racing (23% versus 45% of other staff). This suggests perceptions around training and development impact on job satisfaction and staff retention.

**Figure 5.5: Perceptions and attitudes about training and development**



Number of respondents: 457 trainers / 908 staff (average across questions). Questions asked: Do you agree or disagree with the following statements about personal and professional development opportunities for staff? / Thinking about training, development and career issues, do you agree or disagree with the following statements?

## Section 6: Concluding points

### Introduction

- 6.1. By way of conclusion, this section presents findings about the overall perceptions and size of recruitment, skills and retention problems as perceived by trainers.

### Perceptions about key recruitment, skills and retention issues

#### **Recruitment, skills and retention issues are a problem to the businesses of nearly two-fifths of trainers, with recruitment issues cited as the biggest problem and larger yards most affected**

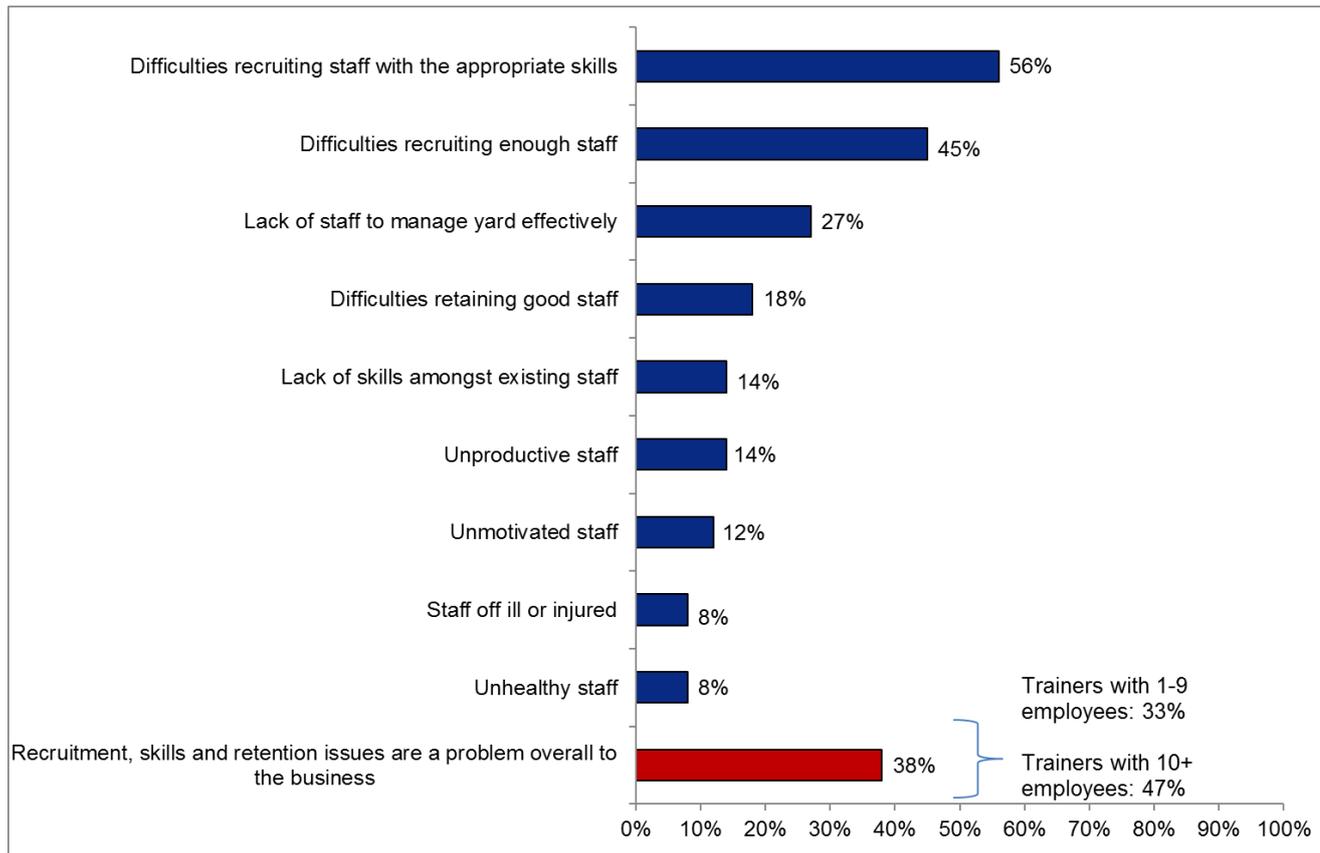
- 6.2. The two most cited recruitment, skills and retention problems are difficulties recruiting staff with the appropriate skills (56% of trainers said this is a problem) and difficulties recruiting enough staff (45% said this is a problem). In addition, 18% of trainers said difficulties retaining good staff are a problem and 14% said a lack of skills amongst existing staff (i.e. skills gaps) are a problem.
- 6.3. These issues are having an adverse impact on some yards, with 27% of trainers stating that a lack of staff to manage a yard effectively is a problem.
- 6.4. As has been the case throughout this report, recruitment, skills and retention issues are most keenly experienced by larger yards. For example, 49% of trainers with 1-9 employees said difficulties recruiting staff with the appropriate skills are a problem, compared with 66% of trainers with 10 or more staff. Similarly, 37% of trainers with 1-9 staff said difficulties recruiting enough staff are a problem, compared with 66% of trainers with 10 or more staff. And 24% of trainers with 1-9 staff said a lack of staff to manage the yard effectively is a problem, compared with 36% of trainers with 10 or more staff. These differences are likely to be in part because larger yards need more staff and are thus more likely to face staffing pressures, and simply in part because larger yards are naturally exposed to more staff and associated staffing issues.
- 6.5. Overall, 38% of trainers said that recruitment, skills and retention issues are a problem to their business (essentially when placed in the context of other issues). As above, these issues are a bigger problem to larger yards. For example, 33% of trainers with 1-9 staff said recruitment, skills and retention issues are a problem, compared with 47% of trainers with 10 or more staff. As some trainers said:

“I’m sure all businesses face staffing issues, but these issues feel bigger and more significant to racing. We often have vacancies we can’t fill, which affects our performance.” Trainer

“Having enough staff and enough high quality staff is key to a successful yard and we can sometimes find ourselves short of staff with the skills we need.” Trainer

“There’s plenty of young staff coming through, although we could always do with more, but most lack the experience and skills and need a lot of help initially. The main issue is with the limited experienced and skilled staff out there, especially those that can ride, look after a horse and do yard work. You have to fight hard to hold on to the good staff as there’s so much competition out there for them.” Trainer

**Figure 6.1: Recruitment, skills and retention problems**



Number of respondents: 457 trainers.

Questions asked: Thinking about your business, in general how big a problem are the following issues for your business? / Overall, in general, how big a problem are recruitment, skills and retention issues to your business?

# Appendices

## Appendix 1: Trainers' questionnaire

# Racing Industry Recruitment, Skills and Retention Survey

## Section A: Business details

- Q1. Including you and any working proprietors/owners, how many people are employed by your business during your peak season? Note to interviewer: ask unprompted and select one answer only**
- 1-9
  - 10-24
  - 25-49
  - 50-99
  - 100+
- Q2. How many are employed on a full time basis (that is working 40 or more hours a week), and how many on a part time basis (that is working fewer than 40 hours a week) during peak season? Note to interviewer: Please write in the number. Estimates will do.**
- Full-time: \_\_\_\_\_
- Part-time: \_\_\_\_\_
- Q3. And roughly, how many are permanent, temporary, seasonal and casual during peak season? Note to interviewer: Please write in the number. Estimates will do. Avoid double counting.**
- Permanent: \_\_\_\_\_
- Temporary: \_\_\_\_\_
- Seasonal: \_\_\_\_\_
- Casual: \_\_\_\_\_
- Q4. Overall, how many full-time and part-time vacancies have you had in the last 12 months? Note to interviewer: Please write in the number. Estimates will do.**
- Full-time: \_\_\_\_\_
- Part-time: \_\_\_\_\_
- Q5. And roughly, in the last 12 months, how many vacancies have been permanent, temporary, seasonal and casual? Note to interviewer: Please write in the number. Estimates will do. Avoid double counting.**
- Permanent: \_\_\_\_\_
- Temporary: \_\_\_\_\_
- Seasonal: \_\_\_\_\_
- Casual: \_\_\_\_\_
- Q6. Overall, how many permanent full-time and part-time staff have left their roles in the last 12 months? Note to interviewer: Please write in the number. Estimates will do.**
- Full-time: \_\_\_\_\_
- Part-time: \_\_\_\_\_

## Section B: Business Performance and Growth

- Q7. Would you say that overall, your business performance in the past 12 months has improved, remained stable or deteriorated?** Note to interviewer: select one answer only
- Improved
  - Remained stable
  - Deteriorated
- Q8. Over the next 12 months do you expect your business performance to generally improve, remain stable, or deteriorate?** Note to interviewer: select one answer only
- Improve
  - Remain stable
  - Deteriorate
- Q9. On average, over the past 12 months, has your workforce increased, remained constant or decreased?** Note to interviewer: select one answer only
- Increased
  - Remained constant
  - Decreased
- Q10. And over the next 12 months, on average, do you expect your workforce to increase, remain constant or decrease?** Note to interviewer: select one answer only
- Increase
  - Remain constant
  - Decrease

## Section C: Employment, Skills and Training

- Q11. Have you had any vacancies in the last 12 months that you have found hard to fill?** Note to interviewer: ask unprompted and select one answer only
- Yes
  - No
  - Not applicable - not had any vacancies
- Q12. If yes, roughly, what proportion of your vacancies have been hard to fill?** Please write in the number as a percentage. Estimates will do.
- 
- Q13. If yes to Q11, have the hard to fill vacancies mainly been for full-time staff, part-time staff or both?** Note to interviewer: select one answer only
- Full-time
  - Part-time
  - Both
- Q14. If yes to Q11, which specific occupations have you found hard to fill?** Note to interviewer: ask unprompted and select all relevant answers
- Asst. trainer
  - Secretary
  - Head person
  - Asst. Head person
  - Work rider
  - Yard staff
  - Rider/Groom

- Travelling head person
- Apprentice jockey
- Jockey
- Other

If "Other", please specify:

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**Q15. If yes to Q11, what have been the main causes of having hard to fill vacancies?** Note to interviewer: ask unprompted and select all relevant answers

- Low number of applicants generally
- Low number of applicants with the required skills
- Lack of qualifications
- Lack of work experience
- Low number of applicants with the required attitude, motivation or personality
- Our demand for new employees has been high due to business growth
- Other
- Don't know

If "Other", please specify

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**Q16. Do you expect to have any vacancies that will be hard to fill in the next 12 months?**

Note to interviewer: ask unprompted and select one answer only

- Yes
- No
- Don't know

**Q17. If yes to Q16, which specific occupations do you anticipate will be hard to fill vacancies?** Note to interviewer: ask unprompted and select all relevant answers

- Asst. trainer
- Secretary
- Head person
- Asst. Head person
- Work rider
- Yard staff
- Rider/Groom
- Travelling head person
- Apprentice jockey
- Jockey
- Other

If "Other", please specify:

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**Q18. If yes to Q16, what do you think will be the main causes of having hard to fill vacancies?** Note to interviewer: ask unprompted and select all relevant answers

- Low number of applicants generally
- Low number of applicants with the required skills
- Lack of qualifications
- Lack of work experience

- Low number of applicants with the required attitude, motivation or personality
- Our demand for new employees has been high due to business growth
- Other
- Don't know

If "Other", please specify

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- Q19. In the last 12 months, have you had any difficulties retaining staff? (by this we mean staff that have left their roles for reasons other than normal, such as retirement or leaving a temporary role)** Note to interviewer: ask unprompted and select one answer only
- Yes
  - No

- Q20. If yes, roughly, what proportion of your staff have been difficult to retain?** Please write in the number as a percentage. Estimates will do.
- 

- Q21. If yes to Q19, have the difficulties retaining staff mainly been for full-time staff, part-time staff or both?** Note to interviewer: select one answer only
- Full-time
  - Part-time
  - Both

- Q22. If yes to Q19, which specific occupations have you had difficulties retaining staff?** Note to interviewer: ask unprompted and select all relevant answers
- Asst. trainer
  - Secretary
  - Head person
  - Asst. Head person
  - Work rider
  - Yard staff
  - Rider/Groom
  - Travelling head person
  - Apprentice jockey
  - Jockey
  - Other
- If "Other", please specify:
- 
- 

- Q23. If yes to Q19, what have been the main reasons why you have found it difficult to retain staff?** Note to interviewer: ask unprompted and select all relevant answers
- Low pay
  - Unsociable hours
  - Lack of career progression
  - Staff member lacking job satisfaction
  - Staff member lacking motivation/commitment to the job
  - Staff leaving due to health problems
  - Competition from other yards
  - Staff homesickness
  - Lack of transport/rural location

- Lack of accommodation offered
- Other
- Don't know

If "Other", please specify

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**Q24. Do you expect to have any staff retention problems in the next 12 months?** Note to interviewer: ask unprompted and select one answer only

- Yes
- No
- Don't know

**Q25. If yes to Q24, which specific occupations do you anticipate to have staff retention problems?** Note to interviewer: ask unprompted and select all relevant answers

- Asst. trainer
- Secretary
- Head person
- Asst. Head person
- Work rider
- Yard staff
- Rider/Groom
- Travelling head person
- Apprentice jockey
- Jockey
- Other

If "Other", please specify:

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**Q26. If yes to Q24, what are the main reasons why you will find it difficult to retain staff?**

Note to interviewer: ask unprompted and select all relevant answers

- Low pay
- Unsociable hours
- Lack of career progression
- Staff member lacking job satisfaction
- Staff member lacking motivation/commitment to the job
- Staff leaving due to health problems
- Competition from other yards
- Staff homesickness
- Lack of transport/rural location
- Lack of accommodation offered
- Other
- Don't know

If "Other", please specify

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**Q27. Are there any gaps in the skills or capabilities of your existing workforce i.e. areas where existing staff lack the skills or capabilities to do their jobs as well as possible?**

Note to interviewer: select one answer only

- Yes
- No

**Q28. If yes to Q27, which specific occupations have skills gaps?** Note to interviewer: ask unprompted and select all relevant answers

- Asst. trainer
- Secretary
- Head person
- Asst. Head person
- Work rider
- Yard staff
- Rider/Groom
- Travelling head person
- Apprentice jockey
- Jockey
- Other

If "Other", please specify:

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**Q29. If yes to Q27, what skills gaps exist?** Note to interviewer: ask unprompted and select all relevant answers

- Lack of management skills
- Lack of experience
- Lack of qualifications
- Lack of confidence
- Lack of motivation
- Lack of talent/capability to ride
- Lack of talent/capability to look after horses
- Lack of staff that are the suitable weight to ride out
- Other

If "Other", please specify:

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**Q30. Over the past 12 months have you funded or arranged any off-the-job training or development or on-the-job or informal training or development for your staff? (By off-the-job training we mean training away from the individual's immediate work position, whether on your premises or elsewhere / By this we mean activities that would be recognised as training by the staff, and not the sort of learning by experience which could take place all the time)** Note to interviewer: ask unprompted and select one answer only

- Yes, off-the job
- Yes, on-the job
- Yes, both
- No

**Q31. If no to Q30, why have you not funded or arranged any training or development for staff?** Note to interviewer: ask unprompted and select all relevant answers

- No need
- Too expensive/do not have the funds
- Lack of appropriate training/courses available locally
- Lack of time
- Other

If "Other", please specify

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**Q32. In the next 12 months do you expect to fund or arrange any on or off the job training or development?** Note to interviewer: ask unprompted and select all relevant answers

- Yes, off-the job
- Yes, on-the job
- Yes, both
- No

**Q33. If no to Q32, why do you not expect to fund or arrange training or development in the next 12 months?** Note to interviewer: ask unprompted and select all relevant answers

- No need
- Too expensive/do not have the funds
- Lack of appropriate training/support available locally
- Lack of time
- Other

If "Other", please specify:

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**Q34. Are you aware or have you as an employer used or supported your staff to use any of the following industry training and development initiatives?** Note to interviewer: read out and select one option for each statement

	Not aware	Yes, aware but do not know much about it	Yes, know about, but have not used	Yes, used
Work rider training provided by the BRS or NRC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Development Planning for Jockeys provided by JETS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Careers and recruitment support provided by Careers in Racing and the BHA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Careers advice and training support provided by Racing Welfare's Racing Support Line	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Skills courses (in I.T, Maths or English) provided by the National Association of Stable Staff (NASS)

**Q35. Do you agree or disagree with the following statements about personal and professional development opportunities for staff? Please indicate on a scale of 1 to 10, where 1 is strongly disagree and 10 is strongly agree. Note to interviewer: Read out statements and select one option for each statement**

	1- Strongly disagree	2	3	4	5	6	7	8	9	10 - Strongly agree	Don't know
I am aware of the opportunities available to support our staff's personal and professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is important to support our staff's personal and professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are sufficient personal and professional development opportunities available for my staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are sufficient opportunities for staff to progress their careers in our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q36. Thinking about your business, in general how big a problem are the following issues for your business? Please indicate on a scale of 1 to 10, where 1 is not a problem at all and 10 is a very big problem Note to interviewer: Read out statements and select one option for each statement**

	1 - Not a problem at all	2	3	4	5	6	7	8	9	10 - A very big problem	Don't know
Difficulties recruiting enough staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulties recruiting staff with the appropriate skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A lack of staff to manage our yard/number of horses effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A lack of appropriate skills amongst existing staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff that are not as healthy and physically able to do their job as they should be	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too many staff that are off work ill or injured	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Staff that are not as productive as they should be i.e. staff that are not as efficient and effective at doing their jobs as they should be	<input type="checkbox"/>										
Staff that are not motivated	<input type="checkbox"/>										
Difficulties retaining good staff	<input type="checkbox"/>										

**Q37. Overall, in general, how big a problem are recruitment, skills and retention issues to your business? Please indicate on a scale of 1 to 10, where 1 is not a problem at all and 10 is a very big problem** Note to interviewer: select one option only

- 1 - Not a problem at all
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 - A very big problem
- Don't know

**Q38. Finally, do you have any other comments you would like to make about the issues raised in this survey?**

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# Training, Development and Careers in Racing - A Survey

## Section 1: Your views on working in Racing

**Q1. Overall, how satisfied are you with your job?** Please rate on a scale of 1 to 10, where 1 is very dissatisfied and 10 is very satisfied.

<input type="checkbox"/>										
1-Very dissatisfied	2	3	4	5	6	7	8	9	10-Very satisfied	Don't know

**Q2. Why are you satisfied or dissatisfied with your job?**

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**Q3. Do you agree or disagree with the following statements about your job?** Please rate each statement on a scale of 1 to 10, where 1 is strongly disagree and 10 is strongly agree.

	1- Strongly disagree	2	3	4	5	6	7	8	9	10- Strongly agree	Don't know
I have the skills I need to do my job well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the physical health I need to do my job well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel confident I can deal with challenges in my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel motivated to do a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I gain personal satisfaction from my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q4. Thinking about training, development and career issues, do you agree or disagree with the following statements?** Please rate each statement on a scale of 1 to 10, where 1 is strongly disagree and 10 is strongly agree.

	1- Strongly disagree	2	3	4	5	6	7	8	9	10- Strongly agree	Don't know
I am aware of the training and development opportunities available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is important to take part in training and development activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the training and development opportunities available to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the opportunities to progress my career in racing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are enough promotion opportunities in racing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would like to train to start another career in a different industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q5. Are you aware or have you used any of the following training and development support/services?**

Please select one answer for each support/service.

	I am not aware of it	I am aware of it, but do not know much about it	I know about it, but have not used it	I have used it
Work rider training provided by the British Racing School or Northern Racing College	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Development Planning for Jockeys provided by JETS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Careers and recruitment support provided by Careers in Racing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Careers advice and training support provided by Racing Welfare's Racing Support Line	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills courses (in I.T, Maths or English) provided by the National Association of Stable Staff (NASS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q6. In the last 12 months, have you taken part in any on or off the job training or development?** (By on the job training we mean activities that are not the sort of learning by experience which could take place all the time but where you have actively engaged in training or development provided by colleagues such as showing you how to complete a task / By off-the-job training we mean training away from your immediate work, whether on your premises or elsewhere). Please select all relevant answers:

- Yes, I've taken part in on-the-job training/development
- Yes, I've taken part in off-the-job training/development
- No, I haven't take part in any training/development

**Q7. If you said 'No' to Q6, why have you not taken part in training or development?**

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**Q8. What training and development opportunities would be most helpful to you?**

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**Q9. Overall, how important are training, development and career issues in racing to you?** Please rate on a scale of 1 to 10, where 1 is very unimportant and 10 is very important.

- |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> |
| 1-Very unimportant       | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        | 8                        | 9                        | 10-Very important        | Don't know               |

**Q10. Do you have any other comments you would like to make about training, development and careers in racing?**

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## Section 2: About you

We would be grateful if you could complete the monitoring information below. The purpose of this information is to help us identify if there are any differences in opinion between different types of people working in racing.

**The information will be treated confidentially and anonymously and used for the purposes of this survey only.** Your individual details will not be linked or reported alongside your responses.

**Q11. What is your gender?**

Male

Female

**Q12. What is your age?**

16-24

25-34

35-44

45-54

55-64

65+

**Q13. How would you describe your ethnicity?**

White British

Black Other

Mixed ethnicity

White Irish

Asian British

Oriental

White Other

Pakistani

Other

Black British

Indian

Black African

Asian Other

**Q14. How long have you been working in the racing industry?**

Under 12 months

One to two years

Three to five years

Six to ten years

Over ten years

**Q15. How much longer do you intend to carry on working in racing?**

Under 12 months

One to two years

Three to five years

Six to ten years

Over ten years

**Q16. How long have you been working in your current job role?**

Under 12 months

One to two years

Three to five years

Six to ten years

Over ten years

**Q17. How much longer do you intend to be working in your current job role?**

Under 12 months

One to two years

Three to five years

Six to ten years

Over ten years

**Q18. If you intend to leave the racing industry or your current job role within the next two years, can you explain why?**

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**Q19. What is your current employment status?**

- Employed part-time     Employed full-time     Self-employed part-time     Self-employed full-time     Retired     Other

**Q20. Overall, how satisfied are you with your life nowadays?** Please rate on a scale of 1 to 10, where 1 is very dissatisfied and 10 is very satisfied.

- 1-Very dissatisfied     2     3     4     5     6     7     8     9     10-Very satisfied     Don't know

**Q21. How would you describe your occupation?** Please select all relevant answers

- Trainer     Asst. Head person     Travelling head person  
 Asst. trainer     Work rider     Apprentice jockey  
 Secretary     Yard staff     Jockey  
 Head person     Rider/Groom     Other

If 'other', please specify

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**Q22. Do you wish to be entered in to the prize draw?**

- Yes     No

**Q23. If 'Yes', please provide your contact details below** (these will only be used to contact you about the prize draw and will not be linked to your responses or used for any other purpose):

Name: \_\_\_\_\_  
Phone number: \_\_\_\_\_  
E-mail: \_\_\_\_\_

**Thank you for completing the survey. Your views are important to us and will help inform the way that services are provided to people working in racing.**

Please post back your completed questionnaire by **Monday 17th October** using the pre-paid freepost envelope provided, or alternatively send by freepost to (No stamp required):

Freepost RSGJ-HSTC-CGTT  
Public Perspectives Ltd  
20 Camp View Road  
St. Albans  
United Kingdom  
AL1 5LL

Public Perspectives Ltd  
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Research  
Evaluation  
Community Engagement  
Strategy Development

