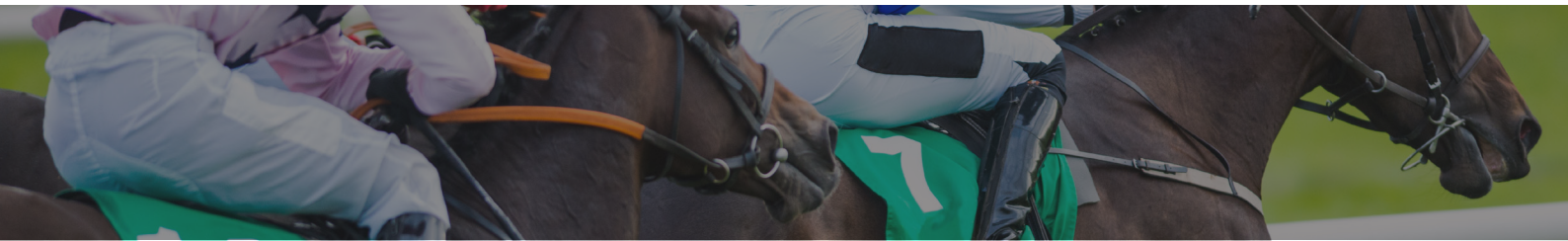




Racing Industry Recruitment, Skills and Retention Research



Introduction and Background

The Racing Foundation, in partnership with the British Horseracing Authority (BHA), National Association of Stable Staff (NASS) and National Trainers Federation (NTF), commissioned surveys of racing trainers and racing staff about recruitment, skills and retention in the racing industry.

The surveys were conducted to better understand staffing pressures in the industry. In particular, the surveys aimed to provide baseline information to help measure the impact of the Racing Foundation's three-year £1 million initiative in the area of recruitment, skills and retention.

The surveys took place between September and November 2016. In total, 457 racing trainers participated via telephone and online, representing 79% of all trainers and 85% of all horses in training. In addition, 936 racing staff participated via a postal survey, representing some 15% of all racing staff.

Key Findings

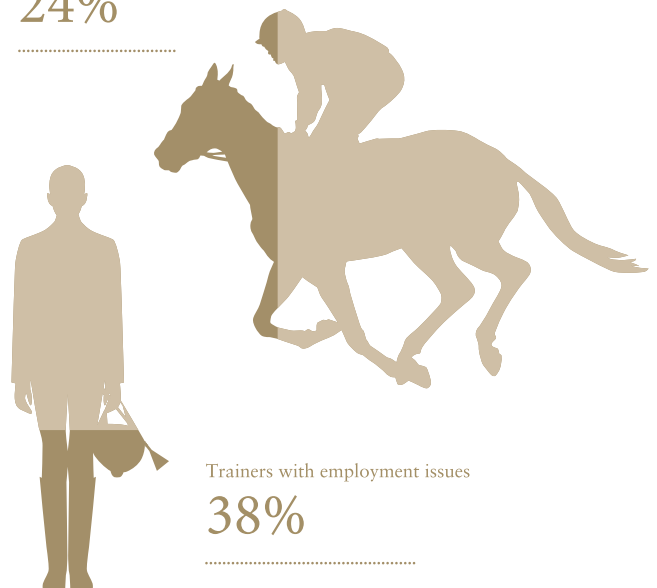
Trainers

The research estimates that 24% of permanent posts in racing yards require recruitment activity annually, due to staff turnover or growth. 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.

Of the survey respondents, 38% of trainers indicated that recruitment, skills and retention issues are problematic for their businesses.

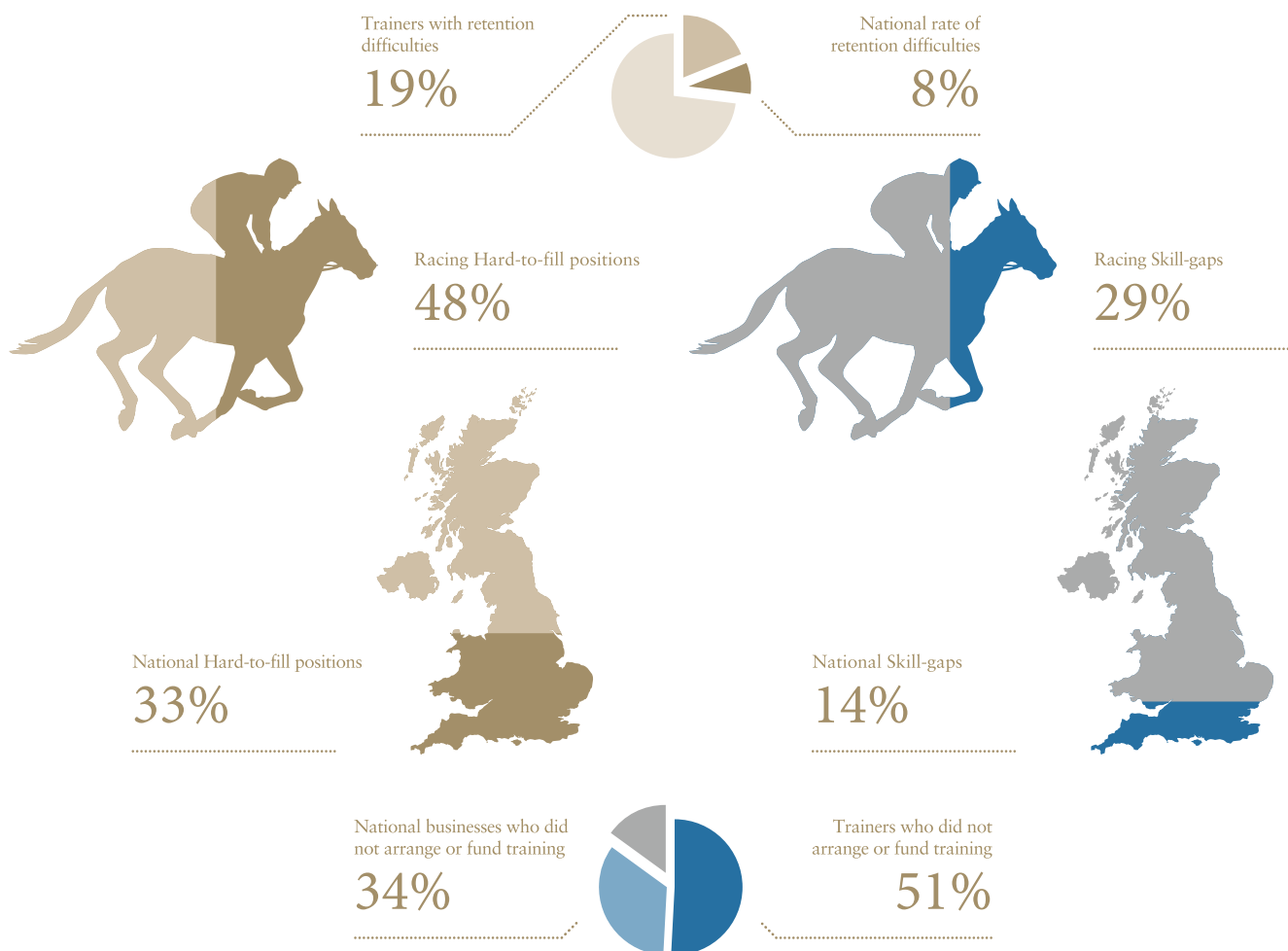
Estimated proportion of permanent posts that require recruitment activity annually

24%



Trainers stated that 48% of permanent vacancies in the racing industry are hard-to-fill, compared with 33% nationally. Trainers indicated that 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. 19% of trainers also stated they have retention difficulties, compared with 8% of businesses nationally.

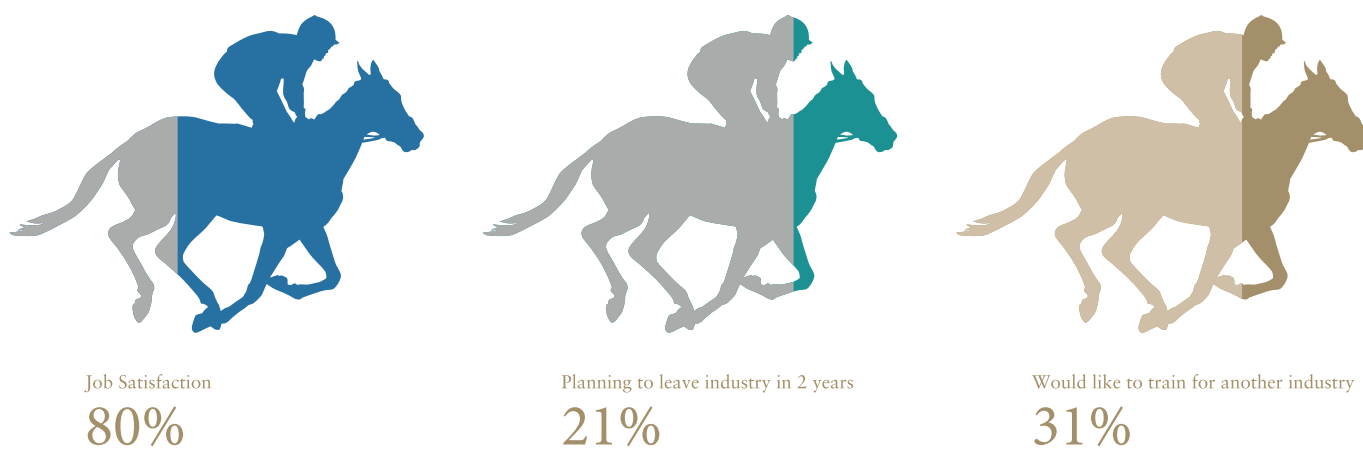
29% of trainers said their workforce has skills gaps (i.e. some existing staff lack the skills to do their jobs effectively), compared with 14% of businesses nationally. Furthermore, 51% of trainers did not fund or arrange training or development for their staff in the last 12 months, compared with 34% of businesses nationally.



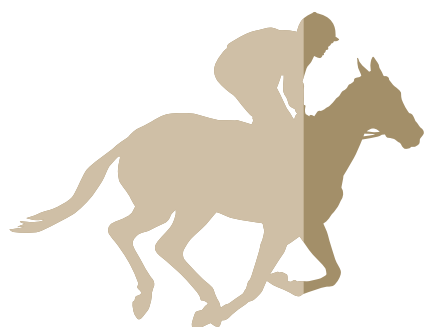
Larger yards are more likely than smaller yards to experience hard-to-fill vacancies, retention difficulties, and skills gaps, and for these issues to be problematic for their businesses, while smaller yards are less likely to fund or arrange training or development for their staff.

Staff

According to the survey, 80% of staff are satisfied with their job, while 21% are planning to leave the industry within two years and 31% would like to train to start another career in a different industry.



Just 29% of staff stated they received training and development in the last 12 months. Nevertheless, 57% of staff are satisfied with training and development opportunities and 55% are satisfied with career progression opportunities.



Staff that received training and development in last 12 months

29%



Staff satisfied with training and development opportunities

57%



Staff satisfied with career progression opportunities

55%

These issues are closely related. 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.

What Happens Next?

This research highlights that recruitment, skills and retention issues are impacting on the industry, with recruitment of sufficient staff and adequately skilled staff standing out as key issues. In addition, a notable proportion of trainers experience retention difficulties, and therefore reducing the proportion of staff that leave their jobs and the industry should help reduce recruitment pressures.

There also appears to be some skills gaps amongst existing staff and there is scope to increase the awareness and exposure of staff to training and development opportunities.

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.

The Racing Foundation's £1 million funding is supporting the following initiatives between 2015 and 2018, with the aim of helping address staffing issues in the racing and thoroughbred breeding industries. The initiatives are being led by the BHA and delivered by a range of organisations:

- **Accessible learning for stable and stud staff:** The British Racing School, Northern Racing College, Thoroughbred Breeders' Association and National Stud are providing flexible and accessible training across the country to support the professional development of staff.
- **Careers Advice and Training Service:** A service delivered by Racing Welfare to help racing and stud staff develop their skills and careers within racing.
- **Personal Development Planning for Jockeys:** The Jockeys Employment and Training Scheme (JETS) is implementing professional and personal development support for jockeys, including coordinating Jockey Personal Development Plans for all professional jockeys, including apprentice, claimer and conditional jockeys.
- **Enhanced careers marketing:** A programme of initiatives designed to improve recruitment to the industry, support training and development and promote career progression opportunities.

The full report is available on the Racing Foundation's website
www.racingfoundation.co.uk.