

SUPPORTING SKILLS IN GREATER LINCOLNSHIRE: A profile of business engagement, skills needs and skills shortages

SECTOR SKILLS REPORT: March 2019



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Business engagement, skills needs and skills shortages

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BACKGROUND

This report has been developed as an element of the ESF-funded ‘Specialist Skills Advisor’ project commissioned by the Greater Lincolnshire LEP and delivered by Bishop Grosseteste University. The project was procured by the Education and Skills Funding Agency and funded through the European Social Fund. The report seeks to share the employer engagement and summative findings by Specialist Skills Advisors of the skills shortages, gaps and opportunities that arose in working with nearly 500 Greater Lincolnshire organisations across all sectors; and also any implications in respect of the responsiveness of the local recruitment, employment and skills infrastructure in supporting local businesses.

SkillsReach supported the facilitation and preparation of six sector skills reports as part of this ESF contract. This summative, final Skills Report is primarily based upon an analysis of the feedback provided by participating businesses to the Skills Advisor team which was subsequently input to the project CRM system.

WHO’S WHO

Greater Lincolnshire Local Enterprise Partnership (LEP): The main purpose of the Greater Lincolnshire LEP is to be the voice of the local business community and to ensure that the economic interests of the area are properly represented

Greater Lincolnshire Employment and Skills Board: The purpose of the Board is to shape and influence employment and skills support to meet the needs of employers and communities in Greater Lincolnshire

Bishop Grosseteste University: Contract holders for the ESF-funded Specialist Skills Advisor project commissioned by Greater Lincolnshire LEP

SkillsReach: an established Lincolnshire-based strategic skills consultancy with extensive experience of regional and sector-based skills analysis and planning

ACKNOWLEDGEMENTS

We wish to thank the employers, training providers and stakeholders who contributed to the report through engaging with the Specialist Skills Advisor project.

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INTRODUCTION

This report sets out a picture of skills in Greater Lincolnshire based upon an analysis of the feedback provided by nearly 500 local employers from across the whole area and of different sizes and sectors.

The Specialist Skills Advisor team worked with locally-based employers to identify persistent skills shortages and skills gaps, and potential improvements to the skills system from their perspective. This analysis covers the whole project (489 businesses are reported on) and seeks to compare and contrast on the basis of:

- Business Size
- Sector
- Local Authority
- Location

Advisor held structured skills conversations with growth orientated businesses covering staffing structures, recruitment plans, and business perceptions of the local skills support infrastructure; these were then reported upon in the Skills Audit element of the project CRM system, and analysed for this report.

This report:

- Presents evidence gathered through the ‘Skills Audit’ process that formed part of the interactions between Specialist Skills Advisors and local business
- Identifies persistent **skills shortages*** and **skills gaps**** challenging local growth ambitions
- Shares wider considerations for stakeholders in respect of the local skills infrastructure

For the purposes of this report, we have applied the following definitions:

***Skills Shortage:** A Skills Shortage occurs when the demand for workers for a particular occupation is greater than the supply of workers who are qualified, available and willing to work - i.e. it refers to the external labour market.

****Skills Gap:** A Skills Gap is the difference in the skills required on the job and the actual skills possessed by current employees. Skills Gaps present an opportunity for the company and the employee to identify the missing skills and try to gain them through workforce training - i.e. they refer to the internal labour market of an employer in its currently-employed staff.

METHODOLOGY

Whilst this project has engaged with nearly 500 businesses it is in essence a qualitative study as opposed to a quantitative one. The outcome is a sample of Greater Lincolnshire businesses, which covers all types, sizes and geographic locations, but not necessarily in the proportions that we would choose if this had been a quantitative study.

A further reason for this sample of businesses not being necessarily representative of the wider Greater Lincolnshire employer base is the focus upon businesses able and willing to receive ESF funding support - this therefore excludes most of the larger businesses, national employers and the public sector.

Referring to the section 'Profile of Businesses Engaged' on pages 7 and 8 we can see that businesses in the sample with 10+ employees make up nearly half (46%) of the total sample. This is much larger than we would expect to see in the Greater Lincolnshire economy with Office for National Statistics (ONS) data showing that these businesses only make up just over 12% of the total. Similarly, in Greater Lincolnshire, businesses with 0-9 employees make up 89% of the total compared to only 54% in the sample. This is a positive development in terms of a skills project as it means we are capturing the skills issues generated by a much larger proportion of the local workforce.

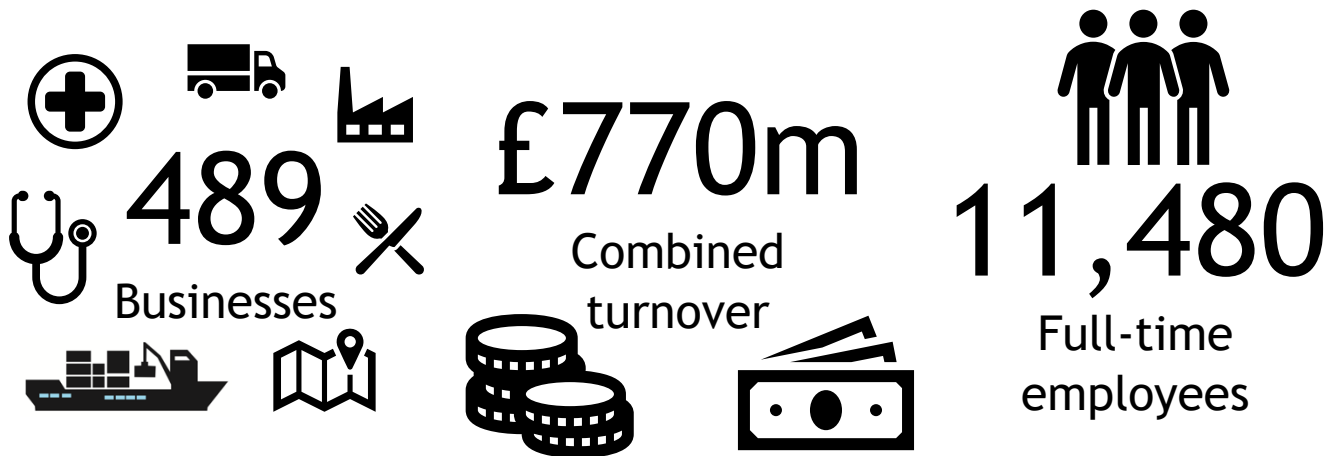
Moving onto the local authority where businesses are based then we can see that there is a particular focus on businesses in Lincoln (with ONS showing only 7% of Greater Lincolnshire businesses being based in Lincoln). Similarly, South Kesteven and South Holland are under-represented with ONS data showing that ideally these figures would be closer to 16% and 11% respectively.

Finally, moving onto location, then this has been self-defined by businesses with almost an even split in terms of coastal/rural and urban (49%/51%). Referring to the Defra Urban/Rural definitions at local authority level then we would expect to see a split nearer to 61% / 39%. This over emphasis on urban businesses (not forgetting that they have self classified so there may be some differences between businesses in the same local authority) is clearly a result of the number of business views captured in Lincoln.

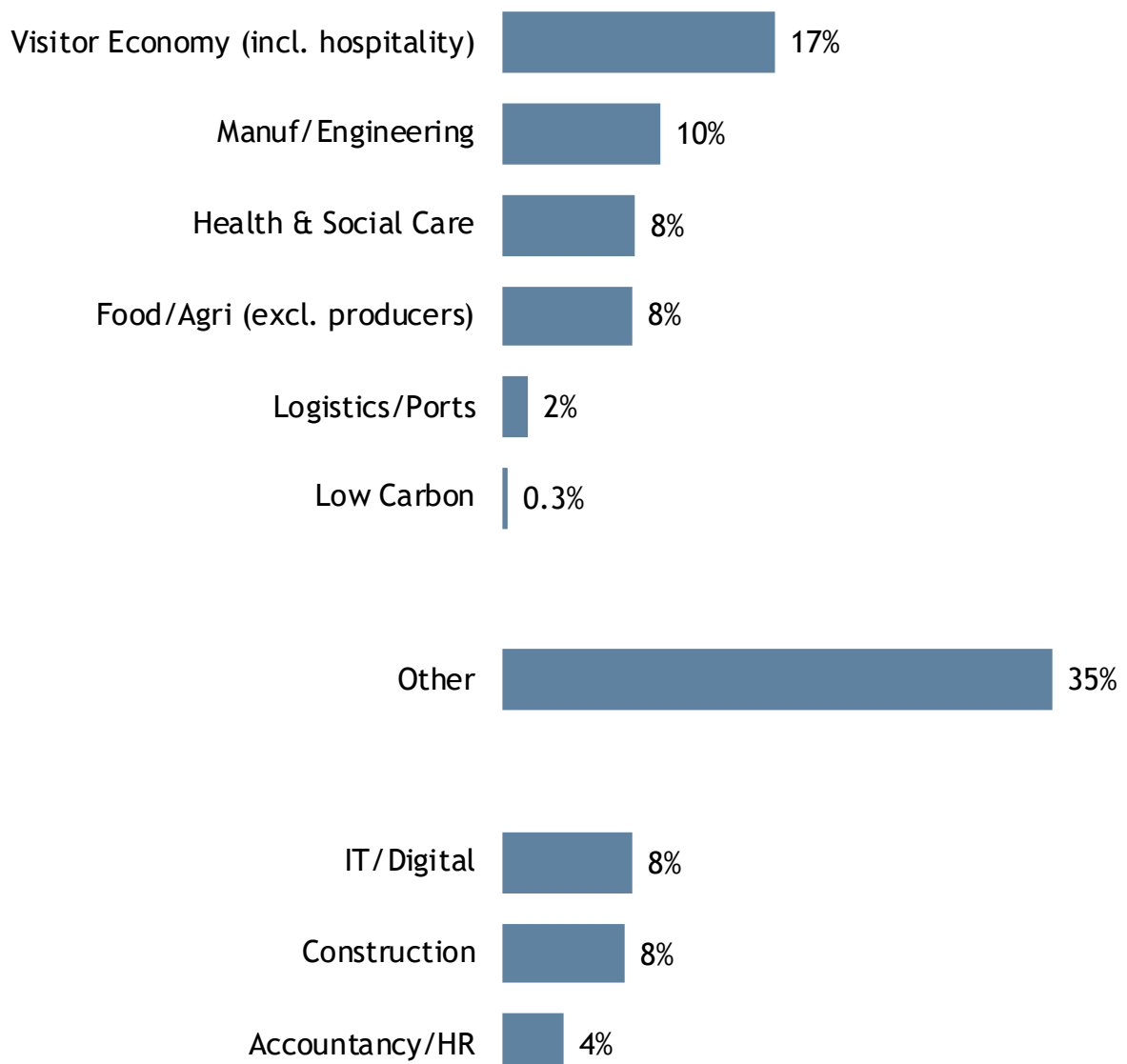
Given the reasons above, and the fact that this element of the overall project is not a survey in the traditional sense then we have chosen at this stage not to weight any responses to address the sample issues set out above. As a result, we need to be mindful when interpreting results throughout this document that in some cases sample number are relatively small. However, this should not in anyway detract from the value of the results, which have been gathered from a highly significant sample of Greater Lincolnshire businesses.

Throughout this report, results are presented in overall terms as well as discussed in relation to business size, sector, local authority and location, detailed results of which are presented in the appendices.

PROFILE OF BUSINESSES ENGAGED

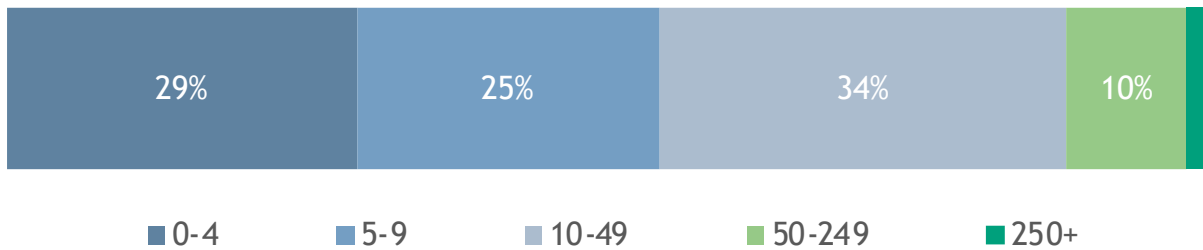


BUSINESSES BY SECTOR

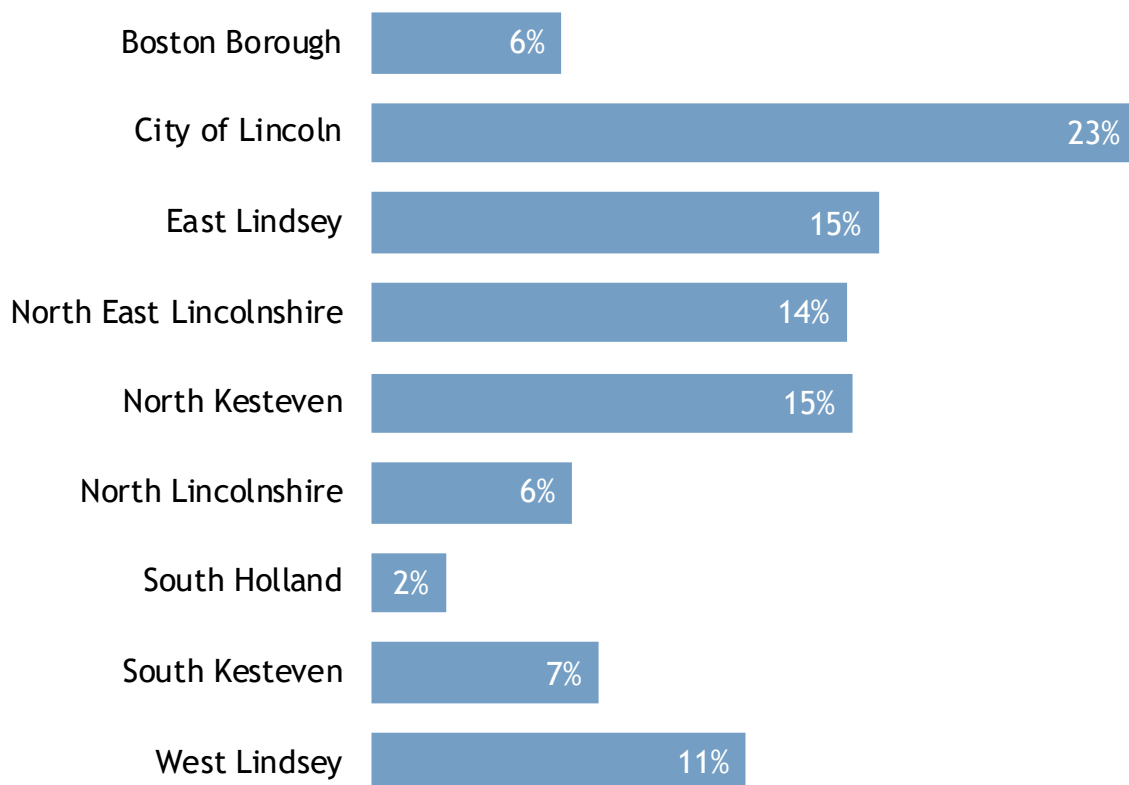


PROFILE OF BUSINESSES ENGAGED Cont.

BUSINESSES BY SIZE



BUSINESSES BY LOCAL AUTHORITY

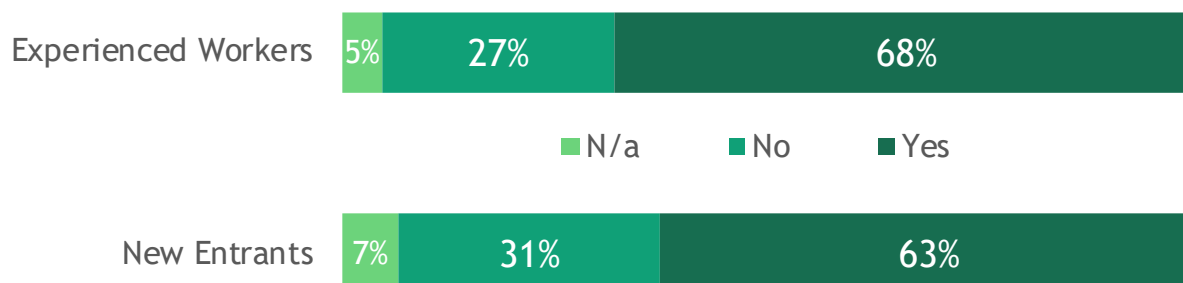


BUSINESSES BY LOCATION



SKILLS SHORTAGES

DO YOU ENCOUNTER SKILLS SHORTAGES WHEN RECRUITING?
(475 RESPONSES)



Overall

- Around two thirds of businesses reported encountering skills shortages when recruiting new entrants (63%) and experienced workers (68%).

By Business Size

- We can observe that skills shortages increase with business size. However, it is businesses with 50-249 employees that report the highest incidence of skills shortages for both experienced workers and new entrants at 84%, and 82% respectively.

By Sector

- Skills shortages were most acute for new workers in the visitor economy (85%), but we note that this figure is also around 60% for almost every sector. In terms of skills shortages for experienced workers then again, the visitor economy reported the highest incidence (80%), jointly with accounting/HR (80%).

By Local Authority

- Across Greater Lincolnshire, North East Lincolnshire and North Lincolnshire recorded the lowest incidence of skills shortages for new entrants with 45% and 47% respectively. South Kesteven reported the highest incidence of new entrant skills shortages at 82%. With regard to experienced workers, North East Lincolnshire recorded the lowest incidence with 48%. All other areas recorded a minimum of 61% with North Kesteven having the highest incidence at 79%.

By Location

- The highest proportion of employers reporting skills shortages of experienced workers was on the coast at 77%.

Is there an opportunity for local skills providers to engage and partner with 'larger SME' (50-249 employees) to establish whether a collaborative partnership approach can help fill persistent vacancies thereby also providing more accessible opportunities for local residents?

ADVISOR IDENTIFIED SKILLS SHORTAGES BY SECTOR & SOC CODE

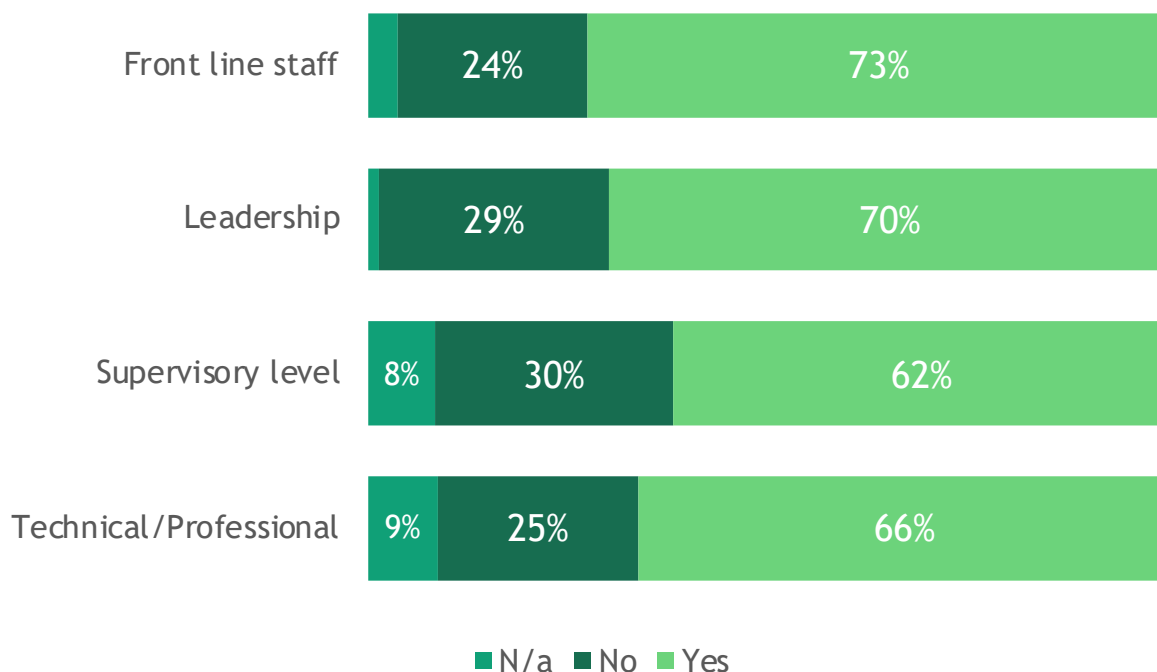
SECTOR	JOB TITLE	DESCRIPTION
Food Manufacturing & AgriFood	Fishmongers & Poultry Dressers (SOC Code: 5433)	Fishmongers and poultry dressers clean, cut and prepare fish and poultry for processing or sale.
	Food, Drink & Tobacco Process Operative (SOC Code: 8111)	Food, drink and tobacco process operatives set, operate and attend machinery to bake, freeze, heat, crush, mix, blend and otherwise process foodstuffs, beverages and tobacco leaves.
	Engineering Professionals (SOC Code: 2129)	Workers in this unit group perform a variety of professional engineering functions not elsewhere classified
Health & Social Care	Nurses (SOC Code: 2231)	Nurses provide general and/or specialised nursing care for the sick, injured and others in need of such care, assist medical doctors with their tasks and work with other healthcare professionals and workers.
	Care Workers (SOC Code: 6145)	Care workers and home carers attend to the personal needs and comforts of the elderly and the infirm with care and support needs ('service users') within residential care establishments, day care establishments or in their own homes.
	Registered Manager and Residential, Day and Domiciliary Care Managers and Proprietors (SOC Code: 1242)	Managers and proprietors in this group plan, organise, direct and co-ordinate the resources necessary in the provision and running of residential and day care establishments and domiciliary care services for persons who require specialised care and/or supervision.
Ports & Logistics	Large Goods Vehicle Drivers (SOC Code: 8211)	Large Goods Vehicle (LGV) drivers (formerly HGV drivers), collect, transport and deliver goods in rigid vehicles over 7.5 tonnes, articulated lorries and lorries pulling trailers.
	Elementary Storage Occupations (SOC Code: 9260)	Workers in this unit group supply berthed ships with water, oil and petroleum, load and unload cargo from ships, boats and barges, convey household and office furniture, goods, equipment or other items in or near warehouses, depots, slaughterhouses, etc., prepare requisitions or despatch documents of stocks held, accompany drivers of road vehicles, and perform other elementary goods handling and storage related tasks.
	Van Drivers (SOC Code: 8212)	Van drivers collect, transport and deliver goods in vehicles up to 7.5 tonnes in weight.

ADVISOR IDENTIFIED SKILLS SHORTAGES BY SECTOR & SOC CODE Cont.

SECTOR	JOB TITLE	DESCRIPTION
Manufacturing & Engineering	Design and Development Engineers (SOC Code: 2126)	Design and development engineers conceive engineering designs from product ideas or requirements in mechanical, electrical and electronic engineering.
	Production & Process Engineers (SOC Code: 2127)	Production and process engineers advise on and direct technical aspects of production programmes to ensure cost-effectiveness and efficiency. This unit group incorporates planning and quality control engineers, and chemical engineers.
	Engineering Professionals (SOC Code: 2129)	Workers in this unit group perform a variety of professional engineering functions not elsewhere classified
	Engineering Technicians (SOC Code: 3113)	Engineering technicians perform a variety of technical support functions to assist engineers with the design, development, operation, installation and maintenance of engineering systems and constructions.
	Metal Working Production & Maintenance Fitters (SOC Code: 5223)	Metal working production and maintenance fitters erect, install and repair electrical and mechanical plant and industrial machinery, fit and assemble parts and sub-assemblies in the manufacture of metal products and test and adjust new motor vehicles and engines.
Visitor Economy	Chefs (SOC Code: 5434)	Chefs plan menus and prepare, or oversee the preparation of food in hotels, restaurants, clubs, private households and other establishments.
	Housekeepers & Related Occupations (SOC Code: 6231)	Housekeepers and related workers perform domestic cleaning and other housekeeping tasks within private households, hotels, schools, hostels and other non-private households.
	Kitchen & Catering Assistants (SOC Code: 9272)	Workers in this unit group assist in the preparation and service of food and beverages in restaurants, cafes and other eating establishments, and perform various cleaning, fetching and carrying tasks.
	Waiters and Waitresses (SOC Code: 9273)	Waiters and waitresses serve food and beverages in hotels, clubs, restaurants and other establishments
	Bar Staff (SOC Code: 9274)	Bar staff prepare, mix and serve alcoholic and non-alcoholic drinks and beverages at bars in public houses, hotels, clubs and other establishments.

SKILLS GAPS

WHERE ARE SKILLS GAPS EXPERIENCED WITH EXISTING STAFF?
(481 RESPONSES)



Overall

- Skills gaps, like skills shortages are also high, with between 62% and 73% of businesses reporting them in relation to their existing workforce

By Business Size

- Skills gaps were reported most often by the largest companies - the businesses most likely to deploy HR / Skills professionals to identify skills needs

By Sector

- Skills gaps were reported across the board - probably highest in the Visitor Economy

By Local Authority

- Skills gaps were relatively evenly spread across Greater Lincolnshire although with the highest reporting rates in North Kesteven and South Holland

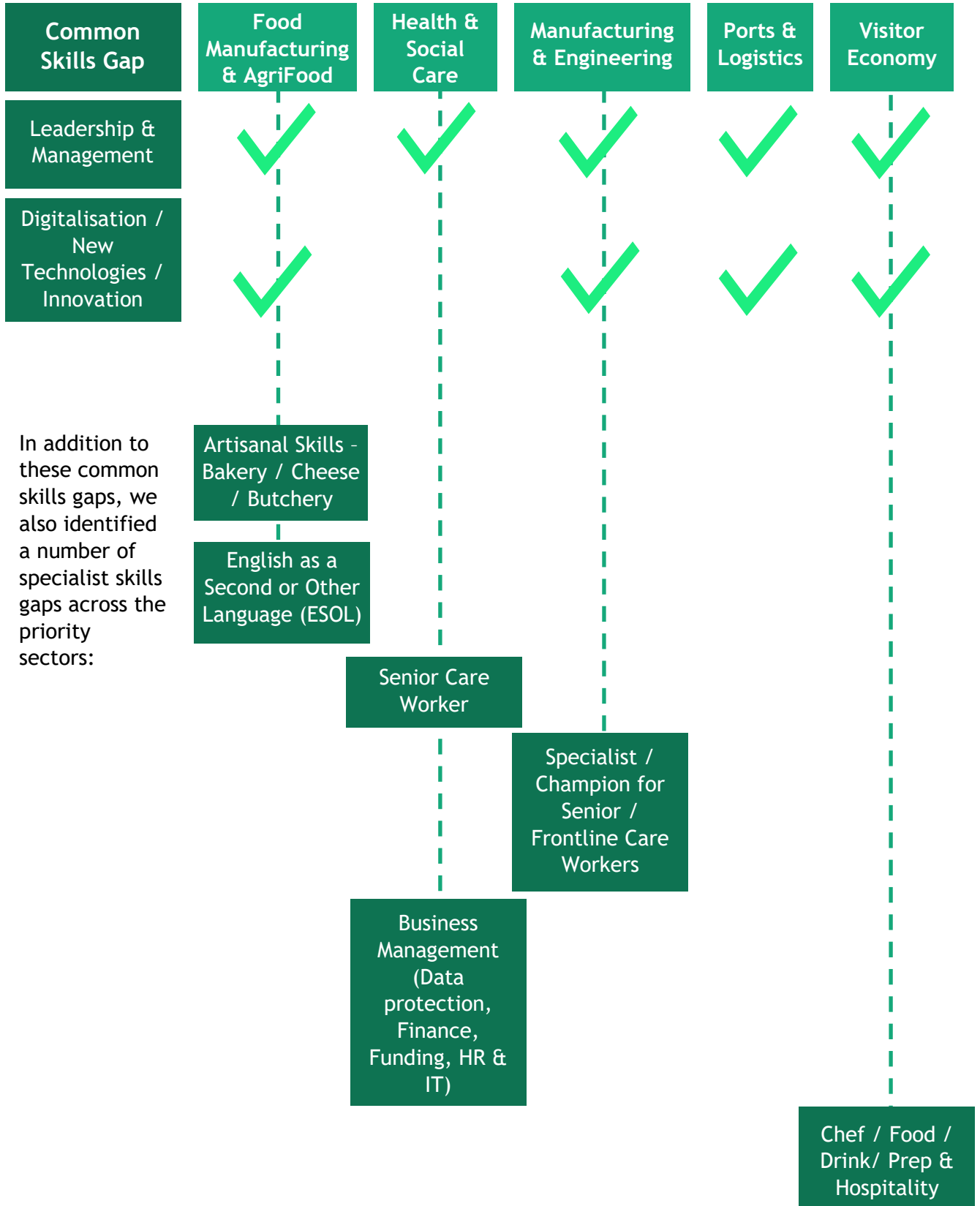
By Location

- All locations were most likely to identify frontline skills gaps, although this was most marked for coastal employers

Do oft-reported skills gaps provide a greater opportunity for upskilling the existing workforce through Apprenticeships in areas such as management or even transferrable, technical skills?

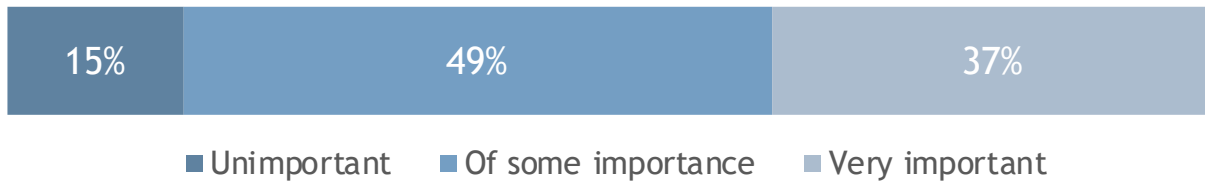
OVERVIEW OF SKILLS GAPS

The following table headlines the common skills gaps identified in the five priority sectors:



QUALIFICATIONS

HOW IMPORTANT ARE QUALIFICATIONS? (475 RESPONSES)



Overall

- The large majority of employers still place value on qualifications, although there were some sector variations

By Business Size

- Qualifications were rated as of increasing importance in line with increasing business size

By Sector

- The two sectors where qualifications are arguably the most embedded (Accountancy/HR and Health and Social Care) verify this, as the sectors viewing qualifications as very important most frequently.

By Local Authority

- Qualifications were most likely to be viewed as unimportant in East Lindsey and most likely to be viewed as very important in Boston Borough.

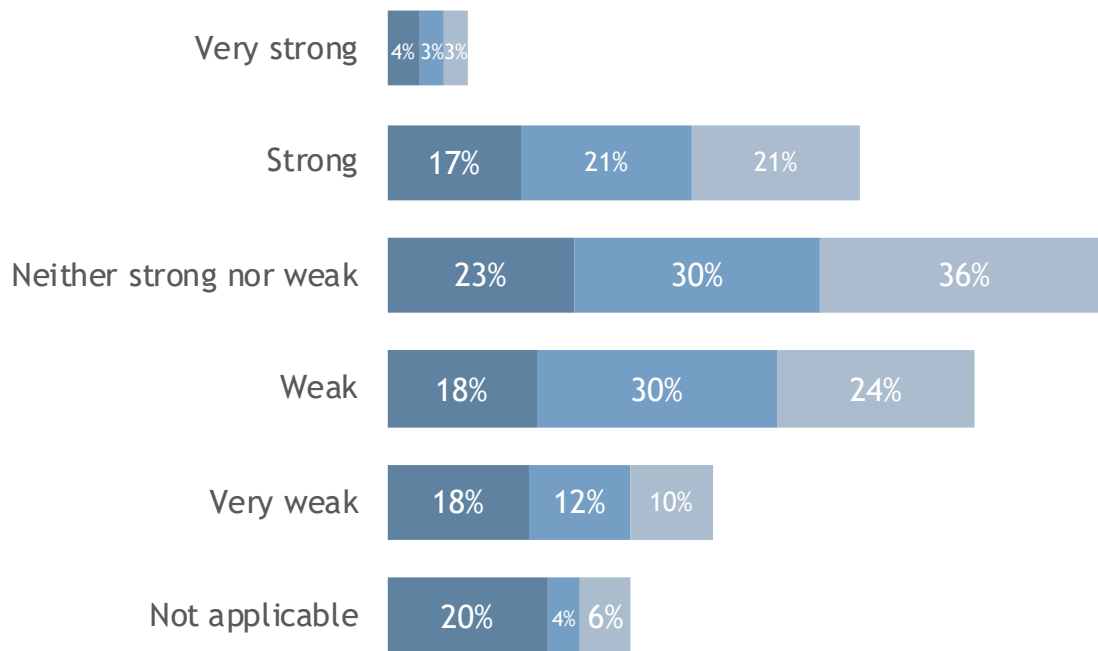
By Location

- Rural and Urban located employers were far more likely to view qualifications as very important (38% and 36%) than coastal employers (20%)

Qualifications remain of significant importance to most employers with 86% viewing them of at least 'some importance'. This high value should encourage local providers to promote qualification outcomes within their overall offer.

TRAINING PROVISION

HOW DOES EXISTING TRAINING PROVISION SHAPE UP? (487 RESPONSES)



- Relationship with local schools / FE College etc.
- Relative ease of accessing training for their location
- Quality of training for existing staff

Overall

- Only 21% of businesses report a strong or very strong relationship with local schools / FE
- Over two fifths (42%) say ease of access to training is either difficult or very difficult
- Only 24% say the training offer for existing staff is strong or very strong

By Business Size

- Perceptions of relationships with schools/FE improves with business size - perhaps due to increased resources?
- Perceptions of the challenges of access - other than for the largest businesses - do not vary much
- Positive perceptions of quality workforce training increase by business size but only marginally

By Sector

- The weakest relationships with schools were articulated in the agrifood and visitor economy sectors
- The Manufacturing and Engineering sector found training most difficult to access - only 6% easy or very easy, and 53% difficult or very difficult; and this sector also reported the lowest perceptions of quality of training for workforce at 6%

By Local Authority

- Relationships with education / FE strongest in Boston and North Lincolnshire
- Ease of access was unsurprisingly highest in the City of Lincoln - arguably with the best transport links; but lowest in rural, sparsely-populated East Lindsey

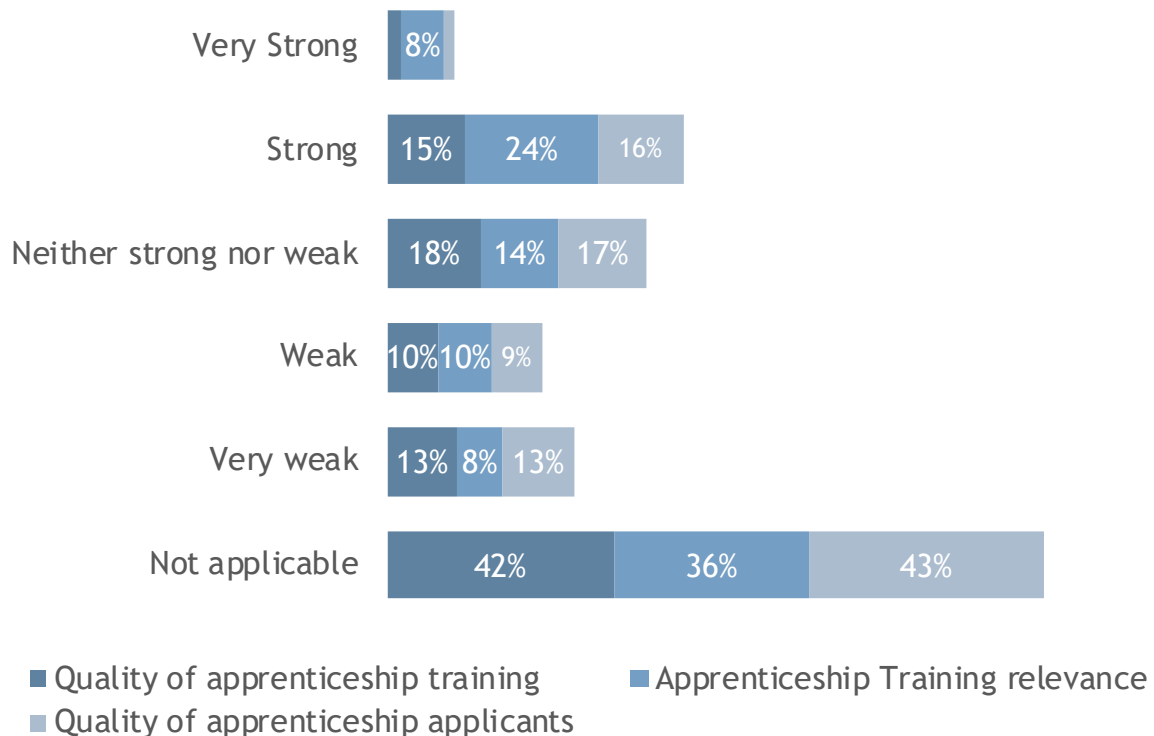
By Location

- Relationships with schools / FE perceived to be weakest in coastal locations

A significant proportion of employers reported either a lack of engagement with skills providers or perceived challenges over access or quality. There is therefore a real opportunity for providers, especially local providers, to improve this position and build strong mutually beneficial partnerships.

APPRENTICESHIPS

HOW DO YOU VALUE APPRENTICESHIPS? (489 RESPONSES)



Overall

- A significant (42%) proportion perceive Apprenticeships as not applicable to their organisation at this time - this must be an opportunity for local partners to challenge those perceptions
- Only 18% described the applicant base as strong or very strong
- Only 32% saw Apprenticeships having strong or very strong relevance
- Only 18% gave strong or very strong ratings for quality

By Business Size

- The most positive feedback for Apprenticeships was from 250+ employers who will almost certainly be Apprenticeship Levy payers. This may be a factor of size, or perhaps their levy status makes a more viable proposition to skills providers than smaller businesses

By Sector

- Although many sectors recognised the potential contribution of Apprenticeships, less positive perceptions were reported across the board in terms of quality of applicants and training

By Local Authority

- Apprenticeships were most positively received in Boston, although it proved difficult to differentiate results by local authority area

By Location

- On the coast, 76% saw Apprenticeships as either not applicable or weak/very weak

There are certainly very varied perceptions about Apprenticeships both as a concept and in terms of employer experience. Is there greater scope for local partnership delivery in key areas such as technical apprenticeships to present a less fragmented, more accessible offer?

OVERVIEW OF SKILLS SYSTEM IMPROVEMENT FEEDBACK

Advisors raised the question of how the ‘skills system’ could be improved and there were a wide range of responses. Two main issues arose regularly:

1. A lack of awareness of the local skills ‘offer’ and how it applies to their business

The local skills offer was almost universally viewed as complex and difficult to navigate, with some businesses entirely unaware of the range of skills support available on a fully or partly-funded basis to their business and workforce.

2. A failure to support specific sector, business or innovation needs

Many businesses felt that the funded skills system was not able to easily cater for sector specific, business development or technical / innovation skills requirements that were viewed as particularly business-critical; for example, in light of fast emerging, transformational new technologies such as robotics.

SUMMARY, CONCLUSIONS, & OPPORTUNITIES

Overall

Feedback from employers across the board demonstrates that there is great potential, and appetite, for stronger, sustainable, mutually-beneficial partnerships between employers and local providers; particularly in the context of the skills challenges faced which mean that employers are likely to listen to skills solutions to their business skills challenges.

Is there scope for closer collaboration between skills providers to establish, implement and evolve an easily understood, business-friendly and responsive Greater Lincolnshire collective skills offer that supports both local businesses (including specialist sectors) to grow, and local people to enter work and develop their career?

By Business Size

There seems an opportunity to work with larger, independent employers with significant workforces to improve their perceptions of, and relationships with, the whole skills system. There seems to be an obvious 'win-win' for both parties as these larger businesses are also raising the greatest concerns about skills shortages and gaps and may have new drivers such as unspent apprenticeship levy.

Is there scope for a proactive, impartial advisory relationship available to Greater Lincolnshire employers of a targeted size (50 employee plus?) to ensure that local skills investment is supported and optimised to benefit business, their workforces, the local economy and community?

By Sector

The sectors which include local, informal collaborations or clusters are those that are probably likely to have the greatest engagement with this project and other skills support initiatives.

Is there scope to increase local employer skills collaboration across Greater Lincolnshire and according to sector; thereby providing a stronger skills voice and the potential to develop viable more specialist provision?

By Local Authority

The results overall do not bring out significant differences on a Local Authority basis and there could be a conclusion that Greater Lincolnshire is more similar than it is different

Is there a case to build further a locality-based skills communication strategy - perhaps particularly for those businesses not connected to a sector where skills is a high priority concern and where local skills partnerships with providers / Colleges would add real value?

By Location

These definitions are based upon the employer self-definition of their locality (urban/rural and coastal). Again, it was difficult to differentiate by location, although coastal-based businesses were often less engaged and facing particularly uphill skills challenges.

Can some of the engagement and findings of this project support the approach taken within the future funding plans for urban, rural or coastal Lincolnshire?

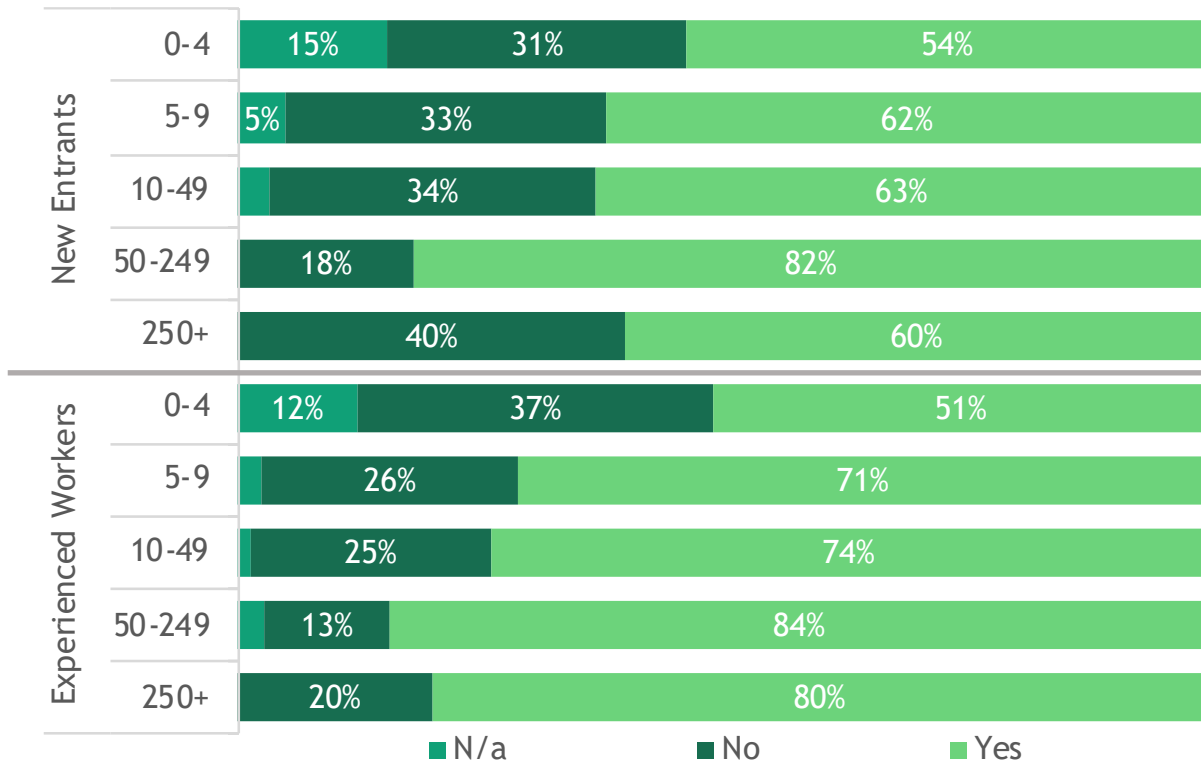
Opportunities:

- *Local skills providers to engage with 'larger SME' (50-249 employees) to establish a partnership approach to vacancies*
- *Upskilling existing workers through Apprenticeships in key 'skills gap' areas such as management and/or technical skills*
- *Promote accredited outcomes to employers due to the high value placed on qualifications by employers*
- *Local providers to build strong mutually beneficial locally-rooted employer partnerships as a significant proportion of employers reported either a lack of engagement with skills providers or perceived challenges over access or quality*
- *Local collaborative delivery in areas such as technical education, training and apprenticeships to present a less fragmented, more accessible offer*

APPENDIX A - RESULTS BY BUSINESS SIZE

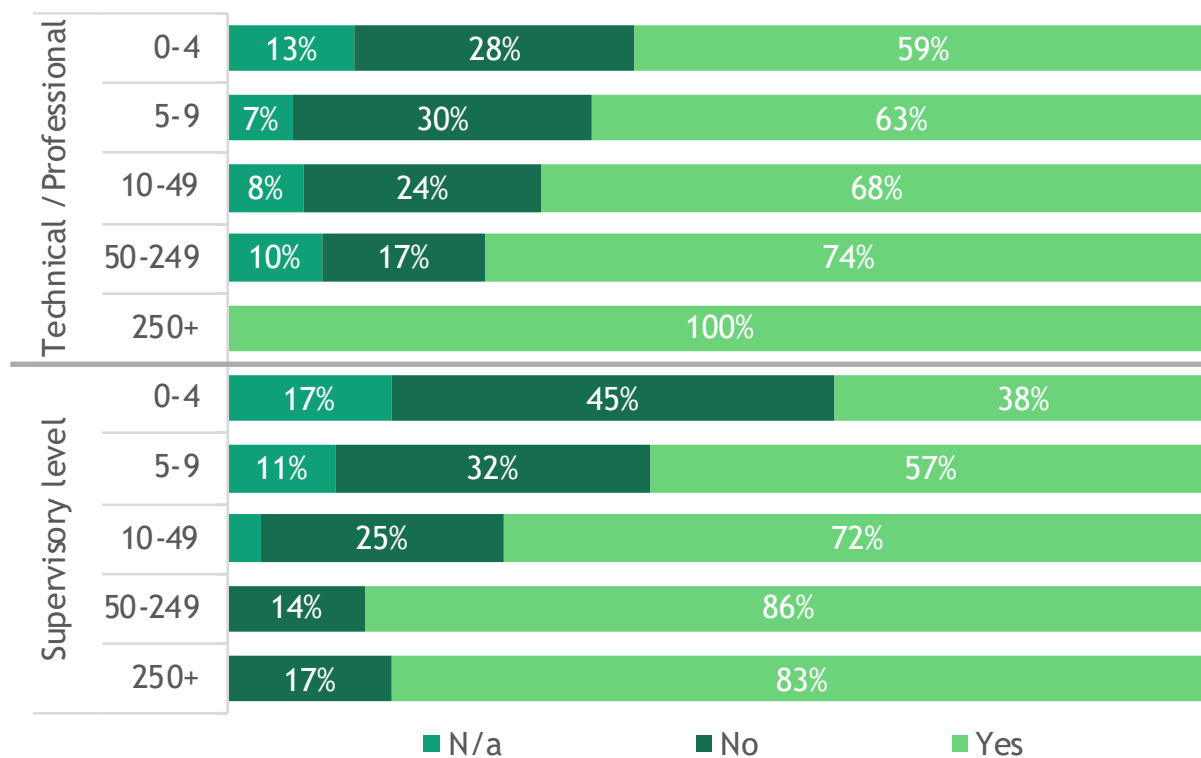
DO YOU ENCOUNTER SKILLS SHORTAGES WHEN RECRUITING?

(445 RESPONSES)



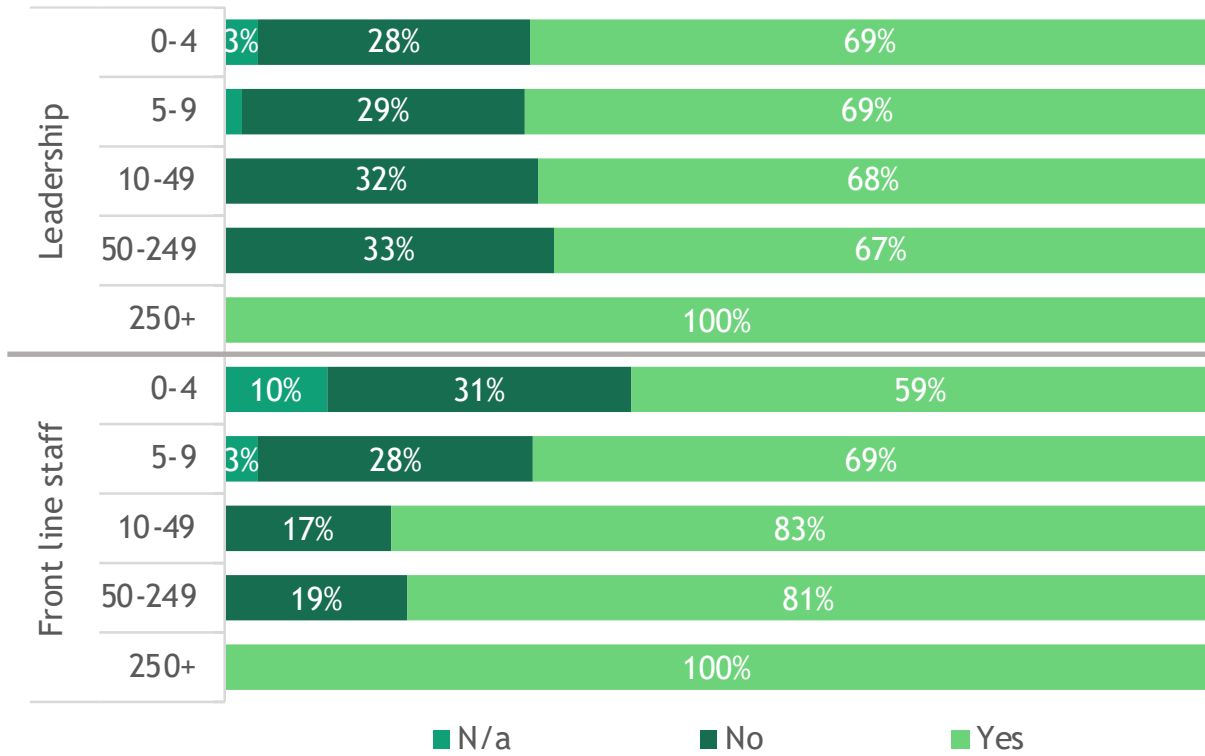
WHERE ARE SKILLS GAPS EXPERIENCED WITH EXISTING STAFF?

(445 RESPONSES)



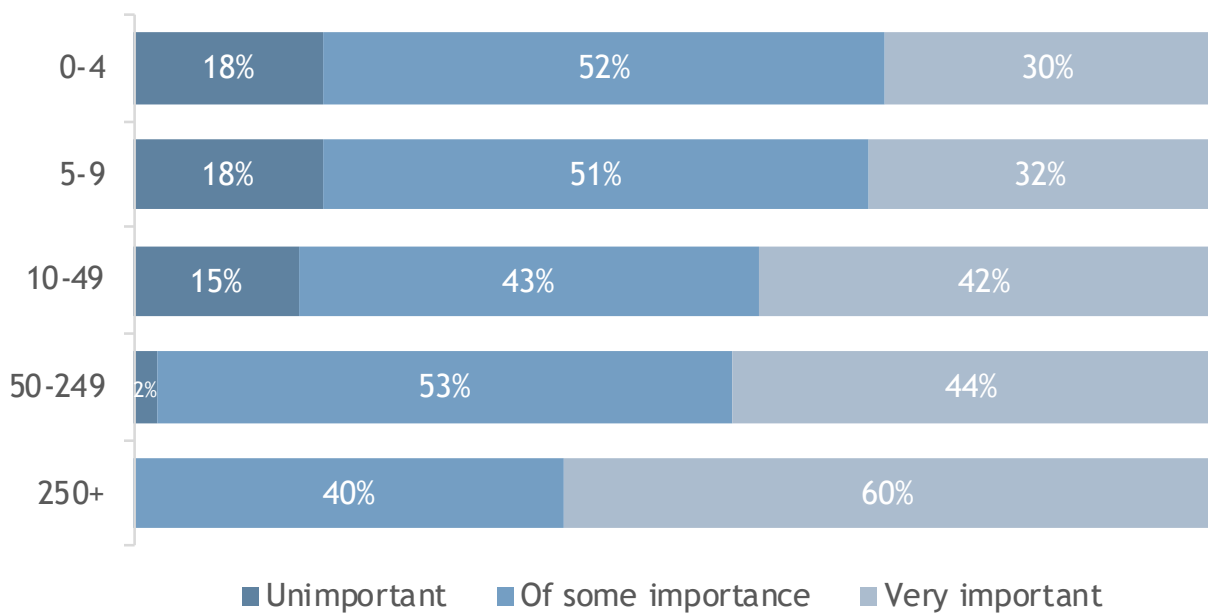
WHERE ARE SKILLS GAPS EXPERIENCED WITH EXISTING STAFF? Cont.

(445 RESPONSES)



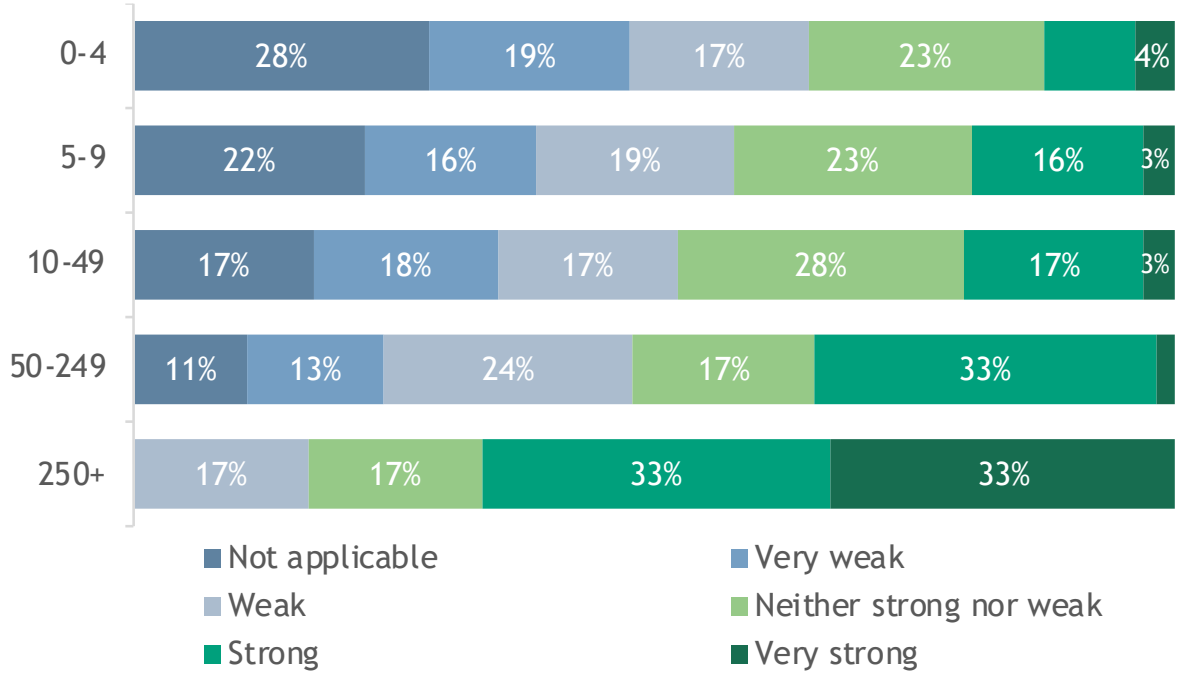
HOW IMPORTANT ARE QUALIFICATIONS?

(439 RESPONSES)

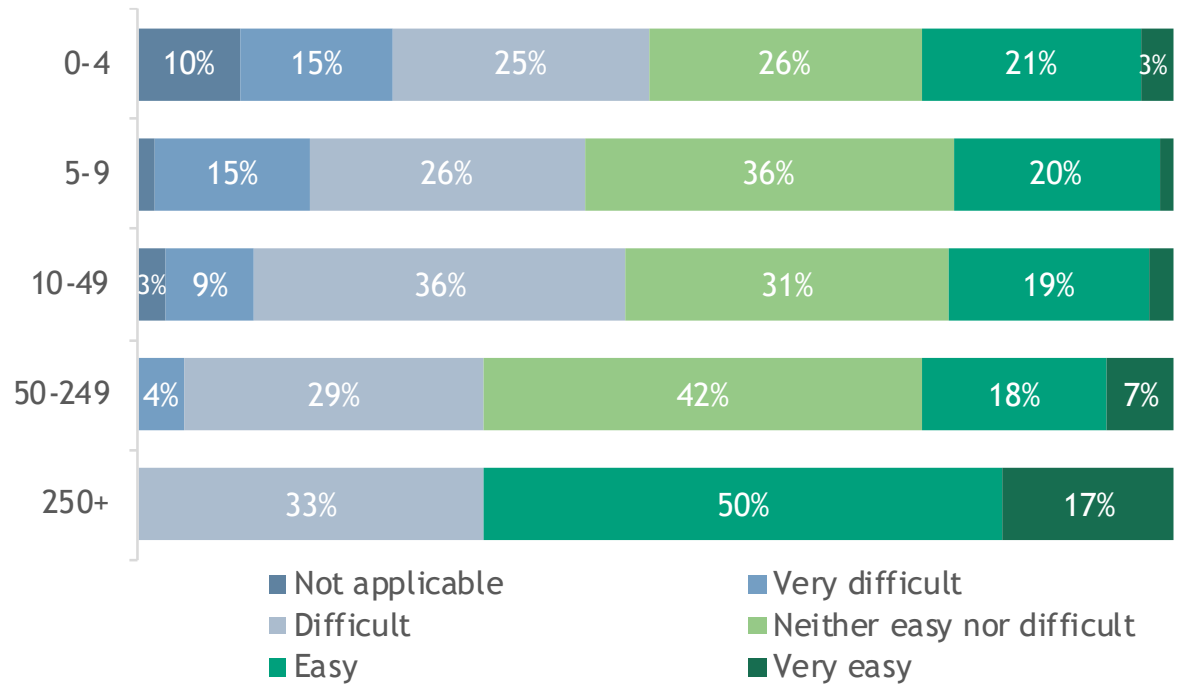


HOW DOES EXISTING TRAINING PROVISION SHAPE UP? (450 RESPONSES)

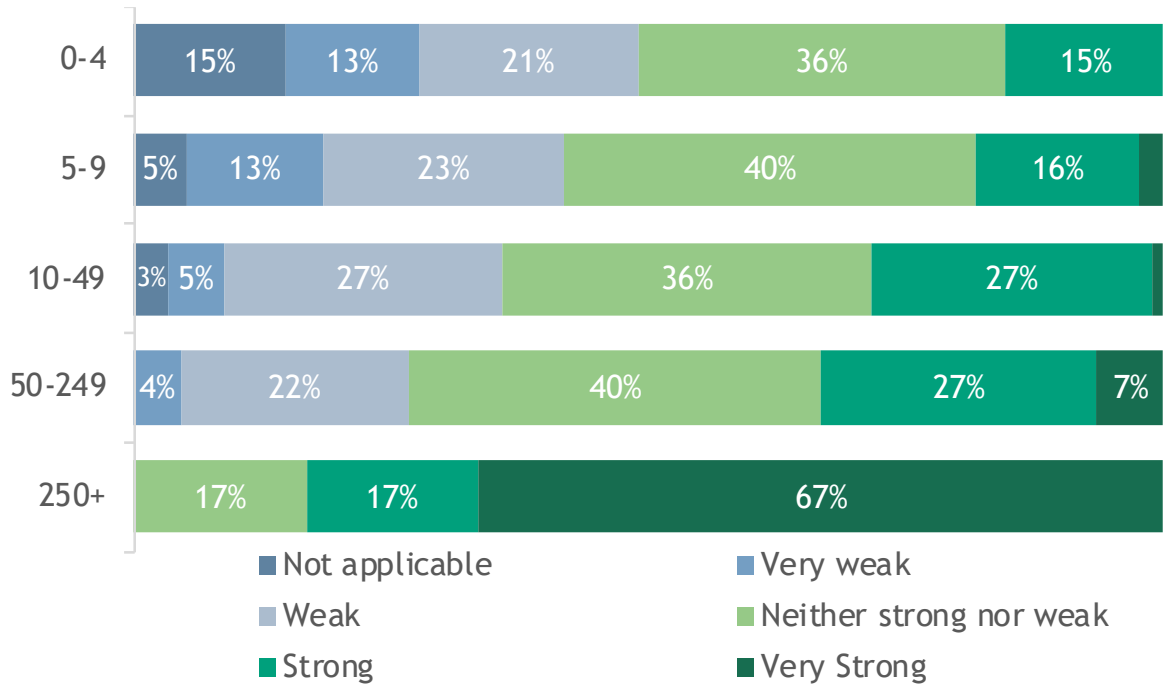
Relationship with local schools / FE colleges etc.



Relative ease of accessing training for their location



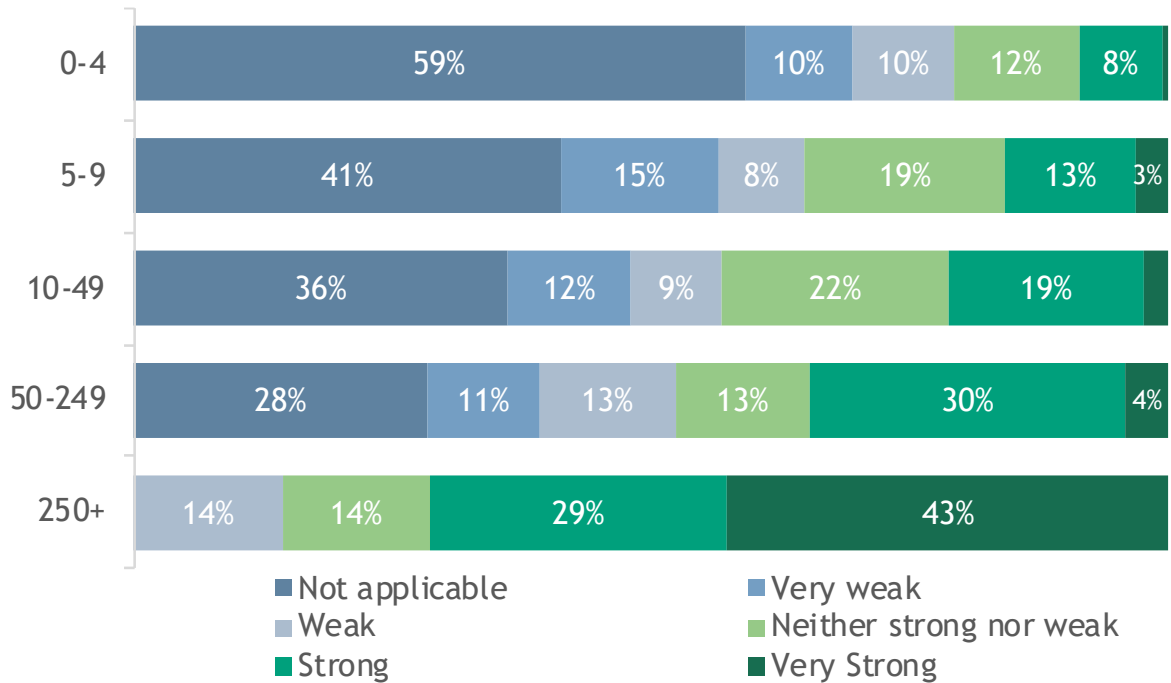
Quality of training for existing staff



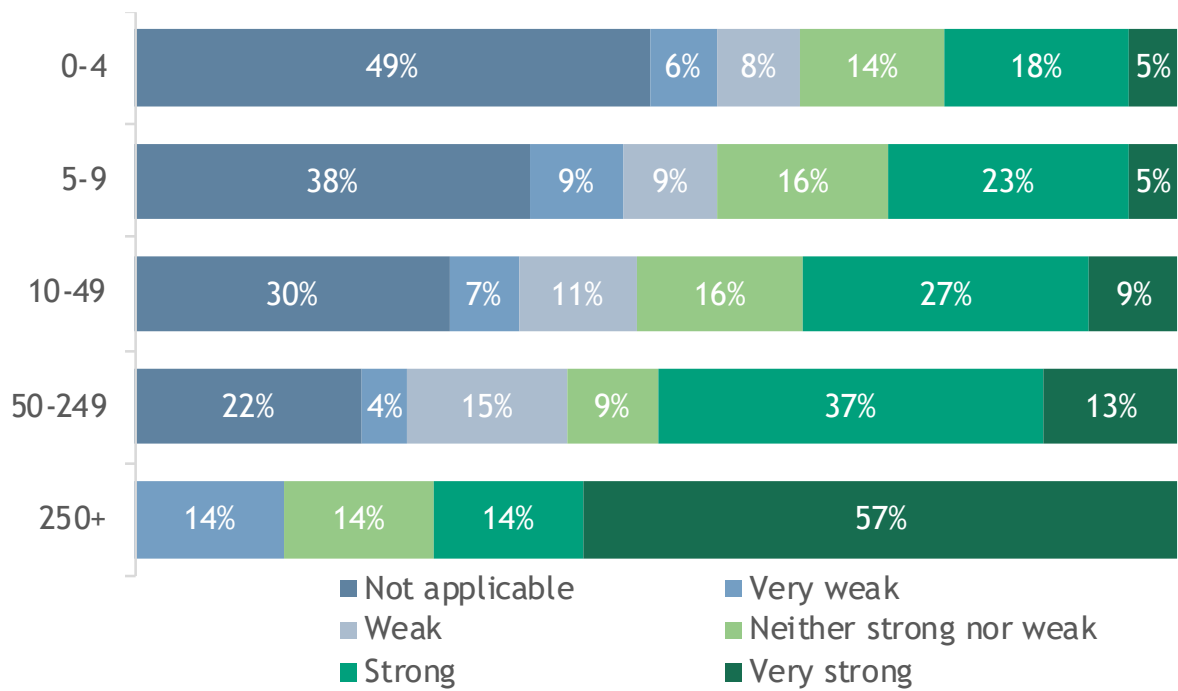
HOW DO YOU VALUE APPRENTICESHIPS?

(453 RESPONSES)

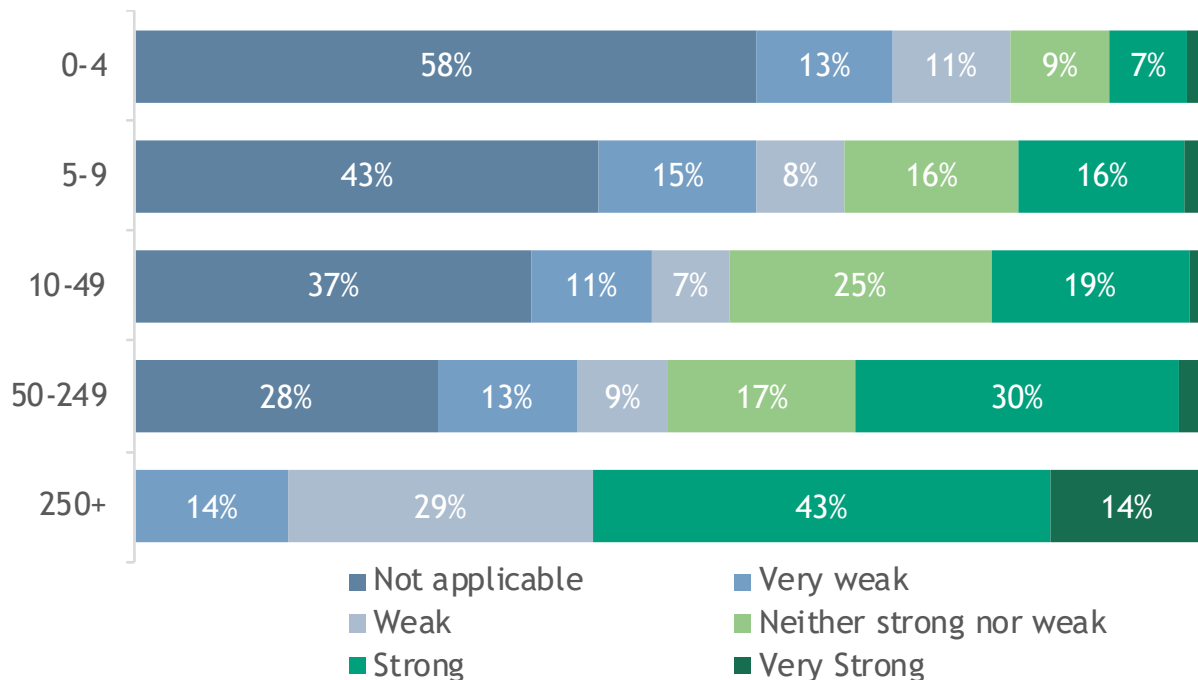
Quality of apprenticeship training



Apprenticeship training relevance



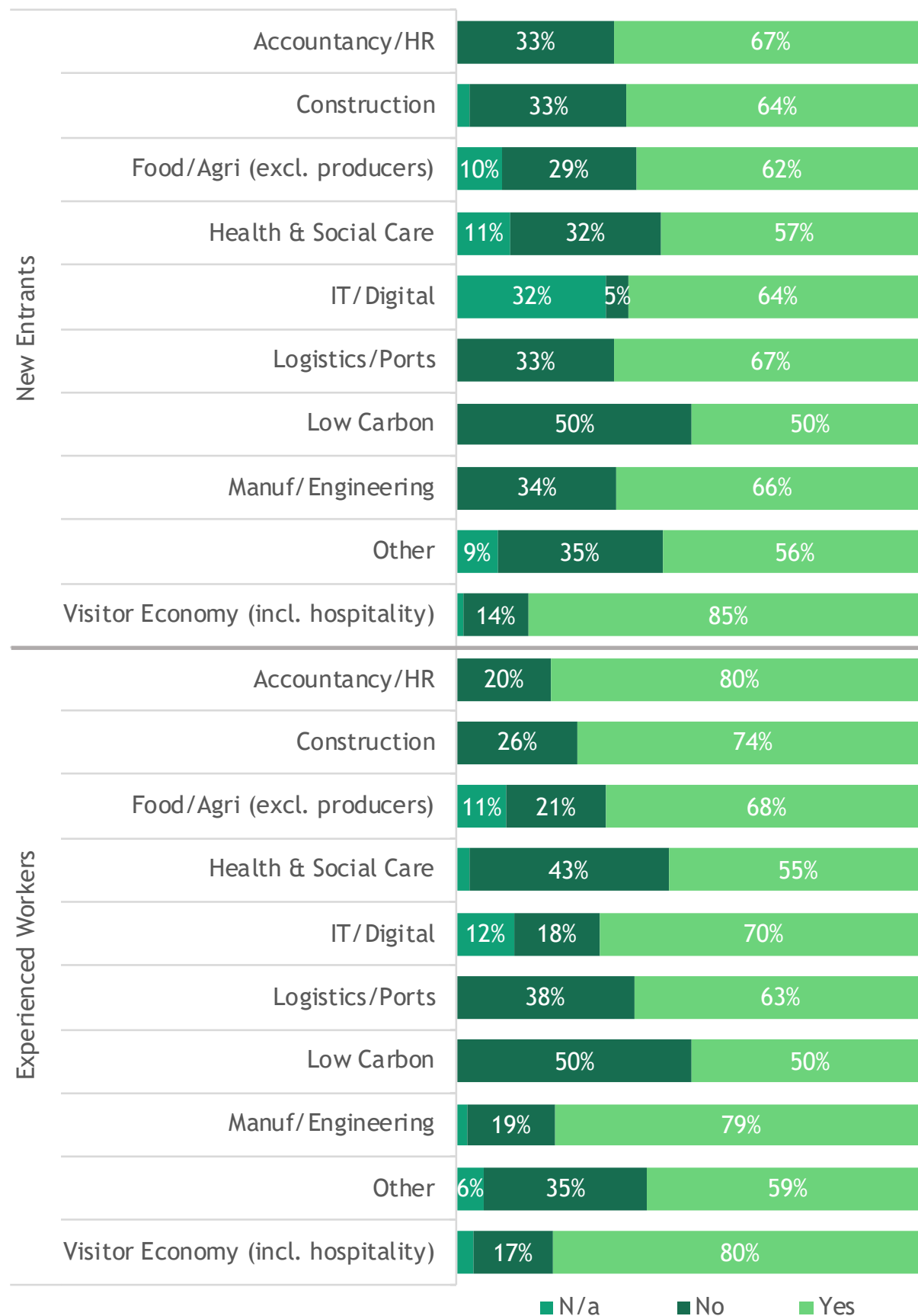
Quality of apprenticeship applicants



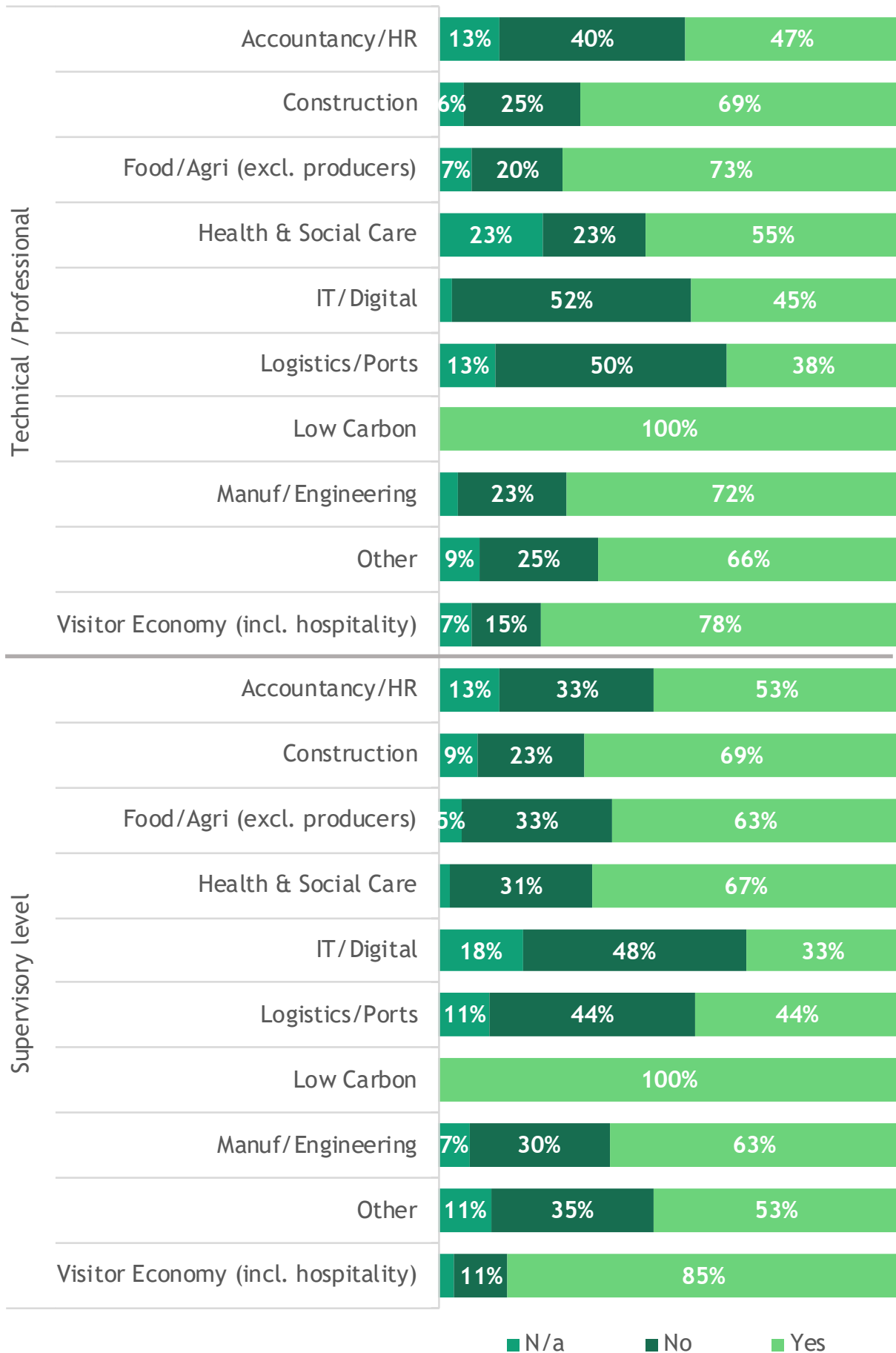
APPENDIX B - RESULTS BY SECTOR

DO YOU ENCOUNTER SKILLS SHORTAGES WHEN RECRUITING?

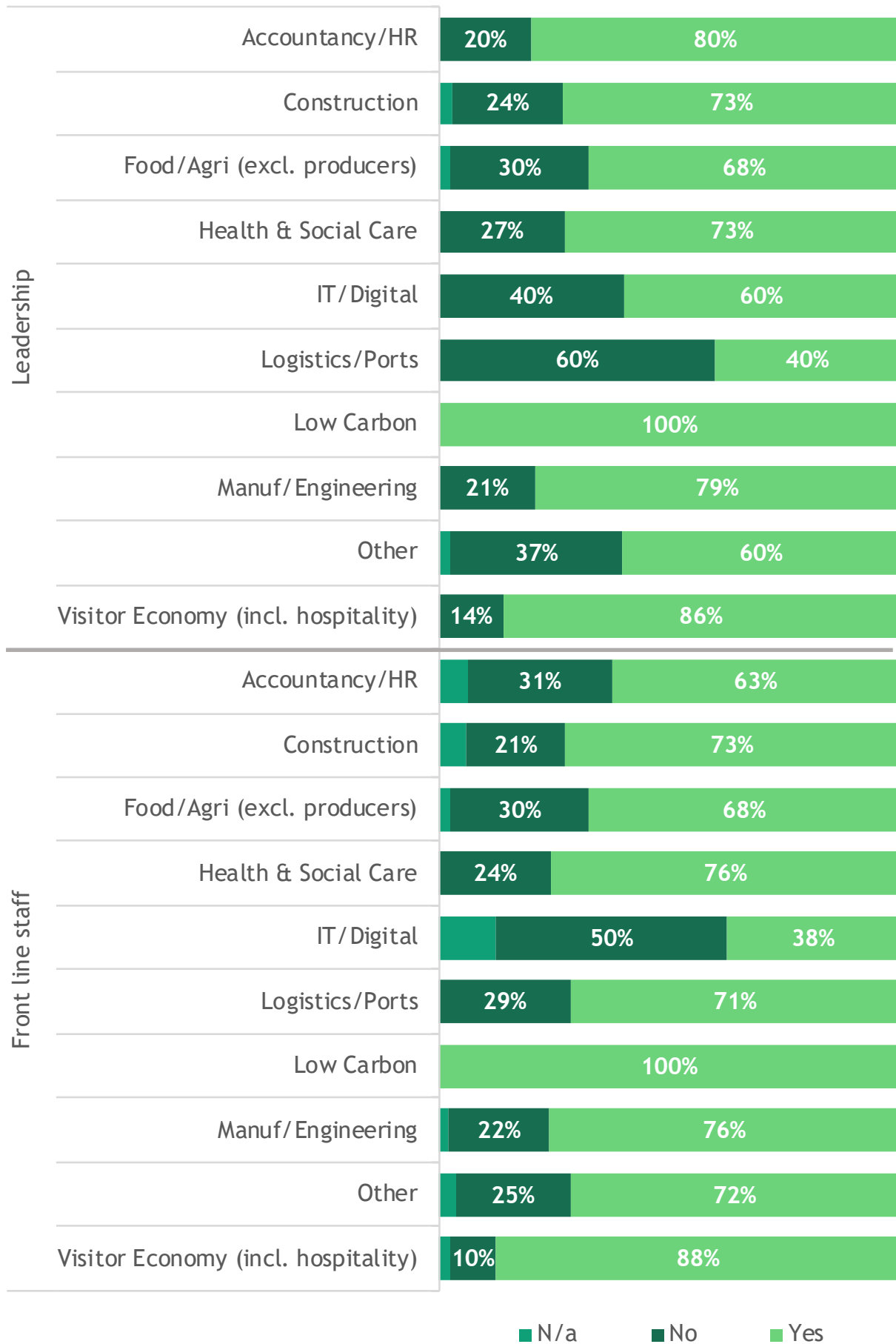
(468 RESPONSES)



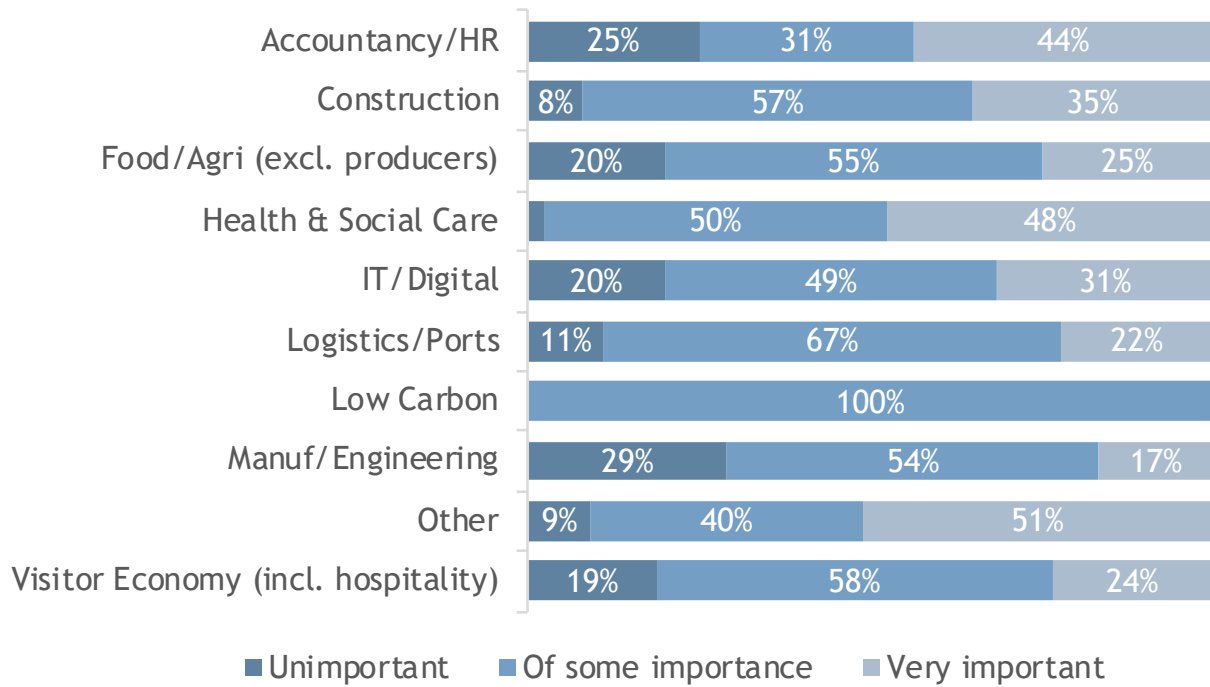
WHERE ARE SKILLS GAPS EXPERIENCED WITH EXISTING STAFF?
(481 RESPONSES)



WHERE ARE SKILLS GAPS EXPERIENCED WITH EXISTING STAFF? Cont.

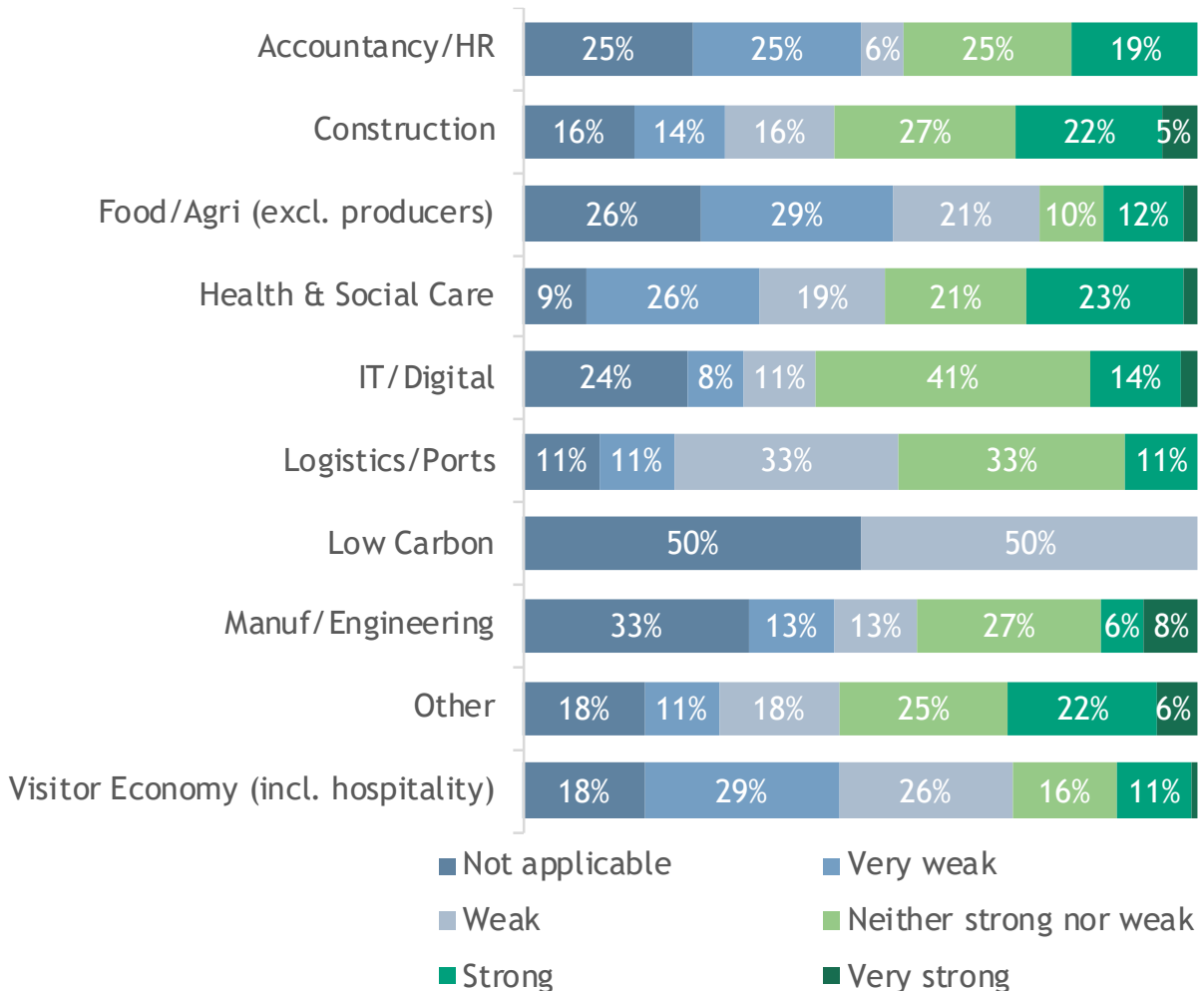


HOW IMPORTANT ARE QUALIFICATIONS? (475 RESPONSES)

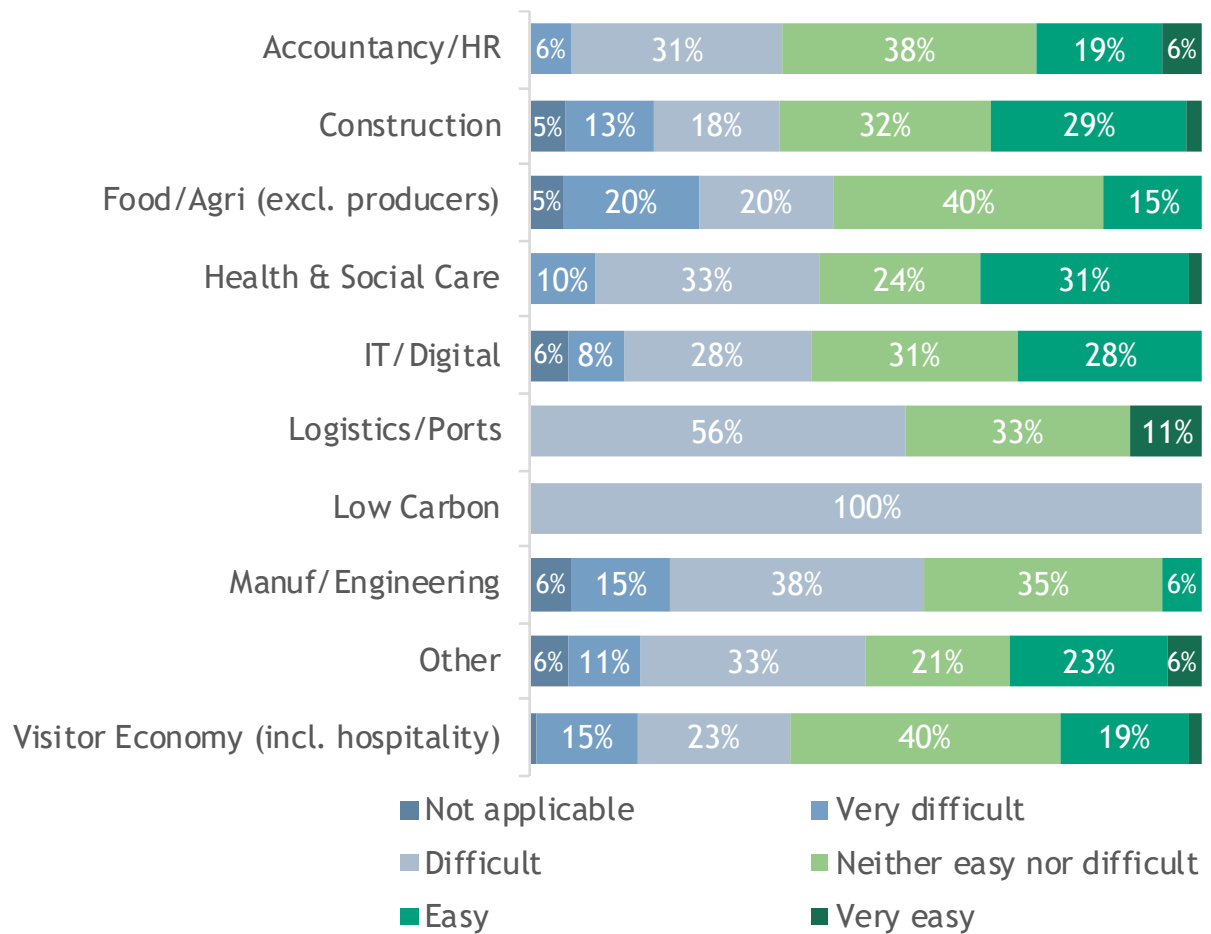


HOW DOES EXISTING TRAINING PROVISION SHAPE UP? (487 RESPONSES)

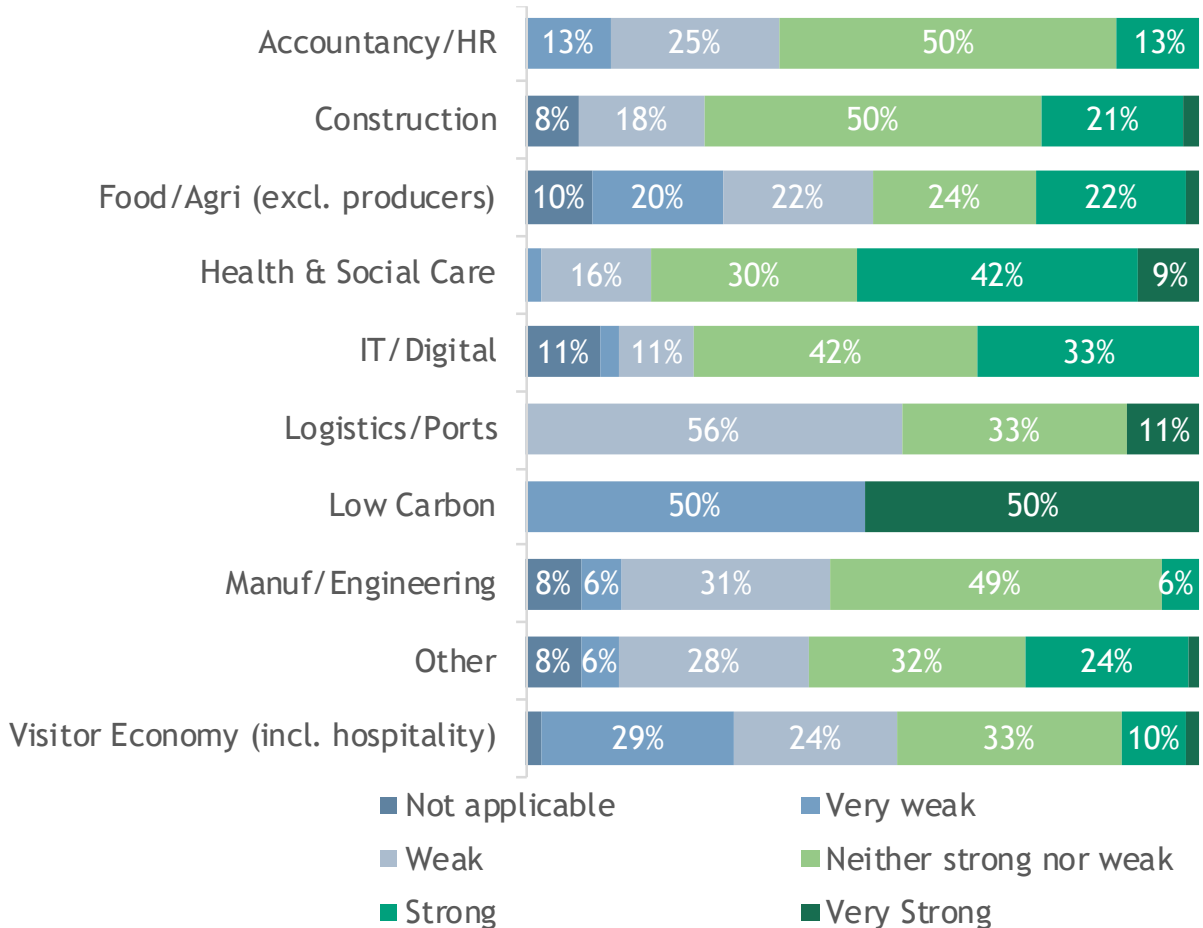
Relationship with local schools / FE colleges etc.



Relative ease of accessing training for their location

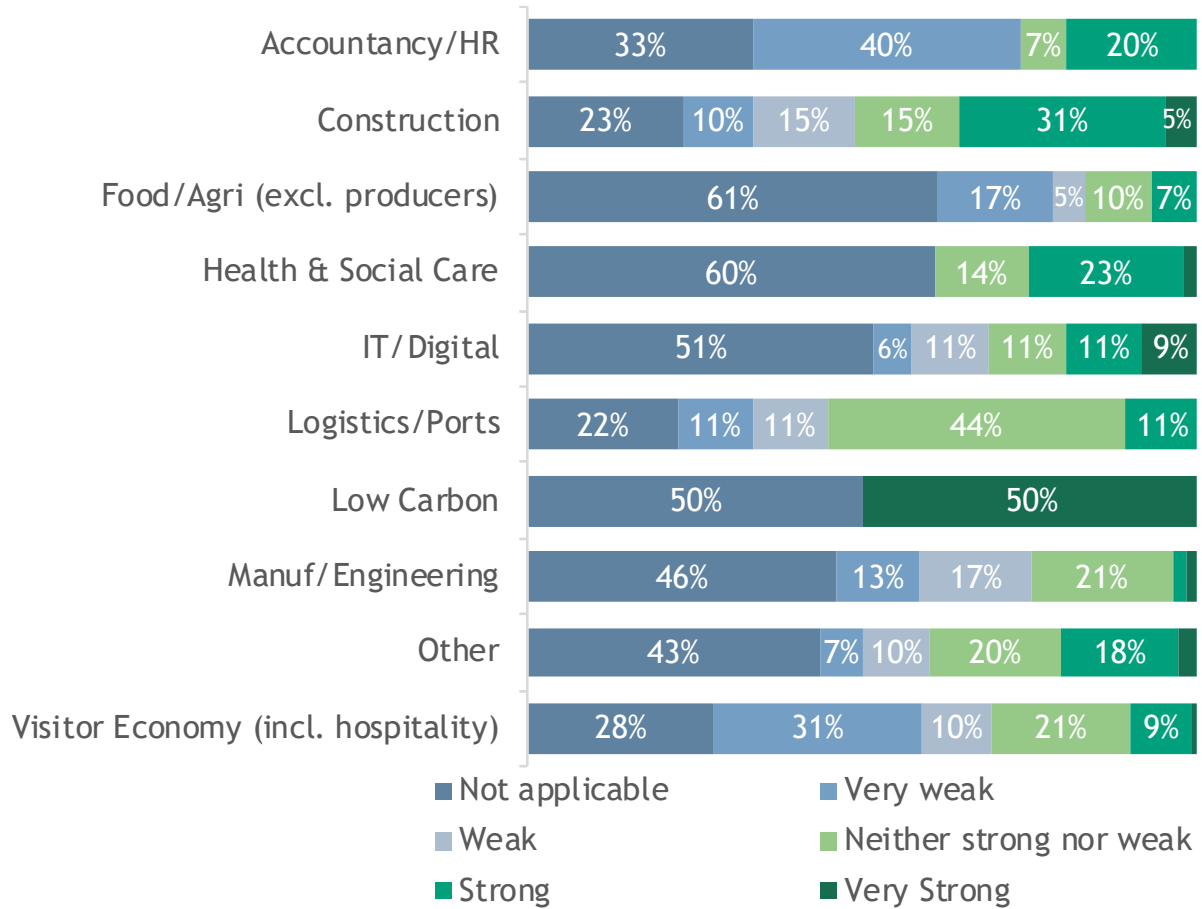


Quality of training for existing staff

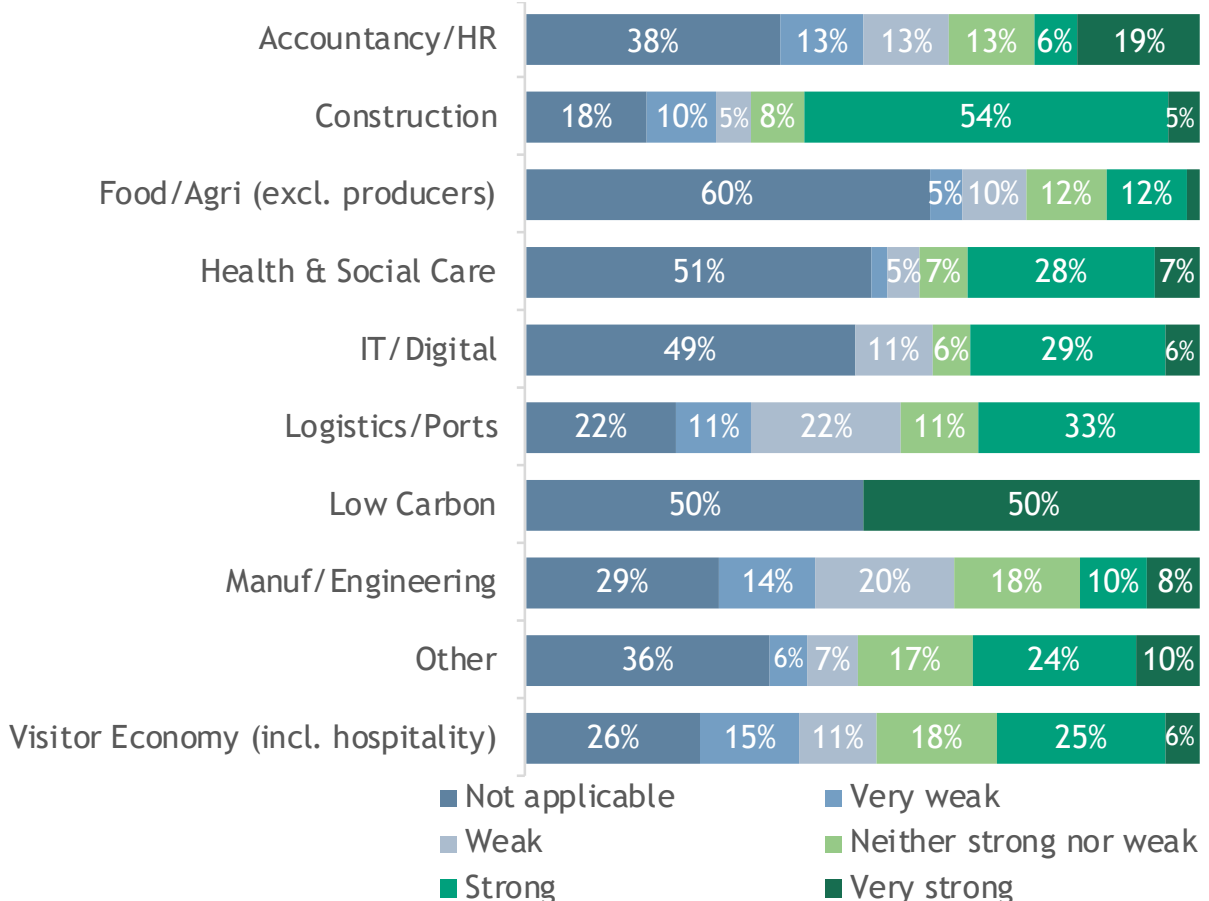


HOW DO YOU VALUE APPRENTICESHIPS? (489 RESPONSES)

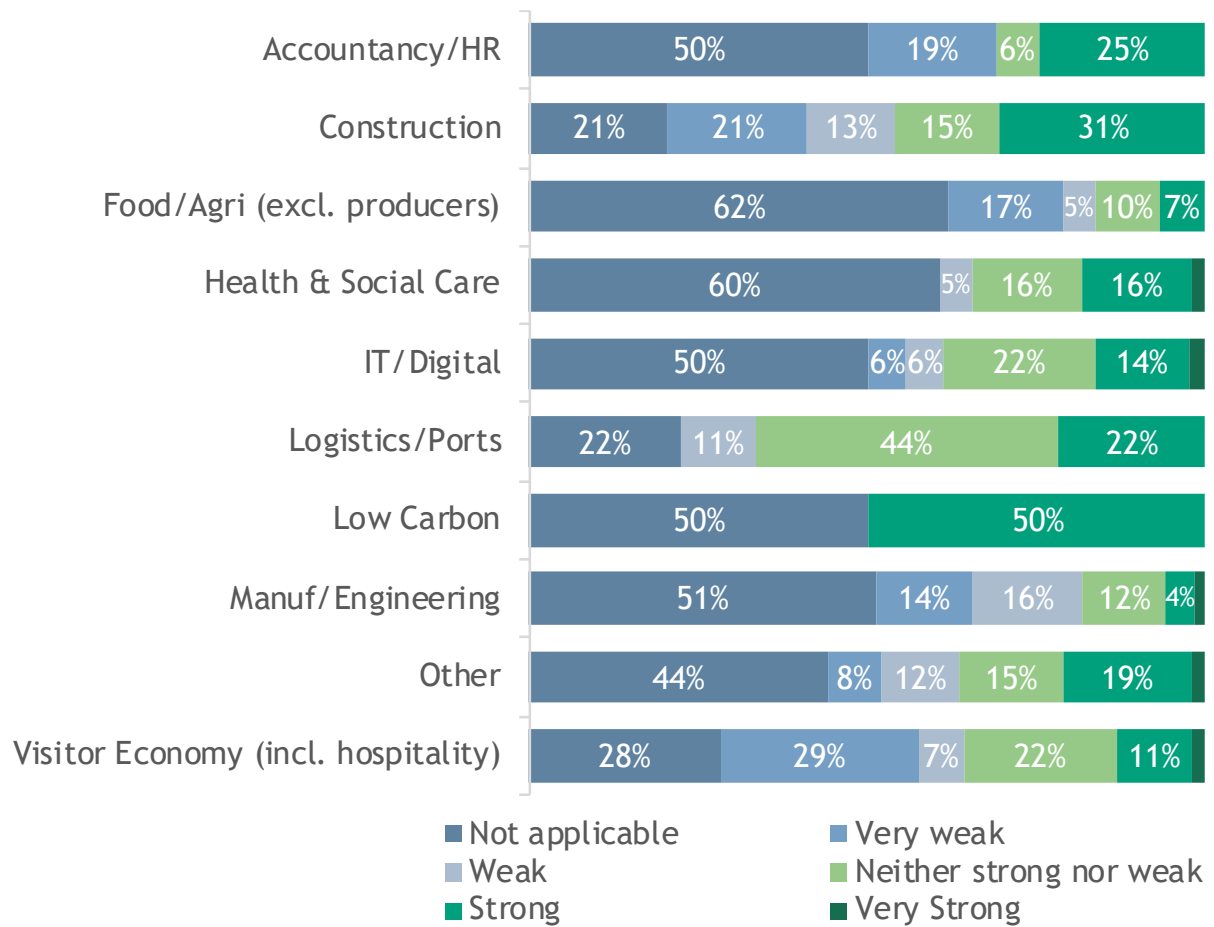
Quality of apprenticeship training



Apprenticeship training relevance



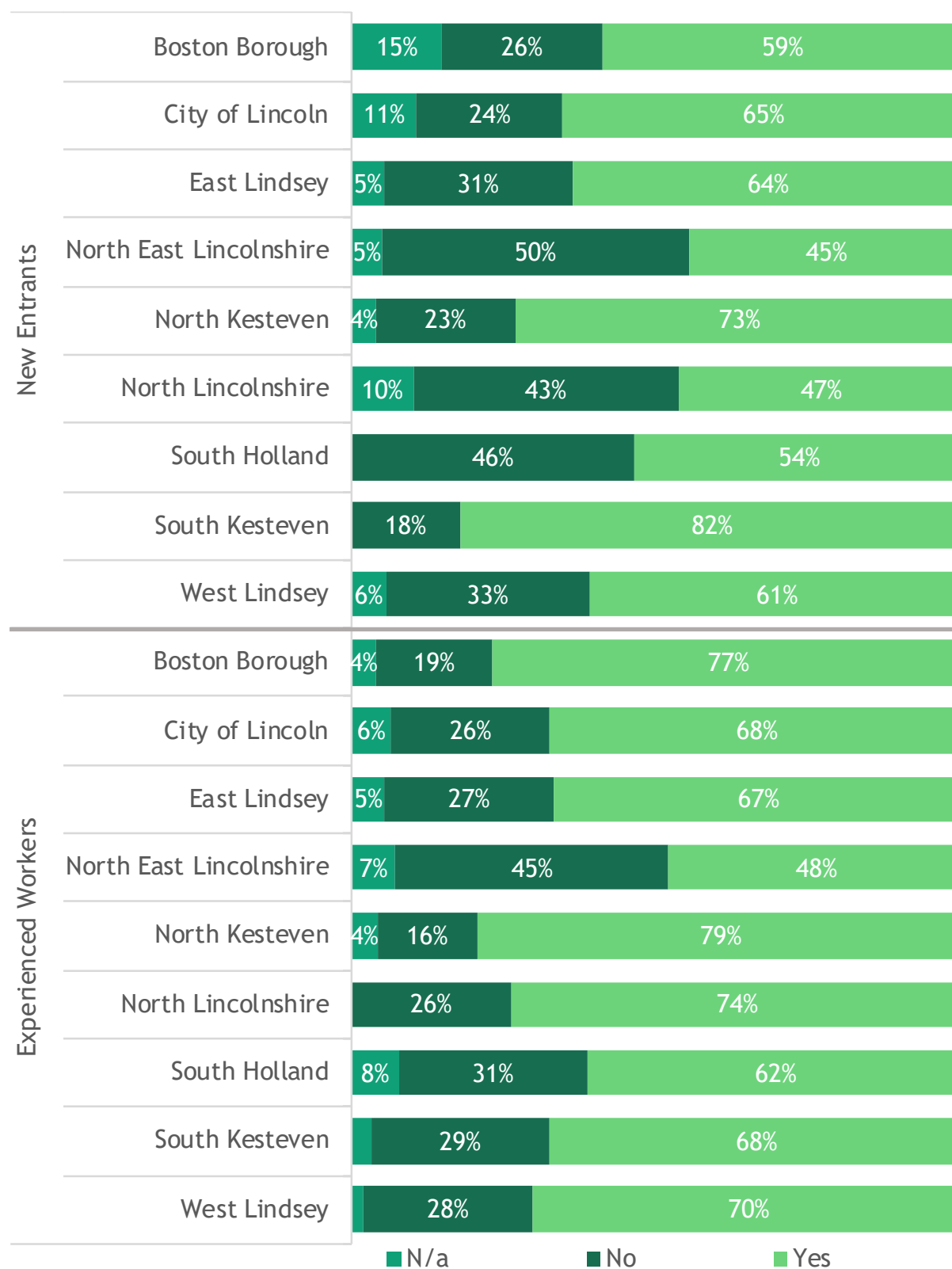
Quality of apprenticeship applicants



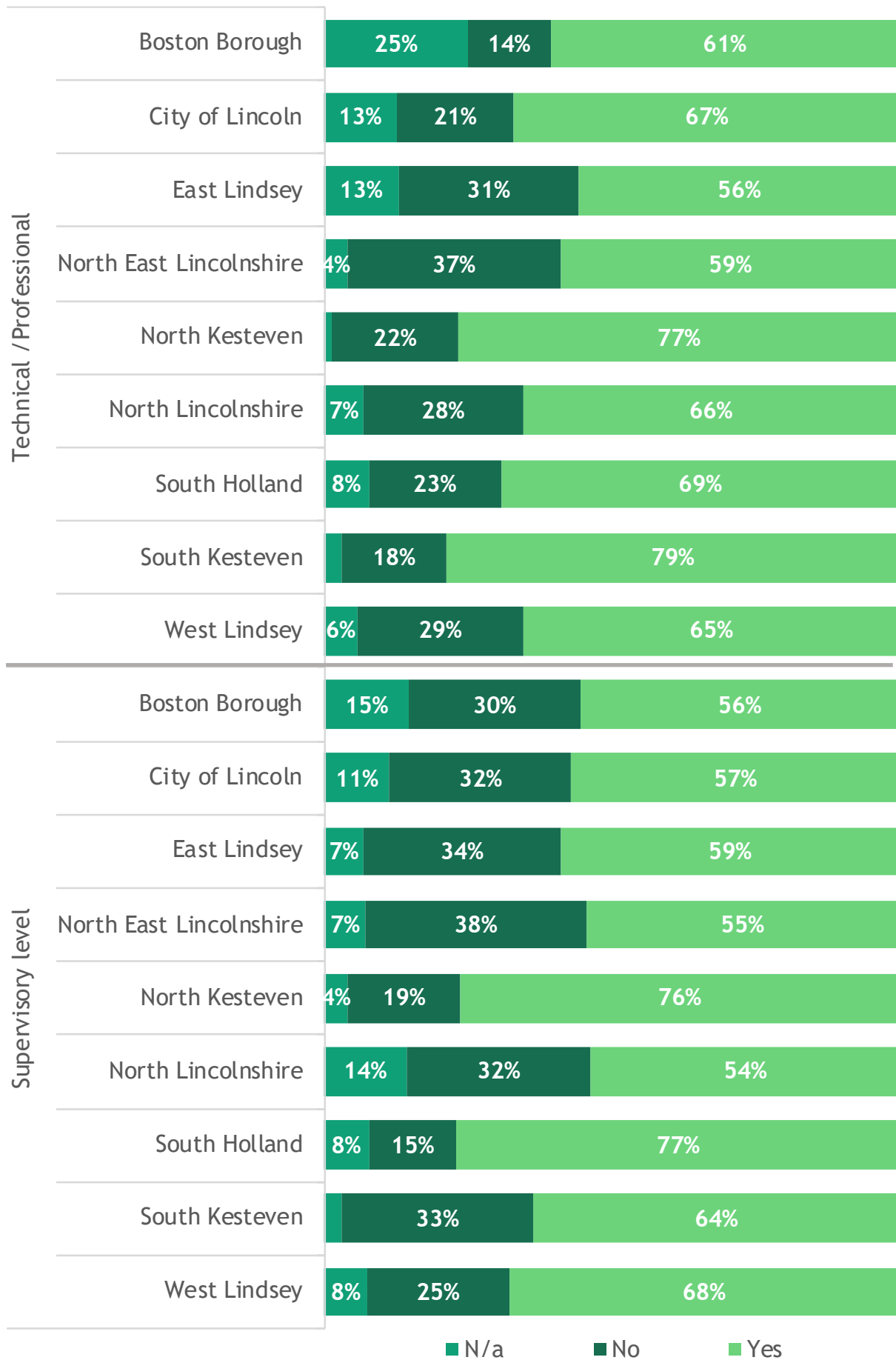
APPENDIX C - RESULTS BY LOCAL AUTHORITY

DO YOU ENCOUNTER SKILLS SHORTAGES WHEN RECRUITING?

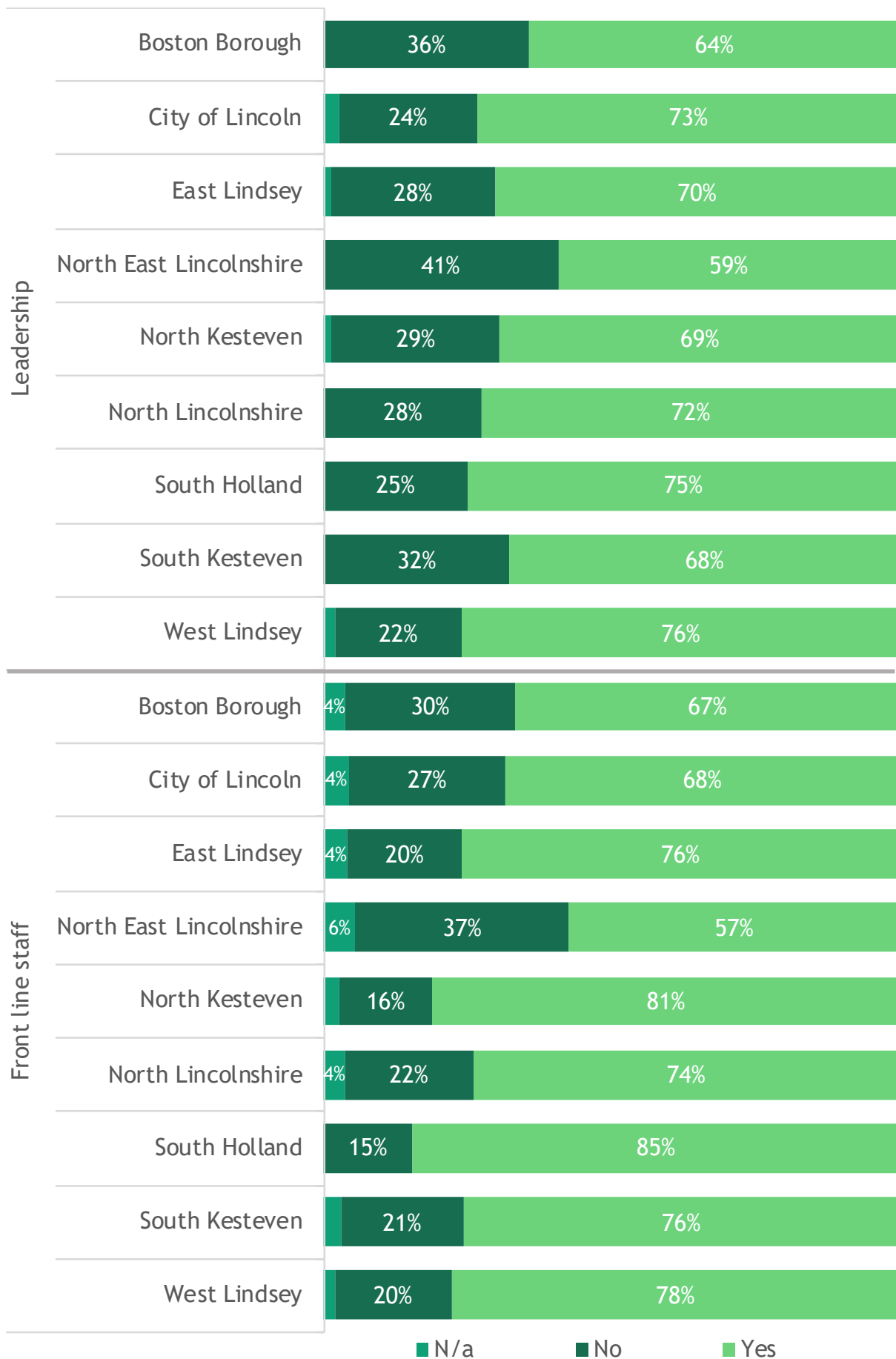
(481 RESPONSES)



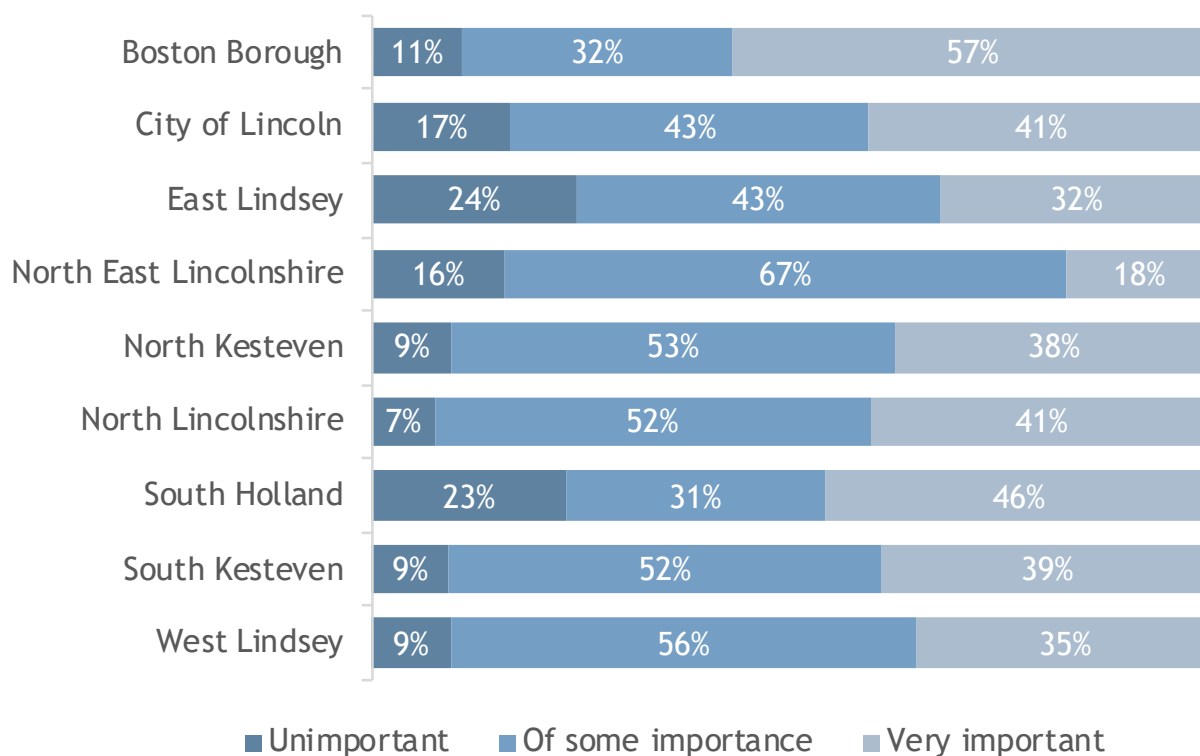
WHERE ARE SKILLS GAPS EXPERIENCED WITH EXISTING STAFF?
(481 RESPONSES)



WHERE ARE SKILLS GAPS EXPERIENCED WITH EXISTING STAFF? Cont.

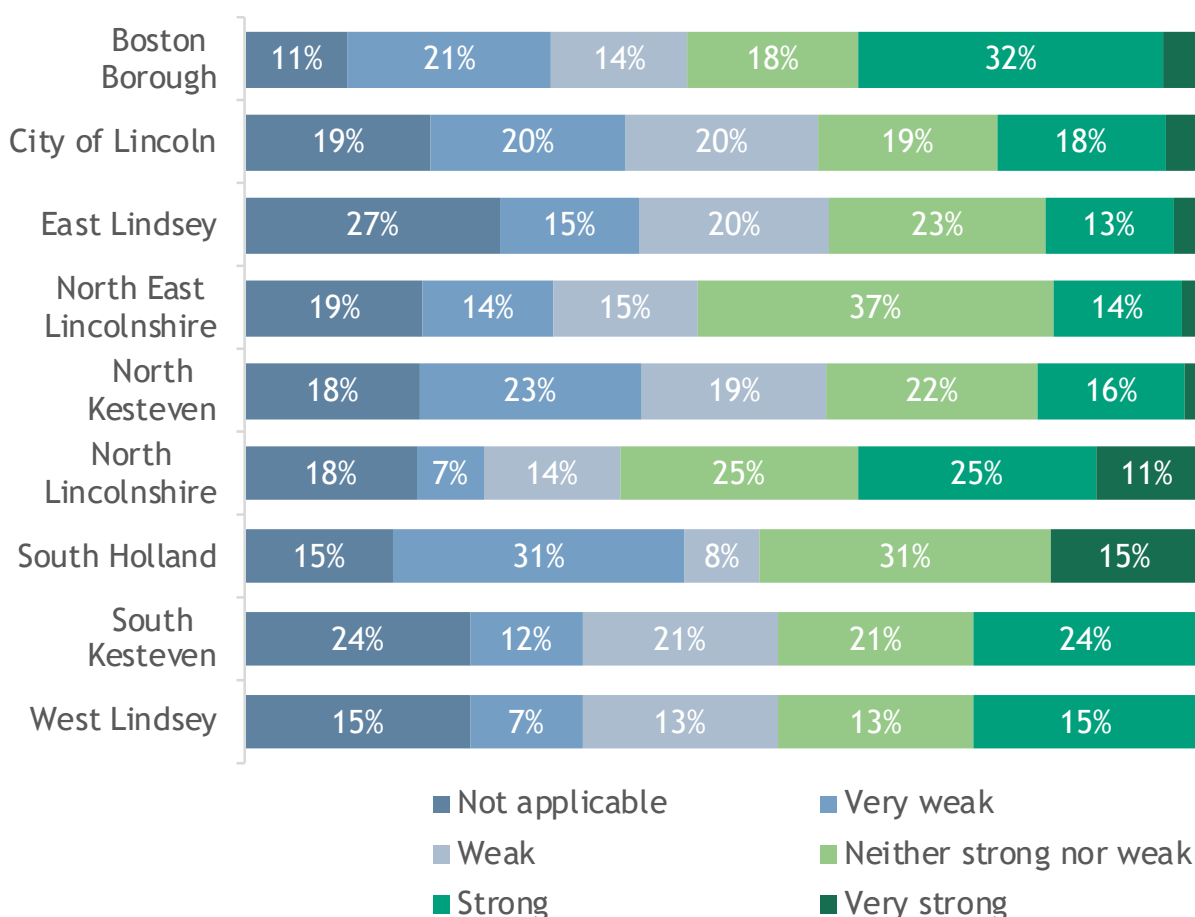


HOW IMPORTANT ARE QUALIFICATIONS? (475 RESPONSES)

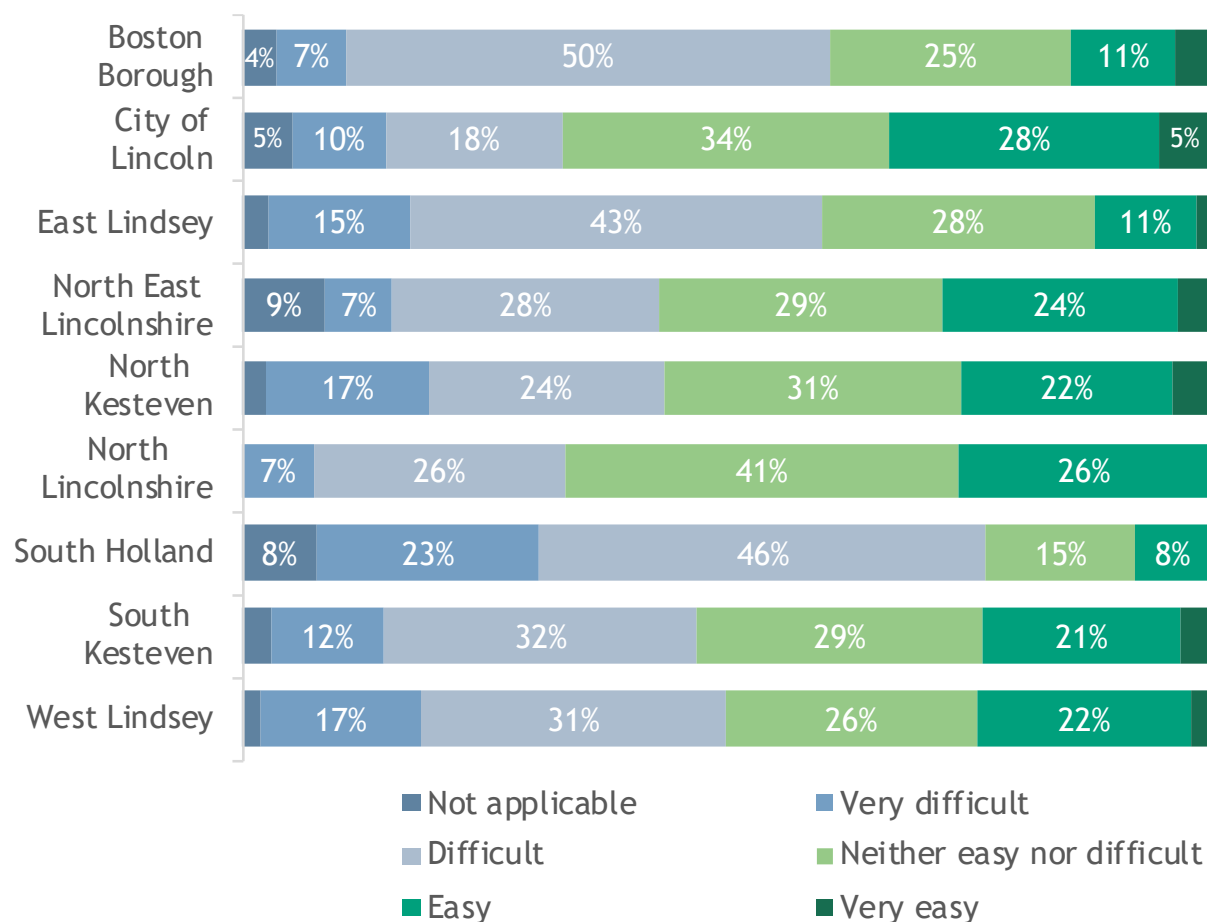


HOW DOES EXISTING TRAINING PROVISION SHAPE UP? (487 RESPONSES)

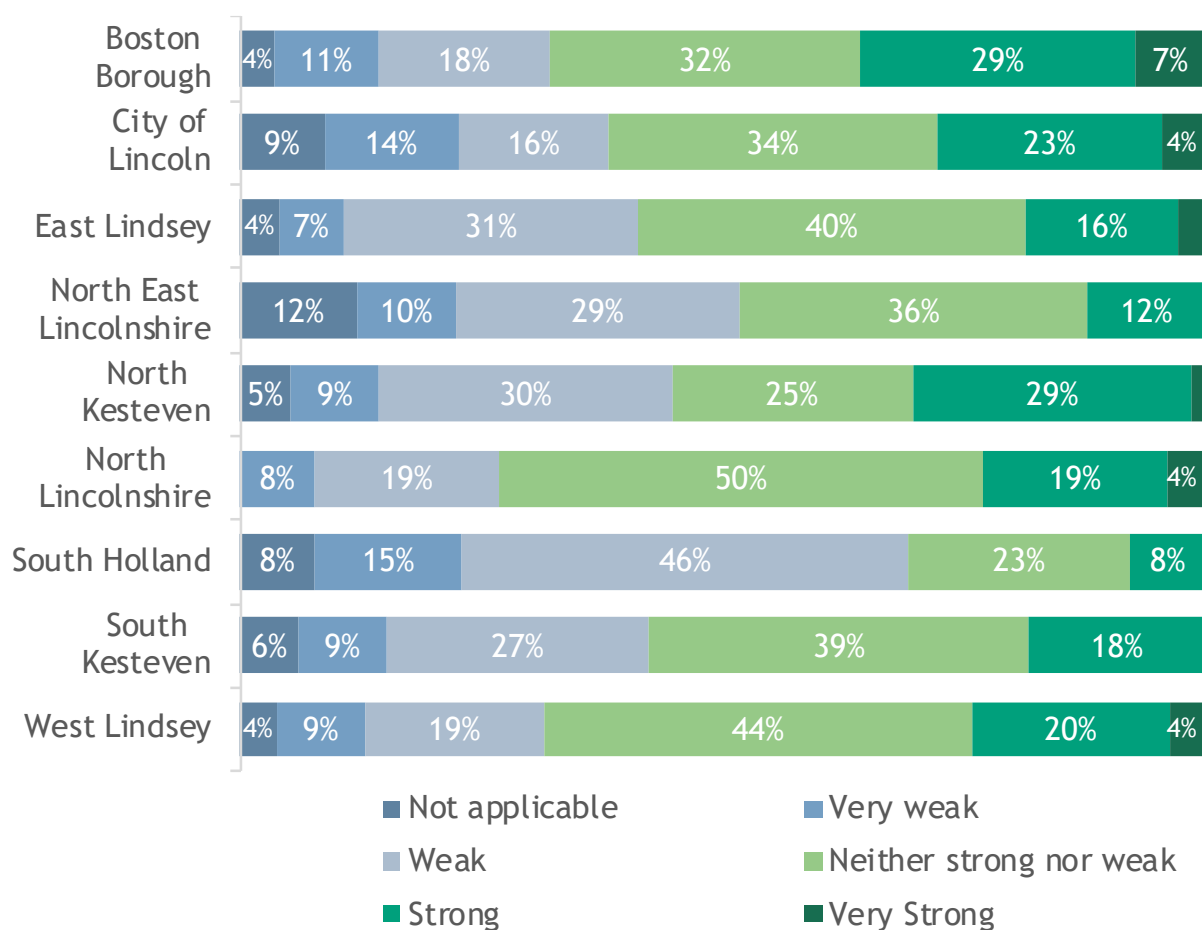
Relationship with local schools / FE colleges etc.



Relative ease of accessing training for their location

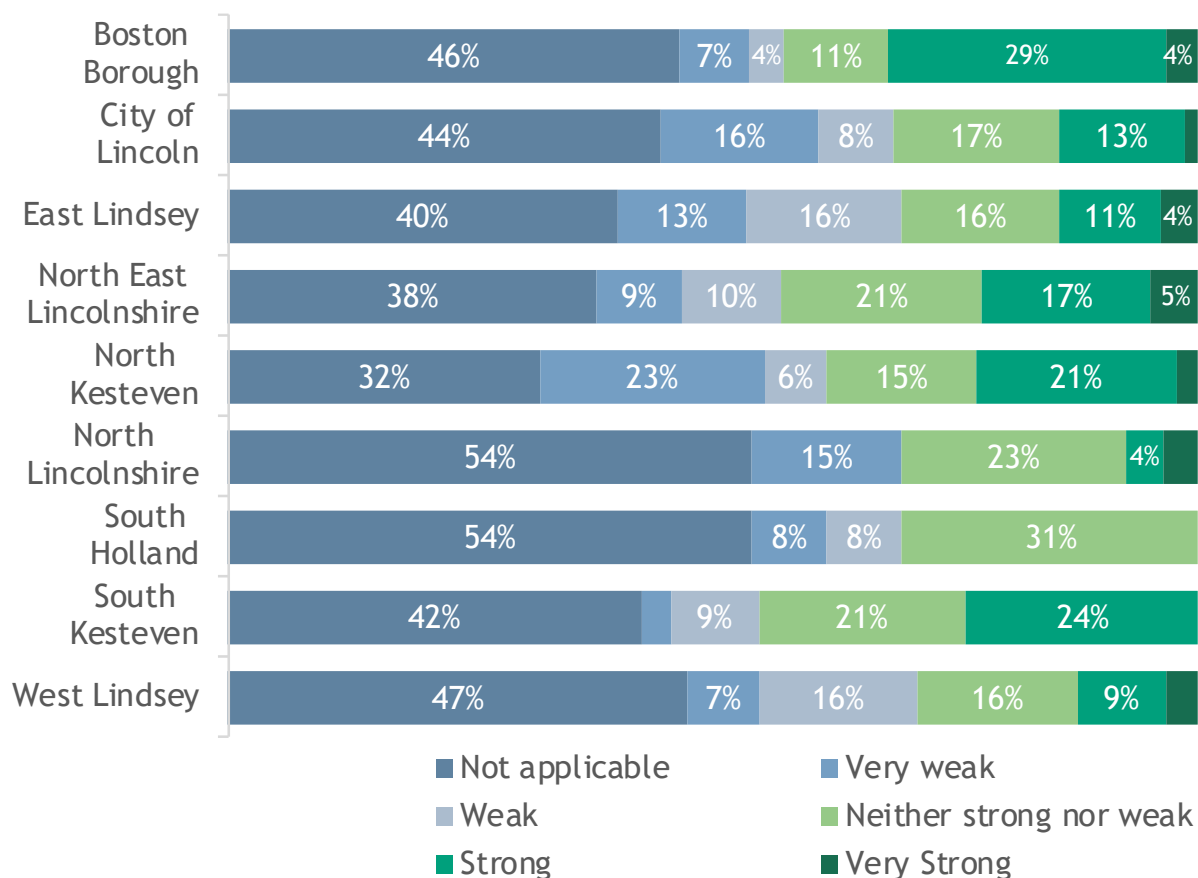


Quality of training for existing staff

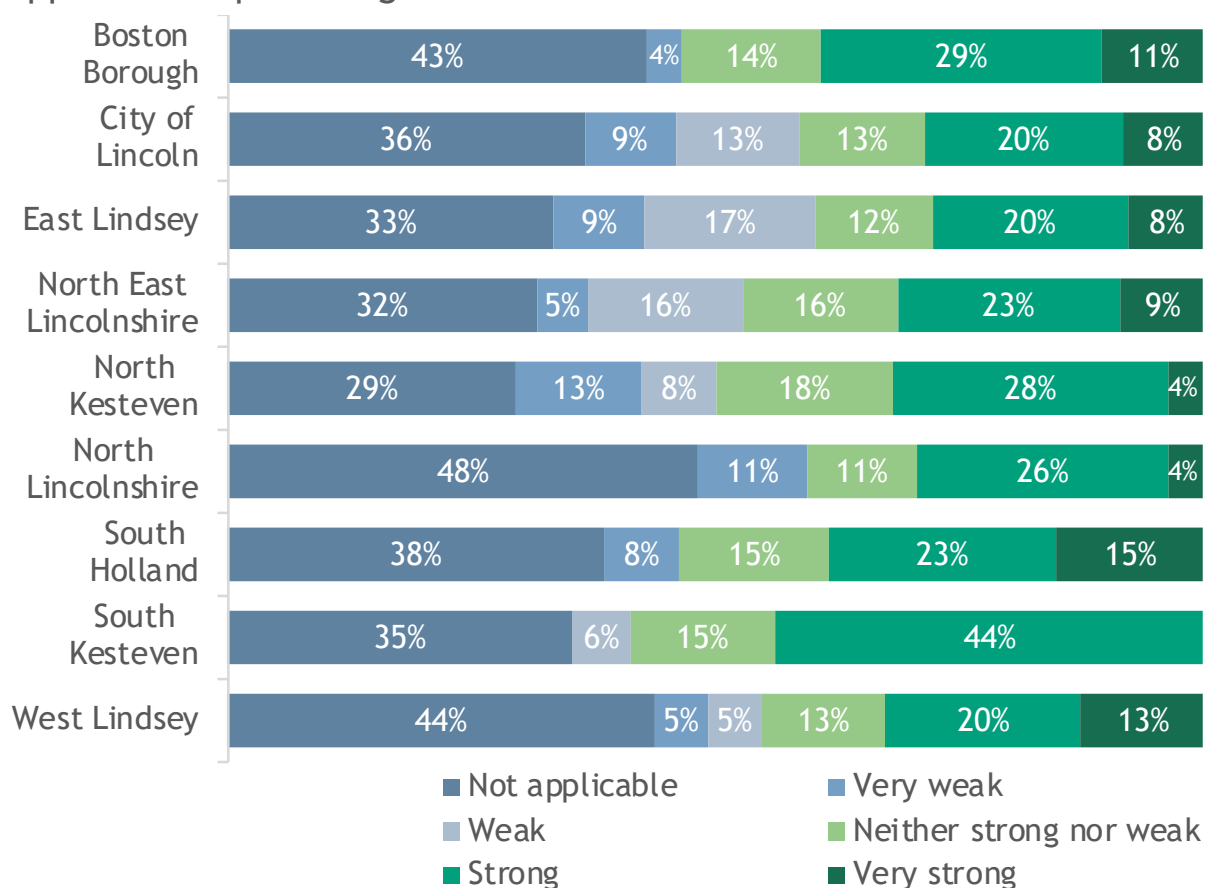


HOW DO YOU VALUE APPRENTICESHIPS? (489 RESPONSES)

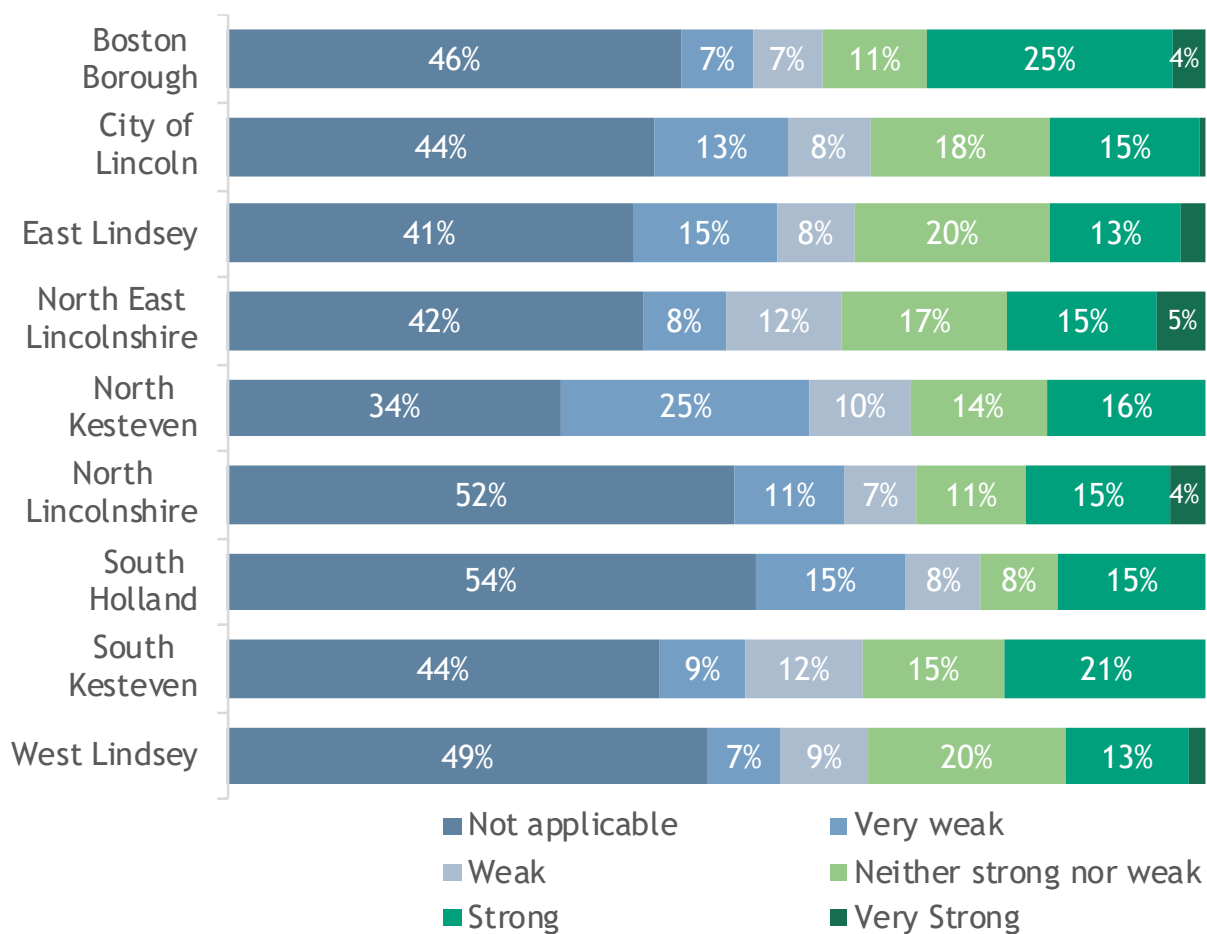
Quality of apprenticeship training



Apprenticeship training relevance



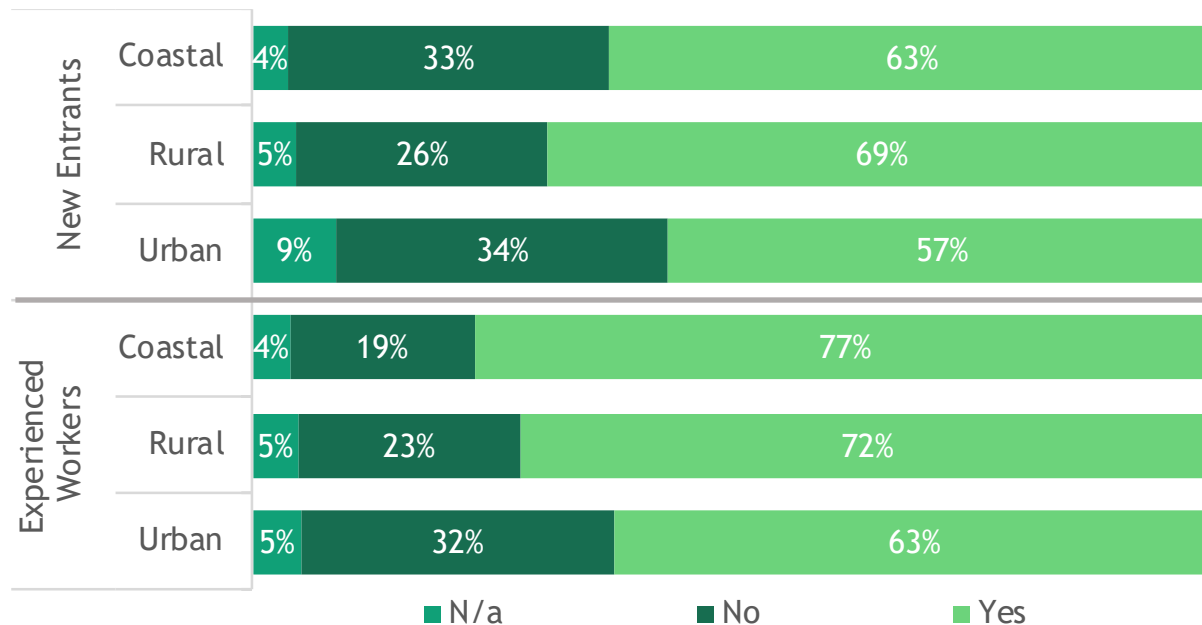
Quality of apprenticeship applicants



APPENDIX D - RESULTS BY LOCATION

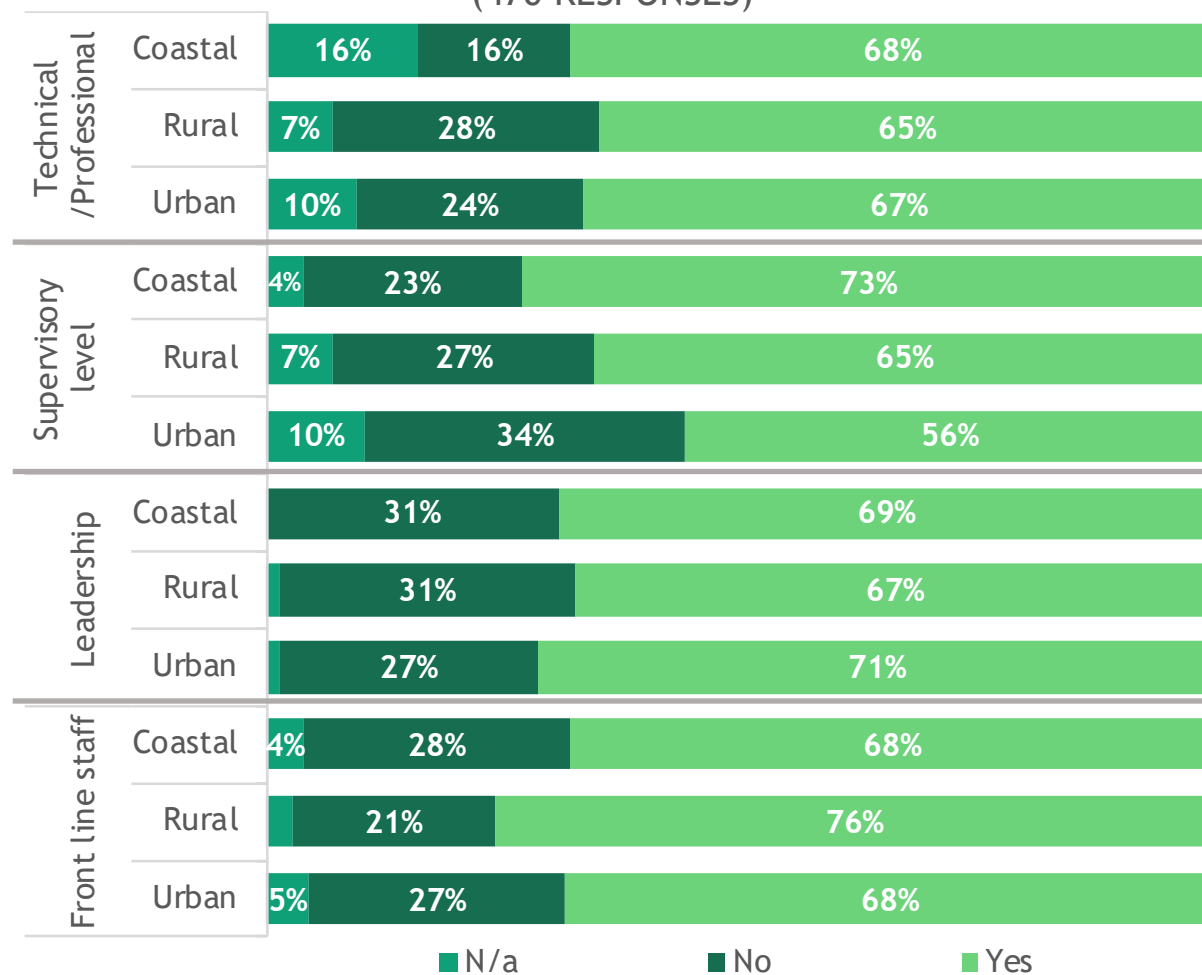
DO YOU ENCOUNTER SKILLS SHORTAGES WHEN RECRUITING?

(471 RESPONSES)

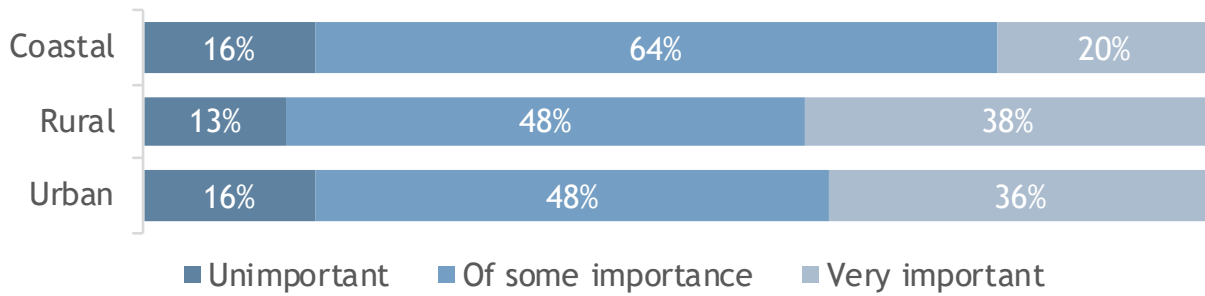


WHERE ARE SKILLS GAPS EXPERIENCED WITH EXISTING STAFF?

(470 RESPONSES)

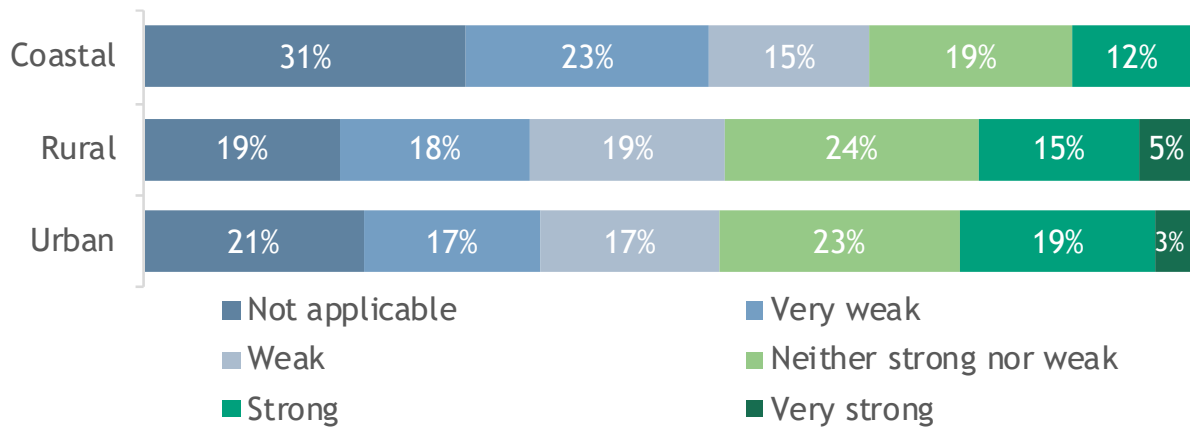


HOW IMPORTANT ARE QUALIFICATIONS? (464 RESPONSES)

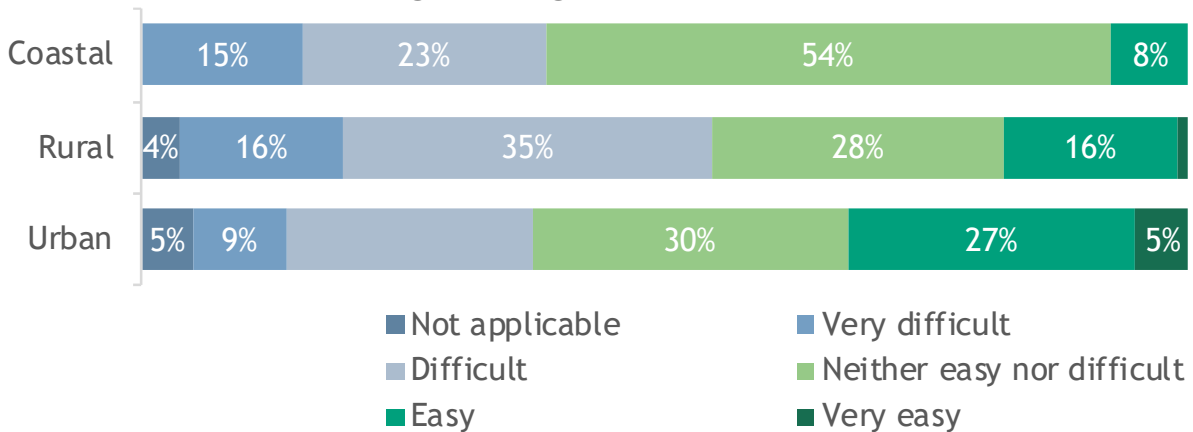


HOW DOES EXISTING TRAINING PROVISION SHAPE UP? (476 RESPONSES)

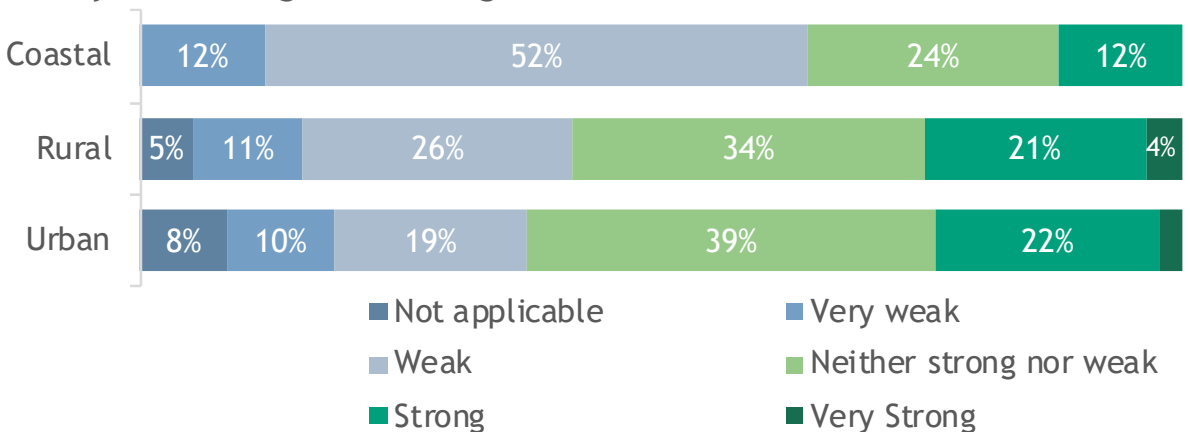
Relationship with local schools / FE colleges etc.



Relative ease of accessing training for their location

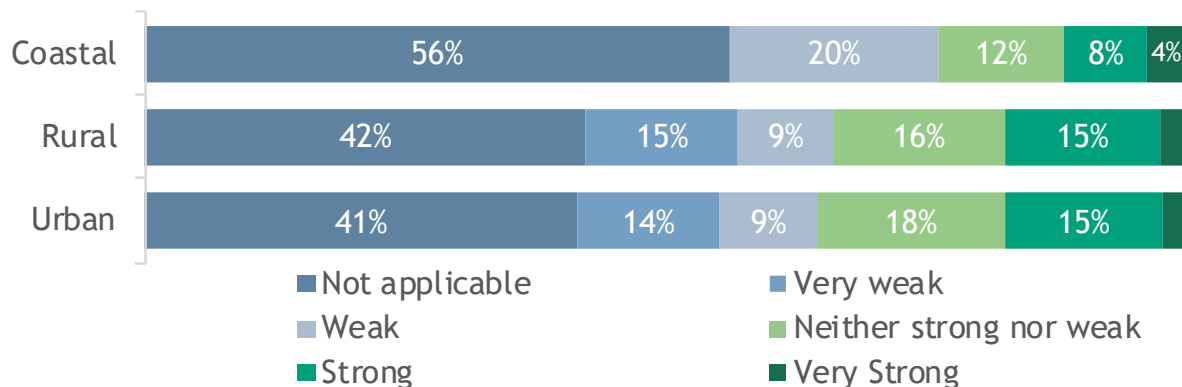


Quality of training for existing staff

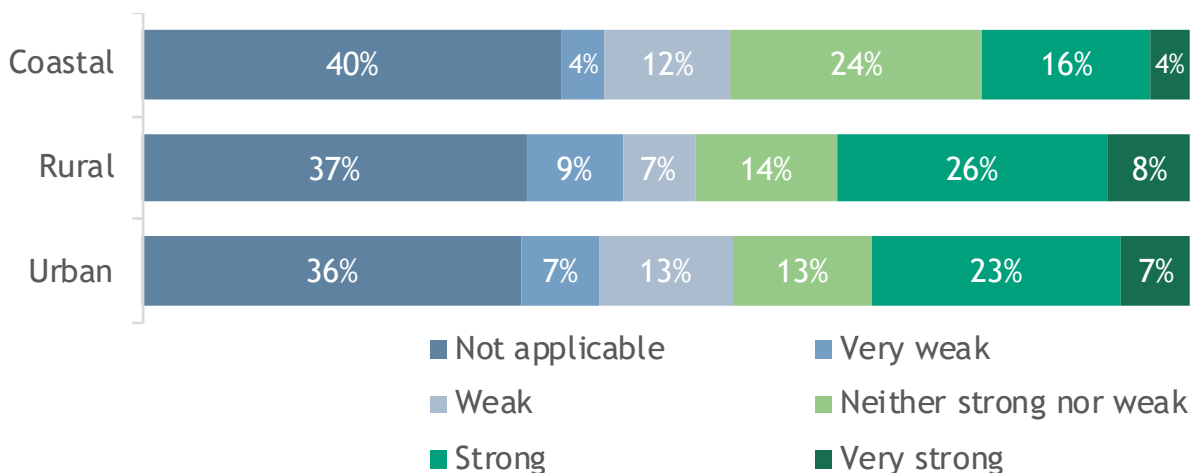


HOW DO YOU VALUE APPRENTICESHIPS? (478 RESPONSES)

Quality of apprenticeship training



Apprenticeship training relevance



Quality of apprenticeship applicants

