

# Business Skills and Training Survey: West of England 2018

**Help us ensure the future of skills in our region by taking part in the Business Skills and Training Survey 2018.

Skills West, a project delivered by Business West, would like to explore your organisation's general recruitment, skills and training needs in their annual Business Skills and Training Survey.

This is your opportunity to share your views and ensure that education and training provision in the West of England for your sector is responsive and relevant to business needs.

It will take less than 10 minutes to complete and every company that submits their responses will be entered in to a prize draw to win a team experience day.

*Data Protection Legislation* – This information will only be shared where the law allows it.  It may be shared with other organisations and the Department for Work & Pensions for administrative, statistical and research purposes, to inform careers and other guidance and to monitor progress.  For more detailed information on how we handle your personal information see the** [***ESFA: privacy notice***](https://www.gov.uk/government/publications/esfa-privacy-notice)**. Where you provide personal data to us, it is essential that you have the right to give us that personal data, and to allow us to use it as anticipated by the arrangements between us.  This includes where the personal data that you are providing relates to people other than yourself.  We will rely on you to make sure that you do have those rights.  Both we and you will comply with our obligations under all relevant laws and rules on data protection and privacy.**

### **1. We'd like to start by finding out some information about your business. \***

|  |  |  |
| --- | --- | --- |
| Company name   |

|  |
| --- |
|   |

\* |
| Postcode   |

|  |
| --- |
|   |

\* |
| Full name   |

|  |
| --- |
|   |

\* |
| Job title   |

|  |
| --- |
|   |

\* |
| Email address   |

|  |
| --- |
|   |

\* |
| Phone number   |

|  |
| --- |
|   |

\* |

### **2. How many people work in your business? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Under 5 |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | 5-9 |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | 10-24 |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | 25-49 |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | 50-249 |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | 250+ |

### **3. Does your business have a UK salary bill over £3 million? (This is relevant to the new Apprenticeship Levy). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |

### **4. Does your business sell its products or services to individuals or businesses from overseas? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |

### **5. Do you consider your business to be a social enterprise? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |

### **6. Do you consider your business to be part of the low carbon economy? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |

### **7. Which area(s) of the low carbon economy does your business belong to? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Circular economy |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Environmental products/services |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Research and development |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Innovation |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

**3. Recruitment**

We'd like to find out about your experience and methods of recruiting over the past 12 months.

### **8. What methods do you use to recruit? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Social media |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Recruitment websites |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Print advertising |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Company website |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Internal recruitment |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Recruitment agencies |

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Open days/job fairs |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Word of mouth |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Apprenticeship recruitment |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Graduate/College recruitment |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Department for Work & Pensions (DWP) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **9. Has your business recruited in the past 12 months? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |

### **10. In the last 12 months did you recruit any of the following? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Experienced/skilled workers |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Apprentices (up to level 3) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Higher apprentices (level 4 and above) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | University interns/placements |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | University graduates |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | School/college graduates - 18 years plus |

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | 16 -18 year olds not in training |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | People returning to work (e.g. after a career break, parental leave) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Paid seasonal contract staff |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Volunteers |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **11. Thinking back to your vacancies, were any of them difficult to fill? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |

**4. Recruitment**

### **12. Which types of roles were difficult to fill? (Please tick all that apply) \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Semi/unskilled |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Clerical/administration |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Sales/customer service |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Skilled manual/technical |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Professional/managerial |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **13. Why did you struggle to fill these roles? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Competition from other employers |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Low number of applicants with the required skills/qualifications |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Low number of applicants with the required attitude |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Low number of applicants with required experience |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Shift work/unsociable hours |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Remote location/poor public transport |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Short term/temporary contract |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Poor perception of industry (low wage, roles, life balance) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Brexit implications on EU workers |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Cost implications for employing foreign nationals |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **14. What changes are you making to address these recruitment issues? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Increasing salaries |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Increasing skills of existing staff into new roles |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Using new recruitment methods |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Developing apprenticeship programmes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Offering flexible working |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Training less qualified recruits |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Bringing in contractors or sub-contracting out work |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Recruiting workers who are non-UK nationals |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Working with under-represented groups (please specify below) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Nothing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **15. What do you feel are the biggest barriers to people choosing a career in your sector? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Poor perception of the industry |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Lack of understanding of the industry |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Lack of training available locally |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Competition from other sectors |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Unclear career progression routes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Unclear entry routes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

**5. Skills and Training**

We'd like to find out more about your skills and training needs for 2018. The following questions will dive deeper into your specific sectors requirements.

### **16. Please tell us how important each of the following skills are to your business. 1 is not important and 3 is very important.**

|  | 1 Not important | 2 Important | 3 Very important |
| --- | --- | --- | --- |
| Communication (oral and written) | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Problem solving | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Numeracy and analytical | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Team working | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Customer service | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Project management and planning | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Presentation and facilitation skills | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Marketing and sales | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Leadership and management | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Foreign languages | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Digital competency (IT/digital marketing/social media) | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Financial management/budget control | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Other (specific software skills/use of machinery/hardware) | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |

### **17. Which of the following best reflects the sector your business operates in? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Advanced engineering and aerospace |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Construction |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Creative and digital |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Distribution |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Health and life sciences / Care |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | High-tech |

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Professional and financial services |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Retail |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Rural / food economy |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Visitor economy |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other |

### **18. What is your area of business? \***

|  |
| --- |
|   |

### **19. In which area of advanced engineering and aerospace do you operate? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Assembly |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Components |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Composites |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Design |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Electrical/electronics |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Manufacturing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Mechanical |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Research and development |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **20. In which of the following areas do you have skills shortages? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Technical skills (please provide further details below) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Technical sales (please provide further details below) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Quality management |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Project Management |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Machine operation/maintenance |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of the above |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

If technical skills or technical sales please provide further details here:

|  |
| --- |
|   |

### **21. In which area of the construction sector does your business operate? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Commercial |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Domestic |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Industrial |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Public/private housing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Public realm/non-housing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Trades (please specify below) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Infrastructure |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

Comments:

|  |
| --- |
|   |

### **22. In which of the following areas do you have skills shortages? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Senior executives, project managers and business process managers |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Construction managers |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Trades people; plasterers, bricklayers, painter and decorators, roofers (please specify below) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Wood trades/interior fit out |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Civil engineers |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Quantity surveyors/land surveyors |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Architects |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Plant operatives |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Plumbing/electrical |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other skilled construction staff (please specify below) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Non-construction professionals, technical, IT & other office based staff |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of the above |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

If trades people or other skilled construction staff, please specify:

|  |
| --- |
|   |

### **23. If you employ sub-contractors do you offer them training? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | We don't employ sub-contractors |

### **24. In which area of the creative and digital sector does your business operate? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Arts, heritage and culture |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Advertising/marketing and communications/PR |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Animation/VFX |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Fashion |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Film/TV/screen production |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Games/virtual reality |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Music and other artistic production |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Photo imaging |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Publishing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Theatre and performance |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **25. What software systems do you use, if any?**

|  |
| --- |
|  |

### **26. In which of the following areas do you have skills shortages? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Web development |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Design |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Data and analysis |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Content production/writing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Programming |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Languages |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of the above |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **27. If you offer training to freelancers who pays for this training? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | The freelancer |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Your organisation |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | It varies or can be split between both |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | We don't employ freelancers |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | We employ freelancers but don't offer training |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **28. In which areas of the distribution or logistics sector do you operate? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Freight transport (air, sea, rail) and road haulage |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Maritime and port operations |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Postal and courier activities |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Warehousing, storage and handling |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **29. In which of the following areas do you have skills shortages? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | HGV driving |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | FLT driving |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Health and safety |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Commercial |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Logistics engineering |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Procurement |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Business improvement |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of the above |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **30. In which area of the high tech sector does your business operate? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Artificial intelligence |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Biotechnology |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Bioinformatics |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Cloud computing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Computer engineering |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Electrical and electronic engineering |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Information technology |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Fintech |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Medical technology |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Nanotechnology |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Photonics |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Robotics |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Semiconductors |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Telecommunications |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **31. Which of the following technical roles are you looking to fill in the next 12 months? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Analyst |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Consultant |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Data specialist |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Developer |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Project manager |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | UX specialist |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Network engineer |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Service engineer |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Software engineer |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Technical architect |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **32. If you offer training to contractors who pays for this training? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | The contractor |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Your company |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | It varies or can be split between both |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | We don't employ contractors |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | We employ contractors but don't offer training |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **33. In which area of the professional and financial services sector does your business operate? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Accountancy |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Banking |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Insurance |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Financial services |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | HR and recruitment |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Management consultancy |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Property services |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **34. In which of the following areas do you have skills shortages? (Please tick all that apply) \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Compliance and regulation |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Customer service/engagement |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Data management |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Digital technology (software/content development/IT infrastructure/security) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Risk management |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Sales and customer service |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Management/strategy planning |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of the above |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

Comments:

|  |
| --- |
|   |

### **35. In which area of the retail sector do you operate? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Department store |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Electronics (e.g. mobiles, computers, tv) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Fashion/footwear |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Gifts/arts |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Health/beauty |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Household |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Online/ecommerce |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Sports and leisure |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Supermarket/grocery |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Specialist store |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **36. In which of the following areas do you have skills shortages? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Product knowledge |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Electronic point of sale technology |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Merchandising |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Sales and marketing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Sales processing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Negotiating |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Stock control/warehousing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Digital technology |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of the above |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **37. If you sell online what problems or skills issues do you face? (Please tick all that apply) \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Technical support |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Knowledge of platforms |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Design/content production |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Software development |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | We don't sell online |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of the above |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **38. In which area of the visitor economy sector does your business operate? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Events/festivals |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Hospitality services |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Restaurants/cafes/bars |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Visitor attractions |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Visitor services |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Visitor accommodation |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **39. In which of the following areas do you have skills shortages? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Health and safety |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Food safety |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Food service/customer service |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Chef/craft skills |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Cost control |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Stock management |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of the above |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **40. In which area of the health and life sciences sector does your business operate?**

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Hospital trust/private |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Adult social care |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Social work |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Health and wellbeing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Medical manufacturing |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Dentistry |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Health tech development |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Sport and active leisure |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **41. What specific technology skills are required by your organisation now and in the future? (Please tick all that apply).**

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Web development |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | App development |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Data analytics/big data |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Software engineering |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Artificial intelligence |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Cyber security |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Machine learning |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Computer science |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Cloud infrastructure/architecture |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | General ICT skills (e.g. word processing, spreadsheets) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

**16. Training and Development**

### **42. Which of the following does your business have? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | A staff training and development plan |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | A budget for training |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | An equality and diversity policy |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | An annual appraisal process |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of these |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **43. Have any of your staff undergone any form of training during the last 12 months? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |

### **44. Which of the following do you use when training staff? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | In-house (staff/trainers) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Commercial training (paid short courses) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Local Independent training provider (part funded training for apprenticeships/traineeships) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Colleges/Universities |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Free online courses |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Paid for online courses |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Trade bodies, business networks, professional services |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

Which training providers do you work with?

|  |
| --- |
|   |

### **45. Are you satisfied with your training provider?**

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |

### **46. What barriers, if any, have prevented your business providing training? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No budget |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Cost of training outside of budget |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Time to release staff for training |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Quality of available training (please provide details below) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Availability of training (please provide details below) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Concerns over investing in staff who may not stay |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

If quality of available training or availability of training, please provide details.

|  |
| --- |
|   |

**19. Apprenticeships**

As apprenticeships are currently undergoing huge reforms in the UK, we'd like to understand if and how you use them.

### **47. Have you used apprenticeships in your business to: \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Recruit new staff (of all ages) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Upskill existing staff |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Neither |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |

### **48. Which roles do you use apprentices or apprenticeship training for in your business? (Please tick all that apply). \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Semi/unskilled |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Clerical/administration |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Sales/customer service |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Skilled manual/technical |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Professional/managerial |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **49. What are the main reasons for not using an apprentice? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Lack of knowledge |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Lack of time |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Heard negative stories |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Presume not available to my sector |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Perceived cost |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **50. How knowledgeable are you about the following aspects of apprenticeships?**

|  | Very knowledgeable | Some knowledge | No knowledge |
| --- | --- | --- | --- |
| Apprenticeship Levy | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Apprenticeship standards and levels | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Grants and funding to support apprenticeships | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Using apprenticeships to upskill existing staff | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |
| Changes in apprenticeship age restrictions | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   |

### **51. Do you have any other comments or questions you would like to add about apprenticeships?**

|  |
| --- |
|   |

**22. Supporting the future workforce**

We'd like to understand how you work with schools and education providers in the region.

### **52. Does your business engage with schools, colleges or other education and training providers? \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | No |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Don't know |

### **53. Which of the following activities do you currently engage in? (Please tick all that apply) \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Work placements: short 1-4 weeks |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Work placements: extended 1-3 months or long term |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Traineeships: 6 weeks to 6 months (pre-apprenticeship training) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Paid internships |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Workplace visits |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Careers fairs and advice/talks |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Industry projects to students |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Mock interviews/offering CV advice |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Being a school/college governor |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Mentoring educational staff or students |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Contribution and/or co-design to curriculum |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | None of the above |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Other (please specify):

|  |
| --- |
|   |

 |

### **54. Do you have any suggestions or further comments on any of the issues and challenges raised in our survey?**

|  |
| --- |
|   |

### **55. Funding is available in the region for upskilling existing staff and taking on new apprentices. If this would be of interest to you please tick the box:**

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Yes |

### **56. For admin purposes: form completion method \***

|  |  |
| --- | --- |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Online (self-completed) |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Phone |
| https://app.smartsurvey.co.uk/images/ico/print/checkbox.png   | Face-to-face meeting |