

# Future Skills for Dover 2016

A Report Prepared for the Dover Business Forum

**By**

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## Introduction

Choosing a career is never easy, particularly if you don't really know what opportunities are out there. This paper aims to provide a window into potential job opportunities in Dover and across East Kent as a whole, not just now but over the next 15 years.

The paper builds on a detailed analysis of the latest East Kent economic and labour market intelligence and a balanced set of measures that look at scale, growth prospects and strategic importance to identifying key employment sectors and occupations for the future.

There are three main sections to the paper:

**Section 1** outlines the context of growing dynamism in the Dover and East Kent economy, current business and job opportunities and forecasts for the future.

**Section 2** highlights 40 occupations in 10 key sectors that are likely to be areas of significant employment demand in Dover and East Kent over the next 10-15 years.

**Section 3** provides a spotlight focus on a selection of employment opportunities and talks to local people in those roles about how they got there, what it's like and how they are continuing to learn and develop.

## 1. Businesses in Dover and East Kent

The Dover District is home to over 3,000 businesses employing an estimated 32,000 people.

**Fig 1.1: Business Population**

	Dover	East Kent
<b>Enterprises</b>	3,220	25,185
<b>Local Units</b>	3,930	30,240
<b>Employment</b>	32,100	265,600

Sources: ONS UK Business Counts 2015 & BRES 2015

Dover is also part of a wider East Kent<sup>1</sup> economy featuring over 25,000 businesses and more than a quarter of a million workers. The Dover and East Kent labour markets were squeezed by the recession of 2008/9 and took a while to recover. However, between

2012 and 2015 employment in Dover increased by 8% and over 2,000 additional jobs were created.

Looking just at the industrial profile of the District it is estimated that at least a further 1,000 jobs will be created over the next 5-6 years (by 2022) and another 2,000 by 2030.

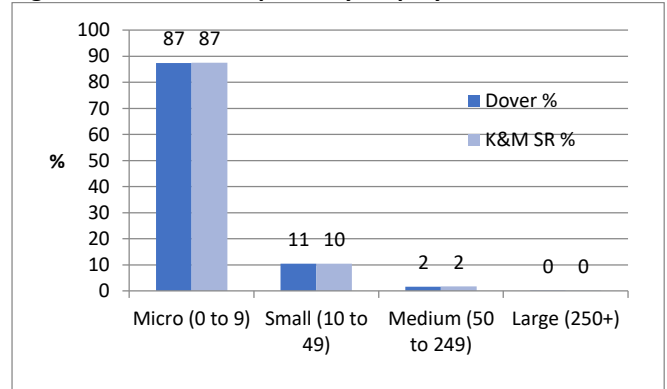
However, there is also significant development scheduled for Dover during this time that will not have been incorporated into the employment projections, including plans for 10,000 new homes, the redevelopment of the town centre (St. James quarter), the development of the Western Docks and the continued growth of Discovery Park in Sandwich as a science, technology and innovation centre for Kent and Medway.

Across East Kent as a whole, nearly 11,000 additional jobs were created between 2012 and 2015. The industrial profile of the area suggests that another 11,000 jobs will be created by 2022 and a further 16,000 by 2030.

### Small businesses and large opportunities

Across most areas of the UK, the vast majority of businesses are micro-businesses with fewer than 10 staff. Dover and East Kent are no exception.

**Fig 1.2: Business enterprises by employment size**



Source: ONS UK Business Counts (2013)

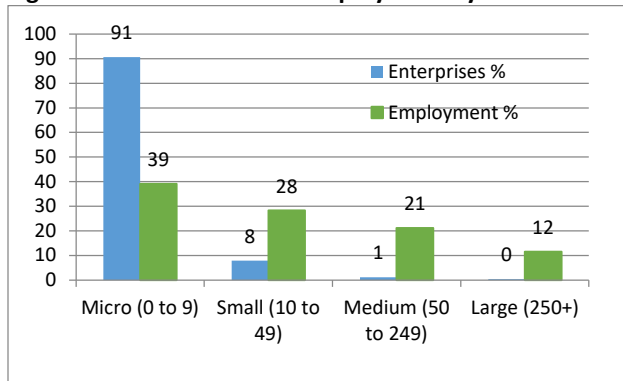
However, medium and larger businesses (those employing 50 or more people), whilst smaller in number, represent more than a third of both current and future employment opportunities (see Figure 1.3, overleaf).

Like East Kent as a whole, Dover is also a good place to start a business, with between 300 and 400 business 'births' each year and business survival rates higher than

<sup>1</sup> Ashford, Canterbury, Dover, Shepway, Swale and Thanet Local Authority areas

the national average.<sup>2</sup>

**Figure 1.3: Businesses and employment by size - Dover<sup>3</sup>**



Source: UK Business Counts 2014 and BRES 2014

### Business Sectors

Figures 1.4 and 1.5 highlight the diversity of employment in the Dover and East Kent areas. Employment figures in each sector have been rounded to the nearest 100.

**Figure 1.4 Employment by Sector in Dover**

Dover Sector	Employment	Local Index
Agriculture and land based*	100	NA
Engineering	1,000	1.0
Other Manufacturing	1,600	1.1
Construction	1,200	1.0
Civil engineering	100	0.6
Energy	<100	0.0
Water & sewerage	<100	0.1
Recycling & waste management	300	1.9
Motor vehicle trade	800	1.3
Retail	3,000	1.0
Wholesale	800	0.6
Transport & Logistics	3,900	2.7
Tourism, Accommodation & Food	2,800	1.2
ICT	200	0.3
Media	100	0.3
Lifesciences	900	2.7
Finance	500	0.4
Business Services	2,300	0.5
Public admin	2,100	1.5
Education	3,800	1.3
Health	1,200	0.5
Social Care	2,600	1.4
Leisure services	900	1.2
Other services	2,000	0.9
<b>Total</b>	<b>32,100</b>	

Source: ONS BRES 2015. \*Farm based agriculture not included.

The Local Index column shows whether there is more or less employment locally in the sector than you might expect from the national (Great Britain) average. An index value greater than 1 highlights particular local employment strengths.

Comparison of Figures 1.4 and 1.5 shows that Dover has many similarities in its business and employment strengths to the wider East Kent economy. However, employment in the energy and retail sectors are stronger across East Kent as a whole whilst the prominence of the transport and logistics sector is less marked.

**Figure 1.5 Employment by Sector across East Kent**

EK Sector	Employment	Local Index
Agriculture and land based*	700	NA
Engineering	7,200	0.8
Other Manufacturing	9,800	0.8
Construction	10,800	1.1
Civil engineering	1,200	0.7
Energy	1,500	1.4
Water & sewerage	200	0.3
Recycling & waste management	2,000	1.6
Motor vehicle trade	5,500	1.2
Retail	31,700	1.2
Wholesale	10,300	1.0
Transport & Logistics	16,900	1.4
Tourism, Accommodation & Food	23,200	1.2
ICT	3,800	0.5
Media	1,100	0.4
Lifesciences	3,600	1.3
Finance	5,400	0.5
Business Services	26,800	0.8
Public admin	11,600	1.0
Education	35,100	1.4
Health	16,700	0.8
Social Care	18,400	1.2
Leisure services	6,200	1.0
Other services	15,700	0.9
<b>Total</b>	<b>265,600</b>	

Source: ONS BRES 2015. \*Farm based agriculture not included.

### Employment Forecasts

The majority of local job opportunities in any one year are replacements for staff who move on to new sectors or occupations or retire. The current profile of employment is therefore a useful guide to future opportunities. Nevertheless, some sectors are also

<sup>2</sup> See State of the District 2015. <http://www.dover.gov.uk/Corporate-Information/Facts-and-Figures/State-of-the-District.aspx>

<sup>3</sup> Employment figures by size have been estimated using mid-points in employment bands. Narrower bands than illustrated were used for the calculations.

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growing and this will provide additional local career opportunities in the future.

Figure 1.6 highlights that in Dover there has been significant growth in the business services, tourism and transport & logistics sectors since 2012 as well as in education and other services.

**Figure 1.6 Employment Dynamics by sector - Dover**

Broad Sector	Trend 2012- 2015	Forecast 2016- 2022	Forecast 2016- 2030
Agriculture and land based*	+100	-	-
Engineering	+100	-100	-300
Other Manufacturing	+100	-100	-200
Construction	+100	+100	+300
Civil engineering	-	-	-
Energy	-	-	-
Water & sewerage	-	-	-
Recycling & waste man.	+200	-	+100
Motor vehicle trade	-	-	-
Retail	-200	+100	+200
Wholesale	+100	-	-
Transport & Logistics	+300	+400	+900
Tourism, Accom. & Food	+400	+300	+800
ICT	+100	-	+100
Media	-100	-	-
Lifesciences	-	-	+100
Finance	-	-	-
Business Services	+600	+200	+400
Public admin	+500	-	-
Education	+400	-	-
Health	-	+100	+200
Social Care	-500	+100	+200
Leisure services	-	+100	+100
Other services	+700	+100	+300
<b>Total</b>	<b>+2,400</b>	<b>+1,300</b>	<b>+3,300</b>

Source: ONS BRES 2012-2015 and estimations based on UKCES Working Futures Model 2016-2022. \*Farm based agriculture not included.

Figure 1.7 highlights that, across East Kent as a whole, the same broad sectors have experienced the largest growth in employment in 2012-2015. Looking forward, however, business services and the construction sector are also expected to grow quite significantly.

In both figures, the 2016-2022 forecast column highlights what might happen if each sector locally reflects forecasts for that sector regionally over the next 6 years. The 2016-2030 column highlights what would happen over the next 14 years if the shorter term trends continue.

Engineering and manufacturing are forecast regionally

and nationally to decline slightly in terms of employment.

However, it is worth noting that in recent years engineering has bucked this trend in both Dover and East Kent as a whole and this may well continue. Interviews with engineering businesses for the Kent and Medway Workforce Skills Evidence Base highlight that the sector is relatively optimistic locally about future business and employment prospects.

**Figure 1.7 Employment Dynamics by sector – East Kent**

Broad Sector	Trend 2012- 2015	Forecast 2016- 2022	Forecast 2016- 2030
Agriculture and land based*	+400	-	-
Engineering	+200	-900	-2,000
Other Manufacturing	-700	-500	-1,200
Construction	+900	+1,200	+3,100
Civil engineering	-200	+200	+500
Energy	-	+100	+300
Water & sewerage	-200	-	-
Recycling & waste man.	+500	+200	+600
Motor vehicle trade	-100	+100	+300
Retail	-800	+900	+2,200
Wholesale	+1,000	+200	+500
Transport & Logistics	+1,600	+1,600	+4,100
Tourism, Accom. & Food	+4,100	+2,600	+6,400
ICT	+800	+500	+1,300
Media	-400	-	-
Lifesciences	-300	+100	+300
Finance	-300	+100	+300
Business Services	+2,800	+2,000	+4,800
Public admin	+1,000	-	-100
Education	+3,000	-200	-400
Health	+600	+1,000	+2,300
Social Care	-3,500	+500	+1,100
Leisure services	-	+400	+900
Other services	+700	+900	+2,200
<b>Total</b>	<b>+10,800</b>	<b>+11,100</b>	<b>27,500</b>

Source: ONS BRES 2012-2015 and estimations based on UKCES Working Futures Model 2016-2022. \*Farm based agriculture not included.

Figures 1.8 (overleaf) shows an estimate of current employment by occupational group, given the industrial profile of East Kent's employment.

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**Figure 1.8: Employment by Occupational Group (East Kent)**

	Estimated Employment 2016
Corporate managers and directors	20,900
Other managers and proprietors	9,700
Science, research, eng & tech profs	14,600
Health professionals	11,200
Teaching and educational profs	16,700
Business, media and public serv profs	13,800
Science, research, eng & tech assoc profs	4,000
Health and care assoc profs	2,800
Protective service occupations	4,400
Culture, media and sports occs	4,700
Business and public service associate professionals	19,200
Administrative occupations	20,500
Secretarial and related occupations	7,700
Skilled agricultural and related trades	1,500
Skilled metal, elec & electronic trades	9,200
Skilled constr. and building trades	6,400
Textiles, printing and other trades	5,400
Caring personal service occupations	23,100
Leisure, travel & related service occs	6,500
Sales occupations	16,300
Customer service occupations	5,100
Process, plant and machine ops	3,600
Transport and mobile machine drivers and operatives	10,200
Elementary trades and related occs	3,500
Elementary admin and service occs	24,800
<b>Total</b>	<b>265,600</b>

Source: Estimations based on ONS BRES 2015 and UKCES Working Futures.

Figure 1.9 highlights that there will be local opportunities in every occupational group over the next 14-15 years, particularly as a result of the need to replace the staff who retire from employment.

**Figure 1.9 Forecast Employment by Occupational Group (East Kent)**

	Estimated Replacement Demand to 2030	Estimated Growth demand to 2030
Corporate managers and directors	+11,300	+5,800
Other managers and proprietors	+6,800	+2,200
Science, research, eng & tech profs	+6,600	+3,000
Health professionals	+6,600	+2,400
Teaching and educational profs	+10,300	+1,900
Business, media and public serv profs	+8,400	+3,300
Science, research, eng & tech associate professionals	+1,800	+300
Health and care assoc profs	+1,600	+800
Protective service occupations	+1,600	-400
Culture, media and sports occs	+2,800	+1,000
Business and public service associate professionals	+10,400	+4,600
Administrative occupations	+12,000	-2,900
Secretarial and related occupations	+4,800	-7,900
Skilled agricultural and related trades	+1,100	+200
Skilled metal, elec & electronic trades	+4,100	-1,600
Skilled constr. and building trades	+2,900	+600
Textiles, printing and other trades	+2,300	-3,300
Caring personal service occupations	+14,800	+6,400
Leisure, travel & related service occs	+4,400	+1,100
Sales occupations	+7,900	-1,600
Customer service occupations	+2,500	+1,400
Process, plant and machine ops	+1,300	-1,800
Transport and mobile machine drivers and operatives	+6,200	+500
Elementary trades and related occs	+1,500	-400
Elementary admin and service occs	+13,300	+2,700
<b>Total</b>	<b>+146,200</b>	<b>+24,900</b>

Source: Estimations based on ONS BRES 2015 and UKCES Working Futures.

### Key Local Developments

Whilst the employment growth forecast for Dover and East Kent is significant, it may still be an underestimate. As one member of the Dover Business Forum put it:

*“Dover has been ‘happening’ for years – and now it really is, meaning that there are now many local employment opportunities coming up for people, if they know about them and are able to access them. You can see this in broad subjects like business admin and logistics, but also in science at Discovery Park, which is also really taking off now.”*

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There are a wide range of local developments and initiatives that could substantially increase the number of career opportunities locally over the next few years. Perhaps the most significant ones are:

- **House building:** 10,000 new houses are planned by 2026. Dover is the fastest growing District in terms of housing in East Kent. In the short term this will boost construction employment, but there will also be a more general uplift to demand in the local economy too, in terms of the services required to support new residents (e.g. retail, education etc).
- **St James Retail and Leisure development** in Dover town centre the leisure and retail offer in Dover, with a six screen Cineworld cinema, 108-bed Travelodge hotel and 16,000 sq. ft. M&S Simply Food store, along with a mix of retail and restaurant/café units. Legal and General have just committed to a £50m investment in the project and an estimated 580 new jobs will be created across the project.
- **Port of Dover Western Docks Revival** will create 600 jobs in areas like logistics, many of which (eg freight forwarders) can be hard to recruit in Dover. This also opens up the possibility for further waterfront regeneration opportunities which could bring further in the way of hotels and restaurants, for example.
- **Discovery Park** will continue to be a focus for inward investment and new business start-ups in science and technology; 22 new companies have come in over the last year, and existing ones have expanded.
- Projects at **Betteshanger** are expected to bring nearly 1,000 jobs into the area around the former colliery. The Sustainable Parks project is building a new Visitor and Conference Centre incorporating a Green Energy Centre and the Kent Mining Museum, and the Betteshanger Business project is creating a low carbon and sustainable business and education park for companies in life sciences and green technologies.

## 2. Top 40 Prospects

We analysed the latest sector and local labour market intelligence to highlight the top 40 jobs of the future for Dover and the East Kent area.

Our analysis looked at a balanced set of measures to identify future employment and career opportunities. For business sectors, the measures included scale, local prominence, contribution to the economy, growth trends, employment forecasts and current skills shortages. For occupational groups we also looked at replacement demand (retirement rates) and which jobs paid well.

Jobs and occupations often cross business sectors, but many are also more closely linked with one sector than the rest. Here, we have grouped the top 40 jobs into the 12 key sectors they are most commonly found in; sectors that are all important within the Dover economy.

### Business Services

#### 1131 Financial managers and directors

Help formulate strategic and long-term business plans, assessing implications for the organisation's financial mechanisms; plans external and internal audit programmes and arranges for the collection and analysis of accounting, budgetary and related information.

#### 3543 Marketing Associate Professionals

Marketing associate professionals assist in the development and implementation of projects which aim to elicit the preferences and requirements of consumers, businesses and other specified target groups so that suppliers may meet these needs.

#### 3562 Human Resources and Industrial Relations Officers

Human resources and industrial relations officers conduct research and advise on recruitment, training, staff appraisal and industrial relations policies and assist specialist managers with negotiations on behalf of a commercial enterprise, trade union or other organisation

### Construction

#### 2121 Civil engineers

Civil engineers undertake research and design, direct construction and manage the operation and maintenance of civil engineering structures, including large buildings and transport infrastructure.

#### 5241 Electricians and electrical fitters

Electricians and electrical fitters assemble parts in the manufacture of electrical and electronic equipment, and install, maintain, and repair electrical plant, machinery, appliances and wiring.

#### 5315 Carpenters and joiners

Carpenters and joiners construct, erect, install and repair wooden structures and fittings used in internal and external frameworks and cut, shape, fit and assemble wood to make templates, jigs, scale models and scenic equipment for theatres.

### Education

#### 2314 Secondary education teaching professionals

Secondary (and middle school deemed secondary) education teaching professionals plan, organise and provide instruction in one or more subjects, including physical education, within a prescribed curriculum.

#### 2315 Primary and nursery education teaching professionals

Primary (and middle school deemed primary) and nursery education teaching professionals plan, organise and provide instruction to children at all levels up to the age of entry into secondary education.

#### 6126 Educational support assistants

Educational support assistants work with teachers to provide one-to-one support for children with particular learning needs

### Engineering and technology

#### 1121 Production Managers and Directors in Manufacturing

Production managers and directors in manufacturing plan, organise, direct and co-ordinate the activities and resources necessary for production in manufacturing industries including the maintenance of engineering items, equipment and machinery.

#### 2126 Design and development engineers

Design and development engineers draw up engineering designs from product ideas or given requirements in mechanical, electrical and electronic engineering.

#### 2127 Production and process engineers



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Production and process engineers manage and improve production programmes to ensure cost-effectiveness and efficiency.

### 3113 Engineering technicians

Engineering technicians assist engineers with the design, development, operation, installation and maintenance of engineering systems. This may include setting up equipment, preparing estimates of materials required and diagnosing and detecting faults.

### 5223 Metal working production and maintenance fitters

Metal working production and maintenance fitters erect, install and repair electrical and mechanical plant and industrial machinery, fit and assemble parts and subassemblies and test and adjust new motor vehicles and engines.

## Energy

### 1123 Production Managers in Mining and Energy

Production managers and directors in mining, energy and water supply plan, organise, direct and co-ordinate the activities and resources necessary for the extraction of minerals and other natural deposits and the production, storage and provision of gas, water and electricity supplies.

### 2123 Electrical Engineers

Electrical engineers undertake research and design, direct construction and manage the operation and maintenance of electrical equipment, power stations, building control systems and other electrical products and systems.

### 2424 Business and Financial Project Managers

Job holders in this unit group manage and oversee major projects across all sectors of modern industry, commerce and the public sector, in areas such as e-commerce, business analysis, finance, product development, marketing, human resources.

## Information and Communications Technology (ICT)

### 2134 IT project and programme managers

Work with clients or senior management to establish and clarify the aims, objectives and requirements of the IT project or programme; plan the stages of activity, coordinates and supervises the activities of the project team.

### 2135 IT business analysts, architects and systems designers

Provide advice on the effective use of IT within an organisation and design IT systems in order to meet the business's objectives or to enhance the effectiveness of the organisation.

### 2136 Programmers and Software Development Professionals

Programmers and software development professionals design, develop, test, implement and maintain software systems in order to meet the specifications and business objectives of the information system; they also design and develop specialist software e.g. for computer games.

## Retail

### 1132 Marketing & Sales Directors

Marketing and sales directors plan, organise and direct market research and formulate and implement an organisation's marketing and sales policies.

### 3541 Buyers & Procurement Officers

Buyers and procurement officers organise and undertake the buying of raw materials, equipment and merchandise from manufacturers, importers, wholesalers and other sources for wholesale distribution, resale or for own internal use.

### 4122 Book-keepers, payroll managers and wages clerks.

Book-keepers, payroll managers and wages clerks maintain and balance records of financial transactions, oversee the operation of payroll functions and calculate hours worked, wages due and other relevant contributions and deductions.

## Leisure Services

### 1225 Leisure and sports managers

Leisure and sports managers organise, direct and co-ordinate the activities and resources required for the provision of sporting, artistic, theatrical and other recreational and amenity services.

### 3442 Sports coaches, instructors and officials

Work with sportsmen and women to enhance performance, with the public to encourage greater participation in sport, supervise recreational activities such as canoeing and mountaineering, and organise and officiate at sporting events according to established rules.

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### 6211 Sports and leisure assistants

Sports and leisure assistants, provide and maintain facilities for sporting and recreational activities and supervise their use and maintain the continuity of entertainment and social events.

## Lifesciences

### 2112 Biological scientists and biochemists

Biological scientists and biochemists examine and investigate the morphology, structure, chemistry and physical characteristics of living organisms, including their inter-relationships, environments and diseases.

### 2462 Quality assurance and regulatory professionals

These professionals plan, organise, co-ordinate and direct the effective measurement, monitoring and reporting of quality and regulatory aspects of research and production.

### 3116 Planning, process and production technicians

Technician tasks include helping to implement professional engineers' specifications for and modifications of equipment and layout; working with engineers to monitor operational efficiency and helping to eliminate potential hazards and bottlenecks in production;

## Health & Social Care

### 6145 Care workers and home carers

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

### 6146 Senior Care Workers

Senior care workers routinely oversee and monitor care workers, care assistants and home carers. They also 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.

### 2222 Occupational therapists

Occupational therapists work with people who have a physical or learning disability or mental illness, actively engaging them in purposeful activities in order to maximise self-confidence, independent functioning and well-being.

### 2231 Nurses

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 within teams of healthcare workers. They advise on and teach nursing practice.

### 6141 Nursing auxiliaries and Assistants

Nursing auxiliaries and assistants assist doctors, nurses and other health professionals in caring for the sick and injured within hospitals, homes, clinics and the wider community.

## Tourism & Hospitality

### 1223 Restaurant and catering establishment managers and proprietors

Restaurant and catering establishment managers and proprietors plan, direct and co-ordinate the catering services of restaurants, hotels and large-scale catering services within other organisations.

### 4216 Receptionists

Receptionists receive and respond to enquiries and visitors, check in guests and provide front line customer services.

### 5436 Catering and bar managers

Catering and bar managers plan, direct and co-ordinate the catering and bar facilities and services of licensed premises, factories, shops, theatres, educational premises and other establishments. They also manage outside catering businesses and shops selling food cooked on the premises

## Transport & Logistics

### 8232 Marine and waterways transport operatives

Marine and waterways transport operatives supervise and carry out a variety of deck duties and operate and maintain engines, boilers and mechanical equipment on board ships, boats and other marine vessels.

### 8211 Large goods vehicle drivers

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.

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### 4134 Transport and distribution clerks and assistants

Undertake a variety of tasks including processing customer orders and forwarding to storage and distribution personnel; working out delivery loads, vehicle schedules and routes; maintaining records of hours worked and distance travelled and obtaining customs clearance and processing import and export documentation.

### 3. Future Careers Spotlight

Here we look at a selection of jobs in more detail. They are just examples but we have chosen them because they represent some of the most exciting and rewarding jobs locally that provide a good combination of opportunity, reward and long term prospects. They may not be 'entry-level' roles but we explore the variety of routes into these careers and talk to local people in those jobs about their career path and choices.

#### Production Manager

*(1121 Production Managers & Directors in Manufacturing)*

Production managers oversee the manufacturing process and make sure that production lines are running smoothly and efficiently. They work closely with supervisors and maintenance staff to plan work, set targets and make sure the finished products meet quality standards.

If you're well organised, a good leader and can make the right decisions quickly while under pressure, then this could be the career for you.

You would normally get into this job after first gaining experience as a team leader or shift supervisor, or by completing a management trainee scheme or Advanced Apprenticeship.

Production managers make sure that manufacturing processes run smoothly, are cost-effective and deliver products on time. As a production manager, you could work in all types of manufacturing, for example:

- vehicle assembly
- brewing
- food products
- textiles
- pharmaceuticals
- building materials.

Your work would cover the three main areas of the production process:

1. Planning – preparing orders, setting quality standards and estimating timescales and costs
2. Control – monitoring production schedules and adjusting them if problems occur
3. Supervision – managing supervisors, organising staff and making sure targets are met.

You would also put together production reports for factory managers and clients.

You would work closely with supervisors, maintenance technicians, company buyers, suppliers, quality control, training departments, and health and safety managers.

Starting salaries can be from £20,000 to £24,000 a year. With experience, production managers can earn between £25,000 and £35,000. Senior managers with overall responsibility for production can earn £40,000 or more. Figures are intended as a guideline only.

One way of getting into this career is to start as a production worker in a manufacturing company. You could then work your way up to team leader and shift supervisor before moving into production management. Another option is to complete a university foundation degree, HNC/HND or degree in manufacturing, and then apply to a company's management training scheme. Courses at university often specialise in a particular industry, for instance food processing or pharmaceuticals.

Typical employers include pharmaceutical companies, automotive manufacturers and suppliers, food processing companies and engineering firms.

With experience, you could move into overall factory management or strategic planning roles at regional or national level. If you work for a large national or international company, you may have the opportunity to work overseas.

Would you like to know more? See these websites

[https://nationalcareersservice.direct.gov.uk/advice/planning/jobprofiles/Pages/productionmanager\(manufacturing\).aspx#sthash.ZjoDoEP1.dpuf](https://nationalcareersservice.direct.gov.uk/advice/planning/jobprofiles/Pages/productionmanager(manufacturing).aspx#sthash.ZjoDoEP1.dpuf)

<http://semta.org.uk/>

**Alan Tingey**  
**Continuous Improvement Manager**

**Tilmanstone Salads**  
(part of the Bakkavor Group of companies)



I'm Alan Tingey, I'm 36 years old and work at Tilmanstone Salads as the Continuous Improvement Manager.

I left school with A'Levels in Computer Studies and Sports Science and got a job as a green grocer in a local supermarket. At the same time I did an HND in Software Engineering at Canterbury Christ Church University. I got to be Assistant Manager at the supermarket, but wanted to move on from retail and got a job at Tilmanstone Salads in material control, responsible for making sure that goods coming into the plant were of the right quality. I've now worked at the company for the 15 years.

I quite quickly got promoted to a job in production planning – preparing instructions on what vegetables should be prepared and when for boxed salad orders that we do for companies like Marks and Spencer. Then I had a factory role, collecting and analysing production data, and reporting this to management. Next, I got the job of Planning Manager for the whole site, in charge of team of 5 people and all the production planning. After that, I was promoted to Business Planning Manager, overseeing both production planning and our relationships with suppliers.

More recently, I've been promoted again to Continuous Improvement Manager. This job is all about working with different people around the factory, identifying challenges and opportunities for us to work better, and coming up with improved systems and processes. This might involve automating something, teaching people new skills or using a new process to improve things like food safety, the health and safety of staff, or reduce costs.

Looking back, it was a good decision to do the HND in Software Engineering, because IT applications like spreadsheets and data bases are so useful at improving the efficiency of the business and people's working lives in the process. I've been learning throughout my time at Tilmanstone Salads, doing something new every year in things like management techniques and now a high-level Health and Safety course. This will help me to make sure we keep using new technology safely. In the longer term, I hope to be able to get to the level of Manufacturing Manager and Plant Manager, and the company is supporting me to achieve this.

What I love about the job is you're always doing a different project, and working with different people – you don't get stuck doing one thing.

I'd advise anyone interested in this line of work to go for it, to work hard, show their commitment to getting on, and work their way up like I did. You don't always need a Degree to get work like this. It's really fulfilling, and the money's good too. Lots of people have worked their way up like this at Tilmanstone, sometimes quite quickly. It's a very fair place to work. The other thing is that because it's part of the Bakkavor group of companies, there are opportunities to learn new things from all the other company sites too.

### Recruitment Consultant

(3562 Human Resources & industrial Relations Officers)

As a recruitment consultant, you would help employers to find suitable staff, and match people to permanent and temporary jobs. If you are a confident person, have sales skills and can communicate well with people, this could be a career you would enjoy.

In this job you will need to be a good negotiator. You will also need to be organised, professional and able to work towards targets.

There is no fixed entry route into this job. Some new recruitment consultants are graduates. Previous experience in sales, marketing or customer services could help you get into this type of work without a degree. You could also get into recruitment through an apprenticeship.

Your work may involve:

- Taking vacancy details from employers
- 'Cold calling' companies to generate new business
- Interviewing and testing job seekers, to create a pool of people ready to fill vacancies
- Matching candidates to suitable jobs
- Screening and shortlisting candidates before employers interview them
- Building good relationships with employers so that they keep using your agency
- Keeping in touch with job seekers on your agency's books
- Meeting targets for the number of vacancies taken or the number of people placed into jobs
- Keeping records of clients, employers and vacancies
- Negotiating your agency's fees
- 'headhunting' – finding and approaching candidates for executive or specialist jobs

You could work for various kinds of employment agency, dealing with permanent or temporary work at all levels in many different industries.

Most recruitment consultants earn a basic salary plus commission. Basic starting salaries for trainees are usually between £16,000 and £20,000 a year. With experience, this can rise to between £20,000 and £40,000 plus commission. Highly experienced recruitment consultants or recruitment managers can earn £40,000 or more.

There is no fixed entry route to become a recruitment consultant. There are different ways to get into this career. Some new consultants enter this job with a degree. Experience is highly valued by employers. With the right skills and attitude, you could still enter this job without a degree.

As a graduate it's possible to enter recruitment with any degree, although some employers may prefer one more closely related to the industry, for example:

- human resources
- marketing
- public relations

Some recruitment agencies specialise in a sector of work such as healthcare or gas and oil. You may be expected to have a degree or industry experience in the sector you wish to work in. For example, a degree in pharmacy or a background in pharmaceutical sales could help you get into pharmaceutical recruitment.

Whatever your qualifications, you'll be expected to have great sales skills and be able to communicate with people at many different levels. You'll also need to have excellent customer service and teamworking skills.

You could develop your understanding of the recruitment industry by gaining some experience. Whether you're studying or looking for work, you could try:

- work experience
- internships
- temporary employment

Getting experience in a recruitment agency will give you the opportunity to meet and network with people who already work in the industry. Your contacts could help you understand the industry better and may help you

You could work for recruitment companies ranging from branches of large national chains to small local agencies. Jobs may be advertised in the local and national press, recruitment industry websites and on employers' own websites.

- See more at:

<https://nationalcareersservice.direct.gov.uk/advice/planning/jobprofiles/Pages/recruitmentconsultant.aspx#sthash.KOPimmXF.dpuf>

**Katie Thornton**  
**Recruitment Consultant,**  
**Viking Recruitment Ltd**



I'm Katie Thornton, I'm 24 years old and I'm a Yacht Recruitment Consultant at Viking Recruitment Ltd.

My part of the company works with around 700 clients to find yacht crew from the hundreds of candidates on our database. There's also another team that specialises in recruitment for cruise ships. I was attracted to the job because travel is an interesting sector to work in. And I like the international side of things too - the companies we work with are from all over the world, not just in Dover. So I get to travel to places like Germany, Belgium and Monaco.

People who do this kind of work come from a range of educational backgrounds. I joined with a university degree, but another colleague started as an Apprentice and is also doing really well.

I left school with 10 GCSEs, and then went to Hadlow College to study Equine Management. I was interested in becoming a vet at the time, so I then went on to the University of Greenwich to do Equine Science. I got my degree, but decided that vet work wasn't for me and I got interested in the travel industry. I found a job at Saga Holidays, and then moved into their Human Resources team. I left Saga to join Viking as a Recruitment Assistant, a job which seemed ideal because it built on my experience of Human Resources and the travel industry. That went well and I got promoted to Recruitment Consultant.

I think I've got good career opportunities here. My aim is to do Chartered Institute of Personnel and Development qualifications and work my way up to Senior Recruitment Consultant eventually.

A challenging thing about my work is trying to get feedback from clients on candidates that we've put forward. Clients are often too busy to get back to you, but our candidates really want to know how they can improve. We also have to make sure we meet client deadlines, which can be really tight – it can sometimes even be a case of 'we need someone in tomorrow'!

There are lots of things I like about the work. The foreign travel is great, especially the annual trip to the Monaco Yacht Show. The job is quite well paid, but it's also really rewarding to place someone in a job. I often get emails from people thanking me for helping them and telling me how much they're enjoying their work. I also get to see people make progress in work, and get into more senior roles.

I'd recommend this kind of work to others. You need to be very personable and able to develop good relationships with clients. It's also important to think outside the box a bit, coming up with ideas in terms of the kind of role that a candidate might fit well into, for example. You also need to be confident and a good communicator, and work well in a team. You have to be very commercially focused and target driven too.



### Sports Development Officer

(3442 Sports Coaches, Instructors and Officials)

Sports development officers organise sports based projects and training to encourage people to take part in sport and to have a healthier lifestyle. Their aim is to make it easier for people of all ages and abilities to enjoy sport.

If you are enthusiastic about sport and you have great communication and leadership skills, then this could be the role for you. You will also need strong organisational skills and the ability to manage projects and budgets.

To get into this work you'll need to have knowledge and experience of how to encourage people to take up sport. Many sports development officers also have a degree or equivalent, in sports development or sports coaching. If you are able to show that you have relevant experience, you may not need a degree. You can often get experience by volunteering for local sports projects.

As a sports development officer you could be involved in:

- working with local communities to identify the need and demand for new activities
- improving access to sport for young people, people with disabilities and people from disadvantaged communities
- supporting initiatives to reduce crime and rehabilitate offenders
- developing a specific sport in a school, or for a county or national governing body (NGB).

Your day-to-day tasks would include:

- finding and training suitable staff, coaches and volunteers for projects
- organising, promoting and running projects and activities
- monitoring and evaluating projects
- identifying sources of funding and making sure it is used in the best way
- putting local and national policies into practice
- attending meetings, seminars and conferences
- managing resources and budgets.

You might also coach or supervise the sports for which you are qualified. You could promote sport in general, working for a County Sports Partnership or local authority, or concentrate on a specific sport, working for an NGB as a sports specific development officer.

Salaries will vary depending on where you work, and your area of expertise. Most sports development officers can expect to earn between £23,000 and £35,000 a year. Managers in this role could earn up to £50,000. Figures are intended as a guideline only.

Many sports development officers have a HNC, HND, NVQ Level 4 or a degree in a related subject such as sports development, sports coaching or sports science. This may not always be essential if you are able to show that you have enough relevant experience. There is usually a lot of competition for these roles, so it's important to be able to demonstrate your commitment to sport. Get as much experience as possible by playing sports, volunteering as a coach or helping out on community and holiday sports schemes. A background in coaching will be useful as sports development officers are often qualified to coach a number of different sports or activities. You may be able to gain coaching qualifications as part of a foundation degree, HNC, HND or degree. See the Related careers section for information on coaching profiles.

Sports development is an expanding area. This means that there are currently more opportunities to get a job in this field with local authorities, youth organisations, and universities.

There are also opportunities with NGBs, Sports Councils and voluntary organisations who need development officers to encourage participation in specific sports such as basketball, cricket and cycling for women.

Some jobs may only be funded for a limited time, which would mean that you have a fixed-term contract for one or two years.

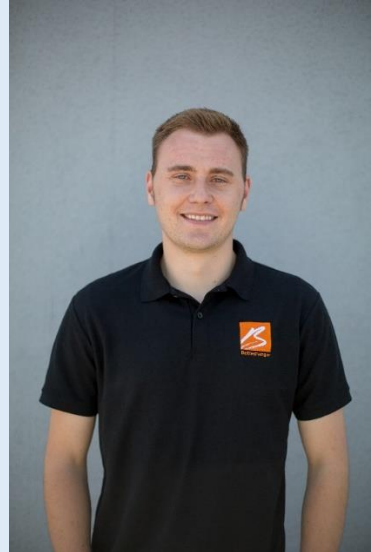
With experience you could progress to a senior position such as a sports development manager or a regional manager.

- See more at:

<https://nationalcareersservice.direct.gov.uk/advice/planning/jobprofiles/Pages/sportsdevelopmentofficer.aspx#thash.yvWLPsNT.dpuf>



**Kieron Driver**  
**Cycling Operations Coordinator,**  
**Betteshanger Sustainable Parks**



My name is Kieron Driver and I'm Cycling Operations Coordinator at Betteshanger Sustainable Parks.

I'm in charge of all the cycling related activity at the site, with a team of 7 part-time people. This includes me being responsible for commercial targets – the operation needs to make money – as well as overseeing bike hire and maintenance of the hire fleet of 100 bikes. I also do cycle coaching and work on the education side with school groups when they visit.

I left school with 8 GCSEs and got a job at Halford's, with the idea of starting to earn some money. The work involved both sales and bike servicing, which I learned on the job. I found that I really liked working with bikes and ended up staying there for 5 years.

I then did cycling qualifications with a specialist training company. First I did the Cytech Level 2 Coaching qualification (2 weeks in Aylesbury) and then a Level 3 trained mechanic course (1 week in Stafford). I needed GCSEs in Maths and English at grade A to C to get on these courses.

My next steps in terms of education and training will probably be in subjects like management and sales, which will help me progress further, into a more senior management role. That's where I see my future career wise.

I really enjoy my work. I get to train up other team members on things like the bike hire work, maintenance and signing up new members. I also work externally a lot with local cycle clubs and school groups, designing learning programmes for when they visit. Every day is different – it's great. You need to be a bit of a jack of all trades.

I especially enjoy the education work, in particular teaching children how to ride a bike – it's so rewarding when you see them cycling by themselves for the first time.

If anyone's interested in this sort of work, I'd recommend that they get as much practical experience as they can by doing things like getting involved in cycling clubs, learning maintenance, getting into coaching, getting part-time work or volunteering. There are plenty of opportunities to do this, and a lot of our volunteers go on to get paid work. I'd encourage people to just get stuck in.

### Electrical Engineering Technician

(3113 Engineering Technicians)

Electrical engineering technicians install, maintain and repair electrical equipment and controls in a wide range of industries. They work on motors, panels, generators and transformers.

If you're interested in how things work, are good at solving problems and want a varied and practical career, then this job could offer you a lot of opportunities. You'll need ability in maths and science, and an understanding of electrical principles. You would normally start by doing an Apprenticeship but you may also be able to take an engineering or electrical course at college to get a trainee position.

As an electrical engineering technician you would install, maintain and repair electrical equipment and controls.

You might work in a range of industries, including:

- power generation and transmission – installing turbines, switchgear and power lines and street lighting networks
- industrial machinery and equipment – making, fitting and repairing drives, motors and programmable logic control (PLC) panels
- transport – upgrading rail electrification and signalling systems
- building services infrastructure – installing and maintaining lighting, heating, air conditioning, lifts and escalators.

You would follow engineering instructions and use wiring and circuit diagrams when working on installations and repairs. You would also use a range of tools to calibrate, inspect and test equipment and machinery to make sure they are working correctly and safely.

As an experienced technician you may be responsible for drawing up preventative maintenance rotas and carrying out quality control checks, for example on production line machinery.

You would normally work as part of a team, often supervising fitters and operators. You will need colour-normal vision for this type of work.

Starting salaries for qualified technicians can be between £18,000 and £24,000 a year. Experienced technicians can earn £25,000 to £35,000 a year. Figures are intended as a guideline only.





You could become a technician after completing an electrical engineering Apprenticeship. To get on to an Apprenticeship, you are likely to need four or five GCSEs (A-C), including maths, English, science, design and technology, or equivalent qualifications. Previous experience in engineering or related work may also be accepted. You could also take a college course which would teach you some of the skills needed for the job and may help you to find a trainee position with a company.

You could find work in a range of industries, including aerospace, automotive, manufacturing, power, renewable energy, water and civil engineering. You could also work in the public services or for the armed forces. With experience, you could move into supervisory jobs, electrical design work or take further training to qualify as an engineer. Self-employment as an electrical sub-contractor may be another option.

For more info see:

<https://nationalcareersservice.direct.gov.uk/advice/planning/jobprofiles/Pages/electricalengineeringtechnician.aspx#sthash.3G5hGp49.dpuf>

Also see the websites for The Institution of Engineering and Technology (IET), SEMTA, SummitSkills and Tomorrow's Engineers for more information about engineering careers more generally.

- [The IET](#) 
- [SEMTA](#) 
- [SummitSkills](#) 
- [Tomorrow's Engineers](#) 

**Chris Waller**  
**Engineering Test Technician,**  
**Megger Instruments Limited**



The name's Chris Waller. I'm 35 and I'm an Engineering Test Technician at Megger Instruments Limited.

Megger makes electrical test and measurement equipment, and my department designs, builds and maintains the devices that are used to test the equipment that the factory makes.

When I left school, I went to Art College and then did a university degree in Fine Art. I planned to go on to do a Master's degree, but couldn't finance it. So, I took stock of what I wanted to do and decided that I wanted to still do something creative but also follow my interest in technology. This meant going back to college, where I did an HND in Electronic Engineering. I knew I had to have good Maths, and so put extra time and effort into that side of things.

After completing the HND, I approached companies for work experience and spent some time with an IT company in London. Then I got a placement with Megger, which turned out to be exactly the kind of work I was interested in and led to a job in the test gear department. I've been here for 6 years now and feel that I am getting better with each project I take on. Since joining the company, I've also been supported to progress on from the HND to do a degree in Electronic Systems Engineering at the University of Portsmouth. I wanted to build on what I had studied and learned on the job, and get a broader perspective on the kind of technologies we work with.

The job is very varied, quite well paid and involves many different things – you need to be a bit of a jack of all trades, really. I do some programming for automated testing systems, for example, but also design, build and assemble printed circuit boards (PCBs), using computer-aided design (CAD) programmes. A key thing is problem solving, and, although some jobs are similar to ones you've done before, you're often having to come up with new ideas. This can be quite challenging, but is also one of the most interesting things about the job. You're often on new ground. It's really satisfying when you get something you've designed to work, even if it takes a bit of time to get it to that point.

I suppose this is the kind of job that would appeal to people who are curious about how things work, and how they can be improved. You also need to be very practical, but the main thing is that you're interested in technology. If the interest is there all the other stuff – including difficult things like the Maths – will follow. It's just a question of putting the work in.

If you think this kind of work is for you, the key thing you need is to be able to learn on the job – you're always thinking about other projects you've done before and what they've taught you – you learn as you go.

I came into this kind of work after doing the HND and university degree, but most people get into it through an Apprenticeship, and then go on to do the HND when they're working for the company.

## Annex 1. Dover Sector Definitions

<b>Dover Sectors</b>	<b>Sector (SIC code in brackets)</b>
Agriculture and land based	Agriculture, etc [01-03] Coal, oil & gas; Mining & related [05-09]
Engineering	Metal products [25] Computer, etc [26] Electrical equipment [27] Machinery n.e.c. [28] Motor vehicles, etc [29] Other transport equipment [30]
Other Manufacturing	Food products [10] Beverages and tobacco [11-12] Textiles [13] Wearing apparel; Leather, etc [14-15] Wood and cork [16] Paper, etc [17] Printing and recording [18] Rubber and plastic [22] Other non-metallic [23] Basic metals [24] Furniture [31] Other manufacturing [32] Repair and installation [33]
Construction	Construction [41] Specialised construction [43]
Civil engineering	Civil engineering [42]
Energy	Electricity, gas, etc [35]
Water & sewerage	Water [36] Sewerage [37]
Recycling & waste management	Waste management [38-39]
Motor vehicle trade	Motor vehicle trade [45]
Retail	Retail trade [47]
Wholesale	Wholesale trade [46]
Transport & Logistics	Land transport, etc [49] Water transport [50] Air transport [51] Warehousing, etc [52] Postal and courier [53]
Tourism, accommodation & Food service (hospitality)	Accommodation [55] Food and beverage services [56] Travel, etc [79]
ICT	Telecommunications [61] Computing services [62] Information services [63]
Media	Publishing activities [58] Film and music [59]

## Future Skills for Dover

Lifesciences	Broadcasting [60] Coke and petroleum; Chemicals, etc [19-20] Pharmaceuticals [21] Scientific research and development [72]
Finance	Financial services [64] Insurance and pensions [65] Auxiliary financial services [66]
Business Services	Real estate [68] Legal and accounting [69] Head offices, etc [70] Architectural and related [71] Advertising, etc [73] Other professional [74] Services to buildings [81] Office administrative [82]
Public admin	Public administration and defence [84]
Education	Education [85]
Health	Health [86]
Social Care	Residential care [87] Social work [88]
Leisure services	Arts and entertainment [90] Libraries, etc [91] Gambling and betting [92] Sport and recreation [93]
Other services	Veterinary [75] Rental and leasing [77] Employment activities [78] Security, etc [80] Membership organisations [94] Repair of goods [95] Other personal service [96]

## Annex 2. Balanced Scorecards

### A2.1 Dover Sectors

Sector	Size (employment)	Local prominence (LQ)	Growth (emp trend)	Growth (emp forecasts)	Skills shortage?	Value Added?	SCORE
Agriculture and land based	0%	NA	51%	-3%	2%	1.66	6%
Engineering	3%	1.0	-3%	-13%	5%	1.42	0%
Other Manufacturing	5%	1.1	-13%	-5%	5%	1.42	18%
<b>Construction</b>	4%	1.0	-25%	11%	6%	1.44	<b>94%</b>
<b>Civil engineering</b>	0%	0.6	-32%	15%	6%	1.44	<b>72%</b>
Energy	0%	0.0	-67%	7%	5%	1.66	1%
Water & sewerage	0%	0.1	-75%	1%	5%	1.66	0%
<b>Recycling &amp; waste management</b>	1%	1.9	117%	12%	5%	1.66	<b>100%</b>
Motor vehicle trade	2%	1.3	-11%	3%	3%	0.68	0%
Retail	9%	0.9	-7%	3%	3%	0.68	10%
Wholesale	3%	0.6	59%	2%	3%	0.68	1%
<b>Transport &amp; Logistics</b>	12%	2.7	14%	10%	7%	0.68	<b>100%</b>
<b>Tourism, Accom. &amp; Food</b>	9%	1.2	5%	11%	9%	0.68	<b>100%</b>
<b>ICT</b>	1%	0.2	12%	13%	6%	1.63	<b>92%</b>
Media	0%	0.3	66%	3%	6%	0.74	10%
<b>Lifesciences</b>	3%	2.7	-70%	4%	5%	1.42	<b>82%</b>
Finance	2%	0.4	10%	2%	2%	1.66	1%
<b>Business Services</b>	7%	0.5	28%	7%	6%	0.74	<b>80%</b>
Public admin	7%	1.5	-13%	0%	4%	0.63	6%
<b>Education</b>	12%	1.3	4%	0%	5%	0.63	<b>71%</b>
Health	4%	0.5	-42%	6%	8%	0.63	12%
Social Care	8%	1.4	-17%	3%	8%	0.63	<b>91%</b>
<b>Leisure services</b>	3%	1.2	8%	6%	6%	0.98	<b>70%</b>
<b>Other services</b>	6%	0.9	-6%	6%	6%	0.98	<b>75%</b>
Total/Average	4%	1.0	-9%	4%	6%	1.00	

A2.2 Dover Occupations

Occupation	Size (employment)	Local prominence (LQ)	Growth (emp forecasts) 2030	Replacement Demand 2016-2030	Remuneration (median)	Skills shortage Index	SCORE
Corporate managers and directors	8%	0.8	27%	54%	40,826	0.2	100%
Other managers and proprietors	4%	0.9	23%	70%	27,625	0.2	83%
Science, research, engineering and technology professionals	5%	0.7	20%	46%	39,136	1.2	99%
Health professionals	4%	1.0	21%	59%	29,048	1.2	96%
Teaching and educational professionals	6%	1.3	11%	62%	33,794	1.2	100%
Business, media and public service professionals	5%	0.7	24%	61%	35,006	1.2	100%
Science, engineering and technology associate professionals	2%	0.9	6%	44%	27,418	1.0	4%
Health and social care associate professionals	1%	0.9	28%	58%	22,001	1.0	31%
Protective service occupations	2%	1.7	-12%	36%	35,884	1.0	3%
Culture, media and sports occupations	2%	0.8	21%	60%	22,059	1.0	42%
Business and public service associate professionals	7%	0.9	25%	54%	31,140	1.0	99%
Administrative occupations	8%	1.1	-13%	59%	18,732	0.5	43%
Secretarial and related occupations	3%	1.4	-99%	63%	14,676	0.5	0%
Skilled agricultural and related trades	1%	0.6	16%	73%	18,511	2.3	99%
Skilled metal, electrical and electronic trades	4%	1.1	-18%	44%	28,417	2.3	77%
Skilled construction and building trades	2%	0.8	9%	46%	25,703	2.3	81%
Textiles, printing and other skilled trades	2%	1.5	-61%	43%	17,363	2.3	0%
Caring personal service occupations	8%	1.0	28%	64%	12,904	1.4	99%
Leisure, travel and related personal service occupations	3%	1.2	22%	68%	14,001	1.4	82%
Sales occupations	5%	1.1	-9%	48%	10,102	1.0	1%
Customer service occupations	2%	0.9	29%	50%	17,251	1.0	7%
Process, plant and machine operatives	2%	1.4	-48%	38%	20,790	0.9	0%
Transport and mobile machine drivers and operatives	5%	1.7	3%	60%	23,173	0.9	81%
Elementary trades and related occupations	2%	1.3	-13%	44%	17,858	0.8	0%
Elementary administration and service occupations	10%	1.1	12%	54%	11,452	0.8	66%
Total/average	4%		9%	55%	22,487	1.0	

## Future Skills for Dover

### A2.1 East Kent Sectors

Sector	Size (employment)	Local prominence (LQ)	Growth (emp trend)	Growth (emp forecasts)	Skills shortage?	Value Added?	SCORE
Agriculture and land based	0%	NA	111%	-3%	2%	1.66	78%
Engineering	3%	0.8	2%	-13%	5%	1.42	0%
Other Manufacturing	4%	0.8	-11%	-5%	5%	1.42	3%
<b>Construction</b>	4%	1.1	-12%	11%	6%	1.44	99%
<b>Civil engineering</b>	0%	0.7	-58%	15%	6%	1.44	19%
Energy	1%	1.4	20%	7%	5%	1.66	99%
Water & sewerage	0%	0.3	-35%	1%	5%	1.66	0%
<b>Recycling &amp; waste management</b>	1%	1.6	-4%	12%	5%	1.66	100%
Motor vehicle trade	2%	1.2	4%	3%	3%	0.68	1%
Retail	12%	1.2	-1%	3%	3%	0.68	57%
Wholesale	4%	1.0	31%	2%	3%	0.68	3%
<b>Transport &amp; Logistics</b>	6%	1.4	11%	10%	7%	0.68	100%
<b>Tourism, Accom. &amp; Food</b>	9%	1.2	18%	11%	9%	0.68	100%
<b>ICT</b>	1%	0.5	12%	13%	6%	1.63	88%
Media	0%	0.4	12%	3%	6%	0.74	0%
<b>Lifesciences</b>	1%	1.3	-38%	4%	5%	1.42	29%
Finance	2%	0.5	-13%	2%	2%	1.66	0%
<b>Business Services</b>	10%	0.8	36%	7%	6%	0.74	99%
Public admin	4%	1.0	-18%	0%	4%	0.63	0%
<b>Education</b>	13%	1.4	6%	0%	5%	0.63	97%
Health	6%	0.8	-16%	6%	8%	0.63	60%
Social Care	7%	1.2	-13%	3%	8%	0.63	85%
<b>Leisure services</b>	2%	1.0	13%	6%	6%	0.98	58%
<b>Other services</b>	6%	0.9	-3%	6%	6%	0.98	68%
Total/Average	4%	1.0	1%	4%	6%	1.00	



A2.4 East Kent Occupations

Occupation	Size (employment)	Local prominence (LQ)	Growth (emp forecasts) 2030	Replacement Demand 2016-2030	Remuneration (median)	Skills shortage Index	SCORE
Corporate managers and directors	8%	0.8	28%	54%	40,826	0.2	100%
Other managers and proprietors	4%	0.9	22%	70%	27,625	0.2	83%
Science, research, engineering and technology professionals	5%	0.7	21%	46%	39,136	1.2	99%
Health professionals	4%	1.0	21%	59%	29,048	1.2	97%
Teaching and educational professionals	6%	1.4	11%	62%	33,794	1.2	100%
Business, media and public service professionals	5%	0.8	24%	61%	35,006	1.2	100%
Science, engineering and technology associate professionals	2%	0.9	7%	44%	27,418	1.0	5%
Health and social care associate professionals	1%	1.0	28%	58%	22,001	1.0	34%
Protective service occupations	2%	1.3	-9%	36%	35,884	1.0	2%
Culture, media and sports occupations	2%	0.8	21%	60%	22,059	1.0	44%
Business and public service associate professionals	7%	0.9	24%	54%	31,140	1.0	99%
Administrative occupations	8%	1.1	-14%	59%	18,732	0.5	37%
Secretarial and related occupations	3%	1.5	-102%	63%	14,676	0.5	0%
Skilled agricultural and related trades	1%	0.6	15%	73%	18,511	2.3	99%
Skilled metal, electrical and electronic trades	3%	1.0	-18%	44%	28,417	2.3	75%
Skilled construction and building trades	2%	0.8	9%	46%	25,703	2.3	83%
Textiles, printing and other skilled trades	2%	1.5	-61%	43%	17,363	2.3	0%
Caring personal service occupations	9%	1.1	28%	64%	12,904	1.4	100%
Leisure, travel and related personal service occupations	2%	1.0	16%	68%	14,001	1.4	71%
Sales occupations	6%	1.3	-10%	48%	10,102	1.0	2%
Customer service occupations	2%	0.9	27%	50%	17,251	1.0	7%
Process, plant and machine operatives	1%	1.3	-50%	38%	20,790	0.9	0%
Transport and mobile machine drivers and operatives	4%	1.2	4%	60%	23,173	0.9	62%
Elementary trades and related occupations	1%	1.1	-10%	44%	17,858	0.8	0%
Elementary administration and service occupations	9%	1.1	11%	54%	11,452	0.8	60%
Total/average	4%		9%	55%	22,487	1.0	