

1. Context

This paper is one of a series that outline workforce dynamics and skills and training issues in key sectors in Kent and Medway and across the South East as a whole. The series sets out:

- The demographic and skill profile of the workforce in each sector
- The likely demand for and supply of new skills and workers, now and in the future
- The current and potential offer to the sector from the Learning and Skills Council

In addition, an overview paper provides a review of skills needs and intelligence across the whole of the economy, including cross-sector skills issues.

For the purposes of this paper, the Public Sector includes central and local government administration and policy activities, fire, security and judicial services, compulsory social security and other unclassified public service activities (See Appendix 1).

Where appropriate, analysis in the paper distinguishes between three broad industry groups of central and local government, policing and justice and other public services. Two of these groups are linked to the remits of current Sector Skills Councils (SSCs).

Local and central government (*Government Skills SSC*) – includes central government departments, county and district councils, social security, non-departmental public bodies and the armed forces

Policing and justice (*Skills for Justice SSC*) – includes crown courts, community justice, custodial care and police services

Other public services (*not covered by an SSC*) – includes fire services, organisations regulating health and education, funeral services and crematoriums, and public service organisations supporting local businesses

It should be noted that a major component of employment in the local and central government sub-sector is within local authorities. Currently, responsibility for training and skills for local government lies with the Local Government Employers' Organisation rather than the *Government Skills SSC*.

The data presented in this paper is for Kent and Medway unless otherwise indicated.

Economic context

The sector's estimated output (Gross Value Added) is worth £1 billion in Kent and Medway alone, some 5% of the sub-region's total output.² It directly employs around 29,000 people in Kent and Medway. Only around 2% of the total workforce is self-employed.

The Public administration sector has a number of key drivers of change, most of which are directly or indirectly related to central government policy, spending priorities and resource allocation.

Government policy and funding priorities are the most significant drivers of change in the public administration sector. National government has the power to shape the face of the sector through its strategic objectives and funding allocations. The public administration sector has undergone a number of **changes** over recent years and further change is likely in the future. Significant issues include the **prioritisation** of delivery in public service reform, efficiency, and increased emphasis on electronic communication and the needs of users of public services.

Government plans to improve public services, extend choice and make the public administration sector more customer focused are likely to have a significant impact on working practices in the sector. Potential changes were revealed within the Office of the Deputy Prime Minister's (ODPM) plans for the modernisation of local government, which highlighted the public's increased demand for higher quality and more accessible and convenient services³.

This is linked to the '**Local e-Government Strategy**'⁴. The 'e-revolution' is perceived as essential to the successful delivery of cost effective and better quality services and has been identified as a priority for all local councils. The changing nature of public service delivery suggests that staff within the Public administration sector will be required to gain new skills and regularly update them (i.e. customer handling, communication, IT, and management skills).

Staffing levels also continue to be under scrutiny in the wake of the publication of the Gershon Report⁵ into efficiency in the public services. The recent report that Kent County Council is to cut jobs by 8% over the next three years is indicative of both funding and efficiency pressures on local government.⁶ However, in some areas of public service (e.g. policing and custodial care) both spending and employment are set to increase.

Recruitment and retention remain important issues in the public administration sector. The Office of the Deputy Prime Minister's 'Ten Year Vision for Local Government'⁷ emphasises the importance of leadership and service skills and notes the need for local government to attract and retain good quality people. It notes the need to improve the **image** of the sector in order to make it more attractive to a more diverse range of entrants. In particular, this vision aims to attract more young people, ethnic minorities and women into councillor and senior management positions.

Reports of pay disputes, heavy workloads and absenteeism in recent years have not helped to present a positive image of the sector to potential new entrants. Continuing disputes over pensions in local government and central government department agencies are likely to persist for some time. Pay is also a "real" issue with respect to attracting entrants to certain roles as some employers lack discretion to set pay locally. This is a particular issue in the South East due to the higher cost of living in this area compared with some other areas of the UK.

³ 'Modernising Councils, Modern Services – Access for All', ODPM 2004.

⁴ <http://www.localgov.gov.uk>

⁵ 'Releasing Resources to the Front Line', Sir John Gershon, 2004
http://www.hm-treasury.gov.uk/media/B2C/11/efficiency_review120704.pdf

⁶ KCC leader, Paul Carter, Dec 13th 2005,

<http://news.bbc.co.uk/1/hi/england/kent/4523634.stm>

⁷ 'The future of local government: Developing a 10 year vision', ODPM, 2004.

Government policy has also recently focused on encouraging voluntary or community groups to become involved in delivering public services. This has been further strengthened by announcements in the 2006 Budget of a review of the future role of the 'third sector' and the setting up of an office within the treasury to give a strategic steer to the voluntary sector's involvement in the delivery of public services⁸.

This is likely to combine with an increasing trend to outsource some public service functions and have an important impact on skills needs in the sector. For example, managers in "traditional" public administration organisations may need to further develop skills in **managing contractors**. It will also be important to ensure that staff in sub-contracted organisations, including in the voluntary and community sector, are adequately trained.

Policy Context

Staff in professional and managerial occupations are particularly important to the public administration sector and they make up 37% of the workforce compared with 14% across all industries. However, evidence from the National Employer Skills Survey (NESS) suggests that many of those working in these roles need to improve their management skills. This need is particularly pressing due to the impact that staff with management responsibilities have on other employees.

Both recruitment difficulties and skills shortages are relatively high in the sector (see Section 3). However, parts of the sector remain strongly focused on male employment (police and fire services, for example), limiting the pool of potential recruits and improving the recruitment of both women and ethnic minorities in these roles remains an issue.

There is also need to help less senior staff to improve their skills in order to meet government targets and to help them progress to higher levels. The local government Employer's Organisation has also highlighted its concerns over basic skills. However, the relatively high proportion of part-time and female low skill workers in the sector means that methods of delivery of any courses to address this need are likely to be particularly important.

Current responsibility for skills in local government lies with the Employers' Organisation and sits outside the Sector Skills Council network. The Employers' Organisation is working with the LSC and other partners to create a new skills framework.⁹

The sector is also represented by 2 Sector Skills Councils: the *Government Skills* SSC and *Skills for Justice*. Sector Skills Councils (SSCs) are responsible for articulating the demand for skills from employers and helping to broker appropriate solutions, including the design of new qualifications and standards where appropriate. Recently, SSCs have been asked to broker Sector Skills Agreements (SSAs) with learning providers and funding bodies to ensure that the supply of skills meets employer needs.

The *Government Skills* SSC is the most recent Sector Skills Council to receive its license and was launched at an event in February 2006. Its priority work plans are detailed in Figure 1.1.

Figure 1.1 Government Skills SSC work programmes

1. Professional Skills for Government, ensuring civil servants have the right mix of skills and expertise to deliver effective services
2. Workforce Data, delivering a common workforce data collection strategy
3. Standards and Qualifications, designed to produce a Sector Qualifications Strategy
4. Sector Capability and Capacity, improving skills planning, identifying workforce development needs
5. Working with other sectors, ensuring cross sector good practice and common interest is identified

Source: Government Skills SSC, Newsletter, February 2006

The *Skills for Justice* SSC is working towards a December 2006 publication of its Sector Skills Agreement. Its current work stream priorities are listed in Figure 1.2.

Figure 1.2 Skills for Justice priorities to 2006

1. Engaging with and influencing employers, government departments, devolved administrations and all key partners
2. Understanding and articulating clearly the current and future skills needs of those working in the justice sector
3. Developing tools and services to improve the skills of the workforce, working with employers, learning providers and individuals
4. Implementing practical solutions to improve the skills of the workforce, working with employers, learning providers and individuals

Source: Skills for Justice, Annual Report, 2005

⁸ Budget 2006, HM Treasury, Para 5.64, 5.65

⁹ www.lg-employers.gov.uk/default.php
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2. Sector Profile

Regional Overview

There are around 161,000 people employed in the public administration sector in the South East of England. Around 159,000 people are directly employed by one of the region's public administration establishments and a further 2,000 workers are estimated to be self-employed (1% of the overall workforce).

The sector accounts for around 4% of all employees in the South East. Across the region the highest concentrations of Public administration employment can be found in Sussex and Hampshire and Isle of Wight.

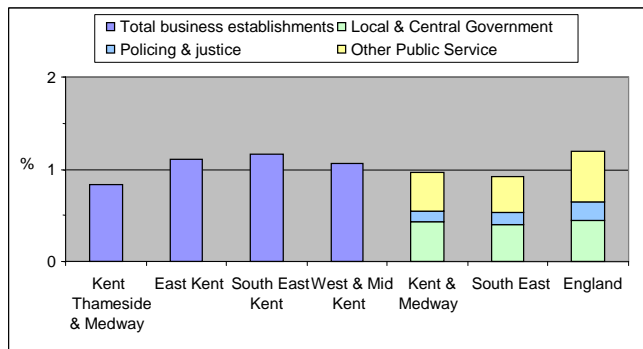
Over a third of employees in the sector are employed by large organisations. Nevertheless, some 52% of public administration organisations and establishments in the region are micro-businesses, employing between 1-10 people.

The sector has a high proportion (78%) of full-time employment and larger than average proportion of high skilled workers. There are some indications that the sector has an ageing workforce problem although this is to some extent masked by early retirement.

Public administration in Kent and Medway

There are around **650 public administration organisations and establishments in Kent and Medway**, accounting for around 1% of the total business base in the area. This is in line with the position regionally and across England as a whole where the sector also accounts for 1% of the business base.

Figure 2.1: Business establishments by area



Source: ONS Annual Business Inquiry 2004. Note figures do not include the self-employed. Sample sizes for planning areas are too small to breakdown at sub sector level. Total establishment figures exclude farm based agriculture data in SIC92 class 0100.

Figure 2.1 shows that the sector accounts for around 1% of business establishments across all four LSC partnership planning areas in Kent and Medway¹⁰. The slightly lower proportion in Kent Thameside and Medway may be as a consequence of the unitary local authority structure there.

Within the sector, 39% of establishments (around 250) in Kent and Medway are located in West and Mid Kent (which

¹⁰ East Kent (Canterbury, Swale and Thanet); South East Kent (Ashford, Dover and Shepway); Kent Thameside and Medway (Dartford, Gravesham and Medway); West and Mid-Kent (Maidstone, Sevenoaks, Tonbridge and Malling and Tunbridge Wells)

includes Maidstone, the County town). Kent Thameside and Medway has the lowest share at 18%.

Figure 2.2 shows the distribution of establishments in the three major sub-sectors. Organisations and establishments covered by local and central government and policing and justice account for around half of the sector as a whole.

Figure 2.2: Establishments by sub-sector

	% of Total business establishments		
	Kent and Medway	South East	England
Local and central government	0.4	0.4	0.4
Policing and justice	0.1	0.1	0.2
Other Public services	0.4	0.4	0.5

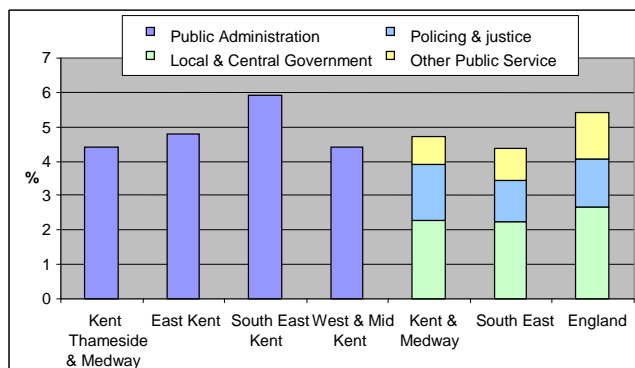
Source: ONS Annual Business Inquiry 2004. Note figures do not include the self-employed.

Employment

The Annual Business Inquiry (ABI) suggests there are around **29,500 public administration employees in Kent and Medway**, accounting for 5% of total employment. An additional 400 self-employed people are estimated to work in the sector (just 1% of the workforce).

Figure 2.3 shows that public administration accounts for between 4% (Kent Thameside and Medway and West and Mid Kent) and 6% (South East Kent) of employment in each of the four LSC partnership planning areas.

Figure 2.3 Public administration employment by area



Source: ONS Annual Business Inquiry 2004. Note figures do not include the self-employed. Total employment figures for planning areas exclude farm based agriculture data.

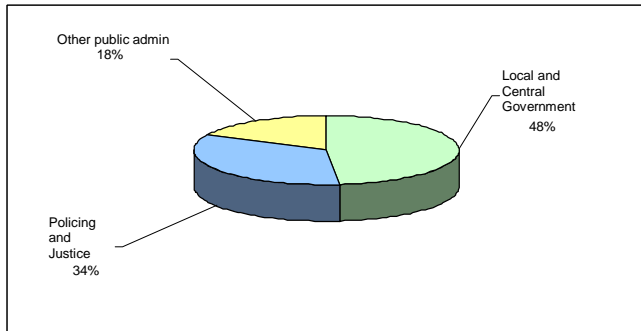
Relatively large organisations and establishments dominate the public administration sector.

Well over half (56%) of employees in the sector in Kent and Medway work in establishments of 200 or more people (compared with 25% for all industries). Only 5% of employees in the sector work in establishments of 10 or less employees (compared with 23% for all industries). The size profile of Kent and Medway's public administration organisations and establishments is close to the regional and national average.

Figure 2.4 shows that approximately 82% (24,500 people) of employees in the public administration sector work in the local and central government and policing and justice sub-sectors. In Kent and Medway there is a slightly lower proportion of employment covered by local and central government than the average for England and slightly higher

proportion of employment in the policing and justice sub-sector. Employment in the other public services sub-sector is also slightly lower than at regional and English levels.

Figure 2.4: Employment by sub-sector



Source: ONS Annual Business Inquiry 2004. Note figures do not include the self-employed.

A more detailed look at the sector shown in Figure 2.5 indicates that general public service activities (including local authorities) account for 43% (or 11,400) of employees. Within the policing and justice sub-sector the justice and courts system is a major employer (6,600 people or 25% of total sector employment). The regulation and management of public service agencies is the largest employer within the other public services category.

Figure 2.5: Employees by minor sub-sector

Minor Sub-Sector	% of Sector employees	No of employees
Local and central government		
General (overall) public service activities	39	11,400
Total for sub-sector	39	11,400
Policing and justice		
Justice and judicial activities	23	6,600
Public security, law and order activities	11	3,400
Total for sub-sector	34	10,000
Other Public Services		
Regulation of agencies providing health care, education, cultural services and other social services	7	2,000
Regulation of and contribution to more efficient operation of business	5	1,400
Fire service activities	3	800
Funeral and related activities	2	600
Total for sub-sector	16	4800
Total Public Administration	89	26,200

Source: ONS Annual Business Inquiry 2004. Figures do not include the self-employed.

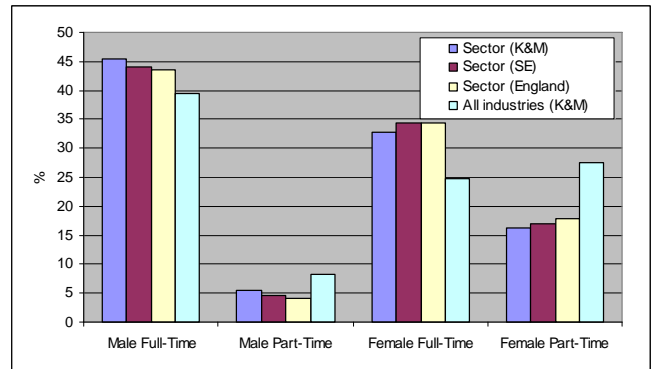
The current workforce

The composition of the workforce in public administration shown in Figure 2.6 shows a pattern of gender and work status which is very similar to the picture at regional and English levels.

The proportion of women working full-time is significantly higher than the all industries average (33% compared to 25%), although women in the sector are still more likely to work part-time than men.

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Figure 2.6: Gender and employment status

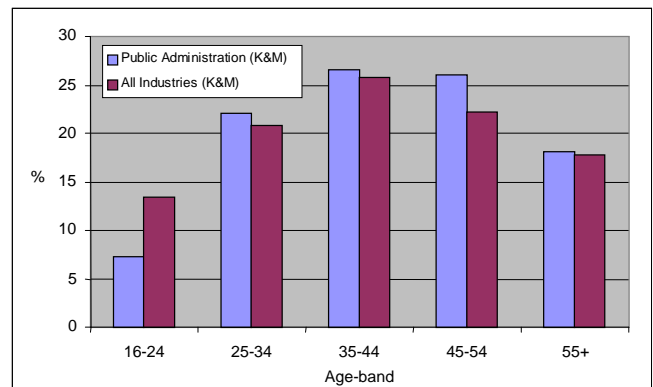


Source: ONS Annual Business Inquiry 2004. Note figures do not include the self-employed.

At a national level, ethnic minority workers account for around 11% of the sector's workforce, compared with 13% across all industries. Census 2001 data reveals that there are a smaller proportion of people from ethnic minority backgrounds in Kent and Medway than in England as a whole (6% compared with 13%). We estimate that there are around 1,600 people from ethnic minority backgrounds working in the public administration sector in Kent and Medway (around 5% of the workforce).

The **age profile of the public administration workforce is quite distinctive** (Figure 2.7). The sector has a lower than average proportion of 16 to 24 years olds (7% compared with 14% across all industries) and a higher proportion of 45-54 year olds (26% compared with 22%). The workforce in other age groups is only slightly higher than the all industry average. The age profile of the public administration sector is similar at a regional and national level.

Figure 2.7: Workforce Age Profile



Source: Labour Force Survey Spring 2005. Inferred data. Note figures include the self-employed.

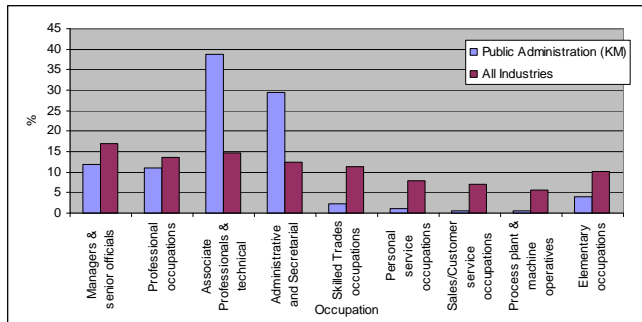
The most likely explanation is that the low proportion of 16-24 year olds reflects a relatively high graduate intake (graduates are unlikely to enter the workforce before 21). However, the intake has not been large enough to counteract an ageing workforce problem, highlighted by the size of the 45-54 year old cohort but to some extent masked by early retirement in the 55+ age group.

Occupational profile

Figure 2.8 shows the broad occupational breakdown of the sector's workforce. The dominance of associate professional, technical and administrative occupations (68% in total) in comparison to all industries (27%) can be clearly seen. Interestingly, the proportion of both managers and senior

officials and professional occupations (23%) is lower than that of all industries (30%).

Figure 2.8: Broad Occupational breakdown



Source: Labour Force Survey Spring 2005. Inferred data. Note figures include the self-employed.

Figures 2.9 and 2.10 show the detailed occupational structure of the sector. Just under half (49%) of employment is in sector specific occupations, where the majority of all those employed in the occupation also work within the public administration sector (Figure 2.9). Within the police and justice sub-sector this proportion rises to 66%, while in other public services it drops to 38%.

Figure 2.9: Specialist public administration occupations

Occupation	Est. jobs Local and central government	Est. jobs Policing and justice	Est. jobs Other public services	Est. jobs in Public Admin. (%)
Police offs (sergeant and below)	<100	2,800	-	14
Civil Serv offs and assists	1,600	400	400	8
Local gov offs and assists	1,500	<100	400	6
Prison serv offs (below princ off)	100	600	-	3
Civil Service executive officers	700	100	300	3
Public serv associate profs	800	-	200	3
Protective servcs assoc profs NEC	700	100	-	2
Fire serv offs (leading off and below)	<100	-	900	2
Police offs (inspectrs and above)	-	400	-	2
NCOs and other ranks	600	-	<100	2
Public service admin profs	200	-	300	1
Senior offis fire, amb, prson et al	-	100	200	1
Other sector specific	400	200	200	2
Total sector specific	6,600	4,700	2,900	49%
	44%	66%	38%	

Source: Labour Force Survey Spring 2005. Inferred data. Note figures include the self-employed. * Not elsewhere classified.

The sector would therefore benefit from both sector based skills initiatives for the specialised occupations and cross-sector initiatives for more generalist occupations (Figure 2.10).

As might be expected, civil servants represent a significant proportion of sector-specific employment in local and central government. Similarly police officers are prominent in the sector specific policing and judiciary workforce and fire service officers in the other public services sub-sector.

Non sector specific employment in public administration is extremely diverse. In addition to the occupations outlined below, nearly a third of the total public administration workforce (34%) is spread across a further 30-40 occupational categories that are too numerous to show here (identified in Figure 2.10 as other non-sector specific).

Figure 2.10: Employment in other occupations

Occupation	Est. jobs Local and central government	Est. jobs Policing and justice	Est. jobs Other public services	Est. jobs in Public Admin. (%)
Accnts wages clerk, bookkeeper	600	100	200	3
Social workers	300	200	100	2
General office assistants or clerks	100	100	500	2
Personal assists and other secretaries	300	100	100	2
Business and related assoc profs nec.	100	100	300	2
Solic and lawyers, judges and coroners	300	100	-	1
Info and communication technol mngers	300	100	<100	1
Market research interviewers	200	-	200	1
Senior officials in local gov	400	-	-	1
Communication operators	-	200	-	1
Software professionals	300	-	-	1
Office managers	300	-	-	1
Other non sector specific	5,200	1,400	3,400	34
Total non sector specific	8,400	2,400	4,800	51%
	56%	34%	62%	

Source: Labour Force Survey Spring 2005. Inferred data. Note figures include the self-employed. Totals may not sum due to rounding. * Not elsewhere classified.

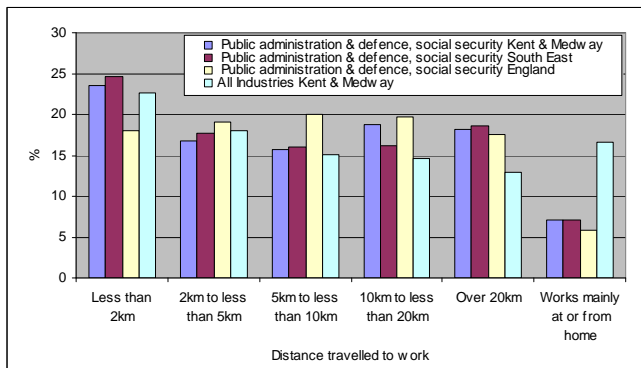
Commuting

Analysis of the 2001 Census reveals that currently around 93% of those working in the public administration¹¹ sector in Kent and Medway also live in the area. The proportion of workers living and working in the same planning area is highest within East Kent (73%) and lowest in West and Mid Kent (45%).

¹¹ Census 2001 data only allows for analysis of 'Public Administration' in the broadest term and therefore should only be used as a guideline to the situation in the Public Administration sector

In general, commuting is more common amongst higher paid occupations (i.e. managerial and professional occupations). Lower skilled workers are more likely to live and work in the same area.

Figure 2.11: Distance travelled to work



Source: ONS Census 2001, Standard Tables, Workplace population.

3. Sector Skills Issues

Regional Overview

Employment within the sector is forecast to show a slight fall in the short and medium term across the South East. Most of the losses are expected to be seen in administrative and skilled trades, occupations reliant on intermediate skills.

The National Employer Skills Survey (NESS) offers some insight into sector **skill shortages** (a lack of suitably skilled people in the labour market) and **skill gaps** (skill deficiencies in the existing workforce).¹²

A quarter (25%) of public administration employers in the South East have unfilled vacancies. Of these, 60% were considered to be hard to fill and nearly half (46%) were considered to be skill shortage vacancies, where there was a shortfall of suitably qualified skilled people in the labour market. Over a quarter (26%) of the sector's employers report skills gaps amongst their existing workforce. Figures for all England indicate that lack of experience on the job is the cause of skill gaps most often highlighted by employers.

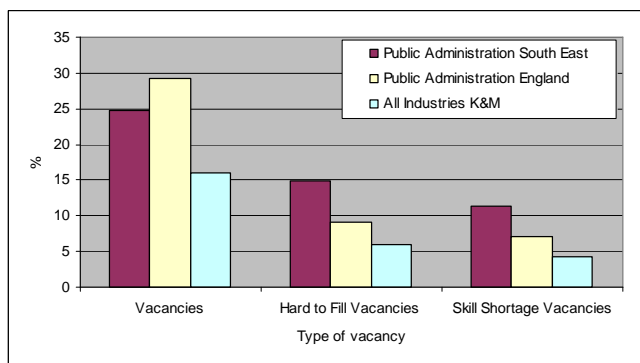
The profile of the public administration workforce is more highly skilled than the all industry average. Over half of the public administration workers in the South East are intermediate skilled workers (51% have Level 2 and 3 qualifications), around 42% are high skilled (Level 4+) and the remaining 7% have low level skills (Level 1 or below).

Training levels in the sector are relatively high with 79% of employers reporting funding or arranging job related training for employees in the previous 12 months. These levels are likely to be a function of both the size of public administration establishments (large organisations are more likely to train) and its relatively high skilled workforce (high skilled workers are more likely continue to train).

Skill needs in the South East and Kent and Medway

The relatively small number of employers in the sector in Kent and Medway means that sample sizes are too small for analysis. By examining the position of the sector in the South East and England as a whole we can make some inference about the likely situation in Kent and Medway. Comparisons with all industries in Kent and Medway should be treated with some degree of caution.

Figure 3.1: Skill Shortages



Source: NESS 2005. Note figures do not include the self-employed or businesses with only one employee.

¹² The NESS does not include the self-employed or businesses with only one employee.
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Public administration employers in the South East are much more likely to report unfilled vacancies than employers across all industries (Figure 3.1). This may be a product of the larger proportion of medium and large employers who are more likely to have vacancies at any one time. Hard to fill vacancies are reported by around 15% of public administration employers in the South East. This is much higher than the proportion of public administration employers reporting hard to fill vacancies across England (9%). It is also considerably higher than the all industries position in Kent and Medway (6%).

The pattern for skill shortage vacancies is very similar to that for hard to fill vacancies. In the South East, 11% of public administration employers report skills shortage vacancies compared with 7% across England.

At national (England) level, employers in the other public services sub-sector report higher levels of both hard to fill and skill shortage vacancies than those in central and local government or policing and justice sub-sectors.

Skills gaps (Figure 3.2) are reported by over a quarter (26%) of public administration employers in the South East. This, like skill shortages, is higher than the figure across England (21%).

Figure 3.2: Skill Gaps (% of employers)

	Kent and Medway	South East	England
Public Administration		26	21
Central and local Government	-	-	25
Policing and justice	-	-	19
Other Public Services	-	-	18
All Industries	17	18	16

Source: NESS 2005. Note figures do not include the self-employed or businesses with only one employee.

More detailed analysis of skills gaps is only available at the level of all England due to small sub-sector sample sizes in the South East and Kent and Medway.

At the all England level, skills gaps are more often reported in the local and central government sub-sector (25%) than in the policing and justice (19%) or other public services (18%) sub-sectors. *Given the differences between the South East and England for the sector as a whole it cannot be safely inferred that sub-sector figures for Kent and Medway would reflect the England average.*

Public administration employers across England are most likely to report that the impact of skills gaps is an increase in the workload for other staff (78%). The second most cited impact is on meeting quality standards (41%). The current cost sensitivity of the public administration sector is also demonstrated by the fact that the third most cited impact is increasing operating costs (31%).

The most commonly cited cause of skills gaps in the public administration workforce in England is that staff lack experience and/or have recently been recruited (73% of employers with skills gaps). The pace and nature of public service reform and organisation change is likely to account for the second most commonly cited cause, an inability to keep up with change (29% of employers with skills gaps).

Figure 3.3, again, for England, shows the incidence of skill gaps in the three largest occupational groups in the public administration sector compared with the proportion of the workforce found in each occupation. Whilst skill gaps in associate professionals and administration and secretarial occupations are common, they are more prominent in personal service occupations than might be expected (22% of skills gaps but just 4% of the workforce). *It is not clear why this should be the case.*

Figure 3.3: Skill gaps by occupation (England)

	Associate professionals	Admin & secretarial	Personal services
% of workforce with skills gap in occupation	18	25	22
% of workforce in occupation	33	31	4

Source: NESS 2005. Note figures do not include the self-employed or businesses with only one employee.

Across England, 46% of employers with skills gaps report that problem solving skills are in particular need of improvement. This is higher than the position for all industries in England. IT skills gaps are also relatively common in the sector (reported by 35% of public administration employers compared with 27% of all employers).

Employment Change

The ABI indicates that **public administration employment fell in Kent and Medway by 1% between 1999 and 2004** (a loss of around 300 jobs) and in the South East by around 5% over the same period.

Overall this seems contrary to the growth of 7% in public administration employment across England. Indeed between 2002 and 2004 employment in public administration in the South East grew by 3%.

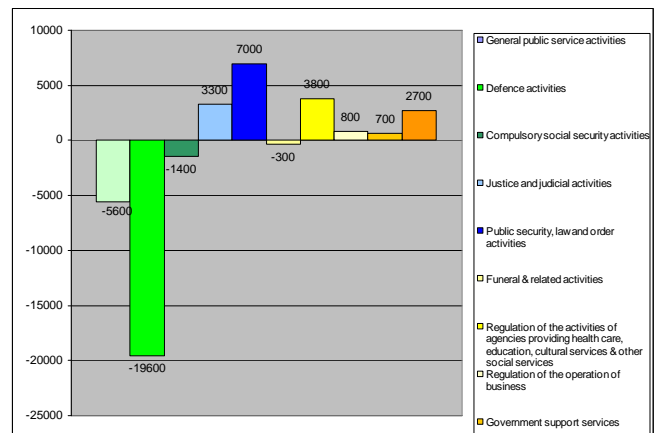
Analysis shows that the bulk of the fall in employment between 1999 and 2004 was related to a considerable contraction in defence related employment. Indeed, if defence were excluded from analysis in the South East, employment in the rest of the sector actually grew by 8% over the five year period.

Due to small sample sizes, Figure 3.4 shows how employment change differed between sub-sectors in the South East rather than Kent and Medway. Job losses were heaviest within the local and central government footprint, with defence related job losses amounting to nearly 20,000 (73% of all sector job losses and a 51% reduction in defence related jobs over the five year period). Whilst employment in the defence industry has reduced since 2001 across the South East these losses seem high and maybe the result of a survey error in the ABI.

The policing and justice sub-sector saw significant expansion over the period reflecting increased levels of public expenditure in policing (30% more jobs) and the justice system (35% more jobs) resulting in over 10,000 new posts in the South East.

Other public services also saw growth with a net increase of over 7,500 jobs, with significant increases in jobs related to regulatory and support functions.

Figure 3.4: Employment change 1999-2004 by sub-sector (South East)

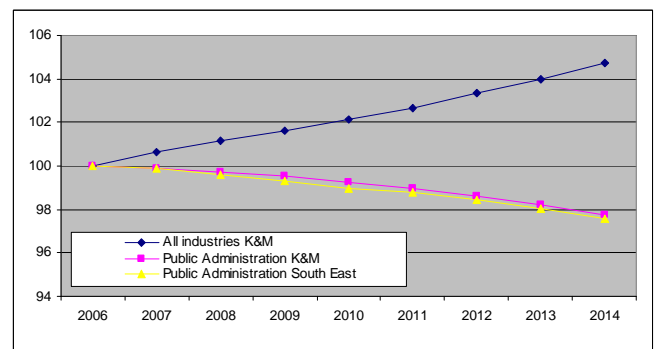


Source: ABI 1999 and 2004. Note: Figures do not include the self-employed. Foreign affairs is excluded due to small sample size.

Forecast data from Working Futures 2 suggests that **public administration employment in Kent and Medway will fall by around 2% between 2006 and 2014**. Figure 3.5 indicates that employment in the sector, both in Kent and Medway and across the South East, is forecast to fall consistently over the next eight years.

This is in sharp contrast to all industries employment in Kent and Medway which is forecast to rise consistently over the period (5% growth from 2006 to 2014).

Figure 3.5: Forecast employment 2006-2014



Source: IER/Warwick, Working Futures 2. Note figures do not include architectural and engineering services or repair of electrical household goods.

Figure 3.6 shows that the bulk of the projected job losses (1500 or a 17% loss) will be felt in administrative and secretarial occupations. Around half of this loss will be offset by projected increases in managerial and senior official posts (500) and associate professional and technical jobs (200).

Jobs losses are also expected in professional occupations amounting to 100 jobs (a 2% decline). In all other occupational categories the projections indicate little change with no rise or fall of greater than 4%.

Figure 3.6: Forecast employment by occupation

Occupation	% change in employment 2006-2014	Estimated Jobs in K&M
Managers and Senior Officials	15	500
Professional occupations	-2	-100
Associate Professional and Technical	2	200
Administrative and Secretarial	-17	-1500
Skilled Trades Occupations	-4	<-100
Personal Service Occupations	3	<100
Sales and Customer Service Occupations	4	<100
Machine and Transport Operatives	-2	<-100
Elementary Occupations	-3	<-100

Source: IER/Warwick University, Working Futures 2. Figures do not include architectural and engineering services or repair of electrical household goods.

Skills and qualification issues

The analysis of skills in this paper uses qualifications as a proxy measure for skill level. Whilst this is not ideal, qualifications are the best measure available. Three broad skill levels are used:

Low skill (NVQ 1 or less including those with no qualifications). Common skills requirements for these jobs at this level include basic literacy, numeracy and IT skills and a range of generic skills.

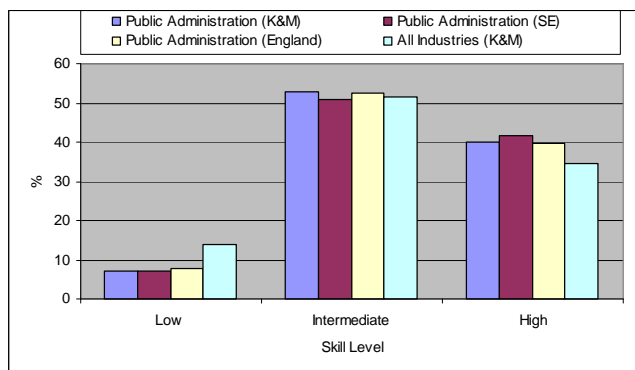
Intermediate skill (NVQ 2-3). Skill requirements in these occupations are often vocational or technical in nature. They may also require higher level generic skills including analytical and problem solving abilities.

High skill (NVQ 4+). These skills are important in managerial and professional and associate professional roles. They are sometimes technical in nature but usually require high level analytical, communication and people management skills.

Figure 3.7 shows that in Kent and Medway 40% (or 12,000 people) of those working in the sector possess high level skills, reflecting the **relative importance of higher qualifications across all sub-sectors**. This proportion is higher than the all industries figure for Kent and Medway (34%) but is reflective of the sector’s composition at both regional and national levels. The 53% of workers with intermediate skills (or 15,800 people) is very similar to the all industries figure, but the proportion of workers with low skill levels (7% or 2,000 people) is half that of the all industries figure of 14%.

Only 2% of those working in the sector hold no formal qualifications (600 people) compared with 8% across all industries. This low proportion of workers with no qualifications indicates the relatively small extent of basic skills needs in the sector.

Figure 3.7: Skill Levels – Broad Analysis

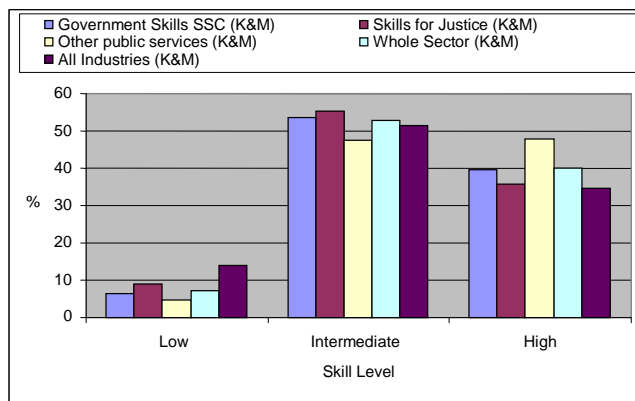


Source: LFS Spring 2005. Inferred data. Note: Figures include the self-employed.

A more detailed analysis by sub-sector is shown in Figure 3.8. The Policing and justice sub-sector has the highest proportion of intermediate skills (55%). The level of lower skills in the sub-sector is slightly higher (9%) than the other two sub-sectors, but is still below the all industries position.

The other public services sub-sector has highest concentration of high skills (48%). Only 4% of the workforce in this sub-sector has low skills.

Figure 3.8: Skill Levels – Sub-sector Analysis



Source: LFS Spring 2005. Inferred data. Note: Figures include the self-employed.

Learning Provision

With over half of the sector’s workforce possessing intermediate skills, **Further Education (FE) and Work Based Learning (WBL) courses are particularly important sources of newly qualified staff**. However, not all those completing relevant courses will join the sector and new entrants to the public services sector can come from a range of different backgrounds.

In 2004/05 **3,052 learners** were undertaking **Further Education courses** in areas related to the public administration sector in Kent and Medway (Figure 3.9). Over two-thirds (68%) of all learners studying public administration related courses were studying towards qualifications at Level 2 or 3. This is substantially higher than the all industries figure of 44%.

Figure 3.9: FE Provision 2004/05

Area of Learning	Number of Learners	Level 1 and entry level	Level 2	Level 3	Level 4+	Other
Health, Public Services and Care (unclassified)	1,331	44%	21%	21%	0%	14%
Public Services	1,238	3%	21%	65%	0%	11%
Sociology and Social Policy	189	10%	3%	87%	0%	0%
Politics	18	0%	0%	100%	0%	0%
Economics	5	0%	0%	100%	0%	0%
Law and Legal Services	271	0%	20%	75%	5%	0%
Total Sector	3,052	21%	20%	48%	0%	10%
All Industries	-	39%	27%	17%	2%	15%

Source: LSC – Kent and Medway ILR.

Looking at provision in more detail, ‘**public services**’ courses offered at **Level 2 or 3 account for over half (53%) of all learners** undertaking courses relevant to the public administration sector.

Overall **53% of learners following Public administration related qualifications were female** compared with 57% of all FE learners.

Figure 3.10 shows that 1264 learners were enrolled on public administration related **Work Based Learning** qualifications in 2004/05¹³. **All learners were studying at Levels 2 or 3**. Almost two-thirds (63%) were studying at Level 2. The majority (84%) of learners on relevant WBL courses were female.

Figure 3.10: WBL Provision 2004/05

Area of Learning	No Learners	Level 1 and entry level	Level 2	Level 3	Level 4+	Other
Health, Social Care and Public Services	1264	0%	63%	37%	0%	0%
All Industries	-	4%	58%	24%	1%	14%

Source: LSC – Kent and Medway ILR. Note: Figures are a snapshot of learners as of January 2005 to take account of the fact that WBL provision is not governed by term dates.

Another route for workforce development within Kent and Medway is the *Profit from Learning* (PfL) initiative. This government backed training initiative allows employers to access funded training as well as claim compensation for the time staff spend on training¹⁴. Profit from Learning statistics for Kent and Medway reveal that 17 public administration sector employers participated in the PfL initiative, the majority

¹³ Figures are for January 2005 (Period 6 of the academic year) and provide a ‘snapshot’ of those in learning to take account of the fact that WBL does not follow term times. The number of learners has then been identified based on the highest qualification level of the learner. Where a learner’s highest level of learning is in business services, the learner has been included.

¹⁴ The Profit from Learning initiative was launched in Kent and Medway in September 2003 as a pilot scheme. The programme was available to companies in the area up until 31st March 2006. Train 2 Gain has now replaced Profit from Learning.
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of which were large organisations of over 250 employees (12 in total, 8 of which were local authorities).

Overall 259 employees undertook training as part of the programme. Around 52% of learners undertook NVQ Level 2 qualifications and a further 37% undertook basic skills training.

The majority of learners following Profit from Learning courses were male (78%). However, this pattern is as a consequence of the participation of an army regiment that had around 110 (all male) learners. Excluding these participants the ratio of men to women was almost exactly 3:2.

Figure 3.11 shows that around 1758 learners were undertaking business services sector related courses with **Adult and Community Learning (ACL)** providers in Kent and Medway during 2004/05. As with ACL learning more generally, the majority of learners undertaking business services related courses were following entry or Level 1 qualifications (95%).

The vast majority of learners undertaking public administration related courses were female (82%).

Figure 3.11: ACL Provision 2004/05

Area of Learning	No of Learners	Level 1 and entry level	Level 2	Level 3	Level 4+	Other
Health, Social Care and Public Services	1758	95%	1%	0%	<1%	4%
All Industries	-	83%	13%	3%	<1%	<1%

Source: LSC – Kent and Medway ILR.

An important priority in current government policy is developing a “**vocational ladder**” into employment for young people from the age of 14, from vocational GCSEs and Young Apprenticeships through Foundation and Advanced Apprenticeships to Foundation Degrees.¹⁵

Foundation Degrees are vocational Higher Education qualifications at a Level 3-4. They aim to integrate academic and work based learning through close collaboration between employers, universities and FE colleges. Since 2003, the government has been working to expand the number and range of Foundation Degrees available. Some examples of Foundation Degrees on offer at Further Education and Higher Education institutions in Kent and Medway with relevance to the public administration sector include:

- Public Services
- Policing

Most of the above Foundation Degrees can be studied as either full-time courses lasting two years, or part-time, over 3 years¹⁶.

Current Training Levels

A significantly higher proportion of public administration workers report having undertaken job-related training in the previous 3 months (42% compared with 29% across all industries).

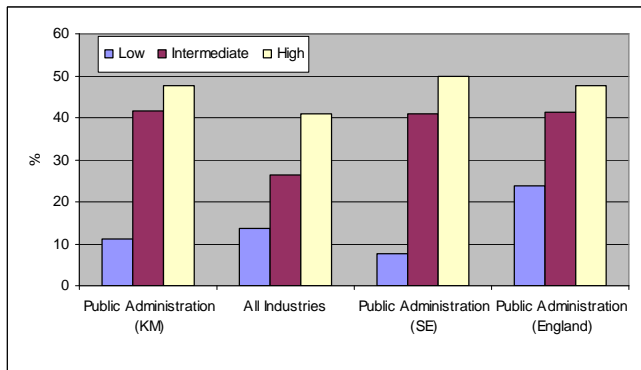
¹⁵ Department for Education and Skills website – www.dfes.gov

¹⁶ UCAS website – www.ucas.ac.uk

As in many sectors, highly skilled workers are more likely to receive work-related training. Figure 3.12 indicates that there is no significant difference in the proportion of recent work-related training in the sector between Kent and Medway, the South East and England as a whole. However at intermediate and high skills levels the proportion of workers reporting recent training is significantly higher than for all industries in Kent and Medway.

Over three quarters (76%) of business services establishments in the South East identify that they have a training plan in place, which specifies in advance the level and type of training employees will need in the coming year. This is slightly higher than the 73% of sector employers across England as a whole. However, a lower than average proportion of employers report having a budget for training in place (63% compared with 72% across England).

Figure 3.12: Job-related training in previous 13 weeks



Source: LFS Spring 2005. Inferred data. Note: Figures include the self-employed.

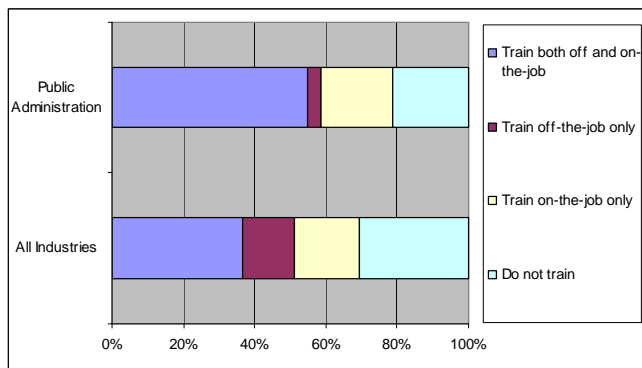
Over three-quarters (79%) of public administration employers in the South East report having funded, or arranged training for their employees, in the last 12 months. Despite this high level it is short of the 86% of employers reporting training in the last 12 months across England as a whole.

Small sample sizes in the Kent and Medway and the South East mean that sub-sector figures are only available at the level of the whole of England. Employers in the central and local government sub-sector are more likely to have funded or arranged training for employees (94%) than in the policing and justice (85%) and other public services sub-sector (81%).

The relative size of public administration organisations is also likely to explain high levels of training. Training is more common in larger businesses and organisations.

Figure 3.13 shows the breakdown of training funded or arranged by employers in the South East. **Training that is both off and on-the-job is more common in the sector than across all industries** (reported by 55% of public administration employers compared with 36% of all employers).

Figure 3.13: Type of training funded or arranged



Source: NESS 2005. Note figures do not include the self-employed or businesses with only one employee.

#

4. Sector Prioritisation

In recent years the LSC has introduced a wide range of initiatives to improve the responsiveness of vocational learning provision to the needs of employers from all sectors. Nevertheless, the LSC has also sought to identify key industries and occupations where the allocation of additional resources and the development of a more bespoke 'employer offer' could make most impact.

In 2005, the LSC, in conjunction with SEEDA, undertook an exercise to formalise and update its process for identifying priority sectors in South East England. . **The sector prioritisation balanced scorecard should not be used in isolation from other evidence and from taking a broad view of the data.**

Whilst the public administration sector scores on some measures, its low growth potential and relatively high skill profile means that it has not been identified as a regional priority.

The sum of the scores across each indicator gives the sector an overall score of 2 for the public administration and defence broad sector¹⁷ in the South East (see Figure 4.1) – see Methodology box overleaf. The score puts public administration and defence 13th of the broad sectors at the bottom of the 13 industry average.

The score in Kent and Medway is slightly higher at 4 giving a ranking of 9th equal (Figure 4.2). This is in large measure as a consequence of the higher than average concentration of sector employment in Kent and Medway compared with the South East.

Figure 4.1: Sector Scorecard – Public Administration SE

Indicator	Measure	Public Administration and Defence	13 Industry Average
Economic Scale	Output (GVA) Share	5%	7.70%
	Employment share	4%	7.70%
	Relative empl. concentration (SE-UK)	0.79	1
Growth Potential	Productivity		
	(GVA per employee)	£37,467	£37,932
	Forecast empl. growth 2004-2014	-3%	7%
Skill needs	% of employees with sub-level 2 qualifications	12%	20%
	% employees with level 2 or 3 qualifications	48%	48%
	Hard to Fill vacancies as % total employment	1.20%	1.30%
Score		2	6.5

Source: South East Sector Prioritisation Framework 2006
Note on scoring: Unshaded=0; Light green=1; Darker green=3

¹⁷ The broad sector definition used here is not an exact equivalent to that used in the rest of this paper.
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Figure 4.2: Sector Scorecard – Public Administration KM

Indicator	Measure	Public Administration and Defence	13 Industry Average
Economic Scale	Output (GVA) Share	5%	7.70%
	Employment share	5%	7.70%
	Relative empl. concentration (SE-UK)	1.1	1
Growth Potential	Productivity		
	(GVA per employee)	£34,162	£32,523
	Forecast empl. growth 2004-2014	-2%	6%
Skill needs	% of employees with sub-level 2 qualifications	12%	20%
	% employees with level 2 or 3 qualifications	48%	48%
	Hard to Fill vacancies as % total employment	1.20%	1.30%
Score		4	6.5

Source: South East Sector Prioritisation Framework 2006
Notes: On scoring, Unshaded=0; Light green=1; Darker green=3. *Skill needs figures are regional due to small local sample size

The prioritisation project also created a regional skills needs indicator for individual Sector Skills Councils, although the specific measures were slightly different.

Figure 4.3 shows that the sub-sector covered by the *Skills for Justice* SSC scores on this indicator in relation to Level 3 qualifications suggesting a slightly higher than average demand for programmes of direct relevance to LSC policy.

Figure 4.3 Skills needs indicator for SSCs

Indicator	Measure	Government Skills SSC	Skills for Justice
Skill needs	% of employees with sub-level 2 qualifications	12%	12%
	% employees with level 3 qualifications*	23%	29%
	% Businesses with Hard to Fill vacancies*	-	-
Score		0	1

Source: South East Sector Prioritisation Framework 2006
Notes: On scoring, Unshaded=0; Light green=1; Darker green=3. *indicates slightly different measure from main scorecards. No figure indicates sample size too small.

Methodology

The revised **South East Sector Prioritisation Framework** scores broad industrial sectors and occupations on a range of economic indicators that measure relative importance to the LSC and partners in terms of three dimensions:

1. **Economic scale:** The indicators prioritise larger sectors which are more likely to require significant resource allocations
2. **Growth potential:** The indicators highlight growing sectors as more likely to support future regional competitiveness
3. **Skills and learning needs:** The indicators identify sectors with unmet skills needs and/or intermediate level skills needs where LSC provision can make most difference

For each dimension there are several measures, each given equal weight. Each indicator has been given a score as follows:

0	significantly below the average,
1	at or above the average,
3	significantly above average (1.5 times the mean)

For more details on the South East Sector Prioritisation Framework, please see the Overview paper.

5. The LSC Offer

The core offer

The LSC will continue to provide a wide range of learning opportunities for young people (aged 14-19) wishing to enter the public administration sector. This will give employers access to Level 2 and Skills for Life training for staff who do not hold qualifications at Level 2 or above (equivalent to 4 GCSEs A*- C). This training is fully funded for eligible individuals. Five of the seven Further Education colleges offer a range of provision to the sector and a range of LSC funded Apprenticeships will continue to be available through colleges and private training providers.

Following a series of Employer Training Pilots (e.g. Profit from Learning) the LSC is also introducing a National Employer Training Programme (Train 2 Gain). This will give employers across all sectors access to free Level 2 training for staff who do not hold qualifications at Level 2 or above. The government has also pledged to match the offer for those who want to study full-time at college in order to gain equivalent qualifications.¹⁸

The LSC is also developing a national quality kitemark to recognise colleges that are responsive to local employer needs, building on standards such as Action for Business Colleges (A4BC) in the South East. Three colleges in Kent and Medway are accredited A4BC colleges (Canterbury, West Kent and Mid-Kent College).¹⁹

The LSC will also continue to fund a range of Skills for Life programmes for individuals with basic literacy and numeracy problems.

Beyond the core

Canterbury Christ Church University, Department of Crime and Policing Studies has recently achieved Skillsmark (see Figure 5.1) recognition from *Skills for Justice*.

Sector Skills Agreements

The LSC is also committed to supporting the development of Sector Skills Agreements across the rest of the public administration sector.

The development of a Sector Skills Agreement is a five stage process involving;

1. Assessment of current and future skills needs
2. Assessment of current provision
3. Analysis of gaps and weaknesses
4. Assessment of the scope for collaborative action
5. Development of an action plan

The *Government Skills* SSC has no firm timetable in place regarding the publication of its Sector Skills Agreement. It is expected that a clearer indication of future plans will emerge from its current work programme (see Section 1) towards the end of 2006. The *Skills for Justice* SSC has set a target of December 2006 for the publication of its Sector Skills Agreement.

Whilst the local government Employers Organisation is not technically a Sector Skills Council, it has appointed a

Regional Skills and Capacity Advisor (RSCA) in each region to help assess and address skills needs. Figure 5.1 outlines the priority skills development programmes identified on their website.

Figure 5.1 Employers Organisation priority skills programmes

1. **Skills frameworks for front-line staff:** to develop career pathways for front-line staff in social services, teaching and public protection.
2. **National management development framework:** to identify the current and evolving competencies needed by successful managers at various levels throughout the sector.
3. **Middle managers' development:** a series of guides and tools to support the development needs of middle managers.
4. **Managers' e-government development programme:** to provide managers with the information and skills to modernise their services and make full use of the opportunities offered by today's technology.
5. **Procurement competencies: skills frameworks:** two specific frameworks have been designed to enable authorities to identify the procurement skills required for offers and members
6. **People skills scoreboard:** a survey which identifies the level of local authority investment in training and development to serve as a benchmark for authorities to compare their performance.

Figure 5.2 show examples of the current accreditation and standards schemes being developed and adopted by the two Sector Skills Councils with Public administration.

Figure 5.2 Current Accreditation Schemes

Government Skills SSC

Professional Skills for Government (PSG)

Professional Skills for Government (PSG) is a key part of the Governments Delivery and Reform agenda. It is a major, long-term change programme designed to ensure that civil servants, wherever they work, have the right mix of skills and expertise to enable their Departments or agencies to deliver effective services. PSG will also provide clarity about the skills individuals need to develop and progress in the civil service and access to more consistent opportunities to develop those skills. In developing the PSG framework three career groupings have been identified. Jobs will be in a Corporate Service area, Operational Delivery or Policy Delivery and skills programmes will be developed to meet both transferable and specific needs.

¹⁸ DfES 2005. 'Skills: Getting on in Business, Getting on at Work' White Paper available at www.dfes.gov.uk/publications

¹⁹ LSC 2006 'Regional Statement of Priorities: South East Region.'

www.lsc.gov.uk

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Skills for Justice**Skillsmark**

Skillsmark is a brand new quality mark which aims to drive up standards of learning for workers such as prison officers, police officers and youth workers. People working within the UK Justice sector will benefit from quality-tested training, in a new scheme developed by Skills for Justice, sector skills council for the Justice sector. Skillsmark recognises excellent learning providers and endorses specific learning programmes, to enable employers and staff working within the UK justice system to make informed choices about the training they undertake.

Appendix I. Sector Description

Public Administration Sector: SIC2003 Definition

Local and Central Government

7511 **General (overall) public service activities**

Includes executive and legislative administration of central, regional and local bodies administration and supervision of fiscal affairs, operation of taxation schemes, duty/tax collection on goods and tax violation investigation, customs administration, budget implementation and management of public funds and public debt, raising and receiving of moneys and control of their disbursement, administration and operation of overall economic and social planning and statistical and sociological services at the various levels of government

7521 **Foreign affairs**

Includes administration and operation of the ministry of foreign affairs and diplomatic and consular missions stationed abroad or at offices of international organisations, administration, operation and support for information and cultural services intended for distribution, beyond national boundaries, aid to foreign countries whether or not routed through international organisations, provision of military aid to foreign countries, management of foreign trade, international financial and foreign technical affairs and international assistance, e.g. refugee or hunger relief programmes

7522 **Defence activities**

Includes administration, supervision and operation of military defence affairs and land, sea, air and space defence force such as combat forces of army, navy and air force, engineering, transport, communications, intelligence, material, personnel and other non-combat, forces and commands, reserve and auxiliary forces, provision of equipment, structures, supplies, etc., health activities for military personnel in the field and administration, operation and support of civil defence forces and support for the working out of contingency plans and the carrying out of exercises in which civilian institutions and populations are involved

7530 **Compulsory social security activities**

Includes administration of compulsory social security, sickness, work-accident and unemployment insurance and retirement pensions

Policing and Justice

7523 **Justice and judicial activities**

Includes administration and operation of administrative civil and criminal law courts, military tribunals and the judicial system, prison administration and provision of correctional services, rehabilitation services

7524 **Public security, law and order activities**

Includes administration and operation of regular and auxiliary police forces supported by public authorities and of port, border, coast guards and other special police forces including traffic regulation, alien registration, operation of police laboratories and maintenance of arrest records and provision of supplies for domestic emergency use in case of peacetime disasters

Other public services (non SSC)

7512 **Regulation of the activities of agencies that provide health care, education, cultural services and other social services excluding social security**

Includes public administration of programmes aimed to increase personal well-being: health, education, culture, sport, recreation, environment, housing, social services, etc.

7513 **Regulation of and contribution to more efficient operation of business**

Includes public administration and regulation of different economic sectors: agriculture, land use, energy and mining resources, infrastructure, transport, communication, hotels and tourism, administration of general labour affairs, implementation of regional development policy

7514 **Supporting service activities for the government as a whole**

Includes general personnel and other general service activities: administration and operation of general personnel services, whether or not connected with a specific function, development and implementation of general personnel policies and procedures covering selection, and promotion, rating methods, job description, evaluation and classification, administration of civil service regulations, etc.; administration, operation and support of overall general services: centralised supply and purchasing services, maintenance and storage of government records and archives, operation of government owned or occupied buildings, operation of central offices and other general services not connected with a specific function

7525 **Fire service activities**

Includes fire-fighting and fire-prevention: administration and operation of regular and auxiliary fire brigades supported by public authorities in fire prevention, fire fighting, rescue of persons and animals, assistance in civic disasters, floods, road accidents, etc. and marine fireboat services

9303 **Funeral and related activities**

Includes burial and incineration of human or animal corpses and related activities: preparing the dead for burial or cremation and embalming and undertakers' services, providing burial or cremation services, renting of equipped space in funeral parlours and renting or sale of graves

Appendix II: Public Administration Specialist Occupations

3312 POLICE OFFICERS (SERGEANT AND BELOW)

Police officers (Sergeant and below) co-ordinate and undertake the investigation of crimes, patrol public areas, arrest offenders and suspects and enforce law and order.

There are no academic requirements for entry to the civilian (Home Office) police although graduates may apply for accelerated promotion. Entrants must sit an entry test and pass a medical examination. All police officers undergo a two year probationary training period.

TASKS

- receives instructions from senior officers and patrols an assigned area on foot, horseback, motorcycle, motor car or boat to check security and enforce regulations;
- directs and controls traffic or crowds and demonstrations;
- investigates complaints, crimes, accidents, any suspicious activities or other incidents;
- interviews suspects, takes statements from witnesses and stops, searches and/or arrests suspects;
- prepares briefs or reports for senior officers;
- gives evidence in court cases.

4112 CIVIL SERVICE ADMINISTRATIVE OFFICERS AND ASSISTANTS

Civil Service administrative officers and assistants undertake a variety of clerical work in national government departments, and in local offices of national government departments.

Entry is possible with GCSEs/S grades, and/or relevant practical experience. NVQs/SVQs in Administration are available at Levels 2 and 3. Modern Apprenticeships leading to NVQ/SVQ at Level 3 are also available.

TASKS

- maintains and updates correspondence, documents, data and other records for storage in files or on computer;
- classifies, sorts and files publications, correspondence etc. in offices and libraries;
- responds to telephone enquiries and other forms of correspondence;
- undertakes a variety of clerical tasks specific to the operations of Inland Revenue offices, Job Centres, Benefits Agency offices and other local offices of national government;
- performs miscellaneous clerical tasks such as proof reading printed material, drafting letters, taking minutes etc.

4113 LOCAL GOVERNMENT CLERICAL OFFICERS AND ASSISTANTS

Local government clerical officers and assistants undertake a variety of clerical duties in local government offices and departments.

Entry is most common with GCSEs/S grades. Evidence of keyboard skills may also be required in some posts. Off- and on-the-job training is provided. NVQs/SVQs in Administration are available at Levels 2 and 3.

TASKS

- computes cost of product/services and maintains and balances records of financial transactions;
- prepares and checks invoices and verifies accuracy of records;
- receives and pays out cash and cheques and performs closely related clerical duties;
- operates data processing equipment to update and maintain data, correspondence and other records for storage or despatch;
- arranges, classifies and indexes publications, correspondence and other material in libraries and offices;
- performs other clerical duties not elsewhere classified including preparing financial information for management, proof reading printed material and drafting letters in reply to correspondence or telephone enquiries.

3314 PRISON SERVICE OFFICERS (BELOW PRINCIPAL OFFICER)

Prison service officers (below Principal Officer) direct, co-ordinate and participate in guarding inmates and maintaining discipline in prisons and other detention centres. Entrants require GCSEs/S grades or equivalent qualifications. Candidates must be between 20 and 49 years old in England and Wales or between 20 and 57 years old in Scotland. Candidates must pass a pre-entry test and full medical examination. Basic training lasts for a period of 11 weeks and is followed by a 12 month probationary period.

TASKS

- escorts prisoners to and from cells and supervises them during meals, recreation and visiting periods;
- watches for any infringements of regulations and searches prisoners and cells for weapons, drugs and other contraband items;
- guards entrances and perimeter walls;
- investigates disturbances or any other unusual occurrences;
- escorts prisoners transferred from one institution to another;
- reports on prisoners' conduct as necessary.

4111 CIVIL SERVICE EXECUTIVE OFFICERS

Workers in this unit group undertake administrative duties within government offices and departments, and supervise the activities of junior administrative and clerical staff.

Entry is possible with GCSEs/S grades and A levels/ H grades, BTEC/SQA awards or GNVQs/GSVQs, although many entrants are graduates. Off- and on-the-job training is provided. NVQs/SVQs and professional qualifications are available for certain areas of work.

TASKS

- plans work schedules, assigns duties and supervises the activities of administrative and clerical staff;
- undertakes random or regular checks of work to assess output and quality;
- ensures that accounting, verifying, recording etc are adhered to;
- advises on the purchase of office equipment and supplies;
- assists senior government officers with policy work, external liaison or general administrative work;
- undertakes administrative and supervisory duties specific to the operation of Inland Revenue offices, Job Centres, Benefits Agency offices and other local offices of national government.

3561 PUBLIC SERVICE ASSOCIATE PROFESSIONALS

Supervise and undertake general admin work in national/local government departments, organise the activities of local offices of national government departments. Entrants typically possess A levels/H grades or an equivalent, many entrants possess a degree. Entry may be possible by promotion from clerical grades for those with suitable experience. Training is typically provided on-the-job, supplemented by specialised courses. Professional qualifications are available in some areas.

TASKS

- co-ordinates activities of office staff, assigns tasks and responsibilities
- assists senior government officers with policy work, external liaison or general administrative work;
- supervises administrative functions
- organises resources for the acceptance and recording of vacancy details, the selection of suitable applicants etc
- authorises the payment of social security benefits, arranges for domiciliary visits to assess the financial circumstances of claimants and investigates any state insurance contribution problems;
- advises public or companies on general tax problems and arranges for the issue, receipt and examination of tax forms, assessment of PAYE codes and the computation of tax arrears and rebates.

3319 PROTECTIVE SERVICE ASSOCIATE PROFESSIONALS NEC

Inspect goods to ensure compliance with regulations concerning payment of duty, establish that persons entering and leaving the UK have necessary authorisation for crossing national borders, monitor maritime conditions, undertake search and rescue operations and perform other security and protective service occupations. Some posts require no academic qualifications whereas others require GCSEs/S grades and/or relevant practical experience. Entry to some occupations is followed by periods of assessed probationary training and professional examinations.

TASKS

- examines, weighs, counts goods imported, ensures that the declared value of goods is satisfactory and duties/taxes have been paid;
- examines passports/other immigration documents, allows/refuses entry to the UK;
- maintains revenue control at premises where dutiable goods are produced/stored
- visits racecourses, greyhound stadiums and betting shops to ensure compliance with legal requirements;
- broadcasts information on weather and maritime conditions, monitors shipping, provides instruction to navigators;
- receives distress messages, alerts rescue services, participates in search and rescue
- photographs, fingerprints, undertakes other forms of forensic examination

3313 FIRE SERVICE OFFICERS (LEADING FIRE OFFICER AND BELOW)

Workers in this unit group co-ordinate and participate in fire fighting activities, advise on fire prevention and salvage goods during and after fires. There are no formal academic requirements although some brigades may specify certain GCSEs/S grades. Good colour vision without spectacles or contact lenses is required. Candidates must also pass a medical examination and a strength test. Initial training lasts between 3 and 4 months and is followed by a two year probationary period of assessment.

TASKS

- inspects premises to identify potential fire hazards and to check that statutory fire fighting equipment is available and in working order;
- arranges fire drills and tests alarm systems and equipment;
- travels to fire or other emergency by vehicle and locates water mains if necessary;
- operates hose pipes, ladders, chemical, foam, gas or powder fire extinguishing appliances;
- rescues people or animals trapped by fire and administers first aid;
- removes goods from fire damaged premises, clears excess water, makes safe any structural hazards and takes any other necessary steps to reduce damage to property.

1172 POLICE OFFICERS (INSPECTORS AND ABOVE)

Police officers plan, organise, direct and co-ordinate the resources and activities of a specific geographical or functional area of generalised or specialised police work.

Entry is only possible by internal promotion from sergeant. Degree or equivalent qualification holders may obtain accelerated promotion. All police forces have age restrictions and medical requirements.

TASKS

- liaises with senior officers to determine staff, financial and other short and long term needs;
- plans, directs and co-ordinates general policing for an area or functional unit;
- directs and monitors the work of subordinate officers;
- establishes contacts and sources of information concerning crimes planned or committed;
- directs and co-ordinates the operation of record keeping systems and the preparation of reports.

3311 NCOs AND OTHER RANKS

Workers in this unit group are full-time members of the armed forces of the UK, the Commonwealth and other foreign countries and perform duties for which there is no civilian equivalent.

For a majority of positions entry does not depend upon academic qualifications. Entrants generally have to pass a selection interview, physical and medical examination. Entry to certain trades requires GCSEs/S grades or equivalent qualifications.

TASKS

- monitors, operates, services and repairs military equipment;
- stands watch and guards military establishments and other buildings;
- trains and exercises using various military equipment and tactics;
- patrols areas of possible military activity;
- leads and trains new recruits and lower ranks.

2441 PUBLIC SERVICE ADMINISTRATIVE PROFESSIONALS

Public service administrative professionals advise on the implementation and formulation of government policy, develops and implements the administrative policies of government departments, and coordinates and directs the resources and activities of offices of local and national government departments Entrants typically possess a degree or an equivalent qualification. Entry is also possible by internal promotion for those with appropriate experience. Training is typically provided on-the-job in the form of short courses for specialist areas.

TASKS

- advises government on the interpretation and implementation of policy decisions, acts and regulations, provides technical assistance
- co-ordinate activities of departmental staff, assigns tasks, makes changes in procedure
- co-ordinates, directs the activities of Inland Revenue offices, Job Centres, Benefits Agency etc
- develops and implements administrative policies of government departments, including pay arrangements, personnel and training policies and capital projects;
- registers and maintains records of all births, deaths and marriages in local authority area, issues appropriate certificates and reports any suspicious causes of death to the coroner.

1173 SENIOR OFFICERS IN FIRE, AMBULANCE, PRISON AND RELATED SERVICES

Fire officers, ambulance officers, and prison officers plan, organise, direct and co-ordinate activities and resources necessary for the provision of services. Customs officers plan and direct the work of customs, excise and immigration staff in the monitoring and inspection of goods and persons crossing national borders. The position of fire officer is achieved by internal promotion from Fireman, Leading fireman or Sub officer.

TASKS

- liaises with senior officials, government departments to determine short/long term needs;
- prepares reports for insurance companies, and other bodies;
- advises on the recruitment, training and monitoring of staff;
- fire officers plan, direct and co-ordinate an operational plan for fire station(s), attend fires and other emergencies, arrange for the salvaging of goods, immediate temporary repairs and security measures
- ambulance officers plan, organise, direct and coordinate the activities of ambulance personnel and control room assistants,
- prison offices interview prisoner on arrival and discharge/departure, receive reports on disciplinary problems and decide on appropriate action, make periodic checks on internal and external security;
- customs, excise and immigration officers advise on the interpretation of regulations and enforce them.

Appendix III: Glossary

Glossary of Abbreviations

ABI	Annual Business Inquiry
CITB	Construction Industry Trading Board
CoVE	Centres of Vocational Excellence
DfES	Department for Education and Skills
E2E	Entry to Employment
EDIMS	Equality and Diversity Impact Measures England
ESOL	English for Speakers of Other Languages
ETP	Employer Training Pilot
FE	Further Education
GCSE	General Certificate of Secondary Education
GNVQ	General National Vocational Qualifications
GVA	Gross Value Added
HE	Higher Education
HEFCE	Higher Education Funding Council for England
HNC	Higher National Certificate
HND	Higher National Diploma
ICT	Information and Communications Technology
ILR	Individual Learner Records
JSA	Jobseekers Allowance
KCC	Kent County Council
KS3	Key Stage 3
LAD	Local Authority District
LFS	Labour Force Survey
LSC	Learning and Skills Council
LSCKM	Learning and Skills Council Kent and Medway
NEET	Not in Education, Employment or Training
NESS	National Employer Skills Survey
NETP	National Employer Training Pilot
NUTS	Nomenclature of Territorial Units
NVQ	National Vocational Qualification
ODPM	Office of the Deputy Prime Minister
ONS	Office for National Statistics
PfL	Profit from Learning
PLASC	Pupil Level Annual Schools Census
SEEDA	South East England Development Agency
SfL	Skills for Life
SFR	Statistical First Release
SSA	Sector Skills Agreement
SSC	Sector Skills Council
SSDA	Sector Skills Development Agency
StAR	Strategic Area Review Technology
UA	Unitary Authority
WBL	Work Based Learning

Glossary of Terms

Annual Business Inquiry Action for Business Colleges

Annual Survey of businesses undertaken by ONS. Flagship programme supported by the South East region's six LSC's and SEEDA, as part of the Workforce Skills Programme.

Basic Skills CoVE

Numeracy, Literacy and ESOL.
Centres of Vocational Excellence – Colleges with specialist provision and facilities aimed at meeting needs of employers primarily to tackle level 3 skills in technical, craft and supervisory roles.

IER/Warwick University (WF II)

Institute of Employment Research at the University of Warwick employment forecast model (based primarily on LFS and ABI)

Labour Force Survey

Quarterly survey of labour workforce

Level 1

4 - 5 GCSE passes grades D – G or NVQ 1

Level 2

5 GCSE grades A* - C, O-Level or NVQ 2

Level 3

A Level or NVQ 3 equivalent

Level 4

Higher Education: first and sub-degree

HNC, HND, NVQ4

Level 5

Postgraduate degree or NVQ 5

Literacy

Ability to read and write

National Employer Skills Survey

NESS is an annual Survey of Employers that allows comparative data analysis at local, regional and national levels with respect to training activity, vacancies, hard to fill vacancies and skills gaps. The survey is funded by the LSC in partnership with the SSDA and DfES, and includes a sample of around 75, 000 employers nationally with local sample boosts.

Ability to understand and use numbers.

Numeracy

Sector Skills Agreement

An agreement between employers (represented by a Sector Skills Council) and key funding partners (LSC) to meet existing and future training needs. Agreements will enable the government, employers, employee representatives and organisations who plan, fund and support education and training to tackle the provision of skills around a common set of objectives.

Sector Skills Councils

Currently 25 councils representing approximately 85% of the economy.

Skills Gaps

Exist where those in work in an organisation do not have the necessary skills to perform their jobs to a satisfactory standard.

Skills Shortages

Exist where there is insufficient supply of skilled labour among the working population.

Train to Gain

Replaced the Employer Training Pilot (marketed in Kent and Medway as Profit from learning).

Useful Publications

‘Kent Economic Report’, Kent County Council

‘Kent Prospects’, Kent County Council

‘Learning and Skills Assessment’, Learning and Skills Council for Kent and Medway

Useful Links

Learning and Skills Council: www.lsc.gov.uk

Learning and Skills Council for Kent and Medway:
www.lsc.gov.uk/kentandmedway

Department for Education and Skills: www.dfes.gov.uk

South East England Development Agency: www.seeda.co.uk

Sector Skills Development Agency: www.ssda.org.uk

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This publication is available from the Council’s website:
www.lsc.gov.uk/kentandmedway

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