A labour market assessment of the leisure marine and search and rescue industries

A report to the Maritime Skills Alliance

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CONTENTS

Executive summary

Introduction

1.   The Maritime Skills Alliance (MSA) is the Sector Body for maritime skills issues. It is a strategic alliance between the British Marine Federation, the Merchant Navy Training Board, Ports Skills and Safety, the Royal Yachting Association and the Seafish Industry Authority.

2.   In February 2005 the MSA produced a labour market assessment of the fishing, ports and shipping industries. This report on the leisure marine and search and rescue industries supplements that so that together they provide an up-to-date, independent and authoritative assessment of the maritime sector's labour market and skill needs.

3.   Unfortunately the leisure marine and search and rescue industries are not well defined by the industrial classification systems used by the Office for National Statistics (ONS) and therefore official industry and labour market data is not available. This report is therefore based on:

- interviews with 27 employers and industry representatives;

- research produced by the British Marine Federation (BMF) and other relevant organisations.

The leisure marine industry

4.   The leisure marine industry consists of businesses offering sea, coastal or inland water-based services to consumers as their principle activity. This includes:

- marinas and moorings both on inland waterways and on the coast;

- inland boat hire and water-sport rental;

- coastal yacht charter including flotilla operators' overseas activities and superyacht charter;

- sailing schools and water-sport tuition including the overseas activities of specialist tour operators.

5.   The industry makes a significant contribution to the UK economy. It is estimated that the turnover of the leisure marine industry in 2005-06 was £436m and in 2003 the industry contributed £186m in value added directly to the UK economy. In addition between £1.8-2.2 billion of domestic tourism spending was related to leisure marine activities.

6.   There are approximately 1,240 businesses employing 6,950 full-time equivalent posts in the leisure marine industry. The industry is dominated by self-employed and micro-businesses and is concentrated in South West, South East and East England.

7.   The seasonal nature of much of the leisure marine market means that nearly one quarter of the workforce is employed on a temporary basis compared with an average across the whole UK workforce of just 6%.

8.   The leisure marine industry has outperformed the UK economy as a whole over recent years in terms of turnover. Turnover in the industry grew by 16% between 2002 and 2004 compared to the UK average of 11%. However employment fell by 9% compared with an increase in average UK employment of 1%.

9.   The most common employment issue raised was the requirement for employees to have a broad range of specialist skills and the difficulty recruiting people with these skills. The requirement is slightly different between sub-sectors.

- the yacht charter sub-sector requires people that are qualified to skipper a yacht, have good customer care and communication skills and are also able to maintain and repair equipment on the boat. Employers need a "jack of all trades" and one identified a list of around 16 skills they ideally needed one person to have some understanding of;

- canal boat hire companies tend to build and maintain their own fleets. They report that it is very difficult to get people with the range of craft skills they require to build and maintain the interior and exterior of the boats. This is because it is difficult to find people with the broad range of skills they need and the skills are generally in demand in other sectors.

10.   Businesses are worried that their industry's requirement for a small number of employees in very specialist roles combined with their limited ability to pay higher wage rates is making it difficult for them to recruit and retain staff particularly in locations where there is a high local employment rate and competition for staff. For example marinas report increased levels of staff turnover and poaching in the South and South West coast of England.

11.   Management skills were also highlighted as a common issue across the industry. The industry has many small companies and interviewees felt that many were poorly managed, partly because they are seen as lifestyle businesses. They felt that this coupled with low margins contributes to the low business survival rate, but also does not help to present the industry as a career option to potential employees.

12.　The global superyacht charter sub-sector is growing significantly and our interviewees believe there is a significant growing demand for high quality British qualified crew on these ships. However these crew need to have high skills levels as well as certain personal and physical attributes.

Maritime search and rescue

13.　The main organisations involved in search and rescue in offshore, inshore and coastline areas are:

- the Maritime Coastguard Agency (MCA). A government agency that includes the HM Coastguard. This is responsible for the initiation and co-ordination of search and rescue activities including the co-ordination of the Coastguard Rescue Service, an organisation staffed by volunteers;

- Royal National Lifeboat Institute (RNLI). A voluntary organisation operating a fleet of inshore and all weather lifeboats around the UK and the Republic of Ireland and a lifeguard service, principally across South West England;

- other emergency services;

- local authorities and beach lifeguards. Some areas operate Beach Lifeguard Units. These are usually volunteers operating under contract to the local authority;

- lighthouse and pilotage authorities. Launches and tenders operated by these authorities can be involved in search and rescue activities.

14.　In 2005:

- HM Coastguard reports that it rescued 4,790 people;

- the RNLI reports that in the UK and the Republic of Ireland its lifeboats launched 8,273 times and rescued 8,104 people;

- the RNLI reports that its beach lifeguards rescued 2,333 people.

15.　There are 19 Maritime Rescue Co-ordination Centres (MRCCs) around the UK coast, which form a network of command and control centres that receive incoming distress calls, alert the appropriate rescue assets, and co-ordinate the rescue effort. Among these rescue assets are:

- 232 lifeboat stations run by the RNLI (with 4,800 volunteer lifeboat crew members);

- 3,300 volunteer members of the Coastguard Rescue Service operating in 398 Coastguard Rescue Teams throughout the country;

- four emergency towing vessels chartered by the HM Coastguard and covering high risk shipping areas;

- four HM Coastguard helicopter units;

- 15 Fire and Rescue Service teams specially trained and equipped to tackle fires and hazardous and noxious substances in the marine environment;

- other resources that are in a position to assist with a particular incident.

16. Together the HM Coastguard and the RNLI employ approximately 2,000 people, although not all are employed directly in search and rescue operations. Within the RNLI, search and rescue employees are mainly full-time mechanics and a small number of full-time coxswains. Nearly all of HM Coastguard's employees are involved in the co-ordination and management of the UK's search and rescue activity.

17. Together these organisations rely on approximately 8,000 volunteers based across the UK to undertake search and rescue activities, either by manning lifeboats or by working as coastguard rescue officers for the Coastguard Rescue Service. These volunteers come from a wide variety of backgrounds and ages.

18. Both organisations report low staff turnover, but are having increasing difficulties getting enough volunteers to attend incidents during the typical working day.

Conclusions

19. Our findings suggest action is required in five areas:

1. Increasing the supply of engineering skills

20. In common with other sectors both leisure marine and search and rescue report a shortage of engineering skills or a significant change in the skills required. This need is in three areas:

- engineers to maintain and service leisure marine boat engines both in-land and coastal;

- a shortage of yachtsmen with the skills to maintain and make basic repairs to boat equipment. This requires knowledge and skills across a broad range of crafts;

- an increase in the electronic and electrical knowledge of engineers servicing and maintaining lifeboats.

2. Raising management skills in leisure marine

21.   There is a need to raise management skills in two areas:

- the management skills of owners of small businesses many of which are run as lifestyle businesses. Increasing demand from customers, higher expectations and greater competition means that greater commercial management skills are needed;

- the management skills and business awareness of managers and supervisors in both inland and coastal marina companies.

3. Improving the flexibility, relevance and availability of training provision and qualifications

22.   The leisure marine industry requires employees with a broad range of skills, some of which are specific to the industry. Existing qualifications and training either does not cover all the areas required by employers or covers areas in more depth than required. Many employers in the industry are looking for a basic broad-based leisure marine related course where they can select modules that are relevant to their context.

4. Promoting the long-term career prospects in the leisure marine industry

23.   The leisure marine industry feels that there is a perception amongst young people and their parents that the industry only offers a short-term career option. The high levels of temporary employment and the transient nature of the parts of the workforce may mean that this perception is at least partly correct, however longer-term career paths are necessary if the industry is to have a pool of experienced employees.

5. Improving the evidence base

24.   There is a lack of basic data about the number of businesses, type and size of employment and recruitment and training activity in the leisure marine industry. MSA decision-making in relation to the industry would benefit from a more robust evidence base than is currently available.

1. Introduction

Context

1.1   The Maritime Skills Alliance (MSA) was formally established in January 2004 and is the Sector Body for maritime skills issues. It is a strategic alliance between the British Marine Federation, the Merchant Navy Training Board, Ports Skills and Safety, the Royal Yachting Association and the Seafish Industry Authority.

1.2   In February 2005 the MSA produced a labour market assessment of the fishing, ports and shipping industries. This report on the leisure marine and search and rescue industries supplements that, so that together they provide an up-to-date, independent and authoritative assessment of the maritime sector's labour market and skill needs.

Methodology

1.3   The evidence presented in this assessment has been derived from:

- interviews with 27 employers and industry representatives. A list of organisations interviewed is included in Appendix A;

- research produced by the British Marine Federation (BMF) and other relevant organisations.

1.4   Unfortunately leisure marine and search and rescue activities are not well defined by the industrial classification systems used by the Office for National Statistics (ONS) and therefore official industry and labour market data is not available.

Structure of the report

1.5   To aid comparison with the MSA's 2005 labour market assessment we have used a similar structure. It is based on the Sector Skills Development Agency's Guide to Market Assessments and covers:

- the definition of the industries;

- competitiveness and drivers of change;

- employment patterns and skills needs;

- skills supply and employer training;

- conclusions.

1.6   Throughout the document we present evidence relating to the leisure marine and search and rescue industries separately. Where appropriate we highlight sub-sector[1] specific issues.

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[1] Throughout the report we use the term industry to refer to either leisure marine or search and rescue activities and we use the term sub-sector to define a more specific activity such as yacht charter or inland waterways.

2. Industry definition

Industry description

Leisure marine

2.1   In this report we define the leisure marine industry as businesses offering sea, coastal or inland water-based services to consumers as their principle activity. This includes:

- marinas and moorings both on inland waterways and on the coast;

- inland boat hire and water-sport rental;

- coastal yacht charter including flotilla operators' overseas activities and superyacht charter;

- sailing schools and water-sport tuition including the overseas activities of specialist tour operators.

2.2   We do not include in our definition activities associated with:

- boat-building manufacture and repair;

- equipment manufacture and repair;

- retail and wholesale of boats or equipment;

- financial and business services.

2.3   Some employers are involved in a number of these activities. For example:

- a company may operate sailing schools on the UK coast, charter yachts and lead flotillas in the Caribbean and run beach based holidays that offer sailing or water-sport tuition in Greece;

- an inland marina on a canal may provide moorings, rent canal boats, operate a chandlery and maintain and build canal boats.

Search and rescue

> *Search and Rescue is the activity of locating and recovering persons either in distress, potential distress or missing and delivering them to a place of safety.[2]*

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[2] Maritime Coastguard Agency (2002) Search and Rescue Framework for the United Kingdom of Great Britain and Northern Ireland.

2.4   This report focuses on maritime search and rescue activities. The organisation of search and rescue operations in the UK is through a combination of government departments, the emergency services and other organisations including a number of charities and voluntary organisations. The key organisations involved in search and rescue in offshore, inshore and coastline areas are:

- the Maritime Coastguard Agency (MCA) is a government agency that provides a response and co-ordination service for maritime search and rescue. This includes the HM Coastguard which is responsible for the initiation and co-ordination of search and rescue activities. They also co-ordinate the Coastguard Rescue Service which is an organisation consisting of Coastguard Rescue Teams (CRTs) staffed by volunteers;

- Royal National Lifeboat Institute (RNLI). This is a voluntary organisation incorporated by Royal Charter for the purpose of saving lives and promoting safety at sea. It operates a fleet of inshore and all weather lifeboats around the UK and the Republic of Ireland;

- other emergency services. In April 2006 the UK established the Maritime Incident Response Group (MIRG) with 15 Fire and Rescue Service (FRS) teams strategically located around the country. Each team has been specially trained to respond to fires in the marine environment. They are supported by specially trained paramedics;

- lighthouse and pilotage authorities. Launches and tenders operated by these authorities can be involved in search and rescue activities particularly when recovering persons from the water, from pleasure craft or when responding to incidents either within or just outside harbour limits;

- local authorities and beach lifeguards. Local authorities are responsible for safety on beaches and cliffs and in some areas operate Beach Lifeguard Units. These are usually volunteers operating under contract to the local authority. The RNLI operates these contracts for a number of local authorities in South and South West England.

2.5   Although these search and rescue activities are not commercially focused, throughout the report we use the term industry as short-hand and to ensure consistency of language.

Statistical definition

2.6 For statistical purposes the Office for National Statistics classifies industries by the Standard Industrial Classification (SIC). Unfortunately these do not equate to the activities described above and none of the SIC codes are unique to the leisure marine or search and rescue industries. In table 2.1 we illustrate the SIC codes most appropriate to the leisure marine industry. In all cases the industry only represents a small part of the activity defined.

Table 2.1: Leisure marine industry definition using SIC 2002 codes

SIC	SIC Title	Relevance to leisure marine industry
61.10/1	Passenger sea and coastal water transport	• Renting of pleasure ships with crew ie Super Yachts • Operation of excursion, cruise or sightseeing boats
61.20/1	Passenger inland water transport	• Renting of pleasure boats with crew
63.22	Other supporting water transport activities	• Operation of waterway locks and canals
63.30/2	Activities of travel organisations	• Flotilla and water-sport beach holiday operators
71.40/1	Renting of sporting and recreational equipment	• Renting of pleasure boats and water-sport equipment
80.41	Driving school activities	• Sailing schools and water-sport training
92.62/9	Other sporting activities not elsewhere classified	• Activities of marinas

2.7 We have therefore used data produced by the British Marine Federation[3] to provide data on the industry nationally. This is based on a BMF survey of members and a thorough investigation of a business list of non-member marine companies in the UK. It provides data for:

- Coastal/sea charter;

- Inland boat hire;

- Water-sports rental;

- Sailing schools;

- Coastal marinas;

- Inland marinas.

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[3] British Marine Federation (2007) UK Leisure and Small Commercial Marine Industry: Key Performance Indicators 2005-06.

2.8   In table 2.2 we show that the water-based search and rescue industry is also poorly represented by the SIC. This reflects the size of the activity and that it is undertaken primarily by government and voluntary organisations. Throughout the report we have therefore focused on the activities of the HM Coastguard and the RNLI.

Table 2.2: Search and leisure industry definition using SIC 2002 codes

SIC	SIC Title	Relevance to search and rescue industry
75.22	Defence activities	• Maritime search and rescue operations undertaken by the military
75.24	Public security, law and order activities	• Coastguard administration and operation
75.25	Fire service activities	• Rescue of persons or animals • Marine fireboat services
85.14	Other human health activities	• Ambulance transport of patients by any mode of transport

Industry value

Leisure marine

2.9   The industry makes a significant contribution to the UK economy. A BMF commissioned study investigating the direct and indirect value of the industry[4] estimated that in 2003:

- the industry contributed £186m[5] in value added directly to the UK economy;

- between £1.8-2.2 billion of domestic tourism spending was related to leisure marine activities. This is spending not directly on the supply of marine services but on other services as a consequence, for example spending in hotels, restaurants, supermarkets and travel;

- overseas tourists account for about £200m of the total leisure marine related tourism spend.

2.10   The BMF estimates that the turnover of the leisure marine industry in 2005-06 was £436m. The largest sub-sectors in terms of turnover are coastal and sea charter (28%), coastal marinas (26%) and inland boat hire (21%).

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[4] British Marine Federation (2005) Economic Benefits of the UK Leisure Boating Industry.
[5] Includes estimate for boatyard services which are excluded from our definition of the leisure marine industry.

Table 2.3: Leisure marine industry turnover (2006)

Sub-sector	Turnover (£m)	% of industry total
Coastal/sea charter	122.24	28%
Coastal marinas	112.72	26%
Inland boat hire	91.66	21%
Inland marinas	55.09	13%
Sailing schools	27.84	6%
Water-sports rental	26.13	6%
Leisure marine industry total	**435.68**	100%

Source: BMF, Key Performance Indicators 2005-06

Search and rescue

2.11   The search and rescue industry is not commercial and its value is better illustrated by the number of lives it saves. In 2005:

- HM Coastguard reports that it rescued 4,790 people[6];

- the RNLI reports that in the UK and the Republic of Ireland its lifeboats launched 8,273 times and rescued 8,104 people[7];

- the RNLI reports that its beach lifeguards rescued 2,333 people.

2.12   It is possible to provide an indication of the costs associated with the search and rescue activities based on the MCA and RNLI accounts:

- In 2006-07 the projected costs of MCA's Safer Lives business activity (including incident reduction as well as search and rescue operations) is £74m;

- the RNLI spent £144m on running costs and capital expenditure in 2005-06.

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[6] Maritime Coastguard Agency (2006), Annual Report and Accounts 2005-2006.
[7] RNLI (2006), 2005 Annual Review.

Industry structure

Leisure Marine

2.13 BMF data estimates that there are approximately 1,240 businesses in the leisure marine industry in 2006. This is 29% of the businesses in the wider UK marine industry (including boat manufacturing, retail and financial services). Table 2.4 provides an estimate of the number of businesses involved in each of the leisure marine sub-sectors. As some businesses are involved in more than one sub-sector the total adds up to more than 100%. The table shows that the largest numbers of businesses are involved in coastal/sea charter and the fewest are involved in sea schools. The number of water-sports rental businesses is small and therefore BMF are not able to provide this data for reason of confidentiality.

Table 2.4: Number of businesses operating in each leisure marine sub-sector (2006)

Sub-sector	No of businesses*	% of businesses
Coastal/sea charter	403	33%
Inland boat hire	292	24%
Inland marinas	292	24%
Coastal marinas	277	22%
Sailing schools	167	13%
Leisure marine total (exc. water-sport rental)	**1,240**	

* Businesses may be involved in more than one sub-sector and will be counted more than once. Source: BMF data, 2006

2.14 BMF data for the wider marine industry shows that it is dominated by self-employed and micro-businesses. Just 2% of businesses in the wider sector employ more than 50 people, although these are likely to employ a large proportion of the workforce. This data is not available for the leisure marine industry, but our interviews suggest that the structure is likely to be very similar.

Table 2.5: Size of businesses in the marine industry (including manufacturing, retail and financial services (2006)

Number of employees	Number of businesses	% of total
Self-employed	875	20%
1-5	2,253	52%
6-10	632	15%
11-25	348	8%
25-50	130	3%
Over 50	75	2%
Marine industry total	**4,313**	100%

Source: BMF, Key Performance Indicators 2005-06

2.15 Analysis of the leisure marine industry's turnover illustrates how the industry is concentrated in South West, South East and East England.

Table 2.6: Leisure marine industry turnover by country and English RDA region (2006)

Country/English RDA region	% of UK turnover
South East	39%
South West	15%
East England	13%
West Midlands	7%
Scotland	6%
North West	5%
East Midlands	4%
London	4%
Wales	3%
North East	1%
Yorkshire and Humber	1%
N Ireland	1%
Other UK	1%

Source: BMF data, 2006

Search and Rescue

2.16 There are 19 Maritime Rescue Co-ordination Centres (MRCCs) around the UK coast, which form a network of command and control centres for responding to reports of maritime and coastal distress. These receive incoming distress calls, alerting the appropriate rescue assets, and co-ordinating the rescue effort. Among these rescue assets are:

- 232 lifeboat stations run by the RNLI (with 4,800 volunteer lifeboat crew members) which act as a base for storing, launching and recovering vessels and communicating with the emergency services;

- 3,300 volunteer members of the Coastguard Rescue Service operating in 398 Coastguard Rescue Teams throughout the country;

- four emergency towing vessels chartered by the HM Coastguard based in the Strait of Dover, the Minches, the Fair Isle Area and the South Western Approaches. These provide emergency towing cover in high risk shipping areas;

- four HM Coastguard helicopter units at Sumburgh Airport (Shetland), Stornoway (Isle of Lewis), Portland and Lee-on-Solent. They are also able to call on Royal Navy helicopters if required;

- 15 Fire and Rescue Service teams strategically located around the country, specially trained and equipped to tackle fires and hazardous and noxious substances in the marine environment. Capable of being transported by helicopter to incidents anywhere in the country, not just at sea, they are reinforced by paramedics;

- other resources that are in a position to assist with a particular incident, for example merchant navy vessels that may be nearby.

2.17 Some MRCCs have specialist roles, which often depend on their location for example:

- Dover is responsible for the Channel Navigation Information System which provides a 24 hour radio and radar safety service for all shipping in the Dover Strait;

- The MRCCs on the north east coast of Scotland cover incidents related to North Sea oil and gas production;

- London is responsible for the Thames river and estuary;

- Falmouth has responsibility for co-ordinating international search and rescue operations that may have UK involvement;

2.18 In addition the RNLI is a declared facility for the Department for International Development and has a unit of 60 volunteers which is able to provide water-related humanitarian aid elsewhere in the world at short notice.

3. Competitiveness and drivers of change

Introduction

3.1   In this section we discuss the recent performance of the industries and then consider the drivers of change that may impact on businesses and their workforce over the next few years.

Competitiveness

Leisure marine

3.2   The leisure marine industry as we have defined it in this report has outperformed the UK economy as a whole over recent years in terms of turnover. The BMF Industry Bulletins[8] report that turnover in the industry grew by 16% between 2002 and 2004 compared to the UK average of 11%[9].

3.3   As table 3.1 illustrates there are significant differences in performance by sub-sector between 2002 and 2004:

- sea schools nearly doubled their turnover to £30.5m. Although it was the smallest sub-sector it accounted for nearly half (47%) of the industry's growth;

- the turnover of sea charter companies grew by 25% to £53m and accounted for one third (33%) of the industry's growth;

- inland hire/charter turnover grew at the same rate as the UK economy average (11%) to £45.6m and accounted for 15% of the industry's growth;

- moorings, berthing and storage grew by just 2% to £114.9m. Although it is the largest sub-sector it accounted for just 5% of the industry's growth. BMF's 2003-04 Marinas and Moorings Audit suggests that although there is excess demand for moorings over supply, physical constraints such as lack of space, the planning system and environmental issues are constraining the sector's ability to respond.

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[8] BMF (2003), UK Leisure Marine Industry Bulletin and BMF (2005), UK Leisure Marine Industry Bulletin 2004-2005. The methodology used in BMF's 2007 Key Performance Indicators report is not comparable to those used in earlier reports.
[9] ONS (2006) Annual Business Inquiry, www.statistics.gov.uk/abi/whole_econ.asp, accessed February 2007.

Table 3.1: Leisure marine industry turnover (2002-2004)

Sub-sector	2002 Turnover (£m)	2004 Turnover (£m)	Change 2002-2004		
			Actual (£m)	%	% of change
Sea schools	15.3	30.5	15.2	99%	47%
Coastal charter	42.2	53	10.8	26%	33%
Inland hire/charter	40.9	45.6	4.7	11%	15%
Moorings, berthing and storage	108.3	110	1.7	2%	5%
Leisure marine industry	**206.7**	**239.1**	**32.4**	**16%**	**100%**

Source: BMF, UK Leisure Marine Bulletins

3.4   Individuals' participation in boating activities provides an indication of the industry's competitiveness compared to other domestic leisure activities. The 2006 water-sports and leisure participation survey[10] reports that 7.25% of the UK adult population (or around 3.5 million adults) participated in some form of boating activity in 2006. In table 3.2 we show that the largest numbers have participated in canoeing or motor-boating/cruising whilst fewest have participated in yacht or small boat racing.

Table 3.2: Adult participation in boating activities (2006)

Activity	Number of adults	% of adult population
Canoeing	1,065,665	2.21%
Motor boating/cruising	573,035	1.19%
Small sail-boat activities	527,245	1.09%
Rowing	442,770	0.92%
Canal boat	384,282	0.80%
Power boating	358,590	0.74%
Yacht cruising	327,140	0.68%
Waterskiing	324,597	0.67%
Using personal watercraft	275,836	0.57%
Windsurfing	262,093	0.54%
Small sail-boat racing	188,174	0.39%
Yacht racing	111,347	0.23%
Total (any boating activity)	**3,494,069**	**7.25%**

Source: 2006 Water-sport and leisure participation survey

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[10] Arkenford Market Research (2006) Watersports and Leisure Participation Survey 2006, BMF, MCA, RNLI and RYA and Sunsail.

3.5   The report suggests that there has been a slight downward trend in participation in boating activities of one percentage point over the five years of the survey. Participation in motor boating/cruising and canal boating has had an upward trend and these represent higher value activities to the industry than some of the other activities that have declined. Participation in small sail boat activities has remained stable. However it should be noted that:

- not all participation can be linked directly to the activities of the industry. For example someone using their own canoe in a river or windsurfer in the sea is not purchasing a service from the industry, although they may have in the past;

- participation rates do not necessarily reflect value to the industry. For example one person chartering a large yacht will provide greater income than one person renting a rowing boat;

- the participation data does not reflect the significant contribution of overseas visitors to the industry's turnover;

- the change is not large enough to be statistically significant.

Search and rescue

3.6   Measures of competitiveness are not relevant for search and rescue activities, although HM Coastguard Search and Rescue Capability and Response Indicators are published[11]. These show that in 2005:

- 92.7% of people involved in life threatening situations were rescued. This is the same as 2004 and slightly lower than 2003 (94.2%);

- the effectiveness of HM Coastguard's Search and Rescue Service as measured by the number of deaths from preventable events as a proportion of the number of people rescued was 97.9%. This is very similar to 2004 (98.1%);

- the efficiency of the HM Coastguard Search and Rescue Service, as measured by the number of incidents per member of watch-keeping staff, has increased with an average of 40.6 in 2005 compared with 32.9 in 2004, 32.3 in 2003 and 30.4 in 2002;

- in 97.2% of incidents the time taken to decide on the appropriate search and rescue response and initiate action was within five minutes of being alerted. This was similar to 2004 (97.9%) and slightly less than 2003 (98.9%);

- Coastguard Rescue Teams arrived at an incident within 30 minutes in 93.8% of incidents;

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[11] Maritime Coastguard Agency(2006), Annual Report and Accounts 2005-2006.

- the average times to launch from call-out for RNLI lifeboats were 11 minutes 26 seconds for all weather lifeboats, and 7 minutes 2 seconds for inshore lifeboats or hovercraft, which is comparable with previous years.

3.7 Additionally the RNLI aims to be recognised universally as the most effective, innovative and dependable lifeboat service and has a number of strategic performance standards:

- To achieve an average launch time of 10 minutes from notification to the RNLI;

- To reach all notified casualties where a risk to life exists, in all weathers, out to a maximum of 100 nautical miles;

- To reach at least 90% of all casualties within 10 nautical miles of lifeboat stations within 30 minutes of launch in all weathers;

- To reach any beach casualty up to 300m from shore within the flags on RNLI lifeguard patrolled beaches, within 3.5 minutes.

Drivers of change

Leisure marine

3.8 The leisure marine industry is affected by changes in consumer tastes and society. Research undertaken by the Henley Centre for Visit England[12] examining the factors that might influence domestic tourism to 2015. Some of the relevant key factors highlighted included:

- changes in social structures such as an ageing population, changing family structure and more people living on their own;

- fragmentation of leisure activities in order to respond to more demanding consumers with specific tastes and preferences;

- a change to an experience economy, reflecting the desire in a more affluent society for experiences rather than just services;

- changes in behaviour in order to reduce the impact on the environment.

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[12] England Research (2005), What is the Future of Domestic Tourism to 2015? Visit Britain.

3.9 Demographic trends mean that over 55s will make up an increasing proportion of the UK population and therefore will lead to increased demand for activities preferred by older people. Table 3.3 shows that people aged over 55 were most likely to have taken part in motor boating/cruising and canal boating in 2006. If this pattern remains the same then these activities may be expected to see most benefit from the ageing population.

Table 3.3: Adult participation in boating activities by age (2006)

Activity	% of adult population participating			
	16-34	35-54	Over 55	All ages
Canoeing	**3.79%**	**2.67%**	0.46%	2.21%
Motor boating/cruising	**1.65%**	**1.11%**	**0.88%**	1.19%
Small sail-boat activities	1.51%	**1.58%**	0.28%	1.09%
Rowing	**1.61%**	0.98%	0.29%	0.92%
Canal boating	0.82%	0.95%	**0.63%**	0.80%
Power boating	0.87%	1.07%	0.33%	0.74%
Yacht cruising	0.68%	0.79%	**0.57%**	0.68%
Waterskiing	1.29%	0.72%	0.11%	0.67%
Using personal watercraft	1.15%	0.64%	0.03%	0.57%
Windsurfing	1.13%	0.55%	0.05%	0.54%
Small sail-boat racing	0.53%	0.50%	0.17%	0.39%
Yacht racing	0.27%	0.32%	0.12%	0.23%
Total (any boating activity)	10.59%	8.82%	2.97%	7.25%

Source: 2006 Water-sport and leisure participation survey. Top three participation rates for each age group are shown in bold

3.10 Our interviews also identified that an ageing population and particularly an increase in retirements had an impact on competition in the yacht charter sub-sector. Interviewees reported competition from large numbers of newly established yacht charter companies. They believed this was a result of people retiring and investing in a yacht which they then charter out to supplement their pension income. However they also reported that many of these charter companies do not survive for long because owners under-estimate the business skills and commitment required.

3.11 Increased wealth and the greater availability of leisure time is resulting in UK residents taking part in boating activities abroad as well as in the UK. Some of this activity results in income to the UK leisure marine industry through UK based specialist tour operators and yacht charters. The 2006 participation survey reports that more than two fifths of water-sport participants undertook the following activities whilst abroad:

- use personal watercraft;

- waterskiing;

- power boating;

- windsurfing;

- motor boating;

- yacht cruising.

3.12 One marina operator is developing a marina in Europe to cater for the increased demand from UK customers for berths in Europe. Although the marina is being developed with a European partner it expects some of the jobs to be taken up by British workers.

3.13 Increased wealth is also resulting in an increasing market in the chartering of superyachts. A 2002 report by the Society of Maritime Industries[13] found that there were just over 1,600 superyachts worldwide and that the fleet had increased by 90% in the previous ten years. This growth was accompanied by an increase in the size of vessels being built. The number of superyachts was expected to increase by 6% per year over the next ten years. Superyachts are normally owned by individuals, but our interviews identified a trend towards greater chartering. The UK industry is in a good position to benefit from managing charters and providing crew as many owners have a preference for British crew.

3.14 The general trend to rent rather than buy was also highlighted in other sub-sectors. This change not only means individuals do not have to pay running and maintenance costs, but also allows them to experience a wider range of marine activities. As a result tour and water-sports operators are offering a wider range of activities and this requires multi-skilled employees. In the yacht charter sub-sectors customers are demanding vessels with more and better equipment and this has implications for maintenance requirements.

3.15 Interviewees identified that the value and availability of land is impacting on the industry in three areas:

- the cost of waterside property and land is making it difficult for sailing schools to find appropriate locations from which to be based;

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[13] Society of Maritime Industries (2002).

- the availability of land is limiting the potential for marinas to meet the increased demand for berths. BMF research estimates that in 2003-04 there were 150,000 moorings in the UK and that just 2.8% were vacant at the time of the survey[14]. Key constraints on moorings identified were lack of space on land and water, the planning system, environmental issues, finance and dredging problems;

- the cost of housing is leading to an increase demand for houseboats on inland waterways. This is not only changing the characteristics of the waterways, but also creates different demands on inland marina operators who increasingly need to manage tenant-landlord relationships rather than focusing on providing a short-term service to customers.

3.16   Regulation and legislation is recognised as a major factor influencing the industry's activity. None of our interviewees identified specific impending regulations that were likely to impact significantly on their activities although canal boat operators did raise concerns about the level of funding provided to British Waterways. They identified two issues as a result:

- a large increase in boat registration fees which they believed would have a significant impact on operators costs;

- a lack of funds for maintenance of the canals and the resulting closure of parts of the canal network.

3.17   As with all industries, changing technology impacts on the operations of the leisure marine industry. The main issue identified by interviewees was the increasing use of electronics on-board boats in relation to both the direct operation of the boat and other equipment used. This has greatest impact on yacht charter companies who must update the skills of those employed to maintain the boats. However canal boat operators in particular highlighted that they still require people with a wide range of more traditional craft skills.

Search and rescue

3.18   The RNLI reports that 2005 was its busiest year ever in terms of the number of lifeboat launches and number of people aided by lifeguards. The RNLI believe there are a number of trends that are increasing the need for their services and are impacting on the type of service they provide. These include:

- an increase in the number of people using beaches in the UK. Not only are more people using them, but they are being used for more of the year (from mid-March to October). This is leading to an increase in demand from local authorities for beach lifeguards and this is an expanding area for the RNLI;

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[14] BMF (2004) Marina & Moorings Coastal Audit 2003-04.

- an increase in water-sport users. More people are undertaking a wider range of water-sports. New sports such as kite-surfing require RNLI staff to update their knowledge so that they are aware of the associated dangers and how to handle the equipment if necessary;

- the number of yacht owners is increasing and as a result there is an increased need for prevention and rescue services.

3.19   Changes in technology are also impacting on the industry. In particular changes in technology used on-board the RNLI's lifeboats mean that the skills of crew and mechanics need to be reviewed regularly. The RNLI aim to keep the equipment on their boat as simple as possible so that they are easily maintained, however an increasing use of electronics in the design of boats and engines means that they have a need to increase their mechanics' electronics knowledge and related skills.

3.20   Similarly technological advances impact on the equipment used by the Coastguard Rescue Service. When equipment gets updated or new techniques are developed there is a requirement for Coastguard Rescue Teams to learn new skills.

3.21   HM Coastguard has recently invested heavily in new technology systems within their Maritime Rescue Co-ordination Centres. This has had two significant impacts:

- it has improved the efficiency and effectiveness of their operations and allows them to put more resources into accident prevention activities for example;

- it has enabled them to improve the resilience of their operations. For example if one MRCC becomes inoperable for some reason, or is operating to capacity the neighbouring MRCC is able to take over without any impact on the effectiveness of the operation.

3.22   The HM Coastguard believe that this investment means that future technological changes are likely to build on these new systems rather than require any radical change in operations or skills.

3.23   The MCA is a Government Agency and is therefore impacted upon by changes in Government policy towards its operations or priorities. A significant driver is the current focus on improving civil resilience and preparedness for emergencies, whether these are accidents, natural disasters or acts of terrorism. This approach is creating closer working and collaboration between relevant organisations such as the HM Coastguard and other emergency services. An example of the impact of this approach is the recent creation of the Maritime Incident Response Group.

4. Employment patterns and trends

Introduction

4.1   In this section we discuss the composition of the workforce and the key issues faced in terms of employment and skills.

Employment patterns

Leisure marine

4.2   According to the BMF 2006 Key Indicators report the UK leisure marine industry employs 6,950 full-time equivalent posts. Inland boat hire, coastal marinas and coastal/sea charters employ around one quarter of the workforce each.

Table 4.1: Leisure marine industry employment (2006)

Sub-sector	Number employed (FTE)	% of industry total
Inland boat hire	1,830	26%
Coastal/sea charter	1,641	24%
Coastal marinas	1,673	24%
Inland marinas	1,024	15%
Sailing schools	652	9%
Water-sports rental	130	2%
Leisure marine industry total	**6,950**	**100%**

Source: BMF, Key Performance Indicators 2005-06

4.3   BMF's 2006 data is not comparable with previous data, but analysis of previous UK Leisure Marine Bulletins shows that industry employment fell by 9% between 2002 and 2004 compared with an increase in average UK employment of 1%[15]. As table 4.2 illustrates there are significant differences in performance by sub-sector between 2002 and 2004:

- coastal charter employment increased by over one quarter (27%);

- sea school employment increased by 13%, although it remained the smallest employing sub-sector;

- moorings, berthing and storage employment fell by 12%, although it remained the largest employing sub-sector;

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[15] ONS (2006) Annual Business Inquiry, www.statistics.gov.uk/abi/whole_econ.asp, accessed February 2007.

- inland hire/charter employment fell most (26%).

Table 4.2: Leisure marine industry employment (2002-2004)

	2002	2004	Change 2002-2004	
Sub-sector	Workforce	Workforce	Actual	%
Coastal charter	870	1,102	232	27%
Sea schools	712	806	94	13%
Moorings, berthing and storage	2,302	2,024	-278	-12%
Inland hire/charter	2,503	1,864	-639	-26%
Leisure marine industry	**6,387**	**5,796**	**-591**	**-9%**

Source: BMF, UK Leisure Marine Bulletins

4.4   The seasonal nature of much of the leisure marine market means that nearly one quarter (23%) of the workforce was employed on a temporary basis in 2004. This compares with an average across the whole UK workforce of just 6% in 2003[16]. The proportion of the workforce employed temporarily varies between sub-sectors. Inland boat hire/charter and sea schools employed the highest proportion of temporary staff.

Table 4.3: Leisure marine industry employment by type of employment (2004)

	Permanent		Temporary	
Sub-sector	Numbers employed	% employed	Numbers employed	% employed
Inland hire/charter	1,173	63%	691	37%
Sea schools	596	74%	210	26%
Moorings, berthing and storage	1,726	85%	298	15%
Coastal charter	970	88%	132	12%
Leisure marine industry	**4,465**	**77%**	**1,331**	**23%**

Source: BMF, UK Leisure Marine Bulletins

4.5   The temporary nature of employment and the availability of work around the world mean that some of the workforce is transient. For example a qualified yacht skipper may work for a yacht charter company in the UK for the summer and then travel to the southern hemisphere for employment in the UK winter. Similarly the workforce does not necessarily stay in the industry all year around. For example a dinghy sailing instructor may work for a tour operator in the Mediterranean during the summer and work as a skiing instructor in the winter. Tour operators in both markets are therefore able to retain their staff this way.

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[16] ONS (2004) Changing working trends over the past decade in Labour Market Trends, January 2004.

4.6   The MSA Learning Pathways project[17] provided an overview of the specialist occupations employed in the industry. Tables 4.4 to 4.6 summarise the job titles and responsibility of occupations in the various sub-sectors.

Table 4.4: Water-sports occupations

Job title	Responsibility
Water-sports manager	Responsible for overall management. It also involves the organisation of the instruction programme and daily instruction.
Water-sports instructor	Instructs across a number of disciplines or has a specialism, such as dinghy sailing, multi-hull sailing, power-boating or windsurfing. Senior instructors have extra responsibilities such as the implementation of the activities programme.

Source: MSA, Learning Pathways report, 2006

Table 4.5: Marina occupations

Job title	Responsibility
Marina manager or yacht harbour manager	Responsible for the running of the marina/yacht harbour. General responsibilities will include berthing arrangements, bookings, services and repairs, customer liaison, cash handling, staffing, sales.
Dockmaster or operations manager	Oversees the planning and management of berthing and mooring facilities in marinas and yacht harbours. Duties include supervision of marine operatives involved in mooring and berthing, and the preparation of mooring plans.
Marina operative, berthing assistant, mooring assistant or yard assistant	Undertakes general tasks around the marina or yacht harbour. Duties may include lifting, moving and loading, assisting customers, crewing small harbour craft, berthing, helping to moor larger vessels, basic engineering and securing and maintaining marker buoys.

Source: MSA, Learning Pathways report, 2006

Table 4.6: Superyacht crew

Job title	Responsibility
Captain	In overall command of the yacht and has full responsibility for the crew, the cargo, passengers and the safety of the vessel. On a smaller vessel the captain will have more wide-ranging responsibilities which on a larger vessel would be undertaken by the deckhand or chief steward/stewardess.
First officer or mate	Second in command to the captain. Directly responsible for all deck operations including cargo storage and handling, deck maintenance and deck supplies. In charge of the second and third officers and deckhands. Undertakes bridge watches when at sea.
Engineer	In charge of the engineering department and responsible to the captain for its efficient operation. Responsible for ensuring that all planned mechanical and electrical maintenance takes place. Co-ordinates operations with shore-side engineers.
Chef	Food planning and preparation, and cooking to a high standard.

[17] The Mackinnon Partnership (2006) Identification of Learning Pathways for the Maritime Sector. Maritime Skills Alliance.

Job title	Responsibility
Chief steward/stewardess	In charge of the interior of the yacht and is similar to a 'house keeper' or host/hostess. Manages and recruits the interior staff (eg steward, housekeeper). Oversees the general cleaning of accommodation, and provision of catering support. Ensures that passengers are looked after in a discreet and confidential manner. May have languages expertise and a first aid qualification.
Deckhand	The entry level for almost all professional crew jobs on yachts. They are expected to do a variety of jobs such as painting, sanding, fibreglass restoration, varnishing, carpentry, buffing, polishing and finishing. General seafaring skills are expected and are normally responsible for the general maintenance of outboard engines, jet skis and waterskiing equipment.

Source: MSA, Learning Pathways report, 2006

Table 4.7: Yacht charter occupations

Job title	Responsibility
Delivery skipper	Responsible for the safe and timely delivery of vessels. Often works long distances with minimal crew. Jobs are usually short-term and provide the opportunity to gain sea time and experience. A delivery skipper normally works as a volunteer crew member before securing a position as a paid skipper.
Bareboat skipper	Prepares yachts for charter and their delivery to the relevant bases. Often has experience as a Flotilla Skipper.
Charter skipper	Operates the yacht for guests and may own the vessel. This differs to working on a private vessel due to the usually high turnover of guests with a fast turn around at the end of a charter. Vessels may be chartered for as little as a couple of hours, or considerably longer. May have to prepare and serve all food and drink aboard. Where there is crew on board, the skipper will not be responsible for housekeeping.
Flotilla skipper	Operates a yacht or entire flotilla (normally up to 20 yachts). The skipper will brief guests daily on yacht safety and operational information. On turn-around day the skipper directs the staff in checking the boat for damage and repair needs.
Flotilla engineer	Responsible for the general upkeep and maintenance of all the yachts in the flotilla and all of their equipment. Repairs are often completed at sea and at anchorage at night. May also assist guests with operating systems, power handling and equipment use.
Flotilla host/hostess	Responsible for the care of all flotilla guests. Normally liaises with local restaurants and attractions for group visits and co-ordinates entertainment. May also deal with medical issues, accounts and complaints.

Source: MSA, Learning Pathways report, 2006

4.7   Unfortunately there is no data on the number of people employed in each of these occupations or on the types of people employed in the industry. However:

- the 2006 Water-sports and leisure participation survey suggest that only two women participate in boating activities for every three men;

- our interviews suggest tour operators, yacht charters and water-sports companies tend to employ a younger workforce on average than the marina and moorings sub-sector.

Search and rescue

4.8 The two main employers in the maritime search and rescue activities are the HM Coastguard and the RNLI. Together these organisations employ approximately 2,000 people, although not all are employed directly in search and rescue operations. For example in 2005 the RNLI employed the full-time equivalent of 1,248 people, of which 533 were employed in rescue operations[18]. These employees are mainly full-time mechanics with a small number of full-time coxswains employed at their Thames and Humber stations. Nearly all of HM Coastguard's employees are involved in the co-ordination and management of the UK's search and rescue activity.

4.9 Both organisations rely heavily on volunteers based across the UK to undertake search and rescue activities, either by manning lifeboats or by working as coastguard rescue officers for the Coastguard Rescue Service. Together these organisations rely on approximately 8,000 volunteers who represent a wide variety of backgrounds and ages.

4.10 The MSA Learning Pathways project provides an overview of the specialist roles involved in RNLI search and rescue operations. Table 4.8 summarises these job titles and responsibilities.

Table 4.8: RNLI search and rescue roles

Job Role	Brief Role Description
Coxswain all weather life boats (ALB)	The coxswain is in charge of the all weather lifeboat and is in command when at sea. He/she is responsible for all the operations connected with launching the lifeboat, ensuring the safety of all the lifeboat crew on board. At the end of a rescue the coxswain ensures that the lifeboat is ready for service and that the equipment is all in order.
	Most coxswains are volunteers although there are a few full-time coxswains. Additionally all weather lifeboat stations have a second and deputy second coxswain who deputise if the coxswain is not available.
Helmsman inshore life boats (ILB)	The helmsman is in charge of the inshore lifeboat during launching, at sea and when it is being recovered to make sure it is ready for the next rescue. The helmsman is responsible for the safety of the crew on board and for everything that happens during a rescue. They are in command on in-shore vessels.

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[18] RNLI (2005) Report and Accounts 2005.

Job Role	Brief Role Description
Mechanic (ALB) or engineer	All weather lifeboats carry a qualified mechanic and on vessels with over 760kw output the mechanic must hold an MEO(L)(RNLI) certificate. The mechanic undertakes routine maintenance, and is responsible for maintaining the lifeboat's engines and all the machinery at an all weather lifeboat station. All weather lifeboat stations also have assistant mechanics to take over when the mechanic is not available.
Mechanic (ILB)	The inshore mechanic undertakes planned maintenance and may or may not also be sea-going.
Navigator	The navigator supports the Coxwain in the execution of navigation and search and rescue. They must also be able to carry out the duties of the crew (see below).
Crew member	Crew members launch and recover vessels, assist casualties, operate daughter boats, drop and pick up the anchor, undertake look out responsibilities, and generally assist the coxswain or helmsman.
First aider or crew member	One crew member is a qualified first aider.
Hovercraft commander	Is in charge of the hovercraft during launching, when at sea and also at the end of a rescue when the hovercraft is being recovered to make sure it is ready for the next rescue. A hovercraft commander is responsible for the safety of the crew on board and for everything that happens during a rescue.

Source: MSA, Learning Pathways report, 2006

4.11   Table 4.9 summarises the main specialist HM Coastguard roles identified during this research.

Table 4.9: HM Coastguard roles

Job Role	Brief Role Description
Rescue co-ordination centre manager	Responsible for managing one of 19 Maritime Rescue Co-ordination Centres (MRCCs).
Coastguard watch manager	Responsible for managing particular watches at MRCCs and supporting the rescue co-ordination centre manager. Watch managers can progress to MRCC centre managers or sector managers.
Coastguard watch officer/assistants	Responsible for undertaking operations at MRCCs. There are typically 4-6 on each watch at each MRCC.
Area operations manager	Responsible for maintaining operational partnerships between two MRCCs and liaising with other local emergency services.
Sector manager	Responsible for managing and training local voluntary Coastguard Rescue Teams in one of 65 areas across the UK. They also attend major incidents and act as the HM Coastguard co-ordinator at the incident scene.
Coastguard station officers	Volunteers who support sector managers and manage Coastguard Rescue Teams at incidents.
Coastguard rescue officers	Volunteers who are members of Coastguard Rescue Teams and who undertake rescue operations in coastal areas such as on cliffs and mud-flats.

4.12   Unfortunately there is no data on the types of people employed in the industry, although both the RNLI and the HM Coastguard report that their volunteers are made up of a cross section of people of different ages and occupations.

Recruitment and employment issues

Leisure marine

4.13   A 2006 BMF survey[19] of a cross section of 200 members found that 9% felt that a lack of skilled labour was a major concern and that over one fifth (21%) felt that a lack of skilled labour was the main obstacle to greater productivity. The survey included marine manufacturing, retail and financial services companies so we do not know to what extent these responses are typical of the leisure marine industry as defined in this report.   However our interviews identified a number of recruitment and skills issues.

4.14   The most common employment issue raised was the requirement for employees to have a broad range of specialist skills.   This partly reflects the fact that most businesses are small and do not have enough work to employ a number of specialists in different areas. The requirement is slightly different between sub-sectors.

4.15   The yacht charter sub-sector requires people that are qualified to skipper a yacht, have good customer care and communication skills and are also able to maintain and repair equipment on the boat.   Employers need a "jack of all trades" and one identified a list of around 16 skills they ideally needed one person to have some understanding of.

Table 4.9: List of skills needed from yacht charter and flotilla employees

• Diesel engineering	• Fitting
• Marine engineering	• Rigging
• Mechanical engineering	• Sail making
• Electronics	• Welding
• Boatbuilding	• Varnishing
• Fibreglass repair	• Navigating
• Woodworking	• Sailing
• Cabinet making	• Customer care
• Fabricating	• Cleaning

4.16   Employers report that they are able to:

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[19] British Marine Federation (2006), Marine Industry Trends – Results of the Autumn 2006 survey

- recruit people with RYA Yachtmaster qualifications, but that these people often do not have enough understanding of how to maintain equipment or make what employers consider to be basic repairs. Employers particularly highlighted a lack of basic knowledge about engines;

- recruit people with engineering backgrounds who have a better understanding of how to maintain and repair equipment, but they find that they have poor customer service and communication skills or are unable to work at the pace required to turn yachts around quickly between charters;

- recruit people from New Zealand, Australia or South Africa who seem to have relevant sailing experience, but also have the yacht maintenance skills required, however there are issues associated with getting work visas for any length of time.

4.17   We interviewed one charter company that no longer employs anyone to maintain their vessel and sub-contracts their electronic and engine maintenance and repair activity to a specialist company. However, they are unsure that the costs associated with this are sustainable and still need to undertake other maintenance themselves.

4.18   Canal boat hire companies tend to build and maintain their own fleets. They also report that it is very difficult to get people with the range of craft skills they require to build and maintain the interior and exterior of the boats. Interviewees highlighted two issues:

- the skills they need are generally in demand in other sectors. For example carpenters can make more money fitting kitchens;

- it is difficult to find people with the broad range of skills. For example one employed an engineer from the car industry, but found they did not have the breadth of skills required.

4.19   These issues are compounded by the seasonal nature of the industry and that many businesses employ people on a temporary basis and therefore do not have time or the resources to train people themselves. In addition the industry is made up of many very small companies that are not big enough to employ people with different specialisms ie they require multi-skilled employees.

4.20   None of the sailing schools we spoke to report any difficulty recruiting sailing instructors, but they also report that the instructors they trained had little difficulty finding employment. It is not clear if this is because many instructors do not stay in the industry long or because of a growth in the industry. Some sailing schools were concerned about the quality of some sailing instructors that were applying for jobs or were instructing elsewhere because they felt that whilst they had the relevant RYA instructors certificate they were not experienced enough sailors to be able to train effectively.

4.21   Businesses are worried that their industry's requirement for a small number of employees in very specialist roles is making it difficult for them to recruit and retain staff particularly in locations where there is a high local employment rate and competition for staff. For example one small marina in South East England is concerned that their lock operator is near retirement age and was unsure whether they would be able to attract anyone to replace him. Another canal boat company was concerned that he had committed employees that were approaching retirement and that younger newer recruits tended to be less committed to long term employment not only to the company, but in the industry.

4.22   Many in the industry and particularly in yacht charter and water-sports sub-sectors recognise that the industry does not have high returns and therefore it is difficult to pay high wages to attract people to the industry. However, people are attracted for other reasons such as the lifestyle. This does make it difficult to present employment in the industry as a career and can limit the potential pool from which to recruit.

4.23   Tight labour markets are also resulting in marinas reporting increased levels of staff turnover and poaching, particularly in the South and South West coast of England. In response some companies have introduced internal training programmes, but have also had to raise salaries to attract staff in the short-term.

4.24   Marinas tend to employ ex-seafarers as marina managers. Although none reported recruitment difficulties the attractiveness of the marina's location can be important. Recruitment may become more difficult in the future as the supply of British ex-seafarers declines.

4.25   The global superyacht charter sub-sector is growing significantly and our interviewees believe there is a significant growing demand for high quality British qualified crew on these ships. However these crew need to have high skills levels as well as certain personal and physical attributes.

4.26 Management skills were also highlighted as a common issue across the industry. The industry has many small companies and interviewees felt that many were poorly managed, partly because they are seen as lifestyle businesses. They felt that this coupled with low margins contributes to the low business survival rate, but also does not help to present the industry as a career option to potential employees. Although Marina operators tend to be larger they also highlighted the need for greater management skills and business understanding amongst all their staff.

4.27 Inland marinas identified a specific change in the skill set required of managers, where a number of berths are taken up by houseboats. In these cases the manager becomes more of a landlord and it is felt tenants become more demanding than short-term moorings.

Search and rescue

4.28 Both the RNLI and HM Coastguard report low staff turnover at approximately 10%. The both report little difficulty recruiting and retaining volunteers. Recruitment of volunteers is often through word of mouth. Where there are difficulties these tend to be:

- in smaller villages where younger people have tended to move away to other areas in order to get better jobs or further their careers;

- in some coastal towns and cities, such as Brighton, where there is greater competition for volunteers from other organisations.

4.29 They also report having more difficulty getting volunteers to cover during the normal working day as most volunteers are at work and increasingly people travel further to their workplace. Both organisations aim to ensure that their volunteers are able to fulfil more than one role to ensure a shortage of one specific role does not prevent a lifeboat from launching or a rescue team from being dispatched. The RNLI report that where lifeboat stations need a larger number of support crew to help launch the boat they sometimes only have the minimum number of people attending, particularly during the working day. However, so far there has always been enough crew to launch a lifeboat when it was needed. Similarly the HM Coastguard reports that it is increasingly deploying two Coastguard Rescue Teams to incidents, in order to ensure there is sufficient number of team members attending.

4.30 Volunteers do not need to give any notice period when they want to leave. The RNLI undertakes careful succession planning to ensure that there are enough crew with the right skills and experience to operate all its lifeboats. Changes in legislation have impacted on crew retirement ages, whereas crew had to retire at 55 for all weather lifeboats and 45 for inshore lifeboats they can now apply to extend their service provided they meet the necessary criteria. However, these changes do add a degree of complexity to the succession planning process.

4.31   Similarly the HM Coastguard is considering the impact of an ageing population as part of its wider review of the voluntary service. For example one response being considered is the identification of roles and responsibilities where coastguard rescue officers do not require high levels of fitness. This may allow more volunteers to take an active part in the service for longer, but has the disadvantage of making some Coastguard Rescue Team members less flexible in the activity they can undertake at an incident.

4.32   The HM Coastguard also report little difficulty recruiting and retaining full-time employees at their MRCCs. Historically these centres recruited ex-seafarers as watch officers, but the introduction of the coastguard watch assistant role around 10 years ago was, in part, recognition of the diminishing pool of ex-seafarers. This role has enabled them to recruit people with little or no sea experience and successfully train them in civil maritime search and rescue planning and co-ordination skills.

4.33   Both organisations have extensive training programmes to ensure the skills of volunteers and employees are refreshed and kept up-to-date.

5. Skills supply and employer training

Introduction

5.1   In this section we discuss the qualification and training needs of the sector.

Qualifications

Leisure marine

5.2   There are a number of statutory requirements for those working in the various roles in the industry. This reflects the level of health and safety risks and responsibilities associated with marine activities. Tables 5.1 to 5.4 illustrate the qualifications most appropriate for the main specialist roles in various sub-sectors. The qualifications highlighted in bold are mandatory.

Table 5.1: Appropriate water-sport qualifications

Job title	Qualifications
Water-sports manager	**First Aid Qualification** **At least two RYA instructor qualifications** RYA Level 2 Powerboat instructor
Water-sports instructor	First Aid certificate and possibly a RYA Safety Boat certificate. In addition, instructors are qualified to **at least RYA Level 2 in the relevant activity:** • Windsurfing instructor (RYA) • Powerboat instructor (RYA) • Inland waterways instructor (RYA) • Dinghy instructor (RYA)

Source: MSA, Learning Pathways report, 2006

Table 5.2: Appropriate marina qualifications

Job title	Qualifications
Marina manager	May hold the International Marina Institute's Certified Marine Manager Certificate or have undertaken the Intermediate or Advanced Marina Managers Course May also hold an RYA Level 2 Powerboat qualification
Dockmaster	May hold a RYA Level 2 Powerboat qualification
Marina operative, berthing assistant, mooring assistant or yard assistant	Level 2 S/NVQ Boat Production and Support Services (EAL) Marina Operatives Certificate (BMF)

Source: MSA, Learning Pathways report, 2006

Table 5.3: Appropriate superyacht crew qualifications[20]

Job title	Qualifications
Captain	Yacht less than 24 metres: **RYA Yachtmaster Offshore or Ocean Certificate of Competence** **MCA Master of Yachts 200T** Yacht more than 24m and up to 200 Gross Tonnes: **RYA Yachtmaster Offshore or Ocean Certificate of Competence** **MCA qualification Master of Yachts 200T** **MCA Fire Fighting, First Aid and Social Responsibilities; MCA oral exam** Yacht more than 24m and less than 3000GT: **MCA Master of Yachts Certificate of Competence** Commercial Endorsement (if paying customers)
First officer	May also have RYA Commercially Endorsed Certificate Level 4 S/NVQ Marine Vessel Operations (EDEXCEL)
Engineer	**Approved Engineer Course certificate (MCA)** **Marine Engineer Operating Licence (Yacht) (MCA)** Or: <200 gt and <1,500 kW: **STCW III/3** <500 gt and <3,000 kW: **STCW III/2** (Yacht 1) <3,000 gt and <3,000 kW: **STCW III/2** (Yacht 2) <3,000 gt and <9,000 kW: **STCW III/2 (**Yacht 3) Professional Yacht Engineer Course (UK Sailing Academy)
Chef	Experience as a head/sous chef in a hotel, restaurant or on a yacht. Chef qualification, such as: Level 3 Diploma in Professional Cookery (City and Guilds) Level 3 S/NVQ Professional Cookery (City and Guilds)

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[20] Sea-going positions usually require an **STCW 95** if working on a commercial/charter vessel. This is not necessary for a private vessel.

Job title	Qualifications
Chief steward/stewardess	Chief steward will normally have experience as an assistant steward (ess). For top end yachts, may have experience as a butler.
	There are no specific qualifications, but a background in food and drink, hospitality and catering or customer service is an advantage. May have undertaken the UKSA Marine Hospitality training programme which includes the following qualifications: UKSA Professional Yacht Marine Hospitality Certificate; MCA Personal Safety and Social Responsibility; MCA Basic Fire Prevention and Fire Fighting; MCA Personal Survival Techniques; MCA Elementary First Aid. RYA Powerboat Level 1
Deckhand	May have RYA qualifications. Must have the **MCA Yacht Rating Certificate** to work on large sailing and motor yachts. Helpful if have undertaken a course in fibreglass restoration.

Source: MSA, Learning Pathways report, 2006

Table 5.4: Appropriate yacht charter qualifications

Job title	Qualifications
Delivery skipper	**RYA Yachtmaster Offshore Certificate of Competence (commercially endorsed)**
	(Depending on distance, an RYA Coastal Certificate of Competence may suffice)
Flotilla skipper	**RYA Yachtmaster Offshore Certificate of Competence (commercially endorsed)**
Bareboat skipper	**RYA Yachtmaster Offshore Certificate of Competence (commercially endorsed)**
Charter skipper	**RYA Yachtmaster Offshore Certificate of Competence (commercially endorsed)**
Flotilla engineer	RYA Diesel Engine Maintenance
Flotilla host/hostess	Hospitality and catering qualifications may help but no specific requirements.

Source: MSA, Learning Pathways report, 2006

5.3   In addition:

- Southampton Solent University offers a BA in Watersports Studies and Management;

- University of Plymouth offers a BSc Marine Studies (Ocean Yachting);

- Weymouth College runs a Marine Leisure Management Foundation Degree;

- Falmouth Marine School offers a Foundation Degree Marine Leisure Management and has just established a Foundation Degree in Global Yacht Science.

5.4 Marine industry NVQs are focused on boatbuilding and repair and although parts are relevant to the industry, they provide too much depth for many roles. There are currently no Apprenticeship frameworks aimed at the industry.

Search and rescue

5.5 The RNLI has its own training college and has its own rigorous competence based training requirements for its volunteers. Although their operations are not covered by the STCW code they aim to benchmark against it. Table 5.5 illustrates the qualifications required for various RNLI roles. In addition to the qualifications listed a generic sea survival course such as the RYA First Aid at Sea; Fire; and Health and Safety courses are required for all posts*.*

Table 5.5: RNLI required qualifications

Job Title	Qualifications
Coxswain (ALB)	Must undertake all crew qualifications
	Training to standard of MCA STCW II/2 Yachtmaster Offshore Practical component (short course, RYA/PST)
	Training to standard of RYA Coastal Certificate of Competence
	Command and leadership training
	COMSAR training
	Separate assessment by RNLI Inspector
Helmsman (ILB)	All crew qualifications
	In-house RNLI Helmsman course (including Search and Rescue)
	Training to standard of RYA Advanced Powerboat
Mechanic (ALB) or engineer	All crew qualifications
	Approved Engine Course AEC (MCA)
	Marine Engine Operator Licence (MEOL) for Lifeboats over 760kW (MCA)
	Engineering (Level 2) RNLI course in Routine Planned Maintenance
	Engineering (Level 3) RNLI course for training specific to type of lifeboat
	Separate assessment by qualified marine engineer
Mechanic (ILB)	RNLI ILB mechanics' course

Job Title	Qualifications
Navigator	All crew qualifications
	NAVSAR course
	Training to standard of RYA Coastal Certificate of Competence
	Training to standard of MCA STCW II/2 Yachtmaster Theory
	RNLI Search and Rescue training, added to the RYA qualifications
	Separate assessment by RNLI inspector
Crew members (all)	Crew must be trained for all functions. Some units are mandatory before crew can work on a lifeboat. Other units are mandatory but can be completed within 2 years of joining. Units are subject to 'skill fade' and must be refreshed according to a schedule set up by the RNLI.
Crew members (ILB)	Introductory residential course
	Powerboat qualification (Level 2) (RYA)
Hovercraft commander	All crew qualifications
	Hovercraft introduction course
	Type-approved certificate, standard to type of boat, for completion of necessary number of hours in command
	Separate assessment by RNLI inspector

Source: MSA, Learning Pathways report, 2006

5.6   Similarly the HM Coastguard has its own training centre and delivers all of its own technical training. Much of the training leads to specialist certificates or meets in-house requirements. The organisation is currently considering how to turn this training into more widely recognised NVQs. They believe these will need to be specific to the HM Coastguard as they have not only specialist technical requirements but also even the more generic skills are required to be used in unique contexts. For example whilst their employees need radio operator skills, part of the role requires monitoring and policing of the emergency frequencies.

Employer training

Leisure marine

5.7   There is no data on the amount or type of training undertaken by the industry, but our interviews suggest that most of the training offered by the industry is focused on either gaining statutory certificates or providing on-the-job training in specific areas.

5.8   The majority of compulsory certificates required by the industry have been developed by the Royal Yachting Association. RYA qualifications are primarily aimed at boat users and therefore not all people gaining these qualifications do so for commercial purposes. It also means that although important and necessary they do not meet all the needs of leisure marine employers. Employers highlighted two areas in particular:

- the RYA qualifications do not place enough emphasis on the basic maintenance aspects of yachting, particularly relating to engines;

- it is not possible to transfer accreditation between MCA and RYA qualifications. One large employer reported that this had put off people transferring from larger yachts because they did not wish to start again.

5.9   A number of employers we spoke to recognise that it is unlikely that they will be able to recruit people with all the skills that they need. They have therefore sought to recruit employees with appropriate attributes and attitude and trained them. However many have found it difficult to identify appropriate training courses. This has either been because there are no courses nearby, they are too superficial or because the courses on offer are too in-depth for their needs.

5.10   Inland boat hire and marina employers have found it particularly difficult to identify courses as they are not clustered in any location to make them commercially viable for providers.

5.11   In the absence of appropriate courses some larger employers have identified the competences they required and developed their own training courses from available suppliers. For example one of the larger canal boat hire and marina companies has developed a relationship with its local college and been able to pick elements from each of its courses in order to meet their requirements, however the college has found it difficult to respond to this type of demand.

5.12   A number of employers said they would like to see some general all-purpose course covering the "boating basics" and avoiding the specialist in-depth training provided elsewhere. There was also a desire to be able to pick and choose from a range of modules. Some employers identified the idea of using existing NVQ Units such as customer care, food preparation and cleaning with specific units associated with yacht maintenance. The establishment of Marine Skills Centres in South West England may help these types of courses become commercially viable. These aim to provide tailored on-demand training courses for the leisure marine industry and wider marine sector. It is not yet possible to identify how successful they are in meeting the needs of regional leisure marine employers as their initial focus appears to be the boatbuilding and repair industry.

Search and Rescue

5.13   The RNLI operates a competence based training system which involves the teaching of skills at the Lifeboat College with assessments taking place at lifeboat stations. Crew are re-assessed every five years.

5.14   The RNLI established the Lifeboat College in 2004 and it now provides training to around 1,700 RNLI volunteers a year. It includes courses for mechanics, ILB crew, helmsmen and sea-survival training. In addition training is undertaken at individual lifeboat stations for skills such as first aid, radio skills, navigation and seamanship. In 2005 the RNLI completed 79,050 competence-based training assessments for 6,154 crew members.

5.15   Similarly the HM Coastguard delivers all of its own technical training and is increasingly delivering other training to meet its requirements in other areas too. It believes the main benefit of this is that it can ensure the training is offered in the appropriate context. The organisation has its own training centre with a full MRCC operations centre simulator. As with the RNLI, training for Coastguard Rescue Team members is undertaken through a mixture of training centre courses and training delivered at local rescue centres. Sector managers are responsible for assessing competence and managing the training of team members and often deliver training themselves.

New entrants

Leisure marine

5.16   Although there is no Apprenticeship for the industry some sub-sectors are attracting young people. In particular the larger water-sport, tour and flotilla operators offer training programmes and are able to attract more than enough young people to meet their needs. This success is due to a number of factors:

- a large number of young people participate in boating activities and therefore are attracted to working in the industry;

- there is a steady supply of sport science graduates who are looking for a short-term career after graduation;

- university students look for work to supplement their income and teaching sailing abroad is an attractive option;

- the industry provides a good option for young people who are not academic and want to do something practical. One large employer commented that they felt they attracted a high proportion of people with dyslexia as it was not a barrier to employment in the industry.

5.17   The water-sport and yachting sub-sectors have tended to have a culture where young people work for free in return for training up to a certain level. However there are changes in society that are making this less viable for the industry:

- the introduction of the minimum wage means this is no longer an option for commercial organisations;

- university fees and loans mean that young people need income;

- more young people are staying on in full-time education and have a different attitude. "*They don't want to work up from the bottom*".

5.18   The main issue for the industry is to get these young people to stay in the industry and to view it as a potential long-term career. Many employers commented that it was difficult to get people to stay for more than one or two years. A common criticism from employers was not the lack of new entrants but the lack of people, and particularly yachtmasters, with experience. If new entrants only view the industry as a short-term career then the pool of experienced employees does not increase. Employers identified that:

- career paths are not clear in the industry. Many young people have contact with water-sports through boating clubs, but these are not necessarily good at promoting the industry as a career;

- the seasonality of the industry made it difficult for young people to follow careers without travelling to other parts of the world, although some employers felt that if they had a wide range of skills, such as yacht maintenance, there were requirements for employees all-year round;

- the requirement to travel and be away for long periods can be off-putting for individuals with families or other commitments.

5.19   Marinas and inland boat hire companies report greater difficulty attracting young people. This reflects a less glamorous image and greater competition from other industries for the same skills.

Search and rescue

5.20   The RNLI places great emphasis on succession planning and training to ensure that they have enough crew with the right skills at all times. They report little difficulty attracting people to the role and find that new volunteers are attracted from all backgrounds. They tend to be a combination of younger people growing up and living in the area near the lifeboat station or older people moving to coastal areas after a successful career.

5.21   They believe volunteers are rarely attracted to the RNLI as part of their career plans and few progress into maritime related careers as most volunteers have their own separate and quite different careers.

5.22   The HM Coastguard also reports little difficulty attracting new entrants. Part of the rationale for developing the coastguard watch assistant role was to encourage new entrants from non seafaring backgrounds and to encourage more women into the role.

6. Conclusions

6.1   Throughout this labour market assessment we have sought to provide an overview of the leisure marine and search and rescue industries and its constituent parts. Our research has involved qualitative interviews with employers in the industry as well as the RNLI and HM Coastguard. Our findings suggest action is required in five areas:

1. Increasing the supply of engineering skills

6.2   In common with other sectors both leisure marine and search and rescue report a shortage of engineering skills or a significant change in the skills required. This need is in three areas:

- engineers to maintain and service leisure marine boat engines both in-land and coastal;

- a shortage of yachtsmen with the skills to maintain and make basic repairs to boat equipment. This requires knowledge and skills across a broad range of crafts;

- an increase in the electronic and electrical knowledge of engineers servicing and maintaining lifeboats.

2. Raising management skills in the leisure marine industry

6.3   There is a need to raise management skills in two areas:

- the management skills of owners of small businesses many of which are run as lifestyle businesses. Increasing demand from customers, higher expectations and greater competition means that greater commercial management skills are needed;

- the management skills and business awareness of managers and supervisors in both inland and coastal marina companies.

3. Improving the flexibility, relevance and availability of training provision and qualifications

6.4   The leisure marine industry requires employees with a broad range of skills, some of which are specific to the industry. Existing qualifications and training either does not cover all the areas required by employers or covers areas in more depth than required. Many employers in the industry are looking for a basic broad-based leisure marine related course where they can select modules that are relevant to their context.

4. Promoting the long-term career prospects in the leisure marine industry

6.5   The leisure marine industry feels that there is a perception amongst young people and their parents that the industry only offers a short-term career option. The high levels of temporary employment and the transient nature of the parts of the workforce may mean that this perception is at least partly correct, however longer-term career paths are necessary if the industry is to have a pool of experienced employees.

5. Improving the evidence base

6.6   There is a lack of basic data about the number of businesses, type and size of employment and recruitment and training activity in the leisure marine industry. MSA decision-making in relation to the industry would benefit from a more robust evidence base than is currently available.

Appendix A – Organisations interviewed

- Alvechurch Boat Centres
- Anglo Welsh Waterway Holidays
- Association of Pleasure Craft Operators
- Argyl Yacht Charter
- British Marine Federation
- Cornwall Marine Network
- First Choice Marine
- Gillingham Marina
- Hamble Point Yacht Charters Ltd
- Hartford Marina
- Hoylake Sailing School
- Kip Marinas
- Kris Cruises
- Marina Developments Ltd
- Marine Leisure Association
- Maritime Coastguard Agency
- Neilson Active Holidays
- Plain Sailing UK (RBE) Ltd
- Quay Marinas Ltd
- Royal National Lifeboat Institute
- Rockley Watersports Ltd
- Sailing Holidays Ltd
- Setsail
- Travelfat Ltd
- The Yacht Harbour Association
- UK Sailing Academy