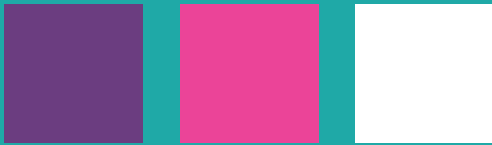




people **1st**

COMMUNICATION
1ST 2010





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Foreword From The Chairman

– David Fairhurst

As chairman of People 1st, it is my pleasure to introduce the fourth Communication 1st report – providing a comprehensive overview of People 1st's activities on behalf of the hospitality, leisure, travel and tourism sector over the past twelve months.

Since I was appointed chairman of the board of trustees last August, I have been delighted by how we have worked together as a board to develop strategic initiatives with the People 1st executive team.

'Board champions' have been allocated to each key strategic area of work – including customer service, Women 1st, communications, apprenticeships, finance and People 1st's commercial product range – with every board member providing project sponsorship for one of these areas. Following the expansion of People 1st's council of members, I look forward to involving an even larger number of leading industry figures in this work.

This is an extremely important time for UK tourism. As we enter a 'golden decade of sporting events' – including

the 2012 Olympics and Paralympics, the recent 2010 and upcoming 2014 Ryder Cup competitions, the 2014 Commonwealth Games and the 2015 Rugby World Cup – we have an unparalleled opportunity to transform international perceptions around our visitor offering and create a lasting legacy for the future.

It is essential that the industry is adequately prepared, and the fact that we have examined the experiences of Vancouver's tourism businesses at the 2010 Winter Olympic Games in our State of the Nation 2010 report demonstrates my commitment to ensuring that People 1st works at a world-class level.

We have a contribution to make to a number of key areas. With an additional one million employees needed leading up to 2017, we

have a great opportunity to establish our sector as a leader in supporting the unemployed back into work. Promoting the huge diversity of opportunities in our industry and accelerating social mobility, through such initiatives as Women 1st, will also ensure that we are making the most of the diverse talent pool and skills available to us in the UK.

Improving the UK's tourism performance by making our welcome even warmer, and professionalising the workforce through better skills and qualifications, will also be imperative. With the UK currently ranked 13th in the world for its visitor welcome, there is clearly scope for improvement if we want to establish ourselves as a leading destination – both for 2012 and beyond. We must also ensure the qualifications and





training programmes in the system are fit for purpose. With the public purse strings increasingly tightening, getting maximum value for the taxpayer and reducing wasted public expenditure on qualifications that don't meet industry needs will be essential.

Indeed, People 1st will have its own challenges to face – especially around funding streams for the future. The company will need to ensure that it is financially supported by both its own commercial products and industry, and I am committed to making that happen, but I believe that People 1st is in the best position it has ever been to ensure that it remains a strong organisation. The government ministers and politicians that I have met with have all been impressed with People 1st's business orientation, and I welcome the contribution that it is making to the industry in the UK with a strong, fresh product portfolio.

I would urge other employers to take a look at what People 1st can offer to them.

David Fairhurst





Executive Overview

– Brian Wisdom, Chief Executive, People 1st

I am pleased to present our first annual report since the election of the coalition government. This is uncharted territory for British politics, and is causing many organisations to reassess their objectives and capacity.

The government agenda of dealing with the public spending deficit means that, as this report goes to press, there is a great deal of uncertainty about how skills will be funded – both within the system and the sector – in the future.

Identifying opportunities

What is clear is that there will be substantially less money available, and that there is a clear shift of focus to supporting work-based learning initiatives – the most notable of which is apprenticeships. It was therefore with great timing that we announced the launch of new flexible apprenticeships for hospitality and catering and travel services in the summer.

There is also huge potential coming into view around the upcoming Olympic Games. The time leading up to July 2012 will quickly pass, and People 1st is making a real contribution to the preparations through the development and UK launch of the WorldHost suite of programmes, which were used to train 39,000 tourism staff and volunteers in British Columbia in time for the 2010 Vancouver Winter Olympics.

Working towards consistent goals
Clearly, People 1st itself is a recipient

of government funding and we have had to take steps to adjust to, and to predict, a more austere future.

While this is crucial, our State of the Nation report, published in May 2010, once again reiterated that the skills needs and drivers for the sector are unchanged, and leadership and management, customer service and chef skills remain at the forefront.

Skills take a long time to change, so we need to work consistently at a strategy over a long period of time. We started work on our National Skills Strategy in 2007 and updated it this year. The results are clearly beginning to show, with many of the key initiatives now in implementation mode and delivering measureable results.

For example, we have already made inroads into the need to retain and develop our managerial talent. Our Women 1st initiative is leading the way in the approach to diversity, and we will need to conduct a similar campaign to exploit the opportunities and challenges posed by an ageing and less mobile population. We are looking at the Paralympics as a catalyst event to develop industry's understanding of the need for suitable training to take advantage of this big, and growing, market.

The WorldHost programmes will play a major role in raising customer service standards across the industry, and will build on the work we have already done in developing world-class customer service qualifications for the sector. Over 1,500 people have now been through the National Skills Academy for Hospitality's customer service programmes, which are based on these qualifications. The Academy is also helping businesses to measure themselves against a range of staff and service factors through its Hospitality Benchmark programme.

We have also made significant progress in improving the quality of full-time chef training. The number of colleges offering the Professional Cookery Diploma has doubled over the past year, and over half of all UK chef students are now on the programme. The qualification continues to receive excellent feedback from both centres and employers, as well as recognition from industry awards. We received a National Training Award in October 2009, and were highly commended at the 2010 Charity Awards for our work in developing the Professional Cookery Diploma.

In addition, we have developed a national standard in pre-employment



training through our Employment 1st programme, which has been used to train over 1,000 people to date. The programme was further updated in August 2010, and can now be used to prepare individuals for 13 different jobs roles across the sector, as well as leading to a nationally-recognised qualification.

Maintaining a strong framework of qualifications and guidance

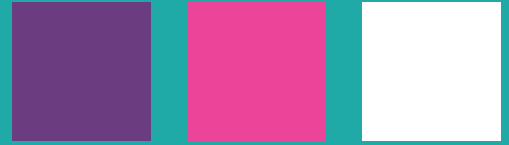
Future arrangements in the skills system look as though they will increasingly focus on a sectoral approach on one side, and more flexibility for local authorities, colleges and training providers on the other.

It will be important that the sector has a strong framework of qualifications, information, guidance and robust research so that local initiatives add value for the industry by being responsive to local needs, rather than 'reinventing the wheel,' or changing the standards that our employers expect.

We already have a much stronger framework of qualifications, following our work to rationalise the current offering which saw the number of programmes available halved in 2009. Our qualifications







team is now working with employers to help them understand what is on offer – explaining the flexibilities of the new Qualifications and Credit Framework (QCF) and making it easier for them to embed qualifications within their business to support in-house learning.

Information and guidance continues to be made available through our unique website for careers, jobs, qualifications, funding and training – uksp.co.uk – which hit 55,000 registered users this year. We are investing funds to ensure that the site attains new standards of user friendliness by 2011.

Ensuring return on investment across the UK

People 1st continues to manage its resources carefully. We have reduced our costs during the year without damaging the impact of our work, and continue to take opportunities, such as providing outsourced finance and HR services for four other companies, which help the company to maintain a stable infrastructure.

We have developed a portfolio of commercial training products through our training division and a number of research tools to directly help businesses support the development and performance of their staff. All income generated through these products is reinvested into our work in improving skills for the sector, and a short overview of our commercial products and training programmes is available at the back of this report.

In addition, we have been careful to ensure that we give the best support we can to the skills agenda in all four UK nations. At a time when we have had to reduce our overall headcount, we have actually increased it in Scotland, Wales and Northern Ireland.

This investment is paying off – we have secured £1 million of funding for industry initiatives in Wales, and a further £1.8 million in funding for modern apprenticeships in Scotland, where we have achieved record completion rates.

We have also secured significant investment from government and other key partners for projects in Northern Ireland, where we continue to gain recognition for the quality of work we do. The Compass Junior Chefs' Academy programme, for example, has gone from strength to strength, winning the Training Initiative of the Year category at this year's Janus Awards, and the Hospitality Training Initiative of the Year category at the 2009 Licensed and Catering News Awards. We were shortlisted at the 2010 Training Journal Awards for our work in rolling out the programme and, as this report goes to press, we have also been shortlisted for a National Training Award in Northern Ireland.

Award recognition and increased industry involvement

We have continued to gain recognition for our work through industry awards and, in addition

to those already mentioned, we were delighted to achieve a 2 star 'outstanding' status in the Best Companies to Work For 2010 (Sunday Times Top 100) accreditation earlier this year.

Members of our board have also been recognised for their contribution to skills development – our chairman, David Fairhurst, was named HR Magazine's most influential practitioner for the third year running in September.

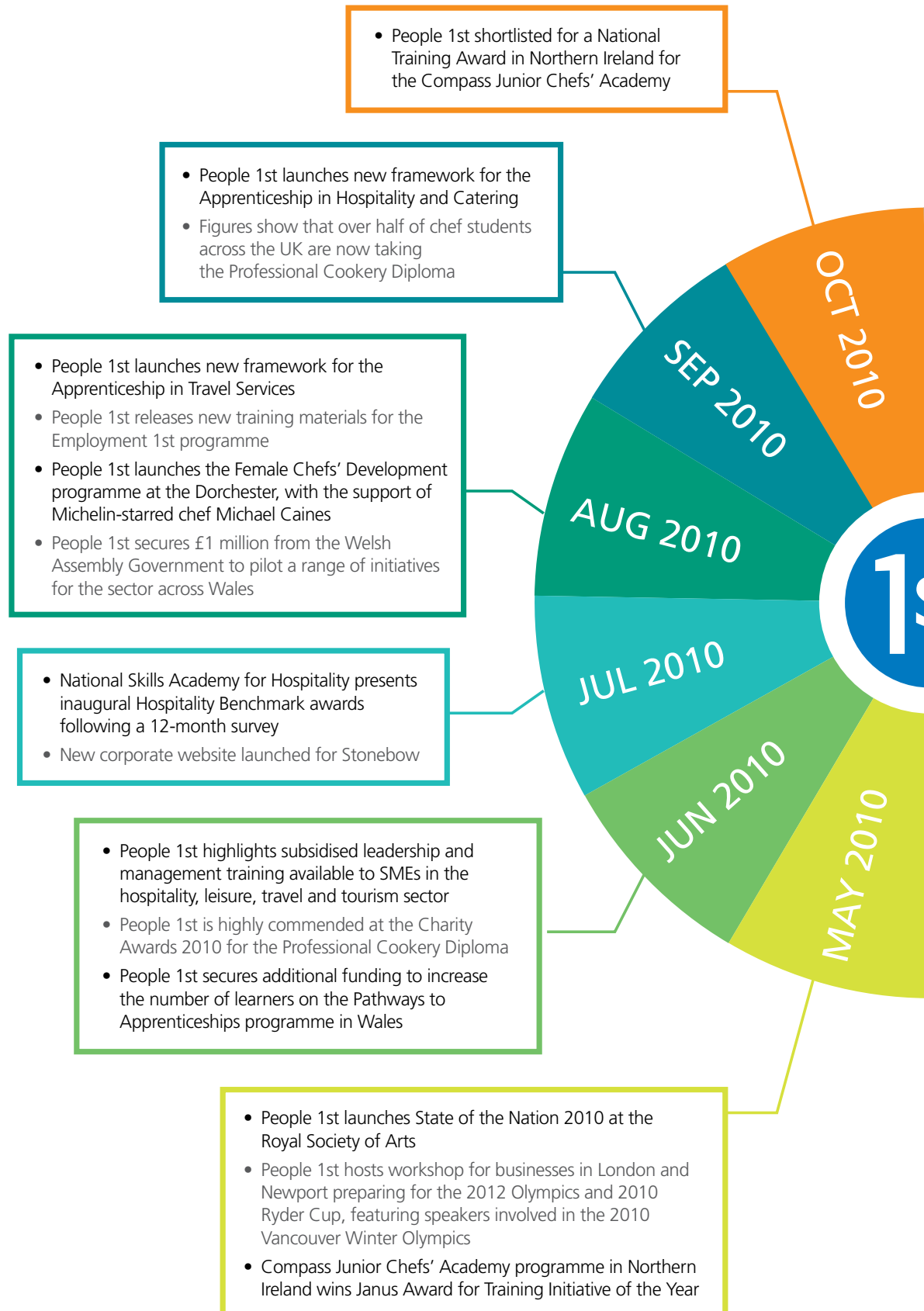
We have welcomed ten new industry leaders to our council of members, ensuring that we continue to have the highest level of employer support and engagement across the broad range of industries that make up our sector. Maintaining industry involvement is crucial in ensuring that our work remains truly employer-led, and People 1st is committed to the ongoing engagement of employers through our research, industry advisory panels and regular communications.

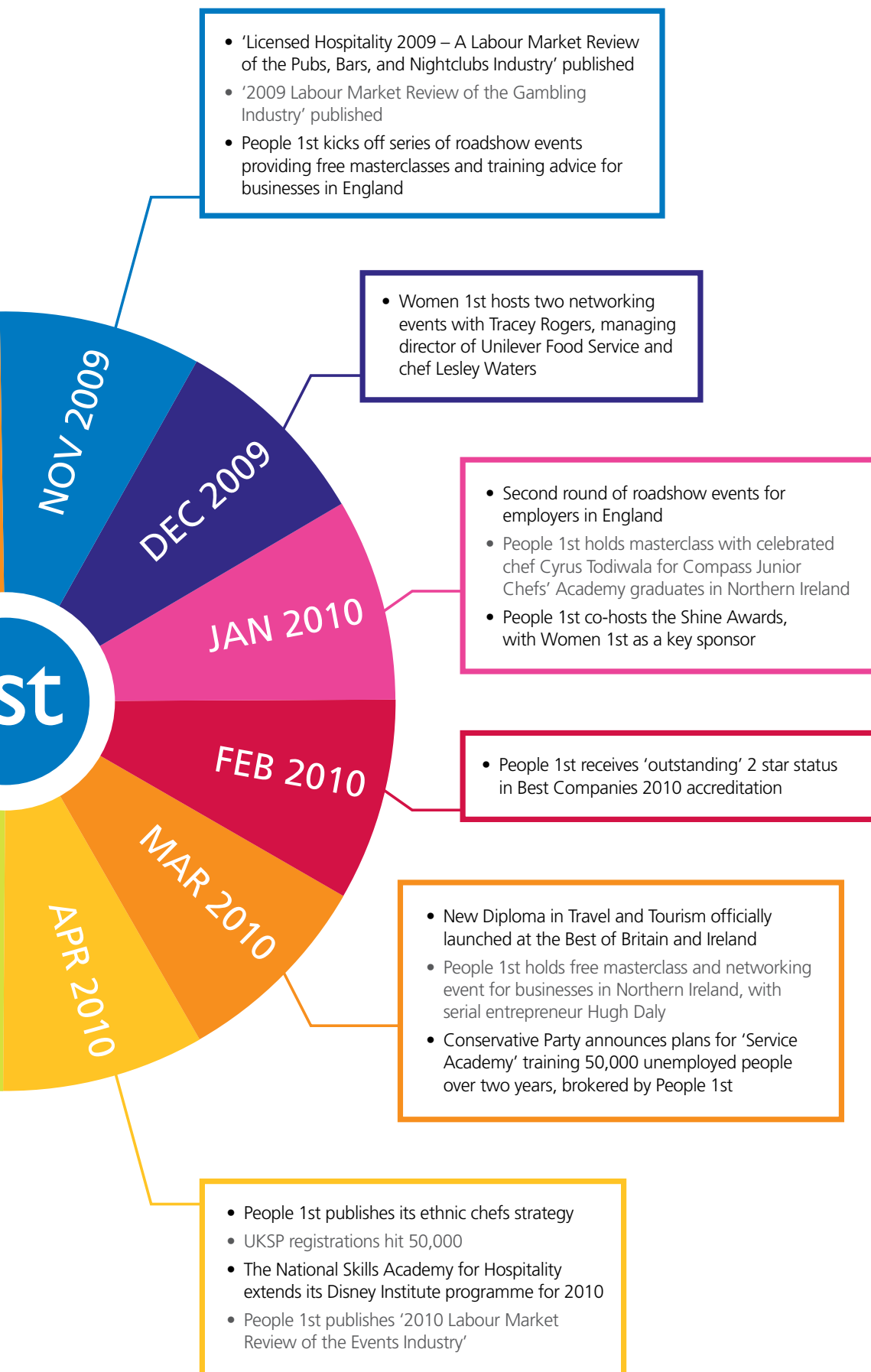
I hope that this report will give you an insight into the work we have done over the past year to improve skills across the sector, and ways in which we can help you to support the development of your staff in the future.

If you would like to find out more about what People 1st can do for you, please do not hesitate to get in contact.

Timeline Of The Year

People 1st milestones over the past twelve months

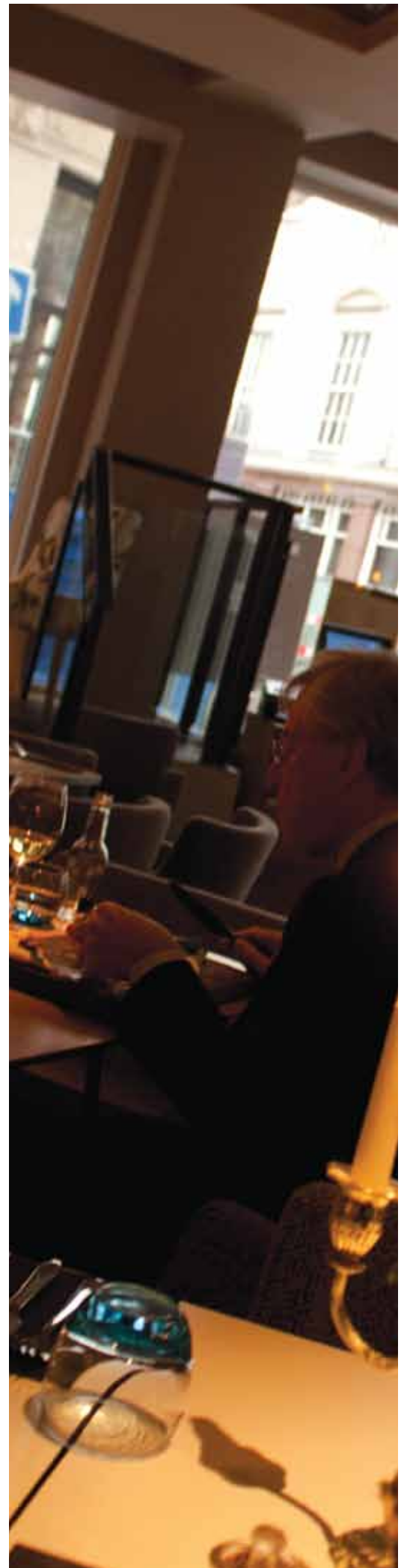




1.

Helping Unemployed People Back Into Work

The challenge of getting people back into employment is one that features high on both the UK and devolved governments' agendas, and People 1st is working to ensure that robust entry routes to hospitality, leisure, travel and tourism are available. As a growth industry, an additional one million employees will be required by the sector leading up to 2017.





“ The course covered so many aspects of the industry, opening up a wealth of options in hospitality. I’d advise anybody who has found themselves unemployed for a period of time to consider what retraining could do for them. ”

Jane Ward – Employment 1st graduate

The State of the Nation 2010 report found that, despite the recession, 45 percent of sector businesses recruited new staff over the past 12 months, and nearly half (47 percent) believed that recruitment had become easier.

However, although employers believe it has become easier to fill vacancies, only nine percent feel this is due to more applicants having the required skills and experience, and even fewer (four percent) feel that it is due to more applicants having the right attitude.

Employers have also complained that a lack of consistency in pre-employment training was acting as a barrier to systematically recruiting larger numbers of unemployed people. To combat this, People 1st has established a national standard training programme for the sector – Employment 1st – and is working with government to establish a more effective system of training unemployed people for work in the sector.

Employment 1st

In 2008, People 1st launched its pre-employment training programme, based on extensive research. The 60-hour programme prepared individuals to undertake one of four entry-level job roles. Over 1,000 people have been through the pre-employment training programme, with positive feedback from delegates, providers and employers.

Following this success, People 1st re-launched the pre-employment training programme in August 2010 as Employment 1st. This includes an additional 60 hours of learning, where required, to support those who have been out of work for an extended period of time in becoming fully work-ready.

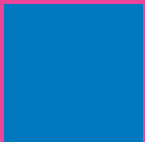
Preparing people for the workplace

The Employment 1st programme is also aimed at those seeking to secure an entry-level job in hospitality,

leisure, travel and tourism, and now covers 13 job roles – including chef, barista, travel agent, leisure and theme park attendant and conference/ exhibition manager. It also leads to a nationally-recognised qualification, the Level 1 Award in Introduction to Employment in the Hospitality Industry for England, Northern Ireland and Wales.

The programme reflects the skills, knowledge and behaviour that employers expect from their staff, and includes a strong emphasis on customer service, the legal minimum food safety (where relevant) and health and safety requirements. It is designed to give learners the best possible chance of gaining employment.

All course graduates are added to the ‘Marketplace’ feature on uksp.co.uk, where employers will be able to view their CVs and identify suitable candidates to fill job vacancies.



Support across the UK

Over the past 12 months, People 1st has also been working to train JobCentre Plus advisors in England, Scotland and Wales to ensure that they fully understand the job opportunities available in the hospitality, leisure, travel and tourism sector, and are using Employment 1st as their programme of choice. This will enable them to help unemployed individuals to realise their potential.

In Scotland, Employment 1st has been used to support Skills Development Scotland's 'Targeted Pathways to Apprenticeships' (TPA) initiative. TPA enables modern apprenticeship (MA) learning providers to offer additional vocational skills training for young people that will ultimately lead them into full or part-time employment and an MA.

As it is designed to be delivered by a tutor to groups of up to 15 people, either in the workplace or at college, Employment 1st fully meets the needs of the TPA initiative.

In Northern Ireland, the programme has been used to support the HARTE initiative, led by Belfast City Council, to equip unemployed people with the skills required to take up the growing opportunities available in the sector.

More information on Employment 1st is available at people1st.co.uk/employment1st

Service Academy

In March 2010, People 1st brokered an agreement between the Conservative party and leading sector employers to provide training for 50,000 people in England over the next two years. This training model has been given the working title of 'Service Academy.'

Over 25 businesses, representing over 20 percent of the sector, have committed to the initiative to date – including Starbucks, Hilton, TUI Travel, Gala Coral Group, Merlin Entertainments, Compass Group and Punch Taverns.

Through the Service Academy, these employers would deliver a two-week training course, which will match the content of the Employment 1st programme, followed by on-site work experience placements. They will also strive to offer full employment to around 20 percent of those who complete the course – the equivalent of 10,000 jobs over two years. Small to medium-sized companies will be encouraged to recruit from the remaining 80 percent of those trained through uksp.co.uk.

Making the model work

People 1st has been in ongoing discussions with the Department for Work and Pensions and Department for Business, Innovation and Skills about how the Service Academy could work in practice. Although these discussions have been positive, government officials are currently reluctant to direct funding for the programme through employers rather than further education learning providers, something which is central to the Service Academy model.

People 1st has stressed that delivering training through employers is critical in simplifying the pre-employment training system for businesses, and ensuring that it enhances the job prospects of unemployed people. It has also highlighted that funding has previously been directed to employers for the delivery of apprenticeships.

The proposals are currently being reviewed by the Department for Work and Pensions. Lord Freud, minister for welfare reform, has agreed to attend People 1st's annual general meeting in November 2010 to discuss the future of the Service Academy and how employers in the hospitality, leisure, travel and tourism sector can contribute in helping unemployed people back into work. People 1st will report on any significant developments in due course.

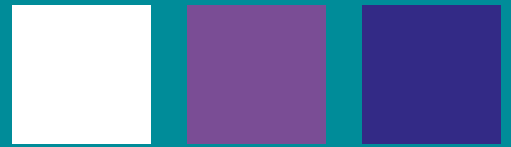


2.

Accelerating Social Mobility

While People 1st's State of the Nation 2010 report shows that 56 percent of the hospitality, leisure, travel and tourism sector's workforce is female, it is surprising that only six percent of hospitality company directors are women, compared with a national average across all industries of 12 percent.





“ To utilise the skills that women possess is a win-win situation for all concerned – it is my real pleasure to commend the work of Women 1st as an important step towards achieving these goals. ”

Cherie Blair

For an industry that champions diversity, the representation of women at the top is poor. Whilst many women progress to supervisor or unit manager level, few are currently able to make the step up to the next level. Major employers have cited a steady decline in the number of women employed in area manager positions upwards.

To combat this imbalance, People 1st secured government funding in 2009 to establish Women 1st – a mentoring and training programme to support the development of women in the sector in England. Its long-term aim is to raise the number of female board-level executives to 10 percent by 2015, and to double that by 2025.

Women 1st – Empowering The Female Leaders Of Tomorrow

The Women 1st programme is comprised of:

Step Up – continuous professional development (CPD)

Focused on delivering long-term transformational change and improved leadership ability, the six one-day CPD sessions look at recognising strengths, building confidence, impact, assertiveness, negotiation, influencing and communication skills.

Leadership network

People 1st aims to establish a strong mentoring network that supports women in their careers, including one-to-one mentoring with the sector's highest performers.

Participants receive dedicated training and benefit from five planned mentoring sessions over six months, enabling them to learn first-hand from the knowledge and experience of those who have built a successful career.

Mentors to date have included senior female managers and directors from

William Hill, the House of Commons, Q Hotels, Butlins, ABode Hotels, Aramark, Park Resorts, the Cloud Hotel and Elior.

Networking events

The Women 1st networking events are partly educational events with inspirational speakers sharing their success stories and tips. These provide a unique opportunity for attendees to interact with other women within the industry and to develop a professional network. Over 600 women have attended these events to date.

Female Chefs' Development programme

The Female Chefs' Development programme is the latest addition to the Women 1st portfolio. State of the Nation 2010 revealed that almost two-thirds (61 percent) of chefs are male – a percentage that significantly increases within fine dining restaurants.



“ This is a truly inspired initiative as the gender gap amongst chefs needs to be addressed sooner rather than later. This programme is a fantastic opportunity to highlight the importance of attracting women into the trade whilst helping those already in our sector to progress and take up more senior roles. ”

Michael Caines MBE on the Female Chefs' Development Programme

To address this, the new programme will develop, design and deliver bespoke chef training for women, helping them to move from the areas that they currently work in to more skilled positions.

The Female Chefs' Development programme was officially launched in September 2010 by Michael Caines MBE – one of Britain's most accomplished Michelin-starred chefs.

Support from industry and government

In May 2010, research conducted by the UK Commission for Employment and Skills (UKCES) found that nine out of ten participants on the Women 1st programme had improved their skills and confidence in the workplace. UKCES also found that just over half of the employers taking part in the programme planned to take proactive steps to ensure a greater proportion of women reach management positions. Women 1st has captured a number of high profile supporters,

including Cherie Blair, who officially launched the programme in October 2009, TV chef, Lesley Waters, and 2009 Catey Manager of the Year, Carrie Wicks (both of whom have shared their experiences at Women 1st networking events), Michael Caines, and former minister for tourism, Margaret Hodge.

Supporting female talent in the future

Following a successful pilot year which saw 100 women go through the programme, People 1st has secured funding for a further 225 individuals to benefit from its subsidised development opportunities.

Along with the continuation of the current programmes, People 1st is working to establish a 'Top 100' list and annual awards ceremony for women in hospitality, leisure, travel and tourism. This aims to celebrate and heighten the awareness and profile of women who have succeeded in developing their careers. The awards and nomination process

will be launched in November 2010, with an awards ceremony and announcement of the 'Top 100' list planned for spring 2011.

In addition, People 1st is working to establish a website for the Women 1st network. The aim is for the site to raise industry awareness, stimulate discussion, and share research, best practice and success stories. It will also host online self-development tools, a development library and provide informal networking opportunities.

Following Women 1st's success in England, People 1st is exploring opportunities to extend elements of the programme to Northern Ireland and Wales. In Scotland, the team is finalising a bid for funding from Skills Development Scotland to roll the programme out in early 2011.

More information on Women 1st, and how individuals and companies can take part in the programme, is available at people1st.co.uk/women1st



3.

Making The UK's Welcome Even Warmer

Over the next ten years, the UK will play host to an impressive series of global events – including the 2012 Olympics and Paralympics, the 2014 Ryder Cup, the 2014 Commonwealth Games, the 2015 Rugby World Cup and, potentially, the 2018 FIFA World Cup.





“ Putting people first and ensuring that they have the best possible experience is our sector’s core proposition. We cannot underestimate the value of great customer service. ”

Nick Varney, CEO, Merlin Entertainments Group

The most recent Nations Brand Index ranks the UK as 13th out of 50 countries for its ‘welcome’ – an improvement on its 16th placing in 2007, but an indication that there is still work to be done. In late 2008, a major customer service research project, led by People 1st, found that 57 percent of visitor economy businesses believed that the customer service skills of their staff could be improved. State of the Nation 2010 revealed that the figure is now even higher, with 65 percent of sector businesses highlighting customer service as an area for improvement.

With the 2012 Olympics alone estimated to attract 300,000 overseas visitors, and a further six million from within the UK, the next few years offer a golden opportunity for the industry to transform international perceptions and create a lasting legacy, and a fresh approach to customer service skills is needed. With this in mind, People 1st is working on a number of initiatives to support the industry.

WorldHost

People 1st has secured the UK licence for the WorldHost training programme, which was used to train 39,000 tourism staff and volunteers in British Columbia in time for the 2010 Vancouver Winter Olympics.

The WorldHost programme has a proven track record in supporting world-class events and tourism destinations famed for their welcome. Canada is consistently recognised as a service leader and was ranked top in the 2010 Nations Brand Index for its welcome.

The WorldHost programme is currently made up of four short customer service courses that prepare employees to deliver world-class service for visitors from the UK and abroad:

1. Principles of Customer Service (one-day course)

Principles of Customer Service is designed to help participants to develop a customer-oriented attitude.

The programme covers making a good first impression, delivering effective communication, professional telephone techniques, dealing with customer concerns and turning problems into positive experiences.

2. Customers With Disabilities (half-day course)

Customers With Disabilities helps to increase participants’ sensitivity towards those customers and visitors who have a disability, ensuring staff have the knowledge needed to assist them in feeling comfortable and welcome.

3. Service Across Cultures (half-day course)

The Service Across Cultures programme is designed to increase participants’ awareness of visitors and customers from other cultures, and provide practical skills and advice to improve their ability to communicate with them. It may also assist the learner with communication with their colleagues from other cultures.



4. Ambassador Workshop (half-day course)

The Ambassador Workshop enables participants to build on their current strengths as a representative of where they work, volunteer and live, and encourages them to feel a sense of personal pride and commitment to their community or event that they represent.

Promoting local destinations and attractions

Each programme is highly interactive, with group tasks and discussions. It draws on the participants' own experiences of good, and bad, service, and can also be tailored to use specific examples of local visitor attractions and history. This can help to build participants' local knowledge, confidence and pride in promoting their area as a tourist destination.

For example, in Wales, Principles of Customer Service will be contextualised to reflect the 'human, real and magical' elements that distinguish Wales as a tourism destination. In this context, customer service involves not just key areas such as communication, and dealing with customer complaints, but also how the Welsh language can be incorporated into customer service, and 'sense of place' to help visitors make the most of their time in each of the four regions of Wales. The WorldHost programmes are currently being trialled across England and Wales, with plans to

roll them out in Northern Ireland and Scotland in early 2011. More information on the programmes, and how businesses can put their staff through WorldHost training, will be available from November at worldhost.uk.com

Learning From Vancouver

In May 2010, People 1st organised two workshops – 'Learning from the success of the Vancouver Winter Olympics' – for businesses with an interest in preparing for forthcoming major sporting events being held in the UK.

The first was held in London, to help businesses preparing for the 2012 Olympic and Paralympic Games, and the second at the Celtic Manor in Newport for businesses preparing for the 2010 Ryder Cup.

The workshops provided businesses with the opportunity to hear first-hand how Canada planned its recruitment, training and legacy programmes and how their experience and learning could be integrated into preparations in the UK.

They included speakers from 2010 Legacies Now, which has helped over 4,000 organisations and communities put in place legacy programmes to benefit from the hosting of the Winter Olympics in Canada, and go2, which played a key role in recruiting and training hundreds of staff to work at the Vancouver Winter Olympics.

Key topics covered included:

- Recruitment – up to 30 percent of businesses at the Winter Games struggled to meet last minute recruitment demands, and broadened their search for workers to overcome this
- Workforce planning – businesses near an Olympic venue experienced, on average, a 40 percent increase in sales, while food operations and tourist attractions recruited 45 percent and 50 percent more staff respectively
- Training and customer service – customer-facing staff will need to know locations and transport routes for events and be trained in how to deal with emergency situations
- Providing for a diverse customer base – preparing staff to give excellent customer service to those with a disability and from other cultures, which can help to create a lasting legacy

More detail on the experience of hospitality and tourism businesses in Vancouver is available in People 1st's State of the Nation 2010 report – people1st.co.uk/stateofthenation

Customer Service Qualifications

Between January and March 2010, People 1st provided 1,000 free customer service training courses for businesses across London. The 'world-class' customer service qualifications at levels 2 and 3 were developed by People 1st following



the 2008 customer service research project, and were accredited by awarding organisations in June 2009.

Employers that benefited from the funded qualifications included catering company, Restaurant Associates, which reported a 10 percent increase in sales and a change in its staff's attitude towards qualifications and training. Delaware North, which provides the catering service at Wembley Stadium and the Emirates Stadium also reported that one of its managers increased sales by 50 percent at one of its match day bars following the training.

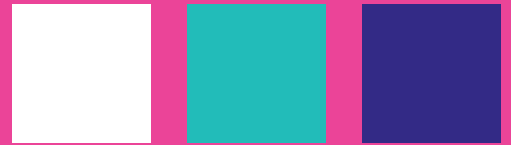
The delivery of the 1,000 free qualifications in London was funded through the Sector Compact – an agreement between People 1st and the government to help employers access Train to Gain funding more easily.

National Skills Academy Customer Service Programmes

The National Skills Academy for Hospitality, established by People 1st in 2008 to benchmark excellence in hospitality training, currently delivers two customer service programmes for businesses in England. These lead to the nationally-recognised customer service qualifications developed by People 1st.







The one-day World Class Customer Service Professionals programme is aimed at frontline employees, and covers topics such as the individual's role in the service experience, the skills needed to exceed customers' expectations and the characteristics of excellent service.

The two-day World Class Customer Service Coach programme is aimed at supervisors and managers. People 1st's 2008 research found that, for service training to be effective, there needs to be a customer-focused culture within a business, driven from the top down. As well as the customer service principles covered in the Professionals programme, the Coach programme includes modules on the challenge of management, coaching and facilitating skills and delivers tangible return on investment.

The Academy has licensed 45 facilitators to deliver both programmes across the country to date. Over 1,300 people have been through the World Class Customer Service Professionals programme, while over 330 have taken part in the World Class Customer Service Coach programme.

More information on the Academy's customer service programmes can be found at excellencefound.co.uk

Hospitality Benchmark

Over the past 12 months, the National Skills Academy for Hospitality, in partnership with the Mystery Dining Company, has surveyed over 1,100 hospitality businesses across England as part

of its unique Hospitality Benchmark programme.

The programme measures how businesses perform against a range of staff and service factors – factors that are proven to influence customers and their willingness to recommend the business to others.

The survey found that the average score, or 'industry benchmark,' was 74.37 percent, with 15 businesses scoring 100 percent, and 69 scoring 95 percent or more.

For chains and brands, the research highlighted the challenges of maintaining consistent service standards across all units. One brand's scores ranged from 13 percent to 91 percent, demonstrating the difficulty in preserving brand values and loyalty across geographic areas.

Two businesses that scored 100 percent – McDonald's drive-thru restaurant in East Grinstead, and independent restaurant and bar, The Kings Lodge, in Kings Langley - were recognised at the British Hospitality Association Awards in June, claiming the inaugural National Skills Academy for Hospitality Benchmark for Excellence Awards.

Businesses across the UK can use the Hospitality Benchmark to identify key areas for improving their customer experience, as well as highlighting where they are performing well. For more details, visit excellencefound.co.uk

Smiles of Britain – National Skills Academy

'Smiles of Britain,' the campaign for customer service, is designed to highlight the importance of a warm welcome and to shine a light on those who are leading the way in customer service.

The campaign is based on the principle that customer service starts with a smile, and encourages teams to motivate one another to provide excellent customer service. Teams can post photos, host competitions and rate each other's 'smile factor' on smilesofbritain.co.uk. Over 4,000 photos were posted on the website over the first seven months of the campaign from businesses including Yo! Sushi, McDonald's, Virgin Active and Lexington Catering.

In March 2010, the 21 'Smile of Britain 2009' finalists enjoyed an all-expenses-paid trip to London, including a professional makeover and photo shoot. They also took part in a cheese and wine master class and had dinner at Babylon Roof Gardens, where Peter Vaughan, chef proprietor from the Bistro and Cookery School in Devizes, was named as the Smile of Britain 2009.

The Smiles of Britain campaign is ongoing, with monthly prizes awarded for 'Smile of the Month,' and the search to find the Smile of Britain 2010. The campaign has also spread onto social media site Facebook, where over 12,000 people have become fans of 'smiling.'

4.

Professionalising The Workforce

To compete on a global stage, it is essential that the UK's hospitality, leisure, travel and tourism workforce has the most up-to-date skills. Encouragingly, State of the Nation 2010 found that overall qualification levels in the sector have risen over the past six years – the proportion of the workforce with at least a level two qualification rose from 60 to 67 percent between 2003/04 and 2009, while those qualified to at least level three rose from 33 percent to 39 percent.





“It is wonderful to see the enthusiasm that Junior Chefs’ Academy has created. There is a real need for programmes like this to instill passion and interest in our young people to encourage them to consider a career in the sector.”

Cyrus Todiwala OBE, proprietor and executive chef, Café Spice Namasté

However, there has also been a worrying increase in employers reporting skills gaps in their current workforce. In 2009, 26 percent of sector businesses had a skills gap – an increase of seven percent since 2007 – which is considerably higher than the 19 percent across all industries. Among the most common areas highlighted for improvement are customer handling skills, technical, practical, and job-specific skills (such as cookery), and management skills.

To help reduce the skills deficit across the sector, People 1st is working to ensure that robust qualifications and training programmes which meet the needs of employers are available across the UK.

Compass Junior Chefs’ Academy

Following the success of its pilot programme in 2009, People 1st, in partnership with Compass Group UK and Ireland, has continued to roll out the Junior Chefs’ Academy programme across Northern Ireland.

This ten-week Saturday morning course gives young people, aged 12-16, the opportunity to learn about cooking in a fun environment and gives them access to the facilities, tutors and culture of further education colleges before leaving school. Around 300 young people have been through the course to date.

People 1st has secured the support of a number of leading chefs for the programme, including Brian Turner and local Michelin-starred chef, Michael Deane. Celebrated Indian chef, Cyrus Todiwala, and local acclaimed chef, Danny Millar, also hosted masterclasses for junior chefs at their graduation celebrations in February and May respectively, with Cyrus making his first ever trip to Northern Ireland for the event.

In November 2009, Compass Group UK and Ireland announced that it would support the Junior Chefs’ Academy programme in Northern Ireland until June 2012. The programme is also sponsored by the Northern Ireland Tourist Board, Safefood and City & Guilds.

In May 2010, People 1st won a prestigious Janus Award for the Junior Chefs’ Academy programme under the ‘Training Initiative of the Year’ category. It was also shortlisted in the ‘Best Not-For-Profit’ category at the Training Journal Awards in September 2010, and has been shortlisted for a National Training Award in Northern Ireland.

People 1st is also working with the Tourism Framework for Change Skills Group, and key further education and industry partners, to bring the Junior Chefs’ Academy programme to Scotland. Subject to the success of this bid, the first programmes are due to be delivered in 2011.

Young Apprenticeships

The Young Apprenticeship in Hospitality gives young people in England aged 14-16 the opportunity to study for a vocational qualification.

Given that many young people attracted to the sector have a preference for practical learning, it is important that a practical, work-based



qualification is available to them. The young apprenticeship provides learners with an opportunity to progress onto an apprenticeship and decide whether a career in the sector is for them.

It also provides a prototype for a 'pre-apprenticeship' route that could be made available for those over the age of 25, to ease them into employment and promote more sustainable careers.

Diplomas for 14-19 Year Olds

Diplomas are new qualifications for 14-19 year olds in England, introduced in schools and colleges to provide students with a mixture of theory and applied learning. People 1st has been responsible for the development of two Diploma subjects – hospitality and travel and tourism.

The content of both Diplomas has had significant input from businesses, and they provide a great example of joint co-operation and commitment between industry and education in the hospitality, travel and tourism sector. The Diploma in Hospitality has been delivered in schools and colleges since September 2009, and the Diploma in Travel and Tourism since September 2010.

In June 2010, the government announced that it would be withdrawing additional support for the promotion and delivery of Diplomas, to enable all 14-19 qualifications to compete on an even footing. While

Diplomas can continue to be offered by schools across England, the work of the Diploma Development Partnerships, which included representatives from key stakeholders, employers, schools and higher and further education institutions, ceased at the end of September 2010.

The 70 'employer champions' who have supported the Diploma in Hospitality, and the 25 travel and tourism champions, highlight the significant amount of employer support and willingness to be involved with sector-specific learning in schools and colleges.

People 1st is working to ensure that this existing industry commitment is redirected, so that employers do not become disengaged, but continue to enrich the delivery of learning across a range of qualifications that they understand and respect. People 1st is also keen to build on, and link with, existing good practice in employer-supported provision – for example, the Academy of Culinary Arts' 'Chefs Adopt A School' programme, which sees professional chefs deliver hands-on sessions in schools. Employers can also help to supplement younger learners' experiences through placements and employment tasters, enabling them to enter the workplace with stronger employability skills.

People 1st will also continue to provide information, advice and guidance for young learners in an engaging format that they understand, through

uksp.co.uk, the careers and jobs website for the sector.

Professional Cookery Diploma

The Professional Cookery Diploma (also known informally as Professional Chef Diploma, or VRQ in Professional Cookery) was developed by People 1st, in conjunction with City & Guilds, following intensive research with employers to understand industry needs.

The Professional Cookery Diploma is designed to be delivered full-time in colleges and is much more practical than the current NVQ and SVQ, with all learners following the same curriculum and gaining a basic grounding in culinary techniques across all sections of the kitchen.

For the first time in over a decade, colleges are screening learners during application to ensure they have the right personal skills, motivation, commitment, and all-round ability to successfully complete the new qualification.

Feedback from centres and employers has been extremely positive, with reports that students are finding the course both rewarding and challenging.

The Professional Cookery Diploma is currently being offered by 120 institutions across the UK, with 90 percent of students completing the



course. The number of colleges offering the Professional Cookery Diploma has more than doubled over the past year, with 8,000 of the total 15,000 chef students across the UK undertaking the programme. It is currently offered by two awarding bodies – City & Guilds and EDI. In England, 13 colleges have also been accredited by the National Skills Academy for Hospitality for their delivery of the qualification, which means that they meet the Academy's benchmark for excellence in delivery.

It is hoped that, from September 2011, the Professional Cookery Diploma will replace the current NVQ in England, Northern Ireland and Wales as the sole full-time qualification for those wishing to train as a professional chef. In Scotland, a new Professional Chefs Panel has been set up, supported by the Tourism Framework for Change Skills Group, which will consider whether the Professional Cookery Diploma should also replace current Scottish SVQ frameworks.

Businesses have reported that recruiting Professional Cookery Diploma graduates has reduced their training costs by up to £5,000 per chef in some cases. It is estimated that, once the qualification is used by every college, it could save the industry millions.





In June, People 1st was highly commended in the education and training category at the Charity Awards 2010 for its work in developing the Professional Cookery Diploma – highlighting the significant impact the qualification has had in producing skilled chefs.

Pathways To Apprenticeships (Wales)

People 1st Cymru has worked with the Welsh Assembly Government and key partners to develop a new two-year enhanced apprenticeship programme that produces skilled hospitality professionals.

The programme, known as Pathways To Apprenticeships (PTA), is currently being offered in seven colleges across Wales.

Learners, typically aged 16-19, spend their first year in college studying for a Professional Cookery Diploma, or similar qualification depending on their specialism. They also undertake a range of additional activities, including food hygiene, health and safety, Welsh in the workplace, and masterclasses in culinary skills. In addition, they spend up to 200 hours on an industry placement, applying their skills and knowledge. Employers provide work experience and training without a full-time permanent commitment, but can take the trainee on as a full apprentice at the end of the year, with funding from the Welsh Assembly Government.



The pilot year of PTA began in September 2009, and 80 learners and 50 businesses, including the Hilton and Marriott hotels in Cardiff, St. George's Hotel in Llandudno, Toad Hall in Colwyn Bay and the Royal Oak Hotel in Betws-y-Coed, took part in the programme. The pilot was a resounding success, with some colleges reporting that 100 percent of learners secured full-time employment as a result of the programme.

Subsequently, the Welsh Assembly Government has announced increased funding for the programme, and a further 120 learners will take part from September 2010.

Apprenticeships

Over the past three years, People 1st has been conducting an in-depth review of apprenticeships within the hospitality, leisure, travel and tourism sector. The aim is for the new apprenticeship programmes to provide a means for new or existing staff to develop their skills and to be a clear, but credible, alternative to full-time education for those who want to go straight into employment.

Apprenticeships are a rich and cost-effective source of raw and enthusiastic talent for employers, and the coalition government has indicated that it sees them as a key route to work.

Research undertaken by People 1st in February 2010 found that four

in ten (41 percent) of employers surveyed claimed that apprentices were far more productive than hiring new staff, while 49 percent said they made their business more competitive. The cost of hiring an apprentice was also seen to quickly pay for itself, with a third of respondents recouping their costs within a year, and a further 20 percent within 18 months.

New hospitality apprenticeship for England, Wales and Northern Ireland

In August 2010, People 1st launched the new framework for the apprenticeship in hospitality and catering, with additional routes for ethnic cuisine (see right) and 'kitchen services,' for those cooking large volumes of food to brand standards and requiring some culinary expertise. These will sit alongside existing routes for chefs, food and beverage service, housekeeping, front office and multi-skilling.

New travel apprenticeship for England, Wales and Northern Ireland

In September 2010, the new framework for the apprenticeship in travel services (previously known as the apprenticeship in travel and tourism services) was launched. This includes new competence-based and knowledge qualifications and three separate pathways for leisure and business, tour operations – head office, and tour operations – field staff.

Travel insurance is no longer a mandatory component of the apprenticeship, but remains as an optional unit. Additionally, customer service units are now mandatory at level 2, and units on the four UK destinations (England, Northern Ireland, Scotland and Wales) are now available to take individually, with no requirement to complete all four.

Ethnic Chef Qualifications

As part of the professional chef apprenticeship, People 1st has created specialist routes for Asian and Oriental cuisine – including Indian, Bangladeshi, Chinese and Thai cuisines.

The new routes, launched in August 2010, include units on dim sum, noodles, spices and herbs and using a tandoor, and were developed following an in-depth consultation and review with key employers.

The qualifications are part of ongoing work from People 1st to put development routes in place for chefs working in Asian and Oriental cuisine, to help reduce dependency on chefs from outside the EU coming to work in those businesses. Currently, the coalition government's proposals to cap immigration will affect the number of chefs that are able to come and work in the UK, and the impact of this will become clearer as the policy develops.

Creating specialist entry routes for different cuisines should enable Asian



and Oriental restaurateurs to identify UK talent to fill future chef vacancies. People 1st also intends to extend the new routes to other ethnic cuisines to meet different employer needs and provide a greater choice for students.

Modern Apprenticeships (Scotland)

People 1st is also responsible for developing, managing and implementing modern apprenticeship (MA) frameworks for hospitality and travel across Scotland.

The past 12 months has seen a 44 percent increase in MA registrations, and record learner completion rates of 71 percent – one of the highest of all sectors.

Following negotiations with People 1st, the Scottish government has agreed to invest a further £1.8 million in hospitality and travel MAs for 2010/11, providing over 600 additional places for apprentices in the sector. This additional funding brings the government's total annual investment in hospitality and travel MAs to £7.2 million.

In October 2010, People 1st introduced new MA frameworks for hospitality in Scotland, with new travel frameworks due to be launched in January 2011.

Developing New Programmes Across Wales

In August 2010, People 1st Cymru successfully secured £1 million from

the Welsh Assembly Government's Sector Priority Fund, which will be used to pilot a range of initiatives for the sector during 2010-11.

Key pilots include a 'virtual' apprenticeship programme being developed in Cardiff, which will see learners completing a full apprenticeship through working with several employers. The aim is to develop a pool of highly skilled individuals with not only the skills and knowledge needed for a successful career in the sector, but also experience and understanding of the working culture of several organisations.

Building on the success of the Triple A foundation chef and chef development pilot programme, People 1st Cymru is also working with key organisations and employers to develop a work-based programme for chefs at a senior level. This will ensure that there are career progression opportunities for chefs who wish to develop their technical skills at the highest level along with strong leadership and management skills.

Other key pilots will include a continued professional development programme for college tutors and a learning programme designed to help chefs develop and deliver a menu of traditional Welsh recipes.

Stonebow

Stonebow is part of People 1st's training division. For the past 40 years, it has been improving the standard of training and development across

service-centred organisations to help them become more competitive and grow and retain their staff.

Helping businesses to train from within

The State of the Nation 2010 report revealed that 51 percent of employers moved more of their training in-house over the past year, and Stonebow has developed an excellent reputation for delivering the best 'Train the Trainer' programmes nationwide. Over the past 12 months, employers including Ramada Jarvis, William Hill and Seabourne Cruises have put their staff through Stonebow's Group Training Certificate course, which concentrates on the design and delivery of effective and interactive training sessions to groups of people.

In addition, employers including Chelsea Football Club and Virgin Active have undertaken the Practical Training Certificate course, designed to help people to deliver effective practical training to individuals and small groups.

Supporting small businesses

Stonebow has also been helping small and medium-sized businesses to boost their skills and combat the difficult economic environment.

'Focus On...' is a selection of short, sharp, practical courses designed to help businesses master the tools needed to beat the recession. The 'Focus On' courses cover topics such as making businesses' marketing spend work for them, optimising sales and ensuring that they get the maximum



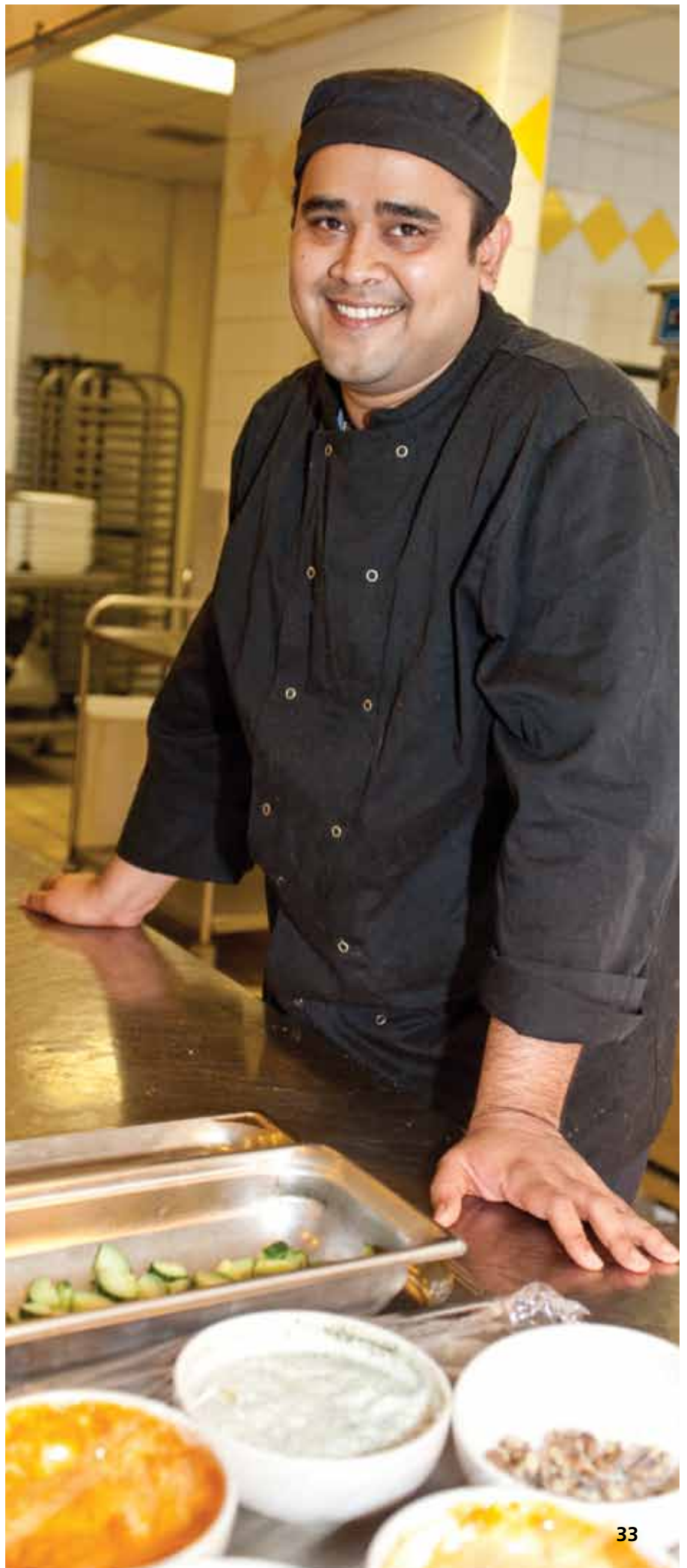
profit from their food operations. Over 60 businesses have benefited from the 'Focus on Food Profits' course over the past 12 months, while 'Focus on Marketing' was delivered to over 350 businesses as part of People 1st's Compact roadshow events between November 2009 and January 2010.

Developing effective managers and trainers

The State of the Nation 2010 report revealed that management skills are one of the most commonly reported skills gaps in sector businesses, while People 1st's customer service research found that a lack of engaging trainers was one of the main issues industry has with current training programmes.

To help address this, Stonebow has introduced two new courses in the past 12 months – Accelerated Behavioural Change (ABC) for Managers, and Accelerated Behavioural Change (ABC) for Trainers.

Both ABC programmes are designed to develop participants' communication and group dynamic skills, and are based on neuro-linguistic programming (NLP), which looks at the structure of how humans think and act. The managers' programme provides participants with skills and techniques that will help them to influence and develop their team in an effective and productive way, while the trainers' programme develops skills in engagement and rapport which will positively impact on the effectiveness







of future programmes they deliver. Stonebow has also partnered with international training organisation, FranklinCovey, to offer the world-renowned '7 Habits of Highly Effective People' programme. The programme uses specific examples from the hospitality industry, to help individuals and leaders yield greater productivity, improved communication, strengthened relationships, increased influence and a focus on critical priorities.

More information

Further details on all of the above courses are available on Stonebow's new website – stonebow.co.uk

Disney Institute Programme

Management and leadership is one of the key skills shortage areas in the hospitality, leisure, travel and tourism sector. The State of the Nation report found that, when replacement demand is taken into account, 290,000 additional management positions will need to be filled in the industry by 2017.

To give businesses a chance to learn from the best, The National Skills Academy for Hospitality brought the Disney Institute to London in September 2009, for a series of service and leadership seminars around the world-renowned professional development programme, the 'Disney Keys to Excellence.'

Five lucky competition winners were also given the opportunity to attend

the Disney Institute in Orlando on a bursary, supplied by the Academy. Following the success of the 2009 programme, which was described by attendees as 'engaging', 'interactive' and 'inspirational', the 2010 programme includes:

- A five-day London-based seminar – held in September 2010
- A series of 90 minute webcasts, broadcast live over the internet from Orlando, direct to subscribing companies' offices and training venues taking place over 2010/2011
- A bespoke exclusive trip to Disney Institute HQ, Orlando, including behind the scenes tours in the 'live laboratory' of the Walt Disney World Resort in October 2010

More information on the programme is available at excellencefound.co.uk

Commercial Research

Building on the success and expertise of its wider research activities, People 1st has created a number of research tools to directly help businesses support the development and performance of their staff.

In the past 12 months, People 1st has developed a 360 degree management appraisal model that provides valuable information to individual line managers and can be key to planning future personal development and training activities.

The survey asks each line manager to rate his or herself against pre-set

criteria. Reporting staff, as well as the individual's line manager, are then asked to rate them against the same criteria. This allows line managers to compare how they see themselves against how their staff and line manager see them.

People 1st has also developed a training needs assessment tool which focuses on four areas:

- Recruiting and inducting new team members
- Managing and developing team members
- Encouraging teamwork
- General management

The assessments are undertaken online and provide respondents with an opportunity to assess their current skill levels, indicate where they are keen to improve and identify barriers to learning.

The findings can be tailored to the needs of the business and have provided HR and training teams with an opportunity to focus training and development. In some cases, it has led to businesses changing their original plans, saving a significant amount of money.

A number of businesses have already taken the opportunity to benefit from these new services, including ABode Hotels, Barceló Hotels and Ramada Jarvis.

For further information on how People 1st's research team can help your business, call **01895 817000** or email research@people1st.co.uk

5.

Increasing Business Investment In Skills And Reducing Public Expenditure

Whilst the hospitality and tourism sector is recognised as investing more in training per worker than any other business sector, the new political environment is one where responsibility for investment will fall more to businesses as state resources are refocused.





Work-based training programmes, such as apprenticeships, will become increasingly important and the government has already stated its commitment to growing the number of apprentices across the UK. In October, it announced funding for an additional 75,000 apprenticeship places per year in England.

It is also essential that, where public funding is available, it is directed towards the right programmes – those that produce work-ready candidates and truly support employers' needs. The 2010 Baker Tilly report 'Evaluating Economic Impact' shows that People 1st has already made significant savings, with qualifications reform work saving the government around £12.5m in funding by removing qualifications that are no longer valued by employers.

The State of the Nation 2010 report also indicated that employers are willing to continue their investment in skills – 59 percent of businesses maintained the same level of training throughout the recession, while 14 percent had actually undertaken more.

To help maximise the return on investment in skills and training, People 1st is working on a number of projects to reduce wasted expenditure, ensure that supported programmes are robust, and help businesses to identify the best programmes to focus their budgets on.

Sector Qualifications Strategy

The sector qualifications strategy (SQS) is a complete review of all the qualifications in the hospitality, leisure, travel and tourism sector.

People 1st's National Skills Strategy research revealed that, with over 400 sector-related qualifications, employers were confused about what was available and wanted clear development routes to develop their staff and meet their business needs.

Flexible qualifications that support in-house training

Over the past year, People 1st has been helping employers to understand what is available, explaining the flexibilities of the new Qualifications and Credit Framework (QCF) and Scottish Qualifications and Credit Framework (SQCF) and making it easier for them to embed qualifications within their business to support in-house learning.

In addition to developing new qualification routeways, showing the critical qualifications needed to enter specific occupations, People 1st has been offering one-to-one support and advice to specific businesses.

This support varies by company, but has included:

- Helping employers to identify the most appropriate training and qualifications to meet their business needs
- Providing general advice and guidance about the content of qualifications and how they can be delivered

- Mapping in-house training to national occupational standards and qualifications – enabling training to result in recognised qualifications for staff, or ensuring that it reflects national benchmarks
- Brokering relationships between awarding organisations and funding bodies and employers who wish to link their in-house training to qualifications

An increasing number of employers – including Compass, Be At One, IHG and Pizza Express – are working with People 1st and awarding organisations to embed new national qualifications and apprenticeships within their businesses.

New, robust qualifications

While removing duplicate qualifications has been a key element of the reform process, People 1st has also introduced new and updated qualifications where gaps have been identified.

New qualifications introduced in the past year include:

- Drinks dispense NVQ at level 2
- Customer service in hospitality, leisure, travel and tourism VRQ at levels 2 and 3
- Professional cookery NVQ routes and SVQ units for Chinese, Thai, Indian and Bangladeshi cuisine at level 2
- Working within gambling legislation VRQ at level 2
- Professional food and beverage service VRQ at levels 2 and 3
- Food processing and cooking SVQ at level 2
- Kitchen services SVQ at level 2



“ UKSP has been a fantastic tool – working in conjunction with our own training, it has given our employees the guidance and access they need to achieve their ambitions. ”

Ros Young, group HR manager, ABode Hotels

People 1st has also updated a number of qualifications to reflect the latest national occupational standards for those industries, including:

- Professional cookery NVQ at levels 1, 2 and 3
- Professional cookery SVQ at levels 2 and 3
- Travel services NVQ at levels 2 and 3
- Tourism NVQs at level 2 and 3
- Events management NVQ at level 3

Further information and guidance

The outcomes of People 1st's SQS work have been used to populate uksp.co.uk, People 1st's unique website for employers and individuals looking for training and progression opportunities (see below).

UKSP

UKSP – uksp.co.uk – is a unique website bringing together information on careers, job opportunities, qualifications, employers, colleges and funding for the hospitality, leisure, travel and tourism sector. The site is crucial to fulfilling People 1st's National Skills Strategy as it provides the single communications channel the sector has stated that it needs.

Promoting opportunities in the sector

There are currently 56,000 individuals registered on UKSP – a rise of almost 20,000 since 2009. Registered users can view information on the multitude of career opportunities available in the sector through an interactive careers map, which now features 140 different job roles, and search for qualifications and training opportunities that employers have highlighted as valuable. They also have access to a range of 'career tools', including case studies, success stories and 'day in the life' features of people working in the sector, as well as CV and interview tips.

In December 2009, a skills assessment tool was also added to the site. This allows individuals to mark their current skills on a list based on the latest national occupational standards for the sector. The assessment tool then uses this information to produce a list of job roles that those skills are required for. Through the career map, site users can read detailed information on these roles, as well

as salary expectations, and map clear progression routes through the sector.

Showcasing Good Employers

The site also includes a 'Good Employer Guide,' designed to showcase companies that are committed to staff training and development across the sector. Registered Good Employers can also post job vacancies to the site, which individual users can then search and apply for.

Over 760 employers are currently signed up to the Good Employer campaign, and over 50 brands regularly post job vacancies – including PGL, Whitbread and BaxterStorey. There is an average of 1,400–2,000 jobs posted on the site at any one time.

Bringing talented individuals and Good Employers together

UKSP's Marketplace function allows individuals to anonymously upload their CVs to the site, which can then be searched by recognised Good Employers looking to fill vacancies. If an employer is interested in contacting an individual, they can



request their contact details through UKSP. There are currently around 800 CVs posted on the UKSP Marketplace. UKSP is also being used to help new entrants to the sector to understand the career and training opportunities available. Delegates who complete People 1st's pre-employment programme, Employment 1st, are signed up to UKSP – which then enables employers to find pre-trained jobseekers through Marketplace – and JobCentre Plus is also referring its jobseekers in the London district to the site. In addition, McDonald's currently refers unsuccessful job applicants to UKSP, to allow them to explore other opportunities in the sector.

A fresh look for 2011

The UKSP website is currently being redeveloped to adapt to the needs of its growing user base. The site will be given a new look, with an improved navigation system, to ensure that users can access its wealth of information as quickly and easily as possible. The new and improved site will launch in the New Year.



6.

Ensuring Employer And Stakeholder Involvement

As an employer-led body, People 1st's work is driven by the skills needs of hospitality, leisure, travel and tourism businesses across the UK. It is therefore essential that employers, along with other key stakeholders, are consistently involved with, consulted, and updated on its activities.





“Employers have a significant role to play in the development of qualifications and national occupational standards, and ensuring that they are up-to-date and meaningful, by working with People 1st and articulating changes in their skills needs.”

**Robin Mills, human resources director,
Compass Group**

People 1st has a number of ways of engaging with its key audiences, including industry research and surveys, industry advisory panels and steering groups, employer events and regular communications.

Research and Surveys

People 1st's research team is made up of the sector's leading employment research specialists and is well respected within both government and industry. The research team provides the evidence base for People 1st's activities and articulates industry needs to government policy makers.

Research projects undertaken over the past year include:

- **The Labour Market Review of the Licensed Hospitality Industry** – an overview of the licensed hospitality industry, looking at its profile and structure, current trends and issues, opportunities, social changes and workforce profiles
- **The Labour Market Review of**

the Events Industry – looking at the events industry's contribution to the UK economy, and skills recruitment and retention issues associated with its workforce

- **The Labour Market Review of the Gambling Industry** – providing a definitive snapshot of the UK's gambling industry, its contribution to the economy, the main drivers of change, current operating conditions, and its labour market
- **Hospitality Young Apprenticeship Evaluation 2010** – looking at the experiences of those involved with the delivery of the young apprenticeship in hospitality, and examples of good practice
- **The Travel Industry 2010** – an overview of current training trends and skills needs in the travel industry, produced on behalf of ABTA – The Travel Association

The majority of these reports are available to download free of charge from the People 1st website at people1st.co.uk/research

State of the Nation 2010

In March 2010, People 1st undertook a survey of 2,014 sector businesses as part of its Employer Survey. The findings of the survey fed into the 2010 State of the Nation report, which was published in May 2010.

State of the Nation is the definitive overview of the labour market for the hospitality, leisure, travel and tourism sector in the UK, and is produced annually by People 1st.

Key findings include:

Economic performance and the workforce:

- The sector contributes to 4.5 percent of the UK's total economic output
- The impact of the recession led to a fall of five percent in people working in the sector between 2009 and 2010, but it still remains one of the UK's largest employers, accounting for one in 15 jobs
- Although employers continue to rely heavily on young people, 19 percent of the workforce is now aged over 50 – up from 16 percent in 2009



Recruitment and training

- The sector is still recruiting – almost half (45 percent) of employers recruited new staff in the 12 months to March 2010
- 55 percent of businesses believe the recession has made it easier to retain staff
- The training spend per head across the sector is £2,575, compared to an all-industry average of £1,725
- The number of people taking industry-related apprenticeships has risen over the past three years, now standing at 18,000

Skills gaps

- Skills gaps are rising – 26 percent of sector employers in 2009 reported that their staff do not have the necessary skills to meet business needs, rising from 19 percent two years ago
- The biggest skills gaps noted are management and leadership, chef skills, and customer service skills
- IT skills were also noted – including making the most of social media, e-marketing, website design and producing applications for mobile phones

Looking forward

- The sector needs to gear up for growth as a 'golden decade of sporting events' begins - total employment in the sector is predicted to grow by nearly 10 percent by 2017
- Strong managerial skills will also be essential – there will be 69,000

additional management posts by 2017

The executive summary of State of the Nation 2010 is available online, along with separate summaries for Northern Ireland, Scotland and Wales. The full report is available to purchase through People 1st – for more information visit people1st.co.uk/stateofthenation

Hospitality and Tourism Educators Initiative

The Hospitality and Tourism Educators programme was developed by People 1st and the Learning and Skills Development Agency, with funding support from the Department for Employment and Learning, to strengthen links between education and industry in Northern Ireland.

The programme is designed for senior managers involved in planning the strategic, practical and long-term development needs of the hospitality and tourism education and training sector. It aims to expose its participants to leading-edge thinking, and develop best practice in training, education and curriculum development that will meet industry needs.

The first three modules of the programme took place from January to May 2010. They looked at challenges and strategies in hospitality and tourism education and training;

working with industry stakeholders and identifying emerging development needs; and developing a quality environment for change, including best practice visits to colleges in the UK.

An evaluation of the first three modules of the programme revealed that over two-thirds of participants said they were excellent, while all participants felt that they were a good use of their time.

The second phase of the programme commenced in October, and includes a European perspective on hospitality and tourism education, trends and issues for hospitality and tourism and action planning.

Roadshow Events

Train to Gain masterclasses

In November 2009 and January 2010, People 1st ran a series of 19 roadshow events across England, giving sector employers the opportunity to find out first-hand how to benefit from Train to Gain funding, and take part in free, industry-focused masterclasses.

One-day events were held in each English region, and included two free masterclasses – 'Focus on Marketing for Small Businesses' and a world-class customer service masterclass.

Employers were also given the opportunity to meet their local Train to Gain and skills advisors, and find out how to benefit from funded



training specific to their businesses. Around 350 employers attended the events.

'Through the Door' in Northern Ireland

A series of half-day masterclasses is currently taking place across Northern Ireland, giving businesses practical advice on attracting and retaining customers.

The 'Through the Door' events are based on the principle that success is built on customers taking that step to come 'through the door,' and key speakers including Nikki McQuillan, co-founder of The Streat Café franchise, and serial entrepreneur, Hugh Daly, have shared their experiences with attendees.

Experts are also on hand at the events to advise on opportunities, funding and programmes for Northern Ireland businesses, including 'innovation vouchers,' management and leadership development support, apprenticeships and customer service training.

Three 'Through the Door' events have taken place to date in Enniskillen, Coleraine and Cookstown. A further three events are due to take place across Northern Ireland before March 2011.

Consultation events in Scotland

In August 2009 People 1st, in partnership with the Scottish Tourism





Forum, held two major consultation events for employers in Edinburgh and at the Gleneagles Hotel.

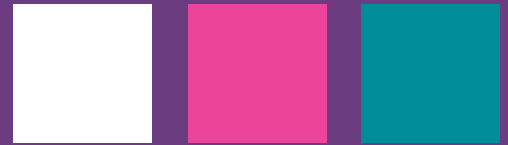
Employers were thoroughly briefed on the significant changes taking place within the skills landscape, and explored ways in which industry could capitalise on the opportunities being created through the new industry-led Tourism Framework for Change (TFFC) Skills Group.

The discussions provided valuable insight and feedback on the nature and scale of issues currently facing employers, and this evidence was used to support the development of a new National Tourism Skills Strategy for Scotland, launched by the TFFC Skills Group in March 2010.

The group also encourages employers and individuals to reconnect with the skills agenda, providing unity and, crucially, ownership for the years ahead. It also encourages them to work with key public sector partners to identify and support the removal of any funding, resource and project duplication across the skills landscape, making the money that is available to support the sector work better.

Industry Advisory Panels

People 1st has a number of industry advisory panels – made up largely of employers, along with other stakeholders and learning providers – that oversee the development and



implementation of qualifications in a specific area.

The panels typically meet 3-4 times a year and currently cover the following areas:

- Asian and Oriental cuisine
- Events
- Front office
- Food and beverage service
- Housekeeping
- Professional cookery
- Public sector catering
- Temporary structures

These groups have a direct impact on the content and delivery of qualifications, as well as providing valuable perspective on wider sector issues.

Over the past year, for example, the Asian and Oriental cuisine panel has overseen the development of People 1st's Ethnic Chef Strategy, which aims to ease the dependence on recruiting chefs outside of the European economic area. It is also considering the results of consultations by the UK Border Agency and Migration Advisory Committee, and agreeing actions to raise the availability of specific provision for Asian and Oriental cuisine - such as the new ethnic chef qualifications introduced in August 2010.

The food and beverage service panel is currently overseeing the development of a new apprenticeship for those working in that area, and the level

3 Diploma in Food and Beverage Supervision. It is also reviewing the size and quality of food and beverage qualifications in realistic working environments in colleges.

Additionally, the public sector advisory panel is considering the impact of the government's spending review on the skills and labour market issues affecting the sector, as well as overseeing qualifications relevant to the public sector.

People 1st also hosts a chain employer group, made up of the larger hospitality and travel and tourism brands. This has mainly focused on overseeing changes to the sector apprenticeships, but will focus on wider qualifications in the future.

In July 2010, the group met with Simon Waugh, chief executive of the National Apprenticeship Service, to outline its concerns about the introduction of functional skills – practical skills in English and mathematics, which will be assessed through a three-hour exam – in place of the current key skills.

Following the government's decision to extend the delivery of key skills, the group is now working together to prepare for the delivery of functional skills within multi-site operations.

People 1st welcomes any new additions to the industry advisory

panels – if you would like to join a panel, and directly influence qualifications for your sector, call **01895 817000**.

The Future Skills Action Group (Northern Ireland)

People 1st continues to play an integral part in the implementation of the Future Skills Action Plan for hospitality and tourism, working alongside the Department for Employment and Learning, employers and other key partners.

Together the group, which focuses on the need to highlight the benefits of working in hospitality and tourism, as well as improving skills, has established a short-term skills action plan for the sector.

People 1st-led initiatives as part of the plan have included further roll-out of the Compass Junior Chefs' Academy programme, the development of a unique resource for teaching professionals – thinktourismni.co.uk – ongoing promotion of uksp.co.uk as a source of information and guidance, and continuing to build links between industry and education through the Hospitality and Tourism Educators Initiative.

The Future Skills Action Plan can be viewed at people1st.co.uk/NI under 'key documents.'



Regular Communications

People 1st produces a series of regular communications to keep its key audiences up-to-date with its activities. These include:

Talent

People 1st's employer newsletter, Talent, helps businesses to understand how People 1st's work benefits them and encourages them to share their views. Talent now features stories across a wider range of industries than ever before, and was re-launched in a new online format for 2010, enabling readers to easily choose the stories that are of interest to them.

Current and previous editions of Talent, for each of the four nations, are available to view online at people1st.co.uk/talent

Learning provider updates

People 1st's learning provider newsletter includes the latest information on People 1st's qualification development work, apprenticeships and funding,

and includes guidelines on processes and delivery.

Stonebow news

Stonebow, part of People 1st's training division, produces a monthly e-newsletter featuring information on its programmes, updates on the latest course dates, examples of companies that have benefited from training, and features on the Stonebow team. A separate newsletter is also sent to Stonebow trainers, to keep them up-to-date with the courses available for delivery.

Sign up

If you would like to receive any of the above communications to your inbox each month, email your details (name and organisation) to talent@people1st.co.uk

Media Relations

Over the past year, People 1st and its work has featured in a variety of media, ensuring that skills issues in hospitality, leisure, travel and tourism sector are kept in the public consciousness.

Over 700 articles mentioning People 1st's work have appeared in a variety of national, regional, trade, business, education and training publications, positioning People 1st as a leading authority on skills in the sector.

Coverage around key initiatives has also prompted people within the industry to become involved with training and development. The Women 1st initiative is a great example – senior managers have volunteered as mentors for the programme, female employees have put themselves forward for the Step Up and Female Chefs' Development programmes, and industry figures from as far away as Australia have voiced their support after reading about the initiative. Others have shared their experience of working in the industry, barriers they have encountered, and success stories, increasing the understanding of issues women face, as well as examples of how they can succeed.

All of People 1st's press releases to date can be viewed at people1st.co.uk/news



People 1st Products And Training Programmes

People 1st has developed a portfolio of commercial training products and research tools to help businesses support the development of their staff. All income generated through these products is reinvested to improve skills across the hospitality, leisure, travel and tourism sector.





“ The Step Up programme has completely changed my life. Before, I felt like I was standing still and not going anywhere. Now, I feel confident, and my career has really evolved. ”

Andrea Hamer, events manager, ABode Hotels

1. Helping unemployed people back into work



See page 13

The Employment 1st pre-employment training programme prepares individuals to undertake one of 13 entry-level job roles, including chef, barista, travel agent, leisure and theme park attendant and conference/ exhibition manager. It also leads to a nationally recognised qualification, the Level 1 Award in Introduction to Employment in the Hospitality Industry for England, Northern Ireland, and Wales.

For more information visit people1st.co.uk/employment1st, or email employment@people1st.co.uk

2. Accelerating social mobility



See page 17

Women 1st is a mentoring and training programme to support

the development of women in the hospitality, leisure, travel and tourism sector in England.

Women 1st programmes include:

- **Step Up** – a continuous, professional development programme including six one-day sessions
- **Leadership network** – one-to-one mentoring with the sector's highest performers
- **Female Chefs' Development programme** – developing, designing and delivering bespoke chef training for women
- **Networking events** – partly educational events with inspirational speakers

For more information visit people1st.co.uk/women1st, or email women1st@people1st.co.uk

3. Making the UK's welcome even warmer



See page 21

The WorldHost programme has a proven track record in supporting world class events and tourism destinations famed for their welcome, including the 2010 Vancouver Winter Olympic Games.

It currently includes four short customer service courses:

- **Principles of Customer Service (one day)** – helping participants to develop a customer-oriented attitude
- **Customer With Disabilities (half-day)** – helping to increase participants' sensitivity and knowledge around customers who have a disability
- **Service Across Cultures (half-day)** – providing practical skills and awareness to improve participants' ability to communicate with customers from other cultures
- **Ambassador Workshop (half-day)** – encouraging participants to feel a sense of personal pride and commitment to the their community of event they represent

For more information visit worldhost.uk.com or email worldhost@people1st.co.uk



“ Stonebow’s GTC programme was truly exceptional and we believe it to be the best trainer training programme in the country. ”

Haydn Bratt, retail learning and development manager, William Hill

4. Professionalising the workforce



See page 32

For the past 40 years, Stonebow has been improving the standard of training and development across service-centred organisations to help them become more competitive and to grow and retain their staff.

Courses include:

- **Practical and Group Training Certificates (formerly TS1 and TS2)** – helping staff to deliver effective, practical training to individuals and interactive training sessions for larger groups
- **Accelerated Behavioural Change (ABC) for Managers and Trainers** – developing participants’ communication and group dynamic skills, based on neuro-linguistic programming (NLP)
- **‘Focus On...’ courses** – short, sharp, practical courses for small businesses, including marketing, sales and maximising profit from food

- **FranklinCovey’s ‘7 Habits of Highly Effective People’** – world-renowned training to help managers achieve greater productivity and focus on critical priorities

Businesses can also deliver Stonebow’s nationally recognised Train the Trainer programmes within their own company by having their managers accredited as Stonebow trainers.

For more information visit stonebow.co.uk, call 01895 817009 or email enquiries@stonebow.co.uk



See page 35

People 1st has created a number of research tools to directly help businesses support the development and performance of their staff, including:

- **Training needs analysis** – online assessments to assess the current skill levels of and indicate areas for improvement
- **360 degree management appraisal** – providing information

that can be key to planning future development and training activities

- **Staff satisfaction survey** – helping businesses to measure staff satisfaction within their company

For more information visit people1st.co.uk/research, call 01895 817000 or email research@people1st.co.uk

Information and guidance



For information and guidance on careers, job opportunities, qualifications, funding, and progression paths in hospitality, leisure, travel and tourism, visit uksp.co.uk

The National Skills Academy for Hospitality also endorses a number of excellent training initiatives. For more information, visit the Academy’s website at excellencefound.co.uk

People 1st Roll of Honour 2009/10

- **Caterersearch.com Web Awards 2009** – shortlisted in the 'Innovative' category (uksp.co.uk)
- **Licensed and Catering News Awards 2009** – Hospitality Training Initiative of the Year (Compass Junior Chefs' Academy)
- **Best Places to Work in Hospitality 2009** – Best Supplier
- **National Training Awards 2009** – Greater London Partnership and Collaboration award (with City & Guilds for Professional Cookery Diploma)
- **Janus Awards 2009** – Training Initiative of the Year (Compass Junior Chefs' Academy)
- **Charity Awards 2010** – highly commended in Education and Training category
- **Best Companies Accreditation 2010** – 2 star 'outstanding' rating
- **TJ Awards 2010** – shortlisted in 'Best Not For Profit' category
- **National Training Awards 2010** – shortlisted at Northern Ireland regional awards (Compass Junior Chefs' Academy)





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