

**National  
Skills Strategy**  
for the Hospitality, Leisure,  
Travel and Tourism sector  
in England

# National Skills Strategy

**for the Hospitality, Leisure,  
Travel and Tourism sector  
in England**

## Raising the Bar

A shared investment between public  
and private sectors to "raise the bar"



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*"I have never been asked to be this good before"*  
**Volunteer at Sydney Olympic Games**

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## Our Shared Ambition

*“Raising the Bar aims to develop a professional workforce with high self esteem. This workforce will deliver world class customer service experiences by 2012 and contribute to the sustained prosperity of the hospitality, leisure, travel and tourism industries.”*

# Foreword

by **Shaun Woodward MP, Tourism Minister**

People and skills are critical to the future success and competitiveness of hospitality, leisure, travel and tourism. This is one of the world's largest and fastest growing sectors, with the tourism industry alone contributing around £75 billion a year to the UK economy. However, as this document makes clear, problems in attracting and retaining a skilled workforce undermine that success.

The National Skills Strategy is employer-led, setting out a clear vision for industry to up-skill the existing workforce and become a career of choice for those entering the workplace. The London 2012 Olympic Games and Paralympic Games are only five years away, and they provide the sector with an opportunity to demonstrate high quality service on an international platform. Developing the skills of the current and future workforce is critical if industry is to secure a lasting legacy from the Games, as well as contribute to the UK's ambition of becoming a world leader in skills by 2020.

The sector is starting from a low skills base, with relatively low qualification levels. However, there is massive potential for improvement with increased opportunities to businesses and individuals alike. The strategy sets out a clear vision to improve management and leadership, chefs and customer service skills, which in turn will help to address poor retention rates.

At the same time the sector needs to take into account the wider social and economic environment - such as demographic changes - and ensure that it is one step ahead of other parts of the economy in targeting these wider labour pools.

People1st have done an excellent job in researching the skill needs of employers and assessing the current learning provision. Many employers took part in this process and this has provided a strong base on which to develop this strategy.

However, the hard work starts now. I want to see all parties committed to implementing this vision and taking responsibility for their role in making the strategy a reality. A detailed action plan will follow this vision. Once in place, we need to review the strategy's progress and success to ensure we can continue the momentum I have witnessed so far. Only by taking 'shared responsibility' can we truly make a difference - and this National Skills Strategy is our opportunity to do just that.

It can only succeed with your support.



# Introduction

**Brian Wisdom, Chief Executive Officer,  
People 1st**



This National Skills Strategy sets out how we can all address our future skill needs and raise our productivity. It is a truly employer-led agenda for change - over 5,000 businesses have contributed to its development, making it the largest labour market study into the sector for three decades<sup>1</sup>. The strategy requires collaborative action to tackle the sector's skill and retention problems, and it will also prepare industry to deliver a world class visitor experience when we welcome the world in 2012.



The National Skills Strategy is the first sector wide response to the DCMS Welcome > Legacy consultation and is the first concerted action in the campaign to reap the potential £2 billion tourism legacy from the 2012 Games. "Raising the bar" highlights the challenges, vision and overarching action required to ensure we succeed in doing this, and the Sector Skills Agreement for England, outlining the detailed collaborative commitments of industry, stakeholders and partners will be published in April 2007.

While we are a fast growing sector with many opportunities, we also have some great challenges. Our productivity is the lowest of all UK industrial sectors, and is eclipsed by key international competitors such as France and the US. Our welcome is currently ranked 17th out of 35 countries. The 2012 Games provide a unique opportunity to alter the international perception of the UK's customer service experience and welcome.



<sup>1</sup> For comprehensive research reports on skill needs and the sector's supply side please visit [www.people1st.co.uk/research](http://www.people1st.co.uk/research).

# Our Challenges

**Low skills = Low productivity**

## Management

- 54% of managers do not possess the minimum level of qualification required for their position

## Customer Service

- 63% of employers believe their staff's customer service skills are not sufficient to meet their needs

## Craft Skills

- 40% of chefs do not possess a qualification at level 2, the minimum level required to prepare and cook from scratch

## Retention

- High labour turnover has resulted in a chronic recruitment crisis, with 70% of recruitment being undertaken to replace existing staff
- Conservative estimates suggest that we are losing 590,640 people annually – that's 30% of the workforce - costing the sector £886m a year. This is a key factor in lost productivity.

**£644m spent = Low achievement**

## Smarter Spending

- Last year employers spent £144m, along with an additional £500m of public money, on skills development in the sector.

## Communication

- Although government funding is available, 80% of employers do not know how to access it - only 3% have directly accessed funding and 5% have done so indirectly through learning providers.
- Only a small percentage of training results in a formal qualification - for instance, less than 2% of employers use apprenticeships and only 2.7% use a health and safety qualification.



# The Global Skills Context

The Leitch Review "*Prosperity for all in the Global Economy – World Class Skills*", published in December 2006, addresses the skills mix that will be required by the UK in 2020 if we are to effectively compete on an international stage<sup>2</sup>. Lord Leitch proposes stretching targets in the achievement of Level 2 and 3 qualifications<sup>3</sup>, which are highly relevant to our sector.

However, we have a long way to go if we are to meet Leitch's challenge. Research charts the inability of our industries to up-skill and retain their workforce. This is causing serious recruitment problems which are made worse by demographic change and the declining young working population. Employment projections suggest that the sector will require an additional 764,812 employees by 2014. However, unless action is taken, there will be a shortfall of 371,000 people.

In order to equip core occupations in our current workforce with the appropriate skills at Levels 2 and 3, approximately 767,000 staff will need to be trained. If the sector takes up this challenge it will cost nearly £700m (at current rates of turnover).



The National Skills Strategy aims to make the current spend work harder and encourage increased employer investment to achieve our goals. "*Raising the Bar*" is industry's positive response to Leitch and its vision as to how world class skill levels can be achieved.

<sup>2</sup> The Full Leitch Report can be found at [http://www.hm-treasury.gov.uk/independent\\_reviews/leitch\\_review/review\\_leitch\\_index.cfm](http://www.hm-treasury.gov.uk/independent_reviews/leitch_review/review_leitch_index.cfm)

<sup>3</sup> Level 2 equates to 5 good GCSEs; Level 3 equates to 2 'A' levels; Level 4 equates to a degree (or their vocational equivalents)

# Key Targets And Strategic Phases of Activity

## There are 5 overarching targets<sup>4</sup> in our strategy:

1. Productivity – raising levels of productivity to meet new government and industry targets
2. Customer service – raising international perceptions, as measured by VisitBritain
3. Retention – a significant reduction in the existing rate of staff turnover
4. Employer business engagement – enabling all businesses to appraise their readiness for 2012.
5. Achieving the 2020 skills mix – as determined by the Leitch Review (2006)

## There also are 3 key phases of activity in our strategy:

1. 2007 to 2008 – developing the infrastructure
  - Beijing Games Concludes – July 2008
2. From 2008 to 2012 - engaging all of our businesses
  - London Games July 2012
3. 2012 to 2020 – Continuous development – reaping the reward and legacy



<sup>4</sup> Detailed targets will be published in the comprehensive Sector Skills Agreement for England, published April 2007.

# A Focused Approach

## Key Areas and Strategic Levers

If we are to tackle the underlying causes of low skills and productivity, it is critical that employers and stakeholders focus on the following four key areas:

- Retention
- Management and leadership
- Customer service
- Chef skills

There are also five strategic levers<sup>5</sup> that industry and public sector partners must use if the strategy is to succeed:

1. Government policy
2. Industry codes of practice
3. Quality assurance
4. Public funding
5. Effective communication



<sup>5</sup> The detailed background to the underlying causes and the five strategic levers will be published in the comprehensive Sector Skills Agreement for England in April 2007 – to receive a copy see page 31.

# A Focused Approach

## The Ten Point Plan

A ten point plan is required to address the priorities and ensure delivery of our shared ambition:

### 1. A Single communications channel

UK Skills Passport – a central resource for skills information.

### 2. Management & leadership

Sector specific and continuous development

### 3. Qualifications and funding

Ensure the right qualifications attract the right funding

### 4. Supporting small businesses

Sector specific signposting of the best available support

### 5. Customer service

Gold standard customer service campaign – “getting our experience right”

### 6. Chefs

Universal industry standards of professional training established

### 7. Industry code of practice

Raising the basic standards in commercial kitchens

### 8. World class skills delivery

A national skills programme in an aspirational world

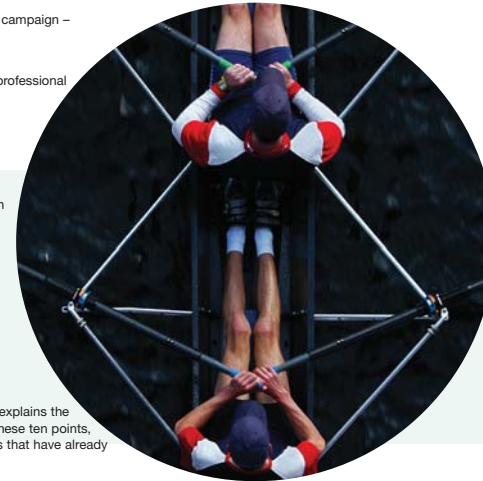
### 9. Attracting high quality people

Developing high calibre entry routes

### 10. Broadening the appeal of the sector

A new head start for diverse labour pools

The remainder of the document explains the focus and rationale for each of these ten points, and outlines examples of actions that have already been established.





*"Finding out what training is out there: it's a full time job."*  
**Hostel employer, East Midlands**

# 1 A Single Communications Channel

## Creating a central resource for skills information – UK Skills Passport <sup>6</sup>

- 7% of employers recruiting chefs are looking for a qualification that has not existed for 13 years.
- Only 7% of employers access government funding to train their staff, and 80% of employers do not know where to look.
- 98.5% of small businesses have never accessed public funding support.

*"Finding out what training is out there: it's a full time job."*

**Hostel employer, East Midlands**

*"There is a lack of communication and it is confusing and inconsistent. It is a battle to engage with the funding system and even our provider finds it hard to get funding now."*

**Hotel employer, United Kingdom**

## Developing the infrastructure - Activities to 2008 <sup>7</sup>

Develop the UK Skills Passport to full functionality, providing a single communication channel that:

- Navigates the way across a confusing education and training landscape
- Highlights those qualifications that employers see as meeting their needs
- Shows the development opportunities available for each occupation
- Shows development paths from one occupation into another
- Promotes the best employers and providers

<sup>6</sup> For more information about UK Skills Passport [www.theskillspassport.com](http://www.theskillspassport.com)

<sup>7</sup> Targets for 2010, 2012 and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.

*'I have seen very ineffective communication skills from managers, they are 25 years old and they have no idea how to treat older people, or how to talk to them.'*

**Travel agent, London**



## 2 Management and Leadership

### Sector specific and offering continuous development

- 54% of managers do not possess the minimum level of qualification required for their position.
- Approximately 50% of sector business start-ups fail within their first three years.
- Micro businesses account for 76% of all sector businesses and approximately half of the workforce. However, these employers are much less likely to offer their staff training or receive funding to help support training.

*"We've got a distinct lack of succession planning, definitely. Our promotion is very reactive. It's 'okay, somebody has left and, okay, well, you've been here the longest - you can have the keys!' That's the culture we are in and that needs to change."*

**Restaurant employer, United Kingdom**

*'I have seen very ineffective communication skills from managers, they are 25 years old and they have no idea how to treat older people, or how to talk to them.'*

**Travel agent, London**

### Developing the infrastructure - Activities to 2008 <sup>8</sup>

- Identify a spine of qualifications to satisfy the sector development need
- Develop an Undergraduate Management "Apprentice" – to encourage undergraduates to enter the sector
- Direct funding to these critical programmes
- Allow businesses to illustrate their best practices – develop a good employer guide
- Develop a robust management apprenticeship - offering a gold standard structured high calibre entry route
- Small business support mechanisms - Gain funded support for small / micro businesses to access industry admired qualifications
- Establish the correct benchmark retention figure for each sub sector

<sup>8</sup> Targets for 2010, 2012, and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.



*"Its level 3 and the over 25s where there are problems. Level 3 is where we can add real value to the business and where we can notice differences in retention"*

**Hotel employer, United Kingdom**

## 3 Qualifications and Funding

### Ensuring the right qualifications attract the right funding

- While over two thirds of employers are training their staff, fewer than 3% of sector employers offer formal qualifications to their staff as part of training
- Employers are tending to favour shorter, focused courses that can be bundled together rather than larger qualifications. These are not always available

*"The funding isn't there yet to be able to deliver the four hour modules we need"*

**Tourism services employer, North West**

*"Its Level 3 and the over 25s where there are problems. Level 3 is where we can add real value to the business and where we can notice differences in retention"*

**Hotel employer, United Kingdom**

### Developing the infrastructure - Activities to 2008 <sup>9</sup>

- Establish a framework of industry standard qualifications that are recognised and "admired" by industry
- Produce plan to identify required qualifications development
- Investigate company development programme accreditation to allow industry to achieve "pledge" targets
- Ensure all priority qualification areas receive appropriate funding
- Establish Train the Trainer standards based upon the provision industry admires

<sup>9</sup> Targets for 2010, 2012, and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.

<sup>10</sup> One of the recommendations of the Leitch Review is that employers pledge to train all eligible employees to Level 2.



*'Owner/operators need awareness training on areas such as the business implications of new legislation. Guidance needs to be given to those in the early stages of developing a business and whilst there is a lack of learning provision for the self-catering industry, that may reflect the lack of demand from the industry.'*

**Sector commentator, United Kingdom**

## 4 Supporting Small Businesses

### **Sector specific signposting of the best available support**

- Only 1.5% of small businesses have ever accessed publicly funded provision
- Approximately 50% of business start-ups within the sector fail in their first three years.
- Smaller employers are much less likely to receive government funding to help them train. Only 6.7% of employers with fewer than ten staff access government funding compared to 10.6% of businesses with over 200 staff.

*'Owner/operators need awareness training on areas such as the business implications of new legislation. Guidance needs to be given to those in the early stages of developing a business and whilst there is a lack of learning provision for the self-catering industry, that may reflect the lack of demand from the industry.'*

**Sector commentator, United Kingdom**

### **Developing the infrastructure - Activities to 2008 <sup>11</sup>**

- Continue to progress the skills audit within the National Quality Accreditation Schemes (NQAS)
- Develop a framework of appropriate shorter, business orientated training
- Identify appropriate sector specific tools through the UK Skills Passport

<sup>11</sup> Targets for 2010, 2012, and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.



*“Hotels in London are notorious for being overpriced and famous for their lacklustre service.”*

**South China Morning Post –  
15th December 2006**

## 5 Customer Service

### Gold standard customer service campaign – getting the “experience” right

- 63% of employers believe their staff’s customer service skills are not of a sufficient level to meet their needs.
- Of the 8,000 people questioned in a survey for the 2006 Square Meal Restaurant Guide, 50% found fault with restaurant service, 25% criticised the quality of the food and drink and 17% were dissatisfied with the price
- 10% of customer facing staff have no qualifications

*“People expect more and more now. They are more critical and will watch staff to ensure they are getting the right service. If not, they will complain more readily than they used to”*  
**Tourism services employer, South East England**

*“Hotels in London are notorious for being overpriced and famous for their lacklustre service.”*

**South China Morning Post – 15th December 2006**

### Developing the infrastructure - Activities to 2008 <sup>12</sup>

- Complete international research to identify customer service best practice
- Develop suitable customer service programmes
- Ensure the customer service programmes receive appropriate funding
- Launch the ‘Welcome to Britain’ customer service campaign

<sup>12</sup> Targets for 2010, 2012, and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.



*“College is a good base, but this is the real world, I have taught in colleges and they have a brigade serving 30 covers. It’s not real in college - it can’t be; it’s a training environment.”*

**Hotel employer, England**

## 6 Chefs

### Universal industry standards of professional training established

- 40% of chefs do not possess the minimum level of qualification required to prepare and cook food from scratch.
- Over 26,000 chefs currently have no qualifications at all.
- There has been a 6% increase in demand for chefs, but there has been a 10% decrease in supply from colleges of further education.

*“What is disturbing is that we run an in-house chef development programme, but we are doing this with kids who have already done their NVQs. Although they’ve gone through the college system and come out with an NVQ, they are not actually terribly competent, so we have to provide further in-house training.”*

**Contract food service provider, United Kingdom**

*“College is a good base, but this is the real world, I have taught in colleges and they have a brigade serving 30 covers. It’s not real in college - it can’t be; it’s a training environment.”*

**Hotel employer, England**

### Developing the infrastructure - Activities to 2008 <sup>13</sup>

- Complete the pilot of new Chef Diploma – review and evolve the qualification
- Develop delivery standard criteria
- Develop appropriate new chef qualifications at Levels 3 and 4
- Develop industry charter of post vocational learning care
- Provide adequate funding to ensure the quality delivery of chef programmes
- With UK Skills, industry ambassadors and suppliers develop a competition strategy for the UK towards winning gold in 2011

<sup>13</sup> Targets for 2010, 2012, and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.



## 7 Industry Code of Practice

### Raising the basic standards in commercial kitchens

- 26,000 chefs and cooks do not have any qualifications, meaning that they do not even possess a food safety qualification.
- The Food Standards Agency has found that nearly half of food premises have some non-compliance with statutory requirements.

### Developing the infrastructure - Activities to 2008 <sup>14</sup>

- Leading sector employers to define a code of practice that includes an Approved Kitchen Professional programme
- Funding to support small and micro employers to help their kitchen staff achieve the Approved Kitchen Professional Programme status.

<sup>14</sup> Targets for 2010, 2012, and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.



## 8 World Class Skills Delivery

### A national skills programme in an aspirational world

*Really, it is about providers understanding how we work, and that's something that I'm very passionate about in terms of any external people coming in to train. They've really got to know our business because it makes a huge difference to the managers. You've got an external trainer standing up there that talks the language, who knows the pubs, knows the menus or whatever it is they're talking about, and it makes a huge difference to the learning."*

**Pub employer, United Kingdom**

*"We use external trainers who really understand and know what the training's about, and the personality comes into it too. If they are prepared to get to know our business and spend some time with the area managers to give the training or the development some credibility. It's important, because they do need to talk about experiences."*

**Restaurant employer, United Kingdom**

### Developing the infrastructure - Activities to 2008 <sup>15</sup>

- Identify where world class provision and quality of learning currently exists in the sector.
- Secure and establish a National Skills Academy, to be launched by end of 2007
- Complete international research into key areas – identify the blue riband international programmes to introduce to the UK
- Identify the available provision and providers and launch the Good Provider Guide – with established criteria and tracking methodology

<sup>15</sup> Targets for 2010, 2012, and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.



*“14 to 16 year olds need to get experience in the industry as block release. The 14 to 16 year old diploma needs to build on this as there is an opportunity being missed by industry”*

**Restaurant employer, South East**

## 9 Attracting High Quality People

### Developing high calibre entry routes

- Only 45% of sector apprentices actually complete their framework.
- Only 28% of advanced apprentices complete their framework.

*“14 to 16 year olds need to get experience in the industry as block release. The 14 to 16 year old diploma needs to build on this as there is an opportunity being missed by industry”*

**Restaurant employer, South East**

### Developing the infrastructure - Activities to 2008 <sup>16</sup>

- Develop a Gold Standard Chef Apprenticeship for the sector
- Develop a Gold Standard Aspirational Management Apprenticeship for the sector
- Establish Junior Chefs Academy model for rollout
- Pilot the Undergraduate Apprentice
- Explore best way to deliver Foundation Degrees in hospitality through the National Skills Academy
- Develop 14 – 19 Hospitality & Catering Diploma towards a launch in September 2009
- Develop 14 – 19 Travel & Tourism Diploma towards a launch in September 2010

<sup>16</sup> Targets for 2010, 2012, and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.

*'Older workers have been used by some establishments to address issues with recruitment and service standards, however, in growth areas such as bars and clubs employers want younger employees to fit with their image.'*

**Partner, North East**



## 10 Broadening the Appeal of the Sector

### A new head start for diverse labour pools

- A third of the workforce is under the age of 25.
- Our industry recruits three times the national average of the declining under 25 year old workforce.
- The sector has attracted nearly 90,000 workers from the EU Accession States since May 2004.

*"We have a poor image of low pay, no opportunity, and we also have the difficulty of not being able to employ people below school age due to outdated regulations. Parents ask for jobs for their children, but we cannot employ them due to regulations. These are based on regulations from 1936, allowing children to work in agricultural roles, because at the time it was a protected industry, but not allowing them to work in the kitchen after 7 at night or for more than 2 hours on a Sunday etc. If we could employ a 14 or 15 year old, they might stay on, they might come back and work in their summer breaks from University, but if you do not get them this early you lose out. The regulations work against us".*

**Holiday centre, South East**

*'Older workers have been used by some establishments to address issues with recruitment and service standards, however, in growth areas such as bars and clubs employers want younger employees to fit with their image.'*

**Partner, North East**

### Developing the infrastructure - Activities to 2008 <sup>17</sup>

- Create effective Gateways that support those on Jobseekers or Incapacity benefit to enter the sector with the skills and knowledge required by employers
- Identify the basic skill needs and provision
- All careers advisors have access to the UK Skills Passport
- Strategy developed for upskilling over 25 year old workers – including women returners to work and taking into account greater cultural diversity
- Identify skills for life requirements and appropriate provision

<sup>17</sup> Targets for 2010, 2012, and 2020 are contained in the detailed Sector Skills Agreement for England, to be published in April 2007.

## Commitment and Next Steps

The National Skills Strategy provides an opportunity to tackle the ongoing skill and retention problems that have dogged the hospitality, leisure, travel and tourism sector for decades.

It presents a catalyst for change and it comes at an opportune time. The 2012 Games and the challenges set out by Lord Leitch to raise the skills levels of the UK economy by 2020, provide real opportunities for the sector. They are ours for the taking.

"Raising the bar" is far more than the sum of its individual parts. It represents a joined up strategic approach, bringing sector employers and partners together. The success and failure of this strategy rests with you - it is not just about putting in place solutions that meet the needs of the sector, but about developing a future in which sector employers use those solutions to maximise their employees' skills and the overall performance of their businesses. By doing this, we can ensure the continuing competitiveness and prosperity of UK PLC in the global marketplace.

The strategy is more than just a document. To be successful it needs to adapt and change, highlighting progress and building on what works. That is why progress will be reviewed at regular intervals to gauge its success and ensure that employers and partners are fulfilling their role in its implementation.



## I Want to Get Involved



The strategy provides an exciting opportunity to make a real shift in the way we develop and retain our staff. You can play your part.

All you need to do is tear off the slip and send it back to us. We will then send you more information. Don't wait for others - play your part.

For further information go to [www.people1st.co.uk](http://www.people1st.co.uk) or ring 0870 060 2550

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**Telephone number** 0870 060 2550

Tick on any of the following areas:

I want to offer my staff the UK Skills Passport <input type="checkbox"/>	I want to get more details on management and leadership qualifications <input type="checkbox"/>	I want to give my views on qualifications that meet the needs of my business <input type="checkbox"/>
I want to sign up to receive sector small business support <input type="checkbox"/>	I want to get involved in the Gold Standard Customer Service campaign <input type="checkbox"/>	I want to sign up to the offer the new chef industry code of practice <input type="checkbox"/>
I want to sign up to the Approved Kitchen professional programme <input type="checkbox"/>	I want to see how I can improve the quality of the delivery of training <input type="checkbox"/>	I want to support the development of the new 14-19 Diploma <input type="checkbox"/>
I want to offer my staff the Apprenticeship <input type="checkbox"/>	I want to offer jobs to new entrants coming through the Gateway programme <input type="checkbox"/>	I want to receive a copy of the full Sector Skills Agreement for England. <input type="checkbox"/>

### Your Contact Details:

Name: \_\_\_\_\_  
 Company: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 Email Address: \_\_\_\_\_  
 Telephone No: \_\_\_\_\_

