



people **1st**

NORTHERN IRELAND 1ST

2010



PEOPLE 1ST TRUSTEES

David Fairhurst
Chief People Officer, McDonald's Restaurants Europe (Chair)

Natalie Bickford
HR Director UK & Ireland, Sodexo Limited (Vice Chair)

Richard Carrick
Consultant

Nick Howe
Managing Director, Holroyd Howe Independent

John McEwan
Chief Executive, Advantage Travel

Robin Mills
HR Director, Compass Group UK & Ireland

Stephen Moss
Chairman, Springboard UK (former Managing Director BCP Limited)

Charles Prew
CEO, Barceló Hotels

Louise Smalley
HR Director, Whitbread Group plc

Nick Varney
CEO, Merlin Entertainment Group

PRESIDENT

Don Davenport
Non-Executive Director, Harrison Catering Services

COUNCIL OF MEMBERS

Voting Members

Christian Armstrong
People and Development Director, Guoman and Thistle Hotels

Tim Bacon
Managing Director, Living Ventures

James Berresford
CEO, VisitEngland

Jude Brimble
National Officer, GMB

Michael Caines
Operational Partner and Director, ABode Hotels and Michael Caines Restaurants

Bob Cotton
Chair, National Skills Academy for Hospitality

Martin Cox
Director, West Dorset Leisure Holidays

Peter Darnell
Managing Director, Chartridge Conference Company

Karen Davies
HR Director, Novus Leisure

Sara Edwards
Director of HR Worldwide, Orient Express Services Ltd.

Laura Frith
HR Director, InterContinental Hotels Group

Mike Greenacre
Managing Director, Co-operative Travel

Geoffrey Harrison
Chief Executive, Harrison Catering

James Horler
Executive Chairman, Ego Restaurants Limited

Kulsum Hussin
Chair, Welcome Skills

Philip Lay
Retail Director, S.A. Brain & Company Limited (Wales)

Peter Lederer
Managing Director, The Gleneagles Hotel (Scotland)

Jillian MacLean
Managing Director, Drake & Morgan

Michael McQuillan
Managing Director, The Streat Franchising Ltd. (Northern Ireland)

Philippe Rossiter
CEO, Institute of Hospitality

Brigid Simmonds
CEO, The British Beer & Pub Association (BBPA)

Alistair Telfer
Club Secretary, Oxford and Cambridge Club

Shelley Thomas
Group People Director, Gala Coral Group

Tim West
CEO, Lexington Catering

Sean Wheeler
Area Director of Human Resources, The Dorchester Collection

Mike Williams
Group Director of People & Development, Malmaison Hotels

Andrew Main Wilson
Chief Operating Officer, Institute of Directors

Non-Voting Members

Geoff Booth
Chairman, PACE (Professional Association of Catering Educators)

Neil Robertson
CEO, The British Institute of Innkeeping

Jane Sunley
Managing Director, LearnPurple

The People 1st Employer Group in Northern Ireland

Michael McQuillan
Managing Director, The Streat Franchising Ltd. (Northern Ireland)

Stephen Magorrian
Managing Director, Botanic Inns

Doreen McKenzie
Managing Director, Knock Travel

Howard Hastings
Managing Director, Hastings Hotels

Adrian McLaughlin
General Manager, Merchant Hotel

Lyn Fawcett
Owner Self-Catering

CONTENTS

Foreword from the Chairman of the People 1st Employer Group, Northern Ireland	1
Executive Overview	2
Timeline of the Year	3
A Voice for the Industry	5
Delivering on the Skills Agenda	7
Inspiring Future Education Planning and Delivery	9
Promoting the Sector as a Career Choice	11
Professionalising the Workforce	15
Consulting and Updating Employers and Stakeholders	19
People 1st Products and Training Programmes	21
Working in Partnership	23



FOREWORD

Micheal McQuillan, Chairman, People 1st Employer Group Northern Ireland

“The presence of People 1st, and the ongoing dynamic, means that there is traction and momentum and that the true needs of industry are being represented and influenced at every single opportunity.”

People 1st has worked to deliver:-

- **A visionary approach** defined by strategic partnerships and collaborative working across the private and public sectors
- **An ambitious and innovative approach** which puts employers and the skills they need to grow their businesses centre stage
- **A cost effective approach** which delivers best value for money by directing spend on education and training.

As chairman of the People 1st Employer Group in Northern Ireland, it is my pleasure to introduce the first Northern Ireland 1st report. A comprehensive review of People 1st's activities on behalf of the hospitality, leisure, travel and tourism sector in Northern Ireland over the past 12 months.

As a substantial generator of wealth and employment for the Northern Ireland economy, it has been recognised as a priority sector which has continued to grow and is projected to grow further, despite the current recession.

Tourism is the key driver which unites the many varied businesses and organisations that define the sector. The Tourism Strategy 2020 for Northern Ireland developed by the Department of Enterprise, Trade and Investment (DETI) aims to increase visitor numbers to 4.5 million by 2020, generating £1 billion for the Northern Ireland economy every year.

Critical to the sector's future growth and success is a workforce with the skills and talents to help drive this strategy forward and to seize the opportunities offered when its ambitions have been realised.

Since launching the Spinnaker Report 18 months ago, People 1st has helped steer industry skill priorities forward by building strategic partnerships and developing a collaborative method of working, engaging industry with public sector partners.

The value of People 1st's collaborative approach is evident in the work of the Future Skills Action Group. I commend the commitment of employers, partners and the Department for Employment and Learning to building the infrastructure which will ensure our workforce is ready for the challenges and opportunities of both today and tomorrow.

This review outlines the valuable progress made by People 1st over the past 12 months. I would encourage employers and stakeholders alike to get involved in skills development and help us drive forward this agenda for reform.

EXECUTIVE OVERVIEW

Brian Wisdom, Chief Executive, People 1st



I am pleased to present our first annual report dedicated to our work in Northern Ireland. It provides an overview of our activities, working closely and collaboratively with industry and public sector partners, to put in place the infrastructure to raise the skills of our future and current workforce.

In Northern Ireland, like the UK as a whole, our industry continues to be a strong and vibrant growth sector. Whilst the economic downturn has presented some short-term tactical challenges, the long-term outlook remains positive.

By 2012, almost £300 million will have been invested in the tourism infrastructure as signature projects are completed, including the Titanic visitor attraction and the Giant's Causeway visitor centre. This investment continues to present a tremendous growth opportunity for the hospitality and tourism sector. Employment forecasts predict that the workforce will grow from 47,200 to 57,300 by 2017. It is critical that we invest in skills in the areas that match infrastructure development, to maximise the opportunities presented.

Our sector skills assessment for Northern Ireland, published in December 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 Project Spinnaker, our skills strategy in Northern Ireland, in 2007 and the results are clearly beginning to show with many of the key initiatives now in implementation mode and delivering measureable results.

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. The 2010 Baker Tilly report 'Evaluating Economic Impact' estimated that our qualifications reform work has saved the UK government around £12.5 million by removing qualifications no longer valued by employers. We have continued to play an integral role in the implementation of the Future Skills Action Plan for the sector through the delivery of a number of initiatives. These have focused on increasing the management and leadership skills within the workforce, increasing the number of people entering the sector with chef skills and increasing customer service levels in the workforce.

The introduction, and continued roll-out, of the Compass Junior Chefs' Academy programme is inspiring young people to consider a career as a chef, and around 400 have completed the programme to date. We have also made progress in improving the quality of full-time chef training - all six Northern Ireland colleges are now offering the Professional Cookery Diploma, which continues to receive positive feedback.

We are also developing a destination product knowledge course to support customer service training and to help employees talk knowledgeably about and promote the area they work in. This will be piloted in early 2011.

Our work in Northern Ireland has been a trail blazer for the UK, piloting innovative programmes such as the Hospitality and Tourism Educators programme. This has given senior education managers a unique insight into best practice, enabling them to better inform

skills delivery and nurture excellence for the tourism sector.

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 of their staff. All income generated through these products is re-invested into our work in improving skills for the sector, and a short overview is available at the back of this report.

We continue to gain recognition for the quality of the work we do through industry awards. Our work in rolling out the Compass Junior Chefs' Academy programme was highlighted as we won the Training Initiative of the Year category at last year's Janus Awards, the Hospitality Training Initiative of the Year category at the 2009 Licensed and Catering News Awards and were shortlisted for a National Training Award.

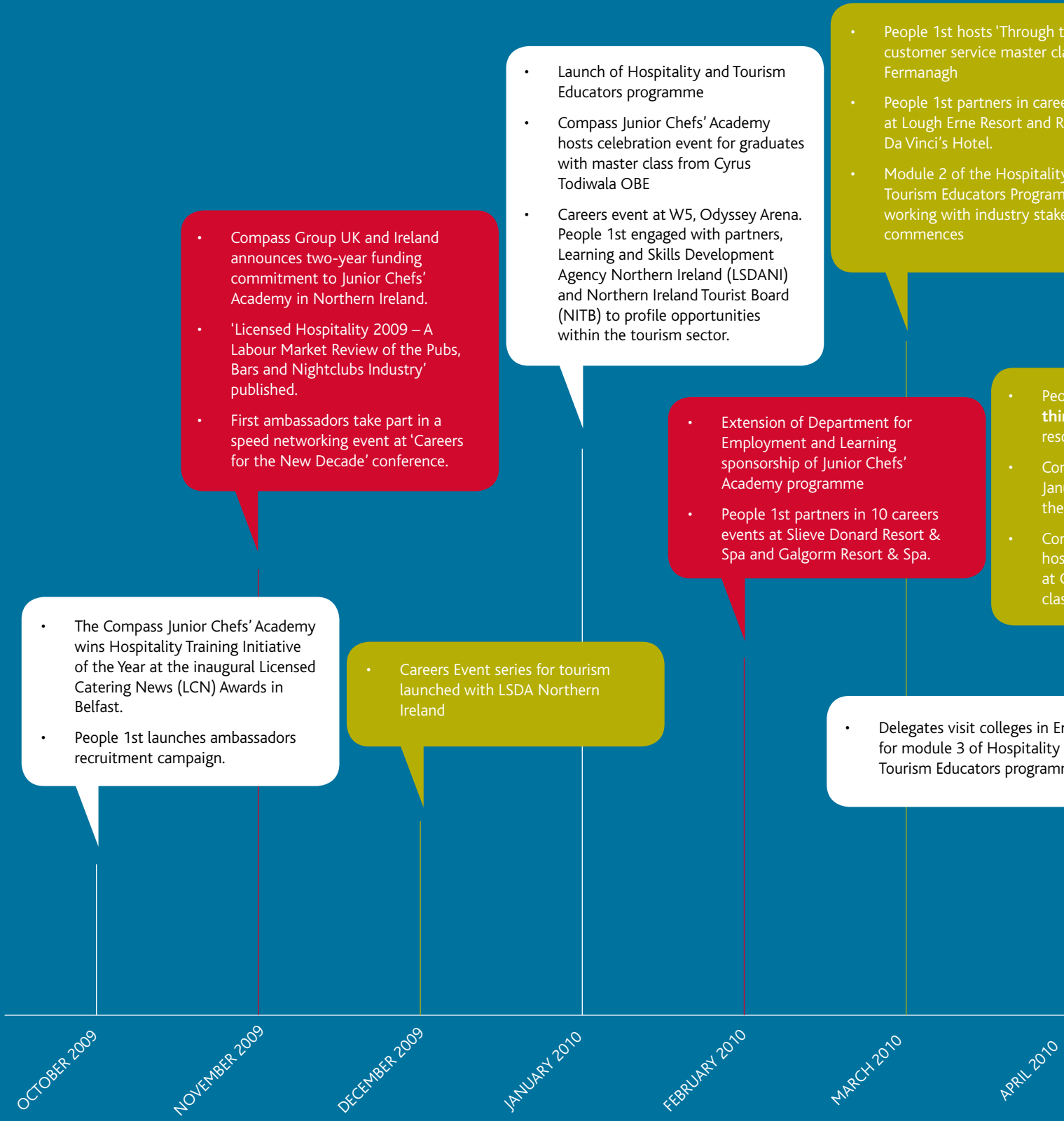
In addition, the 'Through the Door' customer service masterclass series has helped ensure employers are up-to-date with the skills training support available in their area. Maintaining industry involvement is crucial in ensuring that our work remains truly employer-led, and People 1st is committed to the ongoing engagement of employers through our events, research, advisory panels and regular communications.

I hope 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



Through the Door' master class in
...ers events ...amada
...y and ...me, ...holders,

People 1st launches www.p1st.co.uk teachers' resource
Compass Junior Chefs' Academy wins Business Award for Training Initiative of the Year
Compass Junior Chefs' Academy hosts celebration event for graduates at Greenmount College with master class from Danny Millar

England and ...me

- People 1st is highly commended at the Charity Awards 2010 for the Professional Cookery Diploma

- New corporate website launched for Stonebow

- People 1st launches new framework for the Apprenticeship in Travel Services
- People 1st releases new training materials for the Employment 1st programme

- People 1st hosts 'Through the Door' customer service master class in Coleraine
- Further roll-out of Compass Group-sponsored Junior Chefs' Academy programme

- Second phase of Hospitality and Tourism Educators programme continues with study visit to Austria
- People 1st begins pilot collaborative project to develop a destination product knowledge course for Northern Ireland
- People 1st hosts 'Through the Door' customer service master class with Sperrins Tourism Ltd.
- People 1st short listed for a National Training Award in Northern Ireland for Compass Junior Chefs' Academy programme

MAY 2010

JUNE 2010

JULY 2010

AUGUST 2010

SEPTEMBER 2010

OCTOBER 2010



A VOICE FOR THE INDUSTRY

People 1st Building Skills For Hospitality, Leisure, Travel and Tourism

“The research brought clarity to the situation and established that we had a skills and people gap in three main areas: customer service, chef skills and management & leadership development”

Michael McQuillan



People 1st is the sector skills council for the hospitality, leisure, travel and tourism sector - a vibrant industry and the pulse of the growing tourism economy in Northern Ireland. Top of the agenda has been ensuring the voice of this industry is heard and that its skills needs are understood and addressed.

The subsequent Spinnaker Report, launched in 2008, outlined a strategy to address the skills and labour market priorities facing the sector. Over the past 18 months, People 1st has worked closely and collaboratively with public sector partners and industry to take key aspects of this strategy forward, with significant progress made to date.



In 2007, People 1st conducted initial industry research, known as Project Spinnaker, to establish a robust evidence base on the skills requirements. This clearly identified three areas of skills and people gaps - chef skills, customer service and management and leadership.

Industry Responses

The voice of the sector – responding to key government consultations

- Response to the call for evidence by the Northern Ireland adviser on skills and employment: 'How can we help small businesses in Northern Ireland improve their leadership and management practices and make their companies more productive?' (Nov 2009)
- Response to the Department for Employment and Learning on 'Success through Skills Two: The Skills Strategy for Northern Ireland' (Sept 2010)
- Response to the task group for the Northern Ireland adviser on employment and skills on refinement of the employment and skills advisory service (Oct 2010)





Sector Skills Assessment 2010 Highlights

- The sector provides employment for 47,200 and this is set to reach 57,300 by 2017
- The sector continues to be an important contributor to the local economy, with hotels and restaurants making a £737m Gross Value Added (GVA) contribution in 2007, 2.6 percent of national GVA. Hotel and restaurant contribution to GVA has increased by 63 percent in the last ten years alone.
- Three critical skill needs: chef skills, customer service skills and managerial skills remain as the priority skill shortages and gaps facing the sector and are likely to intensify in the future.
- The sector's qualification profile is low – 18 percent have no qualifications, 17 percent have level 1 qualifications, 26 percent level 2, 21 percent level 3 and 18 percent level 4.
- Hospitality, leisure, travel and tourism is one of the top five largest spending sectors on training across the economy.
- The benefits of offering training are evident as employers tend to hold on to their staff longer - for example, research found that chefs stay an average of 6.5 years with employers that offer training, compared to 4.4 years if they don't.
- Northern Ireland employers have continued to invest in training in spite of the economic downturn, as 54 percent of businesses planned to offer the same amount in 2010 as they did in 2009 with 23 percent providing more training.
- 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.

“People 1st gave us a voice to government to help influence how the spend was coming to us and for what skill needs” Doreen McKenzie, managing director, Knock Travel

“Project Spinnaker outlined very clearly for us in the Northern Ireland colleges how we should take hospitality and tourism training forward.” Susanne Workman, deputy head of department - professional services, South West College

DELIVERING ON THE SKILLS AGENDA

The Future Skills Action Group

“The success of the Future Skills Action Plan demonstrates that much can be achieved when everyone plays their part.”

Stephen Magorrian, chair of the Future Skills Action Group for Hospitality and Tourism

Membership of the Hospitality and Tourism Future Skills Action Group

- Department for Employment and Learning (DEL)
- People 1st
- Northern Ireland Tourist Board
- Invest NI
- NI Hotels Federation
- Six regional colleges
- Six workforce development forums
- Learning and Skills Development Agency Northern Ireland
- Industry representatives
- Queens University
- University of Ulster
- Department of Enterprise Trade and Industry (DETI)

People 1st called on the Department for Employment and Learning for action to help address the skills issues identified in the industry research and the formation of the Future Skills Action Group for hospitality and tourism was set in motion.

The group brings together key stakeholders with representation from government, employers, colleges and universities. It was tasked to work with People 1st to overcome the skills issues facing the sector through a focused plan, to deliver clear actions in the short term.

Set up in November 2008, the group has provided the impetus for change, with its remit focused on three main areas:

- To co-ordinate existing resources and activities within the sector to meet current and future skills needs
- To advise, design, develop, test, trial and evaluate new interventions which are able to meet existing and future skills needs within the sector
- To act as a 'champion' for the sector

FUTURE SKILLS ACTION PLAN

People 1st plays an integral role in the implementation of the Future Skills Action Plan, 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 the sector as well as improving skills, has taken

forward a range of initiatives to meet existing and future skills needs. The plan has focused on:

- Increasing the management and leadership skills within the workforce
- Increasing the number of people entering the workforce with chef skills
- Increasing customer service skills within the workforce.

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**
- On-going promotion of **uskp.co.uk** as a source of information and guidance
- The development of a destination product knowledge course to support customer service training
- Continuing to build links between industry and education through the Hospitality and Tourism Educators programme

A progress update on each of these initiatives during 2010 is provided throughout this report.

The Future Skills Action Plan, which is now in its second year of implementation, can be viewed at **people1st.co.uk/NI** under key documents.

"In two years, this group has provided a focused and collaborative approach to taking forward key strategic projects to help address the skills issues facing the sector. I commend the group vision and its determination, with the help of People 1st, in delivering action to impact the future supply of skills in the sector. We are already witnessing positive results."

Danny Kennedy, minister for employment and learning



Pictured at the graduation ceremony for the Fast Track Chef Conversion course are: Danny Kennedy, minister for employment and learning, Rowan McKeown from Rostrevor, Student of the Year and Evelyn McBurney, head of school for hospitality and tourism at South Regional College



INSPIRING FUTURE EDUCATION PLANNING AND DELIVERY The Hospitality and Tourism Educators Programme

"The Northern Ireland Tourist Board welcomes this programme that we believe will be key to delivering the skills necessary to position Northern Ireland as a world class tourism destination."

Robert Cully, director of business development, Northern Ireland Tourist Board

"This programme is all about learning from the experiences of others and hearing about best practice in the UK and Europe. It is indeed a unique opportunity for us to look at how we can improve and develop the Hospitality and Tourism sector here in Northern Ireland. It is important that all the key players contribute to this development to ensure success for the industry."

Michael Gould, assistant director for skills and industry division at the Department for Employment and Learning



Colleges and training providers are key players in delivering the skills required to enable hospitality and tourism businesses to realise their full economic potential and help drive the Tourism Strategy 2020.

In January 2010 People 1st, in partnership with the Learning and Skills Development Agency Northern Ireland, launched the Hospitality and Tourism Educators programme. It offers senior managers in education and training a unique insight to best practice in the UK and Europe, to better inform skills delivery for the tourism sector and nurture excellence.

This unique programme is the first of its kind in the UK. It has stimulated a stronger collaboration across the training provider network, responsible for the delivery of hospitality and tourism programmes across further, higher and work-based education and training.

By participating in the Hospitality and Tourism Educators programme, education leaders have experienced leading-edge practices and thinking from across the UK and Europe which will help them define the actions required to deliver a curriculum of excellence in Northern Ireland.

Participants have been asked to provide feedback on each of the programme modules and a sample of their enthusiasm for the project is provided on the opposite page.





Putting skills at the centre of the debate to secure tourism growth are left to right, Michael McQuillan, People 1st, Michael Gould, Department for Employment and Learning, Louise Kearney, Northern Ireland Tourist Board.

PROGRAMME ACTIVITIES

Module 1: Challenges and strategies in hospitality and tourism education and training.

- Explored the strategic positioning of hospitality and tourism education in the context of the NI Tourism Strategy
- Looked at how a collaborative approach will build a curriculum of excellence

Comments from participants on the most useful things learned:

"A good strategic overview of the issues"

"To think outside the box, to take the path least tried – yes, it is more difficult, but worth it"

Module 2: Working with Industry Stakeholders and Identifying Emerging Development Needs

- Provided the opportunity to listen to, and talk with, industry stakeholders and research experts on education provision and best practice.

One key message participants can apply to their activities:

- "Education and industry are in the same business"
- "Excellence can only be delivered through partnership, shared goals and understanding"

Module 3: Developing a Quality Environment for Change-UK Best Practice visit

- Delegates visited colleges in the UK investigating quality models and good practice which could be part of the future Northern Ireland model
- Included a behind the scenes session at Malmaison Hotels for an insight to best practice training in industry

Learning points across the three days

"Think big act small"

"The most important by-product of the whole programme is the growing collaborative dynamic at head of school level"

"The greatest gift you can give your staff is the opportunity to develop but you need to provide the support for them to achieve"

Module 4: A European Perspective on Hospitality and Tourism Education

- A one-week visit to Austria - renowned for its high quality vocational education and training - in October 2010
- Throughout the week, delegates were stimulated and challenged to view Northern Ireland provision from a European-wide perspective

Key messages learnt from the Austrian experience

"The importance of tourism and hospitality within our curriculum in the colleges. If NI is to increase visitor numbers then the curriculum we offer needs to be fit for purpose, and anticipating future needs and development."

"Seeing the pride Austrian people have in their tourism business. They have built up their self belief and now are creating wealth and employment"

Module 5, Trends and issues for hospitality and tourism, and Module 6, Bringing it all together will take place in January and February 2011 and the programme will result in action plans for each of the participating provider organisations.

“My advice to anyone considering a career in this industry is just do it and do it now. The sector is expanding and it’s a very exciting time to be involved in hospitality.”
 Joanne McBride, assistant manager, Ryan’s Bar, Belfast

PROMOTING THE SECTOR AS A CAREER OF CHOICE

The importance of promoting the career opportunities within the industry is reflected in The Future Skills Action Plan which dedicates one of its three distinct themes to this area. The need to promote the sector as a career rather than a job alone was one of the findings in People 1st’s Sector Skills Assessment published in December 2010.

With a career comes pathways to promotion, skills and qualifications and opportunities for future growth.

Throughout 2010, People 1st has taken forward four initiatives all emphasising the career opportunities available in the industry.

Thinking Like Tourists

Teachers and industry professionals think like tourists as they experience an open top bus tour at the launch of Think Tourism NI, a free web-based teaching resource by People 1st and the Northern Ireland Tourist Board. Pictured on board with the then minister for employment and learning, Sir Reg Empey, (right) are (left to right) Nadine Mulholland, teacher at St Patrick’s College Bearnageeha, Belfast, Kathryn Thompson Northern Ireland Tourist Board, Wendy Hood, tour guide, Roisin McKee and John Humphreys, People 1st.

Getting the Industry on the Schools Agenda with Think Tourism NI



In May 2010, People 1st launched a new web-based curriculum resource - **thinktourismni.co.uk**. This was designed in conjunction with the Northern Ireland Tourist Board who funded the project along with the Department for Employment and Learning.

Think Tourism NI is a lively and engaging teaching tool, with video case studies, expert presentations and facts and figures on the economic role of the industry. There are plenty of activities for students, focused on customer service and Northern Ireland product knowledge. A touch of Northern Ireland humour is included, with a Belfast taxi tour by actor, Tim McGarry.

By using the website students will build a broader understanding of the tourism sector and develop customer service skills directly relevant to the industry.

It also highlights the range of careers available both for potential new recruits and also for those already employed in the sector.

Three further careers teacher events are planned for Think Tourism NI in 2011, in Armagh, Belfast and Derry/Londonderry. These will raise awareness of careers within the sector, particularly in light of the tourism opportunities in each city and teachers will hear first hand about life in the industry from People 1st’s local Tourism Ambassadors.

“If you enjoy what you do you’ll never work another day in your life.”

Jason Powell, marketing executive, Causeway Tourism

“Be prepared to start at the bottom and listen to every piece of advice as it will help you reach the top quickly.”

Rhoda Campbell, owner, Inishdola B&B

The Tourism Ambassador Programme

What better way to discover what life is like in the hospitality industry than to talk to someone who loves it? This is the concept of People 1st’s Tourism Ambassadors programme, launched in 2009. Following a successful recruitment drive, 54 people signed up to ‘champion’ the industry to the next generation.

During 2010, ambassadors from craft level to senior management have been capturing the imaginations of young people with their own personal experiences. Raising awareness of the opportunities within the growing tourism industry is a vital strand in attracting new recruits.

The ambassadors have been helping young students and careers advisers to understand the career opportunities across the sector and the training and qualifications available.

They have taken part in events across Northern Ireland, including:

- Workshop at Coleraine High School
- Presentation to students at Strathearn School Belfast
- Talk and chef demonstration at Christian Brothers
- Hotel management talk at Hunterhouse College
- Careers teacher events at the Slieve Donard and W5
- Five ambassadors from hospitality, hotel management, catering, events and travel speed networking at La Mon with careers teachers

The Ambassadors programme has reached over 200 careers advisers across Northern Ireland, providing details on opportunities offered by the sector and challenging perceptions.

A selection of ambassadors is profiled on the educational resource thinktourismni.co.uk and the careers communication website uksp.co.uk also featured in this section.



Launching the People 1st Ambassadors initiative are Roisin McKee, People 1st, and Bill Wolsey from The Merchant Hotel.



“Our business is built on providing the highest standards to our customers. We need to attract the young people with a passion for food and service and who are keen to learn. Junior Chefs’ Academy is an excellent introduction to cooking as a career.”

Danny Millar, head chef, Balloo House, and director, Balloo Inns



Compass Junior Chefs’ Academy

Over the past year, the Compass Junior Chefs’ Academy has continued to attract young people aged 12 to 16 to its Saturday morning courses delivered by regional colleges. Its format as a ten week, fun-filled, hands-on introduction to cooking as a career is supported by chefs from across the industry. The programme also acts as a stepping stone to professional cookery courses for those inspired by the experience.

To maximise the training potential of the Junior Chefs’ Academy programme, a progression course will be launched in January 2011. This is designed to take Junior Chef Graduates a step closer to a career as a chef as it continues the path to professional training.

Having whetted the appetite of young people with the foundation course, it is important to encourage their enthusiasm by providing this further tier in the learning programme.

Junior Chefs’ Academy was brought to Northern Ireland in February 2009 by People 1st, in partnership with Compass Group UK and Ireland, and with funding from the Department for Employment and Learning (DEL). Following the success of the initial pilot, the programme was extended with additional funding from DEL and, in November 2009, Compass Group announced a two-year support package.

Frequently oversubscribed since its inception, 300 young people have been recruited to the Academy from 100 schools. The programme concludes with a high profile ‘restaurant experience’ graduation ceremony, with Junior Chefs cooking for friends and family in full whites.

Each programme ends with a celebration master class and cookery challenge event for Junior Chef teams from each college. To date, these special events have included preparing a ‘meal fit for a minister’ in the kitchens at the Parliament Buildings, alongside ‘Ready Steady Cook’ and ‘This Morning’ chef Brian Turner and Michelin-starred chef Michael Deane; a master class held at the Europa by celebrated Indian chef Cyrus Todiwala OBE on his first visit to Northern Ireland; and a master class using great local produce at CAFRE’s Greenmount campus, by award-winning Balloo House Head Chef Danny Millar.

A special celebration master class is planned for March 2011.



Award-winning Junior Chefs’ Academy

- **October 2009:** Hospitality Training Initiative of the Year at the inaugural Licensed and Catering News (LCN) Awards
- **May 2010:** Janus Award for Training Initiative of the Year
- **September 2010:** short listed for ‘Best Not-for-Profit’ initiative at Training Journal Awards
- **September 2010:** short listed for a National Training Award in Northern Ireland

“It is wonderful to see the enthusiasm that Junior Chefs’ Academy has created. There is a real need for programmes like this to instil 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 Namaste



Cyrus Todiwala OBE, renowned chef and proprietor of Café Spice Namaste London was special guest at the Junior Chefs’ Academy celebration event in Belfast. Teams from six regional colleges competed in a live cookery challenge at the grand finale for the second programme sponsored by DEL and organised by People 1st in partnership with Compass Group UK and Ireland. Admiring his innovative approach to Indian cooking is the winning team from North West Regional College Aobheann Harkin (left) and Megan Owens (right).

Junior Chefs’ Academy graduates now taking the Professional Cookery Diploma

“My ambition is to open my own Italian restaurant having worked in the best. It’s exciting to put food out in front of someone and see their reaction.”

Matthew Scott

“I loved meeting all the guest chefs on the course and learning so much about the different jobs you can do.”

Jade Smyth

“My grandmother encouraged me to bake with her which made me interested in cooking! Junior Chefs’ Academy inspired me to get good experience in a lot of different establishments, so I can be the best that I can possibly be.”

Alex Davidson

UKSP – providing information, advice and guidance on jobs, qualifications, and careers

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.

- 55,000 individuals registered on UKSP – a rise of almost 20,000 since 2009
- Interactive careers map, which now features 140 different job roles
- Information on qualifications and training valued by employers
- Case studies, ‘day in the life’ features
- CV and interview tips
- New skills assessment tool
- Good Employer Guide showcases the best companies
- Over 760 Good Employers have signed up
- 1,400 – 2,000 jobs posted weekly
- 800 CVs posted on UKSP Marketplace
- New look planned for 2011



PROFESSIONALISING THE WORKFORCE

Reforming qualifications

"I certainly can see the long-term benefits of the customer service course for our business. A full range of our staff members have undertaken the level 2 course from reception, porter, bar and restaurant staff to those working in our kitchens, function rooms and health club. Our staff have found the course content practical, stimulating and extremely useful for everyday situations in the hotel. We're now aiming to embark on the level 3 programme."

Leigh Watson, human resources manager, Killyhevlin Hotel, Enniskillen

New, robust qualifications introduced in the past year include:

- Professional Cookery Diploma levels 1 and 2
- Drinks dispense NVQ at level 2
- Customer service in hospitality, leisure, travel and tourism VRQ at levels 2 and 3
- Professional cookery NVQ routes for Chinese, Thai, Indian and Bangladeshi cuisine at level 2
- Professional food and beverage service VRQ at levels 2 and 3

Qualifications updated to the latest national occupational standards

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

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, People 1st's State of the Nation 2010 report found that overall qualification levels in the sector have risen over the past six years – the proportion of the UK 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.

In Northern Ireland, employers have continued to invest in training in spite of the economic downturn with 69 percent of businesses offering the same amount of training in 2010 as they did in 2009 and 15 percent providing more training.

People 1st, working with industry, government and academia, has:

- Introduced new robust qualifications that reflect business needs and gaps
- Identified critical qualifications needed to enter specific occupations
- Reformed sector qualifications saving the UK Government £12.5 million by removing qualifications no longer valued by employers
- Created **uksp.co.uk** – a unique website bringing together information on careers, job opportunities, qualifications, employers, colleges and funding for the industry

- Reviewed national occupational standards to ensure they keep pace with changing job roles
- Developed flexible qualifications to support in-house training
- Introduced new frameworks for apprenticeships in hospitality and travel services
- Provided one-to-one support and advice to businesses on training
- Advised on funding support available from Department for Employment and Learning programmes such as:
 - 100 percent funding for apprenticeships for all ages
 - 100 percent funding for a range of management and leadership training

SKILLS GAPS

Throughout 2010 People 1st has been addressing the three key skills gaps highlighted by Northern Ireland employers - namely chef skills, customer service skills and management and leadership skills. These skills needs were first identified in Project Spinnaker in 2008 and continue to be the primary focus for employers.

Chef Skills

PROFESSIONAL COOKERY DIPLOMA

The State of the Nation 2010 report found that the majority of Northern Ireland employers (63 percent) claimed that the chefs they recruited straight from college took up to six months to become competent in their role. To help address this problem the Professional Cookery Diploma (also known informally as the Professional Chef Diploma or VRQ in Professional Cookery) was made available at all regional colleges across Northern Ireland from September 2010. To date, 194 people have enrolled on the course across the regional colleges.

The qualification was developed by People 1st, in conjunction with City & Guilds, following intensive research with employers to understand industry needs, and has been welcomed by employers as a very practical qualification. It has been available in England for the last three years and feedback to date from students, colleges and industry has been very positive.

It is hoped that, from September 2011, the Professional Cookery Diploma will replace the current NVQ as the sole full-time qualification for those wishing to train as a professional chef.

Across the UK, 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 will make substantial savings for the industry.



“This qualification will significantly improve the overall skills and employability of young learners, giving them an excellent grounding in basic cookery techniques.”

Noel McMeel, executive head chef, Lough Erne Resort

Customer Service

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 June 2009, People 1st launched two new world class customer service qualifications for frontline staff and first line managers. The need for these qualifications was identified through a major research project, "World Class Customer Service for 2012 and Beyond," led by People 1st and published in 2008.

In response to the research findings People 1st developed two new "world class" customer service qualifications which were accredited by awarding organisations at the end of June 2009. The qualification at level 2 is for frontline staff and covers excellent customer service procedures and behaviours, while the level 3 qualification includes the challenges of managing and supervising staff, as well as coaching and facilitating skills. Staff who complete the one day course and pass a test will receive a nationally recognised qualification.

South West College has pioneered these new customer service qualifications with staff at the Killyhevlin Hotel in Enniskillen and feedback to date has been excellent. Northern Regional College and North West Regional College have also delivered the qualifications to local industry in Coleraine and Derry/ Londonderry respectively.

People 1st is also developing a 'pride of place' training module that will enable staff to talk knowledgeably and promote the area in which they work. This will provide an additional component to the existing level 2 customer service qualification. Six regional colleges and Northern Ireland Tourist Board partners representing six regions are developing the course content, which will focus on:

- Belfast/ Titanic project
- Derry and the Walled City
- Causeway Coast and Glens
- St Patrick's Christian heritage and The Mourne
- Fermanagh
- The Sperrins

The modules will be piloted with industry in January before being introduced across Northern Ireland.

"Lots of good ideas and tips. Very interesting speakers with practical and relevant experience. Good networking opportunities."

Coleraine participant

"Excellent speakers, impressed by all the information on offer. Exceeded my expectations."

Cookstown participant



Launching a free advice series for the hospitality and tourism sector on how to bring customers 'Through the Door' are Róisín McKee (left) from People 1st, the series organisers, Terry McCartney from the Belmore Court & Motel Enniskillen (centre) and Charlotte Wilson manager of Fermanagh Tourist Information Centre (right).

'Through the Door'

CUSTOMER SERVICE MASTER CLASS EVENTS FOR EMPLOYERS

To ensure employers are up-to-date with the skills training support available in their area, People 1st has organised a series of free half-day master classes in customer service across Northern Ireland.

Key speakers including Nikki McQuillan, co-founder of The Streat Café franchise, and South Armagh-born 'serial entrepreneur' Hugh Daly, have shared their experiences with attendees.

Business and training advisers are also on hand with information on funding and programmes for businesses, including 'innovation vouchers,' management and leadership development support, apprenticeships and customer service training.

Three successful events were held in Enniskillen, Coleraine and Cookstown during April, September and October 2010. Three further events are planned for Belfast, Derry/Londonderry and County Down.

The 'Through the Door' events bring together area partners, including the local regional college, council, tourism representatives and the Workforce Development Forum. They have been funded by the Department for Employment and Learning as part of the Future Skills Action Plan.

Management and Leadership

Management and leadership skills are the third critical skills development area identified in the Spinnaker Report. It continues to be important, as State of the Nation 2010 predicts that an additional 3,900 managerial jobs will be created in Northern Ireland by 2017.

The sector requires high quality managers at all levels and across all business sizes to drive productivity and future success.

The management skills gap is being addressed through a number of partner organisations.

People 1st has supported the Institute of Hospitality's work in producing vocational management qualifications in hospitality, leisure and tourism at levels 2, 3 and 4 and will include these as part of career development for managers.

Other generic qualifications, such as those awarded by the Institute of Leadership and Management and Chartered Management Institute, are also supported by employers and levels 2 to 4 are incorporated as part of career development.

To encourage people to follow a career in the sector People 1st has also redeveloped the hospitality supervision and leadership apprenticeship. A development structure is now in place to lead new entrants into supervisory roles. They will also achieve recognised qualifications as they progress.

Tourist Guiding

Northern Ireland currently welcomes over three million visitors annually, spending more than half a billion pounds on the tourism experience, but People 1st aims to improve this performance.

First impressions are lasting impressions - tourist guides have a great influence on a visitor's experience and help to shape the Northern Ireland brand.

People 1st is working in partnership with the Northern Ireland Tourist Board, with funding from the Department for Employment and Learning, to consider the formation of a single regulatory body and accreditation framework for all tourist guides in Northern Ireland. This could be endorsed by the tourism industry, improving the quality assurance of the services provided to all users.

The guiding industry is currently expanding, fragmented and complex. It is hoped that a more cohesive and consistent approach will provide a higher standard of service for Northern Ireland's visitors.

Guiding offers tremendous opportunities to engage with visitors on a very personal level and deliver memorable experiences of Northern Ireland that will not only give them something to talk about but will keep them coming back.

To achieve a consistent and high quality guiding experience for visitors, it is essential to develop defined standards which will help tourist guides as they bring local stories to life.

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 government has indicated that it sees them as a key route to work. As part of Apprenticeship NI employers receive 100 percent funding from the Department for Employment and Learning and an employer subsidy.

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

In August 2010, People 1st launched the new framework for the apprenticeship in hospitality and catering, with additional routes for ethnic cuisine 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.

Employment 1st

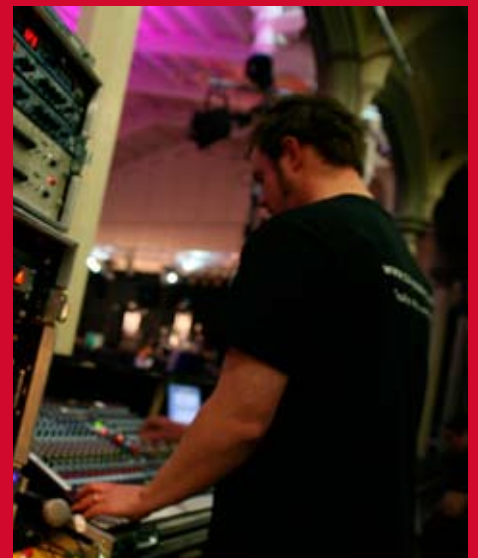
The challenge of getting people back into employment is one that features high on the governments' agendas both at Westminster and at the Northern Ireland Assembly, and People 1st is working to ensure that robust entry routes to hospitality, leisure, travel and tourism are available. As a growth industry, an additional 10,000 people will be required for 2017.

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.

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





CONSULTING AND UPDATING EMPLOYERS AND STAKEHOLDERS

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

People 1st has a number of ways of engaging with its key audiences, including industry research and surveys 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 all of 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
- 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 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.

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

Sign Up

If you would like to receive any of People 1st's communications to your inbox each month, email your details (name and organisation) to talent@people1st.co.uk

Newsletters

People 1st produces a series of newsletters 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 Northern Ireland 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, now known as the People 1st Training Company, 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.

Media Relations

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

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

PEOPLE 1ST PRODUCTS AND TRAINING PROGRAMMES



Employment 1st – pre-employment training

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 One Award in Introduction to Employment in the Hospitality Industry.

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

WorldHost customer service training

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
- **Customers 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 participant's 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 community or event they represent

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

Stonebow – training for service-centred organisations

For the past 40 years, Stonebow (now known as the People 1st Training Company) 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

People 1st research

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 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 **+44 1895 817000** or email research@people1st.co.uk

Information and guidance -UKSP

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





WORKING IN PARTNERSHIP

Roisin McKee, Northern Ireland manager, People 1st

I would like to take the opportunity to thank all our partners for their continued support and commitment in working with us in developing the skills of the sector.

Strategic partnerships are at the core of People 1st's activity, enabling us to set out the agenda for change and deliver the appropriate solutions so the industry can achieve the ultimate prize - realising its potential in tourism.

Northern Ireland's experience has shaped and informed skills work across Scotland, England and Wales. Much has been achieved through the work of the Future Skills Action Group and the many activities it has piloted to date.

Going forward, there is much still to be done. We need to keep tourism firmly on the skills agenda and skills high on the tourism agenda. This will be a challenge in an economic environment focused on public sector spending.

Tourism is our opportunity for economic growth, and we need industry and all partners to maintain the momentum to transform skills in our sector.

I hope that the work presented in this first Northern Ireland annual review helps to illustrate the breadth of partnership engagement. For me, and the rest of the team at People 1st, it continues to be a pleasure to work with all partners from industry, education and government across a range of strategic initiatives.

As this review aims to show, it has been a fruitful relationship, and we look forward to those relationships bearing new fruit in the future.



"People 1st has brought value to those areas of disjoint between industry, education and government. They have become the glue between the separate parts and it was the division before which was causing all of our problems."

Michael McQuillan, managing director, The Streat Franchising Ltd.

"The collaborative relationship between the colleges and People 1st has meant a great deal of positive change"

Susanne Workman, deputy head of department - professional services, South West College

"My hope for the future is that a lot of the projects that we have kicked off get embedded and become mainstream"

Stephen Magorrian, managing director, Botanic Inns Ltd.

"People 1st is the employer voice on skills. We work closely with People 1st to ensure that employer skills needs are identified and appropriate actions are then taken and courses developed to meet those needs."

Tim Devine, Sectoral Development Branch, Department for Employment and Learning

People 1st Northern Ireland

Alfred House, 2nd Floor, 19-21 Alfred Street, Belfast, BT2 8ED

t: 028 9044 7736 **w:** www.people1st.co.uk

People 1st is a registered charity (registration number 1001041) and a Company Limited by guarantee registered in England and Wales (registration number 2557730)