



Sector Skills Agreement for the hospitality, leisure, travel and tourism sector in Scotland

Stage five

Securing agreement from employers and partners to take forward the Sector Skills Agreement

January 2008

Introduction

This document reports on the progress to put in place and take forward a Sector Skills Agreement for the hospitality, leisure, travel and tourism sector in Scotland.

The document marks the culmination of stage five of the Sector Skills Agreement process. The Agreement aims to ensure the sector has the skills it requires now and in the future by putting in place effective learning solutions that meet the specific needs of the sector.

It provides a background as to how the SSA was developed and the specific actions agreed between People 1st and employers and key partners.

The Sector Skills Agreement is underpinned by a robust research process; the largest skills and labour market research undertaken across the whole UK for the past 20 years. In the course of the research People 1st spoke to over 800 employers in Scotland through telephone consultations, working groups and one-to-one interviews. The research has also included learning providers and all key partners.

Separate stage five reports have been produced for England, Wales and Northern Ireland. All regional and national reports from stages one to three are available free to download at www.people1st.co.uk/research

How the document is presented

The document is presented in six sections:

Section one provides an overview of how People 1st undertook stages one, two and three

Section two outlines the findings from stage one to identify the current and future skills and employment needs

Section three outlines the findings from stage two to identify and assess the effectiveness of the sector's education and learning supply

Section four presents the summary of the assessment undertaken in stage three as to whether the sector's education and learning supply meets the needs of the sector

Section five describes how the SSA stages four and five were taken forward in Scotland

Section six outlines the process of putting together the Training Action Plan for the Tourism Framework for Change and how this relates to the SSA

Section 1

Undertaking stages one, two and three of the Sector Skills Agreement

This short section gives an overview of the process People 1st have undertaken to produce a Skills Strategy for the sector.

Stage one

Stage one was undertaken as a stand alone project, separate from the wider Sector Skills Agreement. It was conducted between 1 April and 14 October 2005 and included the following elements:

- Desk research
- Analysis of economic forecasts
- Recruitment and retention survey
- Development of future scenarios
- Industry working groups
- Geographic working groups

Each of the key stages are explained in turn below with discussion centring on particular technical aspects at each stage.

Desk research

A thorough analysis of desk research was conducted by the People 1st research team to identify and analyse existing data and research findings. The desk research process concentrated on the following areas:

Analysis of existing surveys

Data for the sector, industries and core occupations was extracted from the following surveys:

- Labour Force Survey (UK wide household survey)
- Annual Business Inquiry (GB establishment level survey)
- National Employer Skills Survey (England)
- Generic Skills Survey (Wales)
- Scottish Skills Survey
- Northern Ireland Skills Monitoring Survey
- Skills for Business Evaluation Survey (UK)

Identification of industry-specific research

Approximately 30 industry bodies and trade associations across the UK were contacted to ensure all industry specific research conducted was taken into account. While most organisations did not conduct skills-related research, contextual information and trends research was obtained from some organisations. Some of the key reports analysed were:

- Restaurant Industry Gold Standard Report (British Hospitality Association)
- Industry Trends and Statistics (British Hospitality Association)
- Food Service Management Report (British Hospitality Association)
- Market Report (The Publican)
- Travel Statistics and Trends (ABTA)

Identification of geographic-specific research

A wide range of sectoral research has been undertaken at the regional and sub-regional level by organisations such as Future Skills Scotland, the Enterprise Networks, Visitscotland; Area Tourism Partnerships; colleges; universities; Local Authorities and local economic development organisations.

An extensive review of this information was undertaken. The key messages coming out of local and national research have been taken into account when compiling this report, but will be examined in more detail in the production of specific geographical reports which will be produced in due course.

Literature review of the events industry

Due to the lack of comprehensive and consistent information that exists on the events industry (which is partly due to the fact that it lacks a SIC code and partly due to the difficulties in defining the industry) People1st commissioned the Association of Events Management Education (AEME) to undertake a comprehensive literature review of existing research. This focussed on definitions of the industry, size and structure and skill needs.

The findings from this review have fed into this sectoral report and will form the basis of a specific events industry report which will be published in due course.

Identification of sector research undertaken by higher education

People1st were conscious that a large number of sector related research projects had been undertaken by higher education institutes, the results of which were not always easy to access. Therefore the Council for Hospitality Management Education (CHME) were commissioned to identify and review higher education research that had been conducted over the last five years. This provided information on a number of industry and geographically specific studies and a greater insight into certain issues such as recruitment practices, management practices and lifestyle businesses.

Analysis of competitive strategies adopted by businesses in the sector

One area in which People 1st had not previously undertaken extensive research was the competitive strategies adopted by businesses operating in the sector. CHME were again commissioned to undertake an analysis of industry reports (such as Mintel) as well as any higher education research to establish the sector's comparative competitive position. The research was undertaken at an industry level and included information on entry and exits, suppliers, buyers and substitutes. This information has been used to inform section four of the report.

Analysis of economic forecasts

A decision was made early on in the scoping of the project not to commission specific economic forecasts for the sector. Rather it was felt that it would be more beneficial to undertake an analysis of existing forecasts to better understand what already exists.

Consequently, tendering took place, and a contract was awarded to StepAhead Research to: identify sector-specific forecasts; understand the assumptions behind the existing forecasts and make recommendations as to a way forward. The research was conducted using a combination of desk research and interviews with both sector organisations and government agencies across the UK.

Recruitment and retention survey

The production of the Market Assessment in 2003, and the scoping of this project identified that a major gap in knowledge was that of labour retention across the sector and its link with recruitment

and business performance. People1st went out to tender and commissioned ORC International to undertake the fieldwork and analysis.

The questionnaire was produced by ORC International and People1st, and was based in part on a recruitment and retention survey produced by the CIPD. This would allow broader comparisons to be made with other sectors of the economy.

Sampling was undertaken by ORC International and a sample of 2,000 was agreed to allow for broad industry breakdowns, as well as geographic analysis at sector level across the devolved nations.

The telephone survey was conducted in August 2005. 2,010 interviews were successfully completed.

The survey findings have been used in section 4 and 5 of this report and will be presented together with qualitative findings from the industry and geographic working groups in a separate report to be published in due course.

Development of future scenarios

Scenario development was undertaken to better understand the likely characteristics of the sector in the future and how the skill requirements of the workforce may differ as a result.

Scenarios were developed at futurefocus@dti, which is a purpose built suite set up by the Department for Trade and Industry (DTI) to help industry and government understand and better prepare for the future.

Three groups of employers from across the 14 industries making up the hospitality, leisure, travel and tourism sector were invited to attend sessions at the DTI in London to develop future scenarios for the sector. The groups were asked to consider what society and the sector might look like in the future. Visual images were presented to help them think of the variety of different alternatives. After small group discussions, brainstorming software was used to consider factors likely to affect the sector in the future and the subsequent threats and opportunities. Employers struggled to look ten years in the future, as they felt it was too similar to today's world. To overcome this problem 2025 was chosen as a year on which to focus, 30 years hence, and they then worked the timeline back.

People1st and futurefocus@dti analysed the findings and three possible futures scenarios were developed: 'Me World', 'Silver service' and '24/7'¹. These scenarios were then presented to six groups of employers from the following industries:

- Travel
- Gambling
- Hotels
- Pubs, bars and nightclubs
- Restaurants
- Contract and public sector catering

These industries were chosen because of their relative size across the sector, as well as their specific differences compared to the wider sector.

Employers from these industries were shown the three scenarios and were asked to consider what would be most plausible, what they were currently planning for and what scenario would have the biggest impact on skill needs. They were also asked to consider new occupations or tasks that

¹ Outlined at annex C in the stage one report

would be required to meet the needs of the sector in 2025. Finally, they worked in groups to consider the impact of some of the possible developments and considered ways to prepare for them.

Employer engagement was very high for this stage of the process. We aimed to maximize the mix of employers attending the events to provide better discussion and ensure the various sub-areas of the sector were represented. In total 60 employers took part in the process.

The outcomes of the scenario development will be presented in a final report. The films of each scenario will also be made available on the People1st website, and a virtual panel of employers is currently being established to bi-annually consider and discuss which scenario the sector is developing towards and the implications.

Industry working groups

To gain a better understanding of the main issues facing employers in specific industries, six industry working groups were established. Given the size and diversity of the sector it was important that industry-specific issues were not ignored. The following industries were concentrated on:

- Travel
- Gambling
- Hotels
- Pubs, bars and nightclubs
- Restaurants
- Contract and public sector catering

These industries were chosen because of their relative size across the sector, as well as their specific differences compared to the wider sector.

The working groups were held at the Department for Culture, Media and Sport (DCMS) in August and focussed on specific skills and labour market issues. These sessions were facilitated and recorded by the People1st research team. The questions were produced using the findings from the desk research. Consequently, questions aimed to fill gaps as well as confirm key trends.

The questions focussed on:

- Factors influencing company's performance
- Business competitiveness
- Expectations of staff
- Measuring the performance of staff
- Skills required by the workforce
- Changing skill requirements
- Focus on specific skill requirements (guided by desk research findings)
- Education and training provision

In all 40 employers took part in the process. The findings of the group will be used to illustrate the quantitative findings from this study, as well as serve as a base to undertake further case study work to highlight best practice across a number of areas.

Geographic working groups

It was felt to be important to undertake working groups at a regional level and across the devolved nations. This aimed to highlight any geographic differences, but also maximize employer engagement with the process, particularly with the small and micro business operators.

In England, nine groups were held, one in each government office region. In Scotland, two groups were held, one to cover central and border and the other to cover highlands and islands area.

In Wales, using additional funding from the Wales Tourist Board we were able to undertake four working groups; one in each economic region. In Northern Ireland, using additional funding from the Department for Employment and Learning we were able to undertake four regional groups, as well as a special chef session in Belfast.

In total approximately 150 employers attended these events.

The sessions followed similar formats and similarly to the industry groups they were facilitated in large part by the research team at People1st, with help from Impact Research and Brian Keegan in Scotland. The questions were produced using the findings from the desk research and once again the questions aimed to fill gaps as well as confirm key trends

In addition, online surveys following the broad themes of the working groups were set up for employers in each of the devolved nations. These aimed to provide additional opportunities for employers to contribute to the process. The Wales survey was produced in English and Welsh.

The findings from all these sessions will be combined with the findings from the desk research and the recruitment and retention survey to produce separate reports for each of the devolved nations and each English region.

Stage two

Stage two was undertaken between January and June 2006 and aimed to understand how training is undertaken across the sector and the extent to which employers are accessing the learning supply. Provision was looked at in the round, as well as specifically focusing on how provision was affecting the skill issues identified during stage one.

Given the complex nature of the sector's learning supply the following research methods were used:

- Literature review
- Analysis of publicly funded learning
- Employer telephone survey
- Owner operator telephone survey
- National employer working groups
- Regional employer working groups
- One-to-one large employer interviews
- One-to-one small employer interviews
- English learning provider working groups
- Regional working groups for learning providers
- College lecturer online survey
- Student questionnaires
- Student working groups

While the nature of some of these research methods necessitated a UK approach, we have as far as possible tried to provide detailed analysis by each nation to take into account the differing policy and educational differences across the four home nations.

The remainder of this annex provides an overview of each method.

Literature review

An in-depth literature review was undertaken. Using the stakeholder maps produced for the SSA process, each stakeholder was contacted to identify any existing supply side research, including all local Learning and Skills Councils (LSCs) and Local Enterprise Companies (LECs). The majority of contacts did not have any existing research that was specific to the sector, and much of the local supply side data had been derived from employer skill surveys.

A lot of the literature relevant for the sector had focused on a particular aspect of provision, such as Apprenticeships or career perceptions or instead had focused on a particular geographic area. A full list of existing literature used in this report used can be found in the bibliography.

Inspection reports

A significant part of the literature review focused on gathering and analysing inspection reports and subject reviews. These have enabled us to better understand the quality of the provision as well as good and bad practice. It has also provided a map of provision based on inspection grades.

International best practice

We have also tried to assess international best practice to access whether sector provision abroad can help us improve the way the sector trains its staff and prepares new entrants in the UK.

Analysis of publicly funded learning provision

The analysis of data on publicly funded learning provision varied greatly between the four nations of the UK.

Data on the take-up of publicly funded learning provision in Scotland was collected from a variety of agencies and bodies. The table below summarises the data collected and from whom.

Data	Source
National Qualifications	SQA Accreditation
SVQ certifications	SQA Awarding Body
Skillseekers	Scottish Enterprise network
	Highlands and Highlands Enterprise
	People1st Scotland team
Apprenticeships	Scottish Enterprise network
	Highlands and Highlands Enterprise
	People1st Scotland team
Broad data on FE and HE provision (superclass level)	Scottish Funding Council (Infact database)

Due to the variety of agencies involved, data was collected in a range of different formats and the detail varied substantially. There were also a number of gaps where data was not available from the sources listed above, namely: SVQ registrations; NVQ registrations and certifications (for the NVQ in Travel); publicly funded sector specific food safety provision and other occupationally specific qualifications such as Servewise or BII qualifications for the licensed trade industry.

Higher Education

Data on the number of higher education courses available in sector-related subjects and the number of institutions (across the UK) offering these courses was obtained from UCAS. Data was also obtained from UCAS on the number of people applying and being accepted onto Higher Education courses.

Data on the destination of Higher Education leavers was obtained from the Higher Education Statistics Agency (HESA). This information was available at a broad level and included data on the industry into which leaver entered and whether or not their qualification was needed for their job.

Employer telephone survey

A large scale telephone survey was undertaken with over 2,200 employers across the UK. This was contracted out to BMG research who put together the sample and undertook the telephone interviews.

The sample was based on the size of the sector and the results weighted to reflect industries, geographic location and size of units.

In total, 1,012 interviews were undertaken with employers in England, 586 with employers in Scotland, 368 with employers in Wales and 270 with employers in Northern Ireland.

The survey sought to identify how employers were tackling training, perceptions and barriers to training and the extent they were responding to the skill needs identified in stage one.

Owner operator telephone survey

A separate telephone survey with 200 owner operators was conducted at the same time as the large scale employer survey (see above). The aim was to better understand the specific needs of operators who do not employ any staff, their experiences of the sector before setting up their business, the support they have received and the impact this has had on their business.

UK employer working groups

Six national employer working groups were held with employers to understand the specific nature of training and development across a number of the larger industries. These included:

- Travel services
- Gambling
- Hotels
- Restaurants
- Pubs
- Contract food service providers

These groups were supported by the Department for Culture, Media and Sport (DCMS) and aimed to identify best practice and understand what aspects of training and development worked well and not so well. In all 44 employers attended the sessions, mainly from the larger chains.

National and regional employer working groups

A number of national and regional employer working groups were held across the United Kingdom. In all 10 were held. These took place in Northern Ireland and in Scotland and in the following English regions: North East, North West, South East, Yorkshire and Humberside, East Midlands and West Midlands.

These were mainly attended by smaller, independent operators across the sector and they looked at training and development from a small and middle sized operation's perspective as well as try and assess the effectiveness of regional provision.

One-to-one large employer interviews

50 one-to-one interviews were undertaken with larger UK and international operators. Employers were chosen from across the whole sector and the interviews aimed to understand how each

company approaches training, how it is co-ordinated across the company and the extent to which large employers are using external learning providers.

Companies that took part in these interviews include:

- Thomas Cook UK Ltd
- Pret a Manager
- Holroyd Howe
- Malmaison & Hotel du Vin Hotels
- Outback
- Living Ventures
- Ladbrokes
- P&O Ferries
- Whitbread
- Fullers
- Gala
- La Tasca

One-to-one small employer interviews

In a number of regions, poor attendance or the cancellation of working groups owing to poor attendance resulted in a number of short one-to-one interviews being conducted. These were usually undertaken over the telephone and helped understand how small to medium operators are undertaking training and the barriers they face. These interviews were predominantly undertaken with employers in Wales, Scotland and the South East and South West of England.

National and regional working groups for learning providers

A number of national and regional learning provider working groups were held across the United Kingdom. In all 12 were held. These took place in Northern Ireland, Scotland and Wales and in the following English regions: London, South East, North East, North West, East Midlands, West Midlands and Yorkshire and Humberside

The groups were attended by further education colleges, CoVEs, workbased providers, commercial training providers and higher education institutions. Their aim was to listen to their experiences, understanding what was working and not working and identify ways in provision can be improved.

College lecturer online survey

Two online consultations were undertaken in April and May 2006 with colleges of further education across the UK. The first focused on hospitality and catering provision and the second on travel and tourism.

The surveys focused on the recruitment of students, employer engagement, destinations of students on completion of their course, the job readiness of students and experiences of employer engagement.

Student questionnaires

A short questionnaire was conducted with students from a handful of colleges. In all a total of 203 questionnaires were analysed from hospitality and catering and 133 from travel and tourism students.

The questionnaire centred on why students chose their course, the quality of careers advice, the impact of role models, their previous experience of working in the sector and their perceptions of their course.

Student working groups

To supplement the completed student questionnaires four working groups were held with students on NVQ/SVQ courses (three in hospitality and catering and one in travel and tourism). These focused on similar questions to those asked in the student questionnaire, but allowed for greater discussion and debate to better understand why students have developed those views.

Stage three

Stage three was undertaken between July to September 2006 and was taken forward in two phases:

- Desk Research
- Scenario development and issues gathering

Desk research

Stages one and two of the process generated a rich amount of data and analysis. As part of stage three a number of key skills and employment questions were posed such as 'where are we getting our workforce from?' and 'are we getting sufficient employers?'. The analysis from stages one and two were then tabulated against these questions and a picture emerged as to whether the demands of the sector were being met.

Scenario development and issues gathering

People1st in conjunction with futurefocus@dti undertook three working groups that involved key partners, employer representatives and senior staff at People1st to look at the difference between the needs of industry and the learning supply. A series of key priorities were identified together with possible solutions.

Section 2

Key findings from stage one – identifying the skills and employment needs of the sector

Introduction

This section presents the headline findings from stage one of the SSA, which aimed to outline the current and future skills and employment needs of sector employers. It outlines the size and scope of the sector, factors determining sector competitiveness, industry and occupational skill gaps and shortages as well as future employment projections and future skill needs.

Size and scope of the sector

The hospitality, leisure, travel and tourism sector covers 14 industries: hotels, restaurants, pubs, bars and nightclubs, contract food service providers, hospitality services, membership clubs, events, gambling, travel services, tourist services, visitor attractions, hostels, holiday centres and self catering accommodation.

Establishments

There are approximately 16,900 individual hospitality, leisure, travel and tourism establishments in Scotland of which the majority are restaurants and a quarter are pubs, bars and nightclubs. Small and micro businesses are predominate in the sector with over 80% employing fewer than 10 people.

Employment

In Scotland it is a large and growing sector currently employing 182,100 people. Across the sector there are large industry variations. The restaurant industry is the largest industry in terms of employment employing 27 percent of the sector workforce, followed by 21 percent in hotels. The industry is highly polarised. For example in hospitality 45% of employees work for 280 employers whilst another 45% are employed in small and micro businesses.

Workforce characteristics

In terms of core occupations (those that deliver the specific product or service of the sector) the sector is dominated by kitchen and catering assistants, bar staff, chefs and cooks, waiting staff and managers. Over the last 3 years there has been a significant growth in the number of restaurant and catering managers in particular.

The sector employs a young workforce. Overall, 36 percent of staff are under the age of 25 with pubs, bars and nightclubs employing the highest proportion under 25 many of which are students. Those working in contract food services provision, hospitality services and other accommodation tend to be older. Casual employment and temporary employment (often due to seasonality) is common, especially in rural areas, with 11 percent of the sector's workforce employed on a temporary or casual basis.

The recruitment of international workers is widespread especially for lower skilled back and front of house roles. Twelve percent of the sector's workforce are from overseas. Ethnic minorities make up just two percent of the sector workforce – much lower than elsewhere in the UK where the figure is 11%. The highest numbers of people from ethnic minorities work in restaurants.

Drivers of business competitiveness

Measuring the competitiveness of the sector is notoriously difficult, as the nature of the sector's product is often intangible and highly subjective.

The sector can be significantly affected by a multitude of external factors such as fuel costs, the weather, new flight routes into and out of the UK and terrorism. From a tourism perspective, the sector operates in a global environment competing with other international destinations.

Productivity

UK labour productivity lags behind that of similar developed economies, such as France and the United States, with France being almost twice as productive as the UK. When compared to other economic sectors in the UK, the hospitality, leisure, travel and tourism sector is the least productive. At a business level, providers of holiday centres and self-catering accommodation are the most productive within the sector, however their productivity levels are still only three quarters of the UK average. The canteens and catering sub-sector exhibit the lowest productivity levels.

Drivers of competitiveness

In understanding competitiveness four drivers are considered by the Treasury: investment, innovation, competition and enterprise. In terms of investment there has been considerable capital expenditure in the hospitality, leisure, travel and tourism sector suggesting significant investment by employers. Investment in the sector typically involves building new facilities and the modernisation and refurbishment of current facilities to meet customer expectations of change and quality. Innovation across the sector is less clear. Employers are likely to have made small changes, which usually involve the provision of a 'unique customer experience' to improve customer perception and develop a niche. Employers also tend to equate innovation with technology, with many employers in the sector now using the internet for marketing and/or booking purposes. International comparisons on innovation have indicated that within the hotel industry French operators have focused on finding ways of helping the customer help themselves e.g. buffets, while in the UK operators have tended to employ additional staff to support the customer. This may go some way to explain why the UK is behind in terms of productivity per head.

When considering competition there have been suggestions that the level of competition in the UK is not sufficiently intense to force best practice. However, there are indications from employers that competition can be intensified in particular areas where there are a high number of similar businesses. In terms of enterprise, VAT registrations for new business start-ups have increased year on year over the last five years in the hospitality, leisure, travel and tourism sector. The guest house and bed and breakfast market in particular is relatively easy to enter and offers an attractive opportunity for those wishing to establish a 'lifestyle' business. This can have considerable impact on the productivity of the sector as many 'lifestyle' businesses have been described by others in the sector as 'cash rich' and unwilling to innovate, as they are not looking to grow their business or gain maximum productivity.

Current skills and employment needs

Vacancies

The sector suffers high hard-to-fill vacancies – higher than the economy as a whole. Generally speaking, the sector is facing a labour shortage (approximately 40 percent of vacancies are proving hard-to-fill and an estimated 14 percent are hard-to-fill owing to a lack of skilled or suitably qualified applicants). Skill shortage vacancies are most likely to arise for managerial and chef positions. The proportion of vacancies in the sector that exist as a result of a lack of skilled applications is higher than in similar service sectors such as retail.

It is estimated that there are 9,400 vacancies across the sector in Scotland. According to Future Skills Scotland, 11 percent of hospitality, leisure, travel and tourism employers in Scotland are reporting hard-to-fill vacancies.

42 percent of hard-to-fill vacancies are skills related; lower than for all sectors in Scotland at 55 percent.

Staff turnover

Labour turnover for the whole sector currently stands at 30 percent, this is the equivalent of losing 590,640 people a year and based on an average recruitment and initial training cost of £1,500 is costing the sector £886m.

70 percent of recruitment is to replace existing staff, which reinforces the vicious circle of recruitment and retention. The challenge for the sector is that only 14 percent of employers felt that labour turnover was too high. This failure to retain staff is resulting in staff being inadequately skilled to undertake their job role.

Skill gaps

Sector employers are much more likely to report skill gaps than employers across all other sectors in Scotland. Over a quarter of employers (26 percent) are reporting skill gaps compared to 21 percent across all sectors. Employers are most concerned with the level of management skills, customer handling skills, communication, technical and practical skills and to some extent team working skills.

The prevalence of effective managers is essential for the future performance of the sector; however, the lack of managers with a full profile of management skills is identified by employers as a significant problem. Poor management skills are generally a result of a lack of appropriate training and experience.

Particular problems originate when staff are being promoted because they are good at their job but do not necessarily demonstrate any management capabilities, and are then provided with little support or training to expand their management capabilities. There was also recognition that small and micro businesses may be suffering owing to the lack of 'small business' management capabilities of the owner/operators. 'Lifestyle' businesses often enter the sector with a lack of experience and do not always buy in to the concept of skills and training.

The lack of technically skilled chefs is frequently mentioned by employers as a barrier to filling vacancies and to effective business performance. Fine dining establishments could be said to be suffering the most but the move away from pre-prepared (microwave/boil in the bag) foods and towards freshly prepared ingredients and cooking from scratch, driven by consumers, has resulted in more mainstream restaurant and pub kitchens aiming to provide such food for customers. In addition, the diversity of the restaurant industry has resulted in new skill needs such as knowledge of different international cuisines and an awareness of new and emerging cuisines. Both these trends are arguably further increasing the demand for appropriately skilled and qualified chefs.

Customer service skills are viewed as essential by employers but are considered to be lacking in staff. This is particularly concerning as employers often indicate that effective customer service is a key contributor to the competitiveness of a business. Employers consider customer service to be a combination of behaviours including welcoming and helpfulness and a genuine interest in the consumer coupled with perceptual skills such as spotting potential problems and conflict management.

Future labour and skill needs

Working Futures II projections show that there will be a net requirement for the UK of 1,642,000 people between 2004 and 2014. This is a combination of an extra 164,000 new posts created and a replacement demand of 1,478,000 people needed to replace those leaving the labour market. However, this is likely to be an underestimation. Using the figures from our recruitment and

retention survey we can see that with current labour turnover at 30 percent, we are losing approximately 566,367 employees a year. Assuming that labour turnover remains constant, this will have resulted in the sector losing 5,097,300 employees by 2014.

In general, employers agreed that there will not be major changes to the types of skills that will be required in the future across the sector. The indication was that there will be a continuation of current trends rather than a complete break with the past. However, there was a concern that uncertainty over mobility and energy costs may result in a break if changes are drastic.

The scenario planning undertaken by employers in the hospitality, leisure, travel and tourism sector enabled employers to explore the potential skill needs of the future. They did not think the types of skill requirements would change significantly, with customer service remaining an essential skill due to ever increasing customer expectations. It was also felt an increased percentage of staff would be required to speak Russian and Chinese.

A number of new posts are likely to be created such as dieticians in larger food operations, legal specialists to cope with the increased litigious culture and cohorts of specialists to support operations with specific skill needs, such as IT or direct marketing.

Section 3

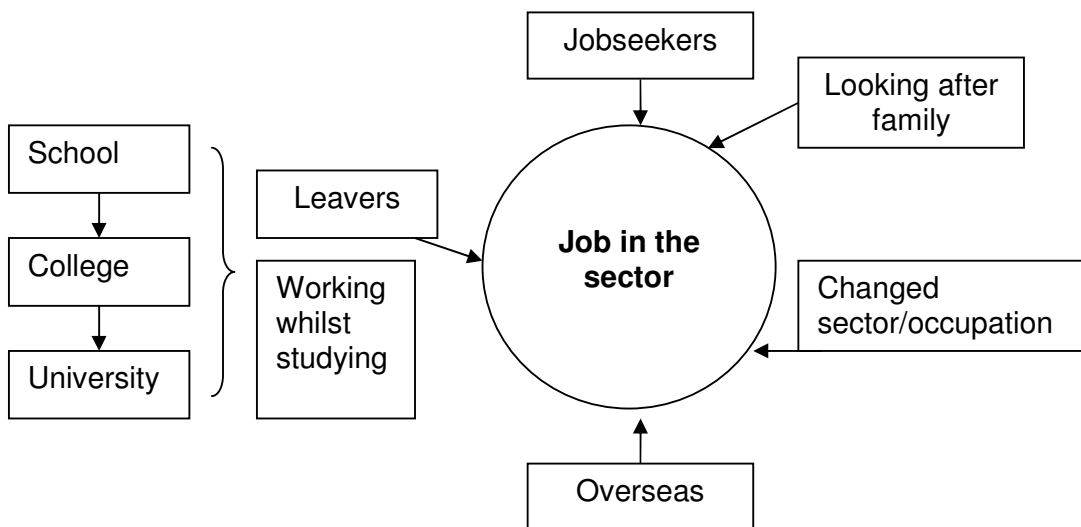
Key findings from stage two – identifying the sector’s education and learning supply

Introduction

This section presents the headline findings from stage two of the SSA, which aimed to describe the extent of the sector’s education and learning supply and assess its effective. This section outlines the various entry routes into the sector and describes how employers are undertaking training and development needs.

Assessing the effectiveness of entry routes into the sector

As the diagram below illustrates the sector attracts new entrants from a number of different routes:



Recruiting from full-time education

Schools; There is relatively buoyant sector provision in schools in Scotland. For example, the Hospitality: Practical Cookery Intermediate level 1 had 4,308 entries in 2006 - up from 2,897 in 2005. The Skills for Work courses at Intermediate 1 and 2 in Hospitality will offer additional choice on the curriculum and are designed to be vocationally relevant.

Further education; The high uptake of sector programmes in schools however is not translated into uptake in further education. The review of HNCs and HNDs that has been undertaken in recent years should improve their fitness for purpose.

In the academic year 2003/04, there were 1,722 full-time equivalent students studying catering and hospitality in Universities in Scotland. Just under half of these were studying at Queen Margaret University College, Edinburgh.

In terms of HNC and HND numbers are relatively small. In 2004, 80 students were awarded the HNC in Hospitality Operations, 107 HNC in Hospitality Management, 39 the HND in Culinary Management, 112 the HNC in Travel and 149 the HND in Travel and Tourism. The provision of travel in relation to hospitality does not reflect the relative demand within the sector.

Demographics: Over a third of the sector is under 25. A large proportion of these are full-time students working part-time or casually in front of house positions, such as waiting and bar staff. Across the UK as many as half of bar staff and three quarters of waiting staff were in full-time education a year ago. For many operations these types of occupations can be trained relatively quickly on-the-job, consequently employers are questioning why it is taking two years for students to develop these skills on a full-time course. Similarly, in travel, employers and students believe that it is more useful to go straight into the industry and be trained in the workplace.

Attitudes towards young people: Some employers have particular negative views about the calibre of young people and their readiness to work. There are also concerns about their literacy and numeracy, an issue shared by further education colleges who are having to invest significant time to tackle these deficiencies in already limited contact hours. The ongoing problems concerning employability are a significant reason why employers are keen to recruit EU Accession State workers, given that these workers are more able to demonstrate stronger employability skills.

Work placement: Work placement are a key tool to provide young people at schools, colleges and universities with an opportunity to gain an understanding of the sector and improve their skills and knowledge. The evidence has reinforced how important this process is; 20 percent of employers in Scotland are providing a placement but only half of these are structured. This is much lower than that found in the sector across the UK. This means that the sector is missing out on opportunities to attract new entrants and in some cases squandering others by providing a negative experience. People1st is investigating why this might be the case, given that there are robust requirements in Scotland to provide work experience within learning programmes. One factor may be that smaller employers are less likely to offer work placements and as we have seen there is a high percentage of micro businesses in Scotland.

Higher education: There are 200 higher education institutions across the UK providing tourism programmes compared to just 73 in hospitality and catering. In looking at the number of students accepted on programmes in 2004/05 4,776 were accepted on travel and tourism programmes and 2,617 on hospitality and catering. There were also 1,394 students accepted on events programmes, an increase of more than 70 percent over three years. As we have just seen this supply does not take into account demand. Consequently, it is no surprise that just 12 percent of travel graduates are entering the travel industry. For registrations to increase institutions are reflecting the needs of students and not employers. Consequently, the supply of learning in higher education is not reflecting the needs of the sector.

Half of employers had recruited graduates and just under half of those thought they were fit for purpose. A broader debate has begun as to the extent to which sector-specific programmes in higher education should be meeting the needs of the sector. This is particularly the case regarding travel and tourism programmes.

Student attitudes: Students on hospitality and catering courses are broadly positive about both their course and the sector, although they were less positive about its long hours. Role models were important to them (usually celebrity chefs) and many had family who are working or had worked in the sector.

On the other hand a lot of travel and tourism students we spoke to had joined their course because they wanted to travel and consequently felt that they had been oversold their course. This highlights a wider problem with full-time travel and tourism programmes in further education. As we will see travel employers are concerned that the curriculum is too broad and not providing the detailed technical skills required. It does appear that lecturers are not contradicting this as 44 percent of them do not think they have sufficient up-to-date knowledge of the sector.

Perception of the sector

According to research by Springboard UK, the perception of young people to the sector is improving' particularly in relation to managers and chefs. Chef careers have been bolstered by high profile celebrity chefs, such as Gordon Ramsay and Jamie Oliver. However, employers, college lecturers and students were all critical about the advice given by careers advisors. Many felt their perspectives were outdated and prejudiced against the sector.

The negative career perceptions may in turn explain the difficulty colleges are having filling sector-specific further education. In hospitality and catering only a quarter of lecturers indicate that they have managed to fill places with suitable candidates. In travel and tourism the figures are worse, as only 17 percent have managed to fill places on courses with suitable candidates. That so many colleges are having to recruit students that they do not think are appropriate is diminishing both the calibre of students entering the sector and the reputation of the college network.

Retention of students on these full-time programmes is much better than for work-based programmes. On a positive point many lecturers have indicated that it is not too difficult to get employer support to provide presentations or demonstrations. However, we know that only a small proportion of employers are offering this type of support.

Jobseekers and those on incapacity benefit

Many employers advertise vacancies in job centres, but the process is relatively passive, with few employers following up initial advertisements. At the same time there is increasing frustration with people 'playing the system' by turning up for an interview solely to claim benefit.

International workers

As was reported in stage one, the recruitment of international workers is largely alleviating the vacancy problems for many employers. 17 percent of the sector's workforce is made up of international workers, rising to 60 percent in London. In particular, employers are recruiting nationals from the new EU Accession States. Since May 2004, 72,000 have entered the sector in the UK and are filling front of house roles such as waiting and bar staff. A significant percentage are also filling chef positions, but a large proportion of chefs are not from these countries, but instead come from the Far East and the Indian sub-continent to come and work in Asian and Oriental restaurants.

According to Home Office figures, 8,540 workers from the EU Accession States have worked in the sector in Scotland between May 2004 and June 2006. Twelve percent of the workforce is international; slightly less than the average found across the UK.

Workforce Skills Development

Importance of human resource functions

21 percent of sector units in Scotland have a human resource (HR) function. This is important, as all the indications are that if a unit has a HR function it is more likely to be offering systematic training to their staff.

Extent of training

73 percent of employers are offering staff an induction and 66 percent training. This is higher than elsewhere in the UK. Broadly speaking, the larger sector employers tend to offer intensive induction and initial training with subsequent follow up training being more informal, on-the-job coaching. Ongoing training also tends to be reactive in response to external stimuli like mystery guest visits or new legislation. While relevant to employers, there is little transfer value given so it doesn't lead to any formal qualifications. The fact that nearly all employers are providing a similar

content means there are potential opportunities to get a basic induction system in place across the whole sector, thereby introducing a minimum standard and reducing duplication of training in areas such as statutory training.

A small percentage of employers are undertaking external training. If external training is likely to be undertaken it is likely to be management training.

The majority of training is likely to be in customer service and statutory areas. Given the high percentage of employers highlighting skill gaps for managers and customer service it is encouraging that employers are training in these areas. Employers are more likely to train on the back of staff appraisals and if it is likely to change the perceptions of customers. Proving the links between training and business improvement is crucial if it is to get the backing of senior and unit managers. However, many human resource and training teams lament the lack of systematic tools in which to assess its impact.

Management training

Management training provided tends to cover a broad content, with an increasing emphasis on people management skills. While management training is more likely to be delivered by external providers compared to other areas of training, the vast majority still tends to be on-the-job coaching.

Given the importance of management training, this lack of core knowledge and skills development is hampering the sector.

Chefs

The majority of chef training is likely to be in food safety. While employers are reporting a high percentage of chefs with skill gaps, little culinary development is leading to a formal qualification. The majority of training is on-the-job coaching. There are few short courses available (although colleges do offer stand alone units), but whether employers would use these qualifications if they were to be made available is unknown.

Customer service

Customer service training is most likely to be offered by employers. There are no sector-specific customer service programmes that lead to a formal qualification. The Welcome Host programme, until its close in July 2006, had a sizeable take up however that was limited to specific industries in the sector, such as hotels and tourist services and was subsidised. Its replacement is 100K Welcomes developed by government but it is not a qualification.

The specific needs of owner operators

Before opening their business two thirds of owner operators in the sector across the UK surveyed by People1st had no experience of the sector. 83 percent had sought no advice but those that had had looked for information on finance and business planning. The majority felt it had had a positive impact. Only 13 percent have considered getting any support. Anecdotal comments from employers and stakeholders confirm these trends in Scotland.

Section 4

Key findings from stage three – assessing the mismatch between demand and supply

Introduction

This section presents the headline assessment undertaken as part of the stage three process to assess the mismatch between the skills and employment needs of employers and the sector's education and learning supply.

Poor careers advice

The sector suffers severe recruitment problems with a significant number of employers reporting hard-to-fill vacancies. Evidence suggests that careers advice can be inconsistent in terms of its accuracy in promoting careers opportunities across the sector. In particular students have described scenarios whereby they have been persuaded to choose an alternative career. The career opportunities across the sector should be accurately promoted in order to alleviate the recruitment problems facing the sector.

Part of the problem is the lack of a sector-specific central careers site where accurate information can be obtained across the whole of the sector. The lack of clearly identifiable careers pathways is also an important contributing factor.

Lack of identifiable career pathways

The sector's size and diversity is both an asset and a potential source of confusion. With a workforce of over 182,000 across 14 different industries it is not always clear what opportunities are available to both potential entrants and the existing workforce. In the UK as a whole the workforce figure is nearly 2 million.

This lack of clear progression can adversely affect the retention of the sector with staff leaving to pursue opportunities elsewhere. It can also be detrimental to potential entrants considering a career in the sector.

Currently, there is no single source of careers pathways that show the opportunities across the whole of the sector and importantly highlight the skills required and the potential qualifications and training programmes that are relevant for that job role.

Limited focus on all potential labour pools

Given the high percentage of hard-to-fill vacancies and the large percentage of employers who are concerned about the job readiness of young people it is surprising to realise that over a third of the workforce are under 24. Furthermore it is estimated that a half of bar staff and two thirds of waiting staff are full-time students.

The traditional recruitment problems facing the sector have been offset by recruiting international workers – in particular those from the new EU Accession States. Over the past two years nearly 90,000 have entered the sector in the UK from the EU Accession States; nine percent are working in the sector in Scotland.

Both labour pools do not provide a sustainable source of labour. Partially, this is owing to insufficient numbers coming from both labour pools, but also that employers often treat them as a replaceable, short-term fix.

Short-term focus on labour

In itself the emphasis on recruiting students and international workers is not a problem. However, as it currently stands the emphasis on both labour pools is failing to tackle the ongoing and historic recruitment problems faced by the sector. This is partly reflected in the sector ignoring other labour pools such as job returners or those on benefit but also reflects the fact that the sector is making little effort to retain these people.

Two thirds of waiting staff and half of bar staff are full-time students, yet few of these will consider a career in the sector and few employers will have taken advantage of this captive labour market to offset the recruitment problems for higher skills occupations. Similarly, as much effort needs to be invested in developing international workers as the indigenous workforce.

Suitability of qualifications for entry into the workforce

Skill shortages are increasingly acute for higher skilled workers, such as chefs and managers. However, employers do not recognise the relevance of the current entry routes. While there are buoyant numbers on food preparation and cooking programmes in schools, they are not being translated into uptake in further education programmes. Employers are critical at the lack of consistency in skill levels of those leaving further education colleges or on an SVQ programme. Similarly, in management, employers are promoting from within their own organisation, ignoring the number of graduates studying sector-specific programmes. Employers are split about the calibre of graduates, but it is concerning that only 33 percent of travel and tourism graduates across the UK enter the sector.

Given the lack of numbers coming through these entry routes, it is important that the qualifications are recognised by employers and importantly provide the skills and knowledge required by the sector.

Management and leadership

The sector reports a difficulty recruiting skilled managers. The response has been to promote staff earlier, but the subsequent training is often informal and is not effectively tackling the skill gaps. The lack of management professionalism across the sector further hampers the high standards of management skills required by the sector. In addition, the lack of recognised management qualifications further hampers managers attaining at least a level 3 qualification.

Customer service

Customers are getting more demanding in the high standards of customer service they expect and employers are increasingly recognising this. Employers are likely to be offering training to provide customer service skills. However, the lack of a recognised spine of qualifications has meant that standards are inconsistent across the sector and that those qualifications that are having limited impact are providing skills at lower levels than those required.

Chefs

Employers are finding it particularly difficult to recruit chefs with the right breadth and depth of skills and knowledge that are required. Numbers coming through colleges are less than required and employers do not believe that the SVQ, which is most commonly used in the workplace encourages the consistent delivery of training to support the assessment to deliver these skills. At the same time it appears that employers are not offering incentives to those entering the sector to stay and that individuals may have expectations that are unrealistic.

Suitability of qualifications and programmes for workforce development

A similar problem exists for workforce development. A quarter of employers report a skills gap and approximately two-thirds of employers are training their staff. Encouraging, employers are training in the same areas in which they are reporting skill gaps – such as management and leadership and customer service.

There is some concern about the robustness of training in tackling the low skills of the sector. Training is mainly carried out on the job in the form of shadowing. Given the extent to which skill gaps are prevalent among managers it is a concern that poor skills are being passed down within the sector. Employers are unlikely to be providing training leading to formal qualifications. Overall, it is estimated that approximately two percent of training leads to a formal qualification. Funding and the cost of training is a factor, but at the same time employers complain about the relevance of qualifications. Some employers are indicated that they are only offering formal qualifications because of the funding being provided.

Weak investment in training and development

Contrary to the perception of the sector, employers are spending a significant amount of money on training. However, as the findings of stage two shows, in areas such as customer service the preponderance of skill shortages and gaps are similar regardless of the amount of training being provided. Part of the problem is the way in which training is being carried out. In too many places employers are relying on informal training. Informal training, such as job shadowing is vitally important, but not to the detriment of structured training.

As has been highlighted the amount of training leading to formal qualifications is extremely low. However, of concern is the fact that larger employers are receiving more funding to train than smaller employers. It is a concern given that smaller employers are much less likely to invest in staff training and if they do are less likely to invest as much as larger businesses. Micro businesses (of which there are a high percentage in the sector) find the cost of training and the cost of removing staff out of their job setting relatively more expensive yet receive less funding.

Stage one findings showed that the sector suffers hard-to-fill vacancies, skills shortages and gaps across all sizes of business, yet the extent of training does depend on the size of business.

Lack of focus on retention

A major factor in many of the skills and labour issues faced by the sector is the high instances of labour turnover across the sector. The sector has long recognised its recruitment problems; however, much of its emphasis in combating this has been through overcoming the negative perception of the sector rather than tackling the poor experiences of the workforce.

Poor management and leadership are obviously a factor, as is the poor rewards and recognition found in some businesses. Given the cost of labour turnover to the sector in terms of financial loss and skill gaps it is an area that receives little attention from the sector from public funded initiatives. However, there is growing evidence that this is beginning to change.

Limited impact on funding

The findings from People1st's Smarter Spending Review estimate that £32m is spent on skills and training for the hospitality, leisure, travel and tourism sector in Scotland. However, 79 percent of employers do not know where to access funding and only seven percent have directly or indirectly accessed funding. Given the amount spent across the sector it is important that employers are aware of the opportunities and that it is spent on areas that meet the needs of the sector.

Section 5

Taking forward the Sector Skills Agreement in Scotland

Introduction

This section outlines the process to take forward the SSA in Scotland and develop the ten priorities.

Employer activity in 2006/2007

- Presentations were delivered at over 16 key industry events giving an overview of the SSA and demonstrating the UKSP
- Three focus groups were set up to discuss the issues and recommend solutions in the areas of; Chef Skills, Customer Service development and Management & Leadership development
- The People 1st Employers Board and the Enablers Board were merged in order to drive the skills agenda forward and endorse the SSA for Scotland. The members of this were;

People 1st Employers Board

Name	Representing	Any changes
Colin Houston	Visit Scotland – Tourism Information Services	
Eddie Tobin	Upfront Security - Clubs	
Peter Taylor	Townhouse Company - Hotels	
Joan Campbell	The Sheiling – B&B Association	Left 2006 - Awaiting replacement
Jeff Bland	The Balmoral – Scottish Chefs Association	
Sara Cornwallis	S Youth Hostel Association - YHAs	
Ros Newlands	Scottish Tour Guides Association	
Jonathan Stewart	SLTA – Licensed Premises	
Ian Gardner	Association of Scotland's Visitor Attractions	
Charles McAulay	Ladbrokes - Gaming	
Debbie Donnelly	Compass Catering	Left 2006 - Awaiting replacement by Steve McLaughlin
David Smythe	Association of Scotland's Self-Caterers	
Geoff Fenlon	EICC – events - Chair	Left 2006 – Replaced as chair by Debbie Taylor, the Balmoral
Matt Bates	ABTA and SSPA - Travel	

People 1st Enablers Board

Name	Representing	Any changes
Marlyn Howitt	Springboard UK	
Christine Keenan	SQA	
Audrey MacLennan	HIE	
Alan Rankin	STF	
David Cochrane	HIT	
Jennifer Neil	Pride & Passion	Left 2006
Willie McCulloch	SAHH	
Jayne Terzza	SQA	
Liz Buchanan	TBT	
Willie McLeod	Visit Scotland	

Eddie Brogan	Scottish Enterprise	Replaced by Stevie Williamson - Feb 2007
John Brown	Scottish Executive	

- The chair, Debbie Taylor and UK Council Member, Peter Lederer endorsed the ten priorities.

Bi-lateral meetings with partners

Once People 1st's Employer and Enabler Board had agreed in principle the ten priorities bi-lateral meetings took place to seek agreement from public agency partners on which actions they felt they could take forward, as part of their SSA. These actions have been detailed within the SSA. The meetings took place between June 2006 and June 2007.

The public agencies requiring formal SSAs were identified by SSDA as; Scottish Enterprise and Highlands and Islands Enterprise, Careers Scotland, Job Centre plus, STUC, LDS, SFC and SQA. All have been completed except for the Enterprise networks whose skills and training functions have been changed with the formation of a new Skills Body for Scotland.

Copies of completed SSAs for each partner are available from People 1st.

The underpinning logic for the actions and activities presented in the SSA is to put in place a relevant and coherent education and learning system that stimulates employers to increase their investment in the skills of their workforce.

Five levers have been identified that when working together aim to create the right incentives to encourage employers to provide their staff with the right skills to meet the needs of their business:

- Government policy
- Industry Codes of Practice
- Effective Communication
- Public Funding
- Quality Assurance.

The main content of the Action plan is the presentation of a ten point plan. It highlights the ten priorities, explaining their aims, rationale and how it is envisaged that the action will be taken forward. These priorities have come directly from consultation with employers and partners through the SSA Process and the 'Tourism Framework for Change' Skills Summits.

The priorities have been agreed as;

- A single transparent communications channel
- Management and leadership development
- The right qualifications with the right funding
- Small business support
- Customer Service Satisfaction
- Professionalism of craft skills for the kitchen
- Compliance Programmes
- World class delivery
- High entry routes
- Widening the appeal of the sector

Under each of the ten points the following aspects are outlined

- Rationale for the action
- Short and long-term targets
- Activities agreed to be taken by partners, together with their status

Employer responsibilities for taking forward the Strategy

Central to the SSA is the partnership between employers and partners. One of the ways in which employers are contributing to the Strategy is through signing up to becoming a Good Employer on the UKSP. Being a Good Employer is a way for employers to signal to potential employees that they invest in their staff, for example by offering an induction, training etc. With the job vacancy function on the UKSP, potential employees can choose between those employees offering jobs with Good Employers and with those that are not. This is seen as an important vehicle to raise the human resource practices of employers to match those that are top of their game across the sector.

The other major contribution is through the Sector Qualification Strategy. Employers are being asked to engage through consultation groups, one to one interviews and online consultation.

Tourism Framework for Change – Skills Summits

Early in the SSA process, People 1st took the decision to use the SSA to guide and support the tourism strategy for Scotland. It was opportune that a review of the existing strategy was begun in 2005. The new 'Tourism Framework for Change' was established as a collaboration between government and the private sector. It's purpose is to take a fresh look at what's happening in tourism markets both globally and in Scotland and how the tourism market might change over the next decade. It sets out what tourism and hospitality businesses, related sectors like transport and retail, and the public sector agencies which support them, need to be doing for Scottish tourism to grow sustainably in the changing market. It emphasises the need for; business leadership and entrepreneurial attitudes; product development and innovation which focuses on the customer; and building the capability and capacity of the workforce.

A series of Skills Summits were held in 2005 and 2006 to support the development of the Tourism Framework for Change and its vision for Scotland to be one of the world's foremost tourism destinations by 2015. The aim is to increase gross tourism revenues by 50% by 2015. The Skills Summits comprised public sector agencies, trade bodies, industry leaders and employers and were informed and guided by People 1st's SSA process.

The Summit group focused on three areas identified by the SSA research as crucial to the competitiveness of Scottish tourism and agreed draft priorities and actions. The three areas were;

- Management and leadership
- Workforce skills especially customer service and chef skills
- Retention – of staff within businesses and within the industry as a whole

People 1st were actioned to develop a Training Action Plan [TAP] ² and the aspiration of all partners is detailed under Target 5 of the Tourism Framework for Change;

'Our aspiration is that this will result in year-on-year improvement in staff satisfaction [working towards 80% by 2015] and customer satisfaction [working towards 90% by 2015], leading to year-on-year improvement in productivity.'

² Draft TAP is at Section 6

It was agreed that all agencies involved in the development of people and skills would be measured against the TAP with Scottish Tourism Forum actioned to measure industry involvement.

The Tourism Framework for Change has however been called into question by the SNP administration elected to government in May 2007. The strategy is currently under review by Parliamentary Committee.

Sector Skills Agreement – the Ten Priorities

Priority 1 Single transparent communications channel

Creating a central resource for skills information – UK Skills Passport ³

Employers told us they wanted to see:

- A means of understanding what training and qualifications are available – bite sized pieces
- An easy way to understand what funding is available
- A mechanism that enables you to map out your career
- Celebrate best practice employers and providers
- Highlight who does a good job of looking after their people

The UK Skills Passport aims to be the central resource for employers, employees and future employees. It enables employers to identify relevant training and qualifications, who provides it and whether funding is available. It shows the 'good employers' in the sector and job vacancies. At the same time it allows employees to undertake a skills scan and log their learning. It is an exciting new solution to making skills and training much easier and quicker for employers and employees alike.

The UK Skills Passport is the single most effective tool for measuring the success of all the other priorities and targets within both the SSA and the Tourism Strategy. The Tourism Framework for Change states that the 'ambition is that by 2010 all tourism businesses will use and accept the skills passport'⁴.

People 1st are responsible for developing the Passport as a communication and measurement tool and providing a fully working product. The Passport was officially launched in Scotland on 8th August 2006 by the Tourism minister Patricia Ferguson and Peter Lederer, CBE, [as chairman of VisitScotland, managing director of the award-winning Gleneagles Hotels and council member of People 1st].

It was agreed that dissemination by the public agency partners would be through signposting external and internal clients where appropriate. Links, updates and guidance will be provided by People 1st. In addition all partners have agreed to consider opportunities to gather and promote the specific benefits of using the UK Skills Passport for individuals and business.

Measurement of Success

Measure	2007	2008	2010	2012	2020
Number of employers signed up to Good Employers Guide ⁵					
Number of registered employer users					
Number of registered employee users					
% employers who know where to access training					
% employers who know what qualifications are available					
% Employers who know who to contact about accessing government funding to train staff	20%	22%	25%	29%	35%

³ For more information about UK Skills Passport, visit www.ukskillspassport.co.uk

⁴ Page 25 – Tourism Framework for Change

⁵ Baseline and targets to be agreed

How this action will be implemented: commitments from employers and partners to help us meet our collective targets

Developing the infrastructure – Activities to 2008

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

Develop the UK Skills Passport

Who / Partner	Commitment	Status	Target date to be achieved
People1st	Create the UK Skills Passport infrastructure	Completed in April/May 2007	
People1st	Upload qualification and provider information		
Further education colleges	Enter Hospitality, Leisure, Travel or Tourism courses onto the UKSP		
People1st, employers and Springboard UK	Create careers pathways		
People1st	Link careers pathway to learner records	Agreed	Ongoing
Scottish Govt , Minister for Tourism, People1st and employers	Launch the UK Skills Passport	Completed – launched first in Scotland on 8 th August 2006 with full functionality available from April/May 2007	
Visit Scotland	Funded original prototype and piloted final product.	Completed	
People 1 st and employers	Piloted final product	Completed	
SQA and other awarding bodies	Entered all quals on UKSp	Completed	

Raising awareness of the UK Skills Passport and its benefits

Who / Partner	Commitment	Status	Target date to be achieved
People1st	Undertake presentations to employers, stakeholders and learning providers. Including: Scottish Tourism Forum, Hotel Associations, Jobcentre Plus, further education, workbased learning providers, Scottish Trades Union Congress	Agreed	Ongoing
People1st	Develop the new talent campaign	Agreed	Ongoing
Employers	Employer networks such as St Andrews World Class, Glasgow	Proposed	Ongoing

	Restaurant Association and Edinburgh Tourism Action group providing the opportunity		
Trade associations	Publications support e.g. articles by the Tourism Alliance, British Hospitality Association. Inclusion in newsletters such as STF and VisitScotland	Agreed	Ongoing
British Hospitality Association, People1st and DCMS	Launch the Good Employer Campaign	Agreed	Launched on 28 November 2007
Springboard UK	Promote the availability of the UK Skills Passport through any new careers material and through careers advice and guidance as appropriate	Agreed	Ongoing
Institute of Hospitality	Promote the UK Skills Passport to members	Agreed	Ongoing
Visit Scotland	Use promotion and communication channels to raise awareness and understanding of UK Skills Passport amongst all businesses engaged by VS.	Agreed	Ongoing
JC+	Signposting advisers to UKSP	Proposed	N/A
STUC	Union Learning Reps to be signposted	Proposed	N/A
People 1 st and IOH and Scottish Govt	Roadshow	proposed	N/A
People 1 st and employers and HIT	HIT conference	Agreed	By Feb 08

Roll out / Increase adoption of the UKSP and ensure content is kept up-to-date

Who / Partner	Commitment	Status	Target date to be achieved
Learndirect Scotland	Will embed the NLOD within the UK Skills Passport	Agreed	N/A
Employers	Sign up to the Good Employer Guide and provide employees with the UK Skills Passport	Agreed	Ongoing – over 50 employers signed up as of November 2007
Springboard UK	Signposting Good Employer Guide	Agreed	Ongoing
Institute of Hospitality	Look to embed the UK Skills Passport in membership	Agreed	Ongoing
VisitScotland	Become a UKSP employer, commit to the good employer guide and post vacancies on UKSP	Proposed	N/A
Professional Association for Catering Education (PACE)	Support the drive to ensure details on provision are kept up to date on the UK Skills Passport	Agreed	Ongoing
People 1 st and employers	Establish a group of skills champions who will work to promote the UK Skills Passport and raise awareness of the key solutions/areas embedded within it,	Proposed	N/A

	including: - Good Employer Guide - Career maps - Job Vacancies - Professional Cookery Diploma - People planning and development - Good Provider Guide		
Trade Associations, IOH and HIT	Endorse the Good Employer Campaign and make members aware of the campaign and its benefits. Work with People 1st and BHA to spread awareness and get more Good Employers signed up.	Proposed	N/A
SFC	Will co-host an event with P1 to raise awareness of Uk Skills Passport and will consider any opportunities to pilot	Proposed	N/A
HIE	Consider opportunities to pilot the UKSP in the H&I	Proposed	N/A
SQA	Consider potential for linking with UKSp with evidence of qualification accreditation	Proposed	N/A
People 1 st , MACS and employers	Consider linking MA registration with UKSp	Proposed	N/A

Priority 2 Management and Leadership Development

Sector specific and offering continuous development

Employers told us they wanted to see:

- Qualifications that provide people entering management positions for the first time with a broad range of skills and knowledge
- Short flexible qualifications that can be accessed by existing employees in the workplace
- Qualifications that take into account in-house training and previous qualifications studied
- A stronger professional culture of management and leadership across the sector

About this action

This section aims to ensure that current and future managers have the appropriate skills and knowledge to manage and develop their workforce and businesses. In order to underpin this it is important that appropriate qualifications are developed and appropriately funded that provide flexibility to allow employers to use their in-house training as part of the qualification if they feel that this is appropriate. It also recognises the critical role of Continual Professional Development and the role of the sector's professional associations.

The Sector Qualifications Strategy will identify the qualifications and programmes in management and leadership development that are appropriate for the sector. It will enable gaps to be identified and any new programmes to be outlined. Project groups will be established that include all the partners and oversees the development of a framework of training for the future. The Tourism Framework for Change supports the vision of a development programme that strengthens management and leadership skills.

All the partners have agreed to support such a framework and to focus on management and leadership as a priority area.

Measurement of Success

Measures of short-term success

Measure	2006	2008	2010	2012	2020
% of managers with a level 3 qualification ⁶	55%	57%	59%	61%	70%
% of managers with a level 4 qualification ⁷	35%	37%	39%	41%	50%

Measure of long-term success

Measure	2006	2008	2010	2012	2020
% of employers reporting skills gaps for managers ⁸	4.6%	4.5%	4.3%	4.1%	2.5%
% of employers reporting skills shortages for managers ⁹	0.5%	0.4%	0.3%	0.2%	0.1%
Labour Turnover across the sector ¹⁰	30%	27%	25%	23%	15%

⁶ Baseline: Labour Force Survey

⁷ Baseline: Labour Force Survey

⁸ Baseline: National Employer Skills Survey

⁹ Baseline: National Employer Skills Survey

¹⁰ Baseline: People 1st, Recruitment and Retention Survey

How this action will be implemented: commitments from employers and partners to help us meet our collective targets

Developing the infrastructure – Activities to 2008

- Identify a spine of qualifications to satisfy the sector development need
- Direct funding to these critical programmes
- Develop a Good Employer Guide
- Develop a robust Management Apprenticeship
- Small business support mechanisms
- Establish the correct benchmark retention figure for each sub sector

Develop the infrastructure to ensure the right management and leadership (M&L) qualifications are available

Who / Partner	Commitment	Status	Target date to be achieved
Employers	Develop best practice management standards, including hints and tips, to aid managers to increase staff retention	Completed in April 2007 – part of the Retention Working Group chaired by Sara Edwards Scottish M&L Group – chaired by Peter Lederer	
Employers	Support and develop management and leadership research, working with People1st on the design and reform of M&L qualifications (attending workshops etc)	Agreed	Ongoing
People1st	Produce Good Qualifications Guide to signpost employers to those qualifications that deserve special mention until the qualifications reform is completed	Agreed	To be completed by end November 2007
People1st and employers	As part of the Sector Qualifications Strategy (SQS), outline a strategy for qualifications that supports the development of the M&L skills required for the sector	Agreed	To be completed by November 2007
People1st and employers	Produce a detailed implementation plan that provides the qualifications required by the sector, which are fit for purpose and based on National Occupational Standards.	Agreed	To be completed by April 2008
Awarding bodies	Develop required qualifications in consultation with People1st and SQA	Agreed	To be completed by April 2009
People 1 st and employers	Through the Sector Qualifications Strategy produce an Apprenticeship Strategy that places management in a robust Apprenticeship frameworks	Agreed	To be completed by April 2008

Increase the adoption of the M&L qualifications

Who / Partner	Commitment	Status	Target date to be achieved
Sector employers	Employers offering qualifications sign up to UK Skill Passport Good Employers Guide	Agreed ¹¹	Ongoing
STF	Make members aware of the industry admired Management and Leadership qualifications as set out in the Qualification Reform process.	Proposed	N/A
Institute of Hospitality	Promote Continual Professional Development to members	Agreed	Ongoing
Tourism Management Institute	Investigate the possibility of embedding Continual Professional Development as a fundamental part of membership	Agreed	Ongoing
Springboard UK	Make people aware / promote the identified spine of management qualifications and the management apprenticeship in new careers materials	Agreed	Planned activity
Scottish Enterprise	Develop and deliver; a support package around Hospitality Assured; and the SE Tourism Management Development Programme		
HIE	Develop and deliver; a support package around Hospitality Assured		

¹¹ This has been agreed to be undertaken with specific employers, other employers will be encouraged to sign up to UKSP and the Good Employers Guide

Priority 3 Right qualifications with the right 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 favour shorter, focused courses that can be bundled together rather than larger qualifications. These are not always available.
- Employers don't know what is available and what will add value.

Employers told us they wanted to see:

- Relevant qualifications that meet the needs of the sector
- Clearly understood progression routes across the sector
- Shorter, bite-sized qualifications that you can mix and match
- Funding going to those qualifications that the sector needs most

About this action

This action aims to tackle the vast array of qualifications available across the sector and rationalise them so they are meaningful, clearly understood and promote progression. It also aims to help employers ensure that new entrants have covered the relevant skills and knowledge regardless of the college, but at the same time provide employers with the flexibility to put together relevant qualifications by combining different smaller units. Whilst not every qualification will be eligible for government it is critical to ensure that those qualifications that respond to priority skill needs receive the appropriate funding.

This action addresses the content of qualifications and learning programmes and relates to action 8 that looks at their appropriate delivery.

Measuring the success of this action

Measures of short-term success

	2005	2008	2010	2012	2020
% sector employers accessing government funding to train staff ¹²	8%	10%	12%	13%	20%

Measures of long-term success

	2005	2008	2010	2012	2020
% sector employees trained towards nationally recognised qualifications in last 12 months ¹³	60%	63%	65%	67%	75%

¹² Baseline: People1st,

¹³ Baseline: (projections based on a gradual yearly increase of 0.1%)

How this action will be implemented: commitments from employers and partners to help us meet our collective targets

Developing the infrastructure – Activities to 2008

- Establish a framework of industry standard qualifications that are recognised and 'admired' by industry
- Produce plan to identify qualifications development
- Investigate company development programme accreditation to support industry
- Ensure all priority qualification areas receive appropriate funding

Develop the infrastructure to ensure the right qualifications are available and appropriately funded

Who / Partner	Commitment	Status	Target date to be achieved
Employers	5000 UK employers participated in initial research	Agreed	Completed throughout 2005-2007
People1st and employers	Show those qualifications that employers believe deserve special mention on the UKSP (through the Good Qualifications Guide) until the qualifications reform is completed	Agreed	To be completed by end of November 2007
People1st and employers	Outline a strategy for qualifications (Sector Qualifications Strategy) that provides the skills required for the sector	Agreed	To be completed by November 2007
People1st and employers	Through the Sector Qualifications Strategy produce a detailed implementation plan that provides the qualifications required by the sector, which are fit for purpose and based on National Occupational Standards. This should outline a clear process for in-house accreditation and unit and credit frameworks.	Agreed	To be completed by April 2008
People 1 st , SCQF and awarding bodies	Credit rate and level all Hospitality NOS on SCQF	Agreed	To be completed by April 2008
Awarding bodies	Develop the required qualifications in consultation with People1st and SQA	Agreed	To be completed by April 2009
People 1 st and SCQF and awarding bodies	Develop clear process for development and accreditation of quals and for in house accreditation	Agreed	To be completed by April 2008
People 1 st and SQA	Partnership working on SCQ and Accreditation of qualifications	Agreed	Ongoing
People1st	Advise the government on which vocational qualifications should be priorities for public funding	Agreed	To be completed by March 2009
People1st	Promote and market the preferred qualifications to employers as the provision of choice, thereby driving up demand	Agreed	Planned activity

Priority 4 Small Sector Business Support

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.
- Over 80 percent of owner operators had no prior experience of working in the sector before setting up their business.

Employers told us they wanted to see:

- Small businesses courses and qualifications written for small businesses
- Flexible delivery of courses
- One point of contact to understand the different training opportunities available
- Support from experienced operators

About this action

This action aims to ensure that smaller qualifications focused on areas of business development are developed and that appropriate funding is made available. It also aims to ensure that employers understand the range of business support available and that these are effectively delivered and receive appropriate funding.

Measuring the success of this action

Measures of short-term success

	2006	2008	2010	2012	2020
% small employers who know who to contact about accessing government funding to train staff ¹⁴	26%	28%	30%	32%	34%
% of small businesses that offer their staff nationally recognised qualifications ¹⁵					

Measures of long-term success

	2005	2008	2010	2012	2020
% new businesses that fail within 3 years ¹⁶	50%				

¹⁴ Baseline: People1st, Training and Qualifications Survey, 2006

¹⁵ Baseline and targets to be agreed

¹⁶ Targets to be agreed

How this action will be implemented: commitments from employers and partners to help us meet our collective targets

Developing the infrastructure – Activities to 2008

- Develop a framework of appropriate shorter, business orientated training
- Identify appropriate sector specific tools through the UK Skills Passport

Develop the infrastructure to ensure the right qualifications are available and raise awareness of them

Who / Partner	Commitment	Status	Target date to be achieved
People1st	Through the Sector Qualifications Strategy outline a strategy for qualifications that meet the needs of micro businesses for the sector	Agreed	To be completed by November 2007
People1st	Through the Sector Qualifications Strategy produce a detailed plan that meet the needs of micro businesses	Agreed	To be completed by April 2008
Awarding bodies	Develop required qualifications in consultation with People1st and SQA	Agreed	To be completed by April 2009
People 1 st and employers	Through the Sector Qualifications Strategy produce an Apprenticeship Strategy that takes into account the needs of small businesses	Agreed	To be completed by April 2008
People1st	Provide the same people management and training and development support for small and micro businesses that are experienced by large employers through the UKSP. E.g. Good Employers Guide, signposting to best provision and job vacancies.	Agreed	To be completed by November 2007
STF	Make members aware of the industry admired Management and Leadership, Customer Service and Chef qualifications as set out in the Qualification Reform process.	Proposed	N/A
SE	Provide the same people management and training and development support for small and micro businesses that are experienced by large employers ie tourism innovation workshops, 100K welcomes, national Training programmes, Recruitment and retention support and workforce skills seminars	Agreed	Ongoing
HIE	Provide the same people management and training and development support for small and micro businesses that are experienced by large employers ie 100K welcomes, national Training programmes and Recruitment and retention support	Agreed	Ongoing

Identify appropriate sector specific tools through the UK Skills Passport

Who / Partner	Commitment	Status	Target date to be achieved
People1st	UK Skills Passport to signpost to the best small business support available	Completed	
People1st, employers	Good Employer best practice standards	Completed	
Institute of Hospitality	Continue to promote Hospitable Climates and Hospitality Assured to small and micro businesses	Agreed	Ongoing
Visit Scotland	Work with People1st to develop a more complimentary and holistic offer to small businesses. TBT courses identified	Agreed	Ongoing
People 1 st and employers	Establish a group of skills champions who will work to promote the National Skills Strategy and raise awareness of the key solutions/areas embedded within the UK Skills Passport, including: <ul style="list-style-type: none"> - Good Employer Guide - Career maps - Job Vacancies - Professional Cookery Diploma - People planning and development - Good Provider Guide - Job vacancies / Job description sharing 	Proposed	N/A

Priority 5 Customer Service Development

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 business 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.

Employers told us they wanted to see:

- Flexible, bite-sized delivery that takes into account in-house courses
- More demanding customer service qualifications for the sector
- Customer service courses taking into account cross-cultural issues
- Customer service delivery taking into account the needs of non-first language English speakers

About this action

This action focuses on providing a world class customer service solution for the sector that meets the needs of each industry and is easily contextualised for individual businesses. It will involve undertaking in-depth research to identify high standards of customer service and understand how that has been achieved. It will also look at whether a possible qualification or training programme needs to be developed and how this can be delivered. The resulting programme will require public funding and will require a high profile / significant communications drive. This is very pertinent to the success of the Commonwealth Games which is coming to Glasgow in 2014. It is essential that Scotland is informed by the Olympic Games experience in London.

Measuring the success of this action

Measures of short-term success

	2006	2008	2010	2012	2020
Percentage of employers offering their staff customer service training ¹⁷					

Measures of long-term success

	2005	2008	2010	2012	2020
Percentage of employers reporting skills gaps for customer service					
International visitors experience of the sector’s service					

¹⁷ All: Baselines and targets to be agreed

How this action will be implemented: commitments from employers and partners to help us meet our collective targets

Developing the infrastructure – Activities to 2008

- Complete international research to identify customer service best practice
- Identify and/or develop suitable customer service provision
- Ensure the identified customer service programmes receive appropriate funding
- Launch the ‘Welcome to Britain’ customer service campaign

Develop the infrastructure to ensure the right qualifications are available and appropriately funded

Who / Partner	Commitment	Status	Target date to be achieved
London Development Agency and the London Learning and Skills Council	Fund research to identify existing best practice in customer service in the UK and internationally in order to assess how they can be incorporated into a customer service qualification or learning solution for the sector in readiness for the 2012 Games	Agreed	To be completed by end March 2008
People1st	Understand research to identify existing best practice in customer service in the UK and internationally in order to assess how they can be incorporated into a customer service qualification or learning solution for the sector	Agreed	To be completed by December 2007
People1st	Link relevant recommendations into the Sector Qualifications Strategy in order to outline the future direction of customer service provision for the sector	Agreed	To be completed by April 2008
SE and HIE	Management of 100K Welcomes; Leadership and Operations programmes. Involvement in wider project	Agreed	To be completed by end March 2008
People 1st	Research into effect of work process knowledge on customer experience. Support tools to be developed.	Agreed	Completed research. Tool in development

Promote the use of customer service qualifications

Who / Partner	Commitment	Status	Target date to be achieved
STF	Make members aware of the industry admired Customer Service qualifications as set out in the Qualification Reform process.	In principle	Ongoing
STF	Support and promote the customer service campaign	In principle	Ongoing

Priority 6 Professionalism of craft skills for the kitchen

Universal industry standards of professional training established

Employers told us they wanted to see:

- Students who have undertaken a chef qualification leaving college with the same skills, regardless of the college they have studied, and are robustly assessed.
- Clearly recognised chef qualifications that aid progression and provide a broad range of skills and knowledge
- Shorter courses made available for ongoing training and development in the workplace
- Employers much more involved in the delivery of chef courses in colleges
- Funding being prioritised for chef courses.

About this action

This action is about ensuring the chef qualifications have the confidence of chefs and employers. It wants to make sure that appropriate funding is available to reflect the cost of delivering these programmes to the quality required. It also aims to ensure the availability of flexible qualifications that can be built up to meet the specific needs of different businesses.

It is a fact that employers are more likely to report difficulties recruiting chefs than any other occupation in the sector. Putting the right qualifications and programmes in place is one aspect and this is covered in Priority 3. However entrants also require initial and ongoing support and development opportunities from their employers. Establishing clear career routes and a professional approach is essential. All the partners have agreed to support such a framework and to focus on kitchen craft skills as a priority area.

Measuring the success of this action

Measures of short-term success

	2005	2008	2010	2012	2020
% Chefs with a Level 3 qualification ¹⁸	35%	36%	37%	39%	43%
% Chefs with a Level 2 qualification ¹⁹	71%	72%	73%	75%	80%
% of employers reporting skill gaps for chefs ²⁰	30%	28%	26%	24%	16%

How this action will be implemented: commitments from employers and partners to help us meet our collective targets

Develop the infrastructure – Activities to 2008

- Complete the pilot of the 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 quality delivery of chef programme

¹⁸ Baseline: Labour Force Survey

¹⁹ Baseline: Labour Force Survey

²⁰ Source: Future Skills Scotland – ‘technical and practical skills’ (% of those reporting skill gaps)

- With UK Skills, industry ambassadors and suppliers develop a competition strategy for the UK towards winning gold in 2011

Develop the infrastructure to ensure the right qualifications are available and appropriately funded

Who / Partner	Commitment	Status	Target date to be achieved
People1st, employers, awarding bodies	Develop and pilot Levels 1 and 2	Completed	
People1st	Work with employers, students, awarding bodies and learning to evaluate the pilot of the levels 1 and 2 Diplomas in Professional Cookery	Completed in July 2007	
People1st	Outline a robust strategy for qualification reform that provides the chef skills required for the sector	Completed in November 2007	
People1st	Through the Sector Qualifications Strategy produce a detailed implementation plan that provide the chef skills required for the sector at levels 1, 2, 3 and 4 for entry into the workplace and ongoing training and development – that are fit for purpose and based on National Occupational Standards	Agreed	To be completed by April 2008
People1st	Work with employers, awarding bodies and learning providers to ensure the level 3 Diploma in Advanced Professional Cookery meets the needs of the sector	Agreed	To be completed by September 2008
Awarding bodies	Develop qualifications at levels 1, 2, 3 and 4 in consultation with People1st and SQA that meet the identified needs of the sector	Agreed	To be completed by April 2009

Ensure best practice delivery of the qualifications

Who / Partner	Commitment	Status	Target date to be achieved
Sector employers	Employers wishing to offer a work placement sign up to UK Skill Passport Good Employers Guide	Agreed	Ongoing
Further education colleges	Colleges choosing employers wishing to offer work placements prioritise those who have signed up to the UK Skills Passport Good Employers Guide	Proposed	Ongoing
Chef guilds	Guide the content of assessments and help increase the quality of employer involvement	Agreed	Ongoing
People1st	Through the UK Skills Passport showcase those colleges offering the new Professional Cookery Diplomas	Agreed	Ongoing

Priority 7 Compliance programmes

Raising the basic standards in commercial kitchens

- 26,000 chefs and cooks in the UK 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.

Employers told us they wanted to see:

- Businesses adopting poor food safety practices tackled as they are harming the reputation of the whole sector
- Funding available for food safety training
- New entrants entering the sector with a broad range of essential skills, such as food safety, employability skills and health and safety

About this action

This action aims to support employers develop a code of best practice that will provide the sector with a minimum standard of training and qualifications for health and safety and food safety. On the back of that all small and micro businesses will be encouraged to reach this standard and ensure appropriate funding is available to support them reach this level. All new entrants will be encouraged to attain these qualifications by incorporating them in existing programmes.

Measuring the success of this action

Measures of short-term success

	2005	2008	2010	2012	2020
% Chefs with no qualifications ²¹	5%	4%	3%	2%	0%
Number of Approved Kitchen Practitioners (per annum) ²²					

Measures of long-term success

	2005	2008	2010	2012	2020
Percentage of hospitality premises that have severe non-compliance with statutory requirements ²³					
Percentage of hospitality premises that have some non-compliance with statutory requirements ²⁴					
Number of sector food premises without stars under the 'Scores on the doors' scheme					

²¹ Baseline: Labour Force Survey

²² Baseline: People1st

²³ All baselines and targets need to be agreed

²⁴ Baseline: Food Standards Agency

Develop the infrastructure – Activities to 2008

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

The need for a Code of Best Practice is high on the agenda, but given the challenges of implementing a meaningful scheme that does not place unnecessary burdens on sector employers, particularly small and micro businesses, discussions are ongoing,

However, the code needs to include food safety, manual handling, health and safety and COSHH. A mechanism needs to be found to put this in place.

Priority 8 World Class Delivery
Building and recognising responsive provision

Employers told us they wanted to see:

- Consistent delivery of skills from college
- Poor providers being supported in order to help them raise their game
- Signposting of good providers

All the partners support the importance of quality delivery and ensure quality assurance measures are in place. The need for delivery to be flexible and appropriate is also recognised. The focus will be on identifying the delivery that is effective and ensuring that a programme of continual professional development is in place to sustain it.

Measures of success

	2001-05	2008	2010	2012	2020
% FE providers scoring excellent or good on how well teaching and learning meets individual's needs					
% FE providers scoring excellent or good on how well learners learn and make progress					
% FE providers scoring excellent or good on the suitability and rigour of assessment					
% FE providers scoring excellent or good on quality of teaching in lessons					
Number of leavers of full-time hospitality programmes who are working in the sector a year after completion of their course					

How this action will be implemented: commitments from employers and partners to help us meet our collective targets

Develop the infrastructure – Activities to 2008

- Identify where world class provision and quality of learning currently exists in the sector
- Complete international research into key areas – identify the blue riband international programmes to introduce to the UK
- Funding to support small and micro employers to help their kitchen staff achieve the Approved Professional Programme status
- Identify the available provision and providers and launch the Good Provider Guide – with established criteria and tracking methodology

Develop mechanisms to raise the quality of delivery

Who / Partner	Commitment	Status	Target date to be achieved
People1st	Develop a Good Provider Guide to help employers identify the most suitable provider for their needs. The Guide will have a clear criteria that related to specific qualifications and learning programmes, allowing employers to rate providers and add comments.	Agreed	To be completed by end November 2007
People1st, UK Skills, industry ambassadors	Develop a competition strategy for the UK towards winning gold in 2011	Agreed	To be completed by October 2011
Springboard UK	Springboard to work with People1st in integrating future chef into World Skills	Agreed	Ongoing
People 1 st and MACs	CPD programme for MACs	Agreed	Ongoing
People 1 st and all learning providers	CPD programme to be widened to include all learning providers	Proposed	

Priority 9 High skilled entry routes

Developing high calibre entry routes

What employers told us they wanted to see:

- Demanding qualifications that attract highly skilled entrants
- Apprenticeships that provided the skills and knowledge required and provide high calibre entry routes that can meet the most talented aspirations
- Fewer people not completing the Apprenticeship
- Qualifications that provide school children with a combination of fund and an understanding of the skills and opportunities of the sector.

About this action

This action aims to ensure that there are robust pathways to encourage people to develop higher skill needs. It aims to ensure that apprenticeships available for the sector are developing the range of skills and knowledge the sector requires whilst at the same time retaining apprentices for the duration of their programme.

All partners are agreed that providing high skilled entry routes promotes a professional approach to workforce skills development and enables businesses to be more productive. It is a problem in a sector that has very few entry requirements. The partners are committed to supporting the sector by ensuring there are routes available that provide the skills required. The Sector Qualifications Strategy will identify existing provision and gaps for development.

Measure for success

Measures of short-term success

	2006	2008	2010	2012	2020
Measure of success					
Take up of Skills for Work Courses Hosp Int 1 and 2 - no. of Centres					
Take up of Skills for Work Courses Hosp. Int 1 and 2 – no.of Centres					
Recruitment onto Apprenticeship frameworks					
Achievement rates on Apprenticeship frameworks					

Measures of long-term success

	2005	2008	2010	2012	2020
Percentage of employers reporting skills gaps in managers ²⁵	4.6%	4.3%	4.1%	3.9%	3.1%

²⁵ Source: National Employer Skills Survey 2005 - Projections based on yearly 0.1% decrease

How this action will be implemented: commitments from employers and partners to help us meet our collective targets

Develop the infrastructure – Activities to 2008

- Develop a Gold Standard Chef Apprenticeship for the sector
- Develop a Gold Standard Aspirational Management Apprenticeships for the sector
- Establish Junior Chefs Academy model for rollout

Who / Partner	Commitment	Status	Target date to be achieved
People1st and employers	Through the Sector Qualifications Strategy produce an Apprenticeship Strategy that puts in place robust Apprenticeship frameworks and that address current poor retention rates.	Agreed	To be completed in April 2008
People1st	Through the Sector Qualifications Strategy help ensure that tangible entry and progression routes are clearly identified and relevant qualifications made available	Agreed	To be completed March 2008
People1st	Continue to lobby to ensure that all Apprentices are tracked through the UK Skills Passport	Agreed	Ongoing
People1st	Highlight quality programmes and provision that meet the needs of employers through the UK Skills Passport	Agreed	To be completed by November 2007
Springboard UK	Use the career road maps within the UKSP to support our tailored careers advice and guidance	Agreed	Ongoing
People 1 st and MACs	Continue with CPD programme aiming at best quality in MAs	Agreed	Ongoing

Priority 10 Broadening the appeal

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 to the UK from the EU Accession States since May 2004.

Employers told us they wanted to see:

- Better training and support for people coming into the sector
- Easier means of recruiting skilled chefs from outside the EEA
- The same opportunities available for older workers
- Appropriate use of “the second level 2”
- The sector seen as a viable career choice by the most talented
- Pre-employment for people outside of the workplace

About this action

This action looks at ensuring that the opportunities available across the sector are clearly understood to a range of potential entrants by ensuring that those involved in providing careers advice are using the UK Skills Passport. It also looks at putting in place a robust gateway for those on incapacity and jobseekers allowance.

Measuring the success of this action

Measures of success

	2005	2007	2008	2010	2012	2020
% unfilled vacancies (as proportion of employment) ²⁶	n/a	2.4%	2.3%	2.1%	1.6%	0.8%
% hard-to-fill vacancies (as proportion of vacancies) ²⁷	44%	n/a	41%	39%	37%	29%
% workforce aged 16-19 (economy average = 5%) ²⁸	18%	n/a	17%	17%	17%	15%

Measures of long-term success

	2005	2008	2010	2012	2020
% of the workforce over 25 ²⁹	66%	67.5%	68.5%	69.5%	73.5%

²⁶ Baseline: Jobcentre Plus (projections based upon annual 0.1% decrease)

²⁷ Baseline:

²⁸ Baseline: Social Trends, ONS

²⁹ Projections based upon annual 0.5% increase

How this action will be implemented: commitments from employers and partners to help us meet our collective targets

Develop the infrastructure – Activities to 2008

- 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 skills needs and provision
- All careers advisors have access to the UK Skills Passport
- Strategy developed for upskilling over 25 year old workers – including, for example, women returners to work and taking into account greater cultural diversity
- Identify skills for life requirements and appropriate provision

Who / Partner	Commitment	Status	Target date to be achieved
People1st, Government, Springboard UK	Broaden opportunities to work in the sector using the UK Skills Passport, through: <ul style="list-style-type: none"> ▪ Career maps ▪ Good Employers ▪ Job descriptions ▪ Job vacancies 	Agreed	To be completed by November 2007
Springboard UK, People1st	Create, share and promote real people stories	Agreed	Ongoing
Jobcentre Plus	Supporting Local employment partnerships	Agreed	Ongoing
British Hospitality Association and People1st	Identify the extent to which there is a need for skilled chefs outside of the EEA to come and work in the UK sector	Agreed	Ongoing
People 1st and Scottish Government	Support for Experience Counts initiative – P1 Pilot exploring the learning needs of workers over 50	Agreed	To be completed by April 2008
People 1 st , WEA and STUC	Support for basic skills delivery and ESOL delivery in the workplace	Agreed	Ongoing

Section 6

Tourism Framework for Change – Draft Training Action Plan version 4 and how it relates to the SSA

This section outlines the process of putting together the Training Action Plan for the Tourism Framework for Change and how the partners and content relate to the SSA.

Review of the Tourism Strategy

A series of Skills Summits were held in 2005 and 2006 to support the development of the Tourism Framework for Change and its vision for Scotland to be one of the world's foremost tourism destinations by 2015. The aim is to increase gross tourism revenues by 50% by 2015. This target has subsequently been questioned by the present Administration who believe the targets are too ambitious. An Inquiry is currently being held by the Committee for Economy, Energy and Tourism and will be completed by March 08.

The Skills Summits comprised public sector agencies, trade bodies, industry leaders and employers and were informed and guided by People 1st's SSA process.

List of attendees to the first Skills Summit organised by STF in August 2005;

Name		Organisation
Stephen	Spencer	Ascension Solutions Ltd
James	Fowlie	COSLA
Audrey	Maclennan	Highlands & Islands Enterprise
David	McHattie	People 1st
Kate	Tetley	People 1st
Gillian	Stirton	Pride and Passion
Eddie	Brogan	Scottish Enterprise Fife
Ian	Reynolds	Scottish Enterprise Tayside
Kirsten	Davidson	Scottish Executive
Mairi	Macpherson	Scottish Executive
Martin	Boyle	Scottish Executive
Stephen	Kerr	Scottish Executive
Alan	Rankin	Scottish Tourism Forum
Fiona	MacLachlan	Scottish Tourism Forum
John	Lennon	Scottish Tourism Forum
Peter	Taylor	Scottish Tourism Forum
David	Cochrane	Springboard
Colin	Houston	VisitScotland
Sue	Crossman	Tourism Innovation Group

Further summit groups included the People 1st Employers and Enablers detailed at the beginning of stage 5 of this document and additional employers on short life committees.

The Summit group focused on three areas identified by the SSA research as crucial to the competitiveness of Scottish tourism and agreed draft priorities and actions. The three areas were;

- Management and leadership
- Workforce skills
- Recruitment and Retention

People 1st were actioned to develop a Training Action Plan [TAP] and the aspiration of all partners is detailed under Target 5 of the Tourism Framework for Change;

'Our aspiration is that this will result in year-on-year improvement in staff satisfaction [working towards 80% by 2015] and customer satisfaction [working towards 90% by 2015], leading to year-on-year improvement in productivity.'

It was agreed that all agencies involved in the development of people and skills would be measured against the TAP with Scottish Tourism Forum reporting on the supporting actions being undertaken by tourism businesses.

Partners detailed current activity and a matrix was developed however much of this has now changed since the new Skills Strategy was launched by the Government in September 2007. This Strategy removes most of the skills and training functions from the Enterprise Networks and creates a new Skills Body incorporating these functions, plus Careers Scotland and Learndirect Scotland. This new Body will be in operation by April 2008.

However in late June 2007 Scottish Enterprise and Highlands and Islands Enterprise indicated that they would not be prepared to sign off any SSA until the TAP document was agreed. The schedule of meetings and actions from February 2007 to December 2007 is detailed at Annex 2. The draft TAP document version 4.1 collated by Scottish Enterprise is available below but it currently only details current activity undertaken by Scottish Enterprise, HIE, Springboard and Tourist Board Training. SSAs are already in place with all other partners. The TAP has been scaled down from the 10 point SSA to 3 points reflecting the three TFFC priorities; management, workforce skills and recruitment and retention.

People 1st have always strongly maintained that the SSA is the over arching strategic document and that the TAP should contain the short term action points moving forward.

The skills and training responsibilities of Scottish Enterprise will be moved to the new Skills Body by April 2008.

Annex 1
Training Action Plan
Version 4.1 (Revised Draft) 13th December 2007
Revised by: Scottish Enterprise for;

- *People 1st*
- *Highlands & Islands Enterprise*
- *Tourist Board Training / Visit Scotland*
- *Springboard Scotland*
- *The Industry*

Overview of the Training Action Plan:

The Tourism Framework for Change target 5 states:

“To help managers and business owners, People 1st will work with government and education to ensure industry has the opportunity to get the skills industry needs. People 1st will develop a Training Action Plan (TAP) which will focus on three areas identified in the research and skills Summits as crucial to the competitiveness of Scottish Tourism, these are:

- *Management & Leadership:*
- *Workforce skills especially customer service and chef skills; and*
- *Retention – of staff within businesses and within the industry as a whole.”*

This document was initiated by People 1st in response to that target and to highlight actions that the key stakeholders are undertaking to support development and growth in these three areas.

It is critical that the TAP is regularly reviewed as a working document to ensure that all activities, actions and outcomes remain relevant to the industry sector it represents. People 1st will coordinate this information with the key stakeholders on a regular, at least quarterly, basis and update the content of the TAP as appropriate.

Management and leadership development

Organisation	Activity	Aim
HIE	Hospitality Assured	Develop and deliver a holistic support package designed around an international Service and Business Excellence.
SE	Hospitality Assured	Demonstrate through pilot programme activity the benefits to industry of using Hospitality Assured
SE	Scottish Enterprise Tourism Management Development programme ⇒ Gleneagles masterclasses ⇒ Business insights ⇒ Conferences	A range of opportunities for owners and key staff in Scottish tourism businesses to develop their own knowledge and skills through access to UK and international best practice on key business issues
SDI	Win Worldwide	Win Worldwide has been developed for businesses seeking to exploit international opportunities and win a slice of these lucrative

		overseas markets
VisitScotland	Quality Assurance Mystery Visit programme	Measure customer care against industry & individual business standards
VisitScotland/T BT	Niche Market/Welcome Scheme Awareness Workshops	Co-ordinated programme of local workshops to raise business awareness of benefits of focussing on individual niche markets.
VisitScotland/T BT	Product Knowledge/Niche Market Online Resources	Work with FE sector & Learndirect Scotland to provide online resources to improve access to Product Knowledge & Niche Market customer requirements.
VisitScotland/T BT	Green Tourism Business Scheme Awareness Workshops	Raise awareness of energy efficiency, encouraging use of green products and practices and introducing businesses to the Green Tourism Business Scheme.
SE	Tourism Innovation workshops	One-day workshops designed for groups or individual businesses that help generate ideas for collaborating and for finding more effective ways to work together or develop new product offerings.
HIE/SE	Tourism Development Programme – 100k Welcomes Leadership programme	100k Welcomes is the name of a portfolio of courses developed for the Scottish tourism industry on behalf of Scottish Enterprise and Highlands and Islands Enterprise The Leadership Programme is designed to support leaders at all levels, helping them understand how the Scottish experience is delivered through great service.

Workforce Skills

Organisation	Activity	Aim
HIE/SE	Tourism Development Programme – 100k Welcomes Operations programme	The Operations Programme is for all customer-facing staff, helping them tap into creativity, pride and passion to help transform the customer experience.
HIE/SE	National Training Programmes	The Enterprise Networks have a responsibility for the contracting and quality assurance of the national training programmes, Skillseekers, Training for Work, Get ready for Work and Modern apprenticeships.
SE	Workforce skills seminars	Series of 9 seminars aimed at developing operational management and leadership competencies. This is a new standard SE product with specific pilot group activity including the Tourism sector. Seminars will be delivered over a 5-6 month period.
VisitScotland/T BT	Niche Market/Welcome Scheme Awareness Workshops	Co-ordinated programme of local workshops to raise business awareness of benefits of focussing on individual niche markets.
VisitScotland/T BT	Product Knowledge/Niche Market Online Resources	Work with FE sector & Learndirect Scotland to provide online resources to improve access to Product Knowledge & Niche Market customer requirements.

VisitScotland/T BT	Green Tourism Business Scheme Awareness Workshops	Raise awareness of energy efficiency, encouraging use of green products and practices and introducing businesses to the Green Tourism Business Scheme.
HIE/ Springboard	Partnership activity to influence change in industry knowledge and performance in R&R practices.	Provide a team of recruitment and retention specialists who will deliver practical support and help to employers through identification of current performance in the area of attracting and keeping staff. Provide employers with detailed report and areas in need of improvement. Support employers to implement actions.
HIE/ Springboard	Provision of taster experiences and specialist career related opportunities for young people across all occupational areas of tourism.	Promote tourism as a first choice career option.

Recruitment & Retention

Organisation	Activity	Aim
SELEcs/ Springboard	Local partnership activity to meet identified R&R needs including delivery of R&R workshops and workbooks.	Improve locally identified areas of weakness through implementation of actions identified within R&R plans.
Springboard	Work with Scottish Tourism Forum to deliver activities in line with Determined to Succeed.	DtS is the Scottish Executive's strategy for enterprise in education. It aims to help Scotland's young people develop self-confidence, self-reliance and ambition to achieve their goals - in work and in life.
Springboard	In partnership with Careers Scotland work directly with potential recruits, showcasing the vast range of career opportunities in Scottish Tourism	To help young people, unemployed clients, adult returners, career changers and disadvantaged people to improve their prospects in life by preparing them for work in hospitality, leisure, travel and tourism.

Annex 2

Delivery Partner Meetings with People 1st SSA Agreement Scotland February 07 – December 07

Commentary

Delivery Partner	Meeting and Activities log
SEnterprise	<ul style="list-style-type: none"> • 21/02/07 Stage 3 and National Skills Strategy [NSS] circulated prior to SSA Project Board Meeting. • 28/02/07 P1 Board Meeting of employers and enablers - Stevie Williamson attended - NSS/TAP was presented and discussed. Formal comments from SSA Board and P1 Board to be received by 23/03/07 • 27/03/07 Linda Murray emailed but wished to respond in full at meeting on 05/04/07 • 02/04/07 Refreshed action plan circulated • 05/04/07 Meeting with Linda Murray, Eric Milligan, Careers Scotland and Scottish Executive - Details of action plan discussed specifically M&L, MA Plan, how training relates to productivity and small business support. SE to consider what their contribution would be. • 24/04/07 Following requested papers sent to Eric Milligan; <ul style="list-style-type: none"> Revised SSA action plan Annex detailing development of UKSp Draft MA project Plan for 07/08 • 30/04/07 Meeting with Eric Milligan to discuss projects specifically National Programmes • 09/05/07 Following requested additional info sent to Eric; <ul style="list-style-type: none"> Specific additional research Sector Qualification Strategy briefing paper Revised MA plan • 15/05/07 Meeting with Eric and Linda agreed the following; <ul style="list-style-type: none"> Revisions to Action Plan – circulated 22nd May Matrix of Partners' Priorities – circulated 23rd May • 11/06/07 – TFFC Meeting – David McHattie • 19/06/07 – SSA Project Board Meeting • 05/07/07 – Stevie Williamson sends TAP document to P1 • 11/07/07 – Meeting with Eric Milligan agrees more detail to bilateral actions • 27/07/07 – Following meeting between David McHattie and John Brown on the 10th the Scottish Exec supports TAP sign off before SSA • 30/08/07 – Meeting with Stevie, HIE, Springboard and TBT • 18/09/07 – Meeting with Stevie to discuss detail • 19/11/07 – TFFC Meeting – David McHattie • 20/11/07 – Meeting Lindsay / David / Stevie and Eric – Discussions on closing out TAP and agreeing endorsement from original skills summit. • 14/12/07 – Feedback received from Stevie on TAP on behalf of SE and HIE
HIE	<ul style="list-style-type: none"> • 21/02/07 Stage 3 and National Skills Strategy [NSS] circulated prior to SSA Project Board Meeting. • 28/02/07 P1 Board Meeting of employers and enablers - AM attended - NSS/TAP was presented and discussed. Formal comments from SSA Board and P1 Board to be received by 23/03/07 • 28/03/07 – Meeting with AM – NSS agreed in principle but revisions and additional research requested

	<ul style="list-style-type: none"> • 02/04/07 – Revised paper circulated • 24/04/07 – additional revisions circulated • 04/05/07 – additional research papers circulated [SQS, NLOD and MA] • 23/05/07 – additional papers sent [Revised SSA, Matrix or partners' priorities] • 25/05/07 – two requested proposals submitted [UKSp and Employer engagement] • 08/06/07 Phone message from AM– no comment and will deal thru TAP process • 11/06/07 – TFFC Meeting – David McHattie • 19/06/07 – SSA Project Board Meeting • 05/07/07 – Stevie Williamson sends TAP template to P1 on behalf of HIE • 18/07/07 – detailed feedback received from HIE and more research and info requested • 18/07/07 – P1 sent more info • 27/07/07 – Following meeting between David McHattie and John Brown on the 10th the Scottish Exec supports TAP sign off before SSA • 30/08/07 – Meeting with ScEnt, HIE, Springboard and TBT • 18/09/07 – Meeting with ScEnt to discuss detail • 19/11/07 – TFFC Meeting – David McHattie • 20/11/07 – Meeting Lindsay / David / Stevie and Eric – Discussions on closing out TAP and agreeing endorsement from original skills summit. • 14/12/07 – Feedback received from Stevie on TAP on behalf of SE and HIE
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Scottish Funding Council	Signed off in August 07
Careers Scotland	To be signed off by Scottish Enterprise and HIE – see above
LDS	Signed off in August 07
STUC	Signed off for SSA Project Board Meeting on 19/06/07
SQA	Signed off for SSA Project Board Meeting on 19/06/07
Job Centre Plus	Signed off for SSA Project Board Meeting on 19/06/07