

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

Stage five

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

March 2007

Introduction

This document reports on the progress to secure a Sector Skills Agreement for the hospitality, leisure, travel and tourism sector.

The document marks the culmination of stage five of the Sector Skills Agreement for the hospitality, leisure, travel and tourism sector in Wales. 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.

The Sector Skills Agreement is underpinned by the largest skills and labour market research undertaken across the sector over the past 20 years. In the course of the research People1st has spoken to employers through telephone consultations, working groups and one-to-one interviews across the four Welsh regions.

Separate stage five reports have been produced for England, Scotland 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 two sections:

Section one provides an overview of the approach to secure agreement

Section two examines the evidence base on which the Agreement attempts to tackle

Section three provides an overview of the proposals within the Agreement

Section four presents progress to secure agreement by each key partner

Section five presents next steps.

Annexes

A Consultative draft of the National Skills Strategy

B Stage four of the Sector Skills Agreement for Wales

1. Overview of the approach to secure agreement

Introduction

This short section outlines how People1st has approached securing agreement with key partners and employers. It specifically outlines the process to produce a National Skills Strategy for the sector.

1.1 Using the National Skills Strategy to put in place a SSA

People1st has since January 2006 been working with the Wales Tourism Alliance to ensure the final Sector Skills Agreement can meet the needs of the sector. A number of task and finish groups have met to look more closely at chefs, management and leadership and customer service. The findings of these groups have been combined with other employer suggestions collected through the stages one and two process to form a draft National Skills Strategy. This Strategy was presented to an employer approval forum which met in Cardiff in January 2007.

The National Skills Strategy has prioritised four key issues emerging from the Sector Skills Agreement:

- Retention
- Management and leadership
- Customer service
- Chefs

1.2 Bi-lateral meetings to secure agreement

A series of bi-lateral meetings took place on the back of the meeting to seek agreement from partners on which actions they felt could be taken forward. These meetings took place between November 2006 and March 2007. A list can be found in the stage four document at annex B.

2. Examining the evidence base

Introduction

This section presents the headline findings from stages one and two of the SSA and provides a rationale for the content of the content of the Agreement.

2.1 Assessing the skills and labour needs of the sector

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 9,600 individual hospitality, leisure, travel and tourism establishments in Wales of which nearly 40 percent are pubs, bars and nightclubs and an additional 30 percent are restaurants. Small and micro businesses are predominant in the sector with 79 percent of establishments employing fewer than 10 people – larger than is found in Scotland and England.

Employment

It is a large and growing sector currently employing in the region of 99,800 people. Across the sector there are large industry variations. The pub industry is the largest industry in terms of employment employing around 25,900 people, followed by restaurants and hospitality services.

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.

The sector employs a young workforce. Overall, nearly a third of staff are under age of 25, with pubs bars and nightclubs employing the highest proportion of 16 to 25 year olds many of which are students. Those working in contract food services provision, hospitality services and other holiday accommodation tend to be older. Casual employment and temporary employment (often owing to seasonality) is common with 10 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. International workers are most likely to be found working in the restaurant industry and geographically, in London. Ethnic minorities make up just three percent of the sector workforce – compared with 11 percent across the UK sector. There is variation across the sector in terms of industry, with the highest number of people from ethnic minorities working in the restaurant industry.

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 Labour and Skill Demands

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 (31 percent of vacancies are proving hard-to-fill (compared to 21 percent across the Wales economy) and four percent of employers report vacancies 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.

Staff turnover

Labour turnover for the whole sector currently stands at 34 percent, this is the equivalent of losing 33,932 people a year and based on an average recruitment and initial training cost of £1,500 is costing the sector £51m. Looking ahead to the Ryder Cup in 2010, the sector would have lost 101,796 people costing £152m.

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.

Skills gaps

Sector employers are slightly less likely to report skills gaps than is the case across the economy as a whole – 18 percent compared to 20 percent. 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, do not necessarily demonstrate any management capabilities, but are offered 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 indicated 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

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.

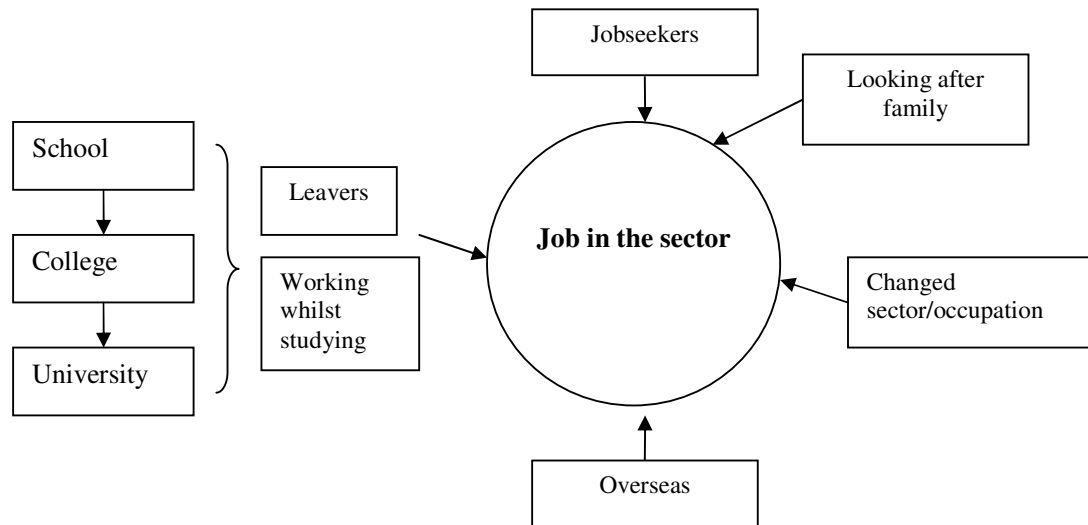
The scenario planning undertaken by employers in the hospitality, leisure, travel and tourism sector enabled employers to explore the potential skill needs of the future. They did not think the types of skill requirements would change significantly, with customer service remaining an essential skill 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.

2.2 Assessing the supply of skills and labour

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 sector provision in schools, with the GCSE in Catering having relatively strong take up – with 4,500 candidates in 2005. While the uptake on the GCSE in Leisure and Tourism is low (with only 696 candidates in 2005), it reflects the relative demand within the sector.

Further education: In further education, the balance between hospitality and catering and travel and tourism programmes tends to reflect demand with over 5,200 learners in hospitality in the academic year 2004/05, compared to just 1,620. However, both areas are dwarfed by the numbers of learners undertaking food safety courses. This underlines the extent to which further education institutions are supporting food safety provision for the workforce, as employers have historically seen food safety as a mandatory area of training.

Demographics: Nearly, 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 staff and bar staff. This is particularly the case in Cardiff. UK figures suggest that 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 training 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. Employers also feel that young people are less likely to consider a career in the sector.

Work placement: Work placement are a key tool to provide young people at schools, colleges and universities with an opportunity gain an understanding of the sector and improve their skills and knowledge. The evidence has reinforced how important this process is, but only a quarter of employers are providing a placement and just over half of these are structured. 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.

Higher education: Just 21 percent of sector employers in Wales have recruited graduates, which is much fewer than across the UK and again reinforces the dominance of micro businesses who tend not to recruit graduates. The main provider of higher education courses in Wales is the University of Wales Cardiff (UWIC).

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. There are 4,294 international

workers in the sector in Wales. In particular, employers are recruiting nationals from the new EU Accession States. Since May 2004, 90,000 have entered the sector across the UK, and approximately two percent of these are working in Wales. These workers are filling front of house roles such as waiting and bar staff.

Workforce Development

Importance of human resource functions

13 percent of sector units have a human resource (HR) function; much lower than elsewhere in the UK and underlines the dominance of micro businesses in Wales. 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

74 percent of Wales employers are offering staff an induction and 60 percent training. 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 that 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.

The majority of training is likely to be in customer service for supervisors. Given the high percentage of employers highlighting skills gaps for managers and customer service this is encouraging. 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 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, 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. However, with the exception of Welcome Host (a qualifications developed by the tourist boards) there are no sector-specific customer service programmes that lead to a formal qualification. However, the take up of Welcome Host is still relatively low, with only ten percent of employers using the qualification and certain industries not being aware of its existence. However, this is twice the number of employers using the qualification than is found across the UK.

The specific needs of owner operators

Before opening their business two thirds of UK owner operators in the sector 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 had considered getting any support.

2.3 Assessing the mismatch between demand and 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 central careers site for the sector 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 nearly 100,000 across 14 different industries it is not always clear what opportunities are available to both potential entrants and the existing workforce. 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 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 in mainly urban areas 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 from the EU Accession States, but only 9,230 have entered the sector in Wales.

Both labour pools do not provide a sustainable source of labour. Partially, this is due 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 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. Evidence suggests that employers are in fact undertaking the same or more training with them, it is felt by some employers that the mentality is not to encourage these people in more senior or higher skilled roles.

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 number on food preparation and cooking NVQs at level 2, employers are critical at the lack of consistency in skill levels of those leaving further education colleges, even though they hold the same qualification. At the same time employers are concerned that the NVQ does not provide the breadth and depth of knowledge required to enter the sector. 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 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 NVQ, which is most commonly used, provides the consistent delivery of these skills. At the same time it

appears that employers are not encouraging those entering the sector to stay and may have too high expectations.

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.

However, 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 show 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 leader are obviously a factor, as it 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 or from initiatives. However, there is growing evidence that this is beginning to change.

3. Proposals for action

Introduction

This section outlines the way in which People1st is aiming to work with employers and partners to put in place the Sector Skills Agreement for the sector.

It highlights ten proposals for action, explaining their aims, rationale and how it is envisaged that the action will be taken forward.

The proposals for action have come directly from an Employer approval forum, which included employers, the Wales Tourism Alliance and the Tourism Training Forum for Wales.

Creating strong incentives

Putting in place a system that is relevant, flexible and coherent will not in itself address the problem. **Employers themselves need to work with the new system in order to increase the effectiveness of their training and development and in turn increase their business performance.** 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:

- a. Government policy
- b. Industry Codes of Practice
- c. Effective Communication
- d. Public Funding
- e. Quality Assurance.

Regional approach

Implementing the Agreement at a regional level is important. As has been outlined in section two, the skill needs of the sector are the same regardless of region. However, the extent of the problems do vary and the final Agreement needs to take that into account, as well as acknowledge the current infrastructure and solutions that may already be successfully implemented at a regional level.

This will be undertaken through a series of bi-lateral discussions with partners at a regional level (see section six). However, these ten actions are relevant to **all nine regions** and will form the basis of those discussions.

Priority 1: Creating the single, transparent communication channel

Headline statistics

- Seven percent of employers are looking to train their staff on a training programme that has not existed for 13 years

Summary of challenge

Employers are broadly confused about what training is available, the relevance of that training to particular occupations, where it can be provided and how funding can be accessed if it is available. This confusion means that it is often the larger businesses with dedicated human resource departments that provide external programmes to their staff and not the small employers who are often most confused. 45 percent of small employers are training their staff compared to 90 percent of large employers. At the same time larger employers are drawing down more funding to help support training.

Rationale

There needs to be greater transparency to help employers in Wales navigate their way across a confusing education and training landscape. The UK Skills Passport highlights those qualifications that employers deem meet their needs, show the development opportunities available for each occupation and how to develop someone working in one occupation into another. Critically the UK Skills Passport ensures that only those qualifications that employers consider as meeting their needs are the ones to receive public funding. It shows where training is available and what funding can be accessed. It helps employers train their employees, as well as promote those employers who are offering development opportunities to new staff looking at moving into the sector or moving jobs.

Summary of action

People1st is in the process of creating a central hub of information that provides Welsh employers and employees access to clearly identifiable development pathways, qualifications that employers have recommended as meeting their needs as well as information on funding. The Passport also incorporates a card to help employees and new entrants log their learning to demonstrate to employers their past experience whilst at the same time having that learning verified.

Employers are being encouraged to offer staff the Skills Passport, but as an incentive there needs to be a funding entitlement and a link to the quality accreditation schemes.

The action aims to involve employers and sector bodies as well as trade unions, **DELLS**, **Federation of Awarding Bodies**.

Priority 2: Professionalism of management and leadership

Headline statistics

- 54 percent of managers do not possess the minimum level of qualification required for a manager
- 17 percent of hotel and accommodation managers do not possess any qualification

Summary of challenge

Strong management and leader are crucial to the performance of the sector, yet nearly a third of employers report that their managers lack the skills required to meet their business needs. Only half of employers are training managers and few are providing robust training that provides their managers with the in-depth knowledge and experience required. The lack of a suitable qualification that employers recognise as meeting their needs as well as confusion about available training and funding contributes to this. At the same time the sector is failing to attract a sufficient number of skilled managers into the sector. This is a symptom of a lack of robust development pathways in place to encourage entry into the sector, but also is a symptom that the sector is failing to take advantage of the fact that thousands of undergraduate students are working casually in the sector, yet are not encouraged to consider the sector as a careers option.

In terms of owner managers, it is estimated that 20,000 new businesses enter the sector each year. However, 10,000 leave it. Over 80 percent of owner operators enter the sector without the required skills and knowledge and the sector is extremely attractive for lifestyle businesses.

Rationale

Employers are emphatic that good management and leadership is essential if the sector is to address the productivity, retention and appeal issues it faces in an increasingly competitive marketplace. Managers need to possess strong management and leadership skills in order to maximise the value from their workforce and other aspects of their businesses.

Summary of action

The action involves encouraging members to support a sector Professional Body that encourages ongoing Continual Professional Development. Managers would be encouraged to undertake at least a level three management and leadership qualification that has been approved by employers.

It would involve employers, the sector's Professional Association, trade associations, People1st, **DELLS**, VisitWales and HEFCW

Priority 3: Right qualifications with the right funding

Headline statistics

- Fewer than three percent of sector employers offer formal qualifications to their staff as part of training

Summary of challenge

Few Welsh employers are offering their staff formal qualifications. Subsequent research has found that many employers are confused about the qualifications available. Those that are aware of the qualifications complain that they are not providing the right skills and knowledge or that they are too long and cannot be delivered as flexibly as many employers require.

Rationale

Only those vocational qualifications that employers deem as relevant to their needs should be made available on the National Qualifications Framework (NQF) and consequently be fundable. The development pathways that are being clarified through the UK Skills Passport need to have relevant qualifications available to them to ensure that staff can develop the required skills.

Summary of action

People1st will continue a large scale research exercise with employers to identify qualifications employers believe fully meets their skill needs. This will feed into the Sector Qualifications Strategy. People1st will then work with awarding bodies to ensure that only those qualifications identified by employers are on the National Qualifications Framework and work with them to complete any gaps.

The action would involve People1st, employers, the Federation of Awarding Bodies and **DELLS**.

Priority 4: Sector small business support

Headline statistics

- Approximately, 50 percent of sector business start-ups fail in their first three years. Employers are far less likely to provide training and development to their staff. Only 47 percent are providing training compared to 90 percent of businesses with over 200 staff

Summary of challenge

It is estimated that 20,000 new businesses enter the sector each year. However, 10,000 percent leave it. Over 80 percent of owner operators enter the sector without the required skills and knowledge and the sector is extremely attractive for lifestyle businesses. Employers are concerned about the negative impact these businesses may be having on a destination is they re failing to provide a consistently high quality of products and service that customer require.

Rationale

The large number of new businesses starting up in the sector illustrates its dynamism and attractiveness, but this is being undermined by the high number of business failures. The sector needs to continue to attract new entrants but ensure they have the right skills and knowledge to make a success of their venture and provide a consistently high quality experience and service to their customers.

Summary of action

It would involve existing support and build on that to provide small and micro employers with a single point of contact for skills related issues. It would provide a forum to discuss problems and best practice and importantly a mechanism to provide small and micro operators with shorter, business-orientated training, as well as channel discretionary funded initiatives.

Those involved would include WAG, Regional Tourism Partnerships, Welsh Local Government Association, Careers Wales, employers and sector bodies.

Priority 5. Gold standard customer service campaign

Headline statistic

- Almost 50 percent of the 8,000 people questioned in a survey for the 2006 Square Meal Restaurant Guide found fault with restaurant service, whereas 25 percent criticised the quality of the food and drink and 17 percent were dissatisfied with the price
- 18 percent of customer facing staff have no qualifications

Summary of challenge

Consistently high levels of customer service are the bedrock on which the sector operates. Current training is not effectively tackling the lack of skills within the current workforce and importantly the lack of a suitable qualification that employers recognise plays an important role. Employers are quick to complain about the poor communication and customer service skills of young people, yet two thirds of waiting staff and half of bar staff are full-time students. The sector focuses exclusively on students and EU Accession State workers to fill vacancies for front facing roles. However, this is not providing a sustainable solution unless we invest in these staff and not treat them as a short-term solution.

Rationale

The UK has a poor global reputation for customer service, yet domestic and international customers continue to demand higher and more sophisticated levels of customer service. Front facing staff, regardless of whether they are permanent or casual, need to provide a consistently high level of customer service and managers need to provide the support to allow them to effectively respond. The 2010 Ryder Cup and the Olympics in 2012 presents the ideal opportunity to eradicate our poor perception and present the sector in Wales as one offering a world class customer experience. The sector needs more than a suite of qualifications but a campaign to better understand customer needs, develop staff across the whole sector and means of measuring the visitor experience.

Summary of action

Using the 2010 Ryder Cup and the 2012 Games as a catalyst a suite of customer service qualifications would be put in place at levels bronze, silver and gold to raise the level of customer service. It would also greater support for employers to better understand customer needs as well as better mechanisms to measure the visitor experience. It is envisaged that all customer facing staff in the sector would hold a silver – equating to a level 2 qualification.

The action would involve VisitWales, sector bodies, DELLS and People1st

Priority 6. Professionalism of chefs

Headline statistics

- 49 percent of chefs do not possess the minimum level of qualification required for a chef
- Over 2,255 chefs do not currently have any qualification not even a food hygiene certificate
- 46 percent of food premises show some non-compliance with statutory requirements or industry codes of practice.

Summary of challenge

The sector continues to struggle to recruit chefs with a sound foundation of skills and knowledge. There are insufficient numbers of people coming into the sector wanting to become chefs. Over the past decade the NVQ in food preparation and cooking has provided the main route through further education, but employers are concerned about its consistency with different colleges covering different areas, with many employers complaining that new entrants are lacking the basics. Few employers are actually supporting new entrants coming into the sector so many are being put off. There is a distinct lack of professionalism, but little training is resulting in a qualification and so the days when it could be expected that chefs had a sound knowledge because they had a City and Guilds 706 seem long gone. The title 'chef' no longer necessarily means someone that can prepare and cook from scratch, owing to ongoing deskilling many chefs are literally reheating food. This is not going to go away, but there needs to be better routes to support those chefs that are reheating to develop their skills to prepare and cook from scratch.

Rationale

Employers are most likely to report difficulties recruiting chefs than any other occupation – affecting holiday parks and casinos as much as hotels, restaurants and pubs. Putting in place a good team of chefs helps build an establishment's identity and reputation. The sector needs to attract chefs with a sound foundation of skills and knowledge as well as develop their skills to underpin the professionalism required. Putting in place the right qualifications is part of the answer, but new entrants also require the support and development opportunities from their employers.

Summary of action

People1st has developed a new chef diploma at levels 1 and 2 and needs work with awarding bodies to put the right progression at levels 3 and 4. Employers need to support those coming out of full-time education with these programmes, as well as provides structured work placements and a one year development programme for those who have recently completed the programme including minimum hours and training and development.

The action involves employers and sector bodies, further education colleges, DELLS and the Federation of Awarding Bodies.

Priority 7: Approved kitchen professional programme

Headline statistics

- 2,255 chefs and cooks do not have any qualifications – which means 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

Summary of challenge

There is growing concern about the levels of food safety practices across food premises. Research found that nearly half of food premises have some non-compliance with statutory requirements and 13 percent major non-compliance. 2,255 chefs do not currently even possess a hygiene qualification at level 1. At the other end of the scale as staff move between employers they get re-trained in food safety, even though they have already passed a qualification because employers hold on to the certificate to prove compliance, hence they are wasting employer investment

Rationale

Food safety is an important aspect of ensuring the sector is protecting the public health, which in turn ensures the credibility of the sector. Employers need to be better supported to ensure that they are compliant and that they can re-direct money spent on unnecessary training into other priority skill areas.

Summary of action

The action involves putting in place a minimum standard of qualification for a food handler. It would be directly linked to the Skills Passport and be linked to an industry code of practice.

It would involve trade unions, sector bodies, employers, People1st, DELLS, the Food Standards Agency Wales and the Welsh Local Government Association.

Priority 8: Ensuring the Worldclass delivery of skills

Summary of challenge

There is growing concern about the lack of consistently high quality delivery of training. Employers are quick to recognise those colleges, consultants and workbased providers that are good. They are also frustrated with those that are not providing the same quality of innovation and flexibility.

Rationale

There needs to be greater focus on encouraging those learning providers to perform as well as the best. It is important to understand what makes good quality delivery of training and highlight this best practice.

Summary of action

The action would initially involve employers and sector bodies, People1st, learning providers and the Wales TUC

Priority 9: High skilled entry routes

Headline statistics

- In 2005, 434 candidates completed the FMA

Summary of challenge

Given the skill shortages facing the sector it is important that there are robust development pathways in place for new entrants to develop those skills. Currently, completion rates on the Apprenticeship frameworks are low and at the same time their content has moved away from their original concept and are not providing the foundation skills and knowledge required. The Baccalaureate provides another strong entry route.

Rationale

The apprenticeship needs to be refocused in order to ensure it is delivering the skills required by employers. Apprentices need to be better supported from the start. By registering Apprentices, they can not only receive ongoing support, they can also be moved from their initial employers if they are not receiving the required support.

Summary of action

Putting in place robust frameworks that meet the needs of the sector and are clearly identifiable as doing so is a key priority for the sector. Apprentices would be registered by People1st who would ensure that they receive the right support and training throughout their Apprenticeship.

The action would involve employers and DELLS

Priority 10: Broadening the appeal of the sector

Headline statistics

- Nearly a third of the workforce are under 25
- The sector is recruiting three times the percentage of under 25 year olds in the population
- The sector has attracted nearly 90,000 workers from the EU Accession States since May 2004 – nearly ten percent of whom have entered the sector in Wales

Summary of challenge

The sector relies heavily on two labour pools – students and international workers. To a large extent it ignores older workers, women returners and those on jobseekers and incapacity benefit. A significant aspect of the poor retention is the mindset of students and international workers as short-term labour pool.

Rationale

The sector needs to be much better at recruiting a diverse labour pool. This will not only help alleviate the ongoing recruitment problems, but it will have a positive impact on retention and ensure that not all the sector's eggs are in one basket. There are real opportunities for the sector to target other labour pools, but employers have got to first realise the potential advantages, but also have an easy means of targeting these workers whilst at the same time ensuring they have the minimum skills required.

Summary of action

Ensure that suitable gateway programmes are in place to attract those on incapacity benefit and jobseekers allowance into the sector after undertaking a suite of qualifications and linking that entrant to a particular employer.

The action would involve Jobcentre Plus, employers, sector bodies, DELLS, CareersWales and People1st.

4. Employer and partner response to the proposals

This section outlines the progress made to date with each partner as well as next steps.

Partner	Meetings held	Discussion	Current position	Next steps
Jobcentre Plus		<ul style="list-style-type: none"> • Nature of Gateway programmes to get those on jobseekers and incapacity benefit into employment with the required skills • Possible locations to pilot programmes • Discussions of research to better understand why sector fails to convert jobs 	Statement of support for direction of Strategy	Follow meeting set up to agree the nature of Gateway and pilot areas
Wales Assembly Government		<ul style="list-style-type: none"> • Meeting with Jane Davidson in a structured meeting with the Skills for Business Network on the use of Skills Passport to be a vehicle to record achievements from the Welsh Baccalaureate and other programmes and she agreed that it would. • All departments in Dells internally have been circulated via National Skills Strategy • Pre-broker meeting held 	Working up three specific areas for the forthcoming broker meeting	Broker meeting scheduled for 18 April 2007

Careers Wales		<ul style="list-style-type: none"> Meeting held and formal response pending 		
Wales TUC			Formal response provided with suggestions for detailed action	Follow-up meeting to agree actions and plan approach
HEFCW		<ul style="list-style-type: none"> Presentation to HEIs in Llandrindod Wells on the vision of the SSA and in particular the passport and then had a table to table interview session with all present and subsequently has had supportive contact with a number of Universities and Colleges in particular Shaym Patiar Llandrillo and Ian Roffe. Project with UWIC in discussion stage 	<ul style="list-style-type: none"> Awaiting formal response 	
Wales Tourism Alliance		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Letter of support provided 	Follow-up meeting required to agree detailed actions

5. Next Steps

As has been outlined previously in this report a more detailed National Skills Strategy will be published by the end of May 2007; subject to partners formally feeding back to People1st. In order to meet that deadline the following will be undertaken:

End of May 2007

Bi-lateral meetings undertaken with key partners and agreement reached on detailed actions where possible

Annexes

- A Consultative draft of the National Skills Strategy
- B Stage four of the Sector Skills Agreement for Wales

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

Stage four

**Market testing the SSA proposals and
assessment of potential for collaborative
action by the sector**

March 2007

Introduction

This document presents an overview of the actions put forward to tackle the skills and labour needs of the hospitality, leisure, travel and tourism sector.

The document marks the culmination of stage four of the Sector Skills Agreement for the hospitality, leisure, travel and tourism sector in Wales. 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.

The Sector Skills Agreement is underpinned by the largest skills and labour market research undertaken across the sector over the past 20 years. In the course of the research People1st has spoken to employers through telephone consultations, working groups and one-to-one interviews. The research has included learning providers and partners.

Separate stage four reports have been produced for England, Scotland 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 two sections:

Section one provides an overview of the process to consult employers and partners.

Section two presents the response from employers and partners to the proposals

A list of meetings held with employers and partners as part of the process can be found at annex a

The consultative draft of the National Skills Strategy can be found at annex b.

1. Process to consult employers and partners

1.1 Introduction

Over the past two months extensive consultation has taken place with employers and partners to assess the validity of a ten point action plan to tackle the skills and labour issues highlighted in stages one and two of the SSA. On the back of that more detailed bi-lateral meetings have taken place to agree specific actions by both employers and partners.

1.2 Nature of the consultation

People1st has since January 2006 been working with the Wales Tourism Alliance to ensure the final Sector Skills Agreement can meet the needs of the sector. A number of task and finish groups have met to look more closely at chefs, management and leadership and customer service. The findings of these groups have been combined with other employer suggestions collected through the stages one and two process to form a draft National Skills Strategy. This Strategy was presented to an employer approval forum which met in Cardiff in January 2007. It was agreed that the Strategy should be presented to partners for discussion. The document was subsequently supported by the Wales Tourism Alliance.

The Summit has prioritised four key issues emerging from the Sector Skills Agreement:

- Retention
- Management and leadership
- Customer service
- Chefs

It tasked four high profile sector employers to head up sub-groups to assess the evidence and propose solutions to tackle the problems in each of the four areas. Solutions have also been proposed by employers and partners who have contributed to the SSA research. This has fed into the ten priority action plan:

1. Single communications channel
2. Professionalism of management and leadership
3. Right qualifications with the right funding
4. Sector small business support
5. Gold standard customer service campaign – “getting our welcome right”
6. Professionalism of chefs

7. Approved kitchen professional programme
8. Worldclass delivery of skills
9. High skilled entry routes
10. Broadening the appeal of the sector

Under each of the ten points a number of specific action have been proposed together with a lead – either an employer or a partner to it forward. This has been presented in a consultative draft National Skills Strategy that can be found at annex b. This document has been used as a basis for bi-lateral meetings with employers and partners.

2. Employer and partner response to the proposals

This section presents the purpose and level of buy-in by employers and partners across the ten points.

2.1 Single communications channel

What is the purpose of the proposal and what are its key elements?

Employers are confused about what training is available; the relevance of that training to particular occupations, where it can be provided and how funding can be accessed if it is available. The UK Skills Passport provides a single communication channel that:

- Navigates the way across a confusing education and training landscape.
- Highlights those qualifications that employers deem meet their needs
- Shows the development opportunities available for each occupation
- Highlights how to develop someone working in one occupation into another
- Promotes the best employers and providers
- Provides a job shop to allow employers to facilitate employers and jobseekers to come together to fill vacancies

What is the likely level of buy-in from employers and partners to this proposal?

Employers have been very positive about its purpose and are beginning to sign up as it comes on stream.

Most partners have been positive once they have seen a prototype, but have been confused by different Passports being taken forward across the Network with different purposes and infrastructure.

What benefits do employers envisage coming from the proposal?

It will help employers understand the qualifications available, their purpose and which ones are recommended by other employers. It will help smaller employers with tasks such as producing job descriptions.

What practical concerns do employers and partners have about the implementation of this proposal?

It is critical that marketing plans can effectively target employers, particular small employers in rural locations. Many of the aspects of Passports have been developed to support this type of business and it is consequently important that they are aware of it and can use it.

Next steps

Put in place marketing plans. The Skills Passport aims to go fully live in May 2007.

Overall assessment

Extremely positive, but it will be important to ensure a comprehensive and detailed roll-out and dissemination.

2.2 Professionalism of management and leadership

What is the purpose of the proposal and what are its key elements?

Strong management and leadership are crucial to the performance of the sector, yet nearly a third of employers report that their managers lack the skills required to meet their business needs. Only half of employers are training managers and few are providing robust training that provides their managers with the in-depth knowledge and experience required. Putting in place clear, recognisable qualifications is only part of the answer. The appropriate funding and communication is also essential. A stronger culture of continual professionalism needs to be developed and the sector professional bodies should be at the heart of that development.

What is the likely level of buy-in from employers and partners to this proposal?

It will be important to convince employers that management training leading to formal qualifications has benefits to the business. Having a flexible framework that takes into account good quality inhouse programmes is important. Most employers we have spoken to believe this is a priority, but the appropriate funding to incentivise smaller employers will be important.

Partners have been very supportive of this proposal, but some have expressed concern that it should not reinvent wheels.

What benefits do employers envisage coming from the proposal?

Employers are keen that having a suite of management and leadership qualifications that are recognised by the sector will help raise the professionalism of the sector. They also acknowledge that it could directly aid their business performance and reduce their labour turnover.

What practical concerns do employers and partners have about the implementation of this proposal?

Employers have been emphatic that management and leadership training is critical, but have expressed concern that it might ignore inhouse provision.

Next steps

Bi-lateral discussions with professional bodies across the sector to assess developments in putting in place a flexible qualification structure that supports continual professional development.

Wider work with the Sector Qualifications Strategy that is due to begin in July 2007.

Overall assessment

Very positive, but it will be critical to find, or put in place a suite of qualifications that are flexible and take into account existing learning.

2.3 Right qualifications with the right funding

What is the purpose of the proposal and what are its key elements?

Few employers are offering their staff formal qualifications and are confused about the qualifications available. Those that are aware of the qualifications complain that they are not providing the right skills and knowledge or that they are too long and cannot be delivered as flexibly as many employers require. People1st is committed to working with partners to ensure that only those vocational qualifications that employers deem as relevant to their needs should be made available on the National Qualifications Framework and consequently be fundable. The development pathways that have been clarified through the UK Skills Passport need to have relevant qualifications available to them to ensure that staff can develop the required skills.

What is the likely level of buy-in from employers to this proposal?

It is an extremely positive proposal with all employers who we have spoken to supporting its aim. Many employers have indicated their willingness to support its development.

Partners have also been positive.

What benefits do employers envisage coming from the proposal?

By having the right qualifications in place more employers will be encouraged to not only offer training, but offer training that leads to a formal qualification. Many employers have recognised that this will help maintain standards across the sector and help tackle staff retention.

What practical concerns do employers and partners have about the implementation of this proposal?

The only concern expressed by employers is the speed in which it can be implemented. It is important that a framework of employer-led qualifications are put in place as soon as possible, but at the same time it is critical that these are based on robust research and employer support.

Partners have emphasised that broader government policy will be required to be changed to take into account all the proposals in the draft Strategy document.

Next steps

It is envisaged that this work will be taken forward through the Sector Qualifications Strategy, which is due to start in July 2007.

Overall assessment

Very positive

2.4 Sector small business support

What is the purpose of the proposal and what are its key elements?

The large number of new businesses starting up in the sector illustrates its dynamism and attractiveness, but this is being undermined by the high number of business failures. The sector needs to continue to attract new entrants but ensure they have the right skills and knowledge to make a success of their venture and provide a consistently high quality experience and service to their customers. The actions around small business support do not attempt to replicate existing initiatives, but instead provide a more sustainable means of providing small and micro operators with shorter, business-orientated training, as well as channel discretionary funded initiatives.

What is the likely level of buy-in from employers and partners to this proposal?

Small employers have showed support for a more long-term, systematic support. However, like in other nations there is some concern that the proposals may duplicate existing initiatives and create unnecessary confusion.

Partners have also expressed concern about possible reinvention of wheels.

What benefits do employers envisage coming from the proposal?

Greater more streamlined support for micro businesses that brings together existing support mechanisms.

What practical concerns do employers and partners have about the implementation of this proposal?

Possible duplication with existing initiatives and that partners may guard their own territory rather than bringing together specialisms to maximise potential.

Next steps

Bi-lateral meetings with industry bodies and DEL to ensure that a satisfactory solution can be found that reflect initiatives already in existence.

Overall assessment

More required to ensure the spirit of the action is taken forward.

2.5 Gold standard customer service campaign – “getting our welcome right”

What is the purpose of the proposal and what are its key elements?

Current training is not effectively tackling the lack of skills within the current workforce. Critically, the lack of a suitable qualification that employers recognise plays an important role. Front facing staff, regardless of whether they are permanent or casual, need to provide a consistently high level of customer service and managers need to be provided the support to allow them to effectively respond. The 2012 Games presents the ideal opportunity to eradicate our poor perception and present the sector as one offering a world class customer experience. The sector needs not just a suite of qualifications but a campaign to better understand customer needs, develop staff across the whole sector and a means of measuring the visitor experience.

What is the likely level of buy-in from employers to this proposal?

Employers have been positive that a more rigorous customer service qualification is put in place. Employers have highlighted that the qualification needs to be delivered as flexibly as possible; taking into account inhouse provision.

What benefits do employers envisage coming from the proposal?

Employers hope that the sector can raise standards of customer service and meet raising customer expectations. By having the right qualifications in place more employers will be encouraged to not only offer more training but training that leads to a formal qualification.

What practical concerns do employers and partners have about the implementation of this proposal?

Some employers are concerned that it might replace their existing programmes

Next steps

Working with DEL and other partners to ensure that a programme is developed or identified that has broader coherence across England and Wales, but at the same time address the specific cultural and language needs of Wales. The delivery of the programme, particularly for the large percentage of rural, micro businesses is also important.

A coherent Sector Qualification Strategy will help to identify programmes that can meet these requirements. Development of the SQS starts at the beginning of July 2007.

Overall assessment

Very positive

2.6 Professionalism of chefs

What is the purpose of the proposal and what are its key elements?

Employers are most likely to report difficulties recruiting chefs than any other occupation – affecting holiday parks and casinos as much as hotels, restaurants and pubs. Putting in place a good team of chefs helps build an establishment's identity and reputation. The sector needs to attract chefs with a sound foundation of skills and knowledge as well as develop their skills to underpin the professionalism required. Putting in place the right qualifications is part of the answer, but new entrants also require initial and ongoing support and development opportunities from their employers.

What is the likely level of buy-in from employers to this proposal?

Employers are very concerned about the scarcity of well trained chefs available for recruitment but also the training available for employees. They fully support the need for appropriate, flexible and relevant qualifications. The ongoing support of chefs through training and through work is recognised as important and employers will be supportive of this once the pathways and resources are in place.

What benefits do employers envisage coming from the proposal?

By having the right qualifications in place employers will be able to provide suitable development for their chefs. They will be able to understand what content is appropriate and how to plan for profitable business growth. It will encourage a clear career route and professionalism for chefs.

What practical concerns do employers and partners have about the implementation of this proposal?

The resourcing of adequate provision is a concern as chef qualifications are more expensive than other training provision within this sector. In order to deliver high quality provision there will need to be some reorganisation to maximise returns. This will have implications on the current structure of FE delivery. It is a major concern of employers that the need to restructure FE will be ignored.

The professionalism and promotion of cheffing as a career is also vital.

Next steps

The current bi-lateral discussions will establish responsibilities for the adequate funding and promotion of chef qualifications. Through the SQS work will continue to ensure a robust development pathway, by looking at existing programmes, identifying any gaps and working with awarding bodies to develop qualifications if and when necessary.

Overall assessment

Extremely positive

2.7 Approved kitchen professional programme

What is the purpose of the proposal and what are its key elements?

Food safety is an important part of ensuring the sector is protecting the public health, and thereby securing the credibility of the sector. Employers need to be better supported to ensure that they are compliant and that they can re-direct money spent on unnecessary training into other priority skill areas. Through an industry code the sector can meet their requirements by offering consistent food safety qualifications to their staff to ensure that the sector is raising the bar. However, support may need to be put in place to ensure that smaller businesses can meet this requirement.

What is the likely level of buy-in from employers to this proposal?

There is recognition that this programme has to become an industry standard and small employers would welcome any support to help its delivery.

What benefits do employers envisage coming from the proposal?

This measure brings a greater professionalism to the kitchen, ensures consistency and also protects a business from bad publicity. An approved programme would provide a clear measure of employees' skills and ability to comply with food safety requirements.

What practical concerns do employers and partners have about the implementation of this proposal?

Small employers may need support to help meet the requirements of the programme.

Next steps

Bi-lateral discussions with trade associations to look at the best way of embedding this across the sector.

Overall assessment

Positive

2.8 World-class delivery of skills

What is the purpose of the proposal and what are its key elements?

The delivery of learning is as important as its content. As a sector we need to work to improve the quality of delivery both in the workplace and in a classroom environment. It is about identifying and understanding success and helping make sure that the right providers are providing the right training.

What is the likely level of buy-in from employers to this proposal?

Employers are quick to point out weaknesses in the delivery of learning but they need help to recognise quality provision that is appropriate for them. They are eager for guidance in this and support the need for a range of flexible, high quality and relevant provision.

What benefits do employers envisage coming from the proposal?

By adequately reflecting the needs of employers, the right provision will help to improve the growth of their business. It will be cost effective and produce measurable results.

What practical concerns do employers and partners have about the implementation of this proposal?

A system needs to be developed that does not put added pressure on learning providers and consequently builds on existing programmes. In addition if building on generic proposals; then the sector element needs to fully respond to the needs of the sector.

Next steps

The current bi-lateral discussions are looking at ways in which existing information from the likes of Estyn can be incorporated. It is also important to better assess the provision of training in the Welsh language.

Overall assessment

Positive

2.9 High skilled entry routes

What is the purpose of the proposal and what are its key elements?

Given the skill shortages facing the sector it is important that there are robust development pathways in place for new entrants to develop those skills. The Apprenticeship has always been an important means of providing new entrants with the skills required in Wales. Currently, completion rates on the sector's frameworks are low and at the same time their content has to some degree moved away from providing the foundation skills and knowledge required. The new Baccaleuerat can provide route into the sector and it is important that employers understand its purpose and that strong progressin is possible.

What is the likely level of buy-in from employers to this proposal?

Employers recognise the problems caused by poor retention and recruitment practices in the sector. Promoting the sector as a professional choice of career is vital. They are also anxious that recruitment is of a high quality to attract the right candidates. An employee needs a range of skills and these can be supported and developed through appropriate programmes.

What benefits do employers envisage coming from the proposal?

Providing high skilled entry routes promotes a professional approach to workforce development and enables businesses to be more productive.

What practical concerns do employers and partners have about the implementation of this proposal?

Employers are concerned about the adequate resourcing of high skilled entry routes. The flexibility of these and the recognition of in-house programmes are also important to maintain.

There is also concern that current programmes have focused on young entrants and it is important to also have provision for other people such as older workers or international workers.

Next steps

The current bi-lateral discussions will identify ways in which employers and the learning infrastructure can better support Apprenticeship delivery and increase the retention on programmes.

Overall assessment

Positive

2.10 Broadening the appeal of the sector

What is the purpose of the proposal and what are its key elements?

The sector needs to be much better at recruiting a diverse labour pool. This will not only help alleviate the ongoing recruitment problems, but it will have a positive impact on retention and ensure that we are not simply targeting a reducing labour pool. There are real opportunities for the sector to target other job seekers, but employers have got to first realise the potential advantages, have an easy means of targeting these workers whilst at the same time ensuring they have the minimum skills required. Part of the solution is to ensure that suitable gateway programmes are in place to attract those on incapacity benefit and jobseekers allowance into the sector after undertaking a suite of qualifications and linking that entrant to a particular employer. It would involve better career advice for both employers and those looking to enter the sector that may be returning to work or have moved from another sector of the economy.

What is the likely level of buy-in from employers to this proposal?

Employers are well aware of the demographic and practical issues with labour pools and recruitment and support to a wider employee base. They need to be assured however that programmes are in place to develop these individuals to enable them to be suitable for work in the sector.

What benefits do employers envisage coming from the proposal?

A wider labour pool will enhance recruitment and selection practices. There is also the advantage of being more sensitive to changing customer profiles and expectations e.g. older customers often appreciate interaction with an older member of staff when seeking information.

What practical concerns do employers and partners have about the implementation of this proposal?

The sector has historically employed a very young and often international workforce. It may be difficult to shift this reliance. Current provision of training may require restructuring in order to deliver an appropriate and flexible solution.

Next steps

The current bi-lateral discussions will look at Gateways and investigate ways of overcoming the sector's difficulty of recruiting people from more diverse labour pools.

Overall assessment

Positive

Annex A

A list of meetings held with employers and partners as part of the stage 4 process

Wales Assembly Government

- Meeting with Jane Davidson in a structured meeting with the Skills for Business Network on the use of Skills Passport to be a vehicle to record achievements from the Welsh Baccalaureate and other programmes and she agreed that it would.
- All departments in Dells internally have been circulated via National Skills Strategy
- Pre-broker meeting held

Jobcentre Plus

- Several meetings to present UK Skills Passport and actions

Careers Wales

- Meeting held and formal response pending

TUC

- Meetings held and formal response pending

HEFCW

- Presentation to HEIs in Llandrindod Wells on the vision of the SSA and in particular the passport and then had a table to table interview session with all present and subsequently has had supportive contact with a number of Universities and Colleges in particular Shaym Patiar Llandrillo and Ian Roffe.
- Project with UWIC in discussion stage
- Awaiting formal response

Wales Tourism Alliance

- Several meetings held and formal response and letter of support given

Annex B

The consultative draft of the National Skills Strategy

National Skills Strategy for the hospitality, leisure, travel and tourism sector in Wales

**Consultative draft for discussion between
employers and partners**

Revised February 2007

Introduction

This document presents the National Skills Strategy for the hospitality, leisure, travel and tourism sector in Wales for consultation with key partners. It outlines a collaborative means of raising the level of labour productivity in the sector by ensuring the sector has a workforce with the skills it requires. The final Skills Strategy will also mark the culmination of the Sector Skills Agreement in Wales.

This document is a consultative draft for discussion between employers and partners. The actions have been highlighted by People1st on the back of employer feedback and aims to form a basis of discussion to secure the commitment of employers and partners to the final Skills Strategy.

Moving the Strategy forward through a Skills Summit

In March 2006, Andrew Davies launched a Summit group of employers to develop a Skills Strategy to help People1st and the Wales Tourism Alliance take forward collaborative action to address the skills and labour issues of the hospitality, leisure, travel and tourism sector in Wales.

The Strategy supports the Sector Skills Agreement process in Wales by ensuring that sector employers can support the action to tackle the sector's skills and labour needs. In addition, People1st has consulted, and continues to consult, with key partners to secure an Agreement for the sector.

Building a solid evidence base

The strategy is underpinned by a robust quantitative and qualitative research process with employers. It also involved key stakeholders, learning providers and students. The targets and actions have also been based on consultations with employers, and stakeholders.

The strategy aims to distil the large quantity of research findings down to a clear strategy that will provide the sector with the skills and labour it requires to meet its future potential.

Finding the right solutions

The research evidence highlighted four priority areas on which the strategy needed to focus:

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

Solutions have also been proposed by employers and partners who have contributed to the research, as well as through specific groups established by the Wales Tourism Alliance for this purpose. This document presents the outcomes of all those deliberations.

How the document is presented

The document is presented in two sections:

Section one presents the case for the Skills Strategy. It outlines both skill needs of sector employers and how the sector with partners is currently tackling them.

Section two outlines the specific targets and actions under four priority areas: management and leadership, customer service, chef skills and retention.

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Section one

The case for change

Why raise standards?

Starting from a low base

Achieving this may be hampered by the current state of the sector:

- Currently, the perception of customer service is not wholly positive. The UK is currently ranked 17th out of 25 countries in terms of negative perceptions of customer service
- We have the lowest productivity of UK sector. The sector is 70 percent less productive than is found across the whole UK economy. Retail has double the level of productivity
- 13 percent of food premises surveyed by the Food Standards Agency showed major non-compliance with statutory hygiene obligations (22 percent takeaways, 12 percent restaurants, eight percent hotels) and a further 46 percent of premises showed some non-compliance with statutory requirements or industry codes of practice.
- The sector's labour productivity in the UK lags behind France and the US. The US is nearly a third more productive with France having nearly double the level of productivity found in the UK.
- Employers are trying to tackle the problem, spending over £9.1m without making any significant impact on the skills and labour problems faced by the sector.

The performance of the sector is being undermined by poor staff retention which in turn is resulting in a weak skills base and recruitment problems.

Poor staff retention

Moving away from this low base is being undermined by high labour turnover, which in turn has resulted in a chronic recruitment crisis.

A staggering **70 percent of recruitment is being undertaken to replace existing staff**. For too long, we have been trying to solve the wrong problem. The sector's recruitment crisis is less to do with the perception of the sector, but rather its reality. **We are managing to recruit, but we are failing to retain our staff**. We are targeting short term labour pools such as students and international workers, but the lack of career progression routes and robust training and development means that many are not staying. **Poor management is at the heart of the problem with independent sector research** firmly highlighting poor management and lack of recognition as the key reasons why they are not prepared to stay.

Critical skills

In turn the high labour turnover has hampered the sector's attempt to tackle three critical skill priorities:

1. Management and leadership skills

27 percent of managers do not possess the minimum level of qualification required for a manager

2. Customer service skills

Employers believe their staff's customer service skills are not sufficiently proficient to meet their needs

3. Chef skills

1,852 chefs in Wales have no qualifications and 2,529 have the equivalent of a basic food hygiene certificate only

Performing on a world stage

The sector is facing a number of high profile challenges with Wales hosting the 2012 Ryder Cup and in 2012, the UK will host the Olympic and Paralympic Games. Both events provide an opportunity to showcase the Welsh tourism sector on a global stage.

How employers and government are tackling the sector's skill needs

The vast majority of employers are training their staff and spending a significant sum of money – last year **60 percent of Wales employers trained their staff to the cost of £9.1m.**

- 74 percent of employers are offering their staff an induction
- 60 percent of employers trained their staff in the past year

Most employers are training to increase their levels of customer service and increase their effectiveness.

While the sector is training, little of it is resulting in recognised qualifications.

This is a result of a general confusion amongst employers about the purpose of qualifications, but also reflects the fact that few employers believe the qualifications are fully meeting their needs.

- The sector spends approximately £2.4m on supervisory/management training in Wales
- The sector spends approximately £4.6m on customer service in Wales
- When it comes to chef training employers are spending in the region of £2.1m

The confusion many employers have in understanding the qualifications available carries through to the funding system. Eighty percent of employers do not know where to access government funding and **only nine percent have accessed government funding.** While slightly more small and micro employers have directly accessed government funding than larger employers a much higher percentage of larger employers have accessed funding through a training provider. In the main this is owing to the fact that it is the longer qualifications, like NVQs, that tend to be funded. These are much less likely to meet the needs of smaller employers.

The lack of qualifications that fully meet the needs of the sector also undermines the effectiveness these qualifications have in providing the right skills for new entrants. However, the targeting of students and international workers at the expense of other labour pools has meant that the sector lacks a diverse workforce that reflects the customer base. **Currently nearly a third of the workforce are under 25.**

Of continuing concern is the fact that we are unaware of the true figure for how much money is being spent on skills and productivity across the sector and how that money is being directed. People1st's 'Smarter Spending' work aims to clarify this important area.

Skills strategy

While the sector spends around £9.1m training and developing their staff each year, it is not effectively tackling the skills and retention needs of the sector. What is required is a **more robust and co-ordinated solution** that collectively addresses the interconnected issues that are hampering the skills in the sector. This will need to be done in terms of both new staff entering the sector as well as the existing workforce.

The Skills Strategy primarily aims to tackle **four key areas that have emerged strongly from the research with employers and are felt to be pivotal in addressing the wider skill needs of the sector.** The four areas are:

- Management and leadership
- Customer service
- Chefs
- Retention

It is critical that employers and stakeholder focus on these four areas to tackle the underlying causes of low skills and productivity. This can only be achieved through a co-ordinated strategy of change.

To meet these four areas, a ten point plan has been produced that aims to provide a co-ordinated approach to provide the sector with the skills and labour needs of the sector:

11. Single communications channel
12. Professionalism of management and leadership
13. Right qualifications with the right funding
14. Sector small business support
15. Gold standard customer service campaign
16. Professionalism of chefs

17. Approved kitchen professional programme
18. Worldclass delivery of skills
19. High skilled entry routes
20. Broadening the appeal of the sector

Putting in place a system that is relevant, flexible and coherent will not in itself address the problem. **Employers themselves need to work with the new system in order to increase the effectiveness of their training and development and in turn increase their business performance.** 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:

- f. Government policy
- g. Industry Codes of Practice
- h. Effective Communication
- i. Public Funding
- j. Quality Assurance.



Section two

Priorities for action

Introduction

The Strategy aims to tackle four priority areas that emerged strongly from research with employers. These areas critically underpin the skills and labour needs of the sector, which in turn are hampering the productivity of the sector:

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

In order to effectively tackle these areas, the following ten point plan is being proposed:

1. Single communications channel
2. Professionalism of management and leadership
3. Right qualifications with the right funding
4. Sector small business support
5. Gold standard customer service campaign
6. Professionalism of chefs
7. Approved kitchen professional programme
8. Worldclass delivery of skills

9. High skilled entry routes

10. Broadening the appeal of the sector

This section outlines the individual actions being proposed to be taken forward by employers and key partners under each of the ten areas

In order to underline the importance of a collaborative approach each action is presented as a matrix showing the specific actions required under the five levers:

- a. Government policy
- b. Industry Codes of Practice
- c. Effective Communication
- d. Public Funding
- e. Quality Assurance.

1. Single communications channel

Headline statistic

Headline statistic:

- Seven percent of employers are looking to train their staff on a training programme that has not existed for 13 years

Summary of challenge

Employers are broadly confused about what training is available, the relevance of that training to particular occupations, where it can be provided and how funding can be accessed if it is available. This confusion means that it is often the larger businesses with dedicated human resource departments that provide external programmes to their staff and not the small employers who are often most confused. 45 percent of small employers are training their staff compared to 90 percent of large employers. At the same time larger employers are drawing down more funding to help support training.

Rationale

There needs to be greater transparency to help employers navigate their way across a confusing education and training landscape. The UK Skills Passport highlights those qualifications that employers deem meet their needs, show the development opportunities available for each occupation and how to develop someone working in one occupation into another. Critically the UK Skills Passport ensures that only those qualifications that employers consider as meeting their needs are the ones to receive public funding. It shows where training is available and what funding can be accessed. It helps employers train their employees, as well as promote those employers who are offering development opportunities to new staff looking at moving into the sector or moving jobs. Employers can buy the Passport for their staff or individuals can buy it themselves.

Measures

- To be confirmed

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By November 2006, launch the UK Skills Passport</p> <p>By April 2007, ensure the UK Skills Passport is fully operational</p>	<p>The UK Skills Passport provides the single, transparent communication channel to make sense of available qualifications</p>	<ul style="list-style-type: none"> • Commitment to work with other Government departments and trade unions to ensure that public sector workers in the sector are provided with Skills Passports (WAG) 	<ul style="list-style-type: none"> • Employers to offer staff the Skills Passport (Sector employers) • Trade bodies to communicate the benefits of the Skills Passport (Trade bodies) • Advocate that members offer their staff the Skills Passport (Trade bodies) • Sector companies to become Skills Passport verifiers (Sector employers) • Work with respective unions to provide members with skills passports (Wales TUC) 	<ul style="list-style-type: none"> • Establish UK Skills Passport (People1st) • Promote the UK Skills Passport (People1st) • Use the Skills Passport as a means to accredit the successful completion of qualifications (Federation of Awarding Bodies) • Promote UK Skills Champions across the sector (People1st) • Promote profiles of managers in the sector showing their career history, salary and advice for aspiring managers. In particular show the opportunities available for women managers (People1st) 	<ul style="list-style-type: none"> • Funding for all qualifications highlighted by the sector should only be made available to those employers offering the Skills Passport (WAG) • Funding for all qualifications highlighted by the sector should only be made available to those employees with Skills Passports (WAG) • Only make available discretionary funding available to those qualifications on the UK Skills Passport (WAG) 	<ul style="list-style-type: none"> • Commitment to integrate strategies of VisitWales and the National Skills Strategy (VisitWales) • Endorsement of QA system to be linked to skills using the UK Skills Passport as the vehicle (VisitWales) • Take into account that employers are offering their staff the Skills Passport in the quality accreditation (Hospitality Assured) • Embed industry code of practice into quality accreditation (Hospitality Assured)

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
		<ul style="list-style-type: none"> • Commitment to ensure that all sector businesses under government contract are offering their staff the Skills Passport (WAG) • Commitment to ensure that suppliers of accommodation to the public sector are, wherever possible, offering their staff the Skills Passport (WAG) • Signpost all careers advisors to the UK Skills Passport to obtain careers information on the sector (Careers Wales) • Ensure details on provision are kept up to date on the UK Skills Passport (PACE) • Commitment that Train to Gain brokers will use the UK Skills Passport to guide advice given to employers (WAG) • Commitment to use the Skills Passport to record Achievement on the Baccalaureate and other full-time sector specific programmes (WAG) 		<p>Support the marketing of the Skills Passport to employers, learning providers and partners (WAG)</p>		

2. Professionalism of management and leadership

Headline statistics

- 54 percent of managers do not possess the minimum level of qualification required for a manager
- 17 percent of hotel and accommodation managers do not possess any qualification

Summary of challenge

Strong management and leadership are crucial to the performance of the sector, yet nearly a third of employers report that their managers lack the skills required to meet their business needs. Only half of employers are training managers and few are providing robust training that provides their managers with the in-depth knowledge and experience required. The lack of a suitable qualification that employers recognise as meeting their needs as well as confusion about available training and funding contributes to this. At the same time the sector is failing to attract a sufficient number of skilled managers into the sector. This is a symptom of a lack of robust development pathways in place to encourage entry into the sector, but also is a symptom that the sector is failing to take advantage of the fact that thousands of undergraduate students are working casually in the sector, yet are not encouraged to consider the sector as a careers option.

In terms of owner managers, it is estimated that half of sector businesses fail in their first year. Over 80 percent of owner operators enter the sector without the required skills and knowledge and the sector is extremely attractive for lifestyle businesses.

Rationale

Employers are emphatic that good management and leadership is essential if the sector is to address the productivity, retention and appeal issues it faces in an increasingly competitive marketplace. Managers need to possess strong management and leadership skills in order to maximise the value from their workforce and other aspects of their businesses.

Summary of action

The action involves encouraging members to support a sector Professional Body that encourages ongoing Continual Professional Development. Managers would be encouraged to undertake at least a level three management and leadership qualification that has been approved by employers.

Measures

- To be confirmed

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By September 2007, launch the 'Apprentice' on the UK Skills Passport</p> <p>By June 2007, identify the availability of current management provision</p> <p>By September 2007, produce plan to put in place relevant qualifications</p>	<p>A high percentage of managers are promoted without the required development. Consequently, employers complain about the quality of management skills, in particular people management. The professionalism of managers has eroded and the sector has been poor at highlighting success stories for their managers.</p> <p>The sector needs a suite of management and leadership qualifications at levels 3 and 4 that provide the required management and leadership skills. In this way a minimum level of skills can be developed through a range of flexible delivery options.</p> <p>The Undergraduate Management 'Apprentice' takes advantage of the large number of undergraduates working across the sector to persuade them to consider the sector as a career option by broadening the appeal of the sector and help the sector recruit higher calibre recruits.</p>	<ul style="list-style-type: none"> • Commitment to ensure that all sector suppliers under Government contract are committed to offering their managerial staff ongoing management and leadership training (WAG) • Commitment to ensure that all sector suppliers under Government contract for the 2012 Olympic and Paralympic Games are committed to offering their managerial staff ongoing management and leadership training (WAG) • Promotion of the 'Apprentice' in Universities (University Careers Service) • Ensure that the QAA benchmarks for the sector reflect the needs of sector employers (QAA) • Ensure that students and applicants receive robust and accurate information on the career prospects available across the sector (University Careers Officers) 	<ul style="list-style-type: none"> • Put in place a system of Continual Professional Development for members (Professional bodies) • Encourage members to join the sectors professional body (Trade bodies) • Employers to offer their managers one of the new suite of qualifications (Sector employers) • Advocate that employers offer their managers one of the new suite of qualifications (Trade bodies) • Employers to ask for one of the new suite of qualifications in job applications (Sector employers) 	<ul style="list-style-type: none"> • Working with the Professional Body identify or develop qualifications at levels 3 and 4 that provide the skills required by the sector (People1st) • Through the UK Skills Passport promote businesses offering their managers one of the new suite of qualifications (People1st) • Through the UK Skills Passport show providers delivering one of the new suite of qualifications (People1st) • Ensure that the HR Adviser Network can help signpost managers to the identified provision (WAG) 	<ul style="list-style-type: none"> • Prioritise funding to increase the take-up of the new suite of qualifications for full-time and workbased learners at all ages (WAG) • Provide resources to help the programme be established in order to support undergraduates develop employability skills (HEFCW) • Provide funding to support a small number of HEIs to work with sector employers to identify better more effective working arrangements (HEFCW) 	<ul style="list-style-type: none"> • Commitment to integrate strategies of VisitBritain and the National Skills Strategy (VisitWales)

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
		<ul style="list-style-type: none"> • Ensure that all full-time sector programmes incorporate a work placement (Higher Education Institutions) • Make all publicly funded research available to the sector through the UK Skills Passport (Higher Education Institutions) 	<ul style="list-style-type: none"> • Advocate that members ask for one of the new suite of qualifications in job applications (Professional bodies) • Industry to sign up to a code of practice to support undergraduates through the 'Apprentice' (Sector employers) • Employers to guarantee jobs to successful 'Apprentices' (Sector employers) 	<ul style="list-style-type: none"> • Through the UK Skills Strategy promote businesses offering the 'Apprentice' (People1st) • Investigate the link between higher skills and salary – focusing specifically on women's progression in management (People1st) • Through the UK Skills Passport show where the 'Apprentice' is being offered (People1st) • Through the Skills Passport promote management opportunities and highlight the careers of successful managers (People1st) 		<p>Take into account that employers are offering their managers one of the new suite of qualifications in the quality accreditation (Hospitality Assured)</p>

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
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- **Through the UK Skills Passport promote employers offering graduate training programmes**
(People1st)
- **The UK Skills Passport will provide opportunities for employers and students to work together on mutually beneficial projects and dissertations**
(People1st)

3. Right qualifications with the right funding

Headline statistic

- Fewer than three percent of sector employers across the UK offer formal qualifications to their staff as part of training

Summary of challenge

Few employers are offering their staff formal qualifications. Subsequent research has found that many employers are confused about the qualifications available. Those that are aware of the qualifications complain that they are not providing the right skills and knowledge or that they are too long and cannot be delivered as flexibly as many employers require.

Rationale

Only those vocational qualifications that employers deem as relevant to their needs should be made available on the National Qualifications Framework (NQF) and consequently be fundable. Qualifications and courses will be highlighted as being delivered in Welsh and/or English. The development pathways that have been clarified through the UK Skills Passport need to have relevant qualifications available to them to ensure that staff can develop the required skills.

Summary of action

People1st will continue a large scale research exercise with employers to identify qualifications employers believe fully meets their skill needs. This will feed into the Sector Qualifications Strategy. People1st will then work with awarding bodies to ensure that only those qualifications identified by employers are on the National Qualifications Framework and work with them to complete any gaps.

Measures

- To be confirmed

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By June 2007, identify those qualifications that employers consider meet their needs</p> <p>By September 2007, map qualifications on the National Qualifications Framework against occupational routes</p> <p>By January 2008, produce plan to identify qualifications development</p> <p>By September 2008, ensure all priority qualification areas receive appropriate funding</p>	<p>Most training undertaken by employers is not resulting in formal qualifications. Employers are often confused about what is available and believe that it is much more expensive to undertake qualifications, rather than more informal training.</p> <p>By putting in place the right qualifications we can ensure that each development pathway has relevant qualifications, which are adequately funded.</p>		<ul style="list-style-type: none"> • Provide feedback on the content, delivery and relevance of qualifications to the UK Skills Passport (Sector employers) 	<ul style="list-style-type: none"> • Identify and assess qualifications against the available development pathways (People1st) • Work with awarding bodies to develop qualifications if required (People1st) 	<ul style="list-style-type: none"> • Prioritise funding to those qualifications that are identified by People1st (WAG) 	

4. Sector small business support

Headline statistics

- Approximately, 50 percent of sector business start-ups fail in their first three years. Employers are far less likely to provide training and development to their staff. Only 47 percent are providing training compared to 90 percent of businesses with over 200 staff
- Across the UK, smaller employers are much less likely to receive government funding to help them train. Only 6.7 percent of employers with fewer than ten staff access government funding compared to 10.6 percent of businesses with over 200 staff.

Summary of challenge

Over 80 percent of owner operators enter the sector without the required skills and knowledge and the sector is extremely attractive for lifestyle businesses. Employers are concerned about the negative impact these businesses may be having on a destination as they are failing to provide a consistently high quality of products and service that customer require.

Rationale

The large number of new businesses starting up in the sector illustrates its dynamism and attractiveness, but this is being undermined by the high number of business failures. The sector needs to continue to attract new entrants but ensure they have the right skills and knowledge to make a success of their venture and provide a consistently high quality experience and service to their customers.

Summary of action

It would bring together existing schemes to ensure small and micro businesses are properly supported and that small and micro employers have a single point of contact for skills related issues. It would provide a forum to discuss problems and best practice and importantly a mechanism to provide small and micro operators with shorter, business-orientated training, as well as channel discretionary funded initiatives. It would complement the work of existing solutions such as www.whodoiask/gofynibwy.com

Measures

- To be confirmed

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By April 2007, identify existing or produce a series of tools for sector small business</p> <p>By September 2007, signpost tools through the UK Skills Taskforce</p> <p>By September 2008, Sector Small Business Support tools available</p>	<p>Small businesses need greater support, but in a way that minimises their time and provides a quick and easy solution that will not cost them too much money. Many employers and stakeholders have complained about the damaging effect that the climate of short term initiatives have on the sector, with many employers being turned off by an inconsistent and confusing landscape.</p> <p>The sector small business support provides sustained support for small and micro operators, bringing together the best currently available schemes, to receive the right support with minimum fuss and disturbance. At the same time it promotes a relevant and transparent skills solution to employers. This will help raise the skills levels and profitability of small and micro operators.</p>	<ul style="list-style-type: none"> • Commitment to investigate the provision of tax breaks to sector employers investing in the training and development of their staff (WAG) • Support only those sector initiatives, targeted at sector small businesses, which are channelled through the sector small business support (Regional Tourism Partnerships) • Promote the sector small business support to sector employers (Regional Tourism Partnerships) • Promote the sector small business support to sector employers (Welsh Local Government Association) • Use the UK Skills Passport as a guide to help advise employers through Skills Assessment (Careers Wales) • Use the UK Skills Passport as a guide to help advise employers through Skills Assessment through HRD Adviser Network (WAG) 	<ul style="list-style-type: none"> • Promote the sector small businesses support and encourage Small business members to join it (Trade and professional bodies) • Small and micro businesses to become members of the sector small business support (Sector employers) 	<ul style="list-style-type: none"> • Through the UK Skills Passport promote those business offering their front facing employers one of the new suite of qualifications (People1st) • Through the UK Skills Passport show the available training tools available to small businesses support members (People1st) • Identify or develop a suite of short courses for owner operators that can be delivered through a variety of media (People1st) • Identify a human resource tool suitable for sector small businesses to help provide additional support (People1st) 	<ul style="list-style-type: none"> • Prioritise funding to increase the take-up of short business courses (WAG) • Prioritise funding of short business courses to those employers who can demonstrate membership of the sector small business support (WAG) • Prioritise funding to provide members of the sector small business support with access to an agreed human resource tool (WAG) 	<ul style="list-style-type: none"> • Commitment to integrate strategies of VisitBritain and the National Skills Strategy (VisitWales) • Take into account that employers are members of the sector small business support in the quality accreditation (Hospitality Assured) • Promote the sector small business support and encourage Small business members to join it (Hospitality Assured)

5. Gold standard customer service campaign

Headline statistic

- Almost 50 percent of the 8,000 people questioned in a survey for the 2006 Square Meal Restaurant Guide found fault with restaurant service, whereas 25 percent criticised the quality of the food and drink and 17 percent were dissatisfied with the price
- 18 percent of customer facing staff have no qualifications

Summary of challenge

Consistently high levels of customer service are the bedrock on which the sector operates, employers are training in this area, but it is still not providing the depth of knowledge and skill required. Current training is not effectively tackling the lack of skills within the current workforce and importantly the lack of a suitable qualification that employers recognise plays an important role. Employers are quick to complain about the poor communication and customer service skills of young people, yet two thirds of waiting staff and half of bar staff are full-time students. The sector focuses exclusively on students and EU Accession State workers to fill vacancies for front facing roles. However, this is not providing a sustainable solution unless we invest in these staff and not treat them as a short-term solution.

Rationale

The UK has a poor global reputation for customer service, yet domestic and international customers continue to demand higher and more sophisticated levels of customer service. Front facing staff, regardless of whether they are permanent or casual, need to provide a consistently high level of customer service and managers need to be provided the support to allow them to effectively respond. The Ryder Cup in 2010 and the Olympic and Paralympic Games in 2012 presents the ideal opportunity to eradicate our poor perception and present the sector in Wales and the UK as one offering a world class customer experience. The sector needs more than a suite of qualifications but a campaign to better understand customer needs, develop staff across the whole sector and a means of measuring the visitor experience.

Summary of action

As part of the campaign a suite of customer service qualifications would be put in place at levels bronze, silver and gold to raise the level of customer service. It would also provide greater support for employers to better understand customer needs as well as better mechanisms to measure the visitor experience. These levels do not equate to the levels used in the National Qualifications Framework, but rather provide a sector benchmark whereby businesses could identify their frontline customer service staff as being trained up to bronze, silver and gold. Similarly, supervisors and managers would be able to undertake training across these three levels – as it is important that the managers realise the importance of customer service and ensure that their staff can offer their potential. Currently, it is thought that bronze level would cover the rudimentary skills around meeting and greeting, the importance of customer service, body language etc. Silver, would build on these skills and knowledge by covering the customer experience, understanding the different customer needs, exceeding expectations etc. Gold would cover the importance of value added service. To reinforce the consistency and service and take into account the fluidity of sector workforce it is envisaged that this qualification should be applicable across England and Wales. However, it is felt that a separate Wales module is required that can cover the culture and heritage of the Welsh experience, as well as rudimentary areas of the Welsh language. Businesses would be encouraged to be training their staff to gold level with funding in place to encourage them to do so.

Measures

- To be confirmed

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By September 2007, complete international research to identify customer service best practice</p> <p>By January 2008, develop suitable customer service programmes</p> <p>By September 2008, ensure the customer service programmes receive appropriate funding</p>	<p>The motivations behind the campaign represents a total shift in focus to ensure the sector meets the customer service needs of customers and ensures that staff are equipped to meet those needs.</p> <p>At the heart of the campaign are three levels of customer service training – bronze, silver and gold.</p>	<ul style="list-style-type: none"> • All sector businesses under government contract need to demonstrate that they are offering their front facing employees one of the new suite of qualifications (WAG) • All sector businesses under contract for the 2010 Ryder Cup and 2012 Olympics to demonstrate that they are offering their front facing employees one of the new suite of qualifications (WAG) • Ongoing monitoring in place to measure the quality of service offered to visitors (Visit Wales) 	<ul style="list-style-type: none"> • Employers to offer their front-facing employees one of the new suite of qualifications (Sector employers) • Advocate to members that they offer their front-facing employees one of the new suite of qualifications (Trade bodies) 	<ul style="list-style-type: none"> • Pull Pan European Customer Service initiatives and our Worldclass customer service research together to create a 'Welcome to Britain' campaign to commence 2008 (VisitWales and People1st) • Through the UK Skills Passport show providers delivering one of the new suite of qualifications (People1st) 	<ul style="list-style-type: none"> • Prioritise funding to increase the take-up of the new suite of qualifications for full-time and workbased learners at all ages (WAG) • Subsidise Bronze, Silver and Gold customer service training for small businesses as part of the Sector Small Business scheme (WAG) • Pilot rollout of delivery and campaign in two geographic areas (WAG) 	<ul style="list-style-type: none"> • Commitment to integrate strategies of VisitWales and the National Skills Strategy (VisitWales) • Establish a complaint line for visitors to complain about customer service across the sector (Visit Wales)

6. Professionalism of chefs

Headline statistics

- 49 percent of chefs do not possess the minimum level of qualification required for a chef
- Over 2,255 chefs do not currently have any qualification not even a food hygiene certificate
- 46 percent of food premises show some non-compliance with statutory requirements or industry codes of practice.

Summary of challenge

The sector continues to struggle to recruit chefs with a sound foundation of skills and knowledge. There are insufficient numbers of people coming into the sector wanting to become chefs. Over the past decade the NVQ in food preparation and cooking has provided the main route through further education, but employers are concerned about its consistency with different colleges covering different areas, with many employers complaining that new entrants are lacking the basics. Few employers are actually supporting new entrants coming into the sector so many are being put off. There is a distinct lack of professionalism, but little training is resulting in a qualification and so the days when it could be expected that chefs had a sound knowledge because they had a City and Guilds 706 seem long gone. The title 'chef' no longer necessarily means someone that can prepare and cook from scratch, owing to ongoing deskilling many chefs are literally reheating food. This is not going to go away, but there needs to be better routes to support those chefs that are re-heating to develop their skills to prepare and cook from scratch.

Rationale

Employers are most likely to report difficulties recruiting chefs than any other occupation – affecting holiday parks and casinos as much as hotels, restaurants and pubs. Putting in place a good team of chefs helps build an establishment's identity and reputation. The sector needs to attract chefs with a sound foundation of skills and knowledge as well as develop their skills to underpin the professionalism required. Putting in place the right qualifications is part of the answer, but new entrants also require the support and development opportunities from their employers.

Summary of action

People1st has developed a new chef diploma at levels 1 and 2 and needs to work with awarding bodies to put the right progression at levels 3 and 4. Employers need to support those coming out of full-time education with these programmes, as well as provide structured work placements and a one year development programme for those who have recently completed the programme including minimum hours and training and development.

Measures

- To be confirmed

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By June 2007, complete pilot of new Chef Diploma</p> <p>By September 2007, develop appropriate new chef qualifications at levels 3 and 4</p> <p>By September 2007, provide adequate funding to ensure the quality delivery of chef programmes</p> <p>By September 2009, all new chefs leaving further education will have completed the new chef programmes at levels 1, 2 or 3</p>	<p>Employers require a suite of qualifications that provide a broad range of skills and knowledge that can be tested and provide progression opportunities</p> <p>The new Professional Chef Diplomas will deliver a robust entry route for chefs coming into the sector and will provide an effective means to reduce skill shortages. Similar qualifications need to be developed at levels 3 and 4.</p>	<ul style="list-style-type: none"> • Only fund those qualifications employers deem meet their needs and are contained on The UK Skills Passport (WAG) • Chef provision receives an appropriate amount of funding to cover the cost of delivery (WAG) 	<ul style="list-style-type: none"> • Employers to provide a two year support programme for new chefs completing a full-time chef programme that guarantees minimum hours, no split-shifts and ongoing training (Sector employers) • Employers to provide guest lecturers, placements and guarantee jobs. (Sector employers) • Recommend to members that they provide a two year support programme for new chefs completing a full-time chef programme that guarantees minimum hours, no split-shifts and ongoing training (Trade bodies) 	<ul style="list-style-type: none"> • Through the UK Skills Passport show how the new chef programmes helps progression (People1st) • Through the UK Skills Passport show those colleges offering the new chef Diplomas (People1st) • Work with employers to develop chef qualifications at levels 3 and 4 to provide rigorous progression opportunities (People1st) • Ensure that a suitable programme exists at level 1 to address the foundation culinary skills that are needed in some establishments (People1st) 	<ul style="list-style-type: none"> • Ensure the new chef programmes at level 2 and 3 for full-time delivery receive appropriate funding (WAG) • Prioritise funding to increase the take-up of the new chef programmes at level 2 and 3 for workbased learners at all ages (WAG) 	<ul style="list-style-type: none"> • Commitment to integrate strategies of VisitWales and the National Skills Strategy (VisitWales) • Take into account that employers are offering their staff support after completing the qualification in the quality accreditation (Hospitality Assured) • Ensure that the AAA scheme provides a measurement at same level as that of the new chef qualifications for people in the workplace (AAA)

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
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- **Encourage members to act as mentors to help support delivery and ensure that fresh Welsh products are used and promoted**
 (Welsh Culinary Association)
- **Through the UK Skills Passport show how the new chef programmes helps progression**
 (People1st)
- **Through the UK Skills Passport show those colleges offering the new chef Diplomas**
 (People1st)
- **Work with awarding bodies to develop chef qualifications at levels 3 and 4 to provide rigorous progression opportunities**
 (People1st)

7. Approved kitchen professional programme

Headline statistics

- 2,255 chefs and cooks do not have any qualifications – which means 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

Summary of challenge

There is growing concern about the levels of food safety practices across food premises. Research found that nearly half of food premises have some non-compliance with statutory requirements and 13 percent major non-compliance. 2,255 chefs do not currently even possess a hygiene qualification at level 1. At the other end of the scale as staff move between employers they get re-trained in food safety, even though they have already passed a qualification because employers hold on to the certificate to prove compliance, hence they are wasting employer investment

Rationale

Food safety is an important aspect of ensuring the sector is protecting the public health, which in term ensures the credibility of the sector. Employers need to be better supported to ensure that they are compliant and that they can re-direct money spent on unnecessary training into other priority skill areas.

Summary of action

The action involves putting in place a minimum standard of qualification for a food handler. It would be directly linked to the Skills Passport and be linked to an industry code of practice.

Measures

- To be confirmed

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By March 2008, sector employers to define a code of practice that includes an approved kitchen practitioners programme</p> <p>By September 2008, to provide funding to support micro employers help their kitchen staff achieve the Approved Kitchen Professional Programme</p>	<p>Research by the Food Standards Agency has recently found that nearly half of food premises have some non-compliance with statutory requirements. This non-compliance and the lack of professional standards negatively affects the reputation of the sector</p> <p>Minimum standards need to be introduced to enable businesses to be food safety compliant, but also reduce the amount of duplication of training provided. The Approved Kitchen Professional would include food safety, health and safety and manual handling.</p>	<p>Endorse the Approved Kitchen Professional Programme as a means of ensuring that staff are competent in food safety practices (Food Standards Agency - Wales)</p> <p>Promote the Approved Kitchen Professional Programme through promotional and communication channels (Food Standards Agency - Wales)</p> <p>Endorse the Approved Kitchen Professional Programme as a means of ensuring that staff are competent in food safety practices (Welsh Local Government Association)</p> <p>Promote the Approved Kitchen Professional Programme through promotional and communication channels (Welsh Local Government Association)</p>	<ul style="list-style-type: none"> • Top 220 largest employers to define and sign up to a code of practice (Sector employers) • Recommend that members put their food handlers through the Approved Kitchen Professional Programme (Sector bodies) • Incorporate the Approved Kitchen Professional Programme into the Industry Code of Practice (Sector bodies) 	<ul style="list-style-type: none"> • Through the UK Skills Passport promote those business putting their food handlers through the Approved Kitchen Professional Programme (People1st) • Through the UK Skills Passport show providers delivering the Approved Kitchen Professional Programme (People1st) 	<ul style="list-style-type: none"> • Fund the delivering of the bundle of qualifications making up the Approved Kitchen Professional Programme for fulltime students and workbased learners in small and micro businesses (WAG) 	<ul style="list-style-type: none"> • Commitment to integrate strategies of VisitWales and the National Skills Strategy (VisitWales)

8. Worldclass delivery of skills

Summary of challenge

There is growing concern about the lack of consistently high quality delivery of training. Employers are quick to recognise those colleges, consultants and workbased providers that are good. They are also frustrated with those that are not providing the same quality of innovation and flexibility.

Rationale

The Skills Academy for the sector provides an opportunity to hothouse high quality delivery and work with providers to better meet the needs of the sector. It is important therefore that the sector has in place a licensed Skills Academy to improve the quality of provision in hospitality and travel and tourism.

Summary of action

People1st is working with sector bodies and employers to put in place a Skills Academy for the sector. Once in place the Academy would work with employers and learning providers to identify best practice and help roll out this provision where there is greatest demand. The Academy would also expand over time to encompass other skills areas across the sector.

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By September 2007, identify the provision and quality of learning across the sector</p>	<p>Some employers are concerned about the quality of training delivery and inconsistency in quality.</p> <p>It is vital to understand the extent of provision and the varying quality. From that poorer providers can be encouraged to adopt more successful practices</p> <p>Across the sector employers' delivery of training can be better understood and practices raised</p>	<ul style="list-style-type: none"> • Sector providers to support and engage with existing Centres of Excellence to raise best practice and encourage high and more consistent levels of skills and knowledge delivery (Further education colleges and workbased learners) 	<ul style="list-style-type: none"> • Support Centres of Excellence and encourage members to do likewise (Trade bodies) 	<ul style="list-style-type: none"> • Undertake further research to assess the extent to which employers consider the quality delivery of learning providers (People1st) • Identify the extent and quality of provision (People1st) • Understand research to assess the current and future demand for, and supply of, provision in the medium of Welsh (People1st) • Hot house best practice, and develop new learning (People1st) • Promote the benefits of Union Learning Representatives to help learning in the workplace (Wales TUC) 	<ul style="list-style-type: none"> • Fund research to assess the current and future demand for, and the supply of, provision in the medium of Welsh (WAG) 	

9. High skilled entry routes

Headline statistic

- In 2005, 434 candidates completed the FMA

Summary of challenge

Given the skill shortages facing the sector it is important that there are robust development pathways in place for new entrants to develop those skills. Currently, completion rates on the Apprenticeship frameworks are low and at the same time their content has moved away from their original concept and are not providing the foundation skills and knowledge required.

In addition the proposed Baccalaureate provides another excellent route. However, its content and delivery must provide the skills the sector needs otherwise it will not gain credibility across the sector.

Rationale

The apprenticeship needs to be refocused in order to ensure it is delivering the skills required by employers. Apprentices need to be better supported from the start. By registering Apprentices, they can not only receive ongoing support, they can also be moved from their initial employers if they are not receiving the required support. Similarly the content of the Baccalaureate needs to take into account the needs of the sector to have the required kudos and recognition it requires to provide the essential development pathway from school.

Summary of action

Putting in place robust frameworks that meet the needs of the sector and are clearly identifiable as doing so is a key priority for the sector. Apprentices would be registered by People1st who would ensure that they receive the right support and training throughout their Apprenticeship.

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By January 2008, ensure that there is a robust chef Apprenticeship for the sector</p>	<p>The Apprenticeship has long provided a strong workbased route for trainee chefs to develop their skills, knowledge and experience. However, over recent years the programme has experienced poor retention and its content has become less relevant as it has been moulded to support government targets rather than provide a solid skills base</p> <p>The action will deliver an Apprenticeship designed by employers that meets the needs of the sector. Building on best practice Apprentices will be registered at the start of their programme to provide ongoing support and allow them to move employers if they are not gaining the relevant support.</p>	<ul style="list-style-type: none"> • Ensure that the framework produced by the sector will be recognized as a formal Apprenticeship. (WAG) • Ensure that all providers will provide a 12 week probationary period to include customer service, health and safety etc. (WAG) • Ensure that all providers are able to verify learning on the Skills Passport (Association of Learning Providers) • Ensure that every year providers spend at least two days working in the sector to re-new skills (Association of Learning Providers) 	<ul style="list-style-type: none"> • Endorse that all sector Apprentices will be registered at the start of their programme with learning linked to the UK Skills Passport (Sector employers) • Endorse that all sector Apprentices will be registered at the start of their programme with learning linked to the UK Skills Passport (Trade bodies) • Endorse and follow code of practice that provides each Apprentice with a mentor, ensures training is undertaken in work time and offer appropriate salary (Sector employers) • Endorse and encourage members to follow code of practice that provides each Apprentice with a mentor, ensures training is undertaken in work time and offer appropriate salary (Trade bodies) 	<ul style="list-style-type: none"> • Register all new sector Apprentices starting work in the sector, ensure ongoing social support and take action to move Apprentices if necessary (People1st) • Through the UK Skills Passport promote existing initiatives (People1st) 	<ul style="list-style-type: none"> • Provide funding to support these schemes and ensure that all learning is linked with the UK Skills Passport (WAG) • Pilot the contextualisation of key skills within Apprenticeship and Skill Build Programmes (WAG) 	

10. Broadening the appeal of the sector

Headline statistics

- Just under a third of the workforce are under 25
- The sector is recruiting three times the percentage of under 25 year olds in the population
- The sector in Wales has attracted nearly 2,140 workers from the EU Accession States since May 2004

Summary of challenge

The sector relies heavily on two labour pools – students and international workers. To a large extent it ignores older workers, women returners and those on jobseekers and incapacity benefit. A significant aspect of the poor retention is the mindset of students and international workers as short-term labour pool.

Rationale

The sector needs to be much better at recruiting a diverse labour pool. This will not only help alleviate the ongoing recruitment problems, but it will have a positive impact on retention and ensure that not all the sector's eggs are in one basket. There are real opportunities for the sector to target other labour pools, but employers have got to first realise the potential advantages, but also have an easy means of targeting these workers whilst at the same time ensuring they have the minimum skills required.

Summary of action

Ensure that suitable gateway programmes are in place to attract those on incapacity benefit and jobseekers allowance into the sector after undertaking a suite of qualifications and linking that entrant to a particular employer. It would involve better career advice for both employers and those looking to enter the sector that may be returning to work or have moved from another sector of the economy.

Measures

- To be confirmed

Target	Rationale and description	Government Policy	Industry Code of Practice	Effective Communication	Public Funding	Quality Assurance
<p>By September 2007, create effective Gateways that support those on Jobseekers or Incapacity benefit to enter the sector with the skills and knowledge required by employers</p> <p>By September 2007, identify the basic skill needs and provision</p>	<p>Many employers have indicated that they advertise job vacancies in Jobcentres. However, figures suggest that few of these notified vacancies are filled. The sector could benefit by attracting more people previously on jobseekers or incapacity benefit, as it needs to attract a more diverse workforce, rather than rely on those younger than 25 or from the EU Accession States.</p> <p>This action would examine why the sector is not filling as many vacancies as other sectors and ensuring strong entry routes into the sector.</p> <p>There is a need to have one clear industry source and channel of communication for Careers Information and Advice and Guidance that works closely with Careers Wales.</p>	<ul style="list-style-type: none"> • Work with People1st to investigate why the sector is not filling vacancies as well as other sectors. (Jobcentre Plus) • Work with People1st to evaluate the success of current sector gateway programmes (Jobcentre Plus) • Pilot Gateway programmes in locations where there is demonstrable employer need (Jobcentre Plus) • Use the UK Skills Passport to ensure that realistic and up-to-date careers advice is provided on the career opportunities for people over 25 (Careers Wales) 	<ul style="list-style-type: none"> • Guarantee minimum job opportunities for those who have successfully completed the Gateway (Trade bodies and employers) 	<ul style="list-style-type: none"> • Identify the basic need provision across the sector (People1st) • Work with Jobcentre Plus to investigate why the sector is not filling vacancies as well as other sectors. (People1st) • Work with Jobcentre Plus to evaluate the success of current sector gateway programmes (People1st) • Pilot Gateway programmes in locations where there is demonstrable employer need (Jobcentre Plus) 	<ul style="list-style-type: none"> • Provide funding to support the Gateways (WAG) 	