

# Sector Qualifications Strategy Action Plan for the hospitality, leisure, travel and tourism sector in Scotland

The Blueprint for Action 2008 - 2011

Version 9

November 2009

# Scope of the People 1st Action Plan for Scotland

## Introduction

People 1st is the Sector Skills Council for the hospitality, leisure, travel and tourism sector. It is a large and growing sector in Scotland employing nearly 2m people across 14 industries: hotels, restaurants, pubs, bars and nightclubs, food and service management (contract catering), hospitality services, membership clubs, events, gambling, travel services, tourist services, visitor attractions, youth/backpacker hostels, holiday centres, and self catering accommodation.

In January 2008 People 1st published the Sector Qualification Strategy (SQS) for this sector. The SQS was developed in line with the policy drivers and economic, social and political influences across the four home nations at the time. Whilst the SQS articulates the overall direction on how working on qualifications will address the priorities identified in labour market information and People 1st's research, nation-specific action plans will drive forward the solutions to overcome these challenges.

Due to key developments within Scotland it is now necessary to revisit some of the context and this will inform the SQS Action Plan.

## 1] The Tourism Framework for Change

In 2005 the Tourism Framework for Change (TFFC) Monitoring Group was established as an industry led group tasked with the development and delivery of a number of key actions designed to help underpin and support the 50% growth ambition for the sector by 2015. In supporting the delivery of these actions the group, *whose membership is drawn from leading industry organisations, public sector bodies and Scottish Government*, split the actions out into four key working groups each of whom have been responsible, over the last 4 years, for ensuring their delivery.

In 2008 the Scottish Tourism Forum was approached by the TFFC Monitoring Group to carry out an evaluation of the first 3 years of the TFFC and after a 3 month review presented back its findings and recommendations in January 2009.

One of the recommendations made by the Scottish Tourism Forum at this time, *and an area which was also highlighted within the recommendations made by the Scottish Government led Tourism Task Group* was the need to provide clear industry leadership in relation to skills for the sector, emphasising the importance of having a highly skilled, highly performing, motivated and well-utilised workforce, whilst properly articulating the needs of employers to help influence funding, qualification provision and future skills interventions.

In October 2008 the Scottish Tourism Forum and People 1<sup>st</sup> began the process of developing the initial framework for a revised, industry led, TFFC Skills Group that would be positioned as the authoritative and collective industry voice and one which would highlight and articulate the needs of industry in a co-ordinated and cohesive manner to Government, her Public Sector Agencies and Trainer Providers within Scotland.

In early August 2009, *and following the successful relicensing of People 1<sup>st</sup>, and the publication of the final Tourism Task Group findings*, a series of industry engagement events across Scotland were undertaken by People 1<sup>st</sup>, in partnership with the Scottish Tourism Forum, including industry workshops, employer dinners and a comprehensive on line survey.

These events have formed a vital part in the development of the new skills group and were very well received and attended by industry. Creating the opportunity to share the vision of an industry led approach to skills, and to begin to position the TFFC Skills Group as the authoritative industry voice in the minds of employers, has proven to be a very useful and positive barometer in gauging the wider appetite towards this approach. The events also provided an opportunity for employers, at a local level, to feed in their ideas and concerns and where they saw potential opportunities in relation to skills development within the sector.

In addition to this feedback, a number of meetings have now taken place between the Scottish Tourism Forum, People 1<sup>st</sup>, Springboard Scotland, The Institute of Hospitality and Visit Scotland each of whom will play a pivotal role, on behalf of the industry, within the new skills group. These meetings have been successful in setting out and agreeing the proposed structure, objectives, positioning and purpose of the new TFFC Skills Group as it moves forward. In addition, the organisations now involved with group are also currently undertaking an exercise to map out current and future business objectives in order to help identify where project overlaps exist, to identify collaborative opportunities and where there may be current or future opportunities to share resources. This piece of work is also critical in helping to remove the danger of project duplication as well as the possibility of conflicting messages being communicated to both industry and the Public Sector.

The TFFC Skills Group will provide a clear focus on the key skills factors that will drive growth in the industry and by its terms of engagement, will help to de-clutter the landscape when trying to gain a consensus of opinion from industry.

## **2. The TFFC Skills Group**

As identified in the TFFC review undertaken by the Scottish Tourism Forum, and the recommendations put forward by the recent Tourism Task Group, there is an urgent need for industry to provide a clear steer to Scottish Government, Public Sector Agencies as well as Education and Training Providers, about what skills interventions best meet their needs.

While it is recognised that there are a number of regional organisations and networks that exist across Scotland which deliver in this area, and equally there are many private and public organisations who have been set up to deliver directly on the skills agenda, it is the recommendation of industry that both the Scottish Tourism Forum and People 1<sup>st</sup> now take the lead in helping to bring these local networks and organisations together in order to engage them more effectively with the skills agenda and to ensure that the needs of industry can be fully met.

With this in mind the **TFFC Skills Group** has been created and positioned to be that authoritative and collective industry voice and will be responsible for

engaging, highlighting and articulating the needs of industry in a co-ordinated and cohesive manner.

The key responsibilities of the TFFC Skills Group will be to ensure that the necessary changes required to be made within the sector are matched to industry demand and delivered by;

- Agreeing with all key partners the correct skills strategy for the HLTT sector
- Co-ordinating all skills delivery relevant to the sector.
- Measuring the impact and accountability of this delivery.
- Acting as the principal lobbying voice in relation to skills for the sector to Scottish Government, her Public Sector Agencies and Trainer Providers within Scotland.

The group will provide the focal point of delivering and driving key skills messages, engaging and raising the profile of the sector, whilst identifying and providing clear and positive actions to support the national growth ambitions, as well as the needs of industry at both a national and local level. To measure these actions, and to ensure that a strategic, coherent, co-ordinated and well communicated approach to skills development within Scotland is delivered, the skills group will be responsible for delivering a “Tourism Skills Plan”.

While the full terms of reference for the group are still being developed, as a guide the group will;

- Be chaired by a recognised and respected senior industry leader.
- Have a membership made up of the main, industry led, skills organisations operating within the sector.
- Operate at a strategic level and will be underpinned by strong industry leadership and one which embraces all levels of industry operators.
- Provide the vision for the industry with clear, measurable, focused and assignable actions.
- Be supported by a range of industry “TFFC Expert Working Groups” that will be fully engaged to a grass roots level, and will articulate with already established mechanisms rather than the deliberate creation of new groups.
- Support in the de-cluttering of current skills structures within Scotland.
- Provide a focused and clear communications conduit both to and from industry and Government demonstrating real commitment, direction and value.
- Encourage the engagement of all the relevant public sector, private and public education bodies with the work of the group in order to fulfil the skills needs of the sector and to ensure truly demand led provision within Scotland is delivered.
- Drive forward action and ensure that effective reviews, evaluations and accountability measures are put in place that ensures delivery.
- Feed into the wider TFFC working groups.

### **3. The 5 Year Tourism Skills Plan**

At the core of the new Skills Group work will be the creation of a 5 year “Tourism Skills Plan” that will not only highlight and articulate the skills needs of industry but which will also set out the appropriate actions being undertaken by the relevant partners tasked with delivering solutions to meet these needs.

The plan will clearly highlight who is responsible, what measurements will be put in place to monitor impact and a clear indication of what the agreed time lines are against each action, with many of them being set against the backdrop of the current 2015 growth ambition.

While it is expected that a significant number of the actions contained within the plan will be delivered through the “TFFC Expert Working Groups”, the group will also recognise and embrace other areas of activity that are currently being delivered for the sector and will, in this context, work with and support the relevant delivery partners to help drive the impact of these activities forward.

The “Tourism Skills Plan” will also be used as the key conduit for communication to and from industry and will provide a clear skills strategy plan that will seek to eradicate any duplication and confusion within the market place.

Key priority areas that will be highlighted within the 5 year plan will include, although not limited to at this stage;

- Labour market information
- Delivery and maintenance of fit for purpose, demand led qualifications.
- Attracting talent
- Promoting the industry
- Provision of specialist careers advice and work experience programmes.
- Creation of pre-employment routeways for the sector.
- Training and Development
- Management and Leadership skills
- Craft / Chefs Skills
- Continuous Professional Development of the sector
- Delivery of a robust marketing and communications policy on skills within Scotland.

It is anticipated that the first draft of the new “Tourism Skills Plan” will be completed by November 2009.

### **Current challenges**

Sector employers are facing a number of skill gaps and shortages; particularly for managers, craft occupations and in customer service.

Research for the SSA and Sector Qualifications Strategy has found that:

- Employers do not understand the range or purpose of the qualifications available
- Qualifications to aid workforce development are seen as too big and cumbersome
- Employers tend to recruit on attributes and experience, rather than qualifications

- Some existing qualifications (particularly pre-entry) are not appropriate and are 'surplus to requirements'
- Employers are unaware of the value of qualifications over and above in-house training
- Qualifications are too expensive; particularly for micro businesses which represents 76% of sector businesses.

Whilst the SQS articulated the overall direction on how working on qualifications will address the priorities identified in the SSA, nation-specific action plans will drive forward the solutions to overcome these challenges.

## **Blueprint for Action**

The Action Plan for Scotland is intended to define what activity is required within Scotland to achieve the objectives of the *Blueprint for Action* which was described in Section 6 of the SQS, and which was subject to a wide consultation with employers and other partners during 2007. It needs to recognise that there are a number of different Awarding Bodies delivering in the sector and that employees often have qualifications from other nations that their employer needs to understand. The Action Plan describes how People 1st is working with others to carry forward the following key features of the *Blueprint for Action*:

### **1. A qualification rationalisation programme:**

People 1st supports the objectives of the UK Vocational Qualifications Reform Programme (VQRP) and the Scottish Tourism Inquiry's aspiration to declutter and rationalise the provision of education, skills and training in the sector. People 1st supports the review of qualifications with low take-up, on the basis of assessing current qualifications against the required sector need. People 1st is particularly considering those qualifications with similar content but different titles, and those where employer needs are not being met by current provision, especially those qualifications designed as pre-entry provision. In this way we can help employers understand available qualifications and regain their confidence in them.

People 1st does note that through the UK VQRP Strand 4 considerable work has been achieved in the rationalisation of the SQA qualification portfolio and in common design principles, nomenclature and articulation. However all Awarding Bodies are not at the same stage and employers often have to understand qualifications from the other nations.

Although People 1st has no official role in approval of qualifications in Scotland, it does encourage Awarding Bodies to seek accreditation for their qualifications within Scotland and to ensure provision offered in Scotland is credit rated onto the SCQF.

### **2. The identification of qualification pathways for each industry:**

One of the key outcomes of the action plan will be discrete qualification pathways across specific industries and sub-industries. These will assist potential employees and employers to identify the relevant qualifications that are supported by the sector and which link to recognisable job roles and promote the use of qualifications for both entry into the workplace, development within it as well as further progression. Prominent within each pathway are customer service and management and leadership given the skill gaps and shortages identified through the Sector Skills Agreement.

### **3. Development of small unit-based qualifications for the sector:**

On the back of strong employer support, People 1st believes that qualification gaps should be met by developing small unit-based qualifications based on National Occupational Standards [NOS] units. People 1st supports the unit-based qualification structure, as these allow learners in the workplace more flexibility to build packages of skills and knowledge. These will support continuous professional development and help staff retention. Where more intense packages of learning are required, particularly pre-entry and on entry into the workplace, these units should form larger qualifications.

Mapping against re-defined role profiles will also help Awarding Bodies when existing qualifications in the sector are refreshed or come up for re-accreditation.

Awarding Bodies will be encouraged to adopt common content for qualifications. This will ensure employers and learners can recognise qualifications at the appropriate level and with relevant content.

### **4. A formalised procedure for qualification design and development:**

People 1st will support all Awarding Bodies in the design and development of qualifications in a range of ways for example membership of SQA Qualification Design Teams, qualification templates, NOS units and research. In order to help Awarding Bodies and to encourage employers to offer and support the developed qualifications People 1st will utilise the TFFC Expert Working Groups to support the Awarding Bodies development of specific qualifications.

### **5. Mapping of in-house company schemes:**

Mapping in-house qualifications against nationally recognised qualifications has found clear support from employers. People 1st is working with bodies such as Skills Development Scotland, Awarding Bodies and learning providers to support employers to match their in-house training against nationally recognised qualifications, credit rate and level them on the SCQF and navigate around the qualification, education and funding system. An important aspect of this will be streamlining assessment processes against internal supervision processes.

It should also be noted that People 1st encourages employers and awarding bodies to examine in-house employer training, development and assessment programmes to see whether these provide robust evidence against the SVQs.

People 1st will monitor this across the sector and support and advise employers ensuring they are aware of the cost and requirements of credit rating to the SCQF. VisitScotland's model of accrediting their in-house programme will be considered and any potential advantages built upon.

### **6. A review of assessment practice:**

Given employers' concern about the assessment of qualifications, People 1st will work with Awarding Bodies to review and monitor the quality, and where relevant, the consistency of assessment. People 1st will promote standardisation activity to ensure that there is flexibility in assessment methodology and consistency and validity in the outcomes. This will include best practice studies. The consultation has confirmed that employers' confidence in the value of certain qualifications has been marred by poor experiences of delivery, particularly in assessment, rather than in the design or intention of the qualification. Where specific issues are raised with People 1st these will be re-directed to the regulatory bodies but People 1st will work on identifying areas of best practice to promote availability.

## **7. A review of apprenticeships:**

The apprenticeship is seen by employers as a critical means of developing the skills and knowledge of both current employees and also new entrants into the sector. It must be seen as a credible alternative to undertaking full-time programmes in further education. A separate apprenticeship strategy has been produced and is being taken forward by a Scottish Modern Apprenticeship Monitoring group made up of Scottish employers and learning providers. In addition the Scottish Modern Apprenticeship Community is regularly consulted on proposed changes.

In developing the strategy, People 1st has reviewed the current apprenticeship frameworks and is now looking at where there is potential for new pathways.

The SQS consultation process has already identified a need from employers for short, sharp interventions for the workforce. The development pathways within the Modern Apprenticeship and in-house provision clearly show the learning that employers wish to apply.

We therefore developed the following model for Modern Apprenticeships to replace the current Modern Apprenticeship at level 3 and the Skillseeker programme at level 2:

- A new level 3 Apprenticeship made up of smaller packages of learning and incorporating knowledge, competence and employability skills
- A new level 2 Apprenticeship that provides the foundation for progression and also incorporates the knowledge, competence assessment and employability skills required at this level

It is important that the aim, objectives and opportunities offered by the Apprenticeship are clear. This will provide the employers with a valued development programme and enable individuals to access better career opportunities and improved progression and articulation with further learning.

## **8. More effective use of the UKSP:**

The UKSP (formally the UK Skills Passport) has been identified in the SSA consultations and the Tourism Framework for Change as a means of helping employers to understand the range of qualifications and providers, as well as a vehicle for learners and employers to recognise achievement. Content compliments existing information, advice and guidance processes in Scotland and assists partners in accessing sectoral specific and segmented information as well as local solutions. Individuals or support agencies can access career development opportunities, training courses and ideas to enhance skills and knowledge relevant to a chosen career path. The website also provides a mechanism for learners to feed back experiences to employers, colleges and fellow professionals.

It is vital to ensure that the information presented is up to date and pertinent and that, for example, young people are given information on qualifications which are recognised and supported by prospective employers if they want to use these to secure employment. Qualifications outlined in the action plan will be reflected in the information presented on the UKSP website.

## **Methodology**

The Sector Qualification Strategy has been undertaken using a variety of research methods. The main source of secondary data has been the Sector Skills Agreement

undertaken between 2005 and 2007. It was the largest labour market study undertaken across the sector in 20 years and consulted over 5,000 employers, as well as learning providers and other partners. It identified the main skills and labour market needs, as well as assessing the extent to which the learning supply, including qualifications, met these needs. In addition, a separate study was undertaken to research employers' views of qualifications together with analysis of qualification datasets.

Primary research included a programme of consultation events carried out throughout the UK during the autumn of 2007 to identify support for the *Blueprint for Action* (see below) as well as to clarify recognition for existing qualifications. It also explored how new qualifications might be developed and presented in ways that are more employer-led and accessible. The questionnaire completed by participants at the end of the autumn sessions showed that employers had found the process useful and that the vast majority (94%) supported the *Blueprint* proposals. Further to this, one-to-one interviews have been undertaken with employers who wished to comment on current or proposed qualifications.

This action plan is the natural progression of the *Blueprint for Action* document. That document was shared with Awarding Bodies, employers, learning providers and other partners during the compilation of the SQS. All parties indicated broad agreement to the outlined activities of the *Blueprint*. Several actions have inter-relationships and those which involve Awarding Bodies will be covered by the introduction of a service level agreement between People 1st and Awarding Bodies operating in the sector. During May and June 2008 the draft action plan is to be circulated to the relevant stakeholders and those who have signed up to activities will subsequently be identified.

The SQS action plans have been implemented since July 2008 and a review of all the Action Plans has taken place in June 2009. This review incorporated feedback from all key stakeholders including Awarding Bodies and government agencies in all four nations to ensure that the outcomes identified are achievable and to consider the impacts of the economic climate at the time. The Action Plans show the existing and new qualifications supported by employers and endorsed by People 1st. These will be outlined to the Scottish Government for funding support and presented on the UKSP. People 1st will also work with trade and professional bodies, undertake one-to-one interviews and hold events to promote these opportunities to sector employers and learning providers. People 1st will use the TFFC Expert Working Groups, made up of employers and learning providers, to guide and comment on the implementation of the Action Plan.

### **Identifying Priorities**

People 1st has identified the resources required to support the *Blueprint* and has selected actions for the following year accordingly. Within the SSAs for Scotland, particular priorities had already been identified. These have therefore been linked to the *Blueprint* activity in deciding how activities will go forward. The following actions therefore form part of a three year plan with the outcomes within the boxes identifying those which form the actions for the 18 months to December 2009.

### **Economic Change**

People 1st recognises that the current economic climate has impacted on all sectors, and the full impact is currently uncertain. In 2008, the size of the sector workforce fell by one percent. As a result of the recession, employers are in a position where they

have a real choice in the selection of candidates. Consequently 53% of businesses believe that qualifications are becoming more important in helping them choose between job applicants. 51% of sector businesses are planning to cut training as a result of the recession. However, People 1st will support all employers who wish to access funding for qualifications to help with staff retention strategies.<sup>1</sup>

## Summary of outcomes

In order to provide clearer implementation dates for the outcomes listed below, People 1st has amended the dates to reflect availability to learners for qualification outcomes and completion dates for non qualification outcomes. This provides clarity and consistency on expected dates for the outcomes People 1st is undertaking over the next two years.

### Priority 1: A Single Communications Channel



#### Creating a central resource for skills information – [www.UKSP.co.uk](http://www.UKSP.co.uk)

[www.uksp.co.uk](http://www.uksp.co.uk) was developed by People 1<sup>st</sup> as a central resource for skills in response to the findings of the labour market study that People 1<sup>st</sup> carried out into the sector, involving extensive research with over 5,000 employers. The site brings together information on careers, job opportunities, qualifications, employers, providers and funding for the sector.

UKSP is a unique, highly interactive website, the first of its breed and a key priority in People 1<sup>st</sup>'s strategy to address the skills needs facing our sector. UKSP cuts right through the highly complicated education, training and qualifications system. It is the only point of reference for employers and individual users working in or considering entering the sector, providing essential information on skills development including:

- The Good Employer Guide – where (for the first time ever in this sector) employers rate themselves on stringent criteria and then ask their staff to do the same with the results being publicly available. UKSP allows individuals to search for vacancies with these Bodies and even match their skills to advertised vacancies to find their ideal job
- Market Place – Individuals can upload their CV to the Get Spotted database in order to put themselves in front of Good Employers who will be able to find these prospective employees through Talent Search
- A unique career progression map – based on 18 months research and development, showing every single occupation in the sector from kitchen porter to senior manager, with details of activities, salaries, related qualifications and the progression pathways for these jobs
- A Good Qualification Guide - listing all qualifications and identifying the ones highly regarded by industry. This unique guide empowers employers to choose the right qualifications for their staff. It helps individuals take ownership of their own career development
- A Good Provider Guide - listing colleges, universities and private training providers that have allowed both their students and the employers they work with to rate their performance
- A funding guide showing which qualifications are supported by government funding as well as information on bursaries, grants, loans, tax credits and wage subsidies available

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<sup>1</sup> State of the Nation Report 2009, People 1st

## Action

### Ensure the UKSP reflects the results of the SQS

It is critical that the UKSP reflects the results of the SQS process, including the qualifications that will be supported through the SQS action plans as well as future developments. Through the consultation process a number of changes have been made to the types of job roles and responsibilities undertaken across the sector. These need to be reflected in a revised careers map on the site. As part of this work People 1st will map real career trajectories of employees within the sector. Future individual learning will be able to be tracked through UKSP and People 1st will ensure that the system will be compatible with other learner records as far as possible. People 1st will update UKSP with the revised qualification pathways and will also maintain UKSP with current accurate information on learning and qualifications that are available to learners and employers.

No.	Outcome	Lead	Implementation Date
1	Revised occupational pathways on the UKSP using updated job roles and key responsibilities clarified through the SQS consultation	People 1st internal responsibility	Completed
2	Revised qualifications listed and described on the UKSP which reflect those identified in the SQS action plans	People 1st internal responsibility	November 2009
3	Linkage between the UKSP passport of achievement to selected industry CPD schemes	People1st Industry Professional Bodies	March 2010

## Priority 2: Management & Leadership

### Sector specific and offering continuous development

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. Employers have cited a lack of clarity in the availability of suitable qualifications that meet their needs as well as confusion about available training and funding as contributing to this skills shortage.

## Action

### Support for specific qualifications

People 1st has supported the Institute of Hospitality's work in producing sector-specific vocational management qualifications in hospitality, leisure and tourism and will include these within sector pathways. We are supporting the process of placing these qualifications onto the SCQF. In addition we plan to explore further the ability for credit transfer. Other generic qualifications such as those awarded by ILM and CMI are also supported by employers and will be reflected in the pathways.

### Identify programmes for micro-businesses in the sector

Given the significance of micro-businesses for the sector in Scotland, further work will be undertaken to consider the learning and development requirements for multi-functional management in small businesses and map against current provision.

### **Development of an SVQ competency-based Hospitality Supervision and Leadership qualification**

People 1st has drafted new NOS for Hospitality Supervision and Leadership and will work with Awarding Bodies to develop an updated Hospitality Supervision and Leadership SVQ to replace the current SVQ in Hospitality Supervision and Leadership for use both within the apprenticeship and as a stand-alone qualification. In addition a certificate based on the knowledge components of the SVQ is to be developed.

### **Development of a Hospitality Supervision and Leadership apprenticeship pathway**

People 1st will re-develop the Hospitality Supervision and Leadership apprenticeship route into a separate framework for Hospitality Supervision and Leadership to encourage entry into and development in supervisory roles with a structured training package and qualification outcomes.

<b>No.</b>	<b>Action</b>	<b>Lead</b>	<b>Implementation Date</b>
4	A revised Hospitality Supervision and Leadership apprenticeship framework	People 1st TFFC EWGs Awarding Bodies Learning Providers MAG	August 2009
5	Hospitality Supervision and Leadership SVQ	People 1st TFFC EWGs Awarding Bodies Learning Providers SQA Accreditation	August 2009
6	A Level 7 Hospitality Supervision and Leadership certificate based on the knowledge aspects of the SVQ	People 1st TFFC EWGs Awarding Bodies Learning Providers SQA Accreditation	August 2009

## **Priority 3: Qualifications and support**

### **Ensuring the right qualifications attract the right support**

Whilst two-thirds of sector employers are training, only 3% of that training results in a recognised qualification. Employers are confused about the qualifications available and do not, in large part, recognise the advantages of qualifications over and above in-house training.

### **Action**

#### **Support for specific qualifications on proposed pathways**

Only those vocational qualifications that employers deem as relevant to their needs should be eligible for government support and funding. As part of the SQS process, People 1st has categorised existing qualifications available across the sector and rationalised them so that within the resulting pathway grids they present meaningful, clearly understood progression routes.

#### **Higher level provision**

Over the coming year People 1st will seek to strengthen relationships with all Higher Education Institutions. The numbers of degree programmes associated with both

Hospitality and Travel and Tourism are too numerous to review individually but People 1st will work with the Higher Education Institutions to clarify and signal the range of Higher Level provision that provides progression for roles within the current identified qualification pathways. Although this will be scoped in the current year, this is identified as of less time priority in Scotland than other developments and will be completed in 2009/10.

### **Qualifications support**

People 1st will utilise its role in Qualifications Development to ensure that qualifications that are developed meet with the intentions of the SQS and fit with the progression pathways identified in the pathway grids for each industry. People 1st will use the TFFC Expert Working Groups to support and implement the SQS Action Plan, raising employers' awareness and supporting Awarding Bodies development of qualifications.

### **Development of new qualifications**

There are clear gaps in provision for workforce development and People 1st wishes to promote the development of new qualifications which provide employers with the flexibility to put together relevant qualifications by combining different smaller units. To develop these proposed new qualifications People 1st will encourage all Awarding Bodies working in the sector invitations to co-operate in the development of these sector-supported qualifications, based on agreed content and shared units. These developments will be supported by the use of the TFFC EWGs to ensure that employers play a key role in informing the content and design. Those qualifications to be developed in the year 2008/9 are itemised in Part B, Section 3, including a new qualification for Front Office Operations. Other small unitised qualifications indicated as desirable by the sector include a suite of certificates for Advanced Crafts in Hospitality at Level 6. Awarding bodies will also be urged to seek accreditation for their qualifications in Scotland and to ensure provision is credit rated for the SCQF.

### **Re-development of N/SVQs**

People 1st has reviewed all the existing N/SVQs with the Awarding Bodies who currently offer these and agreed a schedule for redevelopment during 2009/10. Those qualifications scheduled for NOS review and amendment of related N/SVQs such as; Hospitality Supervision, Food Processing and Cooking or those for Travel and Tourism, will be re-developed at the appropriate interval. Those which were due for re-accreditation this year have been extended.

### **Supporting the development of the Institute of Tourist Guiding's Green and Blue Badge programmes as nationally recognised qualification**

People 1st will support the Institute of Tourist Guiding in developing the existing Green and Blue Badge programmes as nationally recognised qualifications, as well as considering provision for local guides across Scotland.

### **Developing qualifications for the Events Industry**

People 1st support the Higher National Events qualifications but will further review the provision of existing lower level of qualifications for the Events Industry during the coming year as recent consultation indicated contrasting views. The current NVQs will be supported for extension and we will consider how Events industry supported qualifications reflect the function of events organisation which arises in other sector footprints, while the future of current N/SVQs or alternatives are considered.

### **Developing NOS and N/SVQs for Travel and Tourism**

People 1st has submitted the NOS suite for Travel and Tourism and this will result in proposals for qualifications. There are currently Travel NVQs that are aligned to these NOS and are used within apprenticeship pathways. These will be revised in the light of the NOS review.

The outcome of People 1st's Apprenticeship consultation is that there is a requirement for a Travel Apprenticeship, but this is not echoed within the Tourism Industry. People 1st will develop a Framework for the Travel industry and remain in communication with the Tourism industry to identify if this changes.

The revised NOS will also be used to inform the identification or development of units which will form certificates based on the knowledge component of the NVQ and could be used to compliment the Apprenticeship frameworks. Existing qualification units in travel related subjects have been supported by employers and will be retained to be incorporated into units of a smaller qualification based on knowledge content in Travel. In addition the Travel Industry have indicated the need for a qualification unit in relation to the changes in legislation relating to the selling of travel insurance connected to the travel product, which could also be included in any small unit-based qualifications. This unit will be developed in conjunction with the Financial Services Sector Skills Council.

### **Ensuring the availability of robust pre-entry provision**

People 1st aims to ensure that new entrants are equipped with the necessary skills and knowledge for employment by streamlining the range of vocational qualifications labeled as promoting pre-entry to the sector, but which are neither recognised or valued by employers.

As part of this People 1st has supported the design, development and implementation of the Skills for Work Courses in Hospitality at Intermediate 1 and 2. We are also supporting the NC in Travel and Tourism and the NC in Hospitality at Intermediate 1 and 2.

People 1st recognises that there is also a need for pre-entry vocational provision for those individuals who do not enter employment from school or college. We will work with partners to review the suitability of existing provision such as Training for Work and Get Ready for Work programmes and identify new consolidate packages that will be promoted to employers to gain their recognition and assist learners to seek employment.

People 1st also recognises that there will still be a need for alternative vocational provision for this learner group, and will work with Awarding Bodies to review the suitability of the existing provision and identify new provision. The actions and outcomes for this work are detailed in Priority 9.

### **New provision for the Gambling Industry**

An example of new proposed qualifications envisaged are those for the gambling industry where the theme of Social Responsibility will be picked up by the development of a short single qualification relating to: Protection of young & vulnerable people, Fair & open business operating processes, and prevention of crime including money laundering. This qualification will be developed with relevant sector bodies and industry partners, and will also consider the opinion of the Gambling Commission.

### **Aligning employer training with qualifications**

People 1st will continue to support employers who wish to map their training to qualifications and to credit rate and level onto the SCQF. We will work with partners, such as Skills Development Scotland, SQA Accreditation, Awarding Bodies and learning providers to ensure the process is robust, whilst at the same time being quick and easy to adopt.

People 1st will review the assessment strategies for existing N/SVQs and will recommend the availability of more flexible approaches for assessment where employers have robust Human Resources processes which allow for them to assess and verify using experienced existing supervisory and management staff. This is particularly attractive to the gambling industry, where considerable training and support has been available through employer led provision in betting shops.

People 1st will work to provide clear processes for advising and supporting employers on the different routes to accessing accreditation either directly or in partnership with Awarding Bodies. This will produce additional qualifications mapped to occupational standards that are clearly reflecting sector needs.

#### **Availability of government funding to tackle the skill needs of the sector**

In the addendum to this action plan People 1st will identify to Skills Development Scotland those existing vocationally relevant qualifications which should be supported by public funding, based on the outcomes of research with employers and sector bodies and which new qualifications are to be developed to meet identified gaps.

Whilst not every qualification will be eligible for government funding it is critical to ensure that those qualifications that respond to priority skill needs receive the appropriate support, regardless of their size.

No.	Outcome	Partners	Implementation Date
7	New qualifications based in SVQ units which meet workforce development needs as identified through the SQS consultation process.	People 1st Awarding Bodies TFFC EWGs SQA Accreditation	August 2010
8	New qualification in Tourist Guiding	People 1st The Institute of Tourist Guiding Awarding Bodies SQA Accreditation	July 2010
9	A report on the suitability of current and proposed qualifications for the Events Industry, which leads to the desired qualifications development	People 1st UK Events Industry Advisory Panel	December 2009
10	A suite of revised NOS for Travel and Tourism	People 1st Scottish Travel and Tourism EWGs SQA Accreditation	July 2009
11	A suite of revised Travel and Tourism N/SVQs	People 1st Scottish Travel and Tourism EWGs Awarding Bodies SQA Accreditation	August 2010
12	Small qualifications to provide	People 1st	August 2010

	the knowledge to underpin aspects of the Travel Apprenticeship Framework	Learning Providers Awarding Bodies Employers Financial Services Sector Skills Council SQA Accreditation	
13	A revised Assessment Strategy for Hospitality, Leisure, Travel and Tourism	People 1st TFFC EWGs Awarding Bodies SQA Accreditation	August 2009

#### Priority 4: Supporting Small Businesses

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

Over 80% of owner operators enter the sector without the required skills and knowledge and the sector is extremely attractive for lifestyle businesses. It is unsurprising, therefore that 50% of business start-ups in the sector fail in their first three years of operation. Smaller businesses are less likely to use qualifications and only 1.5% of small businesses in the sector have accessed publically funded provision.

##### Action

People 1st will consider how to provide small and micro employers with a single point of contact for skills related issues. Employers wanted a forum to discuss problems and best practice and importantly a mechanism to provide small and micro operators with information on shorter, business-orientated training and support, as well as channel discretionary funded initiatives.

People 1st will review the current provision of small business support training and qualifications both sector-specific and generic that are available to the sector, for example those provided by BIIAB for licensed retail or supported by SFEDI the sector skills (standards setting) body for small businesses.

No.	Outcome	Partners	Target Date
14	The identification of a suite of short endorsed programmes for micro businesses in the sector	People 1st Learning providers	December 2009
15	Qualifications and courses described on the UKSP which are highlighted as suitable for small businesses	People 1st	March 2010

#### Priority 5: Customer Service Development

63% of sector employers believe that their staff's customer service skills are not of a sufficient level to meet their business needs. 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 2012 Olympic and Paralympic Games presents an ideal catalyst to present the sector in the UK as one offering a world class customer experience. It is also essential that Scotland learns from this experience in order to deliver the Commonwealth Games in 2014.

The London Development Agency (LDA) and London Learning and Skills Council (LSC) has jointly funded six Sector Skills Councils<sup>2</sup> (SSCs), led by People 1st to research customer service training provision across the UK which impact on the visitor experience with an aim to identify or develop 'gold standard' provision. The project also looked at existing provision and the extent to which they are currently meeting requirements of employers and customers.

## Action

### Working in partnership with the Institute of Customer Service

People 1st will work with the Institute of Customer Service (ICS) to match the desired programme outlined in the Gold Standard Customer Service research project against the current customer service National Occupational Standards and make relevant ties to their SQS, which is currently in development.

People 1st is currently reviewing the 100K Welcomes in Scotland and mapping this to the new provision that has been developed. The results of this mapping will determine the next steps.

No.	Action	Partners	Implementation Date
16	Mapping of 100K Welcomes to the new provision developed for Customer Service	People 1st	December 2010

## Priority 6: Professionalism of Craft Skills for the kitchen

### Universal industry standards of professional training established

In addition to management and leadership and customer service, the biggest skill shortage across the sector is for chefs. The sector continues to struggle to recruit chefs with a sound foundation of skills and knowledge.

It is important that a credible qualification is available for those in the workplace, and that the needs of branded dining are addressed. In addition, there is a need to create the right progression at level 7/8 and other general education qualifications for under 19 learners. Older entrants to the workforce, those coming through other routes and existing workers need alternatives. There is also a need for shorter qualifications which can be delivered flexibly either as shorter term college-based provision or within the workplace. It is essential that the provision offers articulation and progression to all learners whatever their position or workplace.

## Action

### Support Professional Cookery qualifications that offer a sound foundation of skills and knowledge

People 1st will continue to support appropriate provision such as the three Diplomas and the review of the HNs and PDAs. People 1st will use the TFFC Chefs EWG of practitioner chefs and educational specialists to set an agreed framework and to advise colleges and Awarding Bodies on review, implementation. They will also

<sup>2</sup> People 1st (hospitality, leisure, travel and tourism), SkillsActive (active leisure and learning), Creative and Cultural Skills (including cultural heritage and the arts), GoSkills (passenger transport), Skillsmart (retail), and Skills for Justice (including community justice and policing).

monitor the effective delivery of provision. Awarding bodies will be encouraged to ensure all provision is accredited for use in Scotland and credit rated on the SCQF.

### **Revise the NOS for branded/casual dining and develop specific qualifications**

People 1st is currently revising the existing Food processing and Cooking and Professional Cookery NOS to ensure they reflect what is being done in the branded/casual market. These will be used to create or inform specific small SVQ unit-based qualifications. These will offer clear progression and articulation with appropriate provision

### **Revise the NOS for Food Processing and Cooking in contract or social care settings**

People 1st is currently revising the existing Food Processing and Cooking NOS to ensure that they reflect what is being done in contract or social care settings. These will be used to create or inform smaller SVQ unit-based qualifications. There are likely to be five routes following this which will provide qualifications for fast food, branded dining, cost sector, contract catering and fine dining. People 1st are currently consulting on this to determine how these frameworks are developed.

### **Retaining the N/SVQ for those in the workforce**

Research conducted by People 1st identified that much of the objection to the N/SVQ was in its use within a college setting, where learners could not provide sufficient evidence of competence. There has been some strong support to retain the N/SVQ in the pathway but clearly signposted as a development qualification to be undertaken in the workplace.

### **Support the British Food Trust in accrediting the Triple A as a qualification**

The larger Chef Guilds and a number of employers support a mentoring and assessment programme called the “Triple A”, or Applied Ability Award. The Welsh Assembly Government has funded an implementation pilot through TTFW, which People1st is supporting with other partners to test the use of Triple A as a development programme for chefs.

Accreditation opportunities are being explored, as part of this transition the robustness of the assessment will need to be addressed and the outcomes need to be coherent with other provision.

### **Consideration for smaller food preparation and cooking qualifications**

The TFFC Chef EWG of employers and learning providers will consider the need for smaller food preparation qualifications which could articulate with the larger qualifications such as the 7100 and the Higher Nationals. These will provide grounding for those entering the workforce in less formal food preparation settings.

### **Meeting the needs of Asian and Oriental cuisine**

People 1st has recently completed analysis of where the NOS (and other qualifications) do not reflect Asian and Oriental cuisine. In order to address this, People 1st has initiated a UK Expert Panel to move this forwards. This is made up of representatives from Thai, Chinese, Japanese, Bangladeshi and Indian cuisine and will address the needs of these specific groups. This group will look at how People 1st can ensure the requirements are met through qualifications that already exist and will help identify where the needs are for new qualifications.

Most striking for Scotland is the proportion of chef vacancies which have been deemed to be ‘hard to fill’ by employers which stands at 84 percent. 90% of employers in Scotland advised

## Qualifications at the heart of addressing sector skill needs

### Chef qualifications for Asian and Oriental chefs

There are approximately 11,000 Chinese restaurants or takeaways and 9,000 Indian restaurants in the UK. These make a significant contribution to the UK economy with Chinese operations worth approximately £1.2bn each year and turnover in Indian restaurants reaching £2.8bn in 2006. Current the majority of chefs working in these areas are recruited from outside of the EEA. There is growing pressure on the industry to find more sustainable recruitment pools within the UK. The industry does not have a strong qualifications culture and current qualifications do not easily meet their needs.

People1st is working with representatives from Chinese, Indian, Bangladeshi, Thai and Japanese restaurants to ensure that suitable qualifications that meet their specific needs are developed, which will in turn provide an important plank in creating strong entry and development pathways within the UK.

In addition, People1st is supporting a pilot of NVQ delivery across three Chinese restaurants in London's China Town. This is incorporating 11 food and drink service and eight professional chef learners. It is highlighting cultural and language issues that will help People1st, working with employers and learning providers to roll out new qualifications and help support this important part of the market.

that they had a need to recruit chefs to fill vacancies within Asian and Oriental restaurants from outside the EEA which is deemed to be due to a lack of skilled chefs within the UK.

### Development of qualifications for patisserie and confectioners

People 1st will also address the need for specific Patisserie and Confectionary qualifications at levels 5 -7 to provide a craft progression. The TFFC Chef EWG will also identify whether there are other qualifications to provide craft progression for chefs.

### Addressing the needs of those preparing and cooking school meals

People 1st has been working with the Food Standards Agency (FSA), practitioners, Teacher Development Agency and others to examine the training and development needs of those working in school meals operations. Following the project completion work has been undertaken to contextualise the NOS for this application to improve take-up of related qualifications.

### Addressing the needs of the fish frying sector

People 1st is responding to particular demands for qualifications for fish fryers and will be exploring options with the National Federation of Fish Friers and Seafish. This will likely result in some small unit-based qualifications being developed, and People 1st will encourage Awarding Bodies to develop these sector-supported qualifications, based on agreed content and shared units.

No.	Outcome	Partners	Implementation Date
17	A promotion strategy to support a recognised framework of qualifications for chefs in Scotland	People 1st TFFC Chefs EWG Learning providers Awarding Bodies Chef Guilds	November 2009
18	Revised Food Processing and Cooking NOS	People 1st TFFC Chefs EWG Learning providers Awarding Bodies Professional Bodies SQA Accreditation	October 2009
19	Revised Hospitality N/SVQ pathways Food Processing and Cooking	People 1st TFFC Chefs EWG Awarding Bodies SQA Accreditation	August 2010

20	“Triple A” supported as a suitable qualification for chefs.	People 1st TFFC Chefs EWG The British Food Trust Awarding Bodies SQA Accreditation	Under review
21	Small SVQ unit-based food preparation qualifications which articulate with existing provision	People 1st TFFC Chefs Group Awarding Bodies SQA Accreditation	August 2010
22	Qualifications to meet the needs of the Asian and Oriental community	People1st Awarding Bodies UK Asian and Oriental Industry Advisory Panel	August 2011

23	Small SVQ unit-based qualifications for fish frying	People 1st TFFC Chefs EWG Awarding Bodies Seafish National Fish Friers Advisory Group SQA Accreditation	September 2010
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## Priority 7: Industry Code of Practice

### Raising the basic standards in commercial kitchens

There has been increasing 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% major non-compliance. 34,400 chefs do not currently even possess an Elementary hygiene qualification. 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.

### Action

#### Development of an Approved Kitchen Practitioners' Programme

People 1st will ensure that the relevant sector qualifications are available to become part of a possible Approved Kitchen Practitioners' programme, this will include areas such as food safety.

No.	Outcome	Partners	Implementation Date
24	Qualifications in place to inform a possible Approved Kitchen Practitioners' programme	People 1st British Hospitality Association TFFC Chefs Group Awarding Bodies	April 2010

## Priority 8: World Class Skills Delivery

### Building and recognising responsive provision

Putting in place the right qualifications will evidently help providers be more responsive to employers. Currently about 20% of employers are using external providers to support training and development, however satisfaction rates are high. By World Class Skills Delivery we aim to raise the number of employers working with providers and aim to raise the standard of provision across the board.

### Action

#### Continue to support and promote quality learning provision

The Good Provider Guide on the UKSP aims to build on the success of the Good Employer Guide and provide employers and learners with an opportunity to share their experiences of providers with other users. People 1st will continue their mandatory CPD programme for Apprenticeship Centres and working in partnership

with professional bodies such as Scottish Association of Heads of Hospitality, widen participation to all providers.

**Examining the consistency and standardisation of assessment practices**

People 1st will also convene a working group with Awarding Bodies to examine the consistency and standardisation of assessment practice for qualifications which are shared amongst several Awarding Bodies. This will initially focus on the N/SVQs, in answer to the concerns voiced by users during research. People 1st will also review the related N/SVQ assessment strategies where amendments are indicated to clarify expectations of the use of realistic work environments and promote more consistent assessment standards.

No.	Outcome	Partners	Implementation Date
25	Report on Best Practice in the Quality of Assessment	People 1st Learning Providers Awarding Bodies	December 2009

## **Priority 9: Attracting High Quality People**

### **Developing high calibre entry routes**

It is critical that the sector can attract the best calibre entrants. It is important that clear and robust pathways are available to develop the necessary skills and knowledge they will require in the job role.

The Apprenticeship is a critical entry route into the sector. It needs to be, and be seen to be, offering a credible alternative to full-time college programmes and its low achievement rates need to be addressed. This will mean looking afresh at its content, delivery and assessment and ensure employers, providers and the apprentice themselves are working more closely together. These issues are being addressed through an Apprenticeship Strategy that has been developed by People 1st and is being taken forward by sector employers and learning providers.

### **Action**

#### **Developing new apprenticeship pathways**

People 1st has reviewed the current apprenticeship frameworks and using sector representatives will develop new apprenticeship pathways to reflect the range of skills and knowledge the sector requires. Particular attention will be paid to the inclusion of appropriate certificates based on knowledge components to provide new entrants with a general grounding in the industry they are entering and a bedrock of relevant knowledge.

#### **Identifying good practice in delivering the apprenticeship**

People 1st has completed research into the factors influencing why some providers and employers have high retention rates. The key recommendations are now being fed into a model that will now be trialled with a number of employers across specific hospitality frameworks between August 2009 and 2010.

#### **Support the implementation of the Skills for Work Courses in Hospitality**

People 1st will continue to support the Skills for Work Courses in Hospitality at Intermediate 1 and 2 and to set up a register of employers support and engagement.

#### **Support the development and implementation of the NC in Hospitality and in Travel and Tourism**

People 1st will continue to support the development and implementation of the NC in Hospitality at Intermediate 1 and 2 and in Travel and Tourism at Intermediate 1.

#### **Higher level provision**

People 1st will consider the range of Higher Level provision at the entry points for roles where graduate entry is appropriate to ensure that employer needs and views have been taken into account in curriculum design. Although this will be scoped in the current year this is identified as of less time priority than other developments and will be completed in 2009/10.

No.	Outcome	Partner	Implementation Date
26	A revised Professional Cookery Apprenticeship Framework at Level 6/7	People 1st Learning Providers Awarding Bodies TFFC Chefs EWG SMAC and SAM MAG	August 2010
27	A revised Hospitality Apprenticeship Framework at Level 5	People 1st Learning Providers Awarding Bodies TFFC EWG SMAC and SAM MAG	August 2010
28	A Travel Apprenticeship Framework at Levels 5 and 6/7	People 1st Learning Providers Awarding Bodies TFFC EWG MAG	August 2010
29	Certificates based on knowledge to underpin proposed pathways of Hospitality Apprenticeship Framework at level 5	People 1st Learning Providers Awarding Bodies TFFC EWG SQA Accreditation	August 2010
30	Certificates based on knowledge to underpin Professional Cookery MA at Level 6	People 1st Learning Providers Awarding Bodies TFFC EWG SQA Accreditation	August 2010
31	A report citing Best Practice in apprenticeship delivery	People 1st Learning Providers Awarding Bodies Employers	Completed
32	Establishment of under 19 Task and Finish Group	People 1st Learning Providers Awarding Bodies TFFC EWG.	June 2009
33	A small SVQ unit-based qualification in Food and Beverage Service at Level 5	People 1st Awarding Bodies TFFC EWG SQA Accreditation	March 2010
34	A small SVQ unit-based qualification in Food and Beverage Service at Level 6	People 1st Awarding Bodies TFFC EWG SQA Accreditation	March 2010
35	A small SVQ unit based qualification in Hospitality Level 4	People 1st Awarding Bodies TFFC EWG SQA Accreditation	September 2009

## Priority 10: Broadening the Appeal of the Sector

### A new head start for diverse labour pools

A third of the workforce are under the age of 25, but demographic changes mean that this will have to change, as the sector is recruiting three times the national average of the declining under 25 year old workforce. In addition, the number of workers from the EU Accession States is falling.

### Action

#### Retaining staff

The sector needs to be much better at retaining staff, not only to reduce costs, but to ensure that staff stay long enough to possess the skills required by their employer. People 1st have been commissioned by the Association of British Travel Agents (ABTA) to do some research to investigate the cost of labour turnover in the travel industry and the role that promoting the use of training and qualifications can play in reducing labour turnover. These studies may provide People 1st with the evidence for a stronger business case for employers on the benefits of using qualifications.

Whilst the number of staff from EU Accession States has fallen overall, the numbers of migrant workers from across the world is still significant in the sector. People 1<sup>st</sup> are therefore conducting a specific piece of research into the employer demand for ESOL training and provision.

#### Providing Information, Advice and Guidance

People 1st will work with Springboard UK and other agencies through the TFFC Skills Action Plan in providing careers advice through the UKSP as the source of information on skills and qualifications requirements and opportunities available within the sector.

#### Investigate a broader programme to support those on jobseekers allowance to enter the sector

People1st will investigate a broader solution to support those on jobseekers allowance to enter the sector. These are a number of programmes currently being piloted across the sector, including the Licence to Work project developed by the Academy of Food and Wine Service. However, these solutions are often fragmented and are not having the impact required. Although this will be scoped in the current year this is identified as less of a time priority than other developments and will be completed in 2009/10.

#### Supporting mature entrants into the sector

People1st will look at the provision of information and support to more mature entrants to the sector, including those who are setting up small businesses as alternative career pathways. People1st will build on the outcomes of the initiative "Experience Counts" and study the requirements of developing targeted solutions.

No.	Action	Lead	Implementation Date
36	A report benefits of using training in the Travel Industry	People 1st Industry Expert panels ABTA	December 2009
37	A report on the requirements of ESOL training for the sector	People 1st Industry Expert panels Stakeholders	November 2009



## Partner engagement and working arrangements

Individual working arrangements will be determined for each project to ensure effective partnership working and project management. The table below summarises existing relationships that People 1st has developed with key stakeholders and additional means of engagement that will be implemented during the next 18 months.

<b>Stakeholder</b>	<b>Existing engagement mechanism</b>	<b>Additional measures</b>	<b>Contact point within People 1st</b>
<b>Employers</b>	People 1st Board People 1st Members 1:1 meetings Project steering groups Consultation Workshops Employers Survey	Employer led Industry Advisory Panels primarily consisting of employer membership	Business Solutions Team Research and Policy Team
<b>Government Departments</b>	Regular meetings with representatives of Gov. and devolved administrations across the UK	None	Senior Management Director of Research and Policy
<b>Funding Agencies</b>	England - Strong links with LSC National office and some regional LSC offices. Scotland – Strong links with Scottish Government, SFC, SDS and Scottish Colleges Wales – regular meetings with DCELLS Northern Ireland – DEL	None	Director of Research and Policy Sector Qualifications Strategy Manager
<b>Regulator</b>	Regular meetings with sector liaison at QCDA Regular meetings with sector liaison at SQA Accreditation. Regular meetings with QCLID (WAG) Occasional meetings with CCEA Representatives of QCDA and SQA attend Awarding Organisation Forum	None	Sector Qualifications Strategy Manager
<b>Review Authorities</b>	Biannual meetings with Ofsted Involved with LSC in defining Part B New Standard requirements for provider approvals	Better links needed with HM Inspectorate of Education ( <i>Scotland</i> ), Estyn ( <i>Wales</i> ), the Education and Training Inspectorate ( <i>Northern Ireland</i> ). Engagement with QAA	Director of Research and Policy

<b>Stakeholder</b>	<b>Existing engagement mechanism</b>	<b>Additional measures</b>	<b>Contact point within People 1st</b>
<b>Professional/ Trade bodies</b>	Regular meetings with professional and trade bodies	Employer led Industry Advisory Panels primarily consisting of employer membership	Senior Management Team Research and Policy Team Director of Research and Policy UK Skills Development Team
<b>Awarding Organisations</b>	Awarding Organisation Forum Partnership projects e.g. Diploma in Professional Cookery, development of Food Safety qualifications Quarterly 1:1 meetings Qualification early dialogue and support meetings	Revised terms of reference established for the forum Formal qualifications 'approval' process (when introduced) Facilitative work with Awarding Bodies in the development of future qualifications.	Head of Vocational Learning Sector Qualifications Strategy Manager
<b>Learning Providers</b>	Training Provider newsletter Links with Association of Colleges (England, Wales and NI) Consultation workshops with Learning Providers during SQS preparation	Industry Advisory Panels to include learning provider membership	Research and Policy Team

## **Risks and assumptions**

In reforming the menu of qualifications offered we have borne in mind the commercial and business planning issues for Awarding Bodies. We view Awarding Bodies as partners and wish to secure their agreement to new ways of working, including design partnerships. However their commercial drivers may inhibit our requirements for joint working. With this in mind we will open to tender any proposed qualification developments and will select those who are happy to work collaboratively. The mechanisms for joint working will be established on a qualification by qualification basis depending on the constituent partners.

The breadth of the sector has been a problem in defining exactly what is wanted by employers in terms of provision and is the reason we have been required to conduct intensive consultations to get some consensus view or to make judgments on whether we need to accommodate the divergent needs. The needs of small business are often different to those of the larger employers but it is the latter that are more likely to use qualification programmes for their staff. Industries within the sector also have changing needs. We will produce a defined list of qualifications within the appendix of this action plan that are endorsed as employer-supported at this moment in time. We are aware that the ultimate shape of new qualifications may change as employers engaged to advise on the industry perspective recognise changes to legislation or practice.

Funding arrangements also affect decisions as to which qualifications might be accessed more readily by employers and providers and those, which whilst desirable, are not going to be widely supported. Funding arrangements also differ across the different jurisdictions which mean that our consultations and planning have to accommodate a four nation variation. Qualifications which employers support in theory may not be taken up if their financial forecasting changes or the economic climate becomes less favourable.

Much of this identified work has been driven by policies and initiatives of national government and with any change in administration there is a risk that there will be changes in policy direction which affects planning.

### **Monitoring arrangements**

The impact of sector qualification strategies as a whole will be evaluated against contribution to the achievement of the Target Dates and actions set out in the National Skills Strategies for the four nations.

### **Working with Awarding Bodies to develop qualifications**

People 1st has worked with a group of Awarding Bodies to agree an approach to developing qualifications for the sector. This agreement allows for a variety of approaches depending on the size, nature and priority of qualification. The process ensures that common units are produced across multiple qualifications, reducing the confusion and proliferation previously experienced by employers.

## Part B

### 1. List of non-qualification outcomes for 2008/9

Action No:	Title/Working Title	Status	Implementation Date
1	Revised occupational pathways on the UKSP using updated job roles and key responsibilities clarified through the SQS consultation	Completed	November 2008
2	Revised qualifications listed and described on the UKSP which reflect those identified in the SQS action plans	In progress and on track	November 2009
3	Linkage between the UKSP passport of achievement to selected industry CPD schemes	In progress and on track	March 2010
4	A revised Hospitality Supervision apprenticeship pathway	In progress and on track	August 2009
9	A report on the suitability of current and proposed qualifications for the Events Industry	In progress and on track	December 2009
10	A suite of revised NOS for Travel and Tourism	In progress and on track	July 2009
13	A revised Assessment Strategy for Hospitality, Leisure, Travel and Tourism	In progress and on track	August 2009
14	The identification of a suite of short endorsed programmes for micro businesses in the sector	Not yet started	December 2009
15	Qualifications and courses described on the UKSP which are highlighted as suitable for small businesses	Not yet started	March 2010
16	Mapping of 100K Welcomes to new customer service provision	In progress and on track	December 2010
17	A promotion strategy to support a qualifications framework for chefs	In progress and on track	November 2009
18	Revised Food Processing and Cooking NOS	In progress and on track	October 2009
24	Qualifications in place to inform a possible Approved Kitchen Practitioners' Code of Practice	In progress and on track	April 2010

25	Report on Best Practice in the Quality of Assessment	In progress and on track	December 2009
26	Revised Professional Cookery Apprenticeship Framework at Level 3	In progress and on track	August 2010
27	Revised Hospitality Apprenticeship Framework at Level 2	In progress and on track	August 2010
28	A Travel Apprenticeship Framework at Levels 2 and 3	In progress and on track	August 2010
31	A report citing Best Practice in apprenticeship delivery	Completed	July 2009
32	Establishment of under 19 Vocational Education Working Group	Under review	June 2009
36	A report on the benefits of training in the Travel Industry	In progress and on track	December 2009
37	A report on the requirements of ESOL training for the sector	In progress and on track	November 2009

## 2. Provision of information to funding bodies (see separate spreadsheet)

Information on funding has been provided through the attached Excel spreadsheet in Annexe 1 to this plan.

## 3. List of qualification actions and planned outcomes for 2008/9

For clarity the list of qualification outcomes (new and revised qualifications) are separately tabulated below.

Action No:	Title/Working Title	Status	Implementation Date
5	Hospitality Supervision (revised) N/SVQ,	Completed	August 2009
6	Certificate based on knowledge for Hospitality Supervision level 7	Completed	August 2009
7	A vocational qualification in Reception at Level 5	In progress and on track	August 2010
7	A revised N/SVQ in Housekeeping at Level 5	In progress and on track	August 2010
8	Blue Badge	Not yet started	July 2010
8	Green Badge	Not yet started	July 2010
8	Vocational qualification Local Guiding	In progress and on track	July 2010
11	Travel N/SVQ,	In progress and on track	August 2010
11	Tourism N/SVQ	In progress and on track	August 2010

12	Certificate based on knowledge to underpin Travel at Level 5	In progress and on track	August 2010
13	Certificate based on knowledge to underpin Travel at Level 6	In progress and on track	August 2010
19	Revised Hospitality N/SVQ in Food Processing and Cooking	In progress and on track	August 2010
20	"Triple A" vocational qualification at Level 6.	Not yet started	Under review
21	Unit-based Professional Cookery qualification at level 4	In progress and on track	August 2010
21	Unit-based Professional Cookery qualification at level 5	In progress and on track	August 2010
21	Unit-based Professional Cookery qualification at level 6	In progress and on track	August 2010
22	Qualifications to meet the needs if Asian and Oriental Cuisine	In Progress and on Track	August 2011
23	Unit-based qualification in fish frying	Not yet started	September 2010
29	Certificates based on knowledge to underpin routes in Hospitality Level 5	In progress and on track	August 2010
31	Certificate based on knowledge to underpin Professional Cookery Level 6	In progress and on track	August 2010
33	Unit based qualification in Food and Beverage Service at Level 5	In progress and on track	March 2010
34	Unit based qualification in Food and Beverage Service at Level 6	In progress and on track	March 2010
35	Unit based qualification in Hospitality at Level 4	Completed	September 2009