

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

The Blueprint for Action 2008 - 2011

Version 9

August 2009

## **Part A**

### **Scope of the People 1st Action Plan for England**

#### **Introduction**

People 1st is the Sector Skills Council for the hospitality, leisure, travel and tourism sector. It is a large and growing UK sector 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. It articulates the context in which qualification development and delivery sits and outlines how employers and other partners wish to see qualifications' reform taken forward across the sector. The SQS was developed in line with the policy drivers and economic, social and political influences across the four home nations. It also built upon the issues and actions presented in the Sector Skills Agreements (SSA) between People 1st and key public agencies in each nation. The key priorities emerging from the process of constructing these SSAs was markedly similar for all four nations but the approaches to resolving the issues vary in line with the systems and context of each nation.

#### **Current challenges**

Sector employers are facing a number of skill gaps and shortages; particularly for managers, craft occupations and in customer service. Currently, taking the UK as a whole, 64% of the workforce are qualified to level 2 and nine percent of the workforce do not possess the skills their employers require. Employers are tackling these problems, two-thirds of employers are training employees, but only 3% of this training is resulting in a qualification.

Research for the SSA and SQS 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
- 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 England is intended to define what activity is required within England 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. 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). By utilising the proposed Code of Practice for working with Awarding Organisations, People 1st will be reviewing qualifications with low take-up, as well as assessing current qualifications against the required sector need and alternative provision with a view to streamlining qualifications in some areas. 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.

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

One of the key outcomes of the action plans 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 unitised qualifications for the sector:**

On the back of strong employer support, People 1st proposes that qualification gaps will be met by developing unitised qualifications. These will be developed in partnership with those Awarding Organisations who wish to offer them, and based on open units. People 1st advocates the adoption of a unitised qualification structure, as these will allow learners in the workplace more flexibility to build on smaller 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 will be formed into larger qualifications.

These units will be based on existing and soon to be developed National Occupational Standards (NOS). Mapping against re-defined role profiles will also provide a means to re-develop existing qualifications in the sector as they come up for re-accreditation.

Awarding Organisations will be encouraged to adopt common nomenclature and content for qualifications that have shared content but are offered by different bodies. This complements the use of common nomenclature in the credit frameworks and will ensure employers and learners can recognise qualifications at the appropriate level and with relevant content. The principles agreed through the Credit Common Accord for the Qualifications and Credit Framework (QCF) for England and the Credit and Qualifications Framework for Wales (CQFW) will be used to inform qualifications to be developed across England, Wales and Northern Ireland. This will be taken forward on the principles already developed by Awarding Organisations and others.

NVQs are currently not represented as qualification types in the QCF, which recognises qualifications as; Awards, Certificates or Diplomas. The term NVQ in brackets is accepted within the QCF in the title of competence based qualifications if required within the sector.

A decision is awaited following the final consultation conducted through the Alliance as to whether the proposed revisions will be agreed. For the purpose of this document, People 1st will continue to refer to the development or extension of NVQs as a qualification type which is understood by employers and which was consulted upon during the research for the SQS and Action Plans. As competency based qualifications these will be taken forward into the QCF in the appropriate format using the appropriate conventions as clarified by QCA once the current consultation on the QCF has concluded.

#### **4. A formalised procedure for qualification approval:**

People 1st, as with other SSCs, will follow a uniform qualifications approval procedure to work with Awarding Organisations who wish to submit qualifications for approval on the national credit frameworks for England, Wales, and Northern Ireland and for inclusion in the endorsed qualification pathways. This process is currently awaiting approval by the VQRP Board. In order to assist Awarding Organisations and to encourage employers to support the developed qualification, People 1st has initiated employer led Industry Advisory Panels to influence on the development of proposed qualifications, prior to submission for approval.

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

Accrediting in-house training against nationally recognised qualifications has found clear support from employers. People 1st is working with bodies such as the National Employer Service, Awarding Organisations and learning providers to support employers to match their in-house training against nationally recognised qualifications and navigate around the qualification, education and funding system. People 1st is currently supporting two specific employers to undergo this process and wishes to use these to promote these opportunities to other employers. An important aspect of this will be streamlining assessment processes against internal supervision processes.

People 1st also recognises the work being undertaken within the CQFW (with SEMTA) and the QCF (Employer and Learning Provider Recognition Programme). People 1st will continue to advise sector employers about the benefits of these programmes and support those who take these opportunities. Employers have expressed concerns that a consequence of increased flexibility will be an increase in the number of qualifications; as this could undermine the rationalisation of existing qualifications and hamper employers' understanding of available qualifications. People 1st will monitor this across the sector, continue its dialogue with QCDA and Business Innovation and Skills (BIS) and support and advise employers.

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

Given employers' concern about the assessment of qualifications, People 1st will work with Awarding Organisations to review and monitor the quality, and where relevant, the consistency of assessment. People 1st will promote standardisation activity to ensure that while there is flexibility in the chosen assessment method there is consistency and validity in the outcomes. 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 quality.

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

The apprenticeship is seen by employers as a critical means of developing the skills and knowledge of new entrants into the sector and needs to be seen as a credible alternative to undertaking full-time programmes in further education. Currently, in its hospitality frameworks, the sector has one of the highest uptakes of any apprenticeship framework, but also a large drop out rate. A separate apprenticeship strategy has been produced to

tackle this problem and is being taken forward by a development group made up of employers and learning providers.

In addition, People 1st has recently completed some research to identify best practice in the delivery of apprenticeships. From this, we will develop models of delivery which we will pilot with a number of providers and then evaluate how this has impacted on the completion rates of those participating in the pilot with a view to sharing the findings more widely.

In developing the strategy, People 1st has reviewed the current apprenticeship frameworks and has looked at where there is potential for new pathways. Employers want to see a natural progression between The Diplomas in Hospitality and Travel and Tourism, which are currently in development, as well as the Young Apprenticeship. People 1st is currently undertaking this work, as well as looking at the content of technical certificates, as these are re-introduced back into the hospitality frameworks.

People 1st will await the results of the current Specification of Apprenticeship Standards in England (SASE) Consultation that is in progress. This consultation may result in changes to new frameworks and the results of this will be considered in the development of all frameworks due to be on the system in 2010.

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

The UKSP (formally the UK Skills Passport) has been identified in the National Skills Strategy for England as a means of supporting employers to understand the range of qualifications and providers, as well as a vehicle for learners and employers to recognise achievement. Individuals can access career development opportunities, training courses and ideas to enhance skills and knowledge relevant to their chosen career path. They can assess their abilities and match needs to training, and 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, and assessed the extent to which the learning supply, including qualifications, met these needs. In addition, a separate study understanding employers' views of qualifications was undertaken with analyses of qualification datasets.

In addition, subsequent 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. Proposed qualification frameworks based on the qualifications recognised and endorsed by employers were presented on the People 1st website.

This action plan is the natural progression of the *Blueprint for Action* document. That document was shared with Awarding Organisations, 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 Organisations will be covered by the introduction of a memorandum of understanding between People 1st and Awarding Organisations operating in the sector.

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 Organisations 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 Learning and Skills Council and subsequently Skills Funding Agency for funding support and presented on the UKSP. People 1st will also work with trade and professional bodies undertaking one-to-one interviews and holding events to promote these opportunities to sector employers and learning providers. People 1st has convened standing Industry Advisory Panels, made up of employers and learning providers, to advise on the development of new qualifications and standards in order to support Awarding Organisations in developing specific qualifications.

## **Identifying Priorities**

People 1st has identified the resources required to carry out the actions to support the *Blueprint* and has selected actions for the following year accordingly. The National Skills Strategy - '*Raising the Bar*' sets out a Ten Point Plan to increase the productivity of the sector by raising the skill levels of the sector's current and future workforce. This is critical in view of the opportunities and challenges presented by the hosting of the 2012 Olympic Games. 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 activity plan which will be in place until June 2011.

## **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>

---

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

## 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 organisations 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

### 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 were 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	Partners	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

## Priority 2: Management & Leadership

### Sector specific and offering continuous development

Eight percent of employers are reporting skill shortages for managers and four percent are reporting skill gaps. Currently, over 50% of managers do not possess a qualification at level 3. However, 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 at levels 2, 3 and 4 and will include these within sector pathways. Other generic qualifications such as those awarded by ILM and CMI are also supported by employers and are reflected within the pathways at levels 2-4.

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

Given the significance of micro-businesses for the sector, further work will be undertaken to consider the learning and development requirements for multi-functional management in small businesses and map it against current provision. See Priority 4, Actions 23 and 24.

#### Promotion of sector-specific Foundation Degree Frameworks

People 1st has already worked in close consultation with industry representatives and related Higher Education bodies to develop Foundation Degree Frameworks in; Hospitality Management, Culinary Arts Management, Contract Food Management and Travel Service Operations Management. These will be disseminated to Higher and Further Education providers through the Higher Education Academy and Lifelong Learning UK to promote adoption of the frameworks in the development of future sector Foundation Degrees.



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

People 1st has drafted new NOS for Hospitality Supervision and Leadership and has worked with Awarding Organisations to develop a unitised competency-based Hospitality Supervision and Leadership qualification has been placed on the QCF at level 3, and to replace the current NVQ in Hospitality Supervision and Leadership for use both within the apprenticeship and as a stand-alone qualification.

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

People 1st will re-develop the Hospitality Supervision and Leadership Apprenticeship pathway into a separate framework for Hospitality Leadership and Supervision to encourage entry and development into supervisory roles with a structured training package and qualification outcomes. The re-development will include a new knowledge-based qualification to serve as a technical certificate for the Hospitality Supervision and Leadership apprenticeship pathway.

People 1st will review the new Hospitality Supervision and Leadership framework and qualification in 2010 to ensure that the results of the SASE consultation are taken into account within the framework.

<b>No.</b>	<b>Outcome</b>	<b>Partners</b>	<b>Implementation Date</b>
3	Foundation Degree Frameworks developed in Hospitality Management, Culinary Arts Management, Contract Food Management and Travel Service Operations Management	People 1st Foundation Degree Forward	October 2009
4	Higher Education Plan to reflect growing requirements of the industry	People 1st	July 2009
5	A revised Hospitality Supervision and Leadership NVQ, suitable for transfer to the QCF	People 1st Industry Expert panels Awarding Organisations	August 2009
6	A revised Hospitality Supervision and Leadership apprenticeship framework	People 1st Industry Expert panels Awarding Organisations Current Apprenticeship approvals system	August 2009
7	A Level 3 Hospitality Supervision Vocational Qualification (VQ) suitable to act as technical certificate for the apprenticeship pathway	People 1st Industry Expert panels Awarding Organisations Learning Providers	August 2009
8	A review of the Hospitality Supervision and Leadership Apprenticeship following the SASE consultation	People 1st Apprenticeship Implementation Group Awarding Organisations	August 2010

## **Priority 3: Qualifications and funding**

### **Ensuring the right qualifications attract the right funding**

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**

From 2010 only those vocational qualifications that employers deem as relevant to their needs should be made available on the Qualifications Credit Framework (QCF) and consequently be eligible for 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. These pathways will be presented within UKSP as outlined in Priority 1.

People 1st will continue to work with the Learning and Skills Council and the subsequently SFA to ensure that qualifications required and recognised by the sector are funded.

#### **Higher level provision**

People 1st has worked closely with Higher Education bodies in the development of Lines of Learning for [The Diploma in Hospitality and Diploma in Travel and Tourism](#) and have also developed Frameworks for Foundation Degrees. Over the coming year People 1st will seek to strengthen relationships with bodies such as: Universities Vocational Awards Council, the Association for Tourism in Higher Education, the Association for Events Management Education, the Tourism Management Institute, Council of Hospitality Management Educators and the Organisation for Tourism and Hospitality Management and other sector-related bodies with an interest in higher level qualifications. 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 bodies to clarify and signal the range of Higher Level provision that provides progression for roles within the current identified qualification pathways. See Priority 2, Action 5.

#### **Qualifications development and approval**

People 1st will utilise its role in Qualifications Approvals 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 ensure that the approval processes are in line with the outcomes for the SSC Approval Process. People 1st will use standing Industry Advisory Panels to support Awarding Organisations' development of qualifications that have been identified through early dialogue.

#### **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 offer all Awarding Organisations 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 Industry Advisory Panels to ensure that employers play a key role

in informing the content and design. Those qualifications to be developed are itemised in Part B, Section 3. Other small unitised qualifications indicated as desirable by the sector include a suite of awards for Advanced Crafts in Hospitality at Level 3, including a new VQ for Front Office Operations.

#### **Migration of qualifications to the QCF**

From 31 July 2010 the SFA will not fund starts for qualifications which are on the NQF. People 1st has reviewed all the existing NVQs with the Awarding Organisations who currently offer these and agreed a schedule for migration during 2009/10. Those qualifications scheduled for NOS review and amendment of related NVQs such as; Hospitality Supervision, Food Processing and Cooking or those for Travel, will be re-developed within the QCF format in 2009/10.

For most other endorsed qualifications within the footprint People 1st will negotiate with Awarding Organisation partners to work within their own planning cycles. The exceptions will be those qualification developments which were originally led by the SSC as co-operative developments. For example, People 1st sought to migrate the Food Safety qualifications by negotiation with the respective Awarding Organisations in 2008. The Award in Providing a Healthier School Meals Service has also been considered for re-accreditation and redeveloped following an evaluation with the Food Standards Agency and DCSF.

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

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.

#### **A new qualification for Cellar Service Installation**

People 1st is supporting the Brewing, Food & Beverage Industry Suppliers Association (BFBI) in the development of a revised VQ level 2 qualification in Cellar Service Installation. Many cellar service installers are small 'one-man bands' who do not have the resource to identify or provide appropriate training and the larger brand owners and installers do not have a standardised format of training. In order to ensure safety within the industry BFBI has been working towards providing an accreditation scheme for cellar service engineers, ensuring best practice and minimum standards of workmanship. They wish to replace two existing qualification with a new VQ.

During further discussions with the BFBI and other industry contacts it was found that there is in fact a need for both the VQ and an NVQ at level 2 (there already exists an NVQ at level 3) in order to offer an Apprenticeship programme. Therefore NOS and S/NVQ structures, etc need to be developed in addition to the VQ detailed above. Work is already underway to develop the NOS and associated qualification structure for the competence based qualification. An Apprenticeship framework will then be developed for delivery September 2010.

#### **Developing qualifications for the Events industry**

Meanwhile People 1st will further review the provision of existing lower level qualifications for the Events Industry as recent consultation indicated contrasting views. The current NVQs have been supported for extension and we will consider how Events industry supported qualifications reflect the function of events organisations which arises in other sector footprints, while the future of current NVQs or alternatives are considered.

### **Developing NOS and NVQs 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 NVQs that are aligned to these NOS and are used within apprenticeship pathways. These will be revised in the light of the NOS review and developed in a manner suitable for transfer to the QCF.

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 the technical certificate for 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 revised Certificate 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 unitised 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 by streamlining the range of vocational qualifications labelled as promoting entry to the sector, but which are neither recognised nor valued by employers.

People 1st has led the development of The Diploma in Hospitality and is also leading the development of The Diploma in Travel and Tourism, together with GoSkills. People 1st will continue to work with the respective Diploma Development Partnerships to ensure that The Diplomas are ready for implementation in 2009 and 2010 respectively. People 1st also recognises that there will still be a need for alternative vocational provision for this learner group, aside from the Apprenticeship and the Foundation Learning Tier (FLT). People 1st aims to ensure that new entrants are equipped with the necessary skills and knowledge by streamlining the range of vocational qualifications labelled as promoting entry to the sector, but which are neither recognised nor valued by employers. People 1st will work in partnership with Awarding Organisations and others to revise current provision and to develop appropriate replacements. The actions and outcomes for this work are detailed in Priority 9.

### **Foundation Learning Tier**

People 1st has worked with QCA and Awarding Organisations to develop units suitable for FLT in the QCF for provision from August 2009. Due to the requirement of QCA, People 1st was unable to do this in consultation with sector employers to ensure suitability of the units developed. Therefore, People 1st will review the units in 2009 / 10 to ensure suitability and will act accordingly based on these results.

### **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.

### **Overarching Hospitality, Leisure, Travel and Tourism Assessment Strategy**

Following feedback received from regulators and Awarding Organisations an overarching Assessment Strategy for the entire HLTT sector has been developed.\* This covers Travel and Tourism, Hospitality, Events and Events Temporary Structures Management and Gambling Operations.

This will be implemented when each new qualification is accredited and available for delivery. Every time a new qualification is developed the HLTT Assessment Strategy will be reviewed to ensure it is still fit for purpose.

*\*At the time of developing this report the HLTT Assessment Strategy is with the Awarding Organisations for final approval and sign off*

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

People 1st will continue to support employers who wish to align their training to qualifications. We will work with partners, such as the National Employer Service, Awarding Organisations and learning providers to ensure the process is robust, whilst at the same time being quick and easy to adopt.

People 1st will continue working with the QCDA team which has piloted the accreditation of employers and learning providers training to provide clear processes for advising and supporting employers on the different routes to accessing accreditation either directly or in partnership with Awarding Organisations. This will produce additional qualifications mapped to occupational standards which are clearly reflecting sector needs.

Currently People 1st is actively working with McDonalds, Shepherd Neame and Living Ventures via the Employer Recognition Programme and is also scoping work with Roadchef, Compass, Sodexo, Spirit Group, Punch Taverns, Accor Hotels, Costa Coffee, DeVere and Youngs Pubs

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

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

Whilst not every qualification will be eligible for public funding People 1st believes that those qualifications designed to address priority skill needs should receive the appropriate funding, regardless of their size. In England, People 1st will seek to ensure that funding initiatives such as Train to Gain reflect the priorities of the sector.

### **Apprenticeship Frameworks**

People 1st will look to review all frameworks within the footprint to ensure they meet with the requirements of the reviewed blueprint following the Specifications of Apprenticeships Standards in England consultation. This will be done in line with new and revised Frameworks due in 2010 and also existing frameworks.

People 1st will explore how to embed transferable skills within the frameworks. This will be scoped to see how this can be achieved in 2009 with a view to being embedded in 2010.

No.	Outcome	Partners	Implementation Date
9	New unitised qualifications to meet workforce development needs as identified through the SQS consultation process	People 1st Awarding Organisations Industry Expert Panels	August 2010
10	An NVQ in Drinks Dispense to be included within a new Apprenticeship Framework	People 1st BFBi Awarding Organisations	August 2010
11	A new Apprenticeship Framework in Drinks Dispense at Levels 2 and 3	People 1st Apprenticeship Implementation Group	August 2010
12	Review of Foundation Learning Tier units on the QCF	People 1st Awarding Organisations	August 2010
13	New qualification in Gambling	People 1st Awarding Organisations Gambling Industry Expert Panel Business in Sport and Leisure The Gambling Commission	October 2009
14	New qualification in Tourist Guiding	People 1st The Institute of Tourist Guiding	July 2010
15	A report on the suitability of current and proposed qualifications for the Events Industry, which leads to the desired qualifications development	People 1st, Events Industry Expert Panel	December 2009
16	A suite of revised NOS for Travel and Tourism	People 1st, Travel and Tourism Industry Expert Panels	July 2009
17	A suite of revised Travel and Tourism NVQs, suitable for transfer to the QCF	People 1st, Travel and Tourism Industry Expert Panels Awarding Organisations	August 2010
18	A Travel Apprenticeship Framework at Levels 2 and 3	People1st Learning Providers Awarding Bodies Employers AAG	August 2010
19	Unitised Vocational Qualifications(VQs) suitable to act as technical certificates for the pathways of the Travel Apprenticeship Framework at Level 2 and 3	People 1st Learning Providers Awarding Organisations Employers Financial Services Sector Skills Council	August 2010
20	A revised Assessment Strategy for Hospitality, Leisure, Travel and Tourism	People 1st, Awarding Organisations	August 2009

21	A review of all Apprenticeship Frameworks in Hospitality, Leisure, Travel and Tourism in line with the SASE Consultation	People 1st Apprenticeship Implementation Group Awarding Organisations	August 2010
----	--	---	-------------

## Priority 4: Supporting Small Businesses

### Sector specific signposting of the best available support

The sector is dominated by micro businesses (77% of establishments in the sector employ between 1-10 employees) with 54% of the sector employees working within micro businesses. 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 want 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, the Focus on Food training programme provided by Stonebow which considers profitability of the food sales on their businesses, or others supported by SFEDI the sector skills (standards setting) body for small businesses.

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

## Priority 5: Customer Service

### World-class customer service campaign – getting the “experience” right

57% of sector employers believe that their staff’s customer service skills are not of a sufficient level to meet their business needs. Of the 8,000 people questioned in a survey for the 2006 Square Meal Restaurant Guide, 50% found fault with restaurant service.

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 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.

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

The completed research findings and recommendations can be found at [www.people1st.co.uk/research](http://www.people1st.co.uk/research).

## **Action**

### **Implement the outcomes of the World Class Customer Service research project**

Taking forward the report of the World Class Customer Service research project, People 1st has developed new qualifications aimed at front facing operational staff and first line managers that address the best practice identified in the research. People 1st has worked with Awarding Organisations invitations to collaborate in the development of these sector-supported qualifications, based on agreed content and shared units.

### **Seek endorsement from the Institute of Customer Service**

People 1st has got endorsement from the Institute of Customer Service (ICS) to endorse the development of sector-specific customer service qualifications for the hospitality, leisure, travel and tourism sector. The qualifications will be reviewed in January 2011 to make sure that they are in line with the customer service NOS.

### **Increase the quality and consistency of the delivery of the new sector-specific customer service qualifications**

The National Skills Academy for hospitality has developed two customer service programmes that are linked to the new qualifications and address the whole hospitality, leisure, travel and tourism sector. People 1st is supporting these developments as well as the Academy's work to increase the quality of training delivery. They are doing this through a programme that all Academy approved trainers will have passed and focuses on the best ways of delivering their programmes and engaging learners in relation to customer service training in the hospitality, leisure, travel and tourism sector.

### **Promoting the customer service qualification and working with employers**

The final qualifications will be promoted extensively to sector employers and partner organisations through the Train to Gain Compact in order to raise awareness of the programmes and maximise take up. Employers will also need to be supported in order to match the qualification against in-house programmes and encourage effective take up of the qualification.

---

<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).



No.	Outcome	Partners	Implementation Date
24	Two new customer service qualifications for those on the frontline of customer service in hospitality and those who supervise them.	People 1st Awarding Organisations	Completed
25	Endorsement from ICS regarding development of sector-specific customer service qualifications	People 1st Institute of Customer Service	Completed
26	Review of the units developed in Action 25 to ensure they meet new ICS NOS	People 1st Institute of Customer Service Awarding Organisations	January 2011
27	NSA for hospitality-approved customer service programmes and NSA-approved trainers	National Skills Academy for hospitality Learning providers Awarding Organisations People 1st	Completed
28	A promotion campaign to support the new customer service qualifications	People 1st Institute of Customer Service Awarding Organisations	July 2009

## **Qualifications at the heart of addressing sector skill needs**

### **Customer service**

Customer service continues to be the major skills gap facing sector businesses. Recent research by People1st found that whilst more employers were training in customer service it was not having a corresponding impact on addressing the problem. On the back of a major piece of work undertaken in 2008 to identify the characteristics of world-class customer service, which it led, People1st has overseen the development of two new sector-specific customer service qualifications:

- Award in Principles of Customer Service in Hospitality, Leisure, Travel and Tourism
- Award in Supervision of Customer Service Performance in Hospitality, Leisure, Travel and Tourism

These will go live from the end of June 2009. The new National Skills Academy for hospitality has developed a training programme and opened it up to the six Awarding Organisations offering or developing the qualifications to deliver the programme. They are also addressing a key recommendation in the research which is the need to tackle the consistency of delivery and introduce more innovative delivery methods. They are doing this by a new training programme and approving successful trainers. These will be promoted onto UKSP.

A Train to Gain Compact agreed between People1st and the former Department for Innovation and Skills (DIUS) outlined the provision for 4,000 publically funded places on the new qualifications – 3,000 at level 2 and 3,000 at level 3. This will be used to incentivise employers to use the qualifications and together with specific marketing and case studies identified on the back of an evaluation carried out by People1st will be used to create a sea change in the way sector employers tackle customer service.

The Diplomas in Professional Cookery at levels 1 and 2 are awarded by City & Guilds and EDI and at level 3 by City & Guilds They have been designed to ensure that:

- Students are coming out of college with a wide breadth and depth of skills and knowledge
- All students, regardless of the college, are studying the same content - given mandatory content
- Assessment is more appropriate - with a combination of practical and theory tests combined with course work
- Grading is transparent - distinction, credit, pass and fail.

Evaluation by People1st has shown that employers, students and lecturers are pleased with how the qualifications are working. It has seen an increase in the number of employers going into a college and supporting the delivery and assessment. It has also had a positive impact on the NVQ as employers can more clearly see its value as a workbased qualification.

## **Priority 6: Chefs**

### **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. 40% of chefs do not possess a level 2 qualification and over 26,000 do not possess a qualification at all. The sector continues to struggle to recruit chefs with a sound foundation of skills and knowledge. The Diploma in Professional Cookery at levels 1, 2 and 3 aims to tackle this.

It is important that a credible qualification is available for those in the workplace, and that the needs of casual and branded dining are addressed. In addition, there is a need to create the right progression at level 4 and links between The Diploma 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 these relate to the Diplomas in Professional Cookery.

### **Action**

#### **Support the roll-out of the Diplomas in Professional Cookery**

People 1st will continue to support the roll-out of the three Diplomas at levels 1-3. An evaluation report was completed following the pilot and People 1st will use the Industry Advisory Panel of practitioner chefs and educational specialists to advise colleges and Awarding Organisations on implementation and to monitor the effective delivery of the diplomas.

#### **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 qualification units within the QCF. The final programme will offer clear progression to the Professional Cookery Diplomas at level 3.

#### **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 qualification units within the QCF. 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 at Level 2. People 1st are currently consulting on this to determine how these qualifications are developed.

#### **Retaining the NVQ for those in the workforce**

Research conducted by People 1st identified that much of the objection to the NVQ highlighted through the SSA is in its use within a college setting, where learners do not provide sufficient evidence of competence. There has been support to retain the NVQ in the qualification pathways but clearly signposted as a development qualification to be undertaken in the workplace so Hospitality NVQ pathways in Professional Cookery and in Food Processing and Cooking will be retained. Given the requirements for the transition to the QCF there will need to be work undertaken to revise these in a suitable format before 2010. Food Processing and Cooking is being revised following the NOS review and Professional Cookery will follow.

### **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 to the Professional Cookery Diplomas at levels 2 and 3.

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

A panel of employers and learning providers are to consider the options for smaller food preparation qualifications which will articulate with larger qualifications (including the Professional Cookery Diplomas) and with the Additional and Specialist Learning (ASL) requirements of the Hospitality Diploma, and which could serve as technical certificates for the apprenticeship. 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 an 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.

### **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.

### **Development of qualifications for patisserie and confectioners**

People 1st will also address the need for specific Patisserie and Confectionary qualifications at levels 2 and 3 to provide a craft progression. Industry Advisory Panels 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), the Training and Development Agency for Schools (TDA), the School Foods Trust practitioners and others to examine the training and development needs of those working in school meals operations. Following an evaluation of qualifications, the Award in Providing a Healthier School Meals Service has been revised and QCF units have been developed.

### **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 unitised qualifications being developed, and People 1st will offer Awarding Organisations invitations to collaborate in the development of these sector-supported qualifications, based on agreed content and shared units.

<b>No.</b>	<b>Outcome</b>	<b>Partners</b>	<b>Implementation Date</b>
29	A promotion strategy to support the implementation of the Diploma in Professional Cookery qualifications at Levels 1,2 and 3	People 1st Food Preparation Industry Expert Group Learning providers Awarding Organisations Chef Guilds National Skills Academy	November 2009
30	Revised Food Processing and Cooking NOS	People 1st Food Preparation Industry Expert Group Learning providers Awarding Organisations Professional Bodies	October 2009
31	Revised Hospitality NVQ pathways in Food Processing and Cooking in a format suitable for transfer to the QCF	People 1st Food Preparation Industry Expert Group Awarding Organisations	August 2010
32	A "Triple A" qualification to sit alongside the Professional Cookery NVQ as a suitable qualification for chefs.	People 1st Food Preparation Industry Expert Group The British Food Trust Awarding Organisations	Under review
33	Small unitised culinary qualifications which articulate with existing Professional Cookery Diplomas at levels 1, 2 and 3	People 1st Food Preparation Industry Expert Group Awarding Organisations	August 2010
34	Qualifications to meet the needs of the Asian and Oriental community	People1st Awarding Organisations Asian and Oriental Industry Advisory Panel	August 2011

35	Revised Award in Providing a Healthier School Meals Service	People 1st Food Preparation Industry Expert Group Awarding Organisations	September 2009
36	Award/Certificate for fish frying	People 1st Food Preparation Industry Expert Group Awarding Organisations Seafish National Federation of Fish Friers Advisory Group	September 2010

### **Qualifications at the heart of addressing sector skill needs**

#### **Diplomas in Professional Cookery**

Currently, eight percent of employers report skills shortages and 50 percent skill gaps for chefs. Given the consumer's need for greater authenticity in the food they eat there is an increased demand for chefs who can prepare and cook from scratch. Consequently, we have actually seen a rise in the number of employers reporting skill gaps for chefs

The Diplomas in Professional Cookery are being rolled out at levels 1, 2 and 3 as a central plank of colleges' delivery of full-time chef programmes. Critically, this is to overcome concerns employers have strongly expressed about the quality and consistency of the Professional Cookery NVQs, delivered full-time in colleges.

The Diplomas in Professional Cookery at levels 1 and 2 are awarded by City & Guilds and EDI and at level 3 by City & Guilds They have been designed to ensure that:

- Students are coming out of college with a wide breadth and depth of skills and knowledge
- All students, regardless of the college, are studying the same content - given mandatory content
- Assessment is more appropriate - with a combination of practical and theory tests combined with course work
- Grading is transparent - distinction, credit, pass and fail.

Evaluation by People1st has shown that employers, students and lecturers are pleased with how the qualifications are working. It has seen an increase in the number of employers going into a college and supporting the delivery and assessment. It has also had a positive impact on the NVQ as employers can more clearly see its value as a workbased qualification.

### **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 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.

### **Action**

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

The National Skills Strategy Monitoring and Implementation Group, chaired by the Minister for Tourism and vice chaired by the Chief Executive of People1st is looking at putting in place an Approved Kitchen Practitioners Scheme. A sub-group has been tasked to put this together made of the British Hospitality Association, Regional Development Agencies and People1st.

#### **Ensuring that the key qualifications reflect the needs of the sector**

People 1st will ensure that food safety and health and safety qualifications are relevant to the sector and are fed into any development of the Approved Kitchen Practitioners' Programme.

No.	Outcome	Partners	Implementation Date
37	Approved Kitchen Practitioners' Code of Practice	National Skills Strategy Monitoring and Implementation Group	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 only 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. The creation of the National Skills Academy in Hospitality will evidently help hospitality provision.

### **Action**

#### **Rolling out the National Skills Academy for Hospitality**

People 1st has developed and is supporting the implementation of the new National Skills Academy for Hospitality during 2008/9 which will seek to raise the quality of learning provision by harnessing innovation and new techniques and ensuring the provision of niche skill needs. Over five years, the newly approved Academy will be targeting around 65,000 learners to go through an Academy approved programme. The Academy will consist of a number of new and unique cutting edge training environments plus a group of existing colleges, quality assured by the Academy. More hotel and restaurant schools will be established in major cities, designed to run on a true commercial basis while recruiting and developing learners, and joined by the best colleges serving the hospitality industry. Initially funded by the LSC the Academy will be a subsidiary of People 1st and will initially operate in England.

#### **Continue to support and promote the Training Quality Standard**

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 use the implementation of the Training Quality Standard - Part B to provide sector employers with a means of identifying

those learning providers that have proved that they are responsive to sector employer needs. People 1st comments on each submission and offer guidance to the assessor. These providers will then be identified within the *Good Provider Guide*.

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

People 1st will also convene a working group with Awarding Organisations to examine best practice in the consistency and standardisation of assessment practice for qualifications which are shared amongst several Awarding Organisations. This will initially focus on the NVQs, in answer to the concerns voiced by users during research. People 1st will also review the related NVQ assessment strategies where amendments are indicated to clarify expectations of the use of realistic working environments and promote more consistent assessment standards. This latter action will be covered by Outcomes 19 and 20.

No.	Outcome	Partners	Implementation Date
38	Launch of the National Skills Academy for Hospitality	People 1st Employers LSC (National and Regional) Regional Development Agencies HE and FE Learning providers	Completed
39	Report on Best Practice in the Quality of Assessment	People 1st Learning Providers Awarding Organisations	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 and technical certificates**

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 priority will be given to the inclusion or development of appropriate technical certificates to provide new entrants with a general grounding in the industry they are entering and a bedrock of relevant knowledge. Attention will be paid to ensuring that technical certificates for the revised apprenticeship frameworks show progression from both the Diplomas and Young Apprenticeship and are also suitable to form part of a rounded vocational educational offer to support those who will not be engaged within the Diplomas.



To ensure continued provision of the Apprenticeships within Hospitality, Leisure, Travel and Tourism, People 1st has identified the need to develop Technical Certificates to temporarily assist Learning Providers in the delivery and funding of Apprenticeships. These Technical Certificates have been developed with Awarding Organisations and are now available on the QCF.

### **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 development and implementation of The Diploma in Hospitality**

People 1st will continue to support The Diploma in Hospitality by September 2009. Attention will be paid to ensuring that the People 1st qualification pathways show progression from The Diploma in Hospitality and that new qualifications developed for workplace development could be considered for inclusion in the catalogue of Specialist Learning as endorsed by employers

### **Support the development and implementation of the Diploma in Travel and Tourism**

People 1st will continue to support the development of learning and the implementation of The Diploma in Travel and Tourism by September 2010. Attention will be paid to ensuring that the People 1st qualification pathways show progression from The Diploma in Travel and Tourism and that new qualifications developed for workplace development could be considered for inclusion in the catalogue of Specialist Learning as endorsed by employers.

### **Rationalising under-19/pre-entry to employment provision**

People 1st will eventually withdraw support from the majority of existing pre-employment entry qualifications and has in the interim started to develop a small range of alternative qualifications that will be college-based and aimed at learners who may not be served by either the Diplomas or by the apprenticeships/young apprenticeship as vocational alternatives to 'academic' qualifications.

A task and finish group will be convened with educational specialists, Awarding Organisations and stakeholders to ensure:

- that these qualifications meet with the needs of the 14-19 learner population
- that they are occupationally relevant and up to date
- that they are coherent with The Diplomas and ASL, the requirements of the Foundation Learning Tier (FLT) and the apprenticeship provision.

People1st has mapped the content of current provision against:

- Principal Learning in both the Diploma lines
- requirements for apprenticeship technical certificates
- gaps in provision as identified by learning providers and employers.

The task and finish group will review the linkage and progression between school and college-based provision (from FLT up to age 19) and the entry points into employment. This group would establish realistic timeframes and utilise the experience of Awarding Organisations and learning providers in planning the desired qualifications outcomes

to meet the combined aims of providing a rounded educational offer and a vocational aspect which secures the confidence and recognition of employers. They will be presented analysis from the desk research and will be tasked with making clear recommendations as to what should appear as part of the Foundation Learning Tier in England, as well as broader 14-19 provision in Wales and Northern Ireland.

The analysis will also be fed into existing employer groups for Travel and Tourism Services and Hospitality Management. They will identify which of the current qualifications offered as part of 14-19 provision should remain, be changed or removed.

The analysis will be fed into the Apprenticeship Implementation Group, a panel of employers and providers. This group is steering the development of the new Apprenticeship frameworks and they will identify which of the qualifications should be considered as technical certificates.

The analysis has also been fed into two Diploma Development Partnership Groups for the respective Diploma lines for them to consider progression and look at alternative qualifications for future ASL. Much work has already been started to develop some ASL relevant qualifications to support the 14-19 Diploma at all levels, using the existing qualifications available as a basis. These include the Professional Cookery Diplomas at relevant levels, various elements of the BTEC suite of qualifications at appropriate levels, as well as consideration of other qualifications e.g. ABC Level 1 Certificate in Hospitality and Catering.

One aspect of desired pre-entry provision identified by employers was a general Hospitality Vocational Qualification (VQ) at Level 1, which could be added to the FLT offer. The development of other alternative qualification provision which will replace the existing pre-employment entry menu will then be completed in 2009/10, ready for teaching in September 2010.

One of the qualifications already indicated by employers and learning providers as desirable for the pre-employment provision is a college delivered VQ for Food and Drink Service. Currently the NVQ in Food and Drink Service is often college delivered and People 1st, in working with LSC to withdraw funding for college delivery, have promised to explore alternative provision. This has been developed collaboratively with a group of Awarding Organisations at Levels 1 and 2. This would also be unitised and it would be expected that some of the units could form the technical certificate for this apprenticeship pathway.

### **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.

No.	Outcome	Partner	Implementation Date
40	A revised Professional Cookery Apprenticeship Framework at Level 3	People 1st Learning Providers Awarding Organisations Employers Current Apprenticeship Approvals system	August 2010
41	A revised Hospitality Apprenticeship Framework at Level 2	People 1st Learning Providers Awarding Organisations Employers Current Apprenticeship Approvals system	August 2010
42	A Travel Apprenticeship Framework at Levels 2 and 3	People 1st Learning Providers Awarding Organisations Employers Current Apprenticeship Approvals system	August 2010
43	A unitised Level 2 Vocational Qualification suitable to act as technical certificates for the seven proposed pathways of Hospitality Apprenticeship Framework at level 2	People 1st Learning Providers Awarding Organisations Employers	August 2010
44	A unitised Level 3 Vocational Qualification suitable to act as technical certificates for the proposed Professional Cookery Framework at Level 3	People 1st Learning Providers Awarding Organisations Employers	August 2010
45	A unitised Level 2 qualification suitable to be incorporated in the Young Apprenticeship in Hospitality		August 2010
46	A report citing Best Practice in apprenticeship delivery	People 1st Learning Providers Awarding Organisations Employers	Completed
47	The 14-19 Diploma in Hospitality – an accredited and recognised new qualification supported by stakeholders with a completed catalogue of Additional & Specialist Learning	Diploma Development Partnership	September 2010

48	The 14-19 Diploma in Travel and Tourism – Line of Learning criteria presented to Awarding Organisations; enlisted support of key HE and employer stakeholders and contributed to the national marketing programme	Diploma Development Partnership	Completed
49	Establishment of under 19 Task and Finish Group	People 1st Learning Providers Awarding Organisations Industry organisations DCFS Educational organisations.	June 2009
50	A map of current provision for the under 19 vocational menu against employer requirements for desired learning identified through the Lines of Learning for The 14-19 Diplomas	People 1st	Completed
51	A Certificate in Food and Drink Service at Level 1	People 1st Awarding Organisations Food and Drink Service Industry Expert Panel	August 2009
52	A Diploma in Food and Beverage Service at Level 2	People 1st Awarding Organisations Food and Drink Service Industry Expert Panel	August 2009
53	Certificate in Hospitality Level 1	People 1st Awarding Organisations Food and Drink Service Expert panel Food Preparation Industry Expert Panel	Completed

## **Priority 10: Broadening the Appeal of the Sector**

### **A new head start for diverse labour pools**

Nearly half of the workforce are under the age of 30, 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 has 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.

This study has provided 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 number of migrant workers from across the world is still significant in the sector. People 1st is 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 involved in providing careers advice to utilise the UKSP as the source of information on skills and qualifications requirements and opportunities available within the sector.

#### **Employability / Licence to Work**

It was envisaged that qualifications would be developed to underpin both of the AFW Licence to Work and People 1<sup>st</sup> Employability pre-employment programmes. However as the FLT units and qualifications have been developed in advance of schedule (due to QCA priorities) it was found that the development of new qualifications for these programmes was unnecessary. The units which have been developed for FLT map suitably to both programmes and can therefore underpin both.

<b>No.</b>	<b>Outcome</b>	<b>Partner</b>	<b>Implementation Date</b>
54	A report on the benefits of using training in the Travel Industry	People 1st Industry Expert panels ABTA	Completed
55	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. 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 Organisations 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 Organisations. We view Awarding Organisations 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 Organisations to develop qualifications**

People 1st has worked with a group of Awarding Organisations 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 2009 - 2011

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	Complete	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	Foundation Degree Frameworks	In progress and on track	October 2009
4	Higher Education Plan	In progress and on track	July 2009
6	A revised Hospitality Supervision and Leadership apprenticeship framework	In progress and on track	August 2009
8	Review of Hospitality Supervision and Leadership Apprenticeship following the SASE	Not yet started	August 2010
11	A new Apprenticeship Framework in Drinks Dispense at Levels 2 and 3	In progress and on track	August 2010
15	A report on the suitability of current and proposed qualifications for the Events Industry	In progress and on track	December 2009
16	A suite of revised NOS for Travel and Tourism	In progress and on track	July 2009
18	Travel Apprenticeship at Levels 2 and 3	In progress and on track	August 2010
20	A revised Assessment Strategy for Hospitality, Leisure, Travel and Tourism	In progress and on track	August 2009
21	Review of Apprenticeship Frameworks in Hospitality, Leisure, Travel and Tourism	In progress and on track	August 2010
22	The identification of a suite of short endorsed programmes for micro businesses in the sector	Not yet started	December 2009
23	Qualifications and courses described on the UKSP which are highlighted as suitable for small businesses	Not yet started	March 2010
25	Endorsement of Customer Service qualifications from ICS	Completed	February 2009
27	National Skills Academy approved customer service programme	Completed	Completed
28	A promotion campaign to support the new customer service qualifications	Not yet started	July 2009
29	A promotion strategy to support	In progress and	September 2009

	the implementation of the Diploma in Professional Cookery qualifications at Levels 1,2 and 3	on track	
30	Revised Food Processing and Cooking NOS	In progress and on track	October 2009
37	Approved Kitchen Practitioners' Code of Practice	In progress and on track	April 2010
38	Launch of the National Skills Academy for Hospitality	Completed	April 2009
39	Report on Best Practice in the Quality of Assessment	In progress and on track	July 2009
40	A revised Professional Cookery Apprenticeship Framework at Level 3	In progress and on track	August 2010
41	A revised Hospitality Apprenticeship Framework at Level 2	In progress and on track	August 2010
42	A Travel Apprenticeship Framework at Levels 2 and 3	In progress and on track	August 2010
46	A report citing Best Practice in apprenticeship delivery	Complete	July 2009
47	The Diploma in Hospitality – an accredited and recognised new qualification supported by stakeholders with a completed catalogue of Additional & Specialist Learning	In progress and on track	September 2009
48	The Diploma in Travel and Tourism – Line of Learning criteria presented to Awarding Organisations; enlisted support of key HE and employer stakeholders and contributed to the national marketing programme	In progress and on track	April 2009
49	Establishment of under 19 Vocational Education Working Group	In progress and on track	June 2009
50	A map of current provision for the under 19 vocational menu against employer requirements for desired learning identified through the Lines of Learning for the Diplomas	Complete	December 2008
54	A report on the benefits of using training in the Travel Industry	Complete	October 2008
56	A report on the requirements of ESOL training for the sector	Not yet started	November 2009

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

In England, the LSC has agreed to work with SSC/Bs to ensure the SQS Action Plan is the formal mechanism to inform LSC commissioning at both Nationally and Regionally in line with the funding cycle. Therefore 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 2009/10

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

Action No:	Title/Working Title	Status	Implementation Date
5	Leadership and Supervision in Hospitality NVQ,	In progress and on track	August 2009
7	Technical Certificate for Hospitality Supervision and Leadership framework at Level 3	In progress and on track	August 2009
9	A VQ in Front Office Operations at Level 2	In progress and on track	August 2010
9	A revised NVQ in Hospitality at Level 2	In progress and on track	August 2010
9	Revised Awards in Food Safety at Levels 2, 3 and 4	In progress and on track	August 2010
10	A new NVQ at Level 2 in Drinks Dispense	In progress and on track	August 2010
12	A review of FLT units within the QCF	Not yet started	August 2010
13	Award/Certificates in Gambling at Level 2	In progress and on track	October 2009
13	Award/Certificates in Gambling at Level 3	In progress and on track	October 2009
14	Blue Badge VQ	Not yet started	July 2010
14	Green Badge VQ	Not yet started	July 2010
14	Award for Local Guiding	In progress and on track	July 2010
17	Travel NVQ	In progress and on track	August 2010
17	Tourism NVQ	In progress and on track	August 2010
19	Technical Certificate in Travel at Level 2	In progress and on track	August 2010
19	Technical Certificate in Travel at Level 3	In progress and on track	August 2010
24	Award in Principles of Customer Service in Hospitality, Leisure, Travel and Tourism	In progress and on track	June 2009
24	Award in Supervising Customer Service Performance in Hospitality, Leisure, Travel and Tourism	In progress and on track	June 2009
26	Review of Customer Service units	Not yet started	January 2011
31	Revised Seven Hospitality NVQs at Levels 2	In progress and on track	August 2010
32	"Triple A" VQ at Level 3.	Not yet started	Under review
33	Certificate in Professional Cookery Diplomas level 1	In progress and on track	August 2010
33	Award in Professional Cookery levels 2	In progress and on track	August 2010
33	Certificate in Professional Cookery Diplomas level 2	In progress and on track	August 2010

33	Award in Professional Cookery Diplomas level 3	In progress and on track	August 2010
33	Certificate in Professional Cookery Level 3	In progress and on track	August 2010
34	Qualifications for Asian and Oriental Community	In progress and on track	August 2011
35	Revised Award in Providing a Healthier School Meals Service	In progress and on track	September 2009
36	Award in Fish Frying	Not yet started	August 2010
43	Seven Technical Certificate in Hospitality Level 2	In progress and on track	August 2010
44	Technical Certificate in Professional Cookery Level 3	In progress and on track	August 2010
45	Qualification for Young Apprenticeship in Hospitality Level 2	In progress and on track	August 2010
51	A Certificate in Food and Beverage Service at Level 1	In progress and on track	August 2009
52	A Diploma in Food and Beverage service at Level 2	In progress and on track	August 2009
53	A Certificate in Hospitality at Level 1	Complete	July 2009