



Skills Investment Plan for Scotland's Tourism Sector





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1. Introduction

2. Vision

This Skills Investment Plan has been developed to support the growth strategy for Scotland's tourism sector.

Background

Skills Development Scotland has been tasked by the Scottish Government to develop the Skills Investment Plan.

The Skills Investment Plan is to support the achievement of the Scottish tourism strategy, *Tourism Scotland 2020, The Future of Our Industry, In Our Hands* by setting out the key skills priorities the tourism sector must address to achieve its potential and highlighting the key actions required to address these.

Purpose and development of Skills Investment Plan

The purpose of this Skills Investment Plan is to support the achievement of the Scottish tourism strategy. Development was agreed between the partners at the outset and the process involved:

- Developing a profile of the tourism sector;
- Undertaking interviews, focus groups and an online survey with tourism businesses;
- Interviewing key industry stakeholders and education and training providers to identify skills priorities and actions; and
- Mapping current skills provision for the Scottish tourism sector.

Key skill priorities have been tested with and agreed by the Scottish Tourism Alliance Board and the Tourism Skills Group prior to the development of the Strategic Framework and practical recommendations for the delivery of the Plan.

Tourism is one of the seven key growth sectors that the Scottish Government has identified as having the potential to increase Scotland's rate of economic growth.

The vision for the Scottish tourism industry as set out in *Tourism Scotland 2020, The Future of Our Industry, In Our Hands*, the industry strategy is straight forward and clear: "Making Scotland a destination of first choice for a high quality, value for money and memorable customer experience, delivered by skilled and passionate people."

As a measure for success the strategy outlines an ambition to achieve an annual visitor spend of between £5.5bn and £6.5bn by 2020, growth in the region of £1bn.

The strategy outlines the routes for achieving its growth targets as being:

- Developing our assets, including nature, heritage and activities; destination towns and cities; events and festivals; and business tourism;
- Turning assets into experiences that are authentic and underpinned by elements that are unique to Scotland; and
- Building on our capacities and in particular the need for leadership and collaboration; quality and skills; marketing and sustainable tourism.

In support of this there are a number of skills issues and challenges that must be addressed: attracting new entrants into the sector, improving customer service, improving management, leadership and enterprise, and developing skills for investment, innovation and collaboration.

Table 1: Skills Investment Plan process



3. The scale of the sector

Scotland's tourism industry is broad and varied and includes businesses in hotels and accommodation, bars and restaurants, tour operators, museums, visitor attractions and other sports and recreation activities.

Although these activities, which are the focus of the Skills Investment Plan, form the core of the tourism industry, a range of other sectors in the Scottish economy, including retail and transport, will also benefit from tourism expenditure.

Economic contribution

The tourism sector makes an important contribution to the Scottish economy and generated £2.9 billion in Gross Value Added (GVA) in 2010, accounting for around 2% of the Scottish economy.

- When the indirect impacts, such as supply chain demand, are included, the wider 'visitor economy' accounts for 10.4% of total GVA in Scotland.
- The wider visitor economy generates £15.8 billion, 10.4% of total GVA in Scotland.
- The sector employed 185,900 individuals in 2011. Over half of these are employed on a part-time basis.
- 48% of jobs in tourism are in elementary occupations.

Business base

There are around 13,040 tourism businesses in Scotland, accounting for 9% of all businesses.

- The vast majority of these (over 80%) are small businesses – employing between 1 and 49 people. A smaller proportion of businesses in the tourism sector than across all industries are sole traders or partnerships with no other employees.
- Looking at tourism businesses by sub-sector, the largest proportion (45%) are restaurants and mobile food service, with significant proportions also in bars (26%) and hotels (14%).
- Specific areas identified within the Tourism 2020 Strategy as having growth potential include golf, business tourism, sailing, cruise, activities and adventure tourism and mountain biking.

Employment characteristics of the tourism workforce

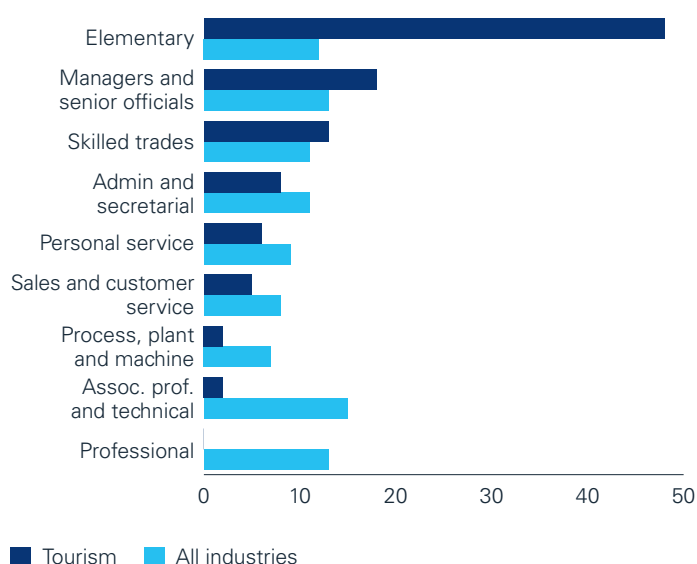
Around 185,900 people were employed in tourism-related industries in Scotland in 2011. This accounts for 7.6% of total employment, compared with a proportion of 7.2% across Great Britain.

- Scotland has one of the highest proportions of employment in tourism – behind only the South West (8.8%), the South East (7.9%) and the North East (7.9%).
- The largest proportion of tourism employment (32%) is in restaurants and mobile food service, with significant proportions also in hotels (29%) and bars (20%).
- A significant proportion of Scotland's tourism employment is in its largest cities – 16% of the total is in Edinburgh and 13% is in Glasgow. However, tourism is an important employer in some rural areas including Argyll and Bute, Perth and Kinross and the North Highlands.
- Around 55% of employees in tourism are part-time – this is a significantly higher proportion than across other industries (33%).
- Over half of employees (52%) in tourism are in small businesses (i.e. those that employ fewer than 50 people). This compares with only 35% in the economy as a whole.

Skills characteristics of the tourism workforce

One indicator of the skills requirements of the tourism sector is the occupational breakdown of employment. A significantly higher proportion (48%) of jobs in tourism than across all industries are in elementary occupations. Managers and senior officials and skilled trades are also over-represented, while there are significantly fewer professional and associate professional and technical jobs than across all sectors.

**Table 2: Employees by occupation
(%), Scotland, 2010**

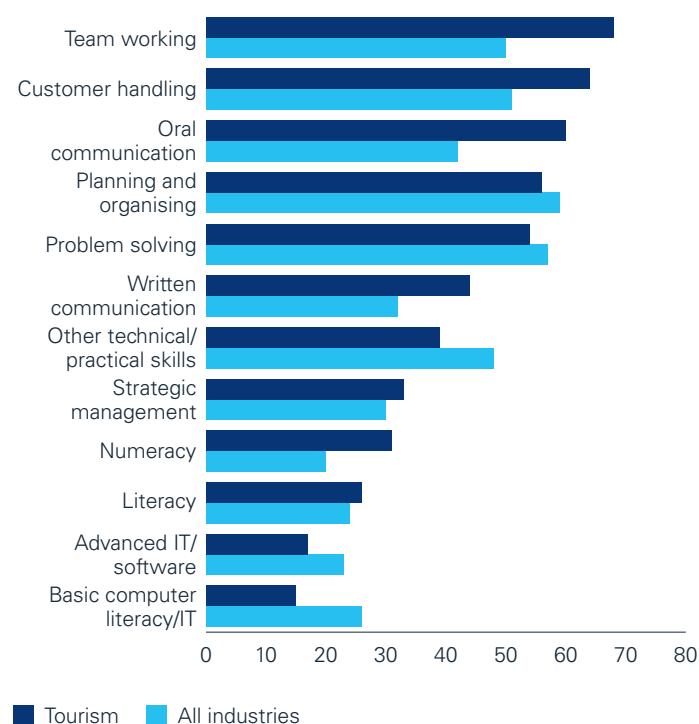


Source: Alliance of Sector Skills Councils Scotland (2011)

Tourism has a lower proportion of workers with high levels of qualification – only 23% of employees in tourism are qualified to degree level or above, compared with 30% across all industries.

Skills shortage vacancies are slightly less common in tourism than across all industries (15% vs. 18%) but skills gaps are more frequent (18% vs. 15%). The most commonly mentioned skills gaps were in team working, customer handling and oral communication.

**Table 3: Employees' skills deficiencies
(% of employers experiencing skills gaps),
Scotland, 2010**



Source: Alliance of Sector Skills Councils Scotland (2011)

Note: Based on Scottish Employers Skill Survey 2010

4. Skills priorities for the Scottish tourism sector

The consultations with tourism employers, stakeholders and partners has identified four strategic skills priorities for the development of skills within the tourism sector that will support the growth ambitions set out in 'Tourism Scotland 2020, The Future of Our Industry, In Our Hands'. These are:

- Improving management, leadership and enterprise in the sector.
- Ensuring staff have the skills to deliver a high quality visitor experience.
- Raising the attractiveness of the sector to new entrants.
- Ensuring appropriate and high quality training is available to the sector.

Skills priority 1: Improving management, leadership and enterprise in the sector

- Ensuring employers are able to access training they need to help skilled staff progress to supervisor and manager levels.
 - Management and supervisory schemes should be promoted as part of wider efforts to professionalise the sector.
 - There is a need to make it easier to employers to understand what provision is available and identify which programmes will meet their needs.
- Increasing the proportion of managers participating in development opportunities and joining their relevant professional body. This will allow them to experience and learn about successful business models (such as Master classes, learning journeys, HIT scholarships and mentoring).
- Stimulating demand for training amongst new tourism business owners to develop their understanding of the sector and what underpins success. Meeting this demand will require work with partners in business development support organisations and industry bodies as the support required cuts across business development and skills development.

Skills priority 2: Ensuring staff have the skills to deliver a high quality visitor experience

- Creating a 'visitor experience' benchmark that employers can assess the skills of their staff against. The purpose here is not to create new provision but to:
 - Ensure that all businesses view skills as vital to business success.
 - Help businesses identify what skills their staff need and identify the provision that will help address these.
- Increasing the number of businesses engaging in customer service training through a national campaign.
- Ensuring businesses are able to access the training that they need on customer service.
 - Employers find the current range of provision confusing. This can be addressed by promoting the mechanisms currently in place – such as the Our Skillsforce and UKSP websites – to help employers identify what training is available and what will most effectively address their needs.
 - Employers would like to access training on customer service for more experienced staff but feel this kind of support is currently not available. As outlined above, this is currently available so the task is to promote this more effectively.
 - An ongoing process of reviewing customer service provision to ensure it meets industry needs, and in particular, that it is addressing issues identified as key to growth in *Tourism Scotland 2020*. Provision is already in place to address issues such as cultural awareness and the needs of customers with disabilities.

Skills priority 3: Raising the attractiveness of the sector to new entrants

- Improving young people's awareness of career opportunities in tourism.
- Improving awareness of career opportunities in tourism amongst the existing workforce to promote career change.
- Raising the status of tourism occupations through sharing of personal 'case studies' that demonstrate opportunities for development and progression.
- Providing seamless pathways to help those new to the industry to develop the skills needed by employers. As well as improving the skills of new entrants, these pathways will help individuals to view tourism as a long-term career and act as a gateway to further training and development. Existing employability and pre-apprenticeship programmes designed to meet the needs of the sector are key to delivering these pathways.
- Developing opportunities for employers to work together to offer more diverse job roles and opportunities for skill development (e.g. collaborative work experience).
- Increasing the proportion of employers that are developing the skills of their staff, including the proportion helping staff achieve recognised qualifications (including through the Modern Apprenticeship frameworks) as this could help make tourism jobs more attractive to potential recruits.

Skills priority 4: Ensuring appropriate and high quality training is available to the sector

- Ensuring that there is continued provision of training and education (through FE, HE and Modern Apprenticeships) to develop the technical skills the sector requires (such as housekeeping, chefs, front-of-house, etc.).
- Ensuring greater involvement of employers in the design and delivery of training and education provision to ensure that it develops the skills required by tourism businesses. As outlined earlier, structures already exist to facilitate this input and the key task is to ensure more employers are aware and participating in these structures.
- Ensuring information on what is available is clear and simple, easy to access, emphasises the impact on business bottom-line and provides information on which option will suit the needs of the individual employer. This can be achieved, in part, through signposting to sites such as Our Skillsforce, My World of Work and UKSP, which provide up-to-date information on training and qualifications.
- Ensuring structures are in place to enable employers in *local areas* to come together to commission training that meets their common needs. In particular, need to explore how skills training be delivered more effectively in rural areas. Group Training Associations, being rolled out by People 1st, will help address this.

Table 4 on the following page summarises the evidence underpinning the four strategic skills priorities that have been agreed.

4. Skills priorities for the Scottish tourism sector (continued)

Table 4: Evidence base for skills priorities

Skills priorities			
SP1: Improving management, leadership and enterprise in the sector	SP2: Ensuring staff have the skills to deliver a high quality visitor experience	SP3: Raising the attractiveness of sector to new entrants	SP4: Ensuring appropriate and high quality training is available to the sector
<ul style="list-style-type: none"> • <i>Tourism Scotland 2020</i> stresses need to address leadership issues to achieve growth. • 18% of staff in tourism are employed in 'managers and senior officials' occupations, compared to 13% in all industries. • 33% of tourism employers experiencing skills gaps said that their staff lacked 'strategic management' skills (compared to 30% in all industries). • 'Leadership' is most commonly mentioned skills gap amongst team leaders and supervisors. • Most commonly mentioned skills priority by employers interviewed during consultation process. • Majority of stakeholders involved in consultation process felt addressing management and leadership critical to future growth of sector. • MAs can help develop management and leadership skills but lack of funding available for candidates over 20. 	<ul style="list-style-type: none"> • 64% of tourism employers experiencing skills gaps said that their staff lacked 'customer handling' skills (compared to 51% in all industries). • Other skills deficiencies of existing staff noted by tourism employers also play important part in good customer service – team working (68%), oral communication (60%) and problem solving (54%). • 'Customer service skills' are the most commonly mentioned skills gap amongst front-line staff. • Poor customer service most common complaint received by VisitScotland. • Majority of employers interviewed as part of consultation process said improving customer service is critical to achieving business objectives over next 3 years. • Customer service was most commonly mentioned skills priority by stakeholders during consultation process. 	<ul style="list-style-type: none"> • Projections of future employment in the tourism sector in Scotland suggest there will be an expansion demand of 14,800 and a replacement demand of 79,600 – a total of 94,400 job openings between 2007 and 2017. • Average weekly pay is lower in tourism than other sectors and this could have a significant impact on tourism businesses ability to attract labour. In particular, average pay in food and beverage sub-sector is 57% of the national average and in accommodation is 60% of national average. • Large numbers studying HLTT subjects – but largest FE provider noted that whilst they fill all places, it's often a student's second or third choice subject. • Raising attractiveness of sector mentioned by vast majority of employers and stakeholders interviewed during consultation. 	<ul style="list-style-type: none"> • <i>Tourism Scotland 2020</i> stresses importance of all members of industry to commit to gaining and enhancing relevant skills, knowledge and attitude to deliver high quality experiences to visitors. • Many employers and stakeholders consulted as part of the SIP development process felt that training available – especially for new entrants into the sector – often did not meet their needs. • Gaps in provision (e.g. housekeepers) and shortcomings (e.g. failure to develop skills such as baking or fish filleting amongst trainee chefs). • Employers and stakeholders also flagged up a number of additional skills needed if <i>Tourism Scotland 2020</i> growth ambitions are to be achieved – mainly focused around commercial awareness, market intelligence, marketing and sales, and collaboration.

5. Current provision, gaps and shortcomings

Introduction

This section outlines a statement of what is currently available to address the priorities identified in Section 4, outlining:

- The activities that are currently underway and will contribute to achieving each 'area for action' are provided in tabular form.
- Details of new activities that will contribute are also provided.
- A brief assessment is made of the gaps and shortcomings in current provision.

Skills priority 1: Improving management, leadership and enterprise in the sector

What is currently in place and where are the gaps?

The mapping identified a range of existing activity that aims to improve the management, leadership and enterprise in the sector. These are shown in Table 7 within the appendices, whilst Table 8 sets out activities that are due to commence in the near future.

Tables 7 and 8 demonstrate that there is already a wide range of provision in place to improve the management, leadership and enterprise in the tourism sectors. There are, however, a number of gaps in current provision, namely:

- Business skills for new tourism business owners.
- Lack of opportunities for managers, leaders and business owners to learn from others in the tourism sector.
- Lack of training to enable small businesses to develop skills to effectively recruit, retain and develop staff (including identifying training needs).

As well as plugging the gaps and addressing the shortcomings identified, it will be important to continue to support those elements of current provision seen as critical by employers and stakeholders.

- HIT Scotland highly regarded by employers.
- The Executive Masters in Hospitality and Tourism Leadership is currently in its first year and given the efforts put in by the industry in support of its establishment it must be given the opportunity to reach scale.
- Scottish Enterprise, Highlands and Islands Enterprise and Business Gateway will continue to play a significant role in developing the leadership and enterprise capabilities of tourism businesses.

Skills priority 2: Ensuring staff have the skills to deliver a high quality visitor experience

What is currently in place and where are the gaps?

The mapping identified a range of existing activity that aims to ensure staff have the skills to deliver a high quality visitor experience. These are shown in the appendices in Table 9, whilst Table 10 sets out additional activities that are currently planned.

Again, there is already a range of provision to improve the consistency and quality of training in this area. The key gaps in provision are around:

- Opportunities to further develop the skills of experienced staff. Workshops and learning journeys would enable more experienced staff to share good practice on customer service and develop further skills.
- Specialist customer service skills e.g. using social media to understand customer requirements and expectations, cultural awareness training, disability awareness training, 'showround' training within the business tourism sector.
- Training to enable businesses to make use of market intelligence. Through Tourism Intelligence Scotland, good quality market intelligence is available but businesses do not have the skills to interpret and utilise this research.

In addition, there are a number of shortcomings in current provision.

- Current provision is confusing to employers – with the differences between customer service 'brands' and which will meet their business needs most effectively unclear to businesses.
- There is currently considerable investment in customer service – but it is unclear what impact this investment is having on levels of customer service. The Return on Investment study that People 1st has commissioned will provide evidence to support the case for business investment in this critical area.

As well as addressing the gaps and shortcomings outlined above, it will also be important to ensure:

- Basic customer service training continues to be promoted.
- Specialist customer service training (e.g. first aid and accessible tourism training) continues to be available.

5. Current provision, gaps and shortcomings (continued)

- Action is taken to encourage more businesses to engage in customer service training.
- Accurate customer feedback is available and used to identify areas where improvements need to be made.

Skills priority 3: Raising the attractiveness of the sector to new entrants

What is currently in place and where are the gaps?

The mapping identified a range of existing activity that aims to raise the attractiveness of the sector to new entrants. These are shown in Table 11 in the appendices, whilst Table 12 sets out additional activities that are currently planned.

A number of agencies and organisations play a key role in raising the awareness and interest in the tourism sector (including SDS and People 1st), with Springboard being the main deliverer of activities here. The major *gap* in current provision is that Springboard is funded on a project basis – leading to variation in the levels and range of activities on offer across Scotland. Similarly, the East Lothian Tourism and Hospitality Academy took on its first cohort in August 2012 and there are high expectations amongst employers, stakeholders and policymakers about this approach. If it proves to be effective, there may be value in replicating this approach elsewhere. However, this will need significant investment. It is worth re-iterating here that there will be demand for 94,400 new employees in tourism in Scotland between 2007 and 2017 and therefore activities to raise awareness must reach a large volume of individuals.

The main *shortcoming* in current provision is the lack of a clear pathway into the sector. This shortcoming is compounded in some areas by the lack of FE provision to enable individuals to take first steps into the sector (e.g. Dumfries and Galloway).

As well as addressing the gaps and shortcoming in the sector, there is a need to maintain and, where necessary, strengthen:

- The range of activities currently on offer to attract individuals into the sector (both young people and adults), for example, the Springboard Ambassadors programme.
- The range of training options/routes into the sector (e.g. People 1st and Springboard employability programmes, Modern Apprenticeships, FE, HE, etc.).

Skills priority 4: Ensuring appropriate and high quality training is available to sector

What is currently in Place and where are the gaps?

The mapping identified a range of existing activity that aims to improve the quality of training on offer. These are shown in Table 13 in the appendices. Table 14 sets out the additional actions that are planned or due to commence.

As Table 13 indicates there is already a wide range of FE, HE and MA provision in place. To give some indication of the scale of this:

- In 2011/12, 3,520 individuals started a Modern Apprenticeship in hospitality (the main tourism-related MA framework) and 2,088 completed their MAs as 'achievers'. This represents a significant increase on earlier years (with just 337 starts in 2008/09). 1,368 (39%) of the starts were young people aged 16-19, as were 943 (45%) of the achievers.
- 21,921 students were enrolled on FE tourism courses in 2010-11. However, care should be taken here as students can be enrolled on more than one course during the academic year. 17,840 students, 81%, successfully completed their course.

Tables 13 and 14 suggests that there are a number of major *gaps* and *shortcomings* in the current approach:

- Structures are already in place for industry input into training and education provision (including NOS reviews, MA Framework reviews, FE industry liaison committees, choice of SVQ units when devising MA training plan for individual business, etc.) – but currently few employers actively engage in these processes.
- Employers currently find provision confusing and overwhelming. Promotion of gateways – such as UKSP, Our Skillsforce and My World of Work – that act as a central source of information on training, funding and qualifications (i.e. what skills should an employer expect an individual with a qualification to have) would be beneficial.
- Reflecting *Tourism Scotland 2020* recognition of events and festivals and authentic experiences as critical to the growth of the sector, those organisations across Scotland that organise sports events will become increasingly important. As these organisations do not tend to see themselves as part of 'tourism', evidence on the skills they need is currently limited and this inhibits the development of training to effectively meet their needs.

As well as addressing these gaps and shortcomings, it will be important to ensure a range of training and education options (including Modern Apprentices, FE and HE courses) continue to be available. However, as reflected in the comments of employers outlined earlier, not all provision is considered high quality or appropriate to the needs of industry. As such, structures must be in place to:

- Enable industry to identify and articulate their needs.
- Enable businesses to assess what provision best meets their needs. The People 1st Kite Marking and Accreditation Scheme will provide critical intelligence to help with this.

Moving forward to action plan

As Tables 7-14 have demonstrated, there is already a wide range of activity underway to address the strategic skills priorities that have been identified by tourism employers and stakeholders. The purpose of the Skills Investment Plan is to set out what action is needed (by public agencies, tourism bodies and employers themselves) on skills if the sector is to achieve the growth ambitions set out in *Tourism Scotland 2020*. This will require:

- Continuing to fund existing activities that make a significant impact on the skills priorities and stopping funding those that do not.
- Working to improve the quality, appropriateness and effectiveness of current provision.
- Developing some additional activities to plug gaps and shortcomings in current provision.

In the next section, we will outline the strategic framework for the Skills Investment Plan and what is needed to deliver the plan.

6. Skills Investment Plan – key actions

The Skills Investment Plan is intended to guide the design, commissioning, funding and delivery of skills development activities for the Scottish tourism sector, with the following requirements:

- To have sufficient scale to make a significant impact on the skills available to and being deployed by the Scottish tourism sector.
- To be targeted at key current weaknesses or deficiencies in the Scottish tourism sector's skills base.

Six Key Actions (KAs) have been identified and are summarised in Table 5. In each case, details of the strategic skills priorities that the key action will help to address are provided.

To achieve this strategic ambition, the Scottish tourism sector must take advantage of three drivers of growth:

- Developing our assets.
- Turning assets into experiences that are authentic and unique.
- Building on our capabilities.

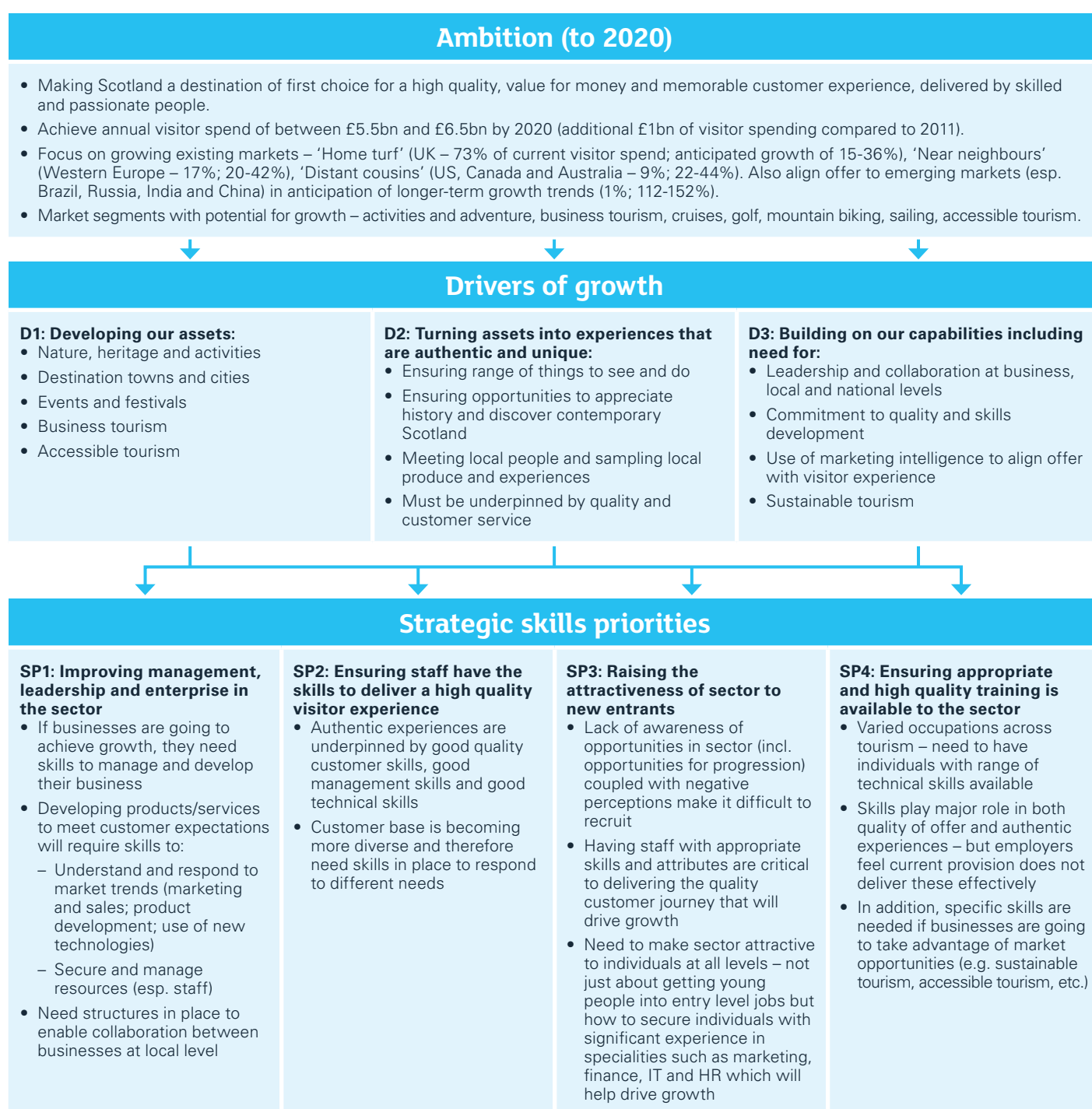
The strategic skills priorities that must be addressed to deliver the 'drivers of growth' (and, in turn, the *Tourism Scotland 2020* strategic ambition) are:

- Improving management, leadership and enterprise in the sector.
- Ensuring staff have the skills to deliver a high quality visitor experience.
- Raising the attractiveness of sector to new entrants.
- Ensuring appropriate and high quality training is available to the sector.

Partners and timescale

- Partners have been identified based on the remit and responsibilities of each organisation and takes into consideration current and planned activities. Both individual agencies and the Tourism Skills Group collectively have been working to address the skills needs of the tourism sector and the Skills Investment Plan – as the document that sets out the skills issues that need to be addressed if the sector is to achieve the growth ambitions set out in *Tourism Scotland 2020* – must build on these efforts.
- The Scottish Tourism Alliance (STA) has overall responsibility for delivering *Tourism Scotland 2020* and a reconfigured Tourism Skills Group will become a sub-group of the STA. Whilst STA is not a skills specialist, we have recommended that it plays a key role in a number of the proposed actions as it is best placed to act as an 'honest broker'.
- The Skills Investment Plan for the Scottish tourism sector is a three-year plan. As many of the key actions will take a significant period of time to deliver it is essential that the reconfigured Tourism Skills Group begins to advance a number of these actions quickly. Our recommendation would be that they establish 'deliver and finish' task groups for taking forward each key action.

Table 5: Skills Investment Plan for Scottish tourism sector



6. Skills Investment Plan – key actions (continued)

Table 6: Key actions, partners, timescale and outcomes

KA1: Invest in local structures to enable businesses to work together, identify skills needs and influence local provision.	KA2: Address perceived gaps in skills – either through enabling local groups (KA1) to commission/develop provision to meet needs or encouraging uptake of existing provision.	KA3: Mapping of 'business development' provision, addressing identified gaps and marketing to increase uptake of business development supports.	KA4: Marketing campaign to increase uptake of training that will improve visitor experience, including customer service, management and leadership and technical skills.	KA5: Continued delivery of training and education to develop vocational skills (including in-house delivery). Linking to local structures (KA1) will help ensure the quality, appropriateness and effectiveness of provision is improved.	KA6: Develop programme of activities to use headline events (Commonwealth Games, Ryder Cup, and Youth Olympics) to raise awareness and status of tourism occupations. Need to have clear routes into sector and support in place to respond to increasing interest.
Key partners: STA (with support from SDS and SFC), Scotland's Colleges, STF, People 1st, SE, HIE, VisitScotland	Key partners: SDS, providers, HIT Scotland, People 1st, IoH	Key partners: STA (supported by SDS)	Key partners: STA (with support from SDS), Scottish Colleges, STF, People 1st/IoH, VS, GTSI, Xtra-Mile	Key partners: SDS, SFC, People 1st, STF	Key partners: Springboard, People 1st, SDS, SFC
Timescale: Critical to ensuring success of SIP and long-term project – so start immediately (Jan 2013)	Timescale: Commence mapping in Jan 2013, with marketing campaign to commence in Autumn 2013	Timescale: Pilot training to be developed as soon as possible after Jan 2013	Timescale: As soon as possible	Timescale: Ongoing	Timescale: As soon as possible
Outcomes: <ul style="list-style-type: none"> Structure in place in each location across Scotland Increase number of Area Tourism Partnerships/ Destination Marketing Organisations with a tourism plan that includes focus on developing skills locally Increase in % of tourism employers engaging in training 	Outcomes: <ul style="list-style-type: none"> Increase in % of employers engaging in training Decrease in % of tourism employers reporting skills deficiencies 	Outcomes: <ul style="list-style-type: none"> Increase in % of tourism businesses engaging in business development activities 	Outcomes: <ul style="list-style-type: none"> Increase in % of employers engaging in training Decrease in % of tourism employers reporting skills deficiencies 	Outcomes: <ul style="list-style-type: none"> Decrease in hard-to-fill vacancies in tourism Decrease in skills shortage vacancies in tourism 	Outcomes: <ul style="list-style-type: none"> Decrease in hard-to-fill vacancies in tourism Decrease in skills shortage vacancies in tourism Increase in applications for FE/HE HLT subjects

Delivering the Action Plan

The delivery of the Action Plan will be overseen by the Scottish Tourism Leadership Group, the Tourism 2020 Skills Group and the Joint Skills Committee.

Appendices

Table 7: Existing activity – Improving management, leadership and enterprise in the sector

Ensuring employers able to access supervisory and management training for staff	Increasing participation by managers in development opportunities	Stimulating demand for training amongst new business owners
<ul style="list-style-type: none">• Scottish Enterprise (e.g. Managing People for Growth, Leadership for Growth, Leadership Essentials etc.)	<ul style="list-style-type: none">• HIT Scotland scholarships	<ul style="list-style-type: none">• Business Gateway marketing campaigns (generic)
<ul style="list-style-type: none">• Executive Masters in Hospitality and Tourism Leadership (Strathclyde University)	<ul style="list-style-type: none">• Scottish Enterprise (e.g. Emerging Leaders programme)	<ul style="list-style-type: none">• Flexible Training Opportunities (SDS)
<ul style="list-style-type: none">• Range of FE and HE provision	<ul style="list-style-type: none">• Women 1st Step Up Programme (People 1st)	
<ul style="list-style-type: none">• Range of provision on offer from private training providers (certified and non-certified)	<ul style="list-style-type: none">• Glasgow Tourism Service Initiative Masterclasses	
<ul style="list-style-type: none">• Development and roll-out of Level 4 Apprenticeship	<ul style="list-style-type: none">• Association of Scottish Visitor Attraction Learning Journeys	
<ul style="list-style-type: none">• 7 Habits of Highly Effective People (People 1st)	<ul style="list-style-type: none">• Seminar and workshop programmes delivered by professional bodies (e.g. IoH, BHA, BII etc)	
<ul style="list-style-type: none">• P3 Tool (Scottish Government/Investors in People)		
<ul style="list-style-type: none">• Scottish Golf Club Management Training		
<ul style="list-style-type: none">• Range of training support materials from professional bodies and awarding agencies		

Appendices (continued)

Table 8: Planned activities – Improving management, leadership and enterprise in the sector

Action	Description	Lead partner(s)	Timescale
IoH Management Qualifications	Institute of Hospitality will be introducing a suite of hospitality management qualifications in Scotland in 2013 – ranging from basic supervisory skills (Level 5) through to advanced management skills (Level 8).	IoH	2013
People 1st – Focus on ...	People 1st will be introducing a number of short courses for business owners and managers in Scotland in November 2012. Branded as 'Focus on ...' (Focus on B&B, Focus on Marketing, Focus on Food Profit, Focus on Sales) these half-day workshops will focus on developing business skills (such as managing stock control, understanding your customer, writing a marketing plan, undertaking SWOT analysis).	People 1st	Nov 2012
Management 1st	New four-day programme being introduced by People 1st to help first-time managers to develop the softer skills required to manage a team	People 1st	Jan 2013
Development of SVQ 4	Review, development and roll out of the proposed SVQ 4 qualification.	People 1st	April 2013
Piloting 'Voluntary License to Practice'	People 1st are piloting a 'voluntary license to practice' in a number of specific tourism occupations. It is hoped this will increase the attractiveness of these careers, address skills gaps and improve professionalism in the sector.	People 1st	Currently being piloted
Industry Conversion Programmes	New initiative that will target people working in and/or being made redundant in declining sectors who wish to convert their career direction utilising a fast track, intensive programme that recognises prior learning and leads to a recognised qualification and/or other industry progression route.	People 1st	Currently being piloted
Kite marking and Accreditation Scheme	Kite marking will identify and signpost employers and individual learners to provision across Scotland which meets the needs of industry. Accreditation will identify and signpost employers and individual learners to those providers who consistently provide high quality training and conform to industry practice standards.	People 1st	Kite marking due to be completed March 2013

Table 9: Existing activity – Ensuring staff have the skills to deliver a high quality visitor experience

Creating 'visitor experience' benchmark	Increasing number of businesses engaging in customer service training	Ensuring businesses are able to access customer service training
<ul style="list-style-type: none"> World Host – Centres of Customer Excellence (People 1st) 	<ul style="list-style-type: none"> Glasgow Tourism Service Initiative 	<ul style="list-style-type: none"> World Host – including Ambassadors, Service Across Cultures, Customers with Disabilities, Principles of Customer Service strands (People 1st)
<ul style="list-style-type: none"> World Host Business Recognition and Destination Schemes 		<ul style="list-style-type: none"> Roll-out of SQA Level 5 World Host Principles of Customer Service Award
<ul style="list-style-type: none"> World Host – Supervisory strand 		<ul style="list-style-type: none"> Listening to Our Visitors (Scottish Enterprise)
<ul style="list-style-type: none"> VisitScotland Quality Assurance system 		<ul style="list-style-type: none"> The Standard (Xtra-Mile)
<ul style="list-style-type: none"> Hospitality Assured (IoH) 		<ul style="list-style-type: none"> Glasgow Welcomes (GTSI)

Table 10: Planned activities – Ensuring staff have the skills to deliver a high quality visitor experience

Action	Description	Lead partner(s)	Timescale
Embedding World Host into FE provision	More than 20 colleges to become licensed to deliver World Host to hospitality, leisure, travel and tourism (HLTT) students thus ensuring that all those entering industry via FE route have basic customer service skills.	People 1st; Colleges	October 2012 onwards
World Host – Supervising Customer Service Performance	Introduction of new strand of World Host for those working at supervisory level or above in tourism to help them to develop the skills to encourage and lead teams to take pride in their work and demonstrate commitment and service excellence.	People 1st	October 2012
Development and roll out of the Glasgow Welcomes Programme	Review of the Glasgow Welcomes training programme within the Glasgow Service with Style initiative with a view to cascading the key messages to more frontline staff.	Glasgow Tourism Service initiative	January 2013
World Host Return on Investment	Publication of the World Host Return on Investment Study. This will demonstrate a clear link between investment in customer service programmes and impacts on a number of business KPI measurements.	People 1st	March 2013

Appendices

(continued)

Table 11: Existing activity – Raising the attractiveness of the sector to new entrants

Improving awareness of career opportunities	Raise status of tourism occupations	Providing seamless pathways for skill development	Enabling employers to work together	Increasing proportion of employers developing skills of staff
<ul style="list-style-type: none"> My World of Work (SDS) 			<ul style="list-style-type: none"> Glasgow Tourism Service Initiative 	<ul style="list-style-type: none"> Modern Apprenticeships
<ul style="list-style-type: none"> Career Scope (Springboard) 				
<ul style="list-style-type: none"> UKSP website (People 1st) 				<ul style="list-style-type: none"> Flexible Training Opportunities (SDS)
<ul style="list-style-type: none"> East Lothian Hospitality and Tourism Academy 				<ul style="list-style-type: none"> Low Carbon Skills Fund (SDS)
<ul style="list-style-type: none"> Employment Academy network and Employment 1st (People 1st) 				
<ul style="list-style-type: none"> Scottish Tourism Careers Festival 				
<ul style="list-style-type: none"> Adopt a School programmes (Springboard and GTSI) 	<ul style="list-style-type: none"> Ambassadors (Springboard) 	<ul style="list-style-type: none"> Introduction to Hospitality (Springboard) 		
<ul style="list-style-type: none"> Buddy Scheme (Springboard) 		<ul style="list-style-type: none"> Hospitality Futures (Springboard) 		
<ul style="list-style-type: none"> Hospitality Showcase (Springboard) 		<ul style="list-style-type: none"> Galvins Chance (Springboard) 		
<ul style="list-style-type: none"> Our Restaurant (Springboard) 		<ul style="list-style-type: none"> Into Work in Scottish Highlands (Springboard) 		
<ul style="list-style-type: none"> Future Chef (Springboard) 				

Table 12: Planned activities – Raising the attractiveness of the sector to new entrants

Action	Description	Lead partner(s)	Timescale
Springboard SDS Challenge Fund Initiative	Springboard has been successful in securing funding for the delivery of activity particularly targeted at 16-24 year olds. This will include Introduction to Hospitality, Hospitality Futures, Iwish and Our Restaurant and will be particularly targeted at Edinburgh, Glasgow, Fife, Dumfries and Galloway and North and South Ayrshire.	Springboard	January 2013
Development of Springboard Ambassador Programme	Discussions have taken place around the expansion of the Springboard Ambassadors programme, increasing the number of Ambassadors across the country and developing a co-ordination facility for activity.	Springboard	April 2013

Table 13: Existing activity – Improving the quality of training on offer

Ensuring continued provision to develop the technical skills sector requires	Ensuring greater involvement of employers	Ensuring clear information available to employers	Ensuring structures in place to enable employers to come together to commission training
<ul style="list-style-type: none"> MA provision 	<ul style="list-style-type: none"> NOS Development review processes 	<ul style="list-style-type: none"> UKSP website (People 1st) 	<ul style="list-style-type: none"> Group Training Certificate and Practical Training Certificate (People 1st)
<ul style="list-style-type: none"> FE and HE provision 	<ul style="list-style-type: none"> MA Framework review processes 	<ul style="list-style-type: none"> Talentmap (UKCES) 	<ul style="list-style-type: none"> Flexible Training Opportunities (SDS)
	<ul style="list-style-type: none"> Existing industry liaison undertake by Scotland's colleges and universities 	<ul style="list-style-type: none"> Our Skillsforce Website (SDS) 	<ul style="list-style-type: none"> ILA funding
	<ul style="list-style-type: none"> Hospitality and Tourism Subject Mentor (Scotland's Colleges) e.g. Buddy Days 		
	<ul style="list-style-type: none"> SQA/City and Guilds/BII qualification development process 		
	<ul style="list-style-type: none"> Inspire Work Experience Toolkit (Springboard) 		

Appendices (continued)

Table 14: Planned activities – Improving the quality of training on offer

Action	Description	Lead partner(s)	Timescale
Improving relevance of liP to Tourism	People 1st are working to improve relevance of liP to tourism businesses. They are also developing a 'taster' version for small businesses to encourage greater take-up.	People 1st	Ongoing
Kite marking and Accreditation of Training	Kite marking and accreditation of training programmes and providers across Scotland to ensure employers are able to identify good quality training provision that meets their needs. Linked to this, People 1st plan to test the 'return on investment' of training programmes in order to demonstrate the value of training to employers more effectively.	People 1st	Ongoing
Group Training Associations and Seasonal Training Hubs	Groups Training Associations (GTAs) are designed to bring groupings of employers together in particular locations to identify shared skills and training needs leading to the provision of a wide range of integrated and flexible skills solutions in partnership with local providers. This concept works particularly well in rural locations where cost effective delivery is critical.	People 1st	Ongoing

Acknowledgement:

Skills Development Scotland and The Scottish Tourism Alliance would like to thank all the partners who supported the development of the Skills Investment Plan by taking part in focus groups, workshops and consultations. We would specifically like to thank the members of the Tourism Skills Group for their support including People 1st, Radisson Hotels, CairnGorm Mountain Ltd, Springboard, The Institute of Hospitality, HIT Scotland, Scottish Enterprise, Association of Scottish Visitor Attractions (ASVA), Scottish Training Federation, VisitScotland and The Scottish Funding Council.

Finally we would like to thank the Training and Employment Research Unit (TERU) at University of Glasgow for their hard work and support in the development of the Skills investment Plan.

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March 2013



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