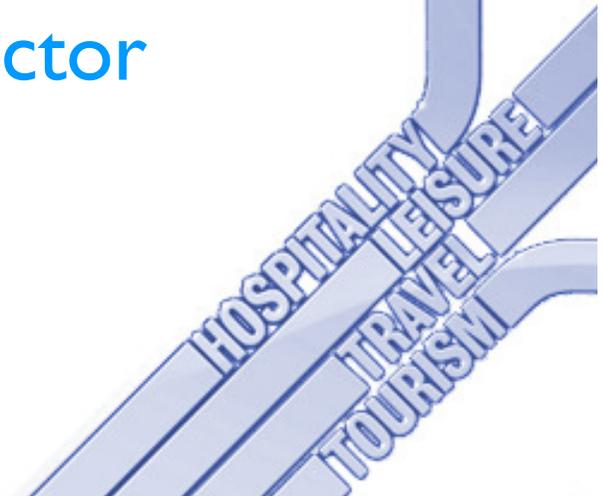


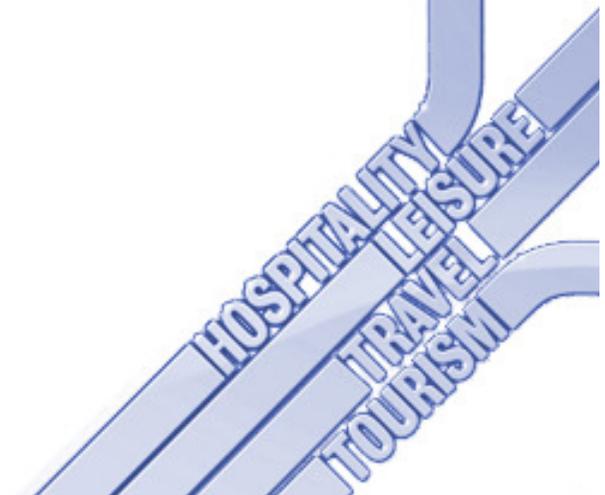
Training for Livelihoods through Tourism ?

Martin-Christian Kent
Research and Policy Director



Do the principles of wise growth have resonance for skills and employment?

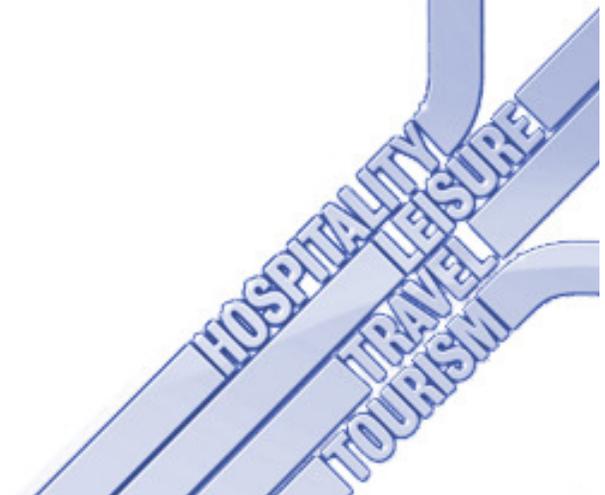
- Long-term investment
- Wellbeing
- Engaging
- Inclusive
- Efficient



Setting out the context

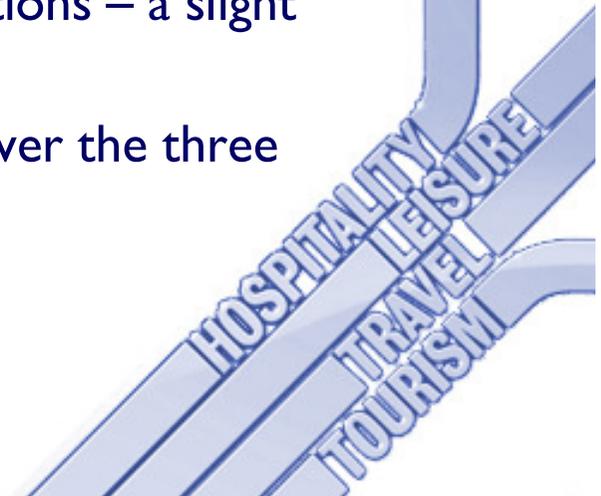
Employment

- It now stands at 1.8m, accounting for one in 15 UK workers
- The workforce is projected to grow to 2.4m by 2017
- This includes 68,600 new managerial roles and 84,700 in operational roles
- Nine percent of the sector's workforce in the UK are self-employed



Training investment

- Over two thirds (67 percent) of sector employers provide training to their staff, an increase from 61 percent in 2005 and 66 percent in 2007.
- The total expenditure amounts to £4,242m annually which equates to an average spend of £2,600 per employee.
- It is estimated that 150,000 (eight percent of the workforce) are currently working towards sector-specific qualifications – a slight decline since 2008/09
- The number of apprentices in England have risen over the three years - and now stands at 19,000



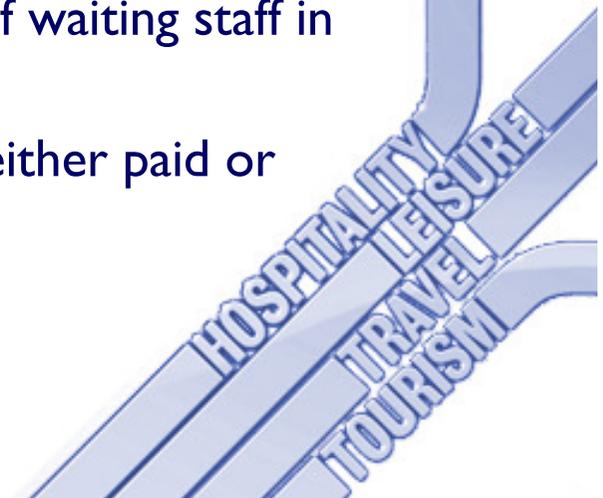
Retention

- Labour turnover across the sector is currently 31 percent – resulting in 653,000 people leaving their jobs annually.
- Labour turnover is estimated to be costing the hospitality, leisure, travel and tourism sector £32.4m annually
- 180,000 people working in the sector are not fully proficient in their jobs – an increase of 40,000 since 2007
- Bar staff (45 percent), waiting staff (33 percent) and kitchen assistants (31 percent) have the highest rates of labour turnover



Recruitment

- 45 percent of employers were recruiting new staff in the 12 months to March 2010
- 17 percent of sector establishments reported having vacancies
- Of the 21 percent who were born overseas, 39 percent were from EEA countries and the remaining 69 percent were from further afield.
- Currently, 30 percent of bar staff and 41 percent of waiting staff in the UK are students.
- Around 15 percent of the workforce were not in either paid or self employment before coming into the sector.



New thinking and opportunities

Michael Porter

- “We have had a narrow view of profit, which has created this disconnect between businesses and society; which is unnecessary.”
- “Companies are still a little bit trapped in the CSR mind set that we have to prove we are responsible, rather than show how our core business and our core value creation is actually doing social good as well.”

World Of Business, BBC World Service, 27 December 2010



Recruitment

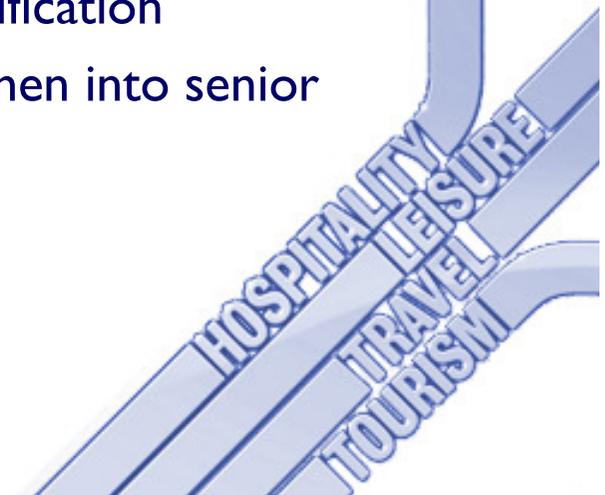
- Larger businesses are directly recruiting those on unemployment benefit
- The sector has established a range of pre-employment programmes to develop the critical employability skills
- 30 large employers signed up to 'Service Academy concept'
- Creation of dedicated establishments – Thirteen, Dr B's, Hoxton Academy
- Promoting the sector and food – Academy of Culinary Art's Adopt a School Programme, Compass' Junior Chef Academy, Springboard UK's Future Chef Competition



Retention

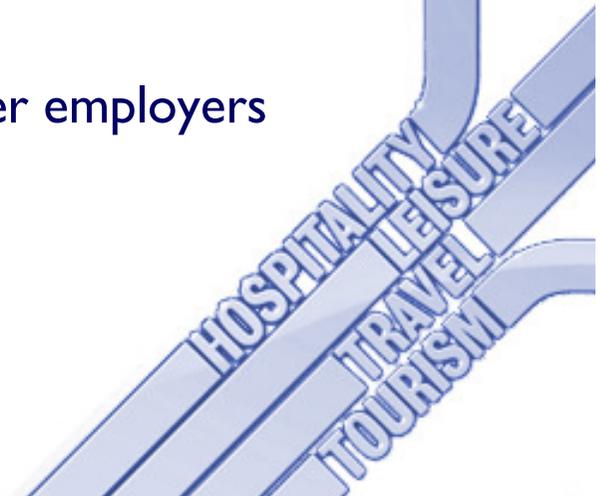
More employers are beginning to realise the implications of not tackling labour turnover

- More sustainable recruitment
- Greater management training, support and empowerment
- Greater staff empowerment and enrichment
- More focus on training and development as a retention tool, especially when leading to a nationally recognised qualification
- The support for Women 1st to encourage more women into senior positions
- The www.uksp.co.uk 'Good Employer Scheme'



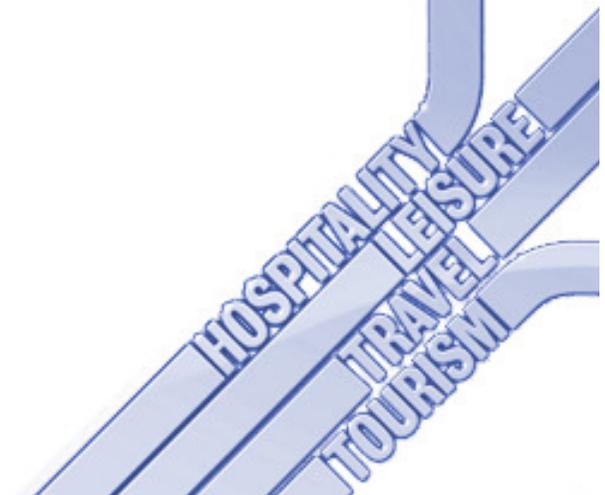
Training investment

- There are clear development routes that can bring some one into the sector and provide them with a sustainable career
- Important, (slow) growing CPD culture
- Larger businesses continue to provide high levels of training
- Smaller employers are losing out, but ...
 - there are some fantastic examples of small business investing in training
 - Huge support from learning providers and other employers



Training for livelihoods through tourism ?

- The sector can and does provide employment opportunities locally and nationally
- Low barriers of entry coupled with robust development routes allow someone to pursue a career with many rich job opportunities
- The sector is investing in those on unemployment benefit and helping enrich young people's learning experience



Training for livelihoods through tourism ?

There are opportunities to do much more ...

- Recruiting from more sustainable labour pools
- Linking CPD and professional standards to clearer development routes
- More widespread focus on retention and the causes of labour turnover
- Greater, more co-ordinated support for those setting up a new business in the sector
- Above all, to build on current best practice to expand good HR practices so that they have the opportunity to positively impact all businesses and employees

