



Action⁴skills

The Hospitality Sector





Action⁴skills

Targeting the sectors
vital to Hertfordshire's
economy



Executive Summary

Key statistics

	Hospitality	All Herts
Business base		
No. of business establishments	2,400	49,200
Micro-businesses (<10 employees)	1,900	42,600
% <i>business base</i>	77%	87%
% <i>employment</i>	33%	22%
Workforce		
Total workforce	28,100	549,500
Employees	25,700	487,600
Self-employed as % workforce	8%	13%
Part-time employment	59%	34%
Female employment	59%	50%
Workforce aged under 25	39%	14%
Workforce aged 55 or over	9%	16%
Workforce dynamics		
Employment change 1998-2002	-2,500	-
% <i>Employment change</i>	-9%	-2%
Forecast change 2004-2013	+3,100	-
% <i>Forecast change</i>	+11%	+9%
Labour turnover p.a. (approx)	27%	N.A
% workforce in FT education 1yr ago	12%	3%
Workforce skills		
Workforce with no qualifications	3,100	-
	11%	11%
Low skilled workforce (≤ level 1)	9,800	-
	35%	25%
High skilled workforce (level 4+)	2,500	-
	9%	26%
Workforce training in previous 13 wks	12,600	-
	25%	27%
Skill needs		
Employers wt. hard-to-fill vacancies	400	-
% <i>business base</i>	17%	8%
Employers wt. skill gaps in workforce	700	-
% <i>business base</i>	29%	23%

Note: For definitions and sources see main report

Key messages

- Taking into account forecasted employment growth and the pattern of workers entering the sector from full-time education, around 3,600 skilled new entrants to the workforce are required each year to 2013.
- Within Hertfordshire there is a relatively high concentration of hospitality employment in the districts of East Hertfordshire and St Albans, reflecting the importance of the county's historic city and market towns as tourist destinations.
- The age profile of the workforce is much younger than the workforce as a whole (39% of employees are aged 16–24) suggesting that many young people view employment in the sector as a temporary situation before embarking on a career elsewhere.
- Despite the large number of students employed in the sector, more than a third of the hospitality workforce (35%

or 9,800 workers) does not have qualifications at Level 2 or above. The LSC is committed to raising the skills of all workers to Level 2.

- Around 46% of those with low level skills are from elementary occupations (4,500) however a further 24% are managers and senior officials (2,300).
- Recruitment difficulties in the sector are high, with more than twice as many employers reporting hard-to-fill vacancies than the all-sector average (17% compared with 8%).
- Skill shortages are more common in the sector than across all industries with around 5% of hospitality employers (around 120 establishments) reporting skill shortage vacancies in the region. However, pay, conditions and the image of the sector are also important barriers to recruitment.
- Skill gaps are also commonly reported by employers (29% or 700 business establishments), particularly amongst elementary occupations such as bar staff and waiters/waitresses.
- Around 11% of staff (3,100 people) in the hospitality sector have no qualifications. This is in line with the proportion found in all industries. However, it could be that the large number of students in the sector masks the extent of basic skills issues in the more permanent workforce.
- The most pressing skills gaps amongst these elementary occupations are reputed to be communication and customer service skills. These skill gaps are having a significant impact on customer service objectives.
- Staff turnover is a significant problem for the industry, with around 27% (or 7,600 people) of the workforce leaving the sector annually.

Conclusions and recommendations

This paper suggests there are four workforce development priorities for the hospitality sector in Hertfordshire:

1. Raising the baseline of workforce skills to Level 2

- Investigate the success of the national Employer Training Pilots in engaging the hospitality sector.
- Ensure that Level 2 provision meets the skill needs of both managerial and customer facing staff.

2. Improving management skills, particularly within SMEs

- Improve the management skills of managers and owner managers in small businesses.
- Ensure that sufficient flexible learning opportunities exist, offering 'bite-size provision' outside normal working hours and building in more informal learning.

3. Improving the image of the industry as a long-term career choice

- Work with employers to encourage people to consider the sector as a long term career choice.
- Explore the opportunities presented by the 14–19 flexible agenda at local level.
- Support employers efforts to recruit older workers by helping to develop Apprenticeships for the over 25s.

4. Developing and promoting opportunities for progression

- Work with employers to develop clearer career paths within and across different organisations.
- Investigate job rotation schemes, shared placements and 'Skills Passport' schemes.
- Explore the relatively low take up the liP accreditation scheme in the sector.



1.0 Introduction

This paper is one of a series that outlines the workforce dynamics and skills and training issues in key sectors in the Hertfordshire economy.

The series sets out:

- The demographics of the workforce in each sector
- The skills and qualifications profile of the workforce
- The likely demand for and supply of new skills and workers, now and in the future
- The local business drivers.

Where possible local data has been used for the analysis. However, where local data was unavailable, inferences have been made from regional and national data to provide a best estimate of local workforce dynamics. Unless otherwise indicated, figures are for Hertfordshire.

For the purpose of this paper, the hospitality industry includes the activities of hotels, camping sites and other provision of short-stay accommodation, restaurants, bars and canteens and catering (see Annex I). Whilst People 1st, the Sector Skills Council covering the leisure, tourism and hospitality sector, represents a wider business base, in terms of employment this definition covers the majority of its remit.



Contents

1	Executive Summary
2	1.0 Introduction
4	2.0 Hospitality in the Hertfordshire economy
6	3.0 The Current Workforce
11	4.0 Workforce Dynamics
15	5.0 Policy Dynamics
16	6.0 Conclusions and Recommendations
18	Annex 1. Sector Description

Key drivers of change

The hospitality sector is inherently tied to the strength of the economy. When the economy performs well consumer confidence is high and people are more willing to spend their disposable income on holidays, eating and drinking.

In addition to the money spent by Hertfordshire residents on hospitality, the county is also a significant tourist destination boasting a number of picturesque market towns, the historic City of St Albans and a wealth of attractive countryside and villages all within easy reach of the capital. The East of England Tourist Board estimate that in 2001 visitors to St Albans generated revenue in excess of £148 million, 40% of which was spent on accommodation and catering.¹

However, the sector's link to the tourism industry also makes it susceptible to unforeseen events over which it has no control, such as the terrorist attacks of September 11 and the foot and mouth crisis, both of which have resulted in losses for many tourism and hospitality businesses.

Many hospitality establishments are attempting to minimise this volatility by moving towards diversification (e.g. offering weddings, conferencing and niche marketing ideas).

Consequently, workers increasingly need to be able to perform a wider variety of tasks (multi-skilling) e.g. customer service skills for business as well as personal clients.

The advent of internet booking and the use of more advanced technology for food preparation has also changed the face of the industry, leading to an increased need for ICT skills. The Employers Skill Survey Hospitality Case Study found that while there was little shortage of IT user skills, many employers were slow to embrace the potential benefits of technology.

The Licensing Act of 2003² will also have a significant impact on the sector when it comes into force. The Act seeks to relax many regulations on pubs, clubs and restaurants through a single integrated scheme that would see greater flexibility in

opening hours and local authorities being given the responsibility for granting licenses. The timetable for the implementation of the Act is still being developed.

Longer and/or flexible opening hours could create a significant demand for new labour in the sector, both to accommodate potential growth in hospitality spend and to ensure staff cover at different times of the day.

Workforce development priorities

The significant proportion of the hospitality workforce without Level 2 qualifications highlights that the sector has much to gain from the entitlement of adults to a Level 2 qualification outlined in 21st Century Skills, the national skills strategy.³ However, employers will only embrace this entitlement and support the development of workforce skills where they see a clear link to improved financial performance. This in turn requires learning provision to be focused on the needs of the sector such as improving customer service and reducing labour turnover.

Many hospitality employers are reluctant to provide accredited training for their employees and this is linked to high labour turnover in the sector. A job in the sector is often seen as temporary rather than permanent employment.

However, there is also a 'core' workforce of employees who intend to stay in the sector. Workforce development for the industry therefore requires a two-pronged approach. On the one hand, the sector needs to maintain flexibility and ease of access to employment in order to attract a continuous supply of new workers, on the other it needs to increase development opportunities for core staff, in order to improve retention and attract more graduates and other skilled workers into the sector as a career.

The hospitality sector is characterised by a high proportion of small and medium sized businesses. Improving the management skills of SME managers will be vital if they are to continue to diversify, increase levels of customer service and take advantage of new technology opportunities. Establishing a "learning culture" among managers in the sector could also have implications for other staff because managers are often responsible for making decisions about funding or arranging training for their employees.

This paper suggests that the most pressing workforce development needs over the next 3–5 years for the hospitality sector will be to:

1. Ensure appropriate provision is available to support Level 2 entitlements
2. Improve management skills, particularly of small business managers and/or owners
3. Improve the image of the industry as a permanent career choice
4. Develop and promote opportunities for progression

These issues are revisited in the Conclusions and Recommendations Section on page 16.

Figure 1.1

Hospitality workforce dynamics – SWOT analysis

Strengths

- Hertfordshire's relatively affluent population
- Attractiveness of the area to tourists; St Albans, historic market towns and rural pursuits within easy reach of the capital
- Forecast employment growth

Weaknesses

- Jobs are often perceived as poorly paid, with long and unsociable hours
- High staff turnover and poor staff retention

Opportunities

- Opportunities for on-line marketing and promotion as a result of increased use of the internet and digital technology
- Relaxation of licensing laws
- Changes in holidaying and leisure trends

Threats

- Unforeseen events such as foot and mouth disease
- Changes in holidaying and leisure trends

¹ St. Albans City and District Council 2003. 'Enjoy! A Tourism Strategy for St. Albans City and District 2003-2005.

² Market Assessment for the Hospitality, Leisure, Travel and Tourism sector, People 1st, October 2003.

³ DfES 2003. 21st Century Skills: Realising Our Potential

2.0 Hospitality in the Hertfordshire economy

This section looks at the relative importance of the hospitality sector in Hertfordshire and outlines the extent of hospitality employment in the county.

Key messages

- Hospitality is an important sector in the Hertfordshire economy in terms of employment, with a workforce of around 28,100 in the county (25,700 employees and 2,400 self-employed workers).
- There are around 2,400 hospitality establishments in the county, of which around 1,900 employ between 1–10 people and a further 500 employ between 11–49 people.
- SMEs are notoriously difficult to engage in learning and the structure of the industry represents a significant challenge for ensuring learning provision is responsive to local needs.
- Ensuring a sufficient supply of new skilled entrants to the workforce will be key to the future development of the sector.
- Within Hertfordshire there is a relatively high concentration of hospitality employment in the districts of East Hertfordshire and St Albans, reflecting the importance of the county's historic city and market towns as tourist destinations.
- Employment in small and medium sized businesses is more common in hospitality than the economy as a whole.

In terms of employment, the Annual Business Inquiry (ABI) suggests that there are around 2,400 hospitality establishments in Hertfordshire, employing approximately 25,700 employees. The hospitality sector accounts for around 5% of the employees in Hertfordshire, slightly below the proportion employed in the sector nationally (7%).

It should be noted that the ABI (and many other labour market information data sources) do not include self-employed people. The Labour Force Survey (LFS) does include self-employed people and suggests that there are around 2,400 self-employed people working in hospitality within Hertfordshire (8% of the total workforce).

Figure 2.1 shows that hospitality accounts for between 4 and 7% of total employment in each of the ten local districts.

Figure 2.2 shows that numerically East Hertfordshire has the highest number of hospitality employees (around 4,100) and business establishments (around 360). Furthermore, East Hertfordshire has the highest concentration of hospitality employment with a Location Quotient (LQ) of 1.38, followed by St Albans (1.21). Welwyn Hatfield (0.7) and Watford (0.72)⁴ have the lowest concentration of employment in Hertfordshire.

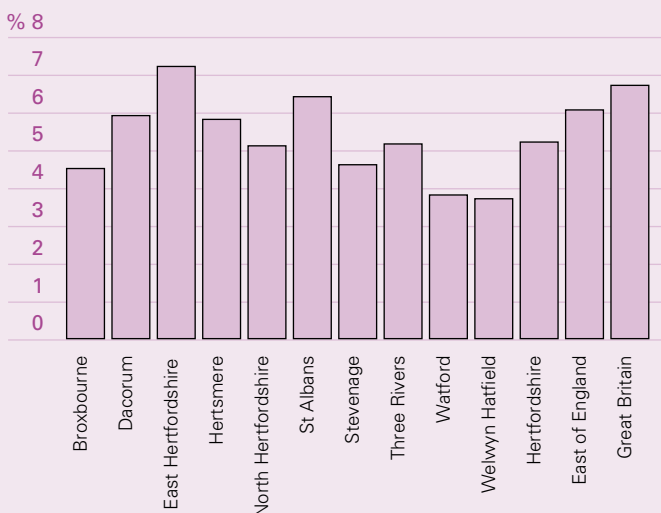
Around 77% (1,900) of hospitality establishments are 'micro-businesses' employing between 1 and 10 people. Small businesses employing between 11 and 49 people account for around 20% (500) of hospitality establishments in the county.

Micro and small businesses account for around 74% of employment in the sector (around 18,800 employees). This is significantly higher than the proportion of employment in the same type of establishments in the economy as a whole (46%). Despite the high proportion of small businesses, medium sized businesses (between 50 and 199 employees) still account for 21% of hospitality employment or 5,400 employees.

⁴ Location Quotients indicate the relative strength of the sector in the district. An LQ of more than 1 signifies that a district has a higher concentration of employment in the sector relative to Hertfordshire as a whole. LQs of less than 1 signify a lower concentration.

Figure 2.1

Hospitality as a proportion of total employment – Hertfordshire districts



Source: ONS Annual Business Inquiry, 2002
Note: Figures do not include the self-employed

Figure 2.2

Hospitality employees and business establishments in Hertfordshire districts

District	Establishment	Employees	% of sector	LQ
Broxbourne	159	1,426	6	0.85
Dacorum	321	3,771	15	1.12
East Herts	366	4,115	16	1.38
Hertsmere	217	2,644	10	1.1
North Herts	290	2,557	10	0.98
St Albans	341	3,502	14	1.21
Stevenage	164	1,865	7	0.88
Three Rivers	166	1,371	5	0.99
Watford	228	2,182	9	0.72
Welwyn Hatfield	191	2,224	9	0.7
Total	2,443	25,657	100	

Source: ONS Annual Business Inquiry, 2002
Note: Figures do not include the self-employed

The importance of micro and small businesses in the hospitality sector has implications for workforce development initiatives. Historically, stakeholders have found it difficult to encourage owners and managers of establishments of this kind to engage in workforce development or their own lifelong learning.

The Standards Industrial Classification (SIC) used in national statistics divides hospitality into five sub-sectors. These are hotels, camping sites and other provision of short-stay accommodation, restaurants, bars, canteens and catering.

Figure 2.3 shows that 36% (9,400) of hospitality employees work in restaurants and a further 8,800 (or 34%) work in bars.

Figure 2.4 shows the breakdown of employment by sub-sector within each of the ten districts in Hertfordshire. The distribution of employment across the sub-sectors is broadly similar across the districts (bars and restaurants accounting for the greatest proportion of the hospitality workforce). However, there are some variations.

Within Hertsmere the restaurant sub-sector appears to be a significant area of employment (49% compared with the Hertfordshire average of 37%). Three Rivers shows higher than average proportion of employees in the bars sub-sector (45% compared with 34%) and the canteen and catering sub-sector (22% compared with 14%).

Figure 2.5 shows the breakdown of business establishments by sub-sector within the ten districts in Hertfordshire. The proportion of establishments is again broadly similar across the districts, however there are variations.

In line with higher levels of employment, Hertsmere has a particularly high level of business establishment in the restaurant sub-sector (52% of hospitality establishments compared with the Hertfordshire average of 43%). East Hertfordshire has a higher than average proportion of business establishments in the bars sub-sector (51% compared with 38%), and Dacorum has a particularly higher than average proportion of canteen and catering business establishments (21% compared with 14%).

Figure 2.4

Employment by sub-sector – Hertfordshire districts

Districts	Restaurants (%)	Restaurants (numbers)	Bars (%)	Bars (numbers)	Canteens and catering (%)	Canteens and catering (numbers)
Broxbourne	40.3	575	34.9	497	10.9	155
Dacorum	29.7	1,120	27.6	1,042	19.8	748
East Herts	33.6	1,383	38.5	1,586	12.6	518
Hertsmere	48.9	1,292	27.1	717	7.4	196
North Herts	36.2	926	43.5	1,112	12.1	309
St Albans	33.8	1,183	35.3	1,236	8.0	281
Stevenage	35.3	659	35.5	663	17.5	327
Three Rivers	28.5	390	45.3	620	21.8	299
Watford	41.2	898	33.0	719	17.5	382
Welwyn Hatfield	42.0	933	28.3	629	14.5	322

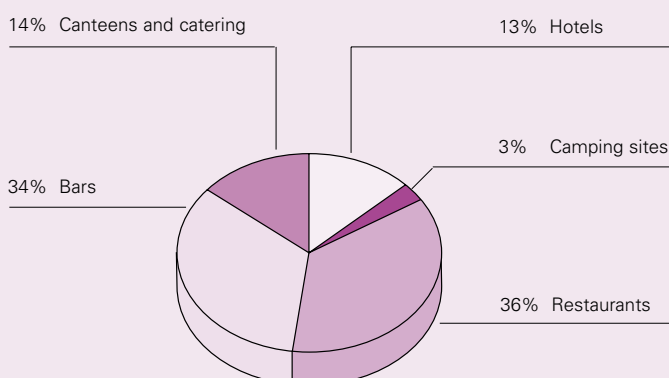
Source: ONS Annual Business Inquiry, 2002.

Note: Figures do not include the self-employed.

Figures for the hotel and camping sites sub-sectors have been suppressed to avoid identification of individual businesses.

Figure 2.3

Employment by sub-sector – Hertfordshire



Source: ONS Annual Business Inquiry, 2002

Note: Figures do not include the self-employed

Figure 2.5

Business establishments by sub-sector – Hertfordshire districts

Districts	Restaurants (%)	Restaurants (numbers)	Bars (%)	Bars (numbers)	Canteens and catering (%)	Canteens and catering (numbers)
Broxbourne	49.1	78	35.8	57	10.1	16
Dacorum	40.8	131	33.3	107	20.9	67
East Herts	32.5	119	50.5	185	11.7	43
Hertsmere	52.1	113	27.6	60	15.7	34
North Herts	42.4	123	42.8	124	10.0	29
St Albans	45.2	154	39.0	133	10.6	36
Stevenage	46.3	76	31.7	52	17.7	29
Three Rivers	43.4	72	41.0	68	13.9	23
Watford	49.6	113	28.5	65	18.0	41
Welwyn Hatfield	40.3	77	35.1	67	16.8	32

Source: ONS Annual Business Inquiry, 2002.

Note: Figures do not include the self-employed.

Figures for the hotel and camping sites sub-sectors have been suppressed to avoid identification of individual businesses.

3.0 The Current Workforce

This section profiles the current workforce and typical employment opportunities in the sector. It also looks at the current supply and demand for skills in the hospitality sector

Key messages

- The hospitality sector is reliant on a flexible workforce with high levels of part-time, student and female employment.
- The age profile of the workforce (39% of employees are aged 16–24) suggests many young people view employment in the sector as a temporary situation before embarking on a career elsewhere.
- Whilst the hospitality sector is dominated by low skill elementary occupations this does not mean the sector does not have significant skills and training needs.
- 35% of the hospitality workforce are low skilled (9,800), and a further 56% have intermediate level skills (15,600). Around 46% of those with low level skills are from elementary occupations (4,500) however a further 24% are managers and senior officials (2,300).
- Recruitment difficulties in the sector are high, with more than twice as many employers reporting hard-to-fill vacancies than the all-sector average (17% compared with 8%).
- Skill shortages are more common in the sector than across all industries with around 5% of hospitality employers (around 120 establishments) reporting skill shortage vacancies in the region. However, pay, conditions and the image of the sector are also important barriers to recruitment.
- Skill gaps are also commonly reported by employers (29% of business establishments), particularly amongst elementary occupations such as bar staff and waiters/waitresses.
- These skill gaps are having a significant impact on customer service objectives. Improving customer service skills will be key to the future competitiveness of the sector.
- Around 11% of staff (3,100 people) in the hospitality sector have no qualifications. This is in line with the proportion found in all industries. However, it could be that the large number of students in the sector masks the extent of basic skills issues in the more permanent workforce.

Figure 3.1

Gender and employment status – Hertfordshire



Source: ONS Annual Business Inquiry, 2002
Note: Figures do not include the self-employed

Figure 3.2

Gender and employment status of hospitality workers – district areas

District Area	Male full-time (%)	Male part-time (%)	Female full-time (%)	Female part-time (%)
Broxbourne	18	21	19	42
Dacorum	23	18	24	35
East Herts	22	19	22	37
Hertsmere	23	20	21	36
North Herts	18	23	16	43
St Albans	21	21	20	39
Stevenage	19	20	20	40
Three Rivers	19	20	20	41
Watford	19	24	19	39
Welwyn Hatfield	18	22	18	42

Source: ONS Annual Business Inquiry, 2002
Note: Figures do not include the self-employed

Demographics of the sector

The hospitality sector has a slightly higher than average proportion of female employees. Around 59% (15,200 employees) are female compared with 50% in the economy as a whole.

Part-time working in the sector is common for both men and women. Around 59% of hospitality employees (15,100) work part-time compared with around 34% in all industries. Part-time working is significantly more common amongst women, where around two thirds (66% or 9,900 employees) work on a part-time basis.

The proportion of males and females is broadly similar across most hospitality sub-sectors (women accounting for between 50-60% of employees). Nevertheless, women are significantly more common in the canteens and catering sub-sector where around 73% (3,500) of employees are female.

Figure 3.2 shows that the employment structure of the sector is broadly similar across each district.

At national level ethnic minority communities account for 23% of employment in the sector, compared with 15% in all industries. Census data reveals that there are a smaller proportion of people from ethnic minority backgrounds in Hertfordshire than in England and Wales as a whole. We estimate that there are around 4,200 hospitality employees from ethnic minority backgrounds in Hertfordshire (between 14–15% of the sector workforce).

Nationally around three quarters (75%) of ethnic minority

workers in the sector work in the restaurants sub-sector. It is likely that this reflects the presence of restaurants offering ethnic cuisine, such as Indian or Chinese.

Figure 3.3 suggests that the hospitality sector has a much younger age profile than the workforce as a whole. Currently, around 39% of the sector workforce is aged 16–24 (around 11,100 people), almost three times as many than in all industries across Hertfordshire.

One possible explanation for the concentration of young people in the hospitality sector could be the high proportion of students employed and/or young people using the sector as a 'starter job' before moving into another sector. The unsociable hours commonly associated with the sector could also explain the relatively low proportion of older workers, since these people are more likely to have family commitments.

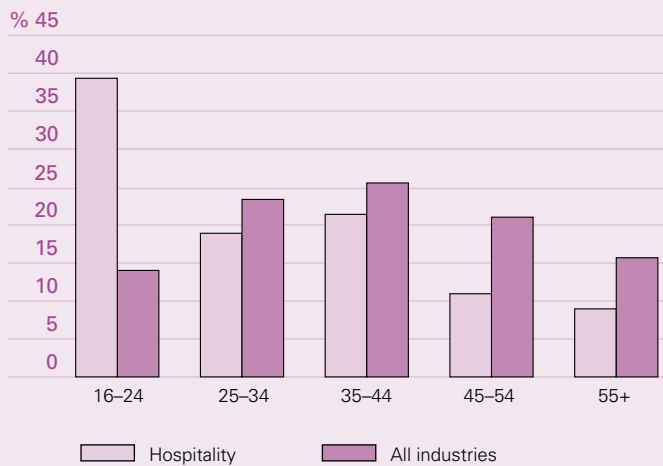
However, the People 1st (Sector Skills Council for Hospitality, Leisure, Travel and Tourism) Market Assessment⁵ suggests employers faced with unfilled vacancies are increasingly trying to recruit older workers.

Figure 3.4 shows the differing age profiles of each of the hospitality sub-sectors. The 16–24 age group appear particularly significant to the hotel, bars and restaurant sub-sectors, while the older workforce appear particularly significant to the camping sub-sector (67% are over 45) and the catering and canteen sub-sector (57% are over 35).

⁵ Market Assessment for the Hospitality, Leisure, Travel and Tourism sector, October 2003.

Figure 3.3

Age breakdown of the sector – Hertfordshire



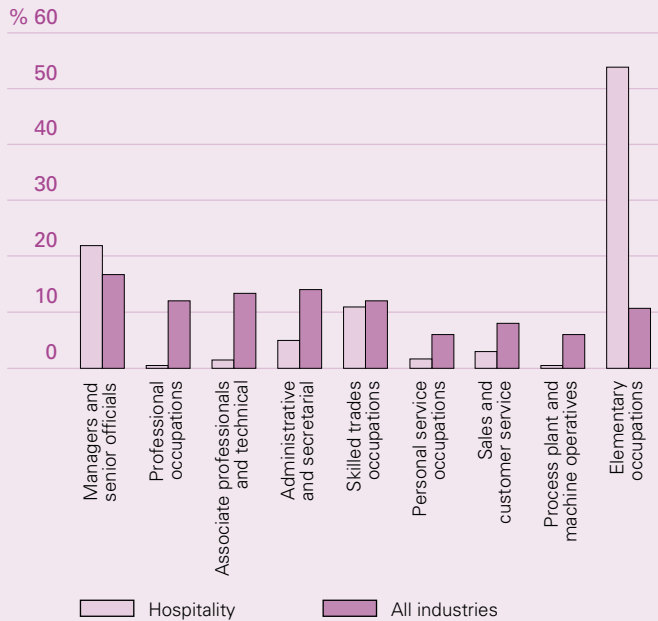
Source: ONS Labour Force Survey, Spring 2003. Inferred data
Note: Figures include the self-employed

Figure 3.4

Age breakdown by sub-sector – Hertfordshire districts

Age bands	Hotels	Camping/ short stay accommodation	Restaurants	Bars	Canteens and catering
16–24	45	25	38	51	13
25–34	24	0	22	10	31
35–44	10	9	22	28	18
45–54	7	33	11	7	21
55+	13	34	8	4	18

Source: ONS Labour Force Survey Spring 2003. Inferred data.
Note: Figures include the self-employed.

Figure 3.5**Broad occupational breakdown – Hertfordshire**

Source: ONS Labour Force Survey, Spring 2003. Inferred data
 Note: Figures include the self-employed

Occupational analysis

Figure 3.5 shows the broad occupational breakdown of employment in the sector. Around 54% (15,100) of all hospitality jobs are elementary occupations (such as bar and waiting staff), a far greater proportion than is found across all industries (11%).

Managers and senior officials also account for a higher proportion of workers than is found in the economy as a whole (22% or 6,300 compared with 17%). Skilled trades occupations account for around 11% of the workforce (around 3,100 people).

Figure 3.6 shows that almost half (49%) of employment in the hospitality sector is in “sector specific” occupations. These are occupations where over two thirds of employment is in the sector. The concentration of workers in these occupations would suggest that sector-based initiatives would be most appropriate to develop the skills of these workers.

Waiters and waitresses make up the greatest proportion of the industry’s overall workforce, accounting for around 4,800 jobs (17%). Other significant specialist occupations include bar staff (13% or 3,700 jobs) and restaurant and catering managers (12% or around 3,400 jobs).

Figure 3.7 shows the occupations which are not specific to the hospitality sector. Cross-sector initiatives to support workforce development may be more appropriate for these occupations.

Kitchen and catering assistants form a significant proportion of the sector’s workforce (around 16% or 4,600 jobs). Whilst kitchen and catering assistants are employed in other sectors, it is worth noting that over half (52%) of the people in this occupational group do work in hospitality. Furthermore, chefs and cooks account for a significant proportion of the hospitality workforce, around 3,100 jobs (11%).

Figure 3.6**Employment in specialist occupations – hospitality**

Code	Occupation	% of sector's employment	Estimated jobs in Herts
9224	Waiters, waitresses	17.1	4,800
9225	Bar staff	13.1	3,700
1223	Restaurant and catering managers	12.1	3,400
1224	Publicans and managers licensed premises	5.1	1,400
–	Other sector specific occupations	1.5	400
–	Total sector specific	48.9	13,700

Source: ONS Labour Force Survey, Spring 2003. Inferred data.
 Note: Figures include the self-employed

Figure 3.7**Employment in other significant occupations – hospitality**

Code	Occupation	% of sector's employment	Estimated jobs in Herts
9223	Kitchen and catering assistants	16.3	4,600
5434	Chefs, cooks	11.1	3,100
9233	Cleaners, domestics	2.9	800
7111	Sales and retail assistants	2.0	600
7112	Retail cashiers/check-out operators	1.4	400
4150	General office assistants or clerks	1.3	400
4215	Personal assistants and other secretaries	1.2	300
9121	Labourers builders and woodworking trades	1.0	300
–	All other occupations	10.9	3,000
–	Total non-sector specific	48.1	13,500

Source: ONS Labour Force Survey, Spring 2003. Inferred data.
 Note: Figures include the self-employed

Skills and qualification issues

The analysis of skills in this paper uses qualifications as a proxy measure for skill level. Whilst this is not ideal, qualifications are the best measure available. Three broad skill levels are used:

Low skill (NVQ 1 or less including those with no qualifications). Common skills requirements for these jobs at this level include basic literacy, numeracy and IT skills and a range of generic skills.

Intermediate skill (NVQ 2–3). Skill requirements in these occupations are often vocational or technical in nature. They may also require higher level generic skills including analytical and problem solving abilities.

High skill (NVQ 4+). These skills are important in managerial and professional and associate professional roles. They are sometimes technical in nature but usually require high level analytical, communication and people management skills.

The Hertfordshire LSC Annual Plan 2004–05 highlights that overall the working population of Hertfordshire has the highest skills levels within the East of England.

Figure 3.8, however, shows that the skill levels of the hospitality sector are relatively low compared with the Hertfordshire economy as a whole. Around 35% of hospitality workers possess skills at a low level (around 9,800 people). Furthermore around 56% of the workforce has intermediate level skills (around 15,600 people). The sector employs a lower than average proportion of high skilled workers.

Around 46% of hospitality workers with low skills are from elementary occupations (4,500 people), while a further 24% are managers and senior officials (around 2,300 people).

Within the hospitality sector, around 11% of staff (3,100 people) have no qualifications. This is in line with the proportion found

in all industries. The proportion of the workforce with no qualifications gives an indication of the likely extent of basic skills issues within the sector. However, anecdotal evidence from People 1st (the Sector Skills Council for the industry) suggests that employer awareness of basic skills is an issue. It could be that the large number of students in the sector masks the extent of basic skills issues in the more permanent workforce.

Skills shortages and gaps

The Employer Skills Survey offers some insight into the sectors skills shortages (a lack of suitably skilled people in the labour market) and skills gaps (skills deficiencies in the existing workforce). It is important to note that the NESS does not include the self-employed or businesses with only one employee.

Skills shortages – recruitment difficulties

Figure 3.9 shows that vacancies are more commonly reported by hospitality employers in the East of England than by employers in all industries in the region. More hospitality employers report vacancies in the East of England than employers in the sector nationally. It is possible that the county's higher house prices and close proximity to London could be contributing to higher levels of vacancies.

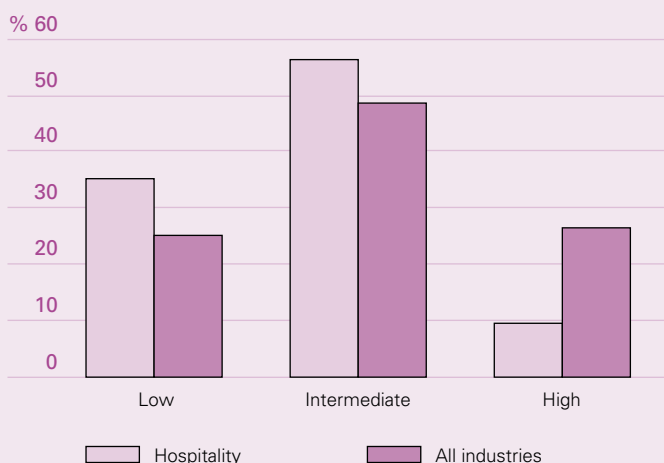
Hard-to-fill vacancies are also more commonly reported, with an estimated 17% of employers (over 400 business establishments) reporting difficulties in this area compared with 12% nationally and 8% across all industries in the East of England. Skill shortage vacancies are reported by around 5% of hospitality employers (equivalent to 120 business establishments) in the region.

Skills gaps

The NESS also suggests that hospitality employers in the East of England report significant skills gaps in their existing

Figure 3.8

Skill levels – broad analysis – Hertfordshire



Source: ONS Labour Force Survey, Spring 2003. Inferred data
Note: Figures include the self-employed

Figure 3.9

Recruitment difficulties and skill shortages – East of England



Source: LSC National Employer Skills Survey, 2003. Inferred data.
Note: Figures do not include the self-employed or businesses with only one employee

workforce. Reported skills gaps are more common in hospitality than in the regional economy as a whole. Around 29% of hospitality employers (around 700 business establishments) are estimated to have skills gaps in their workforce compared with 23% in all industries in the region.

Figure 3.10 shows that within the region the consequences of skills gaps in the sector differ from those experienced in all industries. Hospitality employers are more likely to report that skills gaps cause difficulties meeting customer service objectives (56% compared with 41%) and difficulties meeting required quality standards (45% compared with 39%). They are less likely to report that they cause a loss of business (21% compared with 18%) or increased operating costs (35% compared with 37%).

Figure 3.11 shows the incidence of skills gaps in the three largest occupational groups in the hospitality sector compared with the proportion of the workforce found in each occupation.

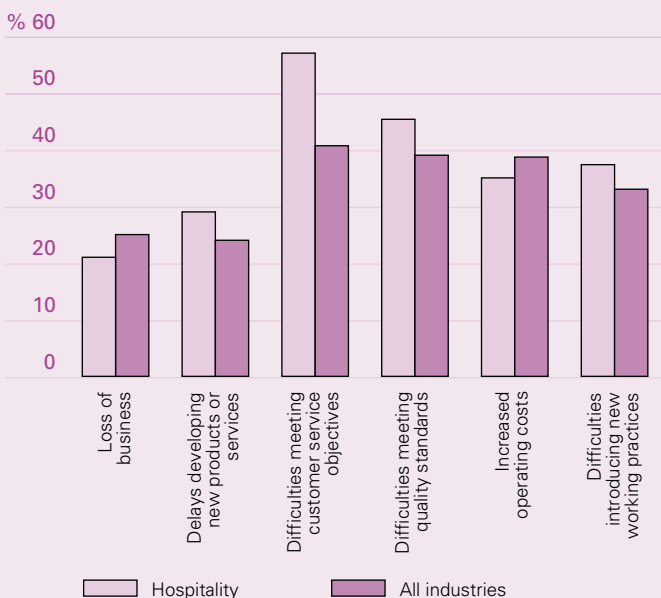
Almost two thirds (65%) of the skills gaps identified by employers related to elementary occupations (approximately 9,800 people in Hertfordshire). Skills gaps within this occupational group are more common than might be expected from the proportion of the workforce employed in the occupation (65% of skills gaps compared with 52% of employment).

In contrast, skills gaps in managerial and skilled trade occupations are less common than might be expected (11% and 6% compared with 21% and 12%).

When asked about the skills that were lacking among workers in elementary occupations who are not fully proficient in their role, hospitality employers were most likely to identify communication skills (cited by 93% of employers with skills gaps for this occupation) and customer handling skills (84%) as the areas most in need of improvement. Communication skills also formed the most common gap among skilled trades workers (71%) while management skills gaps were most common among managers (85%).

Figure 3.10

Consequences of skills gaps – East of England



Source: LSC National Employer Skills Survey, 2003. Inferred data.
Note: Figures do not include the self-employed or businesses with only one employee

Figure 3.11

Proportion of skills gaps in key occupational groups – hospitality (East of England)

	Elementary occupations	Manager/senior officials	Skilled trades
% of workforce with skills gaps in occupation	65%	11%	6%
% of workforce in occupation	52%	21%	12%

Source: LSC National Employer Skills Survey, 2003
Note: Figures do not include the self-employed or businesses with only one employee.

This section looks at the changing nature of employment in the sector, the sector's training activity and the implications for learning provision.

Key messages

- The hospitality sector saw significant increases in employment in 2001/2. Future employment growth is forecast to be strong (11% or an extra 3,100 jobs by 2013).
- Furthermore around 3,600 skilled new entrants to the workforce are required each year to 2013.
- However, staff turnover is a significant problem for the hospitality industry. More than a quarter (27% or 7,600 people) of the workforce leaves the sector entirely each year.
- Overall training levels for the sector are relatively high, given the low skill nature of much employment in the sector.
- However, this probably reflects legislative requirements (e.g. health and safety training) and high job turnover (e.g. induction training) rather than a drive to upskill the workforce.
- High labour turnover is likely to deter some employers from investing in further training for their staff. Workforce development strategies for the sector need to help maintain the supply of new recruits in the short term whilst encouraging more young people to view the sector as a long term career option.

Employment in hospitality in 2002 was at a lower level than in 1998, with an overall decrease of around 9% (2,500 jobs) during this period. However, this figure masks a significant increase in employment between 2001 and 2002 (15% or 3,300 jobs). The large decreases in employment in 2001 could be linked to the Foot and Mouth epidemic, despite not being affected directly, visitor numbers to Hertfordshire did drop significantly.⁶

Figure 4.2 shows that employment growth in the hospitality sector in Hertfordshire between 1998 and 2002 was mainly in the canteen and catering sub-sector (10%). The hotels and bars sub-sectors showed the greatest decline in employment (around 20% and 19% respectively).

However, comparisons between 2001 and 2002 reveal a different story and could suggest that the sector is showing signs of recovery. All sub-sectors saw an increase in employment over this period, with the greatest growth in hotels (27% or 700 jobs), restaurants (19% or around 1,500 jobs) and camping sites (19% or 100 jobs).

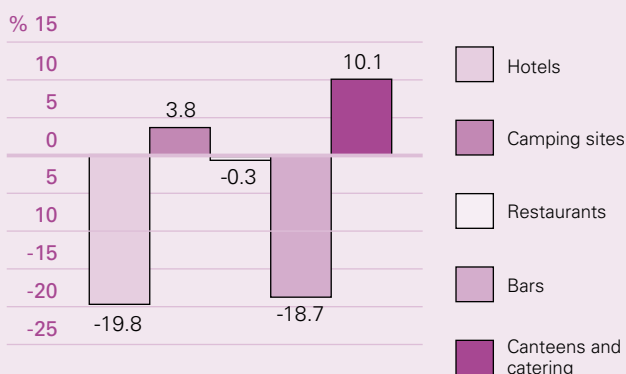
⁶ The Hertfordshire Local Economic Assessment, 2002.

Figure 4.1
Annual employment change 1998–2002 – Hertfordshire

	1998	1999	2000	2001	2002
Employment	28,147	22,917	26,965	22,369	25,655
% change from previous year	-	-18.6	+17.7	-17.0	+14.7

Source: ONS Annual Business Inquiry 1998, 2002
Note: Figures do not include the self-employed

Figure 4.2
Employment change 1998–2002 by sub-sector – Hertfordshire



Source: ONS Annual Business Inquiry 1998, 2002
Note: Figures do not include the self-employed

VAT registrations and de-registrations

VAT registrations and de-registrations also give an indication of sector growth and decline. Figure 4.3 shows VAT registrations and de-registrations as a percentage of business stocks at the end of the year.

[N.B: The data in Figure 4.3, relating to VAT registrations and de-registrations in 2002, has been gathered from NOMIS. The statistics only allow for analysis of 'hotels' and 'restaurants' and not the whole sector. Therefore, the following statistics can only provide a broad idea about what is and has been happening in the hospitality sector.]

Registrations within the hospitality sector are significantly higher than for all industries in Hertfordshire. De-registrations are slightly higher than across all industries. In part, this reflects the high proportion of small businesses in the sector. Furthermore evidence from People 1st (the SSC for Hospitality, Leisure, Travel and Tourism)⁷ suggests that it is relatively easy to start up a business in the sector.

Registrations account for around 17% of business stocks, whilst de-registrations account for around 11%. This suggests that the net stock of businesses grew between 2001 and 2002.

However, it should be noted that VAT registrations and de-registrations provide only an indication of what is going on in the sector. As well as businesses opening or closing down, the measures also include firms moving above or below the threshold for payment of VAT, currently £58,000 p.a. They do not take account of businesses below the VAT threshold so very small businesses are not included.

Projected employment change

The data in Figures 4.4 and 4.5, relating to forecasted employment between 2004 and 2013, has been gathered from the Experian Business Strategies (EBS) forecasting model. The model uses its own sector definitions, of which 'hotels' and 'catering' most closely matches the hospitality sector.

The EBS forecasting model shows that between 2004 and 2013 hotel and catering employment in Hertfordshire is expected to

grow by around 11%. Applying this to the ABI/LFS data for the hospitality sector this equates to around 3,100 jobs.

Figure 4.4 shows that the hotel and catering industry is set to see continuous annual increases in employment beyond 2005. Furthermore, after 2008–09 the industry is expected to see overall increases above the rate for all industries in Hertfordshire.

As shown in Figure 4.5, the majority of occupations in the hotel and catering sector are expected to see an increase in employment in the period between 2004 and 2010. The most significant increases however are forecasted in elementary occupations (7% or around 1,100 hospitality jobs), administrative and secretarial occupations (29% increase or around 400 jobs) and skilled trades occupations (18% or 500 jobs).

Employment flows

While projections suggest that significant numbers of new hospitality jobs will be created in Hertfordshire, the majority of annual demand for new staff in any sector is to address natural turnover in the labour market, where people leave their current job through retirement, sickness and job changes for example. The Labour Force Survey suggests that more than a quarter (27%) of the hospitality workforce changes each year (equivalent to around 7,600 workers).

This does not include people moving between jobs or sub-sectors within hospitality. Therefore, turnover experienced by individual hospitality employers may be even higher. Ensuring a constant supply of new labour and/or reducing labour turnover will be vital to the future success of the sector.

The majority of those leaving changed sectors (64%) while a further 30% left employment due to factors such as family commitments, sickness and being a student.

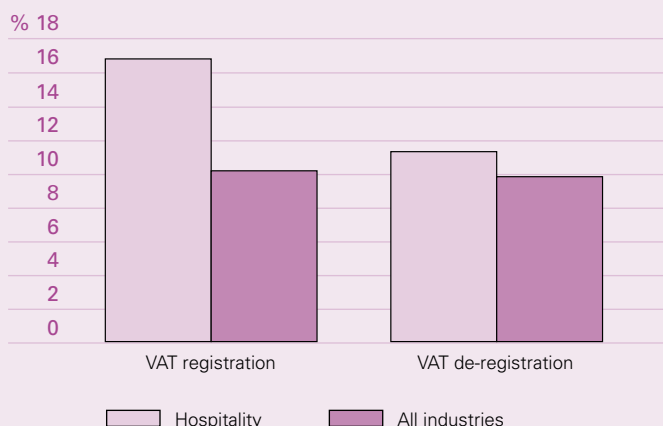
For those joining the sector a large proportion do so from full-time education (39%), this reflects the high proportion of 16–24 year olds in the sector (Figure 3.3, page 7) and the importance of the student population to the sector.

Anecdotal evidence suggests that migrants will be a significant source of new labour for the hospitality sector in the next few years. The LSC cannot fund learning provision for migrants from

⁷ Market Assessment for the Hospitality, Leisure, Travel and Tourism sector, People 1st, October 2003.

Figure 4.3

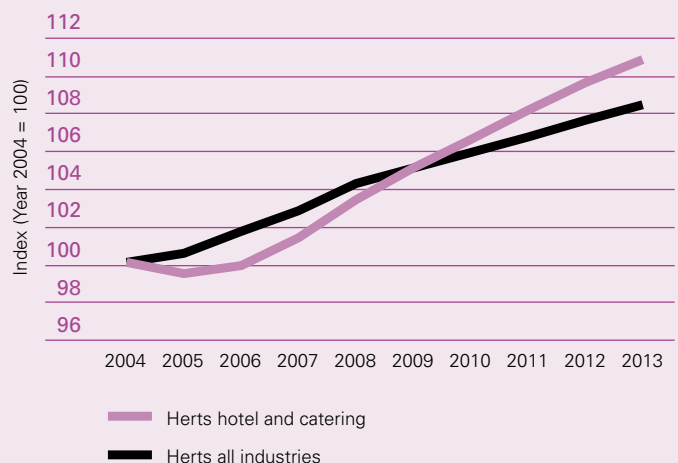
VAT registrations and de-registrations 2002 – Hertfordshire



Source: NOMIS, VAT registrations/de-registrations by industry, 2002.

Figure 4.4

Forecast employment in hotel and catering 2004–2013 – Hertfordshire



Source: Experian Business Strategies Forecasting Model, 2003.

Figure 4.5**Forecasted employment change by occupation 2004–2010 – hotel and catering (Hertfordshire)**

Occupation (model categories)	% change in employment 2004-2010	*Estimated hospitality jobs in Hertfordshire
Managers and senior officials	1%	66
Professional occupations	0%	-
Associate professional and technical occupations	0%	-
Administrative and secretarial occupations	29%	420
Skilled trades occupations	18%	545
Personal service occupations	<-1%	-
Sales and customer service occupations	-12%	-108
Process, plant and machine operatives	<-1%	-
Elementary occupations	7%	1,081

Source: Experian Business Strategies Forecasting Model, 2003.

*Figures come from LFS 2003 inferred data

outside the European Union until they have been resident in the UK for three years. However, it is likely that there will be a significant demand for English as a second language (ESOL) and IT user skills provision, the costs of which will have to be met by employers or individual learners.

Newly qualified staff

In 2003 around 3,300 workers joined hospitality from full-time education. Across the four colleges in Hertfordshire around 6,000 learners signed up for hospitality, sports, leisure and travel related courses in 2002/03. However, only a minority of these enrolments were in the hospitality and catering or food related sub-programme areas. The broad types of hospitality related courses available from Further Education provision is outlined in Figure 4.7.

Around 281 people completed or left hospitality, sports, leisure and travel Work Based Learning (WBL) programmes in 2003–2004. The majority were enrolled on Foundation Apprenticeships (81%) and around 16% were undertaking Advanced Apprenticeships. However, the level of NVQ achievement on these programmes is relatively poor and improvements need to be made if this is to become a significant route for new entrants to the workforce.

Recent announcements⁸ on the development of Apprenticeships could increase the importance of this route into the sector and include proposals to:

- Introduce 'Young Apprenticeships' to give more young people 'tasters' of vocational work and learning.
- Extend the programme to offer more places to those aged over 25.
- Improve the portability of programmes between employers.

Anecdotal evidence from training providers in Hertfordshire suggests that at least some hospitality WBL programmes are undersubscribed. They report not only that few young people consider the sector as a career but also that the length of time required to complete an Apprenticeship conflicts with the time candidates stay with an employer. One provider reports that they are introducing new assessment methods to speed up the Apprenticeship process.

⁸ DfES Press Release 10 May 2004. 'New Apprenticeships will widen opportunity and boost business – Clarke'

Figure 4.6**Inflow and outflow 2002/3 – hospitality**

Inflow	%
Full-time education	39%
Changed sector	30%
Unemployment	16%
Other out of work (including family commitments etc.)	15%
Outflow	
Retirement	0%
Changed sector	64%
Unemployment	7%
Other out of work (including sickness, maternity etc.)	30%

Source: ONS Labour Force Survey, 2003. Inferred data

Note: Figures include the self-employed

Figure 4.7**FE hospitality provision – programme area**

Programme area	Enrolments
Hospitality and catering	397
Food	968
Other hospitality, sports, leisure and travel related courses	4,806
All courses in programme area	6,171

Source: LSC – Hertfordshire. Individualised Learner Records

Training levels in the current workforce

The proportion of the sector's workforce reporting that they had undertaken job-related training in the last three months is slightly lower than the level for all industries (25% or 7,100 compared with 27% for all industries).

As with the workforce as a whole, more highly skilled hospitality workers are more likely to have undertaken work-related training (around 1,900 have undertaken job related training). However, Figure 4.8 shows that level of work-related training amongst the highly skilled is lower than that found in all industries (32% compared with 39%).

Interestingly the level of job related training undertaken by low skilled workers in the hospitality sector is significantly higher than that found in all industries (25% or 2,900 people compared with 15% across all industries).

It seems likely that a significant proportion of this training is related to health and safety requirements (e.g. food hygiene certificates).

Figure 4.9 shows that less than half (45%) of the hospitality employers in Hertfordshire questioned as part of the 2003 National Employer Skills Survey (NESS) had funded or arranged training for their employees in the past 12 months, a lower level than that in all industries (57%). The proportion of employers who had arranged training intended to lead to a formal qualification was significantly higher for hospitality (63% compared with 44%).

Employers are most likely to fund or arrange health and safety (88%), induction (82%), job specific (77%) and management (72%) training.

The most commonly reported barriers to developing and maintaining a skilled workforce are a lack of time for training (reported by 51% of hospitality employers), high staff turnover

(46%) and a lack of funding for training (41%). The level of employers reporting high staff turnover as a barrier is significantly higher in hospitality compared with all industries (46% compared with 13% for all industries).

The high levels of staff turnover experienced in the hospitality sector could prove a significant barrier to engaging the sector in workforce development initiatives.

Engaging SMEs in learning

Given the predominance of small and micro businesses in the hospitality sector, encouraging employers to train their staff is a key challenge. Encouraging SMEs to engage in workforce development is one of the priorities of Hertfordshire Business Link.

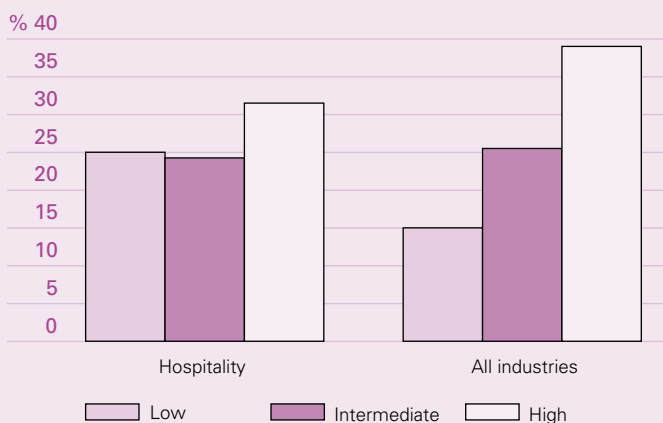
Business Link data suggests that in 2003/4, some 188 visits had been made to hospitality establishments by business advisors, the majority of which were to businesses with between 10 and 49 employees (46%) and micro businesses (31%).

However, relatively few hospitality employers have committed themselves to Investors in People (IiP). IiP is a national quality standard that sets out a level of good practice for the training and development of people to improve business performance. Data supplied by Business Link reveals that no hospitality establishments in Hertfordshire gained IiP recognition in 2003/4 but 16 were working towards the standard.

Interestingly, whilst one of the criticisms of the IiP programme in the past has been that it is more tailored to large organisations, 14 of the 16 hospitality employers currently working towards the standard employ fewer than 50 people. It will be important for any future evaluations of the scheme to investigate why some SMEs feel that the standard is appropriate to them and not others.

Figure 4.8

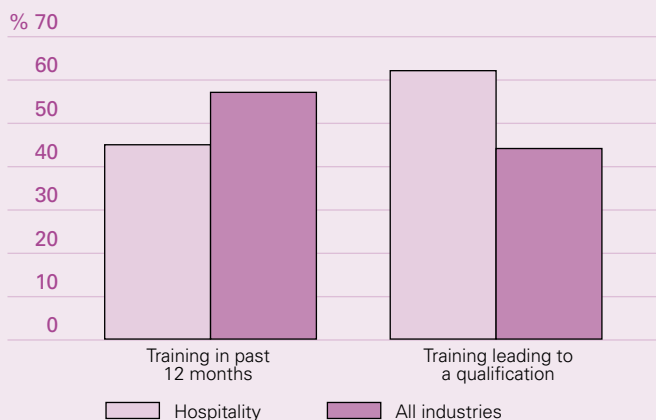
Those undertaking work-related training in the past 13 weeks – Hertfordshire



Source: ONS Labour Force Survey, Spring 2003. Inferred data.
Note: Figures include the self-employed

Figure 4.9

Establishment has funded job-related training in past 12 months – Hertfordshire



Source: LSC National Employer Skills Survey, 2003.
Note: Figures do not include the self-employed or businesses with only one employee

This section looks at the bodies active in the hospitality sector, their activities and their plans for the development of the sector. It also sets out the key issues and skills concerns for the sector that they have identified and the efforts they are making to try to address these issues.

Figure 5.1

The strategic priorities of People 1st

Mission: To drive up the skills, productivity and employability of people entering or working in the hospitality, leisure, travel and tourism sector.

1. Influence the content, quality and delivery of learning supply to meet the current and future demands of the industry.
2. Work with employers to increase their investment in skills development and to better direct public funding toward addressing their skills gaps and shortages.
3. Promote professional leadership and management practices across the sector through training, qualification and professional body participation.
4. Build an employer engagement network that operates at sector, national, regional and local level to ensure that SSC priorities are fully employer-led.
5. Produce authoritative market intelligence to inform the learning and skills community and identify future skills requirements of industry.
6. Formalise and develop existing and new partnerships to better align activities and successfully meet the needs of business.
7. Attain financial independence through the successful provision of commercial products and services that respond directly to employer needs.

Source: People 1st

Workforce development

In April 2004, the Secretary of State for Education confirmed the licence for a new Sector Skills Council (SSC) for the Hospitality, Leisure, Travel and Tourism (HLTT) sector. Known as People 1st, the new SSC is an employer-led organisation charged with increasing skills, productivity and employability within the HLTT sector.

The SSC covers 14 industries: hotels, restaurants, pubs, bars and nightclubs, hospitality services, contract food service providers, holiday parks, gaming, youth hostels, travel services, tourist services, events, membership clubs, self-catering accommodation and visitor attractions. People 1st's challenges and priorities for action are outlined in Figure 5.1.

The Hospitality Training Foundation (the former National Training Organisation for the hospitality industry) identified that while many relevant work-based qualifications are available, only a small proportion of hospitality employers are offering accredited qualifications. Small businesses were found to be least likely to train their staff and many considered vocational qualifications to be bureaucratic and costly. They were often unaware of the qualifications available.⁹

A number of bodies have made efforts to encourage tourism and hospitality employers to make the link between training and quality and there are a number of standards acting as benchmarks for training activity in the sector. These include Excellence through People from the British Hospitality Association and Hospitality Assured from the Hotel and Catering International Management Association.¹⁰

The Hospitality Assured programme has been in operation for five years and has so far awarded around 130 corporate accreditations, covering 3,500 trading outlets and influencing around 50,000 hospitality staff. However, only two establishments in the East of England are listed as Hospitality Assured accredited and none are recognised as Excellence through People accredited.¹¹

⁹ HTF 2001. Workforce Development Plan – Hospitality Training Foundation

¹⁰ Look Who's Training Now: Perspectives on Training in the Tourism and Hospitality

¹¹ Industry – Hospitality Training Foundation.

The Directory of Best Practice – Best Practice Forum

6.0 Conclusions and Recommendations

This section sets out the workforce development priorities for the hospitality sector in Hertfordshire. It explores what is currently being done to address these priorities and what opportunities there may be for further action.

This paper suggests there are four workforce development priorities for the hospitality sector in Hertfordshire:

1. Raise the baseline level of workforce skills

Section 3 highlighted that more than a third (35% or 9,800 workers) do not possess qualifications at Level 2 or above. This suggests that the sector has much to gain from the entitlement of adults to a Level 2 qualification outlined in 21st Century Skills, the national skills strategy.

The national Employer Training Pilots have been exploring ways to engage employers in learning with a particular emphasis on Level 2 training. Whilst these schemes may not yet have been fully evaluated, Hertfordshire should seek to identify pilots that prioritised the hospitality sector and, where possible, Best Practice messages for engaging employers in the sector.

As we noted in Section 1, employers are much more likely to embrace the Level 2 entitlement and support the development of workforce skills where they see a clear link to improved financial performance.

This in turn requires learning provision to be focused on the needs of the sector including improving business management, customer services and reducing labour turnover.

2. Improve management skills, particularly within SMEs

Nearly a quarter of managers (24%) in the sector do not possess Level 2 qualifications. Whilst some of these managers may have quite high level skills developed from experience, many employers will need to improve management skills if they are to diversify into new markets and/or move into higher value added services.

Section 2 also noted that the hospitality industry is dominated by small and micro-businesses (up to 49 employees), with almost three quarters (74% or 18,800) of employment in the sector in these type of firms.

Improving the management skills of managers and owner managers in these small businesses will be vital to ensuring that Hertfordshire's hospitality sector continues to improve

standards of service, exploits the opportunities presented by new technology and ensures sustainable growth in the face of economic uncertainties through diversification.

Not only are managerial skill gaps a significant issue for the sector, managers are often the 'gatekeepers' to training for the whole workforce. Unless managers are switched on to learning, engaging the rest of the workforce will be difficult.

However, People 1st, the SSC for Hospitality, Leisure, Travel and Tourism, note that many employers in the sector are not engaged in staff development or structured business planning.¹²

Extensive management training (e.g. Diplomas and Masters of Business Administration) may not be appropriate for these managers. Managers in SMEs find it particularly difficult to take time away from the workplace in order to train.

Business Link, the LSC and partners need to work together to ensure that sufficiently flexible learning opportunities exist, offering 'bite-size' provision outside normal working hours and building in more informal learning mechanisms such as mentoring support programmes that are specific to the hospitality sector.

3. Improve the image of the industry as a long-term career choice

Section 3 highlighted that almost three times as many employees in the sector are aged 16–24 as in the economy as a whole. This, coupled with high rates of labour turnover (a quarter of the workforce leaves the sector entirely each year – see Section 4), suggests that many young people see the hospitality industry as 'stop-gap' employment and do not consider or pursue it as a permanent career choice.

To an extent, the hospitality industry has always relied on young casual workers and will continue to do so. Indeed, employment in the sector often represents a vital source of income for young people whilst studying or considering their career options. However, both the buoyant nature of the economy in Hertfordshire and the East of England and the ageing population are reducing the size of this potential workforce.

Section 3 highlighted that recruitment difficulties are being experienced by twice as many employers as across the economy as a whole (17% compared with 8% of employers in all industries report hard-to-fill vacancies). This is despite the fact that the sector is dominated by small businesses, which in terms of natural turnover are less likely to have a vacancy at any one time than a large business. In addition, high rates of labour

¹² Market Assessment for the Hospitality, Leisure, Travel and Tourism sector, People 1st, October 2003

turnover represent a significant cost to employers in the sector in terms of the costs of recruitment, induction training, health and safety training etc.

People 1st, the LSC and partners need to work with employers in the sector to reduce labour turnover and encourage more people (both young and old) to consider the sector as a long-term career choice. In part, this will depend on establishing clearer career paths and progression routes (see next recommendation). However, work with schools will also be important and the opportunities presented by the 14–19 flexibility agenda need to be explored at a local level to give young people a taste of working in different sections and roles within the industry.

People 1st also has a clear opportunity to support employer's efforts to recruit older workers by helping to develop Apprenticeships for the over 25s that are truly employer-led and respond to the needs of the industry.

4. Develop and promote opportunities for progression

As the hospitality sector is dominated by small employers, the opportunities for progression within any one business will naturally be limited. The SSC and sector representative bodies need to work with employers to overcome this and help to develop clearer career paths and progression routes both within and across different organisations.

Job rotation schemes and other systems of shared placements should also be investigated, as they can provide individuals with wider experience and help to promote the spread of best practice.

Much of the training in the hospitality sector is concerned with quite low level health and safety and induction training and does little to encourage progression. However, continuing to learn is one of the main motivating factors for many people, even in low pay sectors and occupations. Increasing the levels of ongoing training could help reduce labour turnover. Investors in People (IiP) encourages employers to review the ongoing development needs of all staff and the reasons for the relatively low take-up of the accreditation scheme in the hospitality sector needs to be explored further.

Partners could also investigate the extent to which Skills Passport schemes (such as the Skillscard system developed by CITB–ConstructionSkills) may be appropriate for the sector. Providing clearer signals about the transferable skills of employees could reduce the need for induction and health and safety training and provide employees with a sense of developing a 'portfolio' of skills.

Annex 1. Sector Description

Hospitality sector: SIC 92 definition

551 Hotels

Includes licensed and unlicensed hotels and motels with or without restaurant.

552 Camping sites and other provision of short-stay accommodation

Includes youth hostels and mountain refuges, camping and caravanning sites, holiday centres and holiday villages, other self-catering accommodation and other tourist or short-stay accommodation.

553 Restaurants

Includes licensed and unlicensed restaurants and cafes, take-away food shops and take-away food mobile stands.

554 Bars

Includes bars, licensed clubs and independent, tenanted or managed public houses.

555 Canteens and catering

Includes canteens and catering.

Occupational job roles, SOC 2000 (12 key specialised occupations)

9224 Waiters, waitresses

Waiters and waitresses serve food and beverages in hotels, clubs, restaurants and other establishments.

There are no formal academic entry requirements, though some employers may require GCSEs/S grades. Training is typically provided on-the-job. NVQs/SVQs in Food and Drink Service are available at Levels 1 and 2.

Tasks

- sets tables with clean linen, cutlery, crockery and glassware;
- presents menus and wine lists to patrons and may describe dishes and advise on selection of food or wines;
- takes down orders for food and/or drinks and passes order to kitchen;
- serves food and drinks;
- presents bill and accepts payment at end of the meal.

9225 Bar staff

Bar staff prepare, mix and serve alcoholic and non-alcoholic drinks and beverages at bars in public houses, hotels, clubs and other establishments.

There are no formal academic entry requirements. Training is typically received on-the-job. NVQs/SVQs in Food and Drink Service are available at Levels 1 and 2.

Tasks

- assists in keeping bar properly stocked;
- washes used glassware and cleans bar area;
- takes customer orders and mixes and serves drinks;
- receives payment for drinks.

1223 Restaurant and catering managers

Restaurant and catering managers plan, direct and co-ordinate the catering services of restaurants, hotels and other organisations.

Entry is possible with a variety of academic qualifications and/or relevant experience. Larger restaurants and catering chains offer managerial trainee schemes.

Tasks

- plans catering services and directs junior staff;
- decides on range and quality of meals and beverages to be provided or discusses customer's requirements for special occasions;
- purchases or directs the purchasing of supplies and arranges for preparation of accounts.

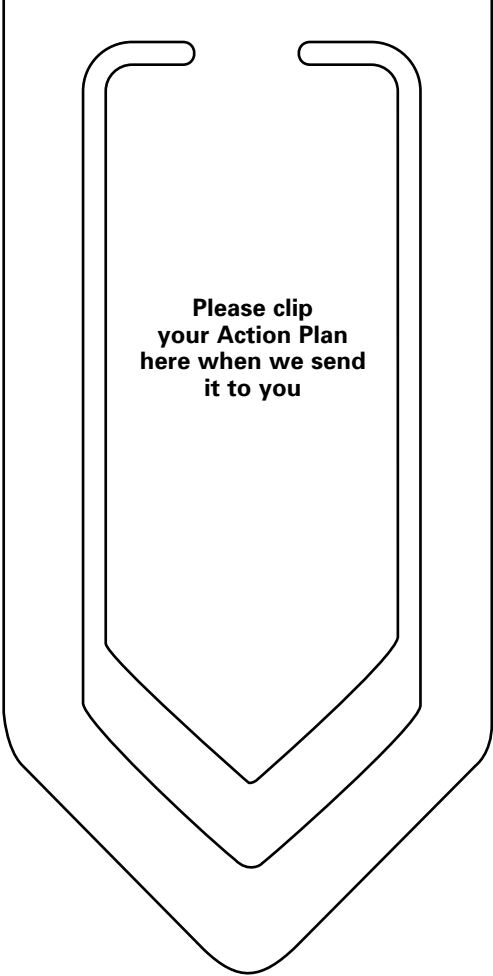
1224 Publicans and managers of licensed premises

Publicans and managers of licensed premises organise, direct and co-ordinate the activities and resources of non-residential and residential public houses and the bar and catering facilities at non-residential clubs.

No formal academic qualifications are required. Relevant experience is advantageous and candidates must be over 18 years of age. Larger chains offer accelerated promotion for holders of degrees or equivalent qualifications. Off- and on-the-job training is provided. NVQs/SVQs in On-Licensed Premises Management are available at Level 4.

Tasks

- maintains financial records for the establishment;
- arranges purchase of alcoholic and other beverages, bar snacks, cigarettes and other items and ensures that stocks are stored in proper conditions;
- supervises bar, kitchen and cleaning staff and, if necessary, assists with the serving of drinks.



**Please clip
your Action Plan
here when we send
it to you**



Action⁴skills

Targeting the sectors
vital to Hertfordshire's
economy

Learning and Skills Council Hertfordshire
45 Grosvenor Road
St Albans
Hertfordshire
AL1 3AW

Tel 0845 019 4167
Fax 01727 733551

For more information visit www.lsc.gov.uk/herts

© LSC 2004.

Published by the Learning and Skills Council. Extracts from this publication may be reproduced for non-commercial education or training purposes on the condition that the source is acknowledged and the findings not misinterpreted.

Disclaimer: Whilst every effort is taken to ensure the accuracy of the data in this document, and thorough checks are made upon data included in it, data is only as accurate as the sources from which it has been taken.

If you would like further copies of this publication, or would like to receive it in an alternative format, please contact us on 0845 019 4167.



Learning+Skills Council
Hertfordshire