EVALUATION REPORT

PROJECT TITLE: **'HIT' Hoteliers Into Training**

PROJECT REF NO: **ESF/0203/119**

LEAD ORGANISATION: **Blackpool Borough Council**

Overview of the Project Activity and Partners

There are 3 key activities that the HIT project undertook to deliver:

1. To raise awareness of the need for continued skills development of owner managers/employees in tourism businesses to support business stability and growth.
2. To provide the relevant training courses according to beneficiary need.
3. To gather information over the life of the project so to be able to 'forecast' likely training needs in the tourism sector.

Achievements of the Project

	Target	Actual
OP1. Total No. of beneficiaries participating in Lifelong learning	300	**421**
OP2. No. of female beneficiaries	150	**227**
OP3. No. of beneficiaries working towards a qualification	200	**201**
OC1. No. of leavers gaining a qualification	200	**199**
OC2. No. of beneficiaries completing their course	300	**421**
OC3. No. of beneficiaries in work or further study on leaving	300	**421**
OC4. Increase in participation in lifelong learning from ESF support	300	**421**
MS1. Recruitment of project manager	January	**January**
MS2. 60% of courses held	July	**July**

up to 42 courses held by July.
Total project lifetime – 59 courses were held.

Areas of Innovation

This project aimed to support accommodation providers through the path of continued learning and business development through training. This in depth 'hand holding' method of support, aimed directly at the accommodation sector was not available in the area for this particular sector.

All courses were organised to be highly relevant and easy to access. It has always been the project manager's intention that the project be as flexible as possible, to ensure its worth to the accommodation sector and the successful delivery of the project. Therefore all courses have been arranged at times and dates convenient to the sector. Therefore, not

during high season or at awkward times of the day etc.

The initial exploration into the types of courses which would provide best value for relevance was assisted by a piece of research, (Training Needs Analysis) carried out prior to the commencement of the project by Lancaster University and commissioned by Economic Development. The Training Needs Analysis identified the initial clients who had shown a positive approach to the concept of training and also identified the areas where it was felt training would be most beneficial. By approaching these 'warm' clients it enabled the project to begin with a very positive reception which was built upon and extended.

In the main the courses have been relatively short, i.e. half or 1 full day, as research and discussions with the sector highlighted this as a crucial factor. Location also proved to be an important decision making factor, research indicated that the beneficiaries preferred venue locations convenient to them. Therefore accessible venues were chosen in Central Blackpool close to most of the Blackpool accommodation sector, as it had been identified that this had previously been a barrier to accessing training for this industry sector. Types of venue were also a barrier as it was felt the sector did not feel comfortable in a more formal academic environment and this was also taken into consideration.

The project is innovative in that it enabled the accommodation provision sector to take full advantage of training that they may not necessarily be available to them because of cost or due to the constraints of time particular to this type of business. During feedback interviews with the sector it was identified that 58% of the beneficiaries interviewed also believed that the courses were innovative because it was the first time that courses were targeted at their sector and enable them to share best practice and knowledge with other accommodation providers who are very likely to have similar needs, it was identified as 'a good networking opportunity'. This also developed a sense of ownership and pride which certainly assisted with the recommendation to continue training over and above the initial training needs identified.

During interviews with beneficiaries it was also noted that many of those interviewed believed that the support from the project was also crucial. One accommodation provider stated that,

"Before we came to Blackpool to manage our hotel, 18 months ago, we managed a public house, where the brewery provided extensive training. When we decided to leave and manage a hotel we were concerned that we would not receive the same type of training support. The hoteliers into training project has filled that gap and given us that much needed support".

This feedback was crucial as a confirmation that there was a need for a specialised, cohesive approach to the training of the hotel and self catering sector and that there were delegates there to support and access the scheme. For too long the hospitality sector has been perceived as a low skill option and to have a specialised project aiming at providing skills training and knowledge awareness in their field was a very positive and supportive message.

Areas of Good Practice

The project aimed to support beneficiaries by developing and organising training courses for the accommodation sector in as flexible a manner as possible. In some cases the project endeavoured to 'introduce' the concept of training to many 'non-learners' who could not easily see the benefit of training for their own personal or business development. This was done by a number of 'introductory' one to one meetings with the sector to explain the concept of the project. The benefits of the project were also highlighted through the publicity materials to promote the courses, the language used was supposed to be inspiring yet non-threatening and always using plain English to 'sell' the courses and encourage activity.

Qualification-based courses were also available through the project, in some cases these were offered as an optional 'extra' of the course. This is because the project manager identified that 31% of beneficiaries felt intimidated by the thought of doing an 'exam' as part of a course, and very often will not attend due to their fear of failure.

One interviewee stated, "I haven't done an exam since I was 16 years old, I am pleased the exam is optional as I would be worrying about it right the way through the day and therefore not getting the most out of the course".

However, it was noted that once attendees had completed the course many wanted to take the examination because they had felt confident and wanted to take up the challenge of the exam. By removing the 'fear' factor initially, more attendees, as a result, successfully received a qualification at the end of the project.

The project manager held a number of one to one meetings with co-ordinators of various tourism accommodation associations in Blackpool. The aim of this was to introduce the concept of the HIT project and ask for support to promote its aims and objectives to their members. Wherever possible the project manager encouraged the accommodation association co-ordinators to attend courses so they could see for themselves the relevance of the courses to the sector. Therefore able to speak with authority when discussing the value of the course with other members of the accommodation sector and actually helped to promote the project and its courses. In this sector, word of mouth is generally the best form of marketing and promotion

The HIT project key aim was to offer high quality, relevant courses at a subsidised rate at accessible times across Blackpool. Approximately 87% of interviewed beneficiaries stated that they felt that the courses were of a high standard and were at accessible times of the year. The main aim was to avoid organising courses when the sector is at their busiest, this was usually during the summer months or peak school holiday times. Heeding this advice, courses were therefore organised during 'low' season at times to suit the industry. This enabled more accommodation providers the opportunity to access all the training they required and the consideration and courtesy offered in this approach was appreciated by the accommodation sector and gave a positive feel to the project.

The project manager attended the beginning of every training course to ensure beneficiaries were comfortable for the start of their course and to also ensure that the requirements of the trainer were satisfied. Registration forms were also completed at this point to evidence beneficiary attendance and eligibility. This process also endeavoured to identify any other training needs beneficiaries may have and to become a 'familiar' face to the sector, so they feel that they can put 'a face to a name' when contacting the project manager for advise or to book further training.

When dealing with a large organisation such a local authority it is often very difficult for individuals to identify whom they would need to speak to regarding a particular issue. The HIT project has enabled a project manager to be available specifically for the accommodation provision sector and their training needs.

One interviewee stated, “It was good to have *Alex* (the project manager) on hand as the face of the Council and the HIT project, to support us through the training process”.

Feedback forms have demonstrated themselves to be a key part of the course evaluation process, during the project a trainer who led a Basic Food Hygiene course did not ‘gel’ well with the group of participants he was training. This problem did not manifest itself during the planning stage or during the project manager’s visit on the morning of the course. It became apparent from the feedback forms the project manager received after the course.

This process occurs after every course to determine good or bad points that beneficiaries may wish to raise. The process is anonymous, thereby allowing learners the opportunity to be completely honest about relevant points.

It became clear that although the course content was sound and of value, the delivery of the trainer was staid and described as ‘boring’ therefore making the learning process difficult for some. After reading the feedback forms. The issue was discussed with the training body and it was agreed that a different trainer would lead this course in the future.

Without the mechanism of the feed back form this information may not have become apparent so readily and the project manager would not have been able to act quickly to deal with the matter. This of course could have resulted in the fall of attendees on this particular course as a negative word of mouth message could have circulated amongst the industry.

It has also proven to be of benefit to have evaluation forms completed 3 months after the completion of the course. This process usually involves posting out forms to beneficiaries to allow them time to think about the courses and formulate their answers. The forms have demonstrated how the courses have supported the beneficiaries business activities, and exemplified what new skills were acquired.

The feedback forms also demonstrated ‘housekeeping’ issues that may have arisen such as room layout or the quality of the lunch served, this helped to improve those particular services for any new training instigated.

Throughout the lifetime of the project any research undertaken with regard to training need is maintained on a centrally held database within the department. Before the project commenced, the tourism and training needs survey was produced which became a starting point for the HIT project. This information as well as various ‘face to face’ meetings with the sector provided data which helped to create the first programme of training for the sector.

The key point has been to listen to the sectors needs and moulding a training programme to meet those needs. The feedback forms also acted as a conduit for this information as well as publicity leaflets. This data is held on database so the training needs can be met during the lifetime of the project.

The information is also logged on Blackpool Borough Council’s Geographical Information System to visually highlight on a map those accommodation providers who have accessed training and in which areas they are situated. This will enable the project manager to begin a targeted ‘marketing push’ to those hoteliers who are accessing training of any kind and

also it will help to identify why hoteliers in these areas who are not accessing training so marketing can be geared to meet those needs

The project has demonstrated a 'joined up thinking approach' to business support for the accommodation sector in Blackpool. The Project Manager has worked closely with a number of organisations in Blackpool to endeavour to offer a type of 'package' of business support. This has been particularly evident with new owners who may not be completely aware of the availability of help.

The HIT project worked closely with HOAST, Blackpool's local quality accommodation scheme, which is recognised as a stepping stone to the English Tourism Council's 'Star and Diamonds Scheme'

The HIT project worked closely with the newly formed Tourism Support Bureau, which offers help and advice to small tourism businesses in Blackpool on business development matters. The facility primarily acts as a sign posting mechanism to other organisations who maybe able to support the growth of the tourism business.

The close working relationships that have been developed with these organisations have enabled support to offered quickly and seamlessly and in a fully rounded manner.

Areas of Improvement

The project has filled a much needed gap in training provision within the tourism services for the accommodation sector in Blackpool. With every project there are always areas for improvement that can be identified to enable the project to evolve accordingly.

During this project the project manager has identified areas that could be explored in order to improve the project for the future.

- It has been identified that learners have preferred smaller classes of about 10 or less people, this has allowed for all learners to achieve the maximum from a course, even if they start the session with varying levels of knowledge. In the main courses have catered to the smaller group, but those that have been a little larger have highlighted, that some learners have been, 'left behind' On the rare occasion this has occurred the problems have generally been identified from face to face conversations between the learner and the trainer after the course or the feedback form. This has been remedied by discussion between the trainer and the learner and in some cases the learner attending another course or having one-to-one short tutorials to discuss any of the areas of confusion.

- It was also identified by the learners, that they valued the level of pre-course communication from trainers. This generally occurred during the registration and the early morning refreshment break at the start of each course. That was the opportunity for the trainer to 'meet and greet' the learners and ask about their hotel, educational backgrounds and expectations of the course. This enabled the trainer to gauge his tutoring group and also gave the learners an immediate sense of confidence in the ability of the trainer and an opportunity to 'introduce themselves' to other learners and a have a feeling of 'worth' within the group. During the first programme of courses this facet of the session was not formally introduced, it would generally occur if the trainer utilised the process as part of their delivery technique. It was on the recommendation of learners that this process was adopted.

There is always the commitment to make adjustments to courses where necessary and to continue to raise awareness of these improvements. Adapting the delivery mechanisms or

course content is considered appropriate to maximise results and customer satisfaction.

Lessons Learnt

Although courses were popular the project manager could not always guarantee a 100% attendance. Occasionally there would be a small percentage of 'no-show' to courses. These would invariably be people who had booked to attend a course but not turned up on the day for various reasons and had not telephoned to cancel in advance.

Although the project manager did endeavour to bill all attendees in advance of the courses, this was not always possible because of the restriction of time and the close proximity of courses to one another. For future courses it may be beneficial to endeavour to ensure that all courses are billed for 2 or 3 days in advance of the course, to try to negate the 'no-show' element.

It was evident that if a financial commitment was made in advance the more likely cancellations would not occur. This was a lesson learned in advance as it had previously been identified but it had not felt to be a significant factor, but proved to be an important component of the procedures.

As part of the course programme the project manager has always included a number of free courses. This has proved to be a popular move and has attracted a number of bookings, on some occasions a waiting list had been established because of the popularity of the course. Unfortunately on some occasions some learners had not attended on the day and did not ring in to cancel. This has stopped other learners from accessing the days training.

For future courses it maybe appropriate to impose a type of minimal 'penalty charge' for those who do not attend and do not ring in advance. This would help to cover the costs for catering, trainer charges and venue charges.

It is also acknowledged that this could be a difficult process to administer. It would be difficult to collect and enforce. It may well be simpler to move away from the 'Free' ethos which could 'de-value' the course and instead have very reasonably priced courses at £5.00 or £10.00 each which should cover the running costs of the sessions.

Dissemination of Good Practice including Details of Dissemination Materials Produced

- Articles in the local association newsletters, with regard to Disability Discrimmination Access, fire safety awareness.
- Regular update information with local association and Blackpool focus groups.
- Regular update meeting with representatives from Blackpool Hotel and Guest House Association – membership of 700 accommodation providers, Blackpool Private Hoteliers Association – membership of 200 accommodation providers and Blackpool Combined Association with a membership of approximately 200.
- All information and explanatory information circulated was presented in a professional manner, succinct and user-friendly. All verbal and contact procedures

were delivered in a friendly, supportive but effective manner in order to promote best practices and demonstrate that efficiency, professionalism and product knowledge creates the best impression.

- Care was always taken to ensure that any disadvantage participants were included and catered for.

Details of Publicity Undertaken (attach copies of any advertising/publicity materials produced)

- Regular Training Workshop Leaflets are produced – 3 over the lifetime of the project – Winter / Spring and Summer/ Winter.
- Hoteliers into Training Flyer – designed to capture potential beneficiaries of courses and identify new training needs.
- Hoteliers into Training Feedback Event
- BHGHA Journal Extra – full page advert promoting project and courses. July, November
- Fire Safety Awareness Day – full page release

(all copies of the above attached)

Case study

James and Maria Jennings have owned and managed the Carlee House Hotel for approximately 14 months. The hotel is situated on Park Road in Central Blackpool and has recently achieved Silver HOAST accreditation. HOAST is a recognised stepping stone accreditation scheme to the English Tourism Council's (ETC) stars and diamonds scheme. James and Maria intend to apply for the ETC accreditation in 2004.

The hotel has 11 letting bedrooms, with 33 bedspaces, there are no staff employed and James and Maria manage and run the establishment themselves.

James and Maria managed a pub before purchasing a hotel in Blackpool, they had no previous experience of running a hotel before they purchased the Carlee House Hotel. They were very conscious of their business support needs, which included training so therefore were open to any new support mechanisms.

Although Maria undertook a formal education in her native land of Portugal, James has had no formal education after leaving school but has attended a number of business enhancing courses. Both appreciate the value of training, but when entering into the accommodation provision sector, were unsure that they would receive any form of training support and had no idea of where and how to access information or apply or even discuss relevance.

The proprietors became aware of the HIT project as a result of the Training Workshop Leaflet which they received through the post. James is also an active member of the holiday association – Blackpool Hotel and Guest House Association. These mechanisms enabled James to see the value of training as it was clear that thanks to funded support the project was geared to the needs of hoteliers in Blackpool. This gave James and Maria the confidence to contact the Project Manager for HIT, who arranged an appointment to meet with them to discuss their training needs.

The key area of training interest for both James and Maria was developing their Information Technology skills. Maria particularly felt that she was quite 'frightened' of using

a computer but could see the benefit of having one.

James commenced training with HIT in March 2003, during which time he participated in a number of IT related training courses. The courses included:

- Incentive Marketing
- Introduction to PC
- Managing Your Business Like a Professional
- Mail Merge
- Database

They amounted to a total of 15 hours training.

Maria commenced training through HIT in June 2003 acting upon James recommendation courses included:

- Introduction to Excel
- Health and Safety
- Basic Food Hygiene
- Disability Awareness
- Database
- Introduction to PC
- Introduction to Word

They amounted to a total of 29 hours training.

James and Maria both feel that they have seen great benefit in their business because of the courses.

Maria stated that, “The courses I attended have given me a lot more confidence, previously I wouldn’t even switch the computer on, now I can write letters and design signs and menu cards on the PC”.

- Since completing the courses, they have been able to implement the knowledge gained by creating computer accounts for the year.
- Constructing a Database, which is a client record system of all bookings so they can be targeted by mailouts for holiday season promotions and letter.
- Started to design registration cards on the PC and writing letters in Microsoft Word.
- James and Maria have also produced and designed their own brochure advertising the hotel on the PC.
- Maria also attended a Health and Safety Course as accredited by the Charter Institute of Environmental Health. Maria felt that this course enabled her to look at the statutory obligations that an accommodation provider must adhere to. It gave Maria an insight into the principles of identifying risks and understanding risk assessing. Maria feels that she can now ‘imagine’ potential dangerous situations. After the course ended Maria immediately bought a fire blanket and will be looking at risk assessing.

Both Maria and James felt that the trainers were highly skilled and used the ‘right type of language’ to get the message across. They gave relevant examples that related to the hotel industry. They also felt that classroom styles were also important as they liked the feeling of a ‘one to one’ style teaching. The HIT project has smaller classes which enabled easier learning.

James and Maria also believed there were areas of improvement within the project for learners. They believed that although they understood that classes were only 3 hours long because beneficiaries need to get back to their businesses. They believed that the courses should be longer so the trainer could take things at a slower pace. They also believed that a pre-course assessment should be made to determine individuals ability and need. This

was especially evident during the IT courses.

Maria stated that she was initially nervous of doing courses with examinations and she doesn't always feel a test is important, the information is the vital element to help your business. She did think however that having a formal qualification was a good marketing tool for the businesses, by displaying the certificate it shows to guests that the establishment has the knowledge and commitment to customers.

The important factor overall was that not only were this couple committed to a training component in their personal and business development but they were implementing the skills and knowledge they had obtained and were acting more professionally and confidently which was being translated into their business approach and performance. This step change in performance should result in their business being run more efficiently and profitably.

Views of customers and/or partners

Part of the project has been to work closely with delivery agencies to offer a high quality training session for beneficiaries. This working relationship is a fundamental aspect of the project and can often mean the success or failure of the project. The project manager has endeavoured to maintain a close working relationship with agencies and this has often led to training evolving for the better for learners. Below is a testimonial from one such training agency, Evolution Technologies, situated on Waterloo Road in Blackpool.

"'We have worked with the Alex as a training agency for the Hoteliers Into Training Project throughout the project. We have delivered 23 courses to accommodation providers in Blackpool and we feel by working in partnership with Alex that we have delivered relevant interesting courses focussed on the business needs of this particular sector.

During the planning stage of the first programme of courses we discussed with Alex the needs of the sector and began formulating a delivery plan to take the learning requirements of the sector into consideration. This information helped us to develop, 'bespoke' courses. We took into consideration many factors including course duration, course content and the expectations of the industry. We began with courses which included, 'Learning how to use a database' and 'Mail Merge to help your business' among others. The first courses were well received, the feedback was extremely positive and learners stated that they felt the tutors were helpful a courteous. However some learners felt that the courses were pitched at too high a level, and that they required more basic courses before progressing.

This factor was taken into consideration and as a result Alex discussed with us the potential of modifying the product for the next programme. Thereby allowing more basic learners the opportunity to attend courses and example of this was offering a Basic Microsoft Word course first and then offering a how to use Mail Merge in your business course. This allowed learners the opportunity to learn a basic software package and then learn how to implement the package in a relevant manner to their business.

After the successful implementation of the training we discussed the possibility of extending and diversifying the courses to offer the hotelier the opportunity for both highly relevant training and to achieve a nationally recognised qualification. Therefore with the implementation of the third programme of training an 'optional' exam was offered as part of the course, for the opportunity to attain a qualification.

This proved extremely popular as hoteliers appreciated the 'no-pressure to take exam'

approach and many did. From these training programmes we have maintained a strong relationship with the learners, who have very often used us as a help desk for their computers needs. We have even sold computers to new learners and given them free set up advice. We have offered an opportunity to any learners who feel that they needed additional help after a particular course to use us as a free 'drop in' centre, so we could run through their particular issues. This relationship has all been made possible thanks to the close working relationship with Alex and the Hoteliers into Training Project"

One hotelier recently stated, "For the last 10 years I have been trying to avoid anything to do with new technology. At the age of 63 it has now caught up with me, reluctantly I enrolled on a course with Hotelier into Training and Evolution Technologies. I was instantly made to feel at home thanks to their friendly and helpful staff, I was not made to feel intimidated by asking questions or for advice. I passed my basic word course this has helped me with my business and I am looking forward to starting other courses to help my computer skills"

Blackpool and the Fylde College have been a training agency for a number of courses during the lifetime of the Hoteliers Into Training Project. They have worked closely with the project manager to develop a new high quality customer care course which will complement the existing Welcome Host that is offered by NWTB. It is anticipated that this will be launched in 2004 and will meet the needs of the sector in delivery and course content.

Comparison of how the project dealt with Information Communication Technologies, Equal Opportunities and Sustainability

Blackpool is the UK's leading seaside resort, contributing 25% of tourism spend in the North West, training is of paramount importance to the sustainability of the tourism industry in Blackpool and the North West. Especially in light of the Blackpool Casino Resorts proposal which will have a significant impact on the tourism industry. It will be a launch pad for further reinvestment in the resort and could lead to a number of job opportunities. The strategy contained in the SRB Round 6 Bid clearly states as one of its main objectives the commitment to the '*development of a higher quality more competitive tourism product that will deliver quality sustainable employment and engender the conditions that make private sector investment attractive'* another key objective in the strategy document is '*to advance educational attainment and job related skill levels….targeting those most excluded from the current system'*

In order for our existing accommodation providers to compete in this invigorated market they must have the skills and knowledge to support them. The HIT project has enabled them to do this as it has made high quality training affordable and passed on useful tips and vital knowledge. It has also fostered the feeling that accommodation providers shouldn't feel isolated if they have a problem as they could find many other people on courses have similar issues. Therefore the courses have inspired more confidence in the beneficiaries themselves. As one accommodation provider stated, 'Extra knowledge always makes you more confident – the courses have given people a seed of an idea, and enabled them to let that seed grow to develop that idea'

The courses have also promoted the concept that sharing industry knowledge with other accommodation providers in Blackpool is vital to ensure the quality of accommodation in the resort is of a high standard, thereby keeping visitors coming to Blackpool. This is a key mindset change as the industry as an overall does not have a high networking ethos.

Blackpool Borough Council operates a well established Equal Opportunities policy, which

the project manager is aware of and works towards its aims and objectives. Throughout the project the project manager has ensured that the equal opportunities policy of the council is applied to the project at all times, this ethos has also been discussed with all delivery agents and trainers. The project has provided equal opportunities to all groups, including 'older people' as approximately 70% of beneficiaries were over 50 years of age. A high proportion of hotel owners are between the 45-65 bracket, and they have started up a business with their redundancy payments. Blackpool has a very low level of ethnic minorities. In the 1991 Census, the figure was only 0.1% of the population. Local knowledge suggests that this figure has increased only slightly, and approximately 1% of beneficiaries on the Hoteliers into Training were from ethnic minorities.

ICT was used by the project manager, for day to day management and to promote the project through literature. It was also used to ensure the smooth running of the administration of the project such as Word, Excel, Microsoft Outlook etc. Beneficiaries were also offered a full range of IT related courses to help learners to become familiar with the benefits of various applications in their businesses.

Microsoft Outlook has also been used to communicate directly with beneficiaries, this has proved to be a useful tool as a fast mechanism for communication.

Those attending courses have always had the benefits of e-commerce identified and promoted as a way to future development. It is believed that by the inclusion of IT at every opportunity, the awareness of its importance in their business development will eventually be understood and accepted.

Sustainability of the Project's Activities (Exit Strategy/Mainstreaming)

The outputs of project have been met and exceeded and the feedback given by beneficiaries has demonstrated that those hoteliers directly supported by the HIT project have developed skills to enforce the competitiveness of their businesses.

A primary aim of the project has been the continued collation of information on gaps in provision and next stage development of training requirements. It was always hoped that those who had accessed training would continue on their ladder of personal development. By identifying gaps in provision and next stage development, organisations positioned to provide and deliver were also identified. Therefore the success of the project, lessons learned, exemplar organisations and future training needs led to the development of a second stage application for Hoteliers into Training to continue with the assistance of SRB funding

Blackpool Borough Council has shown a commitment to training by appointing the Project Manager for 3 years.

The HIT II project will commence in January 2004 and will run for 2 years, it will use the research gained from the previous project to continue to target learners. It was also work closely with the Tourism Support Bureau and HOAST to offer a complete 'package' of business support. This package will include advice on quality and accreditation, business development advice and training. It will also act as a sign posting facility to other organisations who maybe able to help accommodation providers in Blackpool. This will be particularly useful to new business start up's in Blackpool. To negate any potential feeling of 'isolation' within the local industry.

The over arching aim of this project is to raise awareness of the benefits of training and continue to offer relevant training to this sector who will then have developed skills to enforce the competitiveness of their business which has a direct sustainable effect in line with the aims and objectives of the Blackpool Regeneration Strategy identified in a previous section. This also complements the Masterplan Vision for the regeneration of Blackpool and dovetails into other projects and schemes currently underway or intended in the future to deliver 'the Vision'.

It also anticipated that those that have begun to train through the HIT project will continue with HIT II as feedback has shown a massive interest in the project and a wish for it to continue. The 'Feedback' Event, which was held in mid December highlighted this point, and many accommodation providers came forward to detail future training that they would like to take part in.

Details of tools used to evaluate the impact of the project

- Face to face interviews
- Feedback Forms after the completion of each course
- Evaluation forms three months after the end of each course
- Final Evaluation Event
- Telephone Discussion
- Consultation with local trade associations
- Consultation with key delivery organisations
- Consultation with key operators

SIGNATURE:

DATE