

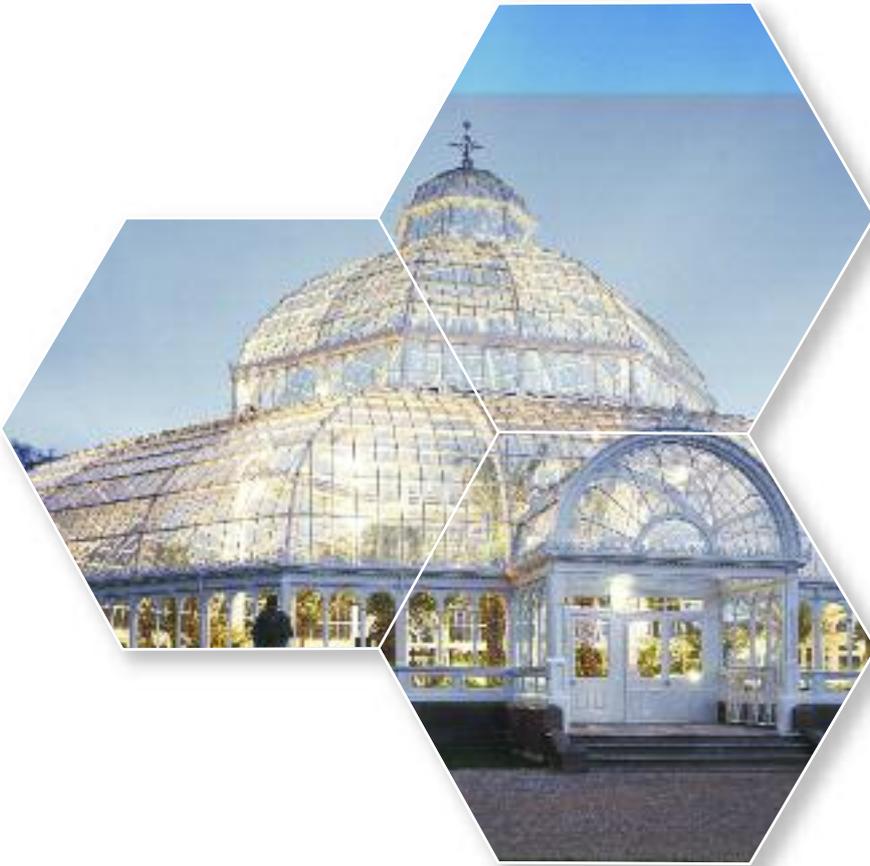
Liverpool City Region Skills for Growth



VISITOR ECONOMY
A Skills for Growth Agreement

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Skills for Growth Agreements

This agreement, produced by the Liverpool City Region Labour Market Information Service, is one of a suite of 10 agreements that will be produced for key sectors and employment locations within the City Region.

The agreements have been commissioned by the Liverpool City Region Employment and Skills Board, as part of the 'City Region Deal' with Government. The purpose of the agreements is to capture the current and future skills needs of businesses and communicate this to schools, colleges, learning providers and universities to enable them to plan courses and provision.

As part of publicising this agreement, employers, skills providers and local employment partnerships within the Visitor Economy sector will be encouraged to work together to resolve the mismatch in employment and skills within the City Region.

It is hoped that individual (or where applicable groups of) employers, and providers, will agree bespoke Skills for Growth Agreements and will publicise these agreements to encourage others to do likewise.



Foreword



Stephen Roberts

Liverpool City Region Visitor Economy Business Leader

Stephen Roberts is General Manager of the Crowne Plaza in Liverpool City Centre, Chair of the Liverpool City Region Employer Coalition and Vice Chair of the Liverpool City Region Employment and Skills Board.

We all know that the Liverpool City Region is a great place to visit and stay, with an unrivalled collection of attractions which meet everybody's interests and needs. There has been a tremendous growth in the Visitor Economy over the last few years, and this provides a sound foundation to build upon.

The Government tells those of us in the private sector that we can help speed up the recovery by creating jobs and ensuring our businesses are more productive. We understand this, yet we do not always realise how much help is out there in supporting us to recruit and train the workforce we need to grow.

Businesses have a responsibility to make sure this support works for us and in order to do this we need to describe what we need, in terms of where, when and how. This document is a statement of private sector recruitment and training needs and a call to action for partners to respond to the growth potential of the Visitor Economy in the Liverpool City Region.

If I stayed at another hotel I would have certain expectations, if something wasn't fit for purpose I would ensure that I provided feedback and give the hotel a chance to actually meet my needs. In doing so not only would I get what I wanted but future customers would also hopefully benefit. The same must be true for the employment and skills service we individually and collectively access. If businesses get better at letting providers know what they need, we all stand to benefit.

Our city centre Visitor Economy has for a long time faced particular human resource challenges – the retention of good staff and the development of skills in key areas of the business where recruitment is difficult. We need to bring in a new generation of talent and hold on to them. Recruitment and training of apprentices is clearly one way of making this happen, but businesses need to invest in their staff if we expect to retain them.

With the advent of the International Festival for Business 2014, the sector is once again going to be instrumental in delivering a major event on the world stage following the 2008 Capital of Culture. This underlines the connectivity of our local economy. As captains of global businesses and industry descend on the city it will be our sector that provides the welcome and hospitality to show them how investable we are. We have one shot at this and the people providing that warm Liverpool Welcome need to be prepared now.

The Employment and Skills Board asked me to lead a piece of work to bring supply and demand together, so I have worked with other businesses, the Skills Funding Agency, Jobcentre Plus, National Apprenticeship Service and the National Careers Service alongside colleges and private training providers and other partners to create this Skills For Growth Agreement.

I hope what we have provided gives us all the call to action, that we need to help prepare our future workforce and ready this sector for the tremendous growth potential it offers.

Headline Actions

Within this document there are many specific highlighted opportunities for businesses and providers to realign the way they work together in order to meet the employment and skills challenges the Visitor Economy faces. However, based on the analysis of the demand for and supply of skills, this Skills for Growth Agreement recommends the following five headline actions.

1. Based on skills enrolment, start and achievement data there is no clear shortage of individuals pursuing learning opportunities in the Visitor Economy. Unlike other sectors we do not need an expansion of skills provision but an increase in its relevance. **Businesses and providers need to embark on a significant collaborative curriculum redesign process** incorporating more work/industry experience to ensure it is more relevant, fit for purpose and learners are better prepared for work. As providers better understand what real local businesses want, the matching process will improve substantially. The delivery of skills must be made more specific to employer needs.
2. Visitor Economy businesses understand the sectors connectivity and interdependencies, but skills training in many cases is too compartmentalised. **Training courses must do more for front of house employees and new recruits by building in stronger components of 'destination awareness'**. A short module on the local tourist attractions, the city centre and what the region has to offer as well as local retail outlets, restaurants and hotels would be beneficial.
3. Chefs are an occupational group where specific actions are needed by training providers and businesses. Again there is no shortage of training courses and people on them, but consistent feedback from businesses indicate that they cannot find chefs of the quality and calibre they actually need. There is a significant role here for **Further Education Colleges and Apprenticeship Providers to work with hoteliers and restaurant owners to develop elite chef opportunities to produce the next generation of world class chefs**. A specific Apprenticeship framework exists to help facilitate this.
4. Liverpool continues to climb the destination list of top tourist city break destinations. With the increase in international visitors there needs to be a step change in two areas.
 - a. **Higher calibre of customer services, through the use of products akin to World Host/Welcome Host¹;**
 - b. **The embedding of language skills alongside customer service frontline occupations and Apprenticeships in key Visitor Economy businesses.**
5. Finally there remains a problem of transience in the workforce due to its reliance on students, young people and highly mobile sources of labour. In many ways this can be an asset as it ensures a certain amount of flexibility and diversity in the workforce. However, a consequence can be seen in the difficulties experienced in management development in the sector. This leads to two actions:
 - a. There is a role here for employers and both **Apprenticeship providers and Higher Education to work with businesses more closely and develop the sectors future leaders**. This in turn should be used to **inspire the future career choices of individuals seeking a career rather than a job**.
 - b. There is role for all partners to **promote the Visitor Economy as a viable career choice with extensive job opportunities and potential to progress within the sector**. This could be spearheaded by a proactive business led campaign to highlight the career opportunities to learners in schools, colleges, training providers and universities.

¹ <http://www.worldhost.uk.com/>

Introduction

This document forms the basis of an agreement between providers (supply) and employers (demand), facilitating a deal to support growth for one of the Liverpool City Region's key sectors.

Through concerted efforts by business and the public sector we have a shared vision that by 2023 the Visitor Economy will have created 12,000 additional jobs, and grown by an additional £1.2 billion by 2020.

Liverpool and its surroundings are famous throughout the UK and all over the world. The Beatles, Everton and Liverpool Football Clubs, the world's most famous horse race, the 'Grand National', Liverpool's iconic waterfront, Liverpool One, the Echo Arena and BT Convention Centre, a World Heritage Site, the best collection of national museums outside of London (including the new Museum of Liverpool), the Tate and the many theatres, live music venues and comedy clubs are just some of the reasons that visitors flock here. The City Region is no stranger to major international events, including The Open Championship being held at Royal Liverpool Golf Club, Liverpool International Tennis Tournament and the Global Entrepreneurship Congress.

The main employers are in the tourism, retail and hospitality sectors, but the sector includes theatres, museums and art galleries too. In this area of the economy growth is predicated on ensuring that there is a consistently high standard of skilled and motivated people choosing to make a career in our hotels, restaurants, shops, amenities and visitor attractions. There are a number of major events taking place in the region which will create demand for the Visitor Economy, including Columbus Day, organised by the Association of Cruise Experts (ACE) for 400 senior travel executives in September, 2013. In 2014 our City Region will be hosting an International Festival for Business on both banks of the River Mersey. Commercial leaders and investors will be visiting and we have a once in a generation opportunity to illustrate why this City Region is such a great place to live, work and play. The City Region is also hosting the Liberal Democrat Party Conference in 2014. Our ability to welcome an increased volume of UK and international visitors needs some serious planning and preparation.



This Skills for Growth Agreement articulates more precisely what actions businesses, schools, colleges, training providers and other partners can take to support this future growth.

This document is a practical toolkit to enable a host of key partners to make a big difference to the future prospects of Liverpool City Region people and businesses. It has been business-led and has attempted to provide a clear picture of the jobs and skills needed by this industry sector to assist schools, colleges and training providers in developing their own careers advice and curriculum.

To make a real difference however we need to go further than demand-articulation and more directly and quickly undertake action. Arguably the most important element of this Skills for Growth Agreement is the final section - the agreement itself found at the back of this document. This contains practical actions for businesses, service providers and other key partners to agree between each other.

12,000
additional jobs
predicted

A Warm Liverpool City Region Welcome

This Agreement is a direct response to the Liverpool City Region's Visitor Economy Strategy to 2020. The strategy projects that the sector will be worth £4.2 billion to the Liverpool City Region economy employing 55,000 people. The Strategy to 2020 lays out a clear challenge to those of us concerned with either the economic development of the sector or the job and career prospects of local people. Its aim is:

To promote the Visitor Economy as a first choice career and to address skills gaps in the hospitality workforce including management and leadership, customer service and cheffing

There are a number of strands and markets that will continue to be developed building on the success we have already enjoyed by becoming one of the most high profile city destinations in the UK. In addition to cross cutting investments in the marketing of the City Region as a destination there will be considerable focus on developing the following:

- The Leisure Market
- Festivals and Events
- The Conference Market

Growth and development is expected across the City Region and a reinvigoration of some of the cultural and visitor attractions is planned. These include England's Golf Coast, the World Heritage Waterfront, Rope Walks, Cavern Quarter, Southport and the Wirral Peninsular. Growth in these attractions and in the various visitor markets (from day visitors to those electing for a longer stay) will have a profound impact on the investment in infrastructure needed to meet the city's growing status as a destination.

Key to this necessary infrastructure and helping to give the distinctiveness of place, are the people living and working in the City Region. In order to capitalise on a growing Visitor Economy with such an eclectic mix of attractions and reasons to visit, we will need a workforce that provides a distinctive world-class warm 'Liverpool Welcome'.

The skills mix of the workforce of today and the workforce of tomorrow is a key component of our plans to grow the Visitor Economy. The skills mix we will require needs to be amongst the very best in the world and ranges from cross-cutting (world-class customer service and destination awareness) to the very specific (Chefs & Major Events Management).

This will not happen by accident. If we want to increase the size and quality of the Visitor Economy's human capital then we will need to deliver a step change in the way that businesses and those charged with skills development and employment preparation work together. This is the purpose of this Agreement. Businesses from the Visitor Economy will need to invest their time and leadership in illustrating more precisely what their skills and workforce needs are and our schools, colleges and universities will have to commit to delivering what is needed.



Demand Skills and Employment

This section of the report takes evidence from three main research documents, (see references on page 29) as well as feedback direct from key employers within the City Region, many of whom attended a Visitor Economy Symposium (Business Consultation) which took place in March 2012.

The People 1st State of the Nation Report 2011

State of the Nation 2011 is the third annual report from People 1st (the Sector Skills Council covering the Visitor Economy), examining the changing skills and labour market across the hospitality, leisure, travel and tourism sector. It looks at the effect that the economic downturn is having on recruitment and training decisions, focusing specifically on the impact of transient workers on labour turnover and employee engagement.

The strategy identifies challenges and opportunities for the sector in:

- Entrepreneurship skills - the sector attracts a large number of new businesses, but has a high proportion of business closures.
- Employment opportunities - the sector is well placed to offer employment and career progression opportunities to the currently unemployed to help grow and re-balance the economy with ongoing skills needs for chefs and managers.
- Employee demographics - nearly half of employees are part-time and there is a higher proportion of younger workers than across the whole of the economy.
- Recruitment and retention - there are issues of staff turnover with one of the highest UK turnover rates by sector, at 23%; this has fallen from 31% in 2009. A reliance on transient workers allows the sector to respond to fluctuations in need, but also increases recruitment and training costs over time.



- Particular skills shortages - hard to fill vacancies exist for chefs, managers and customer service skills generally.

Visitor Economy Symposium - “Liverpool Welcomes”

In order to gauge the employment and skills needs of local businesses in the Visitor Economy, the National Apprenticeship Service funded the Greater Merseyside Learning Provider Federation to host a Visitor Economy Symposium - “Growing Merseyside’s Visitor Economy” on 27 March 2012. A headline summary of comments is included in the following table:

| | Information advice and guidance in schools | Information advice and guidance for adults | Pre-employability skills | Current unmet skills needs | New qualification/delivery models | Higher-level skills |
|--|--|--|--|---|---|---|
| When it comes to skills development for current and future staff, what are the issues and challenges your organisation faces? | Schools need support in understanding the sector. It is not effectively promoted as a career | Illustrate both reality of jobs and potential of career paths | Behaviour, attitude and personality attributes need more inclusion in courses and recruitment | Language skills/world class customer service/chefs and facility management | Destination awareness modules. Incorporation of 'Performance' training | Better connection of current Management HE courses and industry |
| How can apprenticeships be part of the solution to the challenges faced by employers in the visitor economy? | Promote diversity of careers and link to apprentice opportunities | Build and publicise new apprentice opportunities for exciting roles | Pre-apprentice route ways. Communicate reality of sector in recruitment better | Higher-level skills need considerable development. Chamber maid apprentices | Cross-sector apprentice sharing would be a helpful opportunity to develop | Development of Higher level Apprenticeship Frameworks as vocational pathway (L4) |
| How can employers and training providers work together to move forward skills development solutions to support growth in the sector? | Provide work experience. Businesses could adopt a school | Internships could be provided to help people understand if this is a career for them | Better industry involvement in pre-screening. Up skill providers to understand hiring requirements | Employers need to clearly articulate needs more and providers need to respond | Invest in ensuring all apprentices have world class customer service skills - no current generic module | Invest time in supporting Sector Skills Council Advanced Apprenticeship development |

Other headline comments from this extensive consultation exercise include the following key messages for businesses and providers of education, learning and training.

- Continuing Apprenticeships started with previous employers.
- Use Apprenticeships as real jobs not temporary low cost options.

Flexibility

- Employers want a multi-skilled workforce: the transition of individual employees between different sub-sectors of the Visitor Economy helps to illustrate its connectivity.
- Individual flexibility is often overlooked. There are some core attitudinal factors and behaviours which are essential to most job roles, yet these are often de-prioritised over meeting qualification requirements.

“Individual flexibility and positive attitudes to work is essential”

Pay and Retention of Staff

- There are some demand-side barriers which relate to pay, conditions and working patterns which impact on recruitment and retention.
- Although some of these are unavoidable employers can do more to help through some of the following:
 - Helping providers understand what businesses need.

Recruitment and retention of chefs can be an issue for the sector

Liverpool City Region's Visitor Economy Strategy to 2020

The Liverpool City Region's Visitor Economy Strategy to 2020 was designed closely with businesses and identified six key employment and skills priorities:

- Management and Leadership
- Customer Services
- Cheffing
- Destination Awareness (An understanding of events, attractions, restaurants, hotels and bars)
- Language Skills
- Promoting the Visitor Economy as a Career Choice

This information represents our starting point for this 'Skills for Growth Agreement' but the information is at too high a level to assist colleges and training providers in reshaping their provision to meet the needs of businesses.

The reality is that in order to influence the supply of skills we would need to first understand to a greater degree both the scale of the opportunity and the skills, competencies and aptitudes required for the job roles needed by businesses.

For example cheffing is reported as an area to prioritise because this is keenly felt by the demand-side, but data on enrolments in colleges and providers suggests there should be no such shortage. This indicates that the challenge is not simply about demand articulation and putting on the right number of courses but about the quality of those who graduate from these courses. There are issues around relevance where providers and businesses need to collaborate to ensure that the courses connect to businesses and meet their needs. There is also a demand-side challenge over retention due to a number of promising chefs moving to jobs outside the City Region.

Input received from business so far suggest that there are six key skills priorities that would enable them to obtain the skills they need to grow:

1. Improving the Connectivity of Liverpool City Region as a Destination

A consistent message relating to the skills of those working (or wishing to work) in the sector is that there needs to be a significant improvement in the connectivity of the different components of the Visitor Economy.

If we are to derive the maximum impact from each 'visit' the Visitor Economy needs to work more closely together. Each sub-sector is dependent on the rest and improving the skills of employees in understanding their role in the larger 'destination' of the Liverpool City Region is critical.

Destination awareness is in too short supply, yet if we are to maximise visitor spend, experience and repeat visits this needs to be improved. It is a key element of human capital development that warrants investment. Everyone who comes into contact with a visitor, from the taxi driver who collects a tourist at the airport to the bar tender serving drinks should be equipped with an understanding and knowledge of other places to stay, eat and visit. It would be difficult to replicate the level of knowledge and skills of a top hotel concierge, but many of the principles of this job role should be more widespread.

Therefore it is advantageous to all if **pre-employment programmes; Apprenticeships and college courses include destination awareness in their curriculum.** This will benefit people who chose to learn and work locally.

Everyone who comes into contact with a visitor, from the taxi driver who collects a tourist at the airport to the bar tender serving drinks should be equipped with an understanding and knowledge of other places to stay, eat and visit

Improve the image of the sector as an inspiring career choice

2. Liverpool as a World-class Customer Service Destination

The Visitor Economy in the Liverpool City Region benefits from an enviable natural asset - the warmth and welcoming character of its people. This is an asset that we can build on. There are a number of internationally recognised training programmes that focus on delivering a world-class customer experience, which include World Host and Welcome Host.

World Host was originally designed for the 2010 Winter Olympics in Canada and has since been recognised as delivering a truly world class welcome. To such an extent that both Skillsmart Retail and People 1st recognise it as a gold standard in customer service excellence. Getting our businesses accredited is a simple matter of training our employees to deliver this gold standard in customer service. Training of existing employees is primarily a matter for businesses; however its recognition in the industry is such that **building 'World Host' into publicly funded training and employment programmes will improve the employability of those seeking a job in the sector.**

Significant progress is already underway in this regard with the Retail National Skills Academy (Academy One) delivering training to a large proportion of the city's retailers based at Liverpool One, St John's Shopping Centre and the Met Quarter. Extending this process and similar calibre products to wider learning programmes and our hotels, restaurants and attractions should be a priority.

3. Making the Visitor Economy an Inspiring Career Choice

Another key message from businesses in the Visitor Economy is around the image of the sector. The sector is often seen as a transition job or a low paid job with little and few career development prospects. Business leaders who have worked their way up the career ladder from within the sector understand from first hand experience that this simply isn't true, yet the sector image continues to be poor in terms of becoming an inspiring career choice.

This is another area where we need businesses to work with schools, parents, providers of information, advice and guidance, colleges, jobcentres and other providers to challenge perceptions and improve the image of the sector.

Ideas that have so far come forward from businesses include businesses adopting a school, a college or a training provider to help promote the sector but also assist in their curriculum development to ensure it is relevant to the industry.

A key role here flagged up by many businesses is ensuring that in our enthusiasm to sell the Visitor Economy, we also present an honest account of what the sector is like to work in as it is undoubtedly true that it is not right for everyone.

4. Creating the Next Generation of World Class Chefs

According to many leading local businesses, the Liverpool City Region has a tremendous ability to produce world class chefs and this has been the case for well over the last decade. Unfortunately it has been equally effective at exporting these crucial assets to hotels and restaurants around the UK and the world.

Despite chef courses being widely available with colleges and training providers there is a perception that the graduates of existing courses do not have the work experience; high-level skills and depth of knowledge to work in our top establishments. It is not a case of needing to put on more catering and chef courses but improve the ones we have. **This can only be accomplished if businesses are prepared to work with our colleges and providers and be much clearer about what they want and get involved in the design and delivery of our chef training investments by, for example, providing work experience.**

5. Developing the Sector's Leadership and Management

An attractive aspect of the hospitality sector is the ability to rise through the ranks quickly and it is not unusual for talented individuals to find themselves in a supervisory or management position within a short time of joining a business and often at a young age. The transient nature of many hospitality businesses with high staff turnover and many employees who perhaps came into the industry as students (from a

variety of disciplines), further means that those in management positions are often ill equipped to do the job. Some find the transition from service delivery to resource management challenging and lack any formal management training.

The sector needs to address this skills gap by providing individuals with management training and mentoring from more experienced Visitor Economy managers. The Talent Programme run by the former Mersey Partnership is **an example of a programme specifically developed to address this, giving participants a qualification in Supervisory Management as well as an industry mentor.**

A further example of the management skills deficit can be found in Financial Management. The background to many of those in management positions in the Visitor Economy is in the technical skills required to do a customer facing job e.g. food preparation, housekeeping or reception. As individuals develop their careers within the sector **there is a requirement for them to be more financially aware. 'Finance for non financial managers' would meet sector needs in this area.**

6. Improving Language Skills from Across the Sector

Liverpool is the 6th most visited UK destination by overseas visitors and has aspirations to be in the top 50 international conference destinations. As we welcome increasing numbers of overseas visitors and further develop our international credentials, local businesses need to respond through ensuring key customer facing staff speak different languages. A number of successful language training programmes from 'Meet and Greet' skills to bespoke language courses for particular establishments have been offered in the past. Language colleges, specialist schools coupled with the sector's own migrant workforce need to address this specialist skills deficit, **but it would be helpful if there was a higher overall capability of languages.** The development of the International Trade Centre may result in further demand for foreign languages.

Embed language skills alongside customer services for front line occupations within visitor economy

There are opportunities to deliver training for managers in supervision, finance and resource management roles

Liverpool City Region Tourism Statistics Top Overseas Visitors for 2010 are:

- **Eire**
- **USA**
- **Australia**
- **Germany**
- **Spain**
- **Netherland**
- **France**
- **Switzerland**
- **Austria**
- **Italy**
- **Norway**
- **Poland**

However, there are an increasing number of other tourists visiting the City Region, with 3,500 overnight visits from Japanese tourists. The fastest growing City Region visitor markets 2008-10 were identified as: (current levels shown in brackets):

- **Russia 39% (2,200)**
- **Brazil 16% (3,800)**
- **Argentina 15% (2,000)**
- **China 11% (1,500)**
- **India 7% (3,700)**

Source: LCR Digest of Tourism Statistics, England's Northwest Research Service, March 2012

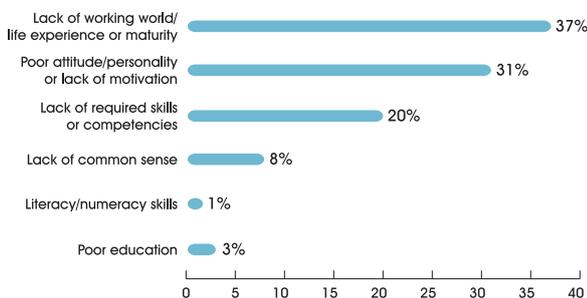


The UK Commission's Employer Skills Survey 2011 - Liverpool City Region Visitor Economy - Employer Insight

The UK Commission's Employer Skills Survey 2011 is the first UK-wide employer skills survey and one of the largest surveys of its kind in the world; interviewing over 87,500 employers from England, Wales, Northern Ireland and Scotland. The survey looks at a host of measures to provide a comprehensive and robust picture of the UK economy and detailed results broken down by Local Enterprise Partnership areas allow us to gain insight into the needs, concerns and opinions of employers in the Liverpool City Region.

Skills Lacking Amongst Employees

Employers found the same type of characteristics lacking in employees (of all ages) they considered unprepared for work. The chart shows that a "lack of maturity" and "poor attitude & lack of motivation" are the main concerns for employers in the City Region; these are both personal attributes rather than actual skills.

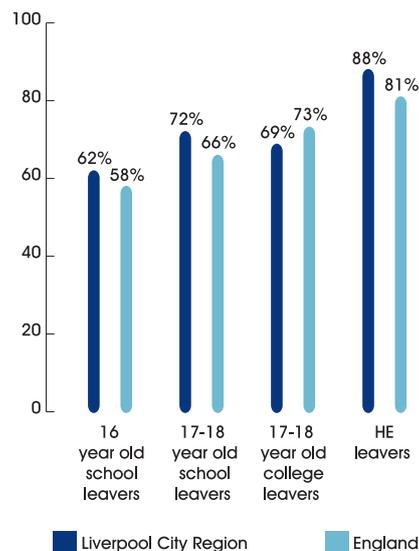


The survey also asks all employers which skills are lacking across their entire workforce. After 'job specific skills', the most common generic attribute that they found lacking is 'customer handling skills'.

Prepared for Work

Unsurprisingly, the general trend (in both the City Region and across the Country) suggests that potential employees become more prepared for work as they get older and experience Further or Higher education.

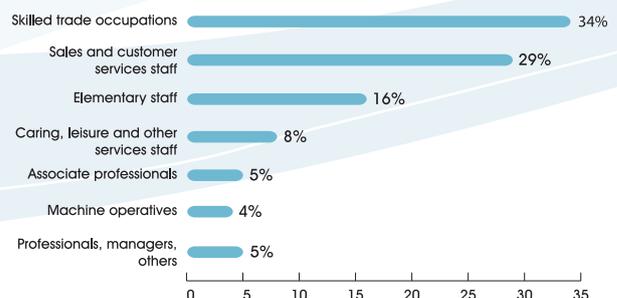
The 'preparedness gap' between HE Leavers and 16 Yr Old School Leavers in the Liverpool City Region is 26% points compared to 23% points nationally; this suggests that the benefits of Higher Education (in regards to being ready for work) are more pronounced for those in the City Region than the wider country.



Occupations in which there are Most Difficulties in Retaining Staff

The chart below shows that 'sales and customer services staff' are seen by employers in the Liverpool City Region as the second most difficult to retain; accounting for more than a quarter of responses.

Feedback from the Visitor Economy symposium suggests that this could be due to wages in the sector being perceived as low and the high proportion of part-time staff who work in these types of roles.



(the chart shows a total of 101% - this is purely a consequence of numerical rounding.)

The draft England Tourism Framework Skills Action Plan (January 2012)

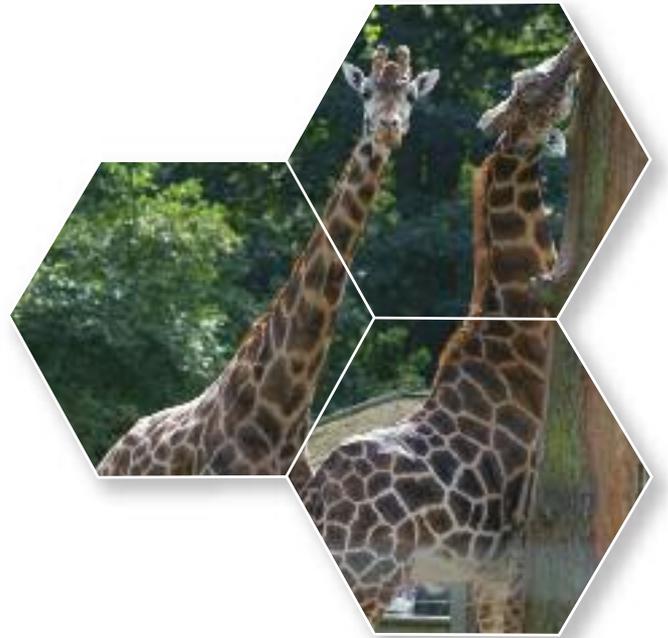
The draft framework sets out the following vision and objectives²:

Vision

To increase the productivity and performance of England's tourism businesses through investing in the skills of the workforce, which will contribute to 5% growth, year on year, in the England tourism market by 2020.

Objectives

1. To motivate employers to improve performance through investing in the skills of their workforce
2. To increase awareness of, and access to, the skills solutions and products that are available to employers
3. To raise skills levels in the sector by:
 - a. Targeting new entrants and equipping them with the appropriate skills
 - b. Improving customer service skills
 - c. Delivering qualifications and apprenticeship programmes that reflect industry needs



The Framework Identifies that Addressing the Skills Needs of the Sector is Important for:

- **Business** - for without a skilled workforce, businesses will not be able to function effectively, maximise their delivery, grow or compete with one another or with international competitors.
- **Local destinations** - as visitors are less likely to return if they have experienced poor quality service. Similarly, without people with the necessary skills, businesses will find it more difficult to perform effectively and therefore increase visitor spend.
- **Government** - the sector employs approximately 1 in 14 workers across the working population. It is a significant job creator and it is set to grow. The sector can help social mobility as it provides a career structure that enables those who enter the sector in frontline positions to progress into higher skilled and management roles.
- **Sector growth** - by 2017 the sector will (nationally) require an additional 290,000 managers, 61,000 chefs and 400,000 front facing roles from 2007 levels.

² http://www.EnglandTourismFramework.co.uk/Images/Draft%20Skills%20Action%20Plan%2019%20Jan%202012_tcm31-30011.pdf

Demand Job Growth Projections

Recent econometric projections have been made about the growth in Visitor Economy jobs in the Liverpool City Region. The picture they show is of a sector with a tremendous amount of opportunities. This is building on a period of sustained growth and development going back over 10 years. Against a host of economic and business measures, the trend has been largely one of continued progression. Between 2004-2009 hotel room stock increased by 28%, and over the past 5 years total employment has grown by around 10%. This presents a solid growth trajectory on which future projections can be made.

For projection purposes there are two scenarios of growth estimates made. One is based on what happens if there are no new policies implemented to develop the sector ('baseline' projections) and one where policies of the Visitor Economy Committee are implemented ('policy-on' projections).

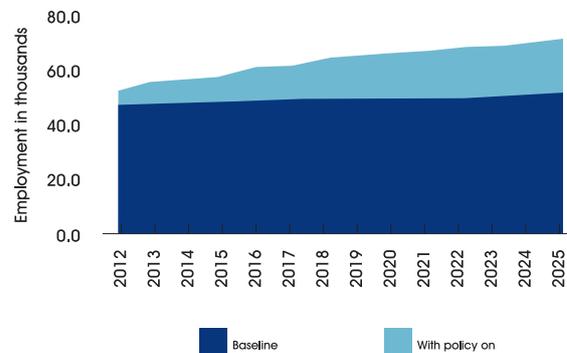
Examples of the types of policies that the Liverpool City Region is pursuing are as follows:

- Improvements in promoting the city as a visitor destination.
- Improving the access points and travel to and around the City Region - including turnaround facilities for cruise ships.
- Investing public and private funds to improve the range and quality of places to stay, eat and visit.
- Growth in business tourism - e.g. 2014 International Festival for Business and the Liberal Democrat conference.
- New Exhibition Centre in Liverpool linked to the existing Arena and Convention Centre.

The Liverpool City Region Local Enterprise Partnership is preparing a Destination Management Plan for the Visitor Economy. This includes a series of targets for overall tourism supported jobs that indicates a steady growth of tourism supported jobs in the sector from 2012 (45,000) to 2023 (57,000).

This shows an estimated 12,000 additional jobs in the sector. The following graph of earlier forecasts of visitor economy job growth shows greater estimates of overall Visitor Economy Growth between 2012 and 2025. All econometric forecasts are derived from Cambridge Econometrics Liverpool City Region data.

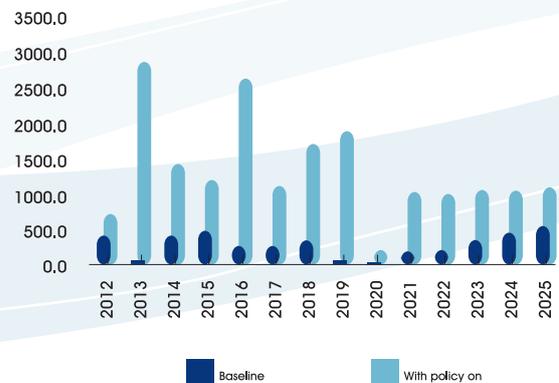
VISITOR ECONOMY EMPLOYMENT GROWTH



Source: LEFM Baseline / Policy On consistent with Cambridge Econometrics, UK Regional Economic Forecast, July 2011

The following graph shows the same two growth scenarios and their annual net job growth for the Visitor Economy over the same period.

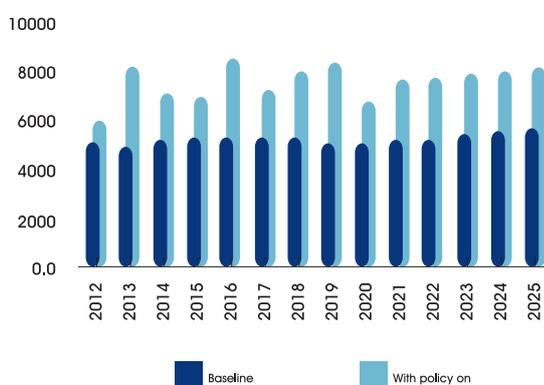
ADDITIONAL NET VISITOR ECONOMY JOBS



Source: LEFM Baseline / Policy On consistent with Cambridge Econometrics, UK Regional Economic Forecast, July 2011

This does not however give a prediction of the number of jobs likely to be available for the Visitor Economy in a given year, as the above figure is just additional demand and does not include replacement demand - where people leave their current job and open up an opportunity that others could fill. This is not an easy figure to calculate due to sector growth and wider negative economic conditions (which traditionally lower employee attrition rates). To provide some basis of planning we have used a figure of 10% employee attrition plus net job growth to estimate the extent of employment opportunities annually in the Visitor Economy.

TOTAL ESTIMATED VISITOR ECONOMY EMPLOYMENT OPPORTUNITIES PER ANNUM



Source: LFM Baseline / Policy On consistent with Cambridge Econometrics, UK Regional Economic Forecast, July 2011

These projections highlight the major economic impact the Visitor Economy will have on the City Region's future and the scale of responsibility for skills providers and employers to work collectively to meet this growth potential.

However, this high-level data is not sufficient to help us understand exactly what careers we should be inspiring our young people to pursue or what courses and learning our colleges and providers should offer.

Therefore, the Visitor Economy has been analysed in more detail to get a clearer picture of the specific job and career opportunities and the extent to which there will be significant demand for them, although there may be some local variations:

DEFINITIONS OF VISITOR ECONOMY GROWTH SECTOR OPPORTUNITIES

| Standard industrial code description (SIC07) | Subsector growth prospects |
|---|----------------------------|
| Accommodation | High |
| Food & beverage service activities | High |
| Tour operator activities | High |
| Other amusement and recreation activities | High |
| Creative, arts and entertainment | Medium |
| Taxi operation | Medium |
| Sea and coastal passenger transport | Medium |
| Renting and leasing of recreational and sports goods | Medium |
| Other reservation service and related activities | Medium |
| Convention and trade show organisers | Medium |
| Museum activities | Medium |
| Operation of historic sites and buildings and similar visitor attractions | Medium |
| Operation of sports facilities | Medium |
| Activities of amusement parks and theme parks | Medium |
| Inland passenger water transport | Low |
| Renting and leasing of cars and motor vehicles | Low |
| Botanical and zoological gardens and nature reserve activities | Low |

Employment and Skills Demand Conclusions

- We have a staff retention issue in the Visitor Economy locally that could be addressed by recruiting and training differently or employing from a different demographic in terms of age and background with appropriate pre-employment skills in place. The sector creates many part-time jobs and jobs at entry level, which makes its **opportunities particularly suitable for some members of our disadvantaged communities.**
- There is a clear need for more **work ready skilled chefs and frontline staff with multiple language skills and greater levels of destination awareness.** All of these can be addressed with more responsive provision from colleges and training providers, working to employers' immediate and long term needs.
- Improved Information, **Advice and Guidance is needed for individuals to be inspired by the opportunities presented by the sector** and understand the skills required for job entry. Better quality and more informed career profiles need to be produced for both young people and adults who may be currently unemployed or re-entering work and willing to re-train. The sector also needs to develop strategies to motivate young people to the industry, through proactive interactions with schools and colleges.
- **Pre-employment skills taster sessions, work trials and positive work experience opportunities to learners are needed for potential recruits to better understand the demands of the sector,** and also the opportunities for career progression that are available. If local people are to take advantage of the opportunities available in the Visitor Economy, employer commitment to offer these opportunities is the first step; vocational providers could also work with the sector in timing student work experience opportunities around the peaks of the business.
- **Better customer service skills** are needed if we are to achieve gold standard accreditations such as 'World Host'³. Customer service skills are required prior to employment with opportunities to incorporate good service skills that build towards World Host or Welcome to Excellence models of good practice.
- Further work is needed between employers and providers of higher level learning and training to identify the next generation of managers. Following this, **commitment needs to be secured to participate in relevant higher-level management and associated training either through Higher Education or vocationally based Level 4/5 learning or Level 5 Apprenticeships in Management.**



³ <http://www.people1st.co.uk/business-and-training-support/worldhost--customer-service-training>

Supply

The Supply of Training

Much of the specific vocational qualifications in this sector is undertaken within colleges, universities and private training providers, either through full or part-time study or Apprenticeship frameworks. However businesses invest and undertake a great deal of specific skills training and development programmes for employees and therefore it is essential that both employers and skills providers gain an understanding of each others offer.

The funding landscape is changing at the point at which this Agreement is being drafted; which may impact on conventional skills delivery patterns. These changes include increased higher education costs and loans for all full-time and part-time study

and the withdrawal of direct funds and the introduction of adult learning loans for over 24 year olds from Sept 2013 studying Level 3 or above programmes.

However, we can present the evidence in this chapter to show trends in delivery of training. It is sourced from the Skills Funding Agency's Statistical First Releases from 2008/09, 2009/10 and 2010/11 which give an account of Enrolments, Starts and Achievements. The supply of training to the sector superficially appears adequate when analysed in terms of raw numbers as can be seen from the following table.

LIVERPOOL CITY REGION FE & SKILLS ENROLMENTS, STARTS AND ACHIEVEMENTS DATA 2010/2011

| Sub-Sector | In Visitor Economy | Enrolments | | Starts | | Achievements | |
|--|--------------------|---------------|------------------------|---------------|------------------------|---------------|------------------------|
| | | Count 2010/11 | % change since 2009/10 | Count 2010/11 | % change since 2009/10 | Count 2010/11 | % change since 2009/10 |
| Active Leisure, Learning & Wellbeing | Partially | 4,520 | +9% | 3,400 | +3% | 2,360 | -2% |
| Customer Service & Contact Centre | Partially | 5,860 | +4% | 4,340 | 0% | 3,340 | +8% |
| Hospitality, Leisure, Travel & Tourism | Fully | 4,380 | -2% | 3,520 | -3% | 2,600 | -5% |
| Languages & Intercultural Working | Partially | 400 | -52% | 370 | -55% | 210 | -57% |
| Passenger Transport | Partially | 3,690 | -19% | 3,270 | +7% | 2,650 | -28% |
| Retail | Partially | 2,270 | +6% | 1,870 | +19% | 990 | -21% |
| Total Learners in Visitor Economy 2010/11 | | 21,120 | -3% | 16,770 | 0% | 12,150 | -11% |

Source: Enrolments, Starts and Achievements by Sector and Home Postcode 2010/11, Statistical First Release

There is no shortage of broad interest in the skill-sets and career paths that make up the Visitor Economy and there is more than adequate levels of enrolments annually to potentially meet replacement and new demand despite a slight decline in enrolments and achievements over the course of the last year (actual starts in learning remained steady). This raises a key point - the supply of training data covers a period from 2009-2011. During this period and beyond, businesses identified critical skills shortages yet in general terms the numbers moving into relevant learning remained static. Retail has risen but one of the key areas articulated in this document (language skills) are in categories that have declined. More worryingly the overall volume of people achieving qualifications has dropped by 11% between 2009 and 2011.

Businesses identified critical skills shortages yet in general terms the numbers moving into relevant learning remained static

This indicates that there are other factors at play that are acting as barriers to bringing supply and demand together. Anecdotal evidence from training providers and employers indicates that they are likely to include the following:

- Low-levels of business involvement in setting the curriculum of providers.
- Less competitive working conditions and pay.
- Unrealistic expectations of what the sector involves amongst learners.
- Historic low participation levels from the sector in initiatives like Apprenticeships, however this has changed over recent years as later charts will demonstrate.
- Lower levels of business take up of publicly funded training.
- Poor perceptions of existing delivery mechanisms by businesses.
- Transient workforce filling and creating gaps over short-term durations.
- Drop out of learners leaving for short term employment opportunities.

Achievements in FE language qualifications have fallen in the City Region between 2009-2011

It is however clear from the views of Visitor Economy businesses (expressed in the recent symposium) that there is a **mismatch between the skills they require and the skills delivered by training providers**, at the very least greater levels of businesses articulating the skills they require and providers responding to this can only help, not only with perceptions, but in the economic impact of skills training.

One example of supply that is worthy of further examination from the above table is the decline in language skills delivered between 2009/10 and 2010/11. This seems to be a skill-set desired by the Visitor Economy but not attracting enough learners into a detailed programme of study. There is certainly merit in those providers delivering training in both languages and hospitality working with employers to see how these two elements of training could be better synthesised. It is however noted that colleges are now seeing this potential and Hugh Baird College is actually setting up a language school within their international department delivering language courses.

It is also worth noting that **businesses could also support recruitment of personnel with languages by offering and promoting higher apprenticeships or graduate scholarships to academic students with languages who have studied in sixth forms and universities. This would ensure that high calibre staff are entering the sector, who could then move into management roles at a later stage.** The complexity of the employment and skills system creates a further consideration. The above skills enrolment data only relates to the provision delivered by Colleges and Skills Funding Agency providers. It gives no level of indication as to the extent to which universities or welfare to work providers support the Visitor Economy.

Colleges and training providers have historically been tied in to the delivery of specific courses in return for the investment of public subsidy. There is however opportunities to use new flexibilities in the system to encourage a more bespoke approach to meeting need. These include:

- The Innovation Code - ability to receive funding for skills delivery in advance of a qualification being placed on the Qualification and Curriculum Framework.
- The Study Programme launching in Sept 2013 - which will allow providers to incorporate substantive related work experience into provision offered.
- The Liverpool City Region Skills for Growth Bank should enable businesses themselves to buy precisely what they need from providers.

The more businesses and providers work together, the more this gap can be bridged.

Further Education and Skills

In 2010/11, more than 21,000 young people enrolled in Further Education courses and training relating to the Visitor Economy sector. This is an increase of 5% from 2008/09 (1,050 additional learners) and is in contrast with the national trend where enrolments have fallen by 8%.

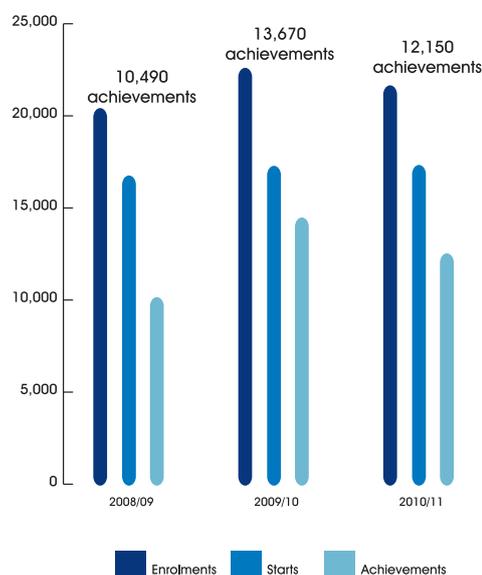
Visitor Economy Sub-Sector Performance

Of the six sub-sectors relating to the broader Visitor Economy outside of Hospitality, Leisure, Travel & Tourism, Appendix 2 shows that 'Customer Service & Contact Centre' courses saw the most enrolments (28% of the total) while 'Hospitality, Leisure etc' (the sub-sector deemed as 'fully' in the Visitor Economy) accounted for the third-highest number of enrolments (21%) in the Liverpool City Region.

Apprenticeships Provision

Chart 1 shows that there were 12,150 achievements in 2010/11 which is an increase of 16% (or 1,660 young people) since 2008/09. This is significantly higher than the national rate of growth for achievements which has fallen by 7% in the same period. A national fall in College enrolments generally was to be expected with an increasing proportion of FE funds dedicated towards Apprenticeship provision at age 19 alongside reductions in the overall Adult Skills Budget nationally. However, the local growth in enrolments in Visitor Economy courses demonstrates the strength of interest in the sector from local learners and providers particularly considering the falling numbers of young people leaving secondary school due to lower birth rates.

CHART 1
ALL 16-18 AND 19+ APPRENTICESHIPS WITHIN THE VISITOR ECONOMY
VISITOR ECONOMY: FULL AND PARTIAL SUB-SECTORS
FE & SKILLS



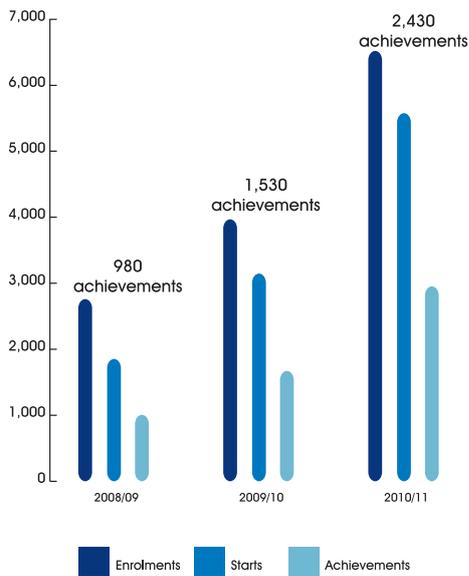
Source: Enrolments, Starts and Achievements by Sector and Home Postcode 2008/09 - 2010/11, Statistical First Release

The local growth in enrolments in Visitor Economy courses demonstrate the strength of interest in the sector from local learners and providers

Apprenticeships - Intermediate Level

In 2010/11, almost 6,500 young people enrolled for Intermediate Level Apprenticeships in the broader Visitor Economy sector. This is an increase of 150% from 2008/09 compared to a national increase of 89%. Chart 2 shows that there were 2,430 achievements in 2010/11 for Apprenticeship frameworks in the Visitor Economy footprint. This has increased by almost 150% since 2008/09 (980 achievements) and is higher than the national achievement growth of 72% (see Appendix 3). This shows that the growth of apprentices in the City Region is faster than the national average.

CHART 2
ALL INTERMEDIATE 16-18 AND 19+ APPRENTICESHIPS
WITHIN THE VISITOR ECONOMY
VISITOR ECONOMY: INTERMEDIATE APPRENTICESHIPS



Source: Enrolments, Starts and Achievements by Sector and Home Postcode 2008/09 - 2010/11, Statistical First Release

Hospitality, Leisure, Travel & Tourism apprenticeships accounted for 20% of the Visitor Economy cohort in Liverpool City Region, Appendix 4 details the breakdown by sub-sector. Significantly this Apprenticeship framework is the one that is wholly dedicated to the Visitor Economy, whilst other frameworks will also include activity and skills outside of the core Visitor Economy footprint (as detailed in Appendix 1). Chart 3 shows that the achievement volumes in this have increased significantly from 2008/09.

CHART 3
INTERMEDIATE APPRENTICESHIPS ACHIEVEMENTS IN
HOSPITALITY, LEISURE, TRAVEL AND TOURISM ONLY

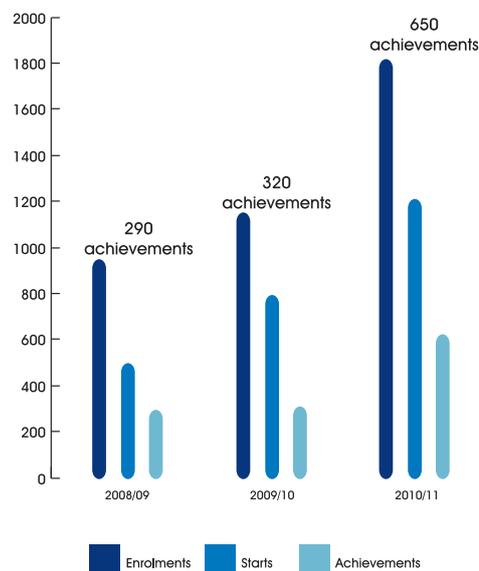


Source: Achievements by 'Hospitality...' and Home Postcode 2008/09 - 2010/11, Statistical First Release

Apprenticeships - Advanced / Higher Level

Chart 4 shows that in 2010/11, 1,820 young people enrolled on Advanced or Higher Apprenticeships (Level 3 or 4) in the Visitor Economy sector footprint. This is double the amount that enrolled in 2008/09 and shows a higher growth than national enrolment levels in the same period (as per Appendix 2, just 44%). The chart below shows that 650 young people completed their apprenticeships in 2010/11 which like the enrolment numbers, demonstrates a year-on-year increase since 2008/09. In this period, achievement numbers have increased by 124% in the Liverpool City Region compared to 56% nationally, again demonstrating faster local growth in demand.

CHART 4
ALL ADVANCED/HIGHER LEVEL 16-18 AND 19+
APPRENTICESHIPS WITHIN THE VISITOR ECONOMY
VISITOR ECONOMY ADVANCED/HIGHER
APPRENTICESHIPS



Source: Enrolments, Starts and Achievements by Sector and Home Postcode 2008/09 - 2010/11, Statistical First Release

Chart 5 details that from 2008/09 to 2010/11, there have been 200 achievements in Advanced and Higher Apprenticeships in Hospitality, Leisure, Travel and Tourism. If we are to meet the higher skilled management needs of the Visitor Economy the proportion of Level 3 and Level 4 qualified staff needs to increase. However, it is worth noting that there has been a significant increase in advanced and higher apprenticeships in customer service and contact centres from 80 achievements in 2008/09 to 390 in 2010/11 (see Appendix 5).

CHART 5
ADVANCED/HIGHER APPRENTICESHIP ACHIEVEMENTS
IN HOSPITALITY, LEISURE, TRAVEL AND TOURISM ONLY



Source: Achievements by 'Hospitality...' and Home Postcode 2008/09 - 2010/11, Statistical First Release



The table below suggests the potential Apprenticeship Frameworks which could be linked to each of the areas of growth within the Visitor Economy:

The current list of all Apprenticeship Frameworks can be found on the Alliance of Sector Skills Councils, Frameworks Online website portal. (Appendix 6)

THE VISITOR ECONOMY

| Sector | Framework | Level | | |
|--|---|-------|---|---|
| | | 2 | 3 | 4 |
| Arts, media and publishing | Cultural and Heritage venue operations | ✓ | ✓ | |
| | Technical theatre | ✓ | | |
| | Costume and wardrobe | ✓ | ✓ | |
| | Live events and promotions | ✓ | ✓ | |
| Leisure, travel and tourism | Cabin crew | ✓ | | |
| | Aviations operations on the ground | ✓ | | |
| | Travel services | ✓ | ✓ | |
| | Spectator safety | ✓ | ✓ | |
| | Leisure management | | ✓ | |
| Business, administration and law | Customer service | ✓ | ✓ | |
| | Marketing and communications | ✓ | ✓ | |
| Engineering and manufacturing technologies | Passenger carrying vehicle: bus and coach | ✓ | | |
| | Rail services | ✓ | | |
| | Aviation operations on the ground | ✓ | ✓ | |
| Retail and commercial enterprise | Management | ✓ | ✓ | ✓ |
| | Facilities management | | ✓ | |
| | Licensed hospitality | ✓ | | |
| | Customer service | ✓ | ✓ | |
| | Hospitality and catering | ✓ | ✓ | |
| | Retail | ✓ | ✓ | |
| | Cleaning and environmental services | ✓ | | |
| Health, public services and care | Providing security services | ✓ | | |

Source: Connexions Jobs for tomorrow

Other Skills Support

In addition to the above funding (which is largely directed through colleges and training providers) it is important to also remember the many new models of employment preparation and delivery are currently emerging. These include the planned Liverpool Tourism and Culture Studio and general attempts to more fully integrate working and learning. All will undoubtedly have an interest in helping to implement the recommendations of this agreement into their curricula.

The National Skills Academy for Retail (Academy One) is also able to deliver specialist funded provision including key training interventions for the sector such as World Host.



Supply Other Supply-side Interventions

Although influencing the supply of skills training and curriculum is the primary purpose of the Skills for Growth Agreement, this has to be understood in the broader landscape of supply-side interventions which could assist local people and businesses in meeting their shared skills for growth objectives.

The landscape is typically complex and the range of potential access points is vast given the range of public, private and voluntary sector organisations that could sit between individuals and employment within the Visitor Economy. There are however other key organisations and this Skills for Growth Agreement has particular resonance for them too.

Providers of Information Advice and Guidance (IAG)

One of the key challenges the Visitor Economy faces is in encouraging people to see the career opportunities available. To meet the high volume of demand we will require more people than ever to choose a career in the sector and there is more that businesses and providers of IAG can do together to help meet this challenge:

- Produce more relevant and inspiring careers information and marketing showcasing the sector.
- Develop the understanding of employment and careers advisers of what the sector has to offer - these are key intermediaries.
- Ensure advice balances the many and varied real opportunities with the reality of working in a sector with often unsociable working hours and patterns.

This work can be undertaken in partnership with the Liverpool City Region Labour Market Information Service and the National Careers Service but an approach needs to be developed that will encompass schools through to universities.

Employability Providers

This includes the many local authorities, Work Programme providers and training providers that help prepare individuals for entry (or re-entry) into the job market. Given the prevalence of volume opportunities for Entry Level and Level 2 occupations, there is a significant requirement for providers of employability services to work with businesses to explore the following types of action:

- Exploring how the behavioural aspects of sector preparation can be more clearly embedded in pre-employment programmes.
- Exploring the potential of work experience and internships to help ease the transition from unemployment to employment.
- Linking with skills provision to provide a more structured route to more skill-intensive roles in the sector.

Other Partners

Local authorities and other partners have a key strategic role to play in helping employers and providers deliver the Skills for Growth agenda. This includes funding bodies as well as the Local Enterprise Partnership and Marketing Liverpool (established within Liverpool Vision). Specific actions that would make a significant contribution include:

- Linking tourism strategies with skills strategies and using data from visitor analysis to input to curriculum areas (e.g. which languages would be the most useful).
- Using planning and other processes to link jobs and skills outcomes to end occupancy usage.
- Encouraging high-level campaigns and targets in key Visitor Economy areas - e.g. Targets around World Host/Welcome Host or Apprenticeship Challenges.
- Directing discretionary funding in line with some of the gaps and opportunities identified within this document.

Employment and Skills Supply Conclusions

- Intermediate and Advanced / Higher Apprenticeship enrolments, starts and achievements are increasing across the Visitor Economy footprint; however **this is not the case for the Hospitality, Leisure, Travel & Tourism Framework**. Whilst Hospitality, Leisure, Travel & Tourism Apprenticeships demonstrate a clear increase at Level 2 (Intermediate), at Level 3 and Level 4.
- Further education participation in the Visitor Economy footprint locally is bucking the national trend, with increasing interest in courses, however **it is unclear as to whether these learners are gaining the appropriate experience and employability skills** to enable them to secure employment with Visitor Economy employers.
- Whilst Hospitality, Leisure, Travel & Tourism Apprentices will have a clear impact on the Visitor Economy, there is a clear opportunity for employers and providers to use existing delivery capacity to meet the needs of Visitor Economy employers.
- The Supply of Skills needs to be seen in a broader context of supply-side interventions. Given the high number of employment opportunities **there is a clear role for providers of Information, Advice and Guidance and Employability Provision to help meet this Skills for Growth Agreement**.
- Public Agencies have a host of tools at their disposal and these could be better deployed to link broader economic development and the Skills for Growth agenda. This is via a combination of flexing funding to fill gaps and using their strategic position to influence and encourage positive business behaviour.



Visitor Economy Skills for Growth Agreement

Meeting Employment and Skills Demand with Supply by Agreement

| Business involved in this agreement | Partner organisations involved in this agreement |
|-------------------------------------|--|
| | |

| What will the agreement accomplish (please tick at least one) | |
|---|--------------------------|
| We will work together to reshape and redesign the curriculum of our learning and/or employment programmes. | <input type="checkbox"/> |
| We will boost the destination awareness (knowledge of local area) of our existing and future workforce. | <input type="checkbox"/> |
| We will work together to grow the next generation of world-class chefs. | <input type="checkbox"/> |
| We will ensure our existing workforce and future employees have the highest calibre of customer service skills. | <input type="checkbox"/> |
| We will embed relevant language skills into our learning programmes and workforce development plans. | <input type="checkbox"/> |
| We will develop future leaders in the sector through new management and talent development activity. | <input type="checkbox"/> |
| We will work together to inspire the career choices of local people and demonstrate what the sector has to offer. | <input type="checkbox"/> |

| Other specific objectives (please specify) |
|--|
| |

Business named in this agreement will undertake the following actions (please specify)

Colleges, providers and partners named in this agreement will undertake the following actions (please specify)

Signatories

Business Signatories:

Partner Signatories:

Provider Signatories:

Period of Agreement

Date from: _____ Target date: _____

Although Skills for Growth Agreements do not form a legally binding contract they should form a public commitment. To help underpin and publicise this commitment please return completed Agreements to:

Liverpool City Region Employment and Skills Board, c/o City Region Employment and Skills Team,
Knowsley Council, PO Box 21, Archway Road, Huyton, Knowsley, Merseyside, L36 9YU

For an electronic version of this template, please go to www.lcrskillsforgrowth.org.uk

References

The People 1st State of the Nation Report 2011⁴

Liverpool City Region's Visitor Economy Strategy to 2020⁵

The draft England Tourism Framework Skills Action Plan (January 2012)⁶

The UK Commissions Employer Skills Survey 2011⁷

⁴ www.people1st.co.uk/webfiles/Research/State%20Of%20The%20Nation/2011/State_of_the_Nation_2011.pdf

⁵ [www.liverpoollep.org/PDF/Vistor%20EconomyFullStrategy6\(2\).pdf](http://www.liverpoollep.org/PDF/Vistor%20EconomyFullStrategy6(2).pdf)

⁶ www.englandtourismframework.co.uk/Images/Draft%20Skills%20Action%20Plan%2019%20Jan%202012_tcm31-30011.pdf

⁷ www.ukces.org.uk/publications/employer-skills-survey-2011

Appendices

Appendix 1

Visitor Economy Sub-Sectors

| Sub-Sector | In Visitor Economy |
|--|--------------------|
| Active Leisure, Learning & Wellbeing | Partially |
| Customer Service & Contact Centre | Partially |
| Hospitality, Leisure, Travel & Tourism | Fully |
| Languages & Intercultural Working | Partially |
| Passenger Transport | Partially |
| Retail | Partially |

Appendix 2

Visitor Economy - Further Education and Skills, 2008-2011

| | | 2008/09 | 2009/10 | 2010/11 |
|--|--------------|---------|---------|---------|
| Active leisure, learning and wellbeing | Enrolments | 4,730 | 4,150 | 4,520 |
| | Starts | 3,580 | 3,300 | 3,400 |
| | Achievements | 2,840 | 2,420 | 2,360 |
| Customer service and contact centre | Enrolments | 4,470 | 5,610 | 5,860 |
| | Starts | 3,520 | 4,340 | 4,340 |
| | Achievements | 1,840 | 3,090 | 3,340 |
| Hospitality, leisure, travel and tourism | Enrolments | 4,110 | 4,480 | 4,380 |
| | Starts | 3,350 | 3,630 | 3,520 |
| | Achievements | 2,320 | 2,750 | 2,600 |
| Languages and intercultural working | Enrolments | 1,180 | 830 | 400 |
| | Starts | 1,170 | 820 | 370 |
| | Achievements | 710 | 490 | 210 |
| Passenger transport | Enrolments | 4,030 | 4,540 | 3,690 |
| | Starts | 3,750 | 3,070 | 3,270 |
| | Achievements | 2,110 | 3,670 | 2,650 |
| Retail | Enrolments | 1,550 | 2,140 | 2,270 |
| | Starts | 1,170 | 1,570 | 1,870 |
| | Achievements | 670 | 1,250 | 990 |
| Visitor economy | Enrolments | 2,070 | 21,750 | 21,120 |
| | Starts | 16,540 | 16,730 | 16,770 |
| | Achievements | 10,490 | 13,670 | 12,150 |

Source: Enrolments, Starts and Achievements by Sector and Home Postcode 2008/09 - 2010/11,
Statistical First Release

Appendix 3

Visitor Economy Skills Growth 2008-2011

OVERALL GROWTH

| | % growth (08/09 - 10/11) | | | |
|------------------------------|--------------------------|---------|--------------|---------|
| | Enrolments | | Achievements | |
| | LCR | England | LCR | England |
| Intermediate apprenticeships | 150 | 89 | 148 | 72 |
| Higher apprenticeships | 100 | 44 | 124 | 56 |
| Further education | 5 | -8 | 16 | -7 |

ENROLMENTS

| | | 2008/09 | 2010/11 | % growth |
|------------------------------|---------|---------|---------|----------|
| Intermediate apprenticeships | England | 79,080 | 149,610 | 89 |
| | LCR | 2,590 | 6,470 | 150 |
| Higher apprenticeships | England | 27,370 | 39,460 | 44 |
| | LCR | 910 | 1,820 | 100 |
| Further education | England | 651,060 | 601,170 | -8 |
| | LCR | 20,070 | 21,120 | 5 |

ACHIEVEMENTS

| | | 2008/09 | 2010/11 | % growth |
|------------------------------|---------|---------|---------|----------|
| Intermediate apprenticeships | England | 28,530 | 48,940 | 72 |
| | LCR | 980 | 2,430 | 148 |
| Higher apprenticeships | England | 7,610 | 11,870 | 56 |
| | LCR | 290 | 650 | 124 |
| Further education | England | 382,190 | 355,900 | -7 |
| | LCR | 10,490 | 12,150 | 16 |

Source: Overall growth Enrolments, Starts and Achievements by Sector and Home Postcode 2008/09 - 2010/11, Statistical First Release

Appendix 4

Visitor Economy - Intermediate Level Apprenticeships, 2008-2011

| | | 2008/09 | 2009/10 | 2010/11 |
|--|--------------|---------|---------|---------|
| Active leisure, learning and wellbeing | Enrolments | 500 | 950 | 1,230 |
| | Starts | 320 | 640 | 860 |
| | Achievements | 130 | 360 | 390 |
| Customer service and contact centre | Enrolments | 1,040 | 1,710 | 2,410 |
| | Starts | 670 | 1,430 | 1,970 |
| | Achievements | 400 | 740 | 1,180 |
| Hospitality, leisure, travel and tourism | Enrolments | 500 | 760 | 1,320 |
| | Starts | 310 | 600 | 1,020 |
| | Achievements | 210 | 220 | 480 |
| Languages and intercultural working | Enrolments | 0 | 0 | 0 |
| | Starts | 0 | 0 | 0 |
| | Achievements | 0 | 0 | 0 |
| Passenger transport | Enrolments | 60 | 50 | 260 |
| | Starts | 50 | 20 | 260 |
| | Achievements | 20 | 10 | 50 |
| Retail | Enrolments | 490 | 560 | 1,250 |
| | Starts | 240 | 420 | 1,100 |
| | Achievements | 220 | 200 | 330 |
| Visitor economy | Enrolments | 2,590 | 4,030 | 6,470 |
| | Starts | 1,590 | 3,110 | 5,210 |
| | Achievements | 980 | 1,530 | 2,430 |

Source: Enrolments, Starts and Achievements by Sector and Home Postcode 2008/09 - 2010/11, Statistical First Release

Appendix 5

Visitor Economy - Advanced Level / Higher Apprenticeships, 2008-2011

| | | 2008/09 | 2009/10 | 2010/11 |
|--|--------------|---------|---------|---------|
| Active leisure, learning and wellbeing | Enrolments | 270 | 380 | 440 |
| | Starts | 130 | 220 | 240 |
| | Achievements | 100 | 90 | 150 |
| Customer service and contact centre | Enrolments | 320 | 470 | 940 |
| | Starts | 180 | 360 | 670 |
| | Achievements | 80 | 120 | 390 |
| Hospitality, leisure, travel and tourism | Enrolments | 200 | 140 | 210 |
| | Starts | 100 | 70 | 140 |
| | Achievements | 90 | 60 | 50 |
| Languages and intercultural working | Enrolments | 0 | 0 | 0 |
| | Starts | 0 | 0 | 0 |
| | Achievements | 0 | 0 | 0 |
| Passenger transport | Enrolments | 0 | 0 | 0 |
| | Starts | 0 | 0 | 0 |
| | Achievements | 0 | 0 | 0 |
| Retail | Enrolments | 120 | 140 | 230 |
| | Starts | 70 | 90 | 160 |
| | Achievements | 20 | 50 | 60 |
| Visitor economy | Enrolments | 910 | 1,130 | 1,820 |
| | Starts | 480 | 740 | 1,210 |
| | Achievements | 290 | 320 | 650 |

Source: Enrolments, Starts and Achievements by Sector and Home Postcode 2008/09 - 2010/11, Statistical First Release

Appendix 6

Full List of Apprenticeship Frameworks Involved in the Visitor Economy

| Framework title | Issuing authority | Level | Framework ID |
|--|------------------------------|-------|--------------|
| Outdoor Programmes (England) | SkillsActive | 3 | FR00577 |
| Community Arts (England) | Creative and Cultural Skills | 2,3 | FR00627 |
| Costume and Wardrobe (England) | Creative and Cultural Skills | 2,3 | FR00632 |
| Cultural and Heritage Venue Operations (England) | Creative and Cultural Skills | 2,3 | FR00802 |
| Leisure Operations (England) | SkillsActive | 2 | FR00912 |
| Leisure Management (England) | SkillsActive | 3 | FR00914 |
| Live Events and Promotion (England) | Creative and Cultural Skills | 2,3 | FR00990 |
| Technical Theatre: Lighting, Sound & Stage (England) | Creative and Cultural Skills | 2,3 | FR00994 |
| Spa Therapy (England) | SkillsActive | 3 | FR00997 |
| Beauty Therapy (England) | SkillsActive | 2,3 | FR01001 |
| Nail Services (England) | SkillsActive | 2,3 | FR01006 |
| Advanced Spectator Safety (England) | SkillsActive | 3 | FR01021 |
| Passenger Carrying Vehicle Driving (Bus and Coach) (England) | People 1st for GoSkills | 2 | FR01050 |
| Sports Development (England) | SkillsActive | 3 | FR01156 |
| Music Business (England) | Creative and Cultural Skills | 2,3 | FR01264 |
| Travel Services (England) | People 1st | 2,3 | FR01299 |
| Marketing (England) | Skills CFA | 2,3 | FR01308 |
| Retail (England) | Skillsmart Retail | 2,3 | FR01370 |
| Cabin Crew (England) | People 1st for GoSkills | 2 | FR01402 |
| IT Application Specialist (England) | e-Skills UK | 2,3 | FR01405 |

Appendix 6

Continued

| Framework title | Issuing authority | Level | Framework ID |
|--|-------------------------|-------|--------------|
| Taxi and Private Hire Driving (England) | People 1st for GoSkills | 2 | FR01416 |
| Activity Leadership (England) | SkillsActive | 2 | FR01418 |
| Exercise and Fitness (England) | SkillsActive | 2,3 | FR01435 |
| Spectator Safety (England) | SkillsActive | 2,3 | FR01451 |
| Sporting Excellence (England) | SkillsActive | 3 | FR01581 |
| Licensed Hospitality (England) | People 1st | 2,3 | FR01628 |
| Catering and Professional Chefs (England) | People 1st | 2,3 | FR01645 |
| Business Innovation and Growth (England) | Skills CFA | 5 | FR01787 |
| Hospitality Management (England) | Skills CFA | 4 | FR01737 |
| Coaching (England) | SkillsActive | 2,3 | FR01801 |
| Business & Administration (England) | Skills CFA | 2,3,4 | FR01821 |
| Customer Service (England) | Skills CFA | 2,3 | FR01823 |
| Management (England) | Skills CFA | 2,3,5 | FR01828 |
| Hospitality (England) | People 1st | 2,3 | FR01864 |
| IT, Software, Web & Telecoms Professionals (England) | e-Skills UK | 2,3,4 | FR01867 |
| Human Resource Management (England) | Skills CFA | 5 | FR01889 |
| Project Management (England) | Skills CFA | 4 | FR01890 |

Source: Alliance Sector Skills Councils, Frameworks Online

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