

JANUARY 2018 | ISSUE 2 | SKILLS

TOURISM SCOTLAND 2020



THE FUTURE OF OUR INDUSTRY IS IN OUR HANDS

YOUR TS2020 UPDATE
FOCUS ON **SKILLS**

WORLDHOST®

**HOSPITALITY &
TOURISM
TAKEOVER DAYS**

**DESTINATION
LEADERS
PROGRAMME**

**GLASGOW
WELCOMES**



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#TS2020

Welcome to the second edition of TS2020 Update, which shines a spotlight on some of the initiatives helping to deliver the national tourism strategy, Tourism Scotland 2020 (TS2020). In this edition, we focus on 'skills'.

The tourism industry in Scotland is a significant employer, employing over 200,000 people, 8% of the workforce.

Some facts and figures*:

- 63% of employees work in restaurants and hotels;
- 52% work in small businesses (defined as having less than 50 employees)
- 47% work in part-time roles (compared to national figure of 28%);
- 30% are under 24 years old (compared to national figure of 13%)

The range and variety of careers within the sector has never been greater. Hotels, restaurants, pubs and clubs, tour operators, visitor attractions and adventure and marine tourism businesses all provide fantastic career opportunities. The increasing importance of digital also provides many new opportunities for IT and data specialists who can help the sector take full advantage of new technologies.

* Tourism Skills Investment Plan, 2016





The skills required to deliver the tourism experiences which our visitors expect are as broad and varied as the range of careers. It is not simply about qualifications and skills training, although these are important, it is also about ensuring that the sector has the appropriate soft skills to deal with guests and work in team environments. Without people to provide a warm welcome and excellent service, tourism in Scotland would not be the successful and valued sector we see today.

The importance of focusing on people and skills continues to be a priority at a national and strategic level. The national sector priorities are published in the Tourism Skills Investment Plan (TSIP) and overseen by the Tourism Skills Group (see page 5).

My thanks go to the group's Chair Robert Allan of Apex Hotels, Skills Development Scotland and all members of the [Tourism Skills Group](#) for their time and commitment in driving this important topic forwards.

For this edition we have chosen four initiatives which tackle our tourism skills priorities and align directly with TS2020. As you will read, each initiative focuses on a different skills priority however all are ultimately focused on the common goal of helping to deliver the strategic vision for Scottish tourism: to make Scotland “**a destination of first choice for a high quality, value for money and memorable customer experience, delivered by skilled and passionate people.**”



Caroline Warburton

National Strategy Delivery Coordinator,
The Scottish Tourism Alliance



TOURISM SKILLS: LEARNING & DEVELOPMENT

Our people will always be at the heart of our industry, and as a result there will always be a need to support and develop those working and aspiring to work in tourism.

If we are to drive growth then we need to outperform the competition by delivering quality visitor experiences. Our people are central to this. We must grow and adapt with our customers' changing expectations, through a combination of understanding our customers, reducing costs, creating fair and sustainable jobs, investing in staff and other aspects of our businesses and embracing digital.

People and skills are identified in the national tourism strategy as one of the key capabilities needed to grow tourism. The TS2020 strategic skills priorities are published in the [Tourism Skills Investment Plan](#) and overseen by the Tourism Skills Group. These priorities are:

1. Improving management, leadership and enterprise skills across the sector.
2. Supporting the development of professional and digital skills for all in the sector.
3. Ensuring staff at all levels understand and are able to respond to visitor needs and expectations.
4. Raising the attractiveness of the sector.

There is a significant amount of support available to the industry for people development, training and recruitment. We are working together to ensure that these programmes and initiatives are easy to find and simple to access so we can support, retain and encourage the very best talent to work and thrive in our sector.



WORLDHOST®

Linked to the priorities set out within the Tourism Skills Investment Plan, the 'WorldHost® Regional Destination Project' and 'Business Recognition Award' were developed and launched by People 1st in December 2014.

With industry research repeatedly highlighting shortfalls in the consistency and quality of customer service standards across the country, the introduction of an internationally recognised customer service training programme which could be made available across the country was welcomed.

WorldHost® gives businesses the opportunity to gain a highly-regarded, 'must-have' badge for customer service.

The cumulative efforts by industry in gaining WorldHost® business recognition awards can lead to the destination being awarded the Destination Award as well.

WHO?

The WorldHost® Destination Project is managed by **People 1st** and supported by a network of 12 regional steering groups, local authorities and trade associations. There are over 198 licensed WorldHost® trainers in Scotland.

WHY?

WorldHost® Destination Project was created to enable tourism businesses operating across destinations to work together towards a common goal - providing a consistently high quality visitor experience.

HOW MUCH?

Skills Development Scotland provided seed funding of approximately £750k, including the provision of a training subsidy for SME businesses.

WHAT HAS BEEN ACHIEVED:

14 destinations across Scotland have made the commitment to become 'WorldHost® Regional Destinations'.

24,500 + individuals have now benefited from WorldHost® training which equates to over **£2.3m of industry investment** in customer service.

6 regions have been successful in achieving destination status so far; Aberdeen City, Aberdeenshire, Caithness, Fife, Inverness & Loch Ness and Orkney

Over 2,500 businesses are now actively using WorldHost®. With over **920** of them achieving 'WorldHost® 'Business Recognition' status in the process.

Over £180k of WorldHost® subsidy payments have been made to SME businesses in Scotland.

WHAT NEXT:

The WorldHost® Destination Initiative, Business Recognition Award and the delivery of WorldHost® programmes across Scotland are ongoing. Sustainability was a key factor in the development of the initiative, so whilst the initial funding in phase one of the project from SDS has now ended, a range of partners are continuing to promote, engage and encourage businesses to sign up. **Dumfries and Galloway, with the support of the local council, are the latest region to commit to the destination initiative.**



David Allen
Director, Scotland
People 1st

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HOSPITALITY & TOURISM TAKEOVER DAYS

The Hospitality & Tourism Takeover Days (#HTTakeover) have been evolving and gathering momentum since they began 9 years ago.

Delivered at a regional level, each #HTTakeover Day brings together 160+ S2 students and their teachers to participate in a day of hands-on workshops and activities. The day-long 'takeover' provides pupils with the opportunity to experience how it feels to be both a guest and a tourism professional.

WHO?

Organised by [The Springboard Chairty](#). Supported by schools and colleges, Skills Development Scotland, Developing Young Workforce groups, industry and the ambassador network.

WHY?

The #HTTakeover initiative was developed to encourage more school children to consider careers in the tourism and hospitality sector by highlighting the range of careers available and linking schools and local businesses.

HOW MUCH?

Costs are approximately £25per young person.



HOW THE TAKEOVER WORKS:

Activities include: making the best cappuccino; an omelette challenge; practising excellent service with WorldHost®; learning about food production; taking part in activities with Historic Environment Scotland; and making an online holiday booking.

Events have taken place in Glasgow, Renfrewshire, Stirling, Fife, Falkirk and St Andrews. They have been so successful that they are now in the calendar each year.

"Together we can bridge the skills gap and encourage our younger generation to seek a career in tourism. They are the essential ingredient if we are to continue delivering a great #ScotSpirit visitor experience. We would love for more regions and schools to get involved!"

Kelly Johnstone, Springboard

FEEDBACK FROM PUPILS:

75% said as a result of attending the event they have a better understanding of the wide range of career opportunities in tourism and hospitality sectors.

65% said they would now be more interested in considering a career in Hospitality and Tourism



Kelly Johnstone
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DESTINATION LEADERS PROGRAMME

The award-winning [Destination Leaders Programme](#) (DLP) is an eight month course designed to develop and support leaders within tourism destinations.

The programme runs from October to May and consists of four one-day workshops, two residential weekends, an assessed leadership project and a destination learning journey.

The need for tailored support to develop destination leadership skills in Scotland was identified by TS2020 strategy and destination strategies.

WHY?

Effective leadership is consistently identified as a key driver in delivering a vibrant tourism economy. DLP participants are given the tools to develop their leadership styles, apply learning to industry challenges, and strengthen destination networks.

WHO?

Supported by Scottish Enterprise, delivered by Edinburgh Napier University.

HOW MUCH?

Participant costs are approximately £3,500 each, with £1,200 paid by participants and the balance funded by Scottish Enterprise and Highlands and Islands Enterprise

To date, four programmes have been delivered with 80 participants from Edinburgh, Fife, Glasgow, Argyll & the Isles, Aberdeenshire, Perthshire and Tayside. The current cohort of **21 professionals from Edinburgh and Glasgow** are expected to graduate in May 2018.

Participants report significant impact on personal development and increased confidence to engage with industry.

Julie Grieve, CEO of Criton Apps, whose company recently secured £5m funding to expand says,

“I believe confidence is a skill you can learn, it needs work and it needs continual reinforcement to overcome the negative thoughts that most people have. Taking part in the Destination Leaders Programme helped build my confidence and my network and now it feels like the world is my oyster.”

Hear from more **DLP alumni**.

Future demand for destination leadership support is currently being assessed, and delivery after 2018 will take into account the opportunities identified in the national tourism strategy and destination strategies.



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CRAIG MARTIN OF GLASGOW AIRPORT, GW CHAIR

GLASGOW WELCOMES

Glasgow Welcomes (GW) is a unique industry-led public/private sector partnership that aims to deliver world-class customer service to all leisure and business visitors.

Launched in 2010, GW was created by the industry for the industry and focuses on the following themes:

- Leadership development
- Service excellence
- Partnerships between education and industry
- Improving perceptions of the tourism industry
- Staff recruitment and retention
- Addressing skills gaps and shortages

WHY?

The initiative began as one way to strengthen Glasgow's competitive position by bringing partners together to focus activities on customer service. The Initiative continues to be relevant in Glasgow today, with an exciting new phase launched in 2017. The city's Tourism & Visitor Plan to 2023 has ambitious plans to grow visitor numbers and spend and a key part of this approach is a continued commitment to leadership, skills and service excellence.

WHO?

The initiative is overseen by the **GW Business Leaders' Group**, chaired by Craig Martin, Head of HR at Glasgow Airport. GW is supported by industry groups and city partners including Scottish Enterprise, Skills Development Scotland, VisitScotland, & Glasgow Life.

Glasgow Welcomes supports businesses and individuals by providing workshops, events, tools, techniques and resources. The initiative has raised employees' skills and motivation, increased customer satisfaction, and encouraged new business collaborations.

By 2017 more than

1,035
businesses

11,200
people

will have participated
in 600 events/courses.

ADOPTION BY OTHER DESTINATIONS

Key elements of the GW Initiative have now been adopted by other Scottish destinations: one example is the Glasgow Welcomes-Online module, now adapted by Edinburgh, Aberdeen, Ayrshire, Outer Hebrides and Lanarkshire.

WHAT'S NEXT

The initiative in Glasgow continues to evolve. New developments include;

- GW Champions' Network & Events
- Learning Journeys
- Aspiring Leaders' Programme
- 'Glasgow Welcomes Service Champion' Award
- Young Glasgow Welcomes
- Company Recognition Scheme
- Training for the arrival of Accessible Tourism 2018 Congresses.



Stella Callaghan
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Glasgow Welcomes

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THE BIG FIVE QUESTIONS

The Big Five Questions brings together the most relevant tourism business advice, tools and resources in one place.

Put simply, it helps tourism businesses do business better.

The campaign was specifically created to highlight existing support available around the tourism strategy's [Mid-Term Review](#) priorities. It aims to translate the strategic priorities into a format which is easily accessible to industry.

This edition focuses on the people and skills strategic priority and relevant business support can be found in the '[Your People](#)' section of The Big Five Questions

There is a wealth of support available for tourism businesses (and much of it is free!) so please do help us champion the Big Five Questions to businesses you work with where possible.

Help spread the word with The Big Five Questions Communications Toolkit. >>



YOUR CUSTOMERS

Do you want to understand more about your customers?

YOUR DIGITAL

Do you want to be smarter online?

YOUR COSTS

Do you want to find ways to reduce costs and grow your bottom line?

YOUR PEOPLE

Do you want to develop your team to grow our business?

YOUR VOICE

Do you want to help grow tourism in your area?

YOUR PEOPLE



Engage people to make the right business change

Industry, partners and stakeholders from the Tourism Skills Group have long understood the importance of developing management and leadership capabilities to improving business performance.

Change in business, whether driven by internal or external influences, is a fact of life and to stay competitive, businesses must continually adapt to bring about improved efficiency, increased productivity and greater profitability. The quicker change is identified and more importantly implemented, the greater the impact and likelihood of these behaviours being adopted.

Business Improvement Academy

The Business Improvement Academy is an 11-day programme aimed at ambitious businesses that recognise the need for sustainable continuous improvement. It combines tools and techniques to highlight areas where efficiencies can be made and incorporate these with cultural and behavioural change.

The course is delivered by a mix of workshop-based and on-site practical project support tailored to the businesses' needs.

[Find out more >>](#)

Your People



[Click here to find what other Skills & Leadership support is available >>](#)

**Tourism Scotland
2020 is being actively
delivered across the
country and acts as a
golden thread
through all activities,
whether at a national,
destination or sector
level.**

**Please help us spread
the word.**

If you would like to share your
news on TS2020-related
projects, please use [#TS2020](#) or
get in touch with us directly.

If you'd like to be featured in
our next editions, the themes
are shown below:

Mar '18| TS2020 Annual Report
May '18| Influencing Investment
Jul '18| Leadership



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