

The UK's hospitality workforce strategy: Fixing the crisis

A framework for
collaborative action
across the sector

May 2022





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Foreword



Kate Nicholls OBE,
Chief Executive,
UKHospitality

I am excited to present this hospitality workforce strategy – at this most critical of times as we recover from a pandemic and face a chronic staff shortage, skyrocketing costs and a dip in consumer confidence. This strategy sets out a vision to ensure we are fully resourced with people with the right skills, a clear talent pipeline with established routes of progression and high levels of employee wellbeing. It is based on a partnership approach with industry bodies and industry bodies, educators and governments.

The strategy is aimed at the whole of the United Kingdom. There are different schemes and organisations in each of the devolved nations, but the challenges remain the same. The principles and actions we set out in this strategy apply in each of the four nations. Throughout the strategy we highlight the different actors in the workforce sphere in the nations that will play a pivotal role in tackling the skills and recruitment challenges we face.

The strategy aligns with government and wider societal objectives. At its core is an ambition to upskill our workforce and create high-quality, high-skilled roles, promoting social mobility. Levelling up the hospitality workforce will help to level up the nation.

The strategy is designed to work alongside and support the Hospitality & Tourism Skills Board (HTSB), that reports into the Hospitality Sector Council and the Tourism Industry Council, and which represents a

broad range of businesses, industry representatives and government. This strategy aims to go further still, into areas that the HTSB cannot cover, and areas that are not a strategic focus. Wherever relevant the strategy will work through the HTSB to deliver its goals.

It is no exaggeration to say that people make hospitality. Along with the setting they provide the unique experiences that people crave. Without the great people who create these environments there would be no hospitality sector.

It is therefore critical that sector businesses are able to cultivate a skilled and dynamic workforce. Hospitality offers a wide range of roles with different skillsets. It provides entry-level to managerial to corporate jobs. People will find great training opportunities and meritocratic career progression.

Due to a cocktail of factors – from population demographics to Brexit disruption, from education structure to the impact of Covid, to the perception of the industry and much more – there is a staffing crisis. This is not unique to hospitality or to hospitality in the UK, but it is incredibly acute.

We have identified five key areas – recruitment, skills and training, working lives, the image of the sector and infrastructure. Within each we have established a range of actions that industry and other stakeholders can take to resolve our problems. Some are short-term and others are structural and will take time to resolve.



hospitality will be able to deliver the high-quality jobs we know that it can

UKHospitality, its partner Hospitality Ulster and their combined members are determined to tackle this problem. It is an imperative mission for many reasons – because hospitality can provide genuinely rewarding jobs and careers, because it's business critical and because it's essential to providing economic growth throughout the country.

We are encouraged by the political support that this mission has received from all parties. In particular it is clear that the Government supports what we are doing. Workforce is a key part of the Hospitality, Tourism and Food & Drink strategies, and DWP has proved an invaluable ally.

The record vacancy rates the sector currently faces – double the pre-pandemic level – must be tackled. This workforce strategy sets out how we plan to do that. It involves a range of measures from a range of stakeholders, including industry, charity and local and national governments.

We set out below the size of the challenge and the opportunities that we can deliver if we solve the current problem. These were initially considered in the [Workforce Commission 2030](#) report commissioned by UKHospitality – but circumstances have changed and this needs to be revisited.

By delivering on this action plan hospitality will be able to deliver the high-quality jobs that we know it can. It will support a broader increase in skills levels across the country and provide people with opportunities to improve their fortunes.

It will create economic growth and help to regenerate communities in all parts of the country. Higher employment rates and business levels will generate even further taxation from hospitality to bolster local services. It will contribute to the UK again being a leading tourist destination.

A booming hospitality workforce will create a fantastic hospitality experience for all, and a better society. It's crucial we work collaboratively to deliver on this workforce strategy.

If you would like to get in touch about any of the points raised in the document, please get in touch at info@ukhospitality.org.uk or enquiries@hospitalityulster.org.

EXECUTIVE SUMMARY

Delivering solutions to the hospitality workforce crisis

Ensuring that hospitality has the workforce it needs is essential to business success, creating great communities and giving people great life chances. Below we set out how we can create this win-win-win scenario. We focus on key areas that we have identified as integral to solving the issues we are facing. There are summarised here:

- Recruitment – it is vital that hospitality is able to access a wide range of people to fill its vacancies. This involves ensuring that conversations are being facilitated between business and jobseekers, including those hard to reach; it is about ensuring that the immigration regime is fit for purpose; and it is about providing accurate information on a sector in which many people have not considered working.
- Skills and training – hospitality already has a great range of vocational and academic qualifications but it is essential that these are built upon and become more widespread. Hospitality is a professional sector and we need to ensure that the level of training is there to support this, enshrining high standards that work for employers and employees.
- Working lives – people will only want to work in hospitality if it works for them. This needs to look at the compensation given for work in the round and how we can make people's working lives as enjoyable and fulfilling as they wish.
- Image of the sector – there are ongoing concerns about the perception of the sector to existing employees, prospective employees and those who influence them. The industry needs to get on the front foot to tackle these misconceptions, backed up by ensuring that we deliver on our commitment to great jobs and careers.
- Infrastructure – as well as creating the right environment for people to work in hospitality there also needs to be the right structural pillars in place. In parts of the country that have strong hospitality and tourism offers, and plenty of jobs, there are barriers that the workforce faces. This can include the availability of housing and transport so people can live within reasonable distances from their workplace.

Of course, all of these areas overlap to a greater or lesser degree. With this strategy we aim to produce a coherent vision for how we can provide great jobs and careers within hospitality.

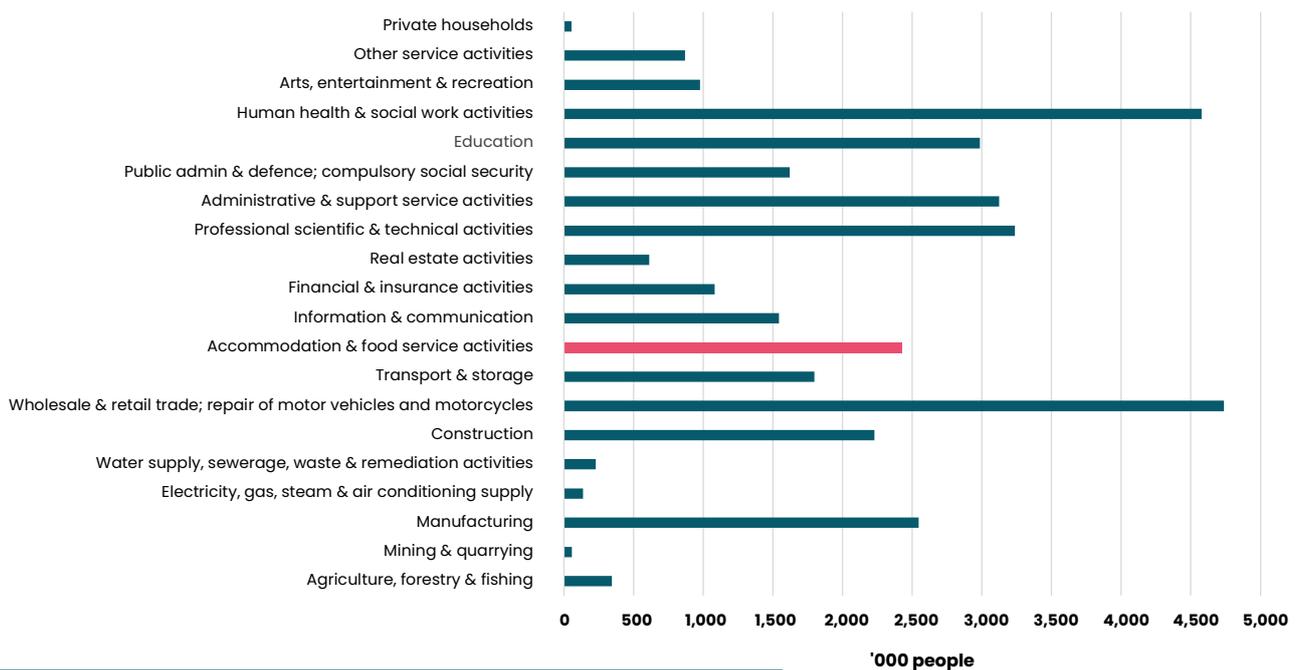


The labour market

Hospitality is a major employer in the UK. Despite a decline from pre-pandemic levels, it is still one of the leading employers in the UK economy.

Hospitality¹ has been a major driver of employment growth over recent decades. From the turn of the century there was solid growth up until the financial crisis from 2007. After the worst of that crisis hospitality created its very own jobs miracle. In the decade ahead of the pandemic the sector had added 557,000 jobs – one in seven of all new jobs.

Jobs by industry, April 2022



¹ For the purposes of this section we are mostly relying on Government-published data. The significant difference is in the total number of jobs. UKH has estimated that there were around 800,000 jobs pre-pandemic that were not classified as 'accommodation and food services' – including visitor attractions, catering in non-hospitality businesses etc.

After a significant drop in jobs during the pandemic, the sector has begun to recover and is now just 3.5% lower than the pre-pandemic peak.

Despite the resurgence in jobs in the sector there is a significant problem with recruitment across the whole economy. However, this is especially acute in hospitality. Pre-pandemic the vacancy rate had soared to record levels as the number of jobs in the sector grew and wider factors influenced recruitment. We entered the pandemic in crisis where we could have provided more jobs and we've come out in worse shape.

Naturally, vacancy rates dropped substantially during the pandemic as much of the sector was closed. However, since reopening rates have soared as the sector has bounced back. A severe disruption to the pipeline of talent coming through has combined with a change in habits and perceptions, to create a situation where hospitality demand cannot be met because of staff shortages. In Autumn 2021 a UKHospitality survey said that 17% of sales were being lost due to unavailability of appropriate levels of staff.

Across the UK economy vacancy rates are extremely high, at a record level of 1.288m unfilled roles. Compared to the same period two years ago this is up 62%, whereas in hospitality it is up 93% higher. There is clearly a fundamental shift in the UK labour market that is preventing jobs being filled and yet there still are people looking for roles.

The unemployed rate is almost identical to the number of vacancies at 1.296m people. There are a further 1.727m that are economically inactive but want to be employed, including students, carers and those with disabilities. As an industry and a society, it's vitally important that we work to help the unemployed and the economically inactive who want to move into employment. Unlocking these 3m people and giving them meaningful employment is a central part of this strategy.

“

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“

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Recruitment

Hospitality businesses are reporting unprecedented difficulties in recruiting staff. The pandemic, demographic changes and the UK's exit from the European Union have substantially altered the demand for hospitality jobs, the way people want to work and how businesses need to recruit. This has been reflected in the practices of businesses but there is more that needs to be done to connect hospitality businesses with jobseekers and to increase the pool of people looking to work.

It is important to remember that there are still 3 million people seeking work and 1.3 million vacancies. It is critical that businesses seeking employees are connected with those looking for work.

As with all areas of creating a future workforce there are a range of factors that feed into the recruitment challenges: the immediate challenges, broadening the workforce, creating a future demand for jobs from the domestic population and having an immigration system that is fit for purpose.

Immediate recruitment challenges

The challenges the sector faces are acute and immediate action is needed. JobCentrePlus (JCP) and other job agencies around the UK have been fantastic partners to the sector for many years and we need to enhance these relationships. Businesses should be maximising their engagement with JCPs. This should be supplemented by support from the sector to ensure that JCP employees, in daily contact with jobseekers, are aware of the opportunities in hospitality. This can help to reach out to those who have never considered the sector. A campaign similar to Hospitality Works, pre-pandemic would achieve this.

Working more closely with further and higher educational institutions is a key opportunity to boost short-term recruitment. There are students who can work part-time during term-time and full-time during holidays. There are opportunities for much closer working between the sector, independent training providers and colleges and universities to promote jobs. Historically, this has been a strong connection but anecdotally the number of students working in the sector has declined.

Boosting the pool of labour

High levels of vacancies are a feature of the whole economy at present, though worse in hospitality. At the same time there are millions of people looking for work, and many more who are 'inactive' but may wish to look for work in the future. It is well-known that there are groups that are underrepresented in the overall workforce and much more could be done to help these people enter or re-enter the workforce.

For example, the over-50s were the group that were hit the hardest during the pandemic in terms of loss of employment. The sector is already looking at ways to attract workers in this demographic. Similarly, there are various initiatives to attract groups that have been 'hard-to-reach'. This includes ex-prisoners, the homeless, returners to work and more.

UKH has actively worked to promote roles to those with disabilities. Chief Executive Kate Nicholls is a Cabinet Office Ambassador for disability and an outline plan has been produced to improve opportunities for disabled people in the sector. This is an issue where more can be done.

Only A Pavement Away launched in October 2018 with the sole purpose of helping those facing homelessness, prison leavers and vulnerable veterans to find careers in hospitality. The use of a free of charge jobs board acts as the conduit linking employers with charities and support organisations.

Partnered with 90w forward-thinking employers and 80 charities, to date Only A Pavement Away has placed 212 Members into work adding and/or saving c£4.7million for the economy. Once in employment we offer both finance and emotional support for a period of 1 year. We believe everyone deserves an opportunity and we offer a hand up not a hand out. Stability comes through employment.



Actions

Work with JCPs to fill vacancies through programmes such as work experience, work academies etc

Sharing recruitment best practice

Promoting apprenticeships as a route into hospitality

Develop bespoke targets for different segments of the labour market

Utilise the free DWP Find a Job tool

Enhance disability recruitment including greater industry sign-up to Disability Confident

Expand recruitment strategies to include the whole population, including vulnerable groups

Establish Youth Mobility Scheme routes with more countries globally

Approve a Government Authorised Exchange (GAE) placement scheme for hospitality students

Eliminate or reduce the Immigration Skills Charge

Amend the Points Based Immigration system to more efficiently tackle acute shortages

Ensure regions of workforce shortage are recognised in the Point Based System

Include mid-sized businesses in the lower cost structure that currently applies to 'small' businesses

Align job classifications with the latest ONS assessment under the PBS

Promote working to students through active partnerships and collaboration

Immigration system

After leaving the European Union the UK introduced a new 'points-based system' (PBS). The sector is aware that there will not be a return to freedom of movement and so is keen to work within the PBS which aims to facilitate skilled migration. Feedback from industry businesses suggests that the new system does not work effectively for the sector and can be bureaucratic and expensive.

More widely there needs to be a more flexible approach to immigration. There are fluctuations in demographics and labour market needs and these should be factored into the immigration system. The focus on level 3 and above also appears to ensure that lower-skilled roles (which will always be required) are reserved for the domestic population. The current situation, with a huge reduction in workers through Covid, fewer older people in the workforce and a delay in the talent pipeline through disrupted education throws a harsh light on this issue across the whole economy.

Government needs to have a clear focus on the Youth Mobility Scheme (YMS) which benefits UK businesses and UK citizens who are able to work overseas. This has been recommended by the Migration Advisory Committee and others as a pragmatic measure to support the UK workforce and boost productivity. It needs the Home Office to initiate bilateral conversations with partner nations.

There are a number of minor changes that could be made to the system that would make it more accessible for businesses while still supporting the Government's objectives. These would include changes that reduce the burden and cost on SMEs, modernise classifications of jobs and allow placements from globally acclaimed universities into the UK. None of this would replicate the need for the industry to develop the domestic workforce but it would complement this by bringing in international talent.

Case study: Devonte Tulloch

Hospitality charity Springboard runs employability training courses for young and disadvantaged unemployed people. In 2021, Springboard trained 3,454 people, helping build their confidence, giving them CV and interview skills and hospitality qualifications like customer service and food safety. Devonte Tulloch is one of the people Springboard has supported.

"The first thing Springboard gave me was a routine and a reason to get up in the morning," says Devonte. "I would set my alarm for 5.30am because I had to commute from south London and I started going to bed at a normal time. I felt productive for the first time. They taught us how to lay out our CV, what to expect in an interview, and how to prepare and structure our answers. I learned to always be early and the importance of body language and tone. I learned that the customer is always right, and how to take criticism and improve from mistakes rather than be defeated by them.



"That course was the best thing that ever happened to me. I got a job as a dishwasher, then I worked in the kitchens and prepared lunches for the players at Wimbledon. Now I have a new job working between the bar, the kitchen and front of house at the O2 Arena. My manager told me my customer service has improved a lot and that I'm an enthusiastic, hard worker. I am excited to be working here at such an iconic venue. I've got my mojo back. I am one billion per cent more confident than I was before I found Springboard."



I've got my mojo back. I am one billion per cent more confident than I was before I found Springboard

Case study: Kevin McGowan



...don't give in, or give up, see it through and you will get there.

Kevin, 21-year-old from Glasgow, struggled with unemployment from a young age which led to homelessness as well as alcohol and drug dependency. He felt as if he had nothing to look forward to or live for, until he had a 'light-bulb' moment and worked with the Local Council Authorities to get his own home.

He was introduced to hospitality charity Springboard through his work coach. Having always wanted to be a chef, he jumped at the opportunity to gain the skills needed to get started in the hospitality industry. He now currently works as a kitchen porter at the SEC in Glasgow, employed by The Levy Group, and hopes to enrol onto an apprenticeship to pursue his dream of becoming a professional chef.

Taking part in a Springboard training course gave Kevin the confidence and skills to find employment and pursue his dream career. Commenting on his experience, Kevin said: "Springboard has supported me by working with me and letting me go at my own pace. I felt I was never judged or dismissed. I would say to anyone struggling with unemployment, don't give in, or give up, see it through and you will get there. I would highly recommend a Springboard training programme to anyone who asks me."

In April 2022, Kevin was crowned Springboard Trainee of the Year at its annual awards.



Skills and training

The renewed focus on vocational education in recent years is extremely welcome and hospitality is perfectly placed to provide and encourage skills and training. There is a vast array of skills attainable in hospitality, including customer-facing, kitchen, finance, marketing and management. These can be entry level skills up to degree and post graduate level. Some can be learned on the job, either informally or through independent learning providers that give a work-based, flexible approach to skills development, accessible to all employers and their staff, or for others at

The skills structure needs to be coherent. This includes ensuring that the educational curriculum supports pathways into hospitality (including T-levels in England), apprenticeships are appropriate for learners and businesses, and that there is an additional professional route so people can learn the skills they need – whether they are entering the workforce or furthering their skillsets.

Creating a pathway through education to hospitality

There has been a heavy decline in the number of students participating in courses that lead to careers in hospitality, driven by the withdrawal of courses in schools and colleges. Given the importance of food and the general communication skills that hospitality businesses offer it is important that these options are provided to young people. Some of this need not require formal qualifications, it could involve a more general awareness of food, for example, it's provenance and how to cook. More general interpersonal skills are also an asset in a wealth of professions.

There needs to be a coordinated conversation about how such skills are taught in school and colleges and how to make sure that people have the options available to pursue qualifications in hospitality – which makes up one in ten jobs in the UK.

The development of T-levels in England is an important step for vocational education. The catering T-level is currently being developed and will be rolled out from September 2023. There is consideration of a hospitality T-level as discussed in the Hospitality Recovery Plan. Other T-levels are already being supported by hospitality businesses, including digital. There is a key role for the industry to play in promoting T-levels and working in partnership with further education providers to ensure they are taken up.



“It is important to recognise particularly for those who also vital that people are to progress to higher skills.”

Apprenticeships

Hospitality has been a long-time supporter of apprenticeships and pre-pandemic trained more apprentices than most other sectors. There is a commitment to be training 30,000 apprentices per year by 2025. It is essential that the apprenticeship system works to develop employees and provides businesses with the skilled workforce they need. Apprenticeships and wider training are critical to our social mobility mission and can rapidly move people up the skills ladder.

The pandemic made a dent in our ambitions in this area, and this has been compounded by the time-limit on a business spending its levy funds. Across hospitality millions of pounds of training funding has been lost due to this and we'd urge Government to look again at this to ensure that we can fully fund a post-pandemic skills boom.

The Apprenticeship Levy has been a useful focus for business in targeted training but is inflexible and doesn't work for all. It has been particularly difficult for SMEs to engage with. The Chancellor's Spring Statement commitment to considering the working of the Levy is extremely welcome and gives the opportunity for a reset to create the optimum business training regime. There is a preference within the industry to make the delivery of apprenticeships more flexible, by allowing non-linear delivery of learning, a modularisation of programmes to suit people's working lives, and a credit-based system so that people can build their skills over an extended timeframe. This will make the Levy more appropriate for today's workforce. This review should also consider other tax changes that incentivise training.

There is a particular concern in the devolved nations that employers do not have direct control over their levy. At present businesses across the UK must pay the Levy but this is not returned directly to Levypayers outside of England, with funds being returned to the respective devolved governments.

Looking at new apprenticeship standards that offer multi-skilled training and a specific hospitality degree course will be prioritised.

Professional standards

Apprenticeships are a fantastic route for training, but they are a significant commitment. There is an opportunity for the industry to create a complementary system. This would provide the integral skills that people need at entry level and as their careers develop, and provide consistency so that employers can have faith that the skills attained at a different business are relevant for their business. This could take the form of a 'hospitality skills passport' and be similar to the Construction Skills Certification Scheme (CSCS) though on a non-mandatory basis. This could be delivered through a modularised approach to apprenticeship funding.



Actions

Co-ordinate pre-employment training opportunities to help more people be work-ready

Roll out of Hospitality Skills Bootcamps

Develop and promote professional qualifications into hospitality

Active work on the viability of Hospitality T-levels

Support the roll out of catering T-levels

Promote the Lifetime Skills Guarantee to enhance lifelong learning

Contribute to review of apprenticeship standards

Build green and digital skills into apprenticeships and wider skills training

Ensure there is an appropriate multi-skill apprenticeship standard

Allow businesses outside of England to have more control of their Levy contribution

Develop clearer routes to degree and post-graduate level qualifications

Incorporate tourism qualifications into the H&C pathway

Support SMEs to access apprenticeships more easily including removing the 10-apprentice cap

Work with independent training providers and the education system to ensure optimum skills pathways

*...nise the value of entry-level jobs,
...without formal skills and experience, it is
...be invested in and given an opportunity
...illed, better paid work"*

Working lives

The hospitality sector wants everyone who works in its businesses to be happy and live fulfilled lives. While working in hospitality can create a social life of its own, employers have a responsibility to look after their workforce. This includes making sure they are safe and comfortable in the workplace, they have the potential to grow and they are able to live a positive life.

The sector is committed to ensuring that employees receive the right level of pay, they have a great working environment and that we enable a diverse and enterprising collection of colleagues.

Remuneration

While hospitality is a fun industry to be involved in, financial reward is the main driver for work for many people. Average wage levels have increased substantially in recent years and look set to do so further in the future. There is clearly a balancing act between how much an employer can pay, the prices they charge their customers and the viability of the business. Get any of these wrong and the business will not survive and there will be no employment. The independent role of the Low Pay Commission (LPC) is critical here in setting National Minimum Wage rates that are sustainable.

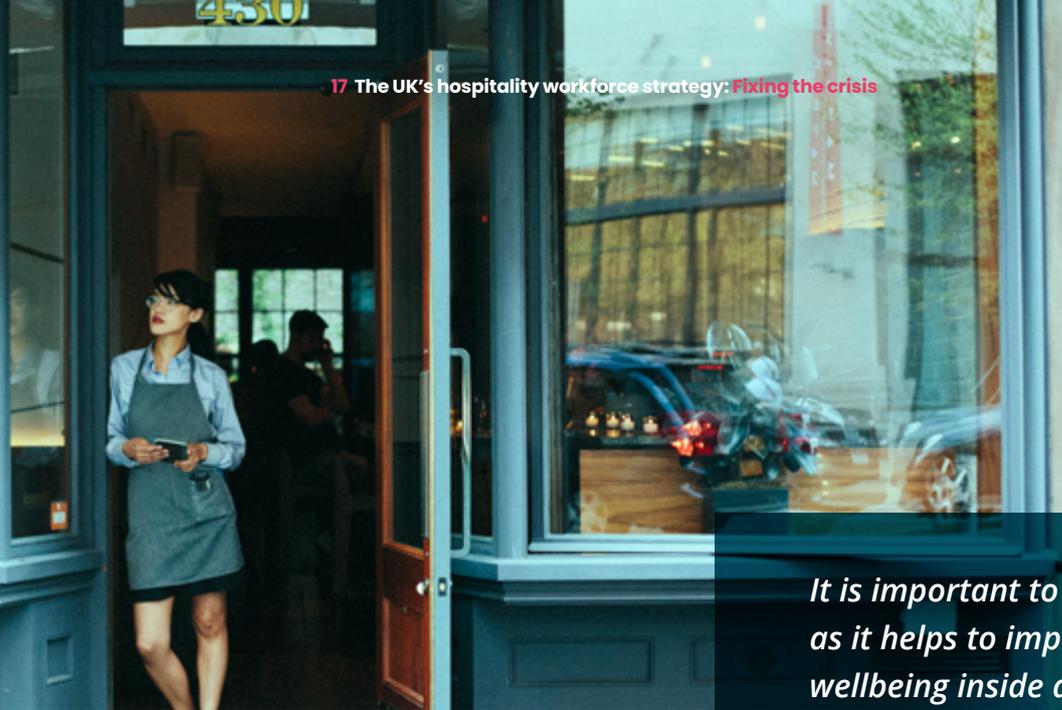
It is true that entry-level wage rates in hospitality are towards the lower end, but they also offer much more rapid advancement than other sectors. Pay progression is a priority – to develop the lives and careers of employees and ensure staff retention. We are an engine of social mobility. Advancement from your first job to the boardroom or business ownership is attainable – and without the need for a degree as in many other sectors.

There is a role to play for Government in ensuring that businesses can continue to grow employment and pay higher wages. The recent reduced rate of VAT was very important in boosting wages. To different degrees the rate of VAT levied on hospitality sales, business rates and employer national insurance (NIC) all affect the ability to increase and create jobs. We would welcome a holistic look at the tax system that incentivises employment and wage growth.

There is more than can be done to help people's cost of living – this includes childcare, transport and the cost of accommodation – as we look at in the infrastructure section. More needs to be done here as a society. There needs to be a constant focus on the balance between benefits and wages to ensure that people are genuinely incentivised into work – which is in the interests of everyone.

Tippling and service charge is an important income stream for many in hospitality and it is imperative that there is a fair system in place to ensure that all employees benefit from providing service to customers and that there should be no unnecessary deductions by employers.

There is a clear incentive for hospitality employers to ensure their workforce is well-paid and comfortable in their lives and we need to work with Government to ensure this is a reality for all.



It is important to maintain a healthy workforce as it helps to improve productivity, morale and wellbeing inside and outside of work. Acas is fully committed to supporting people in their working lives, to make working life better for everyone in Britain. Acas provides a wide range of support for organisations of all sizes in the hospitality sector, including useful advice and guidance, bespoke training and practical business tools for employers. ACAS

Working environment

Ways of working have changed dramatically over the last few decades, and was supercharged by the pandemic. Hospitality has strengths and weaknesses in this area. The sector offers a range of working hours outside of 9-5; but, for the majority of the workforce, it relies on being there in person, as we are there to deliver great hospitality and an important social function.

While striving to offer flexibility there are a range of measures that employers can undertake to ensure that the working environment is optimised. We will produce a comprehensive guide to help employers of all sizes to provide the best possible working environment, building on existing good practice, such as the ground-breaking Hoteliers' Charter – whose principles we will expand to the broader hospitality sector.

An equal workforce

Hospitality has one of the most diverse workforces of any sector across the economy. However, there is more that we can do to ensure that everyone feels welcome in our sector and that they can reach their objectives. Gender pay gap reporting has shone a light on workforces and hospitality was found to be the most equitable sector. There is more work to be done to ensure that other groups are equally valued and rewarded.

The sector is considering the level of mentoring it provides to certain groups to ensure that it provides progression for all – particularly for women, different age groups, those from ethnic minorities and with disabilities. We have already been working with the Cabinet Office on proposals to boost access to our workforce for those with disabilities in particular, and our Chief Executive has been appointed a Disability Ambassador.



Actions

Government to ensure the tax regime facilitates higher wages

Strive to pay the highest wages possible for the role

Ensure tips are distributed fairly amongst all relevant staff

Produce an in-work Diversity & Inclusion strategy for the hospitality sector

Support the development of mentoring schemes for underrepresented and entry level employees

Embed employer best practice through an employee well-being guide and standard

Develop a strategy for gender and ethnicity pay equality



Reputation of the sector

The reputation of the hospitality sector relies on all of the issues raised above being delivered in practice. Fixing these will go a long way to ensuring that our sector is fully respected. Yet, this needs to be fully communicated to those that make the decision to come into hospitality, or are questioning whether to remain in our industry.

There is a need for a massive communications campaign. This needs to be focused on jobseekers, influencers and business leaders - this cultural change starts at the top as a clear message of next generation commitment and social responsibility.

Jobseekers

For too long the hospitality sector has failed to 'sell' itself effectively. Campaigns have taken place through JobCentrePlus schemes and others around the UK.

But we need to be bolder. The industry needs a collaborative careers advertising campaign. This was initially proposed in the Tourism Sector Deal but failed to materialise as the sector was overwhelmed by the pandemic.

Over the last year, the Hospitality Rising campaign has galvanised support for this idea and has gained considerable traction. We believe the sector needs to back this and similar campaigns wholeheartedly to correct misconceptions about the sector and epitomise the strengths of hospitality jobs. There is a clear role to create unity of message across the UK where appropriate. The size of the sector's payroll is in the billions so a small investment in an image campaign is a great investment.



The resourcing challenge is threatening hospitality's very existence. This is a huge social problem as well as a commercial one. The solution needs to be like nothing that has been seen before. We created Hospitality Rising to launch the BIGGEST recruitment advertising campaign that the UK and beyond has ever seen in order to change the perceptions surrounding hospitality to make it one of the most admired job / career choices in the UK. – Hospitality Rising

Influencers

It is often said that the biggest deterrent to young people joining the sector is the view of their parents that hospitality does not offer a real career. This can be extended to other groups who are influenced by friends, spouses and even their own children. There needs to be a holistic approach to change the misconceptions around working in hospitality.

Future demand

It is essential that young people are enthused about careers and jobs in hospitality to create a future pipeline of talent. Careers advice is central to that and organisations such as Springboard and the Careers & Enterprise Company (CEC) have established great networks to enable this and these need to be built upon. The ambition is to have a comprehensive network across the country of businesses that can evangelise about the strengths of the sector and have the routes into schools to ensure that these messages are heard.

Making the dream a reality

All of the positive initiatives we have outlined will count for nothing if employees come into the sector and are let down. It is imperative for the reputation of the sector that employers deliver a great experience for those that join them and work with them. This can be supported by a range of tools that are available already and will be rolled out through this strategy.



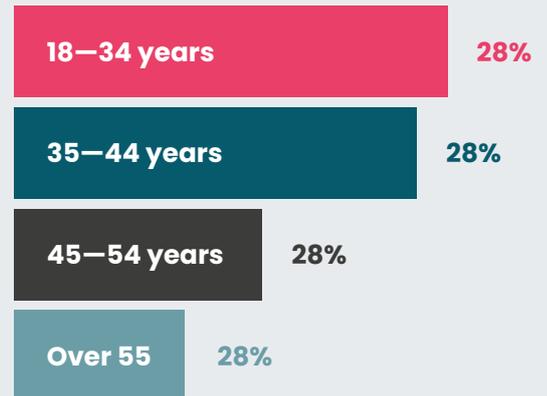
Actions

- Support the Hospitality Rising campaign
- Coordinate with national and regional reputation campaigns to promote the sector and create unity
- Work with the Careers & Enterprise Company (and devolved equivalents) to promote jobs in schools
- Advertise Springboard's Ambassador programme
- Boost membership of Springboard Ambassador programme
- Promote FutureChef competition and learning modules to all UK schools
- Champion career progression at all levels
- Champion great employers and employees
- Actively promote the CareerScope website as a hub of knowledge on hospitality jobs

1-in-5

UK adults (working age) consider **hospitality** to be an **appealing** industry to work in.

It is more appealing to younger workers



2-in-5

UK adults would be **pleased** if a young family member wanted a career in the hospitality sector.

Those who have never worked in hospitality would be less likely to approve



“We are without a doubt fighting against a negative perception towards the industry. We know hospitality offers amazing career opportunities- it's time we started telling the world. Loudly.” **Katy Moses, MD, KAM**



Hospitality workforce infrastructure

There are wider societal issues that affect the ability of businesses to attract the workforce they need. In many parts of the country, particularly tourist hotspots, there are significant barriers to people being able to work in hospitality.

Infrastructure is essential to people's lives. The ability to live in the vicinity of the place you work and being able to travel to the workplace are vital. Poor transport links and a lack of affordable housing are the two most important barriers, along with digital connectivity.

Transport

Outside of urban areas, and even within them, transport links often work against the needs of hospitality employees. Local buses and trains are focused on key routes and peak times of the day, but this does not always chime with the needs of hospitality workers or businesses. It leaves employees reliant on lifts from friends and family or needing to pay for taxis.

In some areas businesses have collaborated to put on communal bus services for hospitality staff that finish late at night but there needs to be a more coordinated approach. Businesses have a role to play but so do local authorities and central governments. A blueprint needs to be delivered for public transport that works for all parts of society, while being affordable. There is also a role for private transport – we have heard examples of businesses contracting coaches to provide transport to cohorts of workers who are unable to get to their place of work.

Housing

As the Government has recognised, there is a need to create more affordable housing in all parts of the country. This is particularly acute in tourist areas. There are places in the UK where second home ownership has priced local people out of the market – creating seasonal demand but without the local people to service that demand – this is surely unsustainable.

There is clearly not an easy solution to this. But there are options that need to be explored, and these are often inconsistent with existing policies. There should be a greater ability to provide on-site staff accommodation – achieved through changes to planning rules or amendments to the accommodation offset. The rules on Houses in Multiple Occupancy (HMO) could be relaxed to promote communal living for the workforce of a specific business or community of businesses.

Connectivity

There are areas of the country with great digital connectivity, and there are areas with terrible connectivity. The Government's digital strategy is to be commended but it needs to be more rapid and more widespread.

Greater digital connectivity allows businesses to be more efficient and allows employees to stay connected with friends, family and business-related resources. Hospitality businesses can support the roll out of rural broadband and 5G – which supports business and employees alike.



Actions

Work with Government to ensure there is appropriate housing for hospitality workers

Develop case studies of examples of housing provision

Set the accommodation offset at the right level

Reliable and fast internet connection

Ensure public and private provision of transport support work

Enhance data provision to better inform hospitality business strategy

Produce an annual report on the state



The devolved perspective

Scotland

Pre-pandemic 207,000 people worked in Scotland's successful and expanding hospitality sector – that was 10% of the country's total workforce at the time, making it the third largest employer.

Hospitality is a people-centred sector, providing a variety of rewarding roles in our cities, towns, rural and coastal areas. These jobs are vital to the vibrancy and sustainability of our places and communities as no other sector delivers jobs and economic growth across the whole of our country.

Right now, in the face of unprecedented challenges in the labour market, our sector is working harder than ever to attract and retain the talent it needs to deliver world-class experiences and service to customers. It is imperative that hospitality be able to access the workforce it needs and, in doing so, help to deliver a faster economic recovery and provide our people with great jobs at a time of economic uncertainty.

UKHospitality Scotland estimates that there are more than 30,000 vacancies across the sector. This is putting immense pressure on the ability of our businesses to trade at optimum levels, slowing their recovery and that of local economies around the country.

Through our workforce strategy UKHospitality Scotland will help to co-ordinate and promote the imaginative and resourceful activity of our businesses, as they navigate their way through these turbulent times.

In addition to the UK-wide activity identified in this strategy, there are key Scotland specific activities that are being taken forward and these will be built on over the coming months and years as UKHospitality Scotland continues to champion our modern and dynamic sector.

"The hospitality and tourism sector in Scotland has a key role in supporting Scotland's economy and local communities. Following the pandemic it faces many challenges. These include recruiting and retaining a diverse workforce, adopting fair and safe work practices, supporting the mental health and wellbeing of all staff, and upskilling workers to adopt to new ways of working. Skills Development Scotland is pleased to work with UKHospitality Scotland to support strategies to address these issues and ensure our ambitious sector can flourish." Lawrence Durden, Tourism Sector Manager, Skills Development Scotland

"People is one of the four priority pillars of Scotland Outlook 2030, Scotland's national tourism strategy, developed with industry. This strand is now the most critical to the collective industry being able to deliver on

the aims and ambition of Scotland Outlook 2030 and the visitor economy recovering. Attracting, investing in, and retaining talent in the sector is a critical part of enabling recovery and remains the number one priority for us all.

"Hospitality faces the biggest people challenge across the whole economy and given its importance to both enabling national and local economic recovery, this must be solved. Ensuring that Scotland remains a competitive destination of choice for both business and leisure tourism, the STA remains fully committed and focused on the people challenge and continues to work closely with all stakeholders, especially colleagues in UKHospitality, on this particular agenda. We are in full support of what is outlined in this strategy." Marc Crothall, Chief Executive, Scottish Tourism Alliance



It's a great sector to be involved in if you have a passion for food and drink, culture and customer service.

Case study: Jodie Cochrane

Before securing an apprenticeship role as a trainee chef at one of Scotland's most prestigious hotels, Cameron House, Jodie was crowned 2020 champion of hospitality charity Springboard's FutureChef – the biggest schools-based culinary competition in the UK.

Jodie had a passion for cooking from a young age, taking a different cooking class every year until her 5th year schoolteacher put her forward for the FutureChef competition. Through this competition, Jodie was given a platform to showcase her passion for hospitality, giving her the tools and confidence to pursue her dream of becoming a professional chef. She learnt invaluable skills from experienced chefs, giving her the confidence to secure a fantastic apprenticeship programme at the very start of her career with the wonderful team at Cameron House.

Commenting on her experience, Jodie said: "Springboard's FutureChef competition completely changed the perception I had mistakenly let cloud my judgement of the hospitality sector. There is often a misconception that working in the sector means unfriendly hours, bad pay and a stressful work life – this is just not the case anymore. Already, so much has changed since I started working in the sector – work-life balance, general culture, attitude – and I can only see it going from strength to strength now.

"I believe that by taking on an apprenticeship, it gives young people the opportunity to build a wide range of skills from communication, customer service and cultural awareness, to multi-tasking, adaptability, and attention to detail and more! It's a great sector to be involved in if you have a passion for food and drink, culture and customer service."



this valuable new UK-wide Industry Strategy will greatly help us work together

Leigh Hughes, Chair, Cardiff Capital Region, Skills Partnership

Wales

The hospitality sector in Wales faces significant skills and recruitment challenges. Many of our jobs, in our breath-taking hospitality sector are in communities where few potential workers can afford to live. Even in our major cities there are difficulties recruiting.

To address the challenges the industry has convened a new Wales Hospitality and Tourism Skills Partnership to coordinate activity across the nation. This brings together the key stakeholders from Government, industry and the training community. This approach chimes with the ethos within the overall Hospitality Workforce Strategy.

The industry has also taken a local approach. It is working with four pan-economy regional partnerships – Cardiff Capital Region, North Wales, South West and Mid Wales. These partnerships listen to the views of local businesses, develop a framework for support and access funding through the Welsh Government to support skills development across the nation.

Partnership with Welsh Government agencies such as Wales DWP JobCentrePlus offices, Qualifications Wales and Careers Wales are strong and offer fertile ground to deliver our mutual working further. We will continue to work with all partners to boost awareness of the opportunities the sector faces and ensure that we can work collaboratively to tackle job vacancies and boost skills.

“Over the past five years UKHospitality Cymru and the Cardiff Capital Region Skills Partnership have worked hand-in-hand to inform Welsh Government of the region's recruitment needs and skills gaps and this valuable new UK-wide Industry Strategy will greatly help us work together to positively resolve these urgent matters.” – Leigh Hughes, Chair, Cardiff Capital Region, Skills Partnership

“This new Workforce Strategy will add to the sound partnership base already established by the recent work of UKHospitality Cymru in Wales by guiding our members to all of the available recruitment and skills help that's available to them.” Mike Morgan – Welsh Rarebits

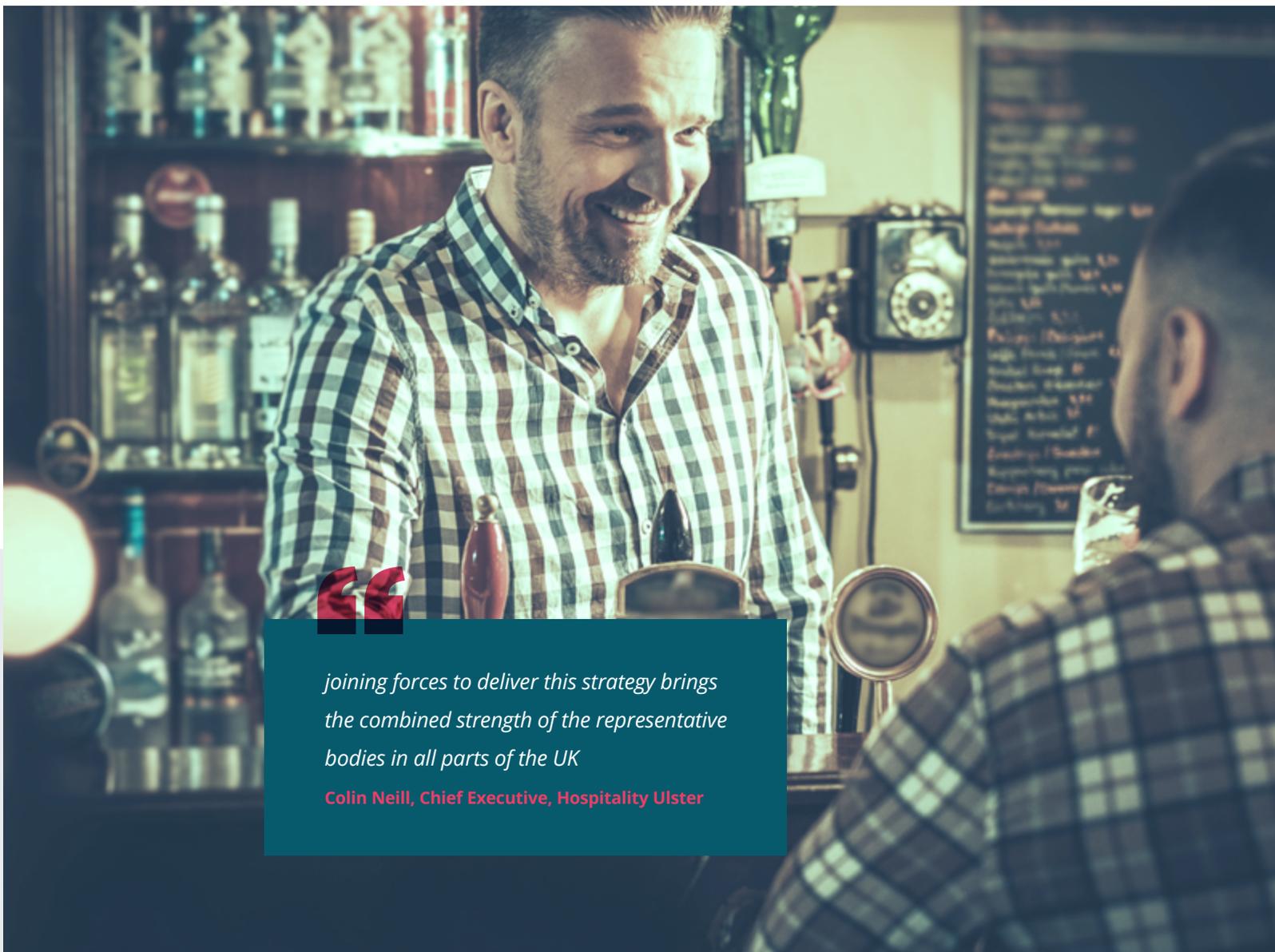
Northern Ireland

The workforce challenges being faced across the UK can only be resolved with the industry, government and key stakeholders working in a collaborative partnership across all the devolved nations as the challenges we all face are the same.

Whilst the different nations may have different schemes and organisations, they are also very similar, which will facilitate the crosscutting themes within this strategy.

As an industry representative body in Northern Ireland, Hospitality Ulster continues to address the challenges being faced locally with initiatives such as the HU Employers Charter (endorsed by Ulster University, Babcock Training and the six further education colleges in NI).

HU also a long record of working in partnership with UK Hospitality to achieve our shared goals and objectives. Therefore, joining forces to deliver this strategy brings the combined strength of the representative bodies in all parts of the UK.



joining forces to deliver this strategy brings the combined strength of the representative bodies in all parts of the UK

Colin Neill, Chief Executive, Hospitality Ulster



providing a pathway for participants to move into an entry level chef role working in the Hospitality and Tourism Industry

Case study: NI chef bootcamps

Introduced by the six regional colleges in Northern Ireland (Belfast MET, South Eastern Regional College, Southern Regional College, North West Regional College, Northern Regional College and South West Regional College), the NI Chef Bootcamp offers a unique opportunity to gain industry relevant qualifications, practical food preparation skills and a step towards a career as a chef.

This fully funded 4-week programme provides participants with the opportunity to gain practical skills and experience in food preparation and basic cookery, alongside achieving industry relevant qualifications in Food Safety and Food Allergen Awareness.

With masterclasses from local chefs and opportunities to get first-hand insight into how a commercial kitchen operates, the NI Chef Bootcamp provides a starting point for those interested in a career as a chef.

The NI Chef Bootcamp has been designed to support participants to develop valuable kitchen skills, achieve industry relevant qualifications and gain a vital understanding of how a commercial kitchen operates, all with a view to providing a pathway for participants to move into an entry level chef role working in the Hospitality and Tourism Industry.

The programme focuses on three core elements – skills, qualifications and industry insight. The skills element covers knife cutting technique, food preparation, identifying cuts of meat and commercial kitchen processes. Participants receive Level 2 qualifications in Food Safety for Catering and Food Allergen Awareness and Control in Catering. The insight educates learners in how a commercial kitchen operates, different work settings and a chance to showcase new skills to prospective employers.



Immediate next steps

Ensure the strategy works for all parts of the UK Hospitality sector

Deliver on the objectives of the strategy

Coordinate with the Hospitality & Tourism Skills Board

Engage with industry partners

Develop action plans for each measure

Present to Ministers and wider governmental stakeholders across the nations

Promote and launch the best employee advertising campaign the sector has ever seen

Engage local partners

Change perceptions of hospitality for the better



Prior to COVID-19 the hospitality sector employed 3.2 million people, representing 10% of all employment, 6% of businesses and 5% of GDP. UKHospitality, UKHospitality Scotland and UKHospitality Cymru are the unified voice for the sector, and seek to unlock the industry's full potential as one of the biggest engines for growth in the economy, and to ensure that the industry's needs are effectively represented by engaging with governments, the media, employees and customers.

Our key priorities are the revival of a sector hardest hit by COVID-19, safeguarding the future workforce of the sector, tackling the excessive tax burden the sector faces and ensuring that regulation on business is proportionate.

UKHospitality has a diverse membership, including pubs, restaurants, contract catering, hotels, holiday parks, coffee shops, food-to-go, leisure, wedding venues, visitor attractions, night clubs, membership clubs, industry suppliers and much more.



Established in 1872, Hospitality Ulster is the voice of the hospitality industry in Northern Ireland. Whether it's business rates, VAT, staff shortages, taxation, regulation or the legacy of COVID, HU's mission is to protect the commercial interests of hospitality businesses in Northern Ireland and ensure its voice is heard.

In addition, HU provides access to a vast array of practical support, business development and cost saving resources; ensuring members have the best help possible at the right price.

T: 020 7404 7744

E: info@ukhospitality.org.uk

Visit: www.ukhospitality.org.uk

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