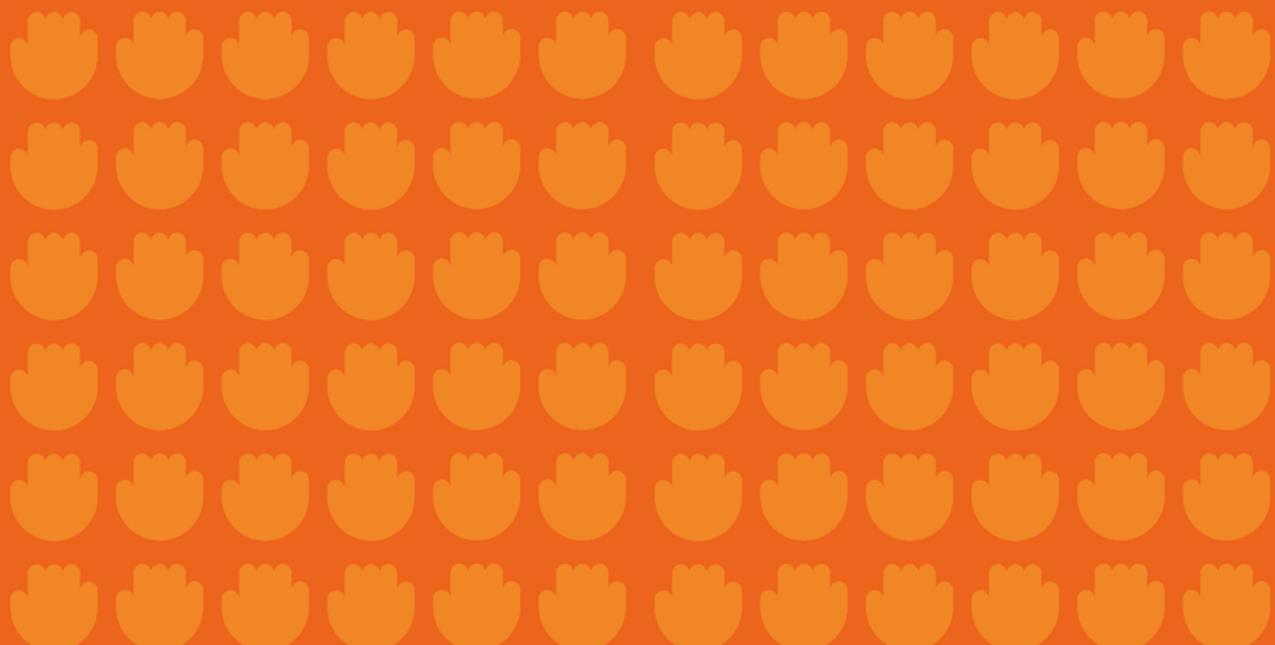


Labour Market and Skills Intelligence Report

Hospitality

September 2021



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Purpose of Report

This report provides an employer-led and current understanding of skills and talent needs required across the Hospitality business landscape in Greater Manchester (GM). Intelligence has been gathered from conversations and workshops with a variety of stakeholders including existing employer networks and sector bodies, Colleges, Universities, MIDAS, the Growth Company, Local Authorities, Recruitment Agencies, and national skills facilitating organisations. GMCA would like to thank everyone who has contributed to this report for their time and contributions, we hope you continue to be involved in future talent development related to Hospitality.

The report is intended for a large variety of stakeholders to support in understanding the skills and talent needs within our regional Hospitality industry. Recommendations made will not necessarily lead to GMCA-led work and skills activity. They are intended to help summarise and support stakeholders to understand where their actions may fill gaps and support talent development for the industry. Hospitality is one of the foundational sectors for Greater Manchester in the Local Industrial Strategy (published June 2019). This report supports and feeds in to wider GMCA policy and strategy including:

- Greater Manchester Strategy
- Greater Manchester Local Industrial Strategy
- Greater Manchester COVID Recovery
- Greater Manchester Work and Skills Strategy.

GMCA will coordinate wider dissemination and translation of this intelligence for different audiences in GM. Additionally, GMCA will look across devolved powers in the work and skills team and wider authority to see where objectives, projects, and activity can better align based on this intelligence. The overall vision for this work is to be a key contributor in developing a fully aligned labour market response in GM where there is credible, current, employer led and shared understanding of the jobs, talent, and competencies employers need across our Local Industrial Strategy (LIS) frontier and foundation sectors.

The objectives of this intelligence are as follows:

- Provide a better understanding of the progression pathways to roles within the Hospitality sector in GM
- Identify which occupations need to be prioritised to meet current and emerging skills shortages
- Better inform and implement existing skills provision for the benefit of GM residents and hospitality employers
- Identify opportunities for the skills system (including skills providers and employers) can act to support the talent pipeline for hospitality
- Understand the future trends within the hospitality sector – in particular, how these trends will impact the existing workforce and future skills needs
- Understand the impacts of COVID19 and Brexit on the skills-base within the sector, including challenges and opportunities and how the skills provision can best fit with COVID19 recovery plans.

GM residents need to be able to understand the opportunity GM's hospitality sector provides and the occupations and progression pathways as well as the technical skills and wider competencies and attributes required in different areas of the industry and at different levels. There is the need for key stakeholders working with different groups to be able to translate these key skills and labour market messages for the following groups:

- Young people
- Influencers – teachers, parents, careers advisors and work coaches
- People looking to switch careers or looking for work
- Skills providers of all types
- Employers
- Individuals wanting to progress in work.

This intelligence was gathered in Autumn 2021 and is accurate as of the release date of this report. The hospitality sector is made up of multiple sub sectors – this review is the first conducted in this area and focuses primarily on hotel, bars, restaurant, cafes, and the night-time economy. The data and intelligence gathered as part of this report will be enhanced and added to as the sector, policy landscape, and economic situation evolves.

The report is intended as an initial platform of intelligence and research, which will be built on and updated by GMCA. Upcoming developments in the COVID19 pandemic and the UK's withdrawal from the EU will continue to shift the economy. GMCA understands the need to regularly update this intelligence accordingly. Plans are laid out towards the end of the report for further intelligence gathering and research. GMCA will be looking at where recommendations and intelligence from this report can be embedded across work and skills programmes.

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Executive Summary

With the Hospitality sector identified as a key foundational sector for both the UK-wide and GM economy, support for the sector is of increasing importance. This report looks primarily at how the skills challenge in hospitality is met within Greater Manchester, to inform and guide better responses from GMCA, local authorities, employers, providers, and other stakeholders.

Key findings from this report include:

- Hospitality is an **important sector for Greater Manchester** although the sector does not rank high for productivity. It accounts for approximately 86,000 jobs, which is over 6% of the GM workforce.
- There are **8,200 businesses in Greater Manchester** of which, nearly **6,000 have under ten employees**.
- The UK's hospitality industry is experiencing **rising worker shortages in all roles and at all levels**, with job vacancies at their highest levels since records began. Hospitality venues are struggling to fill thousands of job vacancies. External organisations and agencies are equally finding it difficult to recruit staff.
- The UK employs approximately 3.2 million people across the hospitality sector. In 2020, hospitality **contracted by just over 40% nationally**.
 - The hospitality sector has **suffered during the COVID19 pandemic** because of government restrictions resulting in lockdowns and closures of businesses and educational institutes such as universities.
 - The sector has also **suffered as a result of Brexit** due to European workers going back to their home countries and less workers entering to fill seasonal roles.
- There are increasing **perceptions of the hospitality sector** being a vulnerable sector and recent negative press in relation to working practices, is resulting in people reskilling and leaving the sector.
- Younger generations in particular are searching for better **work life balance and therefore not wanting to enter hospitality as a profession**.

- Greater Manchester employers told us **hard to fill vacancies/skills gaps in the main are in the following areas:**
 - Chefs – retention is a huge issue in this area
 - Kitchen - especially of increasing technical ability
 - Housekeeping
 - Bartenders, waiters/waitresses, barista
 - Management – in particular front of house
 - Lighting / Sound Engineers (to be considered as part of Digital and Creative Sector Industry Skills Intelligence report in 2022)
 - Security
 - Sales and Customer service.
- Employers said the sector would benefit from the following leadership and management training:
 - Strategic Management (senior level roles e.g., adopting business innovation, growth and productivity, digitalisation, sustainability (green, eco-friendly e.g., food wastage, product wastage); and
 - Operational Management (entry - middle managers e.g., upskilling in HR/Soft skills/policies, fundamentals of management (planning, organising, leading, resourcing, motivating), diversity and inclusion, recruitment and selection, and health and well-being.)
- **There is a need to simplify understanding of careers in the sector.** Employers feel there is a lack of clearly defined job roles and a lack of understanding and guidance about potential career paths.
- The hospitality sector is not always perceived as an exciting career to enter and often educators **push it as a career for low attainers.**
- Colleges and universities deliver hospitality programmes for the sector that **generally meet the skills demand at this level.**
- There are a small number of **hospitality training providers** in GM. Some larger sized hospitality businesses who operate on a national scale said they select national training providers who can serve all their sites/localities.
- GM employers spoken to as part of this review are generally **not aware of what training provision is on offer across GM.**

- There are some employers in the sector who would like to see **modular stackable courses** to quickly enable areas of **business priority skills shortages** to be developed.
- Employers would welcome developing in conjunction with relevant partners **innovative curriculum** such as embedding licenses such as personal licences and SIA, with hospitality technical content in order to become a qualification pathway.
- In general, the sector prefers to **train staff internal/inhouse**. This means there is variation of quality of training staff receive across the sector as training is not normally accredited.
- Apprenticeships are **not always welcomed as an entry route** for people into hospitality as undertaking them requires staff to be off rota when operational shifts are already very difficult to cover.
- There are **Sector Workplace Academy Programmes** happening across GM, however in general employers were not aware of them. Employers welcome more of them to assist with filling entry level roles quickly.
- Employers would like to see **workshops** on offer across GM to include learning on hospitality key areas/operational matters.
- Smaller sized businesses and/or startups typically **do not have the resource to train and mentor new members of staff** and new starters can be 'thrown in at the deep end'. This can result in staff **working only one or two shifts** before then leaving the organisation, resulting in a high turnover.
- GM employers want to continue to **collaborate with each other** to help tackle the talent shortage. There is feeling private investors/commercial businesses are not always on board with collaboration, quite possibly as they do not fully understand the GM hospitality ecosystem.
- There is '**wage war**' happening in Greater Manchester some commercial organisations are inflating salaries as a way to poach top talent for key positions, such as chefs. Some employers claim this position is unsustainable and is not a long-term fix to the current labour shortage. What employers would like to see happening is a wider talent pool part of a collaborative arrangement across hospitality businesses.

- **Diversity and demographics remain challenges** for the sector. There is an underrepresentation of older ages working in many roles, the sector leans towards a younger workforce.
- Employers wish to explore **innovative ways to recruit**, and they also want to understand further available government initiatives to fill their talent pipeline.
- Greater Manchester's Talent Hub delivered through the Growth Company offers support services to the hospitality sector including recruitment. There is a need to **scale the solution to have a bigger impact** on Greater Manchester's hospitality sector.

Recommendations

Full and detailed recommendations are given at the end of this report, but a list of the core recommendations can be found below. These recommendations are not likely to be short-term fixes, and several require a long-term culture change around the sector. They act to summarise key areas of activity based on the greatest need – activity which will need input from all corners of the sector, including employers, skills providers, schools, college, universities, local government, and sector bodies.

1. The skills system should undertake a review to ensure it is meeting immediate skills gaps in **housekeeping, barista, bar, waiting staff/server, front of house management and kitchen roles including chefs, leadership, and management (including managing teams, positively challenging negative views, digital transformation, fundamental principals in management / business innovation) and innovative recruitment and selection processes.**
2. Training programmes should explore offering **modules can be accessed separately to meet the needs of businesses and emerging hospitality trends.**
3. Relevant training should include **sales and customer service skills** with a focus on business innovation meeting the needs of the hospitality sector.
4. Relevant training needs to develop skills in **Recruitment & Selection** to **create more diverse talent pipeline** raising better awareness amongst hospitality employers on **the benefits of government initiatives.**

5. Greater Manchester should consider a **hospitality campaign** to invigorate appetite amongst young people and career switchers who may wish to explore a future career in hospitality.
6. Hospitality associations and employers should consider designing a sector specific **health and wellbeing charter** in conjunction with staff working in the sector. This will help attract and retain members of staff making the sector more appealing while supporting staff in what can be a demanding environment, such as unsociable/long working hours, low pay, challenging customers etc.
7. GM hospitality employers should consider signing up to the **GM Good Employment Charter**
8. Government should consider incentivising employers who **recruit from underrepresented groups**.

1. Introduction

- (1.1) The UK has one of the most dynamic hospitality sectors in the world.

Internationally, UK restaurants are recognised as being some of the very best and our nightclubs attract visitors from all over the world. The British pub is both a landmark and a hub that unites our communities. Following the financial crisis of 2007/08, the hospitality sector helped kick-start the UK economic recovery. If the sector is to assist in the recovery from COVID19 in the same way, then it needs to bounce back quickly. The sector needs to be resilient against future shocks and be adaptable to challenges such as tackling climate change.¹

- (1.2) The hospitality industry is part of the service industry, and some argue is part of the larger travel and tourism industry. Hospitality provides products and services to people, and the main goal is to provide service and customer satisfaction. Although there is no strict definition, hospitality is comprised of 5 key sub-sectors, which include: Food and Beverage (e.g., cafes, bars, restaurants and clubs); Travel and Tourism (for recreational, leisure or business such as transportation, museums, art galleries); Accommodation (e.g., hotels, B&B's, resorts, hostels, campsites); Recreation (pursuit of leisure activities such as gyms, spas, casinos, golfing, exhibition/conference centres, attractions,); and Events (e.g., concerts, conferences, festivals, weddings, sport venues).
- (1.3) This report primarily uses *the accommodation and food and beverage service activities* Standard Industrial Classification (SIC) to represent hospitality, however, some data included from external partners might use slightly different definitions. This report draws upon skills intelligence from a variety of the hospitality sub sectors but primarily from Food and Beverage and Accommodation employers. The term night-time economy is used to describe a wide range of activities from a trip to the theatre or a family meal to a night out at a club. Night-time economies are an important part of UK towns and

¹ [Hospitality Strategy: Reopening, Recovery, Resilience. \(publishing.service.gov.uk\)](https://www.gov.uk/government/publications/hospitality-strategy-reopening-recovery-resilience)

cities and are estimated to bring in over £60 bn to the UK economy every year.²

- (1.4) Greater Manchester Hospitality sector GVA in 2019 was £2bn, which amounts to 2.7% of GM's GVA. Greater Manchester's Local Industrial Strategy³ (published June 2019) sets out the long-term strategic aspirations to grow our existing and emerging sector strengths. In recent years the balance of employment has shifted towards lower productivity sectors and activities, and the share of low productivity sectors in Greater Manchester (those with lower than £30,000 GVA per worker at 2013 prices) increased from 38 per cent of the economy in 2005 to 42 per cent in 2015. Retail, social care, hospitality, and tourism account for the bulk of low paying jobs, in what is often called the 'foundational' economy⁴.
- (1.5) Greater Manchester aims to increase the productivity of big sectors in the 'foundational economy' – such as retail, hospitality and tourism, and social care. Greater Manchester is working with large employers in these sectors to help understand progression routes and skills gaps to inform the work of the skills partnership and help businesses develop plans to access new workers or tap into unused skills among their existing workforces.
- (1.6) Given the long hours, shift-work, and difficult working conditions of many hospitality environments, raising the standards of working conditions in the sector to attract and retain staff is a crucial area of focus. GMCA's Night-time Economy Adviser Sacha Lord, and GM Local Enterprise Partnership Chair Lou Cordwell, are encouraging employers in the sector to engage with the Good Employment Charter and demonstrate their commitment to providing fair pay, secure work, and wellbeing support, as well as in other areas to raise employment standards across Greater Manchester's hospitality sector⁵.

² [Approaches to managing the night-time economy | Local Government Association](#)

³ [GM Local Industrial Strategy](#)

⁴ [gm-local-industrial-strategy-web.pdf \(greatermanchester-ca.gov.uk\)](#)

⁵ [Greater Manchester business leaders call on hospitality sector to set new standards to attract staff - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](#)

Challenges and Opportunities for Greater Manchester

- (1.7) The hospitality sector is facing various challenges and opportunities on a national and global scale; these challenges are also reflected within Greater Manchester:
- Confidence of business survival in the hospitality sector started to increase in May 2021 but remains below the all-sector level.
 - Hospitality has been one of the sectors most affected by the COVID19 pandemic as a result of lockdowns and government restrictions. The sector is likely to have been affected by Brexit, but as the end of the transition period (31 December 2020) coincided with the start of a lockdown, it is hard to separate the effects of the two⁶.
 - Job vacancies in the sector have seen large increased and are higher than pre-pandemic levels.
 - Job vacancies in the hospitality sector have seen large increases and are higher than pre-pandemic levels; however, in June 2021, the number of employees within the sector remained 11% below February 2020 levels.
 - The UK's hospitality industry continues to struggle finding suitable talent even with the easing of lockdown restrictions. As more workers leave the sector, finding talented staff is proving harder than ever.
 - High levels of staff turnover in the hospitality sector are creating insecurity and making it hard for employers to plan for the medium and long-term development of their businesses and staff. On a positive, The UK government earlier this year launched the 'Hospitality strategy: reopening, recovery, resilience'⁷, this sets out how they will work with the hospitality sector as it reopens and recovers from COVID19, to build the sector's longer-term resilience.
 - The sector does not always have a positive perception as a career to enter. For years there have been bad employment practices happening in some areas of the sector uncovered recently in the media. This coupled

⁶ [Coronavirus and its impact on UK hospitality - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/peopleinwork/employmentandlabourmarket/peopleinworkintheuk/timeseries/industrylabourmarketandskillsintelligence/hospitality)

⁷ [Policy paper overview: Hospitality strategy: reopening, recovery, resilience - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policies/hospitality-strategy-reopening-recovery-resilience)

with COVID19, and Brexit has resulted in the sector appearing volatile and vulnerable.

- Greater Manchester has lots of potential and the hospitality scene is growing, featuring in Conference News ‘Best of British’ magazine highlighting the top 10 conferences cities in the UK. Moving forward post Brexit and with the ongoing COVID19 pandemic, the visitor economy is forecast to continue to grow strongly in Greater Manchester, resulting in an increase in labour talent and skills shortages. To address this, there is a need for Greater Manchester to create a more attractive talent proposition to recruit and retain the necessary workforce.
- Disruptors such as digital, AI/ML, changing society/demographics and customer demands will continue to revolutionise the industry. There is an opportunity to upskill managers supporting businesses and management to improve productivity.

Industry Context & Demographics

- (1.8) There is limited workforce demographic data available specific to the hospitality sector across Greater Manchester. This section draws upon national demographics and labour market information along with anecdotal feedback from GM employers received as part of the intelligence gathering process.
- (1.9) Numerous studies show that diverse teams outperform others.⁸ Work over recent years has proved that diversity has a positive impact on a business. Workplace diversity can inspire feelings of belonging (O'Donovan, 2018), increase profits (McKinsey & Company, 2017), lead to more innovation (Nathan & Lee, 2013), drive better decisions (Levine et al., 2014) and make teams more productive (Neuman et al., 1999).
- (1.10) Demographic trends are discussed below providing an evidence base to suggest that Greater Manchester hospitality businesses have an important part to play in achieving the government's social mobility pledge⁹. The Greater Manchester Social Value Framework 2020¹⁰ provides a strong basis for how employers can use collective power to tackle inequality.

⁸ [The Five Business Benefits of a Diverse Team - CMI](#)

⁹ [Social Mobility Pledge](#)

¹⁰ [Social Value Greater Manchester Combined Authority](#)

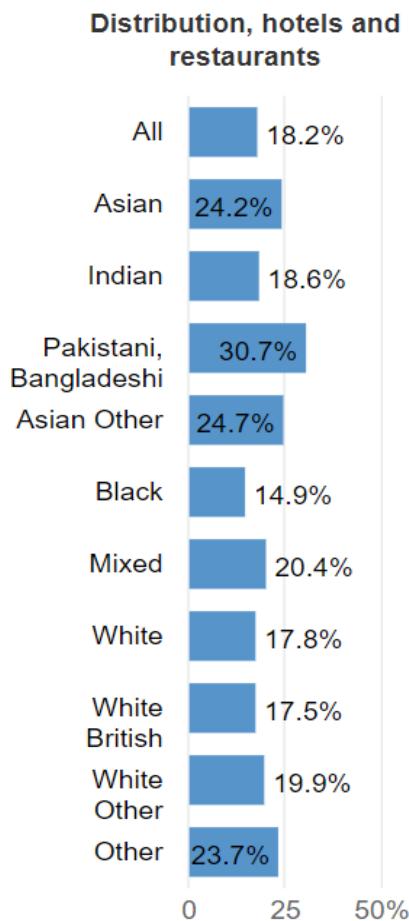


Figure 1: ONS 2021. Percentage of workers in each ethnic group employed in Distribution, Hotels and Restaurants.

(1.11) Of the 1,811,500 people of working age living in GM, 84.6% of Greater Manchester's working age are white, 5.3% are Pakistan/Bangladeshi, 3.4% are Black, 2.3% are Indian, 1.5% are mixed ethnic group and 2.9% all other ethnic groups. Employers told us the ethnic background of the hospitality workforce is skewed towards people from a white background. Figure 1 shows the ONS figures on Employment by Sector, updated 3 August 2021. This reports the combined Pakistani and Bangladeshi ethnic group had a higher percentage of workers in the distribution, hotels, and restaurants sector than any other ethnic group (30.7%).



Figure 2: Age Profile of UK Industries (Male in teal, Female in orange)

(1.12) Figure 2 shows the age profile of UK industries and the gendered division of work in the UK in 2019. The hospitality sector has a relatively young workforce with the majority of workers between the ages of 20 to 34. There are 1,811,500 people of working age living in GM, of which, 910,400 (50.3%) are male and 901,100 (49.7%) are female. Of the 1,811,500 people of working age living in GM, 34% of GM residents are aged 25 to 49, 18% are aged 50 to 64, 16% are aged 65+, and 11% are aged 16 to 24. The Greater Manchester Independent Inequalities Commission¹¹ identifies that the growth in older workers, those aged 50+, over the next two decades represents one of the biggest changes in the workforce composition in Greater Manchester.

(1.13) Figure 2¹² also demonstrates there is a roughly even spread of females and males working between the ages of 16 to 54. From age 55 onwards there are fewer females than males working in the sector.

¹¹ [Independent Inequalities Commission - Greater Manchester Combined Authority](#)

¹² [CIPD Report – Benefits of an Older Workforce – October 2019](#)

- (1.14) The changing population age structure will impact different parts of the labour market. At a regional level, employers told us there is a gender imbalance in some hospitality roles with the main workforce being younger age groups. . Ageing Better¹³ reveal that 36% of 50-70 year olds feel at a disadvantage applying for jobs due to their age. Yet three quarters of employers in England agreed that older workers' experience is crucial to the success of the organisation. The CIPD have recently published a guide on Age Inclusive Recruitment. Hospitality employers could benefit from reading this guide to inform their recruitment and selection processes to ensure they have appropriate diverse hiring practices in place.¹⁴
- (1.15) Given there are many vacancies in the sector and a general perception that the sector has a young workforce a sector and cultural shift towards a profession that is open to all ages could prove beneficial. In the UK, in general hospitality, the night-time economy is equipped for young people, however as a result of health innovation with an ageing population people are living for longer with improved health providing a potential missed opportunity for the hospitality sector. The UK and Greater Manchester would benefit from initiatives designed to shift the perception of a career in hospitality from being temporary to a lifetime career. Lessons can be learnt from countries with successful hospitality industries who also have an older workforce, for example France and Italy.
- (1.16) Across the hospitality sector there is a noticeable gender difference for Chefs and Greater Manchester employers said the number of chefs working in the sector and wanting to enter is reducing. There are more than 250,000 professional chefs in the UK, but only 18.5 per cent of them (approximately 46,000) are women, according to the latest ONS figures. Figure 3 below shows the split and the numbers of female chefs. GM employers said the reasons for this include unsociable hours with some staff working up to 70-plus hours a week, split shifts, early mornings, and late nights. Women are more likely than men to have caring responsibilities (children or ageing relatives), which might be a contributory factor. In addition,

¹³ [Good Recruitment for Older Workers: A guide for employers | Centre for Ageing Better \(ageing-better.org.uk\)](https://ageing-better.org.uk/good-recruitment-for-older-workers-a-guide-for-employers/)

¹⁴ [Age-inclusive recruitment: guidance with Centre for Ageing Better | Guides | CIPD](https://www.cipd.co.uk/guides/recruitment-and-selection/age-inclusive-recruitment)

for women working in a male dominated environment can appear intimidating. Mentoring across businesses supporting women in the sector would be beneficial.

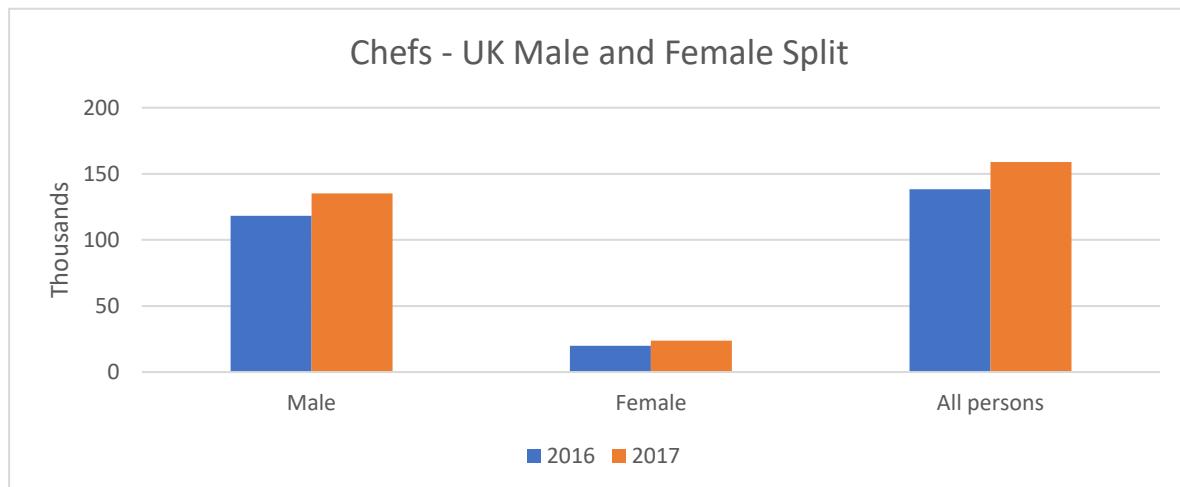


Figure 3: ONS Survey 2016 and 2017. Chefs UK Male and Female Split

(1.17) Figure 4 below shows data extracted from the Business Register and Employment Survey, for employees in the GM hospitality sector (SIC 2007: Accommodation and Food services Activities). The chart shows between 2015 to 2019 approximately 57-63% of employees work part-time, with around 36-42% of employees working full-time

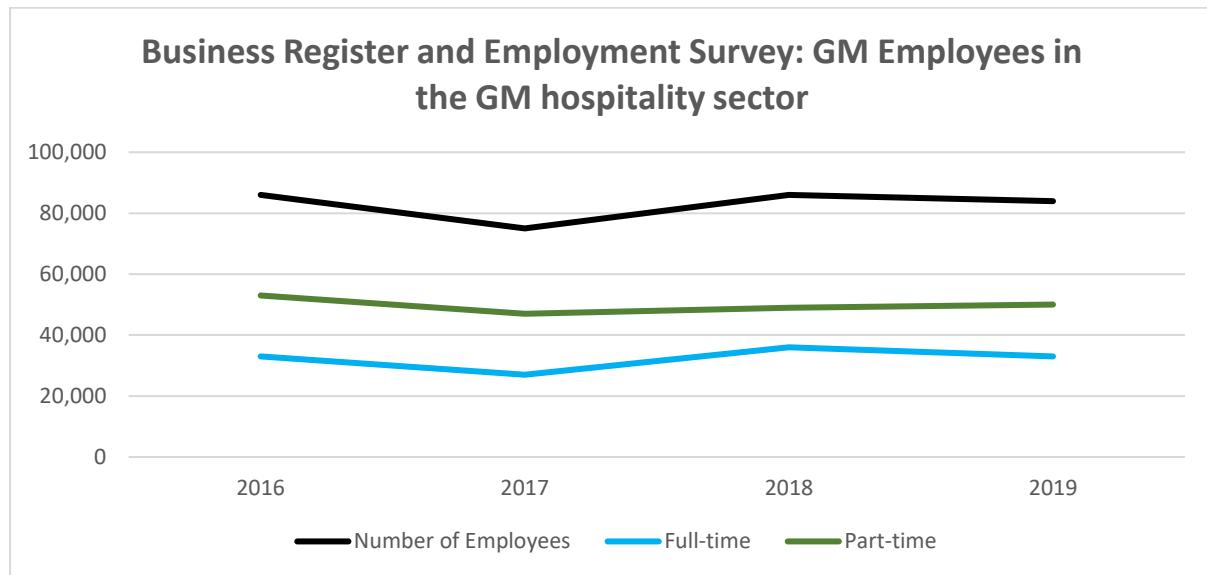


Figure 4: Business Register and Employment Survey: GM Employees in the GM hospitality sector (SIC 2007: Accommodation and Food services Activities)

2. Sector Background

Policy landscape

- (2.1) In September this year a team of industry experts was set up to help England's pubs, restaurants, and cafes to reopen, recover and become more resilient following the COVID19 pandemic¹⁵. The Hospitality Sector Council is made up of experts who represent a cross-section of the sector, to support the delivery of the government's Hospitality Strategy¹⁶. Council members include UK Hospitality, the British Beer and Pub Association, Nando's UK & Ireland, Greene King, Starbucks, and Mowgli's Nisha Katona. The council will identify and oversee actions related to the 22 commitments in the strategy and assess the strength of the sector.
- (2.2) Two types of organisations who support hospitality businesses and individuals are trade associations and professional bodies. These organisations provide advice, support, training and guidance for businesses and individuals from the same sectors and professions, and will also represent their voice in influencing government, policy, and regulation. A list of the trade associations and professional bodies can be found at Be the Business Archive¹⁷.
- (2.3) UK Hospitality is a trade association representing more than 700 companies including bars, coffee shops, contract catering, hotels, nightclubs, visitor attractions and other leisure venues in influencing policy making, promoting the sector, sharing best practice, and creating networking platforms.¹⁸ UK Hospitality has launched an initiative to create more jobs in hospitality and their intention is to attract and retain hospitality employees back into the sector, to help rebuild the industry. Over the last year, and in partnership with local hospitality businesses, UKHospitality has been holding Skills Challenges with Parliamentarians across the country to demonstrate the highly skilled

¹⁵ [New Hospitality Council to guide the sector's recovery - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/new-hospitality-council-to-guide-the-sectors-recovery)

¹⁶ [Policy paper overview: Hospitality strategy: reopening, recovery, resilience - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policies/hospitality-strategy-reopening-recovery-resilience)

¹⁷ [Trade associations and professional bodies for hospitality and tourism businesses - Be the Business Archive](https://www.be-the-business-archive.com/)

¹⁸ [UKHospitality](https://www.ukhospitality.org.uk/)

nature of a job in the hospitality industry, and to bust the myth that hospitality workers are low-skilled.

- (2.4) The Institute of Hospitality is a professional body for managers and aspiring managers working and studying in the hospitality, leisure, and tourism industry.
- (2.5) The British Beer and Pub Association is a trade association that represents and supports brewers and pub companies by lobbying and campaigning on behalf of the beer and pub industry.

Greater Manchester Ecosystem

- (2.6) According to the most recent Business Register and Employment Survey, there was a total of 86,000 people employed in the hospitality sector across Greater Manchester in 2019. Of these, 34,000 were employed in the city centre, 9,000 in Salford, 7,000 in Trafford and 7,000 in Stockport. This evidences the key role that hospitality plays in the city's vibrancy and wider economy. The hospitality sector does not rank high for productivity for Greater Manchester although it is an important sector for both the UK and Greater Manchester's economy. Greater Manchester's Local Industrial Strategy (published June 2019) sets out the long-term strategic aspirations to grow our existing and emerging sector strengths. In recent years the balance of employment has shifted towards lower productivity sectors and activities, and the share of low productivity sectors in Greater Manchester (those with lower than £30,000 GVA per worker at 2013 prices) increased from 38 per cent of the economy in 2005 to 42 per cent in 2015. Retail, social care, hospitality, and tourism account for the bulk of low paying jobs, in what is often called the 'foundational' economy.
- (2.7) The baseline forecast for Greater Manchester suggests a net increase of 18,800 jobs in the hospitality, tourism, and sport sector from 2015 to 2035, while the ambitious Accelerated Growth Scenario (AGS-2017)¹⁹ developed for the region sees Greater Manchester playing a leading role within the Northern

¹⁹ [Greater Manchester Forecasting Model - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](http://greatermanchester-ca.gov.uk)

Powerhouse, suggesting the number of net new jobs could be as high as 21,200.

- (2.8) There is a strong collaborative network between hospitality businesses. There are a few representative bodies supporting the sector in Greater Manchester: the Manchester Hotelier Association is a non-profit organisation of key hotels within the city centre and the Greater Manchester area. It is chaired and managed by the hotel General Managers and the MHS is dedicated to championing the vibrant Manchester hotel scene. City Co is The City Centre Management Company who manage Manchester's Business Improvement District. They connect people, projects, and ideas, and bring member businesses together with public agencies to support the city centre economy. Manchester Hospitality Network is a group of hospitality professionals based in Manchester with the purpose to support and assist one another within their roles. Members have access to monthly networking events, new business introductions, training sessions and support. Each month, MHN members are invited to attend different events to meet new people to grow their own database as well as a continuous support from The Board. Momentum seems to be building illustrating there is a desire to collaborate and communicate across the region.

Workforce and Business Trends

- (2.9) The UK's hospitality sector is comprised of approximately 143,000 businesses, employs around 1.8 million people and, in 2019, generated £40.4 billion for the UK economy. Job vacancies in the hospitality sector have seen large increases and are higher than pre-pandemic levels; however, in June 2021, the number of employees within the sector remained 11% below February 2020 levels.
- (2.10) There are approximately 8,200 hospitality businesses in Greater Manchester, of which nearly 5,200 have under ten employees. The number of organisations is growing indicating that the sector is an important area of the Greater Manchester economy. According to the most recent Business Register and Employment Survey, there was a total of 1,389,000 people

employed in Greater Manchester in 2019. Of these, approximately 86,000 jobs were in hospitality, which is over 6% of the GM workforce.

- (2.11) In 2017, Marketing Manchester undertook a ‘Deep Dive’ report on Greater Manchester’s Hospitality and Sport sector. Following its publication, Marketing Manchester consulted with the hospitality sector to identify key recruitment and training issues. In partnership with the Skills Company and Manchester City Council, an Action Plan was commissioned to set out a series of interventions to address the skills and recruitment challenges. The review highlighted at that time the sector was facing both a skills and a labour shortage and whilst some vacancies are driven by sector growth, a significant number of vacancies are driven by high levels of labour turnover, estimated to be in the region of 75%.
- (2.12) Moving forward post Brexit and with the ongoing COVID19 pandemic, the visitor economy is forecast to continue to grow strongly in Greater Manchester, resulting in an increase in labour talent and skills shortages. This report identifies a need for Greater Manchester to create a more attractive talent proposition to recruit and retain the necessary workforce. A Greater Manchester Talent Alliance was subsequently formed to bring in new talent and upskill existing talent, known as The Talent Hub²⁰.
- (2.13) The Greater Manchester Forecasting Model (GMFM-2019)²¹ suggests a future where improvements to the skills base challenging economic outlook, both nationally and locally, is likely to persist for the next two years. Considering recent economic data and evidence from a variety of sources, forecasts have been revised downwards, though Greater Manchester (GM) is expected to perform above the UK average.
- (2.14) Digitisation and Internet of Things (IoT) present valuable automation opportunities for the hospitality sector. As IoT rapidly digitises the physical world, companies are leveraging data connect devices to transform business and operating models – improving decision-making, driving greater efficiency, increasing profitability, and introducing new revenue streams.²² For example,

²⁰ [Home | Talent Hub \(growthco.uk\)](#)

²¹ [Greater Manchester Forecasting Model - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](#)

²² [Transforming the hospitality industry \(kpmg.us\)](#)

smart hotels are the next generation in hospitality providing both enhanced self-service and customised guest experiences e.g., automation of current manual processes – scheduling room service, room cleaning, preventative maintenance etc. Employers spoken to as part of this review were aware of emerging trends but said their priority is to fill current critical labour/skills gaps. Therefore, further work addressing emerging trends and skills gaps at a later date is recommended.

3. COVID19 and Brexit: Impact on the Hospitality Sector

- (3.1) Hospitality (in particular, accommodation and food activities) has been one of the sectors most affected by lockdowns and government restrictions throughout the coronavirus (COVID19) pandemic.²³ The sector has also seen some impact from Brexit, but because the end of the transition period coincided with the start of the January 2021 lockdown, it is hard to separate the effects of the two. Consumer spending on hospitality started to increase 5-6 months into 2021 but remained at less than 70% of pre-pandemic levels. Confidence of business survival in the hospitality sector has started to increase in late-2021 but remains below the average level.
- (3.2) According to ONS data when job vacancies in the sector increased and decreased during the pandemic, the median wage followed a similar trend. Increases in job vacancies throughout are also accompanied by a slight increase in growth of median pay. Data from HM Revenue and Customs (HMRC) show that in April 2020, just under 1,650,000 employees in the sector were on furlough, falling to just under 590,000 employees furloughed a year later. This represented 25% of all furloughed employees. Job vacancies in the hospitality sector have seen large increases and are higher than pre-pandemic levels; however, in June 2021, the number of employees within the sector remained 11% below February 2020 levels.
- (3.3) At the end of the Coronavirus Job Retention Scheme in September 2021²⁴, the Accommodation and Food Services sector had the second largest volume of workers on furlough, at 156,900 (approximately 9% of the eligible workforce). However, there were promising signs of recovery as identified by the Resolution Foundation²⁵, who found that around 88% of workers who were still on furlough at the end of the scheme moved back into employment. Only 3.4% were unemployed and only 8.5% listed as inactive. If hospitality

²³ [Coronavirus and its impact on UK hospitality - Office for National Statistics \(ons.gov.uk\)](#)

²⁴ [HMRC](#) – November 2021

²⁵ [Resolution Foundation](#) – November 2021

followed these cross-cutting trends, it is likely that much of the furloughed workforce is back in employment already, contrary to fears of an unemployment spike which developed throughout the pandemic.

- (3.3) At a regional level, the COVID19 pandemic has had a massive impact on the people of Greater Manchester, as well as devastating social impact the economy is also suffering repeated shocks. Marketing Manchester report that of all sectors, the collective “tourism, hospitality, and leisure” sector has been amongst the most devastated; with 61% of the £9bn annual economic value of the sector estimated to be lost this last year. Whilst much of Greater Manchester’s economy is beginning to return to a new normal, recovery for the sector will take significantly longer. For example, without the return of the meetings and corporate markets, and of high spending international markets driving growth, the sector faces a challenging and slow recovery.
- (3.4) Marketing Manchester brought together a group of senior and private lenders from across GM to form the GM Tourism Industry Emergency Response Group (TIER) to deliver a partnership approach to deliver a one-year Support and Recovery Plan.²⁶ The TIER will continue to work with key business organisations to support the return of office workers to towns and city centres within Greater Manchester as appropriate. So far 433 businesses across GM have signed up to date and on the Tourism and Hospitality Support Hub there has been 25,491 visitors to the site, with 'support and guidance' the most viewed pages.

²⁶ [GM-Recovery-Plan-1.pdf \(marketingmanchester.com\)](http://GM-Recovery-Plan-1.pdf (marketingmanchester.com))

4. Labour Market Information

- (4.1) Most economic indicators point to the start of a recovery for businesses in the hospitality sector, with the labour market showing similar trends. Since early April 2021, furlough rates in the hospitality sector have been declining. The highest recorded level of furloughed staff was approximately 1.6 million in April 2020.
- (4.2) In the period April to June 2021 as the UK economy reopened, there were an estimated 102,000 job vacancies in hospitality, nearly five and a half times higher than the 19,000 recorded in December to February 2021, and higher than pre-pandemic levels²⁷. This increase may indicate the beginning of a tight labour market or bottleneck where hospitality businesses are looking to increase employment but currently cannot recruit the numbers necessary.
- (4.3) Data indicating that the number of employees may continue to rise is reinforced by the number of job vacancies available in the sector. Figure 5 below shows that job vacancies in hospitality have rapidly increased throughout 2021 as businesses look to employ more staff to meet demand. This has also captured media attention, with the BBC reporting hospitality businesses struggling to fill thousands of jobs²⁸.

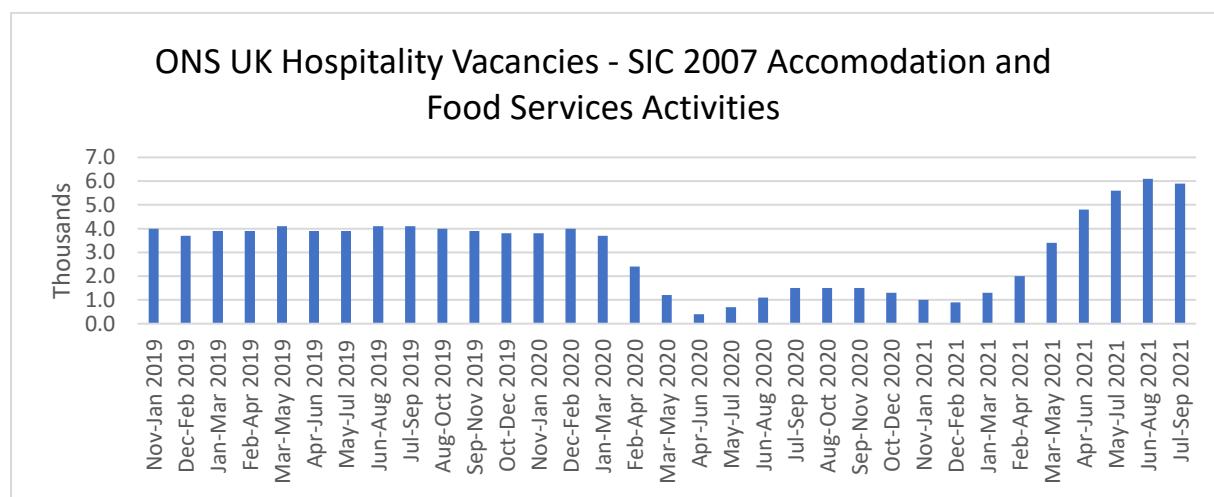


Figure 5: ONS UK Hospitality Vacancies (SIC 2007 Accommodation and Food Services Activities)

²⁷ [Understanding the labour market: pandemic not pandemonium • Resolution Foundation](#)

²⁸ [Hospitality 'struggling to fill thousands of jobs' - BBC News](#)

Jobs Advertised in Greater Manchester

- (4.4) It is challenging to categorise jobs for hospitality given there are multiple sub sectors and different coding categories used across different data sources. Some of the hospitality jobs boards they use include cater.com; culinary agents; hospitality jobs UK; Leisurejobs; CaterGlobal, Institute of Hospitality, Fish4jobs, and Indeed. There are many other jobs boards.
- (4.5) Figure 6 below shows GM hospitality job postings between 2nd January 2021 to 11th September 2021. The number of job vacancies in Greater Manchester for hospitality organisations has seen a noticeable increase since April 2021, which is when COVID19 restrictions were gradually starting to be lifted by the UK government.

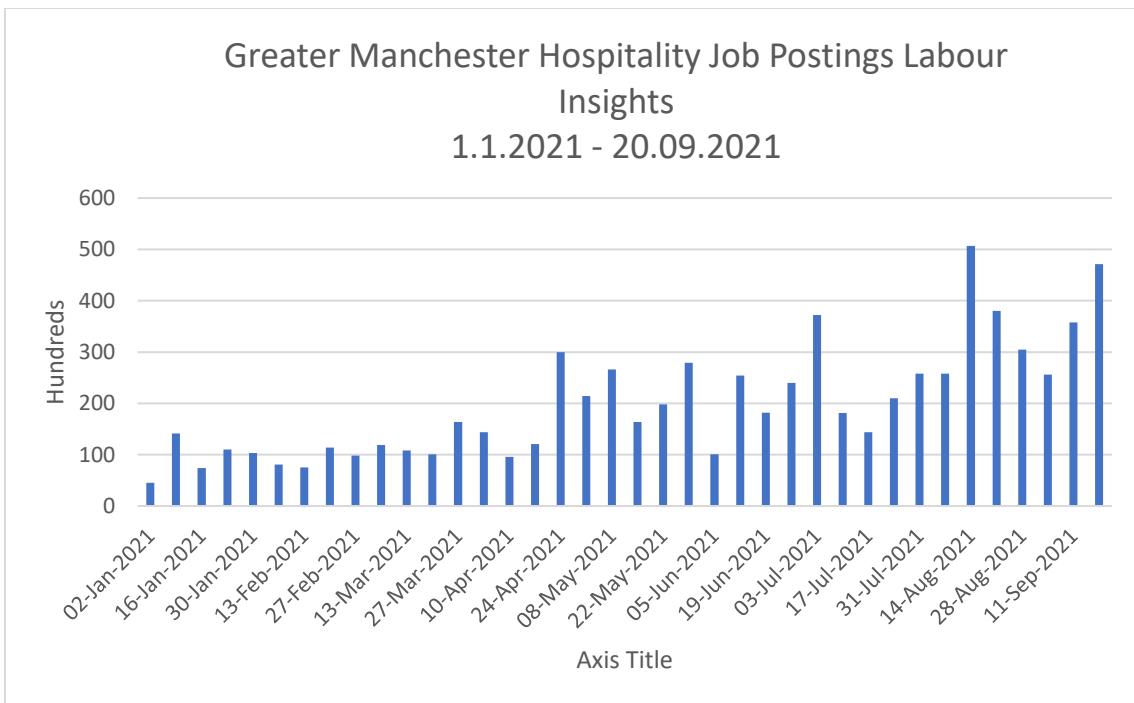


Figure 6: Labour Insights Greater Manchester Hospitality Vacancies between 2 January 2021 to 11 September 2021

- (4.6) Figure 7 below shows the top 15 Hospitality Job Postings according to Labour Insights in Greater Manchester between 2nd January 2021 to 11th September 2021. Kitchen and Catering Assistants, Chefs and Managers and Proprietors were the top 3 roles advertised.

Hospitality Job Postings in Greater Manchester – Labour Insights January 2021 to September 2021

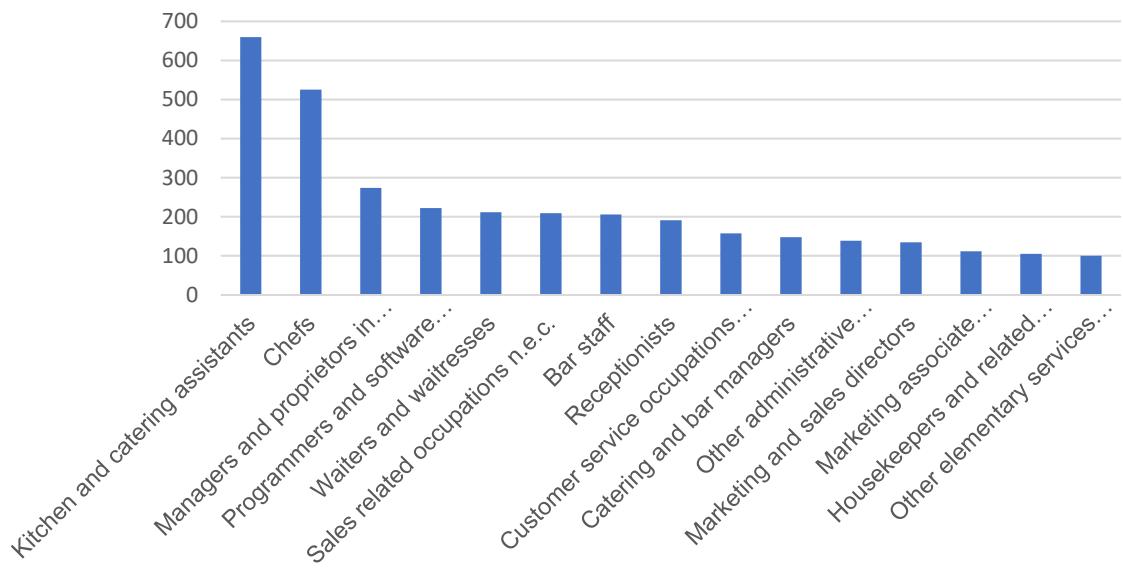


Figure 7: Hospitality Job Postings in Greater Manchester – Labour Insights January 2021 to September 2021

- (4.7) Figure 8 below shows the top 9 hospitality employers advertising vacancies in Greater Manchester between 2nd January 2021 to 11th September 2021. Thg Limited, Whitbread, and Marriott International were the top 3 employers advertising roles within this period.

Hospitality Topmost Employers Advertising in Greater Manchester – Labour Insights between January 2021 to September 2021

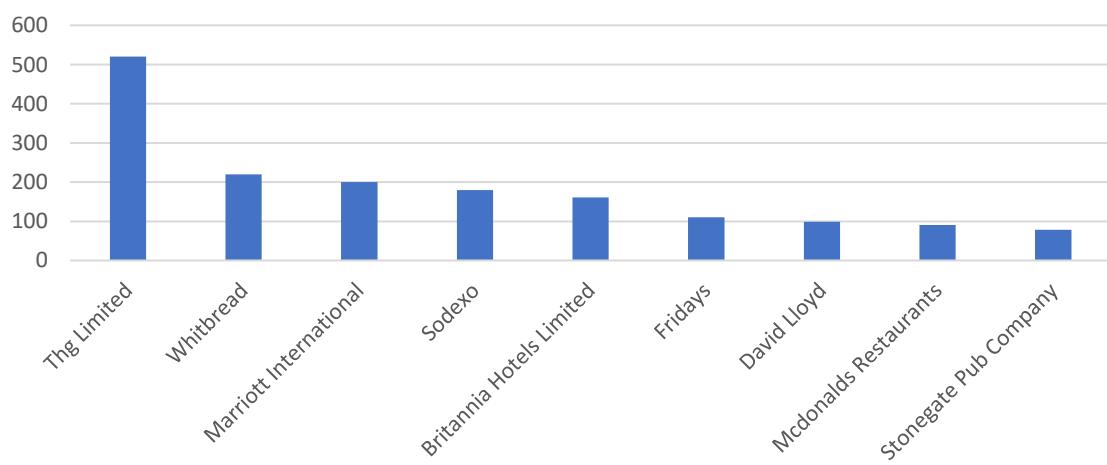


Figure 8: Hospitality Topmost Employers Advertising in Greater Manchester – Labour Insights between January 2021 to September 2021

(4.10) The Growth Company Talent Hub as of October 2021 estimate there are 3000 vacancies in the sector across GM. These are indicative of labour shortages across all levels and roles, with acute shortages of specific skills in housekeeping, front of house and chefs.

Occupational Pathways

(4.11) The potential career opportunities available in Hospitality are exciting. A basic occupational map for the core job roles within the sector is shown in Figure 9 below. This has been collated in collaboration with industry employers and the application of this will vary between each organisation. The roles can be split into two main areas: operational specific roles and general/ancillary roles. General roles are typically made up of the following departments (larger sized businesses will tend to have these teams more so than smaller sized who might have one person covering various areas): Sales, Customer Service; Marketing; HR/OD; Legal; Finance; and Business Support Services.

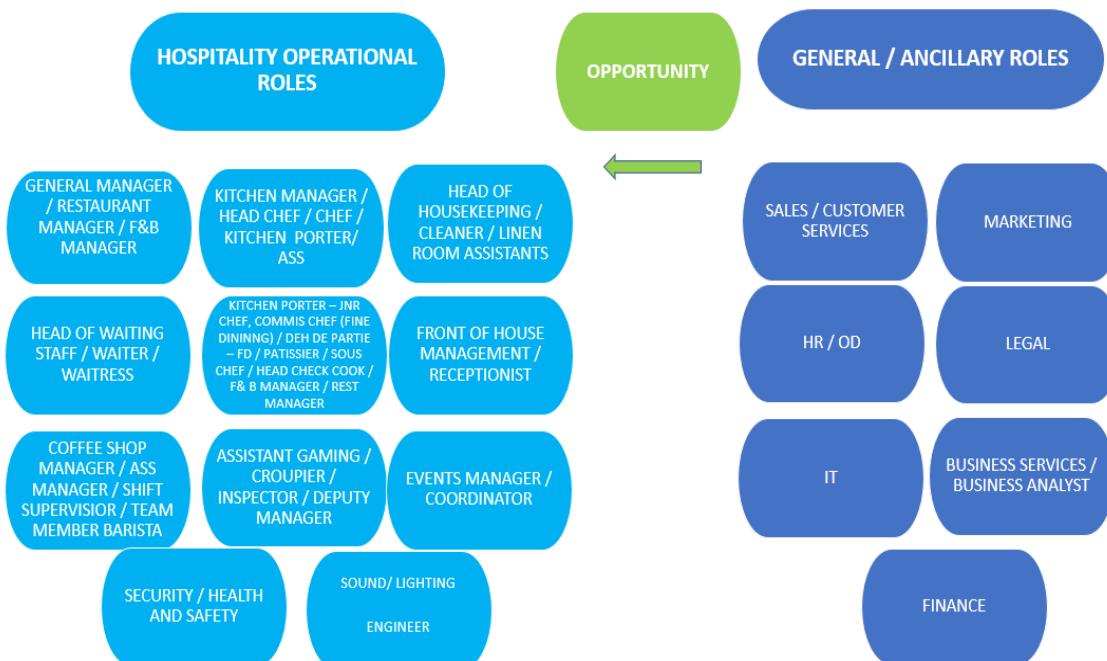


Figure 9: Occupational map for roles within the Hospitality Sector

(4.12) In general job titles tend to remain the same although there may be subtle variants between sub-sectors and by department. An organisation called “People 1st” set out possible pathways for a variety of roles in the hospitality

sector, which could help career coaches breakdown job areas helping people to understand progression routes²⁹.

- (4.13) From managing a restaurant or hotel to organising events and catering, there are a range of hospitality careers on offer if candidates have the right skills and qualifications, examples include: Accommodation Manager, Catering Manager, Chef, Conference Centre Manager, Event Manager, Fast Food Rest Manager, Public House Manager, Restaurant Manager.
- (4.14) There are different types of roles for some professions, such as chefs. There are different types of chefs within the kitchen, for example some chefs are primarily responsible for a specific section (Chef de Partie), whereas others such as the Sous-Chef are involved with running the kitchen and responsible for taking on tasks in place of the Head Chef. The Head Chef is usually accountable for creating new menus, costing dishes, food ordering and controlling budgets. Successful chefs are also able to develop new ideas and innovative ways of improving their cooking to meet the demands of customers. The hospitality industry provides multiple opportunities for qualified chefs.

Career Progression Pathways - Employer's Feedback

- (4.15) Employers spoke about how hospitality roles are not always easily understood by individuals of all ages. There is potential to move into different roles dependent on the individual's preferred career choice and their previous experience. Employers raised some concerns in setting out clearly defined career paths as they felt this could limit opportunity for individuals to transfer between departments – including new entrants and career switchers.
- (4.16) The range of skill levels required within Greater Manchester's hospitality sector is varied. Some entry level technical roles require no qualifications upon entry and many individuals may then be trained up to at least Level 3. Technical roles at a mid to senior level are typically more highly skilled roles taking much longer to reach competency.

²⁹ [Career Map \(careerpathwaymaps.co.uk\)](http://careerpathwaymaps.co.uk)

- (4.17) Some technical specific roles such as chefs, production management, management and roles in support/ancillary teams such as Legal, HR, Marketing are attached to professional associations e.g., IT - The Chartered Institute for IT (BCS), HR: The Chartered Institute for Personnel and Development (CIPD). HR, legal and marketing roles often have lower-level roles with no pre-entry requirements and clear routes to progress their career.
- (4.18) Employers explained the hospitality sector employs a wide range of people from many different educational backgrounds. Employers said they are willing to recruit individuals with no previous knowledge as long as they display the right mindset and passion for a career in hospitality. Soft skills are discussed at a later stage in this report.
- (4.19) Regarding exploring possible routes into the sector, employers said that relevant experience is not essential - it is more important to have the right soft skills. In general, employers said that entry roles are not well served and there is a shortage of talent at an entry level as well as a mid-senior level. Sometimes there are not enough promotional opportunities, which can result in people leaving either the organisation or the sector. Some employers might benefit from exploring skills mapping tools to build role profiles, career pathways and demonstrate development opportunities for employees. The mapping can make opportunities for career promotion clearer and can show individuals which career opportunities suit their skillset.
- (4.20) In the main, current hospitality and catering qualifications tend to stop at level 2. If the government's intention to upskill society ideally everyone should be given opportunity to progress beyond level 2 irrespective of their job role. This might be achieved through innovating curriculum offering varying technical knowledge as part of curriculum delivery, and by employer's creatively redesigning job roles. For example, housekeeping roles - infection control (varying levels up to the equivalent of nursing standards degree level); for security roles - incorporating legislation around COVID19, emergency planning, supporting blue light services etc. This would create higher quality roles while enabling people to progress in lower technical roles in the hospitality sector.

- (4.21) When exploring how best to explain the sector and a career in hospitality to individuals of all ages, employers said providing real life examples of people who have successfully navigated a career in the sector is usually helpful. Focusing on what these roles do in a wider context portraying the positive messages of what it's like to work in the hospitality is helpful. Employers said people tend to think of negative perceptions associated with the sector forgetting about the positive aspects of working in the industry. One employer shared their own personal experience of progressing in the sector, they originally set out as a glass collector and immediately upon hearing the DJ playing music loved the ambience of the sector. Over the years they worked their way up to become a bar manager/ops manager and today work in a city-wide role supporting hospitality businesses.
- (4.22) Employers said the benefits of working in the sector need to be better portrayed to young people and career switchers. Examples include there can be quick progression as there are not always formal training career paths; flexible shift patterns, physical nature of the role can keep you active, lots of interaction with people and learning about different cultures, with a good social benefit.
- (4.23) In general, employers agreed there needs to be a working campaign around making hospitality an exciting proposition promoting roles across the Greater Manchester. They agreed working closely with schools, FE and HE will be beneficial and employers going into these venues to talk about what roles are available in the industry is worthwhile e.g., chefs going into the school to teach explaining what the role means in simple terms.

5. Hospitality Skills Demands

Skills and Labour Demands

- (5.1) The UK's hospitality industry continues to struggle finding suitable talent even with the easing of lockdown restrictions. As more workers leave the sector finding talented staff is proving harder than ever. There is a growing number of hospitality vacancies across Greater Manchester, in November 2021 there were over 2,100 unfilled hospitality jobs advertised online. While online job adverts may not capture the full scale of the employment need in the sector, they give a good guide as to how many staff are missing in many businesses.
- (5.2) The labour shortage seen in Greater Manchester mirrors the national perspective. There is a labour shortage for all roles and at all levels, in particular roles with increasing technical ability. As a result, existing staff are under significant pressure due to a lack of people entering roles, hotelier employers said office staff and HR have been helping with duties including housekeeping due to a lack of available staff and due to an increasing demand for rooms.
- (5.3) Regarding skills gaps within their existing workforce, employers identified the following occupations would be a priority for upskilling:
- Kitchen (all roles)
 - Chefs (in particular roles with increasing technicality)
 - Housekeeping
 - Supervisors and Managers (in particular front of house)
 - Event Management
 - Sound and Lighting Engineers (stage management)
- (5.4) There are immediate skills gaps in housekeeping, barista, bar, front of house management and kitchen roles, in particular chefs, leadership and management including managing teams (health and wellbeing, and motivation), digital transformation, fundamental principals in management /

business innovation, diversity and inclusion and innovative recruitment and selection processes. Some employers said for mid management roles they are paying between £5k to £10k more than they were in March 2021.

- (5.5) One area raised by employers was a shortage of security staff – there is a belief that fewer people are entering it as a career choice. GM Employers believe this is due to the nature of the role such as unsociable hours as well as what can be challenging environments in terms of customers displaying challenging behaviours. Additionally, wages are generally low. Compounding this further is the fact that the process for obtaining an SIA licence has become more difficult, with pass rates reducing. There has also been a substantial increase in the licence cost. Currently licences are not normally funded through AEB, however employers said they are open to innovate roles and would welcome merging the attainment of a licence along with curriculum to become a qualification. Ideas suggested included upskilling to meet the changing demands of the security role, changing customer demands and expectations, de-escalation techniques, awareness on Health and Safety and recent COVID19 restrictions, first aid and life support skills, and skills to work more closely with blue light emergency services.
- (5.6) Some employers spoke about a digital skill and a growing need for skills specific to filming, editing, streaming, web design, and social media to help businesses remain competitively placed.
- (5.7) Some roles, such as chefs, are highly specialised so generic qualifications are not always suitable. There is a skills gap specifically at the mid to senior chef level and therefore an opportunity to explore the potential of additional training, designed with the employer, could help retain and upskill current chefs working in the sector.
- (5.8) Attracting people to work and remain in the sector is also a challenge for the industry, with the sector suffering from high levels of staff turnover. In general, employers feel the sector needs to come together to make it more appealing as a long-term career as opposed to a ‘fill in’ job, which needs to start at grass roots level and with GM schools and colleges. More recently, employers said they are seeing increasing numbers of applications for entry level roles such as bartenders and waiting on staff.

- (5.9) Within GM, employers exhibit an explicit desire to ‘grow their own’ through widening access for and accelerating talent development across a range of roles. Strengthening pathways has also been evidenced to help with both recruitment and retention. Staff are more likely to stay, and new people are more likely to enter the sector where there is a clear and rewarding career pathway.
- (5.10) Of hotelier employers engaged with, some relied more heavily on agencies to fill operational shifts while other recruited directly. It was noted the ability of agencies to fill vacancies is diminishing. Agencies are often paid by results, such as per room cleaned and staff are deployed to different hotels depending on demand i.e., airport hotels tend to be busier around weekends when flights are busier, where city centre hotels might be busier during the week for business travellers, and during events such as sport, concerts, and conferences. Larger sized agencies like WCG, Hotelcare, and Omni have thousands of people on their books who rotate around different hotels.
- (5.11) Employers said the current skills provision at a school and FE level is generally good although the students don’t fully understand the scale and type of work they will need to do. Examples provided included in catering, students often have an hour to prepare a meal, whereas when in the workplace they could be faced with putting out several hundred meals within the same period. A further example was productivity measures around housekeeping, where approximately 16 rooms per day need to be cleaned. Young people and job seekers aren’t always aware of this reality. Employers said they play a part in giving this understanding and are willing to help raise more awareness on this. It is helpful too for career coaches / educators to set realistic expectations on the realities of the sector to help with future retention. A recommendation from this report is for curriculum leaders/educators to visit workplaces from time to time to gain an insight into evolving work practices, this will be helpful to inform curriculum delivery that meets the needs of employers.
- (5.12) At the peak of the economy reopening in July 2021, the Manchester Hotelier Association reported having approximately 1000 unfilled housekeeping staff

needed across all the hotels in GM. Employers spoke about some of the initiatives they have implemented in their organisations to develop diverse talent pipelines. Dakota Hotels shared their positive experience accessing ‘JETS’ (Job Entry Targeted Scheme), through the Growth Company scheme. They said it saved them time in the recruitment process as candidates were pre-screened.

(5.13) Employers spoke about agency recruitment can be expensive. The GM Hospitality Talent Hub offers a free recruitment service and hospitality employers may wish to explore this to advertise roles. One employer, Kimpton Clocktower, recently held their own recruitment “open day” for multiple roles which had been extremely successful; this open approach tends to attract more candidates and candidates who might otherwise not apply.

Diagnosing Skills Demands in GM

(5.14) Some of the non-technical ‘soft skills’ Greater Manchester hospitality employers said they most look for in candidates are shown below. In most cases employers said these are more important than technical skills or previous work experience/qualifications.

- Exceptional **customer service/people skills** followed by **passion** and a **positive attitude**.
- **Communication skills** and **cultural awareness** are highly prized, each day people from a variety of backgrounds, ages, nationalities, and temperaments will visit hospitality venues therefore communicating effectively adapting to the customer needs is critical.
- **Teamworking skills** including willing to learn from experience and being receptive to ideas make candidates stand out
- Many hospitality roles can involve working unsociable hours including weekends and evening work. **Flexibility** is essential to shift between quickly changing environments and in cases when things can go wrong.
- A **Can-do attitude** ready to face challenging situations in the workplace is needed. Hospitality workers can be faced with handling

several activities at the same time and expected to finish each task given. Therefore, **multitasking** is also an essential skill.

- **Commitment** to the role is key. Whether a front or house or a pot washer role, the work can be both busy and physically demanding requiring standing on your feet for most of the time, working long shifts all while maintaining a pleasant attitude in front of guests.
- **Time management** skills are needed as often there are lots of duties operating at a fast pace. Recognising one's own limits when workload becomes unmanageable and letting management know helps to prevent burnout.
- Customer facing staff must uphold the reputation of their employer/brand; therefore, having **professional integrity** is a must. This includes being well presented and keeping a calm persona when interacting with an irate customer, for example.

(5.16) For leadership and management roles hospitality employers are looking for people with strong leadership and collaboration skills with an ability to motivate teams. Employers, in particular SME's said they would welcome training for team managers in HR/operational matters including on HR policies and procedures, motivating teams' health and wellbeing, planning, and organising, time management, and resourcing including recruitment (workforce planning) and rota management tools. It is important for management to have strong business acumen and awareness on emerging trends resulting in business innovation and growth. Examples, include green/sustainability practices and digitisation including IoT and data.

(5.17) Employees and managers having the right skills straight after starting a role is rare, so employers often try to hire staff with relevant experience (often in similar environments). In this regard, Greater Manchester's Hospitality sector reflects the national picture. Hiring bottlenecks in the UK's hospitality sector are increasingly prompting hospitality operators to turn to temporary staff to keep up with demand, with wages increasing by nearly 14%³⁰. Recent analysis by UK Hospitality, which is based on a survey of hundreds of

³⁰ [Staffing crisis 'drives up' hospitality wages \(bighospitality.co.uk\)](https://www.bighospitality.co.uk)

hospitality operators, suggests a current vacancy rate across the sector of 9% suggesting a shortage of 188,000 workers. The shortage of front of house staff and chefs is particularly acute, with 80% of respondents reporting vacancies for front of house, such as waiting and bar staff, and 85% in need of chefs. This is resulting in restaurants needing to suddenly pause openings or working on reduced working weeks. It is meaning people in role are left to pick up shifts which could result in burnout; therefore, health and wellbeing skills are in need.

Wage Wars

(5.18) Shortages in many roles is causing what employers refer to as a “wage war” - making roles very competitive. Some GM employers said they are paying up to 20% over the average salary for the same role to attract staff. Employers reported that this position is unsustainable and won’t solve the current skills shortages. There is a recognition of the need to collaborate to work out the best way forward not competing against each. Campaigns and working with career coaches to raise the profile of hospitality as a lifelong career they believe is a better way forward. There are examples of some hospitality roles, such as Servers/Commis Chefs/Kitchen Porters earning £29- £33k for a 40–45 hour week, Management £33-£40k; Chef de Parties £33k; Senior Chefs £35-40k. This is more than some professions such as trainee teachers and nurses. Employers feel these types of positive messages need portraying more so than they currently are to young people and adults/career switchers.

Health and Wellbeing

(5.19) Employers spoke about the wellbeing of staff is a hot topic in the industry and could be a contributing factor why some roles have a higher turnover, in particular chefs. Hospitality associations and employers might benefit from designing a sector specific **health and wellbeing charter** in conjunction with staff working in the sector. This will help attract and retain members of staff making the sector more appealing while supporting staff in what can be a demanding environment, such as unsociable/long working hours, low pay, challenging customers etc.

(5.20) Employers spoke about some of the regional initiatives being explored to raise employment standards and close skills gaps. For example, the GM Good Employment Charter and Sacha Lord, night-time economy adviser for Greater Manchester, is investigating the introduction of a salary policy for hospitality operators in the city-region.³¹ The scheme will ask operators in the region to provide hospitality staff with real Living Wage salaries as a minimum. The wage, calculated by the Living Wage Foundation, stands at £9.50 outside of London.³² Monitoring if the RLW is having a positive impact The *NatWest North of England Tourism Barometer for September* found that Manchester had the second highest number of businesses reporting increasing pay above usual levels to attract staff at 87% after Cumbria (100%).

Access to International Talent

- (5.21) In recent years employers have been recruiting internationally for experienced staff. Due to the disruption caused by COVID19 and Brexit, this trend has now resulted in major staff shortages. There is a clear opportunity to upskill managers in recruitment and selection processes including in areas such as improving quality of jobs, job rotation and skills utilisation to upskill the workforce.
- (5.22) The hospitality sector has typically suffered from high turnover levels. A recent BBC article³³ claims more than one in 10 UK hospitality workers left the industry in the last year. Recruitment site caterer.com suggests the COVID19 pandemic and Brexit are to blame³⁴. Greater Manchester employers spoke about it being increasingly more difficult to recruit as the sector fully reopened.
- (5.23) There is a real opportunity for hospitality businesses to showcase their work across Greater Manchester to attract people into the sector. ‘Employability Day’ is a national campaign providing opportunity for employment support organisations and employers to celebrate their hard work supporting people to enter or progress in employment.

³¹ [Living Wage policy for Manchester hospitality... - The Caterer](#)

³² [The Calculation | Living Wage Foundation](#)

³³ [Restaurants struggle to find staff ahead of reopening - BBC News](#)

³⁴ [Covid and jobs: Why are hospitality workers leaving the industry? - BBC News](#)

Future Skills Needs

- (5.24) Given the rapid increase in digitisation and changing customer expectations during the COVID19 pandemic, the introduction of digital technology is already impacting the skills required within the sector and the emerging roles in the future. Trends towards artificial intelligence and machine learning present valuable opportunities for the hospitality sector, upskilling staff in these areas could prove fruitful for the sector increasing innovation and productivity.
- (5.25) Employers in general are not confident they will be able to fill vacancies. Some employers said the industry needs to explore innovative ways to recruit. Previously candidates were “knocking on the door” for an entry level role; this is no longer the case. Some employers felt long-term skills needs might be met by making use of apprenticeship schemes and ‘growing your own future talent organically’. Many employers are willing to offer flexible ways of working, although current staff shortages make it difficult to introduce rota systems that enable people flexibility.
- (5.26) Employers are exploring reward and health and wellbeing initiatives to meet skills shortages. Another suggestion was for a partner to host a careers fair week with a timetable, in which employers host sessions at their premises for interested prospective candidates to attend rather than a central venue.

6. Hospitality Skills Provision

(6.1) GMCA is keen to develop effective, high trust relationships with providers, delivering positive long-term impact for Greater Manchester residents. Developing better and more productive candidates/employees starts with residents and with the quality of school and Further Education (FE) provision. Providers of training in Greater Manchester include a wide range of institutions, universities, colleges, private companies, and individual consultancies. The provision of training for the hospitality sector is generally good. Many technical roles are learnt in a practical and “hands-on” way, often supplemented by classroom theory teaching.

(6.2) This section provides a brief overview on the following areas covering Hospitality:

- Schools
- T Levels
- Apprenticeships
- Further Education
- Higher Education
- Adult Education
- Other training provision

Schools

(6.3) Greater Manchester offers a credible career inspiration service offering and various initiatives are in place to connect schools with industry as a way of providing real-life careers information to young people. GMCA’s Bridge GM³⁵ team aims to bring schools and employers together through three main schemes.

(6.4) GMACS (Greater Manchester Apprenticeship and Careers Service)³⁶ – The online portal helps young people explore and design their next steps before leaving school. It showcases what Greater Manchester can offer and provides

³⁵ [Bridge GM](#)

³⁶ [GMACS](#)

a direct way to apply for courses, jobs, and apprenticeships. The portal provides a bank of different role profiles to bring to life - roles, pathways, and organisations etc., for young people. Hospitality employers are encouraged to work closely with this team to ensure the site presents an accurate picture of careers in the sector.

- (6.5) The Meet Your Future campaign focuses on demystifying the workplace giving young people a line of sight to opportunities through workplace safaris and work shadowing. There is a campaign to offer opportunities to young people across Greater Manchester to connect with employers, learn about the changing world of work and complete projects linked to the workplace. Greater Manchester Hospitality employers should be encouraged to get involved in this work to showcase the roles, skills needed and opportunities across the sector.
- (6.6) Enterprise Advisors are industry experienced individuals who work closely with school leadership teams to design and implement effective careers engagement. At the time of writing this report there are hundreds of Enterprise Advisors supporting schools across Greater Manchester. There are a small representative amount of hospitality employers engaging with the programme; some of the employers from the hospitality sector supporting this scheme include Marriott Hotel and Great National Hotels & Resorts Group. A recommendation from this report is to increase the number of hospitality representatives working with schools.

T Levels

- (6.7) T Levels are a two-year high-level qualification and courses have been developed in close collaboration with employers and businesses so that their content meets industry needs and prepares students better for work. T-Levels offer a mix of classroom-based learning and 'on the job' experience during an Industry Placement of at least 315 hours (45 days) over the two-year course but they can last longer. Employers can offer Industry Placements as a block, day release or a mix of these, and can discuss sharing part of the placement with another employer, if necessary. The relevant T Level for the sector is likely to be Catering, and will launch in 2023.

(6.8) Many T Level students will be able to move on to an apprenticeship at level 4 or higher, building on the knowledge, skills, and behaviours they have acquired from the T-Level course. These placements become the talent pipeline for employers to shape and nurture their future workforce. Hospitality employers could benefit from having a partnership with a T Level provider, this would help create more entry level jobs and opportunities for young people from a range of backgrounds leading to a more diverse workplace. In the main employers spoken to as part of this review were not aware of what T Levels are. There is a real opportunity to build on this to make sure Greater Manchester hospitality businesses are at the forefront of T-Level development, which will launch in September 2023.

Apprenticeships

(6.9) IFATE's Apprenticeship Standards contain a list of the skills, knowledge, and behaviours an apprentice will need to have learned by the end of their programme. Several apprenticeship standards have been developed for hospitality. They form progressive career pathways, incorporating the knowledge, skills and behaviours employers have defined for today's industry. The standards have been designed so that they apply across the sector, allowing organisations to incorporate their own ways of working, products and services into the learning and development, whilst ensuring it meets one national standard. There are currently 11 apprenticeships available under the Catering and Hospitality route, at levels 2-7. Figure 10 shows some of the relevant apprenticeship standards³⁷.

Name	Level	Typical Duration	Options / Roles
Production Chef	2	12	
Baker	2	18	Craft baker; Plant baker; Retail baker; Baker; In-store baker; Baking operative; Confectioner

³⁷ [Apprenticeship standards / route Catering-and-hospitality / Institute for Apprenticeships and Technical Education](#)

Industry Labour Market and Skills Intelligence Report: Hospitality

Hospitality Team Member	2	12	Alcoholic Beverage Service; Barista; Concierge & Guest Services; Conference & Events Operations; Food & Beverage Service; Food Production; Reception; Reservations; House Keeping,
Commis Chef	2	12	
Chef de Partie	3	18	Chef de Partie; Section Chef; Line Chef
Hospitality supervisor	3	12	Bar Supervisor; Concierge Supervisor; Events Supervisor; Food & Beverage Supervisor; Front Office Supervisor; Hospitality Outlet Supervisor; House Keeping Supervisor
Senior production chef	3	12	Chef; Cook; Head Chef
Senior culinary chef	4	24	Executive Chef; Development Chef; Head Chef; Culinary Team Leader; Craft Chef; Chef Patron
Hospitality manager	4	18	Conference & Events Management; Food & Beverage Service Management; Front Office Management; Hospitality Outlet Management; House Keeping Management; Kitchen Management; Multi-functional Management; Revenue Management

Figure 10: Apprenticeship Standards accurate as November 2021 - Route Catering and Hospitality

(6.10) In Greater Manchester 1,954 people have started catering and hospitality apprenticeships with a GM provider between September 2017 to the current enrolment year 2020/2021. Hospitality and Catering apprenticeships have been significantly affected by the pandemic when compared to other sectors, standing at -55% with digital at -13%. Figure 11 below shows the number of apprenticeship starts across GM providers. The numbers had been steadily increasing year on year until the COVID19 pandemic significantly reduced start numbers in 2020.

Industry Labour Market and Skills Intelligence Report: Hospitality

Provider	2017	2018	2019	2020	2021	Grand Total
LIFETIME TRAINING GROUP LIMITED	121	319	355	147	39	981
HIT TRAINING LTD	20	58	114	37	16	245
THE TRAFFORD COLLEGE GROUP	12	34	29	10	1	86
BABCOCK TRAINING LIMITED	10	27	34	11		82
NORTH LANCS. TRAINING GROUP LIMITED (THE)	2	14	17	39	3	75
REMIT GROUP LIMITED	11	28	14	15	1	69
HOPWOOD HALL COLLEGE	10	21	11	14	4	60
TOTAL PEOPLE LIMITED	29	16	8	2	3	58
WHITBREAD PLC	7	23	18			48
SALFORD CITY COLLEGE	4	2	22	4	4	36
WIGAN AND LEIGH COLLEGE		11	10	7	3	31
BURY COLLEGE		11	8	4		23
PIZZA HUT (U.K.) LIMITED	4	3	11	4	1	23
TAMESIDE COLLEGE		6	10	2		18
KENDAL COLLEGE	1	1	8	2		12
OTHER (less than 10 starts)	17	38	23	24	5	107
Grand Total	248	612	692	322	80	1,954

Figure 11: Catering & Hospitality apprenticeship stats: Greater Manchester Providers

(6.11) Figure 12 shows the top Catering and Hospitality Providers across Greater Manchester between September 2017 to the current year's enrolment. A significant proportion of hospitality and catering apprenticeships are delivered

by a few large training providers in Greater Manchester. Lifetime Training Group Limited delivers approximately 50% of the most popular standards.

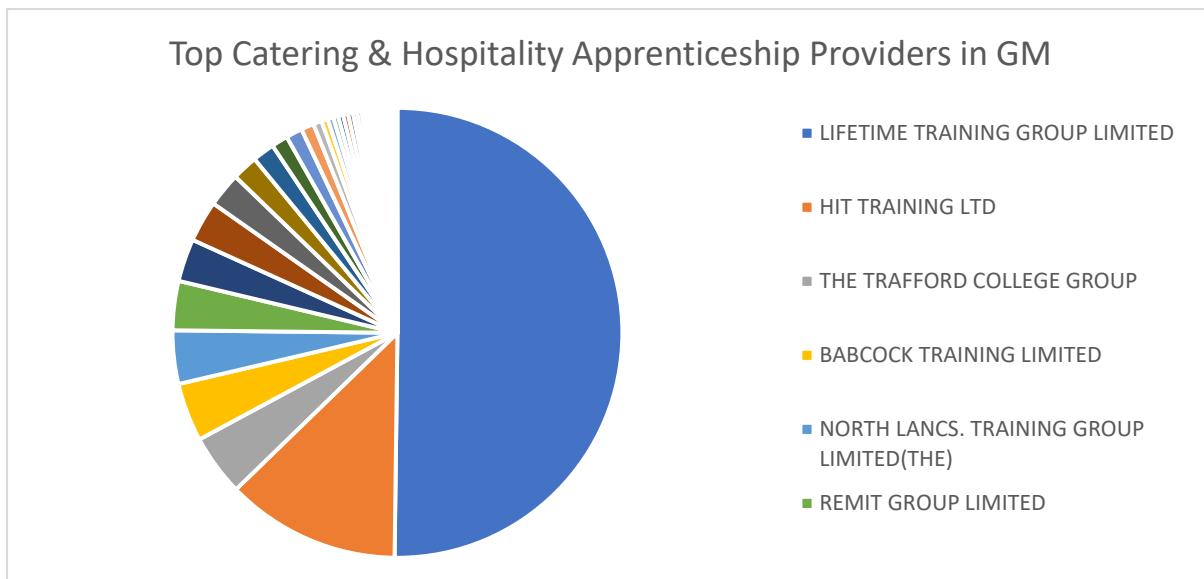


Figure 12: Top Catering and Hospitality Apprenticeship Providers in Greater Manchester between September 2017 to the current enrolment year 2020/2021.

(6.12) While apprenticeships are strong in some areas of catering and hospitality, there is still a lack of awareness on the levy resulting in a £2bn levy underspend being returned to the treasury - meaning regions are missing out on local skills development. Some Hospitality employers told us during this review that they were unaware of the apprenticeship levy and how it works. It would be helpful for partners to further explore ways to raise awareness on the levy.

Further Education

(6.13) City and Guilds offer a range of technical qualifications (some of which are embedded within apprenticeships or available through FE provision). Their portfolio has been developed in conjunction with industry experts who have helped shape their continuing development, making them highly valued by employers throughout the UK. There are currently approximately 24 qualifications which might be suitable to Greater Manchester hospitality employers. The qualifications are as follows:

1. Hospitality Supervision and Leadership Principles
2. Butlers Diploma

3. Global Hospitality Qualifications
4. Hospitality and Catering SCQF
5. Food Safety in Catering
6. Hospitality and Catering Principles
7. Hospitality and Catering - Level 1
8. Food Preparation and Service
9. Patisserie and Confectionery
10. Hospitality Management (Diploma)
11. Principles of Hospitality Management
12. Hospitality and Catering - Level 3
13. Professional Cookery
14. Professional Food and Beverage Service
15. Nutrition
16. Barista Skills
17. Professional Cookery
18. Introduction to Employment in the Hospitality Industry
19. Hospitality and Catering - Level 2
20. Professional Bartending (Cocktails)
21. Introduction to the Hospitality Industry
22. Hospitality Supervision and Leadership
23. Culinary Skills
24. Customer Service.

(6.15) The Manchester College launched The Chefs' Forum in Manchester in 2019 the only college in the Manchester area to have a Chefs' Forum Academy. For people who have obtained entry requirements for a career in Hospitality and Catering they can join the Industry Excellence Academy for Hospitality and Catering. Through the Industry Excellence Academy students have access to weekly, three-hour long academy sessions – where they create dishes under the guidance of critically acclaimed and rosette awarded chefs, participation in open question and answer sessions with industry leaders, work placements in prestigious hotels and restaurants and visits to restaurants to see best practice in action.

(6.16) Alternatively, 16-18 year old learners join the college's Centre of Excellence for Hospitality and Catering. Learners work together in a focused and fun

environment to gain the knowledge, skills, experience, and employability to start to take the first steps into the hospitality industry. The college offers qualifications focused on cooking, baking and patisserie and catering services from Level 1 to Level 3. Examples of short course, include: The Art of Plated Desserts; The Art of Vegan Baking; Basic/Intermediate Cake Decoration; Bread Bakery; Chocolate; Gluten Free Baking and more.

- (6.17) The Trafford College offer an AA award-winning on-site restaurant and kitchen, a Centre of Excellence in both food and beverage service, patisserie, and confectionery. Courses range from Culinary Skills Level 2; Food and Beverage Service & Professional Cookery Level 2; Hospitality Services Level 1, Hospitality Supervision & Leadership Level 3; Professional Chef Level 3; Professional Pastry Chef Level 2 and 3; Restaurants and Events Level 2; Restaurant Management Level 3.

Higher Education

- (6.18) Greater Manchester is home to five major universities (University of Manchester, Manchester Metropolitan, University of Salford, University of Bolton, and University Academy 92), with over 100,000 students³⁸, over 40,000 of whom are international. Around 36,000 students graduate every year and join the labour market, 46% of which stay within Greater Manchester.
- (6.19) Careers engagement at universities tend to target larger employers. Larger organisations tend to have recruitment teams some with a dedicated focus on graduate recruitment. Large organisations such as Sodexo generally are successful with graduate recruitment campaigns. However, smaller sized businesses report greater difficulty finding the right skills at this level as graduates want to work for the bigger brands.
- (6.20) At the SME level, they often cannot compete with larger firms in terms of the wrap-around graduate support and career development. SMEs need support to develop graduate schemes to retain talent in the region. Universities could consider encouraging a range of employers of different sizes to attend careers fairs and sell the benefits to students of a career in hospitality. Greater

³⁸ [MIDAS](#)

Manchester universities should continue to strengthen connections with industry focusing on creating a supportive landscape where businesses and academia can work together to innovate and nurture talent.

- (6.21) Salford University offers a Master's degree in hospitality, Leisure, Sport and Tourism and Transport as well as International Events Management ranging from a PGCert to Masters. Their courses offer theory and practical applications needed to become a successful events manager.
- (6.22) Manchester Metropolitan University is one of the five biggest universities in the UK by enrolment numbers and are ranked 9th in the Complete University Guide 2021 for Hospitality, Leisure, Recreation and Tourism. The University works with industry partners and professional bodies to ensure they connect excellence in teaching and research with the practical demands of a fast-moving industry. Courses include BA (Hons) Events Management and Foundation Year; BSc (Hons) International Hospitality and Tourism Management and Top up; BSC (Hons) International Hospitality Business Management Foundation Year and Top up; International Tourism Management and Foundation Year.

Adult Education

- (6.23) The Adult Education Budget (AEB) was devolved from Central Government in August 2019 and supports tens of thousands of the city-region's residents every year to develop the skills they need for life and work. Additionally, it helps to ensure that employers can access the skilled workforce they need for businesses across the city-region to grow and thrive. Some of the courses the AEB funds ranges from teaching essential skills that adults need to progress in the world of work or to improve employability, through to qualifications that boost career prospects, in particular those working in low paid jobs or in Greater Manchester's foundation and growth sectors, as outlined in GM's Local Industrial Strategy.³⁹
- (6.24) There are approximately 18 organisations that have funding agreements or contracts with GMCA to deliver AEB funded provision to Greater Manchester

³⁹ [Greater Manchester's Local Industrial Strategy - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://greatermanchester-ca.gov.uk/greater-manchester-local-industrial-strategy/)

residents. It's a key priority that Greater Manchester residents receive quality training and education, so all procured contracts awarded to organisations have received ratings of Good or Outstanding in their Ofsted inspections for their adult education provision.

- (6.25) Some of GM employers spoke about success stories with HIT Training who offer AEB-funded training, hotel and catering apprenticeships for chefs, bar staff and waiters, sales, and marketing roles, banqueting and conferencing, events, functions, and outside catering.

Other Training Provision

- (6.26) Education and training provision has long been dominated by more traditional institutions like schools, colleges, Further Education (FE) providers and universities. Independent training providers (ITPs) and other new entrants have struggled to compete and successfully access government funded programmes like Digital Fast-track Funding. There are good quality alternative training providers in Greater Manchester serving the hospitality sector but more awareness on who they are needs sharing with hospitality employers. The flexibility of GMCA's Flexible Procurement System (FPS)⁴⁰ is meaning new and different types of providers can apply for funding.

Skills Bootcamps

- (6.27) Skills Bootcamps offer free, flexible courses of up to 16 weeks for adults aged 19 or over who are either in work or recently unemployed. Some bootcamps have additional eligibility criteria. They give people the opportunity to build up sector-specific skills and fast-track to an interview with a local employer. A list of Skills Bootcamps can be found on the government website⁴¹, currently this list does not include hospitality. A recommendation from this report is for government to consider adding hospitality to this list of bootcamps due to the critical skills shortages, in particular in the chef profession.

⁴⁰ [Flexible Procurement System - Greater Manchester Combined Authority](#)

⁴¹ [List of Skills Bootcamps - GOV.UK \(www.gov.uk\)](#)

National Skills Fund

(6.28) The National Skills Fund aims to help adults train and gain the valuable skills they need to improve their job prospects and support the economy.⁴² This year the government is investing £2.5bn into the NSF as part of Plans for Jobs.⁴³ Any adult over aged 19 and over, who does not have a level 3 qualification (equivalent to an advanced technical certificate or diploma, or A levels) or higher, can access hundreds of fully funded level 3 courses. Courses are available in a variety of lengths and learners might be able to get help to pay for childcare, travel and costs if they meet the criteria for this. Qualifications are currently available in Hospitality and Catering. A recommendation from this report is for partners to raise more awareness on free training available to hospitality employers.

Sector Workplace Academies

(6.29) The sector-based work academy programme (SWAP) can support employers to create a skilled workforce for your business and generally last up to 6 weeks⁴⁴. An important feature of SWAP is that each sector-based work academy offers a flexible approach and can be adapted to meet the needs of a business. Jobcentre Plus, colleges and other training providers want to work with employers across Greater Manchester to design the content of sector-specific training that meets the needs of each business and those of the labour market. There is no direct cost to an employer for running a sector-based work academy as training and administration costs are covered by government funding. For example, Manchester Adult Education recently ran a SWAP with Costa to recruit Barista staff. Employers spoken to as part of the review in general, were not aware of SWAPs, therefore a recommendation from this report is for partners to raise more awareness on sector-based workplace academies and providers to support facilitating these where possible to help immediately close the current labour shortages.

⁴² [National Skills Fund - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/organisations/national-skills-fund)

⁴³ [Plan for Jobs - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/organisations/plans-for-jobs)

⁴⁴ [Sector-based work academy programme: employer guide - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/sector-based-work-academy-programme-employer-guide)

Greater Manchester Initiative: The Talent Hub Housekeeping Academy

(6.30) The Talent Hub⁴⁵ is a new training programme designed to have people ready to work as a housekeeper or room attendant in some of Manchester's best hotels. The programme combines classroom theory and practical training, delivered at The Lowry Hotel. From this course, learners gain a City & Guilds Level 1 Certificate, Introduction to the Facilities Industry with preparing and cleaning washrooms, and servicing of accommodation facilities. On completion, each learner is invited for an interview with The Lowry Hotel. In its third month, the hub has run 2 cohorts so far on a monthly basis. So far, 12 people have completed their training, of these 8 are now in work. Employers who have taken on completers include The Lowry Hotel, Innside Manchester, and City Warehouse Aparthotel. The Growth Company Talent Hub Housekeeping Academy requires additional resource to secure job seekers onto the programme. They need to be able to scale the solution to have a bigger impact.

Training Provision - Employers' Views

(6.31) Some employers, in particular SMEs, are not aware of the full range of government initiatives available to them. In the main most employers use apprenticeships and graduate schemes but have not used volunteers, kickstart, job shadowing/work experience, industry placements (T Levels) or traineeships. Some Greater Manchester hospitality employers said JCP candidates were often unsuited or don't fully understand the role and therefore leave once they come into role. Some employers felt kickstart candidates are often too young and they are worried about 'babysitting the candidates' as some candidates don't treat the role like a progression opportunity. A recommendation from this report is for career coaches to prepare candidates in the best possible way, this could be achieved by a partnership approach with the employer providing details on a real life case study to be shared with candidates.

⁴⁵ [Home | Talent Hub \(growthco.uk\)](http://Home | Talent Hub (growthco.uk))

- (6.32) Employers said their preference is normally to do training in house and most operational roles, for example in a restaurant are 'on the job training'. For example, Evuna have an extensive 'Evuna way' Ops Manual, which sets the processes. Some employers said they were starting to explore external training, for example, one employer was initiating conversations with HIT Training to explore different ways to train and upskills their workforce including apprenticeships⁴⁶.
- (6.33) Some employers said they have been reluctant to undertake apprenticeships as they perceive it means additional resource to mentor and time out to study. Although for some roles, such as brewery workers there is less disruption from an operational point of view. Partners are encouraged to work more closely with the hospitality sector to promote the benefits of apprenticeships or similar vocational routes to train/upskill. Hospitality employers are encouraged to think differently about their typical training routes exploring possible external training to maximise upskilling staff to help the sector bounce back in the best possible way.
- (6.34) Some larger sized hospitality businesses who operate on a national scale tend said they select national training providers who can serve all their sites/localities. On a positive, some local GM providers feel that more recently national employers are beginning to allow training decision-making at a local level as they recognise the nature of hospitality skills needs vary between regions across the UK. Local providers can have a better grasp on the regional Hospitality ecosystem.
- (6.35) One employer reported that once employees get to a certain level it becomes difficult to find training courses, but that doesn't mean people do not want to continue to learn. They said there used to be access to bursaries and support for Master's courses but that such support over the years has diminished. A suggestion was for consideration to be given for professional courses such as Clore Leadership specific to the arts industry⁴⁷. Employers in general said smaller sized businesses need support in this area because they don't have a

⁴⁶ [Restaurants & Casual Dining | HIT Training Ltd](#)

⁴⁷ [The Clore Leadership Programme |](#)

dedicated HR person who will look after training. If there was a central place to look for training, bursaries etc it would be very helpful.

(6.36) In general, employers reported when considering training for staff they must be mindful of the following challenges:

- Existing **staffing pressures** which make it difficult to release employees from their daily work.
- Costs incurred by the **need to backfill certain positions** when staff are released for training.
- Training is **not always available locally**; where apprenticeships are preferred there can be a delay in new standards being approved. Training is not always aligned to organisational needs.
- **Mandatory training requirements** can be time consuming and limit chance for additional career development since staff have existing training commitments
- High staff turnover can make it **difficult to project future needs** and can also cause a reluctance to invest in new staff training through fear that they will not remain at the organisation for long.
- Longstanding problems with **pay, terms and conditions, unsociable working hours** within the sector which can make staff reluctant to want to upskill.

(6.37) Employers feel there is a lack of provision at both and entry and mid-senior level. They would like to see more **sector workplace academies and short courses/workshops/bootcamps** that cover emerging hospitality trends that can improve business innovation and productivity.

(6.38) Employers would prefer training courses and qualifications to be delivered in **short modular sessions** so that these can be accessed more flexible around life's commitments and workplace rotas, for training to be offered at various intervals **throughout the day/night**. It will also allow greater choice selecting modules based on business priorities and an individual's pre-existing skillset.

7. Summary and Next Steps

- (7.1) This section aims to collate the learning and recommendations from the intelligence gathering process and sets out key recommendations for sector employers, training providers, and stakeholders. At this stage this is high level and GMCA will look where it can act to support both commissioned and non-commissioned work.
- (7.2) Recommendations made in this report will not all be progressed or lead to future work at GMCA. Their aim is to support stakeholders including employers, business networks and membership organisations, skills providers, schools, colleges and universities, and sector bodies, with a deep and detailed understanding of the current state of the skills challenge for hospitality businesses in Greater Manchester. Some recommendations will address existing challenges, while others will work towards future talent/skills development.

Deciding on a Hospitality Career



Challenges

- (7.3) Based on employer evidence gathered for this report there are some challenges for individuals and employers at early stage where young people and job seekers choose to work in the sector. The main issues facing the hospitality sector at this level are:
- There is a lack of understanding on hospitality and a lack of clarity on career paths.
 - Attracting people to work and remain in the industry is a challenge. Perceptions of the hospitality sector are not always positive.

- Perception of the sector can be negative, including the impression that hospitality tends to pay less and comes with long unsociable working hours.
- Educators tend to steer low attainers to a career working in the sector.
- There is an underrepresentation of people from older age groups and women in the chef profession.

Recommendations

(7.4) On the basis of findings from this report, GMCA would make the following recommendations to support jobseekers, young people, schools, FE and HE Institutions:

- **Demystifying the hospitality sector.** There needs to be further clarity to help Greater Manchester residents - young people and adults understand the opportunities in hospitality.
- Greater Manchester partners to consider running a **regional marketing campaign**, linking in with national campaigns where appropriate such as UK Hospitality Rising⁴⁸.
- It would be helpful for GM to target specific campaigns for the priority skills needs as cited earlier in this report to create more diverse talent pipelines aimed at disadvantaged groups. For example, chefs - **Targeted campaigns encouraging applications from underrepresented groups such as females** across Greater Manchester.
- **Showcase the successes of Greater Manchester hospitality** to inspire young people and career switchers (adults of all ages).
- There is opportunity to **increase the numbers of Hospitality Enterprise Advisors** across GM schools and colleges, showcasing examples of success stories of people who have progressed their careers in the industry.
- It will be important to continue to invest in high-quality training for **careers leaders working in schools, adult education, and private providers such as JCP**. Ensuring quality and credible industry intelligence is being shared.

⁴⁸ [Hospitality Rising: Join the movement • Hoteliers Charter](#)

- Considering the recent Government Hospitality Strategy⁴⁹, in particular in relation to ‘Reopening’ partners should consider how they can help the sector overcome current recruitment challenges by **actively signposting jobseekers to hospitality vacancies.**
- **Due to increasing importance for specific soft skills** support schools, education, training providers, partners, and businesses to equip individuals for the workplace.

Hospitality – Seeking and Accessing Effective Training



Challenges

- (7.5) Based on employer evidence gathered for this report there are some challenges for individuals and employers seeking effective training:
- There is a lack of understanding about available types of training and qualification pathways into the sector. It can be difficult for learners and employers to navigate the best route.
 - Apprenticeships are not always welcomed as an entry route for people into hospitality as undertaking them requires staff to be off rota when operational shifts are already very difficult to cover.
 - Provision of entry level Hospitality courses are limited and there is not much awareness on Sector Workplace Academies across GM hospitality employers.
 - GM employers in the main said there is insufficient provision available in GM that meet the needs of the sector.
 - Typically, employers have opted for inhouse training but there is variation of quality standards of training being delivered as often the training is not accredited.

⁴⁹ [Hospitality Strategy: Reopening, Recovery, Resilience. \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

- Some roles e.g., chefs are highly specialised so generic qualifications are not always suitable.

Recommendations

(7.6) Given the challenges for individuals seeking training, whether this is young people enrolling onto FE, apprenticeship, or HE provision, or for existing workforce looking for upskilling and professional development opportunities, GMCA would recommend the following:

- Ensuring the system of **post-16 technical education** in Greater Manchester provides young people with a clear pathway defined by employers.
- **Potential careers and occupation pathways/progression routes should be made clearer** and linked to formal qualifications where possible. This should improve early-career engagement and the ability to plan career progression.
- GM hospitality employers **want to explore training provision further**. With the right type of courses on offer to their business they would be more likely to consider external training for some roles.
- Employers would like **short courses on hot topics** in the industry, as well as technical skills as set out earlier in this report.
- Providers should be offering **courses that enable people in lower technical roles to continue to progress/upskill** warranting better pay etc.
- Training provision should focus on ‘upskilling’ by offering **short bootcamp courses** (aimed at level 3 or higher). Commissioning activity should take place to help retain chefs working in the sector.
- Course content should be **designed in conjunction with hospitality businesses** across GM. Challenges in attending training should be considered when designing course offerings/timetables.
- Training should focus on raising awareness on the required **soft skills** to work in the hospitality sector.
- In the main, current hospitality and catering qualifications tend to stop at level 2. **Course curriculum designers are encouraged to review course content for these areas.**

- Continuing working towards **T Levels being positioned as a leading option** with both further education colleges and employers. Partners should promote the **hospitality pathway expected to be delivered from September 2023**, including to the SME market.
- When in place the **Local Skills Improvement Plan** lead might want to consider appointing a Hospitality representative.

Hospitality – Seeking Employment



Challenges

(7.7) Based on employer evidence gathered for this report there are some challenges for individuals and employers at the seeking employment stage of the talent pipeline. The main issues facing the hospitality sector at this level are:

- More work is needed to support individuals to understand hospitality career opportunities.
- Retention starts with recruiting the right people and it is important for Hospitality employers to have effective recruitment and selection processes to target and source suitable candidates, in particular from disadvantaged and underrepresented groups.
- Employers said not enough people at all levels and for all roles are applying for roles, in particular chefs at a mid-senior level are most in demand across Greater Manchester followed by kitchen staff, bar/restaurant/barista staff and housekeeping.
- The sector still attracts mainly young people to most positions.
- There is a ‘wage’ war happening in GM, employers said in particular for chefs, but increasingly lower skilled roles such as bartenders are also now demanding higher salaries.

Recommendations

- (7.8) Based on employer evidence gathered for this report, GMCA would make the following recommendations for businesses seeking staff and residents seeking employment in the sector:
- Commissioning activity should take place to develop skills around **recruitment & selection** and **creating a more diverse talent pipeline** (e.g., aligned with government initiatives, labour market information, the Local Industrial Strategy, and the Social Mobility Pledge). This could be aimed at managers/leaders developed as part of a wider leadership course or as a standalone module.
 - **SWAPs are valued by employers** they would like to see more of them taking place across the region.
 - Raise **better awareness on government initiatives** and encourage hospitality businesses to engage in government programmes, such as DWP and JCP schemes, JETS, Kickstart, working well programmes⁵⁰ and the programme to help over 50s back to work⁵¹.
 - **Raise employers' awareness on the Help to Grow Scheme** aimed to improve digital and management skills in the workforce.
 - Government to consider incentivising employers who **recruit from underrepresented groups**.
 - Partners to continue supporting SMEs in the hospitality sector to develop their **employer brand, sharing good practice recruitment and selection tools**.

Hospitality – Remaining with Employer and Career Progression



⁵⁰ [Working Well - Greater Manchester Combined Authority](#)

⁵¹ [Centre for Ageing Better](#)

Challenges

- (7.9) Based on employer evidence gathered for this report there are some challenges for individuals remaining in employment and progressing. The main issues facing the hospitality sector at this level are:
- Jobseekers generally associate hospitality with the nicer side of things such as talking to customers, not realising the role entails other areas such as challenging customers, cleaning, and health and safety duties etc.
 - Unclear progression paths can make it challenging for individuals to understand how best to progress and make use of their technical and soft skills.
 - Employers spoke about a lack of resource to support individuals entering roles; in some cases, they expect individuals to work on their own initiative from the get-go, which can result in them leaving employment quickly.
 - Employers spoke about the lack of access to mentors to support people progressing in their careers.
 - Many staff have left the sector over the course of the pandemic, finding jobs in other sectors, and not returning to their previous roles.
 - The industry has a retention issue, in particular the turnover in kitchen staff.

Recommendations

- (7.10) To improve conditions, upskilling and progression opportunities for workers in the sector, GMCA would recommend the following:
- There is a need to **set clear expectations** early on with students/candidates on the realities of the role.
 - Hospitality businesses could be creative introducing '**employee retention strategies** (such as bonuses, CPD, flexible working, secondments, job shadowing) to motivate and engage staff.
 - There is opportunity to explore **leadership and management training** to upskill management in HR Operational skills. This will help raise skills in managing and motivating teams while supporting health and wellbeing, which in turn should help raise engagement levels therefore improving retention levels.

- Explore **Mentorship Schemes** to help individual's already working in the Hospitality sector to progress in their careers.
- There is a need to **scale the Talent Hub solution to have a bigger impact** on Greater Manchester's hospitality sector.
- It will be helpful for partners to continue to promote initiatives across the hospitality sector in Greater Manchester, which are already proving to help improve retention such as the **Real Living Wage initiative**.

8. Future Reports

- (8.1) Intelligence gathering will be an ongoing activity for GMCA and partner stakeholders. The data and intelligence gathered as part of this report will be enhanced and added to as the sector, policy landscape, and economic situation evolves.
- (8.2) It will be important for GMCA, partners and employers to consider the recent Government Hospitality Strategy: Reopening, Recovery, Resilience⁵² and where appropriate take forward the recommendations. From this review there are potential areas for future research although future work of the GMCA will be set according to evolving priorities. Further skills intelligence gathering would be beneficial in the following areas:
- **Hospitality Sub-Sectors** – further work to explore the differences in other sub sector skills needs and available training provision.
 - **Disruptors impacting the hospitality sector** – As IoT rapidly digitises the physical world, companies are leveraging data from connected devices to transform business and operating models. Trends towards artificial intelligence and automation in many sectors presents valuable opportunity for the hospitality sector. Once the sector has shown signs of recovery and immediate labour shortages are no longer the case, research to assess skills needs in this area will help to ensure the sector is embracing innovative digital and technology tools to succeed in a modernised sector.
 - **Environmental Sustainability** – The hospitality sector will require extensive, systematic change to meet the government and global fight against climate change goals. Research identifying skills needs will be critical to ensure hospitality businesses can flourish during this revolutionary transition.

⁵² [Hospitality Strategy: Reopening, Recovery, Resilience. \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)