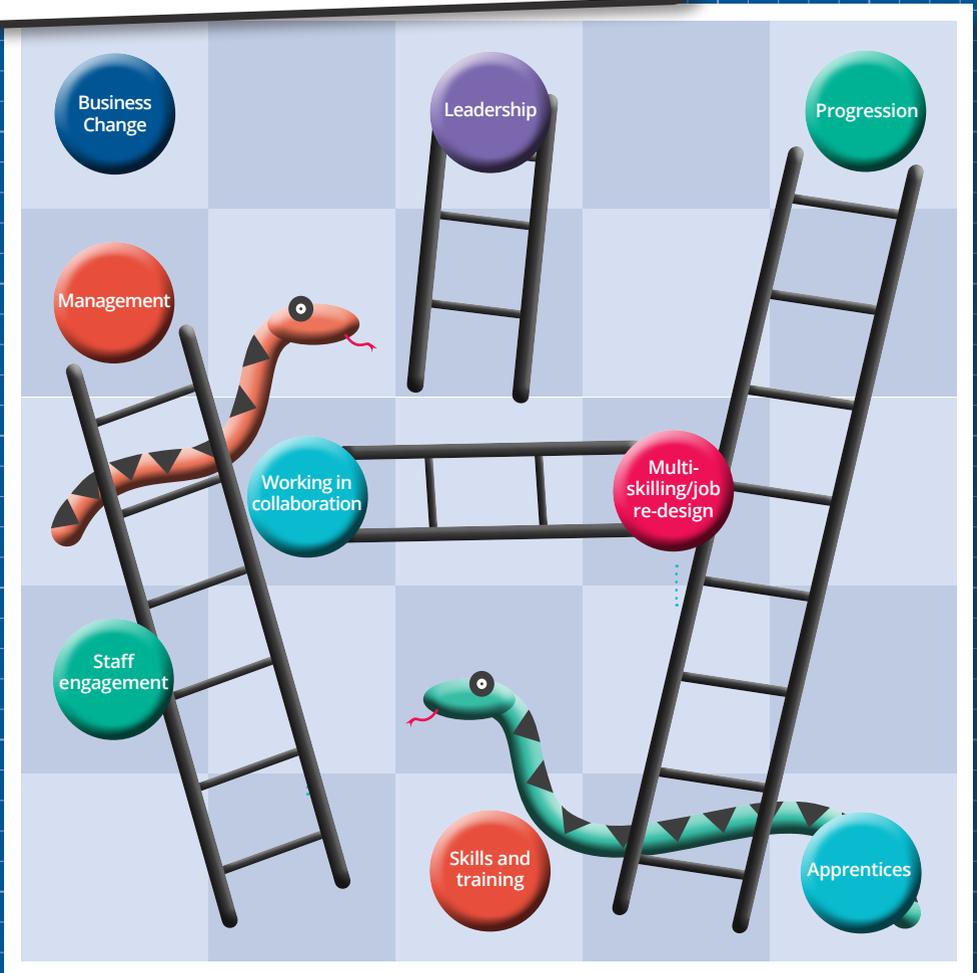


CLIMBING THE LADDER

Progression pathways
in retail and hospitality



Climbing the Ladder

Progression pathways in retail and hospitality

As a UKCES Commissioner and owner of a number of small tourism businesses, I fully understand both the challenges and opportunities some small businesses face in addressing high staff turnover through improving pay and progression.

I therefore jumped at the chance to be the lead Commissioner on this Productivity Challenge, working with retail and hospitality businesses to consider how to enhance opportunities for low paid staff. For me, it is simple: providing progression opportunities helps firms to retain good staff, develop their workforce and reduce costs. This in turn achieves better quality service and sales along with increased productivity and ultimately more sustainable and successful businesses. Why wouldn't you?

External factors are also having an impact on businesses. Government is changing the benefits system and rolling out Universal Credit to improve incentives for claimants to earn more. The National Living Wage has been introduced and employers are exploring how they can comply with this to the best advantage for their businesses. The EU referendum result and impact on inward migration has added a new imperative for businesses to look at staff retention. With this background, UKCES and the

Department for Work and Pensions (DWP) have worked with 7 employer-led projects to test new ways of changing business practices and developing progression pathways for low paid workers in the retail and hospitality industries.

The experiences of these projects and associated learning outlined in this brochure, provide examples of how to improve the progression and pay of low paid workers through changes to business practices. I would encourage you to consider what you can learn from these examples, and think about what you might do to address pay, progression and retention challenges in your own business – there has never been a more important time to take this action.

PROJECT OUTLINES

Jamie Oliver's Fifteen Cornwall

Has worked with a consortium to produce a toolkit to advise and encourage small employers in the region to improve working practices.

The Living Wage Foundation

Is working with several retailers to create a 'good jobs' toolkit, guiding better operational practices, employee engagement, and company performance.

National Coastal Tourism Academy (NCTA)

Based upon the 'service profit chain' principle, have developed better training and workplace practices for small hospitality businesses.

People 1st

Has worked with businesses to create a number of mechanisms to progress staff including behavioural coaching, multi-skilling, and recruitment profiling to assess and develop the skills of the workforce.

Realm

Set up an onsite skills academy through which retailers and employees can access relevant training modules, individual training plans and mentoring to enhance their understanding of the retail sector.

Rocco Forte Hotels

Has developed and integrated into their HR practices an online application allowing 24-hour access to career maps, a competency framework, relevant training modules, and 1 on 1 coaching to enhance and enable better staff progression.

The Timewise Foundation

Created a new part time flexible job role at managerial level enabling family friendly progression for female workers.

Sean Taggart

Owner and Chief Executive of the Albatross Group and UKCES Commissioner



Jamie Oliver's Fifteen Cornwall

Experts Grow

Our Solution

Jamie Oliver's Fifteen Cornwall, Watergate Bay Hotel, St Austell Brewery, Cornwall College and Visit Cornwall have collaborated to improve progression opportunities and productivity within their own businesses and shared their knowledge with other hospitality businesses via a toolkit.

The project has built on the existing high-quality business practices evident in each

of the partner businesses; formalising and synthesising them, while trialling new and alternative ways of improving the earnings and progression of lower paid workers.

The free online toolkit has been designed to make it easy and affordable for local SMEs to improve productivity by investing in their staff with the intention of rewarding hospitality staff and businesses as a whole.

Highlights and Successes

Collaboration of partner businesses to drive change across industry and share working practices. All felt the benefits of sharing ideas and learning from each other as well as working alongside businesses to help drive their own programmes.

All partner businesses have seen an increase in the skill level of their staff, with evidence to support a rise in retention, engagement and self-worth.

“ We are delighted to be part of this project. Our businesses are crying out for new talent and we must work together to demonstrate that the hospitality sector is great for careers and skills with fantastic opportunities in Cornwall for professional and business development.”

JAMES STAUGHTON MANAGING DIRECTOR, ST AUSTELL BREWERY

“ With all the qualifications I've gained and the support I've had from the managers it's given me the confidence to do this. It has made a massive difference, I didn't think 4 years ago I'd be running the restaurant. I'm immensely proud of what I've done.”

ESME HOMER FLOOR SUPERVISOR, JAMIE OLIVER'S FIFTEEN CORNWALL

What did we achieve?

The project has developed a free online business-led toolkit for the hospitality sector. It is a practical guide for helping progressive hospitality businesses grow by investing in their people.

The toolkit is based on five key principles:

1. Strong culture drives business performance; and requires effective leadership and good staff engagement.
2. Well-designed standards underpin effective operations and empower your staff.
3. Learning and development enable your staff to grow your business.

4. Offer people routes for career progression that are clear on expectations, job enrichment and pay.
5. Measure what matters to track team and business performance and maximise your return-on-people.

Each of these forms one section of the toolkit, with case studies from the three partner employers and practical tools to help businesses put the principles into action.

This project has seen the creation of the Hospitality Skills Network, a group of Cornish businesses committed to investing in their staff, sharing learning and building a stronger momentum to drive forward change.

This Project in Numbers

- **18** employers engaged in using the refined Experts Grow Toolkit.
- Over **900** hospitality businesses reached through the 'Good Practice' campaign in Visit Cornwall partnership.
- **269** low wage employees trained, engaged in career progression and achieving lasting increases in wages.
- Watergate Bay Hotel have increased employee engagement by **13%** in three departments where new training opportunities, progression and pay scaling had been introduced.

“ The Experts Grow project has really changed the conversation about the importance of staff progression in hospitality in boosting productivity in Cornwall.”

MATTHEW THOMSON CHIEF EXECUTIVE, JAMIE OLIVER'S FIFTEEN CORNWALL
AND THE CORNWALL FOOD FOUNDATION

What can you do?

To find out more you can visit
www.hospitalityskills.net

The Living Wage Foundation

Living Wage in Retail - Developing a Good Jobs Strategy for the UK

Our Solution

The Living Wage Foundation, working in partnership with leading retailers including EE, Hobbs, IKEA and Paperchase, with support from KPMG, have tested, developed, and rolled out a new 'Good Jobs' toolkit. The toolkit comprises business improvement techniques including:

- Increasing staff hours so the business is operating with 'slack'.
- Training staff to raise product knowledge.
- Restructuring and enriching job roles to include multiskilling.

This project has drawn on the work from Zeynep Ton in her book 'The Good Jobs Strategy' alongside UK research to understand and test operational models that support higher pay, more job stability and better use of staff skills in retail, with the aim of tackling low pay and poor progression and improving business performance. The resulting toolkit offers practical (tried and tested) support and advice to a wider range of retailers to enable them to develop and offer 'Good Jobs' that benefit both their low paid staff and their business.

Highlights and Successes

A notable success from this project has been the scale and commitment from retail employers to participate and test these solutions within their businesses. Initially the project aimed to pilot new solutions in a small number of stores, but EE decided to offer all staff that wanted it an uplift in hours – operating with slack in order to improve staff loyalty and performance and, in turn, customer loyalty, sales and profits.

“ The main benefit is that if we uplift people's hours – we've done a lot up to 35 hours rather than the 25, it gives the people that stability. EE wants to look after them, they'll stay, get the stability, they can have a career. They can get a mortgage and they're happier. Normally a happier workforce delivers more. ”

DAVID BOTFIELD RESOURCE & CAPACITY PLANNING MANAGER, EE

What did we achieve?

This project has developed and released a free of charge publicly available toolkit detailing tested interventions to increase pay and progression in the retail sector based upon the 'Good Job Strategy' work by Zeynep Ton. The toolkit includes guidance on how to implement and maximise the benefits of new working practices such as:

- Working with slack and offering more hours for staff.
- Increasing pay for staff.
- Increasing training for staff.
- Restructuring job roles through multiskilling.

Measurement of the impact of these interventions is based upon customer service feedback, employee satisfaction metrics including rates of absence and staff turnover and staff engagement surveys, and key performance indicators such as increased sales and productivity.

“ There's an assumption that jobs in retail and hospitality are inevitably 'bad' – low paid, insecure, with few opportunities to train. Living Wage employers such as IKEA and BrewDog are challenging this view and leading the way to improve workplace practices, pay and the reputation of their sector. This project has sought to identify and test the operational models that enable this good jobs model, working with EE, Hobbs and other retailers who believe the customer-staff relationship is the key to success in the modern economy. ”

TESS LANNING

HEAD OF BUSINESS DEVELOPMENT,
LIVING WAGE FOUNDATION

This Project in Numbers

- As a result of the project EE offered an uplift in hours to all staff that wanted it. In total **650** employees from **330** stores chose to increase their working week by an average of **9.2** hours – translating to about **£4,500** more per year.
- After six months, the rate of employee attrition among this group was **25%** lower than the rest of the retail population. EE also expects to see improvements in customer service and store performance as its workforce becomes more stable and experienced.

What can you do?

To find out more you can visit

www.livingwage.org.uk/sites/default/files/Living%20Wage

National Coastal Tourism Academy (NCTA)

Fast Track – Addressing Employee Pay and Progression in Coastal Tourism SMEs

Our Solution

Over the course of this project NCTA have delivered a series of masterclasses to employees in Bournemouth. The focus has been to primarily liaise with and support small and medium size employers who don't necessarily have the HR resources required to regularly invest in and upskill their staff. Based on the 'service profit chain principle' this project has focussed on delivering free of charge aspirational and educational learning, and guidance toolkits to staff and employers on how to better their knowledge,

customer service and sales.

The theory here is that inspiring and investing in staff through the masterclasses = an increase in staff knowledge and morale = a better customer service = happier returning customers and word of mouth to attract new customers = better sales = higher profits = professionalization of the sector and higher wages for competent staff (with the added benefit of reduced turnover).

Highlights and Successes

The project has shown the day to day struggles of an SME in the sector, which can be tackled by collaboration. A cohort of SMEs working together and supported by an intermediary like NCTA has the capacity and capability to act like a large employer and provide its staff with valuable and essential learning to improve the business, improve the staff, and inevitably improve the customer experience.

“As a family-run business which relies on great staff, we are committed to looking after them and encourage fast career progression wherever possible. So we're delighted to be part of the FastTrack project with the NCTA which addresses issues of staff pay, induction processes and career growth.”

ROSIE WALLACE

MANAGING DIRECTOR, MARSHAM COURT HOTEL, BOURNEMOUTH

What did we achieve?

This project has revolutionised the way the local participating employers think about their employees; has achieved better staff retention, greater employee motivation; and enables faster career progression for low paid hospitality staff.

Through highlighting sector success stories from inspirational individuals in the masterclasses, this project has tackled the perception that the hospitality sector in Bournemouth offers poor progression and career opportunities.

Additionally, the project has delivered training packages including Welcome Host and Bournemouth Ambassador courses to various SMEs in the Bournemouth area.

The project has successfully tested the 'service-profit' chain principle to prove that high quality customer service arises from better workplace practices and leads to improved business performance, productivity and higher staff pay. Given its initial success in Bournemouth, this model has the potential to be rolled out nationally and in other localities.

This Project in Numbers

- Through the use of masterclasses, the project has reached over **300** low entry staff and **43** local businesses.
- Through our bite-sized workshops the project has reached **43** delegates and **15** hospitality businesses.
- Through our Welcome Bournemouth Host course we have engaged **12** small hospitality businesses.
- The Green House Hotel have estimated that they have reduced turnover of staff by **30%**.
- **53%** of participants feel more confident in dealing with customers since completing the Bournemouth Ambassador Course.
- **79%** of participants feel more knowledgeable about Bournemouth since completing the Ambassador Course.

What can you do?

To find out more you can visit

<http://coastaltourismacademy.co.uk/resource-hub>

Our Solution

Working with major hospitality firms Hilton Worldwide, Accor, Mitchells & Butlers and Whitbread, this project has developed and tested different models to progress staff.

These tools include: business analysis tools; apprenticeship behavioural development training and career coaching; enrichment and multi-skilling of hospitality job roles; and using a

candidate profiling tool for recruitment of work placement students and apprentices.

This suite of interventions has enabled the participating employers to develop the aptitude and skills of the workforce and successfully identify people, especially apprentices, that have what it takes to step into this fast paced sector and progress themselves and our business.

Highlights and Successes

A particular highlight of the project is the innovative thinking that came from working with 4 large hospitality employers who were willing to creatively tackle persistent issues within the sector. This comprehensive project delivered solutions combating recruitment practices, in house training and development, redesigning the ways in which jobs are done and rethinking the value of a business based on the value of its employees.

“ We have seen some impressive early statistics from our new apprenticeship induction and the support package provided for their first 12 months in role - retention is up from 34% to 67%; this performance is also outperforming our core retail population. We know from feedback that the apprentices and line managers are using the knowledge about their learning styles, the benefits of learned optimism and appreciating differences on a daily basis, in a practical way, in one to one and team interactions. We have high hopes that the benefits will become strategic and cultural in the longer term as organisations adapt to millennials occupying an increasingly higher percentage of our workforce. ”

JAN SMALLBONE DIRECTOR OF TALENT DEVELOPMENT, MITCHELL & BUTLERS

What did we achieve?

As part of this complex four tiered approach, this project has developed, tested and launched a handful of business improvement tools that employers can freely access via the People 1st website. These tools include:

- A benchmarking tool for businesses of all sizes to compare their key human resource measures, such as pay, labour turnover, training delivery etc. with industry data.
- A bespoke online portal creating an entry pipeline for young talented individuals to enter the industry, creating a smarter way to recruit young people into the industry.
- A comprehensive pastoral care and behavioural development support programme.
- A new multi-skilled hospitality job description that enables vertical progression and increased hours and pay for staff.

This Project in Numbers

Whitbread:

- **72%** of Apprentices remained with the company for at least **12** months, whereas only **27%** Non-Apprentices remained with the company for as long.
- Apprentices are **3** times more likely to remain with the company for **12** months than Non-Apprentices.
- **22%** of Apprentices saw progression to a significantly higher role, whereas only **6%** Non-Apprentices saw the same progression.
- **50%** of Apprentices saw an increase to pay, whereas only 0.05% Non-Apprentices saw an increase.

Accor:

- Labour retention has improved: general labour turnover is **50%** which was much lower at only **39%** for the pilot candidates.
- The programme has increased working hours: candidates worked **10%** more hours compared to non-participants.
- Multi-skilling was **3** times higher among candidates.

What can you do?

To find out more you can visit

www.people1st.co.uk/Research-policy/People-and-productivity/Human-Capital-Benchmarking-Model

Realm

London Designer Outlet Skills Academy

Our Solution

Realm manages London Designer Outlet (LDO), situated next to Wembley Stadium.

This project aimed to address the issue of high staff turnover, due to entry level staff on minimum wage operating in an environment of seasonal footfall and low margins, with minimal investment in training.

The LDO Skills Academy was established to provide on-site specialist training for

retail staff. Employees have taken part in training programmes, with individual training plans and mentoring that enhanced their understanding of the retail sector.

In parallel, several high profile retailers operating at the centre worked together to define how talented people can progress in the sector and forge a long term career in retail.

Highlights and Successes

Individuals:

- Increased awareness of opportunity and skills required to progress within store and/or progress to a career within retail.
- Growth in confidence, motivation and raised aspirations.

Employers/stores:

- Highlighted best practice for employers including effective recruitment and personal development plans.
- Promotion of Skills Academy graduates within and across businesses, leading to progression in employment.

LDO:

- Overall improvement in mystery shop results for participating stores resulting in better guest service and increased footfall for the outlet.
- The landlord, Quintain has committed to fund the academy for a further two years.

“ We have been able to measure quantifiable improvements in both progression and skills during the life of the project and are delighted that as we continue to build the Academy business, we are already over subscribed for the next courses which launch in September. ”

SUE SHEPHERD CENTRE MANAGER AND PROJECT LEAD

What did we achieve?

This project set up an on-site Skills Academy, offering service, standards and selling training to three cohorts of staff at LDO. This included development and delivery of the training modules and accreditation by City and Guilds. With a dedicated project manager to work with the individual businesses, the project facilitated improvements for the individuals participating and the businesses involved.

The training content was developed by The Inspiration Group, alongside a steering

committee of retailers operating at the centre which offered additional knowledge and experience. Trained staff took their learning back into their businesses, accompanied by ongoing mentor support. The mentors also received training.

As well as providing participants with progression opportunities, the project saw the development of a community of staff and employers across businesses working together, sharing problems and solutions leading to other opportunities.

This Project in Numbers

- **38** students and **36** mentors from a total of **33** employers took part in the training across the 3 cohorts
- Course 1 – **44%** of students had an increase in their position and/or responsibilities. **57%** of those increased their wage rate.
- Course 2 – **40%** of students had an increase in their position and/or responsibilities. **33%** of those increased their wage rate.
- Course 3 – **43%** of students had an increase in their position and/or responsibilities.
- Of the stores who participated in the Academy, over the past three months, the average mystery shopper score was **93%** compared with the pass rate for the centre which is **85%**.
- At the end of the financial year 2015/16, the overall mystery shopper winners were two stores with the highest performing students on the Academy courses.

“ The skills I have learnt have helped me grow as a person, I have changed so much and I have a more positive approach to customers. ”

DONNA KEVINS CUSTOMER ADVISOR M&S OUTLET, LONDON DESIGNER OUTLET

What can you do?

To find out more please contact **Laura Ashby**
lashby@realm.ltd.uk

Rocco Forte Hotels

Map My Future Application

Our Solution

Rocco Forte Hotels working alongside Artizian have created a structured in house training and career progression programme for their low paid employees.

Alongside this, the project has developed HR policies and procedures to allow full integration of the solution into business practices once it is formally launched across the business. This has revolutionised and simplified staff progression by introducing clear and structured parameters for development

enabling staff to progress and increase their pay through HR appraisals, and annual pay reviews.

The delivery of this programme is being carried out via an online Application called 'Map My Future', accessible by all staff via smartphones, tablets and computers, essentially allowing employees 24-hour access to their career map, training materials and on site coaches. The App will shortly be available as a White Label product for other employers in the sector to subscribe to at cost.

Highlights and Successes

Since the launch of the online application, Rocco Forte have seen a significant increase in staff engaging with training opportunities. (How many staff undertaking training via the app vs how many that were undertaking training previously).

Additionally, as they are in the process of fully integrating the App into their HR systems, Rocco Forte are able to quickly and consistently recognise and reward the achievements of their staff. Be this via annual appraisals or best practice awards, staff are now better engaged with the business.

“ Map My Future is a ground-breaking career progression and up skilling application for employees in the hospitality industry. It highlights that hospitality offers excellent career options, full of opportunity. It also encourages our industry to embrace learning on the go and modern technology. Mobile learning fits perfectly with our operational workforce that is constantly on the move and that does not have daily access to computers. We hope that as a result of Map My Future we will retain and attract more individuals in our industry, thus supporting its planned growth.”

IRENE FORTE BRAND AND TRAINING MANAGER

What did we achieve?

This project has successfully developed and delivered a series of workplace interventions including:

- A career map for all staff to identify progression opportunities.
- A competency framework defining what you need to do and know to progress.
- 24/7 access to training materials (Including tutorial videos).
- 24/7 access to a dedicated career coach to help staff realise their progression ambition.

All of this has been delivered via a revolutionary online mobile application that is accessible by smartphone, tablet and computer. Once fully operational, the App will be a one stop shop for inductions, communications, training, appraisals, monetary achievement awards, incremental pay increases and promotions.

Already this technology based solution has been praised by its current users as a comprehensive portal for all employees to better understand, engage, aspire, learn, and achieve their career ambitions.

This Project in Numbers

- **12** new online learning modules developed, including **4** with animation (1 still in progress).
- **39** coaches trained, including **4** at Artizian Catering.
- Piloted with **43** testers at the Brown's Hotel so far and **9** testers at The Balmoral (**52** in total).
- **100%** of testers would recommend the app to a colleague.

“ I'm a career coach at Brown's Hotel currently piloting the Map My Future App. I believe the app, together with my coaching sessions, will help me to build a bond with my colleagues, in order for me to help them move forward in their careers within the spa. It will also help my team members to obtain training more quickly and enhance their daily skills to improve in the workplace. I'm very pleased I have this [career coach] role, as it shows another side of me to my work colleagues.”

KELLY-ANN TAYLOR CAREER COACH AND SPA THERAPIST

What can you do?

To find out more you can visit
www.roccofortehotels.com/mapmyfuture

The Timewise Foundation

Building flexible career pathways for retail

Our Solution

Working alongside the UK's largest pet retailer, Pets at Home, this project has redesigned jobs providing a clear route and opportunity for promotion to management level for part time and flexible working colleagues, particularly women.

The new part time / job share management role will enable Pets at Home to offer a more family friendly

working arrangement for its lower paid employees to progress into. The management roles are currently being advertised internally and externally, with staff being encouraged to take up these new opportunities.

In the longer term this project hopes to see flexible working at management level as the norm in all UK business.

Highlights and Successes

While this project was originally envisaged as a small scale, localised pilot of progression into the first tier of management roles, Pets at Home saw the business case for a much wider roll-out, covering all retail management vacancies locally. All retail management vacancies are now advertised as open to part time or flexible working, typically 30-40 vacancies are live at any point.

Timewise have recently launched the 'Hire Me My Way' campaign, focused on raising the visibility of businesses who offer flexible progression routes, and to persuade other businesses to follow suit. As part of this, a range of large employers have been engaged including Dixons Carphone, Lloyds Banking Group and of course Pets at Home. All of whom have publically committed to advertising job vacancies as open to flexibility. This campaign will be used to push out the concept of flexible job design and hiring to other retailers, using the findings from this project.

"We are delighted to be involved in this project. We recognise that our involvement can bring about important change at Pets at Home. By offering more flexibility in our approach to management recruitment and development we aim to create further opportunities for talented female colleagues to achieve their full potential while balancing their working life and home commitments."

VICKY HILL HEAD OF PEOPLE AT PETS AT HOME

What did we achieve?

This project has seen the implementation within Pets at Home of the new flexible, part time, job share roles at managerial level for female workers.

Guidance has been produced to support the organisation- wide culture change needed to underpin this change. Senior managers have been trained to recruit and

manage the new flexible workers. The new roles are currently being advertised with the intention of rolling these out across all Pets at Home stores nationally.

Additionally, discussions are currently underway with other businesses who are interested in replicating this project across the sector.

This Project in Numbers

- **400** Store Managers, **40** Area managers and **4** Regional Directors have been supported to embrace new ways of working.
- **8** candidates already recruited into the new flexible management roles.
- **30 - 40** management vacancies live at any point and open to part time or flexible working, offering new progression pathways to skilled (mostly female) employees who have previously been unable to progress.

"This project has allowed us to develop a clear, tested programme for retailers to open up progression pathways to employees who are not able to commit to full time working, to allow women in particular to progress irrespective of other life commitments, and employers to retain and maximise performance from their people.

We are already receiving significant interest from other retailers in enhancing their approach to job design and look forward to both sharing our insights and seeing how we can support others to adapt their internal and external recruitment processes."

EMMA STEWART JOINT CEO, TIMEWISE FOUNDATION

What can you do?

Sign up to the Hire Me My Way Campaign:
<http://hirememyway.org.uk>

Conclusions

The purpose of this Productivity Challenge was to explore how to enhance pay and progression opportunities for low paid workers in the retail and hospitality sectors whilst addressing factors which hold back business performance.

External factors such as the implementation of the National Living Wage, the introduction of the Apprenticeships Levy and Universal Credit, and the impact of the EU referendum make these issues more important than ever before.

Our findings indicate that there are three areas businesses should consider in addressing these issues:

- Strong leadership and engagement of staff at all levels.
- Reviewing and refreshing internal policies and processes.
- External partnerships.

In so doing, there is a possibility of changing the culture of individual businesses and the sectors as a whole.

Our key learning includes:

Leadership and engagement

Successful implementation of solutions requires engagement and buy-in from staff at all levels within businesses, but particularly from the managers who will ultimately be responsible for delivering them. Managers should ideally be engaged from the outset and offered the opportunity to input at the design stage, based on their operational and delivery knowledge and expertise.

Workshops can be an effective way of engaging employers and staff in the development of solutions, particularly when combined with insights from research with employees on issues such as job satisfaction.

Case studies showing the success of colleagues are a powerful human way of communicating internally to staff to show that if they input their time and effort, there is potentially a rewarding career available to them.

Retail and hospitality employers are 'people businesses' and the best form of initial engagement and communication is face-to-face. This is particularly true for small and micro-firms, as well as engagement at the level of the individual outlet / branch of national firms.

Internal policies and processes

Mapping internal career progression routes and pathways, and communicating these to employees alongside access to training, can facilitate improved pay and progression opportunities for staff within large retail and hospitality businesses.

Designing jobs that develop and make use of a broader range of skills can result in increased job satisfaction, as well as benefits to the business from having a more flexible workforce and practices. Progression doesn't always have to be linear.

Measuring the impact of the changes made on your bottom line and on key metrics like footfall, mystery shopping scores, turnover, profit, staff turnover and satisfaction is key. This will help to show the impact on your business but also, if well measured, could highlight how to make further improvements.

External partnerships

Working with other employers and organisations to address common skills issues and challenges can be more effective than trying to develop solutions in isolation. Collaboration of employers is key, often facilitated by intermediaries who can independently bring employers together.

Businesses could work with public sector stakeholders such as Local Enterprise Partnerships to develop and implement a coherent strategy to address issues including seasonal approaches to workforce planning and recruitment.

All these improvements and changes could stack up to a genuine culture change, within businesses and across the sectors, to deliver real difference to hospitality and retail and the sectors within them.



The UK Commission for Employment and Skills (UKCES) is a publicly funded, industry-led organisation providing leadership on skills and employment issues across the UK. Together, our Commissioners comprise a social partnership of senior leaders of large and small employers from across industry, trade unions, the third sector, further and higher education and across all four UK nations.



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