TYRO TRAINING

TRAINING | CONSULTANCY | SUPPORT

Visitor Economy
Skills to Support Business Growth

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Craven College | 2015

Craven college

Working in partnership with:

Contents

Visitor Economy Research: Skills to Support Business Growth

Executive Summary

Craven College has worked in partnership with Yorkshire Dales National Park Authority and North York Moors National Park Authority to conduct research into the training needs of the Visitor Economy sector throughout the Local Enterprise Partnership (LEP) area of York, North Yorkshire and East Riding (YNYER) District. This has been invested in by the LEPs Local Response Fund (LRF) funded by the European Social Fund (ESF). Step-Up Training and RedKite have provided information to support the research in the form of Training Needs Analyses, and the project has been overseen by Grimsby Institute for Further and Higher Education (GIFHE).

The significance of the sector

Background research shows that the Visitor Economy across Yorkshire is a growing one, increasing from £5.9 billion to £7 billion in the last three years alone.[1] Skills in the sector, however, fall behind with the Hospitality sector having highest percentage of skills gaps nationally.[2]

The YNYER LEP area has two National Parks and two Areas of Outstanding Natural Beauty (AONBs) within its geographical boundaries;

- Yorkshire Dales National Park (YDNP)
- North York Moors National Parks (NYMNP)
- Nidderdale AONB
- Howardian Hills AONB

These areas of high landscape beauty are an important part of the tourism offer, together with historic market towns and cities, ancient monasteries, castles and traditional rural villages.

Aims and Objectives

This research was commissioned by the YNYER LEP to establish what training is needed by Visitor Economy businesses across the region, in order to support economic growth. Alongside this, and dealt with in a separate paper, an assessment into the sector's capacity to deliver apprenticeships has been conducted.[3]

100 training places were also commissioned, in order to meet some of the identified needs, with additional targets for progression into apprenticeships and/or further training.

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[1] *5 Year Strategy 2012-2017*, Welcome to Yorkshire (2012) p.2
[2] *National Employment Skills Survey 2009*, UKCES (2009) p.27
[3] *Visitor Economy Research: Supporting Apprenticeship Growth*, Craven College (2015)

Methodology

The research was undertaken by Tyro Training, the commercial training arm of Craven College, in partnership with the Yorkshire Dales National Park Authority (YDNPA) and North York Moors National Park Authority (NYMNPA).

The partners brought unique knowledge and experience to the research:

- Tyro Training has a business development team working across North Yorkshire and has established relationships with businesses having delivered training to the sector for over 15 years
- The YDNPA brought a fully functioning network of businesses to the partnership – the Dales Tourism Business Network. This allowed Tyro Training to access otherwise hard to reach, small businesses in the area through the network
- The NYMNPA also has strong connections with the businesses within their influence, but their real strength within the partnership was the 13 years' experience of training apprentices. The second paper in this series analyses this in more detail.

The partnership was contracted to conduct Training Needs Analyses (TNAs) with 40 businesses across North Yorkshire. Owing to the nature of the partnership and the timescale involved, these would be concentrated around the Skipton are of the YDNPA and wider influence; NYMNP and wider influence and Scarborough. An additional 80 Training Needs Analyses were commissioned through another organisation, Step Up, to centre on the Vale of York, Harrogate and East Yorkshire to widen the research base.

Following this initial research, the partnership designed training interventions for 100 learners. Throughout the project we designed new curriculum to meet needs identified through Training Needs Analyses, and exceeded the initially contracted volume of training places.

Findings

In terms of the training needs of the businesses, the most frequent requests were for:

- Improving customer service
- Use of social media
- Leadership and management training
- Marketing
- 'Sense of place' training

Following on from this, Tyro delivered training on all the above topics including two newly developed courses on use of social media for marketing and using your local location to grow your business. The latter 'Sense of Place' training was developed in conjunction with Scarborough Borough Council and Welcome to Yorkshire to produce a 'Discover Yorkshire Coast' Champions training scheme, which can be rolled out. A resource was developed to support the scheme which is can be found at www.tyrotraining.co.uk.

Through the project 183 staff working the Visitor Economy sector were trained in the above areas, based on Training Needs Analyses.

Recommendations

It is clear that continued investment is needed in the five key training areas outlined above in order to ensure excellence and drive economic growth.

The 'Sense of place' model has provided a cohesive marketing focus for businesses and could be rolled out in other geographical locations. Work has already begun with YDNPA to explore a similar 'Champions' training scheme.

With a reduction of availability of funding for vocational training nationally from the Skills Funding Agency, subsidies for short sharp interventions would be welcomed by the sector, but should be clearly directed towards training that will impact on growth.

Background

The strategic picture

Since 2010 the structure of economic development and tourism has changed dramatically, particularly in response to Government policy on local economic growth. Thirty-nine Local Enterprise Partnerships (LEPs) have now been established across England and they are responsible for driving economic growth in their areas, working in partnership with key sectors and stakeholders. In a number of LEP areas tourism is recognised as a tool for driving wider economic growth and work is underway on specific projects and initiatives in partnership with Destination Organisations who manage tourism locally.

The Government published its Tourism Policy in 2011, with the following aims:

- Fund the most ambitious marketing campaign ever to attract visitors to the UK in the years following 2012. The £100m campaign, co-funded by the government and the private sector, aims to attract four million extra visitors to Britain over the next four years. That equates to £2billion more spend in our economy, and 50,000 new jobs.
- Increase the proportion of UK residents who holiday in the UK to match those who holiday abroad each year. For longer stays (four nights or more) this would mean 29% of travellers holidaying in Britain rather than just 20% today (creating 4.5m extra domestic trips each year, £1.3billion more spend and 26,000 new jobs). And if we can replicate this scale of improvement for shorter stays as well, we will create a further £750m of spend and 11,000 new jobs.
- Improve the sector's productivity to become one of the top five most efficient and competitive visitor economies in the world.[4]

Five years ago Visit England launched the Strategic Framework for Tourism 2010-2020, a ten year strategy for industry to grow 5% in value, year on year, to 2020. This strategy is currently being refreshed to take account of the changes in the tourism landscape in England - political, economic, structural, technological and social shifts have all had an impact.

The importance of the tourism sector nationally

Tourism in England contributes £106 billion to the British economy (GDP) when direct and indirect impacts are taken into account, supporting 2.6 million jobs.[5] When only direct impacts are taken into account (i.e. excluding aspects such as the supply chain), the contribution is £48 billion, with 1.4 million jobs directly supported.

There has been a fluctuating pattern of growth in tourism in England in the past five years, initially driven by the domestic market but more recently by inbound tourism, with domestic holidays recovering more positively than business tourism from the global economic downturn. There has, however, been a loss of market share on the global tourism arena.

Growth of tourism spending in London has been significantly faster compared to the rest of England, largely owing to its expanding share of inbound tourism spending (over 60% in 2013). There has also been relatively stronger growth in tourism in cities and the countryside, with seaside tourism losing market share.

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[4] Government Tourism Policy; Department of Culture, Media and Sport (2011) p7
[5] Skills for Jobs: National Strategic Skills Audit (Volume 2, the Evidence); UKCES (2010) p146

Outlook

Forecasts for tourism growth for the period 2013 to 2025 have been produced by Deloitte and Oxford Economics. The model for the UK makes predictions of growth in spending for different types of tourism, over different periods.

Between 2013 and 2020, it predicts compound annual growth rates in nominal spending of 7.9% for inbound tourism, 7.1% for domestic tourism and 5.3% for day visits. In real terms, this amounts to an annual growth rate of 4.3% in total tourism spending.[6]

The model also envisages a faster real growth per annum in London than in the rest of England.

The overall economic forecast for England is for the contribution of the tourism economy to rise to £216.5 billion by 2025, supporting 3.1 million jobs (compared with 2.6 million in 2013). It will deliver 9.6% of GDP, compared with 8.8% in 2013.

The national skills gap

Agencies such as Welcome to Yorkshire and Visit Britain have set a target to 'improve the sector's productivity to become one of the top 5 most efficient and competitive visitor economies in the world'.[7] The sector, however, will need to overcome skills gaps in order to meet this target. Hospitality alone is ranked 1st for skills deficit with 26% hotels and catering business reported skills gaps within their staff, despite being 11th most economically significant sector in the UK.[8]

The most serious gaps are in customer service roles including communication skills, literacy/numeracy, team working and customer engagement.[9] This is perhaps not too surprising, as the sector is the largest employer of 16-24 year olds (28%) nationally, with these skills commonly reported as gap areas for school and college leavers.[10]

People 1st, now a workforce development charity and previously the Sector Skills Council for the visitor economy and service sectors, report the skills shortages breakdown as in figure 1.[11]

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[6] Tourism: Jobs and Growth – The economic contribution of the tourism economy in the UK; Deloitte / Oxford Economics (2013), p39
[7] Government Tourism Policy; Department of Culture, Media and Sport (2011), p7
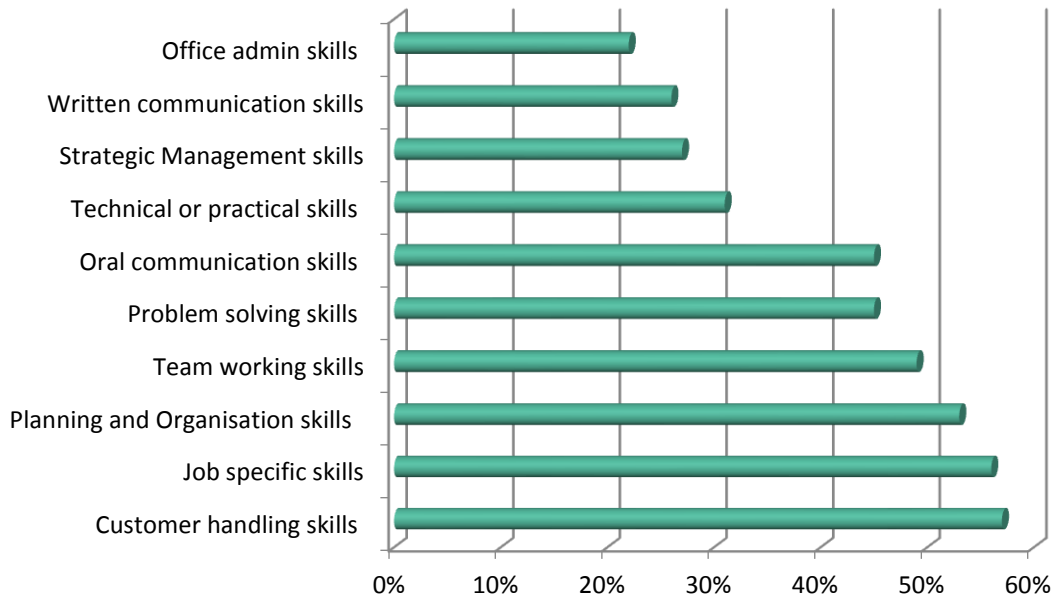[8] National Strategic Skills Audit 2010 (Volume 2, the Evidence); UKCES, p66 and p128
[9] National Employer Skills Survey 2009; UKCES, p103
[10] National Employer Skills Survey 2009; UKCES, p42
[11] Tourism and Economy Sector Labour Market Review; People 1st (2013), p14

Figure 1: Percentage of Employers Identifying Skills need

Compounding the skills gaps, People 1st also identify jobs growth needed and retention issues within the sector:

- 66,000 managers needed by 2022 – specifically with entrepreneurial skills and an ability to motivate teams[12]
- 838,800 staff needed by 2020, although 700,000 of these are needed to replace existing staff due to poor retention[13]
- 38% of vacancies are deemed hard-to-fill
- Turnover costs the sector £274 million annually

The regional and local picture

The Great Britain Tourism Survey (GBTS) provides estimates for the value of tourism within the different LEP areas using three year averages. On average the YNYER LEP area received 5.7 million overnight trips (holiday, business and visiting friends and relatives) each year between 2011 and 2013, 17.2 million bed nights and a total spend of just over £1 billion per year. Only London and the south-west region LEPs see a higher level on spend. GBTS only includes holidays taken by Great Britain residents within the country and is derived from face to face interviewing.

In the National Parks, trends in the economic impact of tourism and visitor numbers are measured using the Scarborough Tourism Economic Activity Monitor (STEAM) model which uses inputs such as number of visitors to attractions, car park data, accommodation occupancy data etc. The STEAM figures distinguish between domestic and overseas visits, along with day and staying visits – as such it provides a more complete picture of the visitor economy. The Yorkshire Dales (the National

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[12] Hospitality and Tourism: We overlook our management and leadership needs at our peril; People 1st (2015), p3

[13] Hospitality and tourism: Creating a sustainable workforce; People 1st (2014), p3

Park plus area of influence) has seen an increase in visitor days between 2012 and 2014 of 8.8%. This reversed a pattern of a slight decline in numbers which had taken place between 2009 and 2012. The North York Moors National Park has witnessed a similar trend with visitor days increasing by 2.4% and economic impact (unindexed) rising 3.4% between 2012 and 2013.

The importance of tourism within the YNYER LEP area is not surprising, given that the LEP area includes not only the two national parks and dramatic coastline, but significant historic cities and market towns which attract shorter stay visitors: Visit York reporting 6.7 million visitors, spending £573 million, sustaining 19,000 jobs last year; Harrogate District – reporting 9 million trips, £448 million in visitor spend supporting over 14,500 jobs and Scarborough Borough Council reported tourism to be worth £488 million with 6.2 million day trippers and 1.4 million overnight stays, supporting 15,205 jobs in 2013 the tourism sector.

The sector is also significant within the National Park areas: The Yorkshire Dales area employs approximately 18% of the population in the tourism sector in comparison to the regional average of 6%.[14] In the North York Moors the proportions are larger, with 22.5% employed in tourism. Although employment in tourism falls within several census categories it would appear that tourism is now the largest employer in the Yorkshire Dales National Park, and second largest to agriculture in the North York Moors National Park.

Valuing England's 'National Parks Report' noted that 1,770 businesses were located in the Yorkshire Dales and 1,825 in the North York Moors as of 2012.[15] The report concluded that in both Park areas the average business employs fewer than four people and that more than half of employment in the areas (58% and 59.3% respectively) is within businesses with fewer than ten employees - significantly higher than the other English National Parks and the UK average.

This economic base has ramifications for the Parks, and is both a strength and a weakness. It provides for a more entrepreneurial employment profile within the Parks, and evidence from the Organisation for Economic Co-operation and Development (OECD) and Government continually shows that small-businesses account for a disproportionately larger share of new employment generated than bigger businesses. However, it also places the Parks in a more vulnerable position economically due to smaller businesses being less resilient to changes in economic circumstance, with smaller businesses having a higher ratio of business failure. Skills needs must be met to ensure businesses remain up to date and competitive.

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[14] 2011 census, ONS
[15] National Parks England, Valuing England's National Parks, 2013, p18

Study aims, objectives and methodology

Aims
- To Identify current and future sector Training Needs
- Map existing provision
- Identify barriers to existing provision
- Recommendations for curriculum/provision development to meet needs

Objectives
- Produce useful recommendations/action plan for York and North Yorkshire Local Enterprise Partnership (YNYER LEP) future funding
- Focus Further Education (FE) and training providers on solutions needed for now and future
- Develop new provision which meets specific needs identified

Methodology
The research was undertaken as a joint venture between Tyro Training, (Craven College's commercial training arm which has bases in Skipton and Scarborough), North York Moors National Park Authority (NYMNPA), Yorkshire Dales National Park Authority (YDNPA). The National Parks have tightly drawn boundaries, but from a tourism point of view define a wider area of influence. Visitors are coming to see the Yorkshire Dales and for most tourists this encompasses a larger area than the National Park alone.

Monthly project meetings were scheduled in order to monitor progress within the partnership, and seek expertise of both the National Park Authorities.. Step Up Training were also contracted by Grimsby Institute of Further and Higher Education to undertake additional training and research with the sector to widen the potential geographical survey within the time available.

All organisations had established relationships with businesses, who were contacted to be made aware of the project. A coordinated approach and offer was made within both National Park Areas of Influence. Wider promotion and engagement was achieved through a variety of methods: eshots; attending key sector networking sessions such as Welcome to Yorkshire's 'Y15' event; attending and presenting at local businesses networking events, eg Scarborough Tourism Partnership; promoting via partner networks and contact lists where possible.

Throughout the project, the profile of engaged business was monitored in terms of business type, size and geographical location, in order to ensure that a representative sample was canvassed.

For the businesses who engaged, an interview was held with a member of Tyro Training's Business Development team, who completed a Training Needs Analysis with the business to establish needs. In National Park Areas of Influence, National Park staff were also present wherever possible to illustrate the Park's offer.

Following the Training Needs Analysis, businesses were offered training solutions that met their identified needs. As the early themes started emerging, Tyro Training

developed new courses that addressed needs, where none already existed. Later themes identified will become a basis for future development, whether as a full cost course at Tyro Training; or as a recommendation for YNYER LEP to take forward for future research and development.
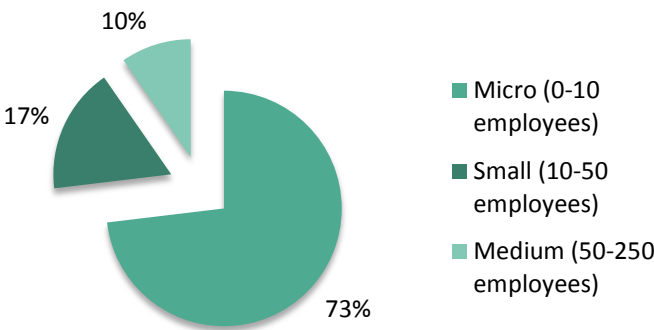
Alongside this active research, desk research was undertaken to map training provision, inform Training Needs Analyses and gather data on the national context.

Labour Market Intelligence (LMI) findings

Profile of the sector as a whole

Figure 2: Size of Visitor Economy SMEs

- Micro (0-10 employees)
- Small (10-50 employees)
- Medium (50-250 employees)

The YNYER LEP contains in the region of 8500 businesses working within the visitor economy. Assuming the businesses of unspecified size reflect the pattern of those whose number of employees are known, figures show 90% of the businesses to have fewer than 50 employees; 73% being micro (under 10 employees).[16]

Average turnover for the sector, illustrated in figure 3, is just under £1 million. This figure masks the true nature of the sector, however, with a few businesses making a large profit, particularly around York, and to a lesser extent Harrogate and Scarborough. The median average (middle value) shows a more realistic range, but still shows York and Harrogate businesses generating a higher turnover.[17]

Figure 3: Average business turnover

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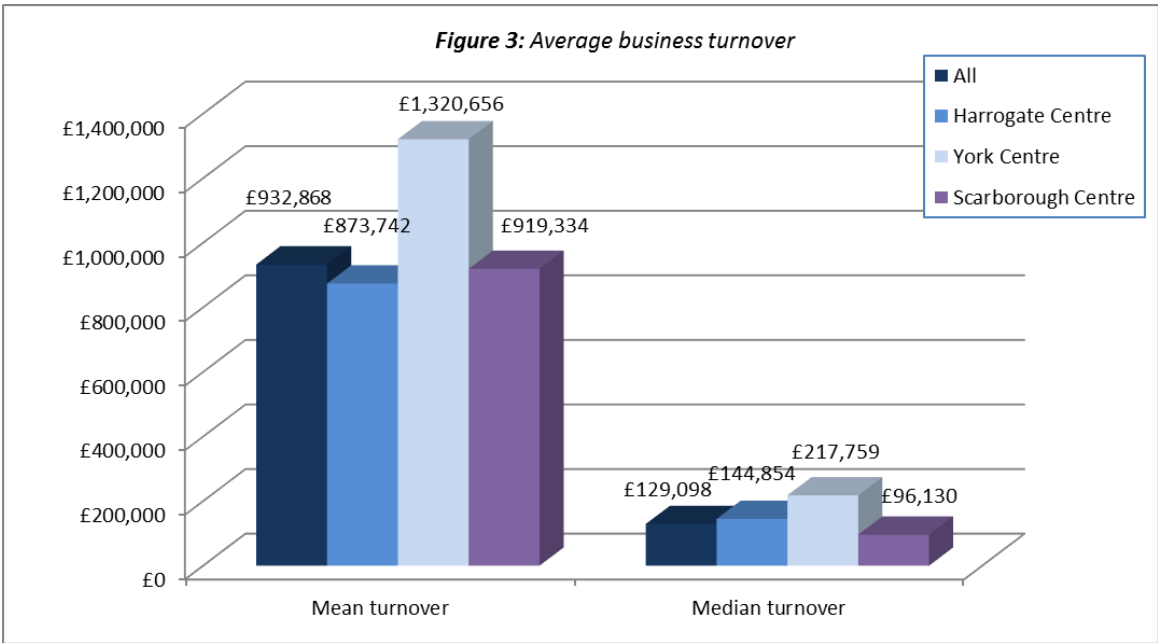
[16] Data from the MINT Hospitality, Catering and tourism figures - Mint UK is a comprehensive database of company information. (Data captured Feb 2015)

[17] As above

Training Needs Analysis Findings

The Businesses:

Over 100 businesses were engaged in the research project, with 73 completing detailed Training Needs Analysis that have informed the following findings.

Figure 4 below, shows the geographical coverage of companies who completed a Training Needs Analysis for the project. It illustrates coverage across the LEP area, and concentration on the known areas with high volumes of Visitor Economy. The coverage of rural companies highlights where effective partnership working between the College and both National Park Authorities increased the contact and engagement with SMEs.

Figure 4: Companies completing a Training Needs Analysis Interview

Craven College   Step Up Training

The research was restricted to Small and Medium Enterprises (under 250 employees), however the majority of the companies who contributed to this research (88%) were categorised as small or micro businesses (fewer than 50 employees). Micro businesses alone formed 55% of the total TNAs. This is in line with sector LMI findings outlined in the section above, and illustrates a fair representation.
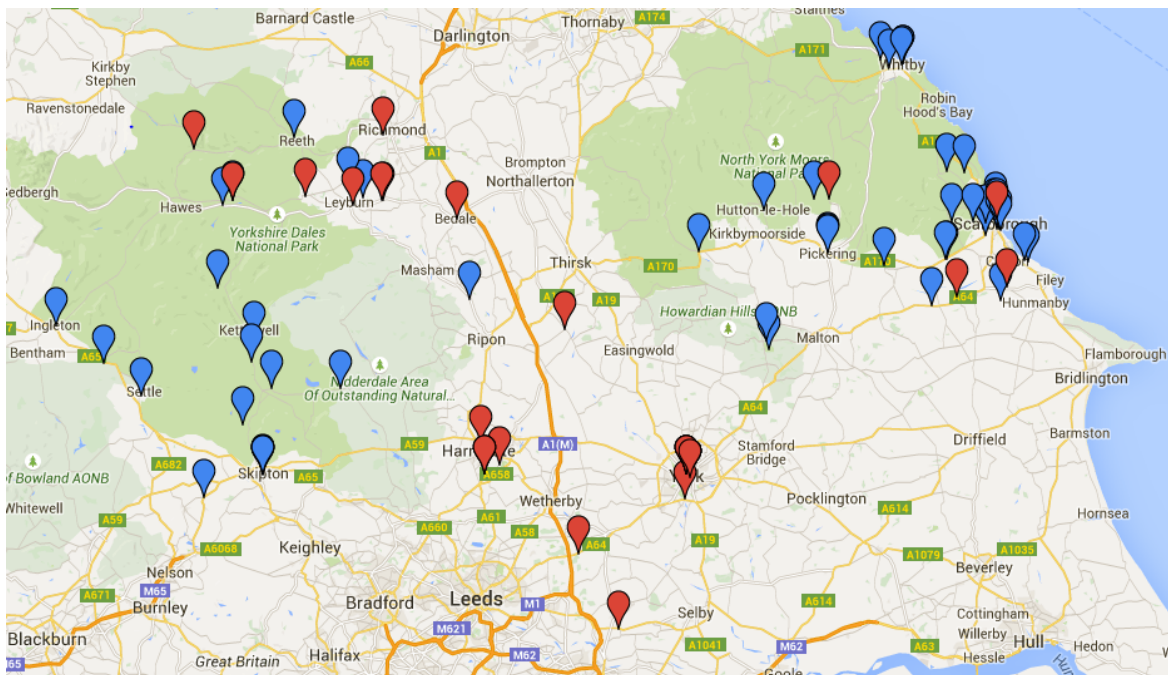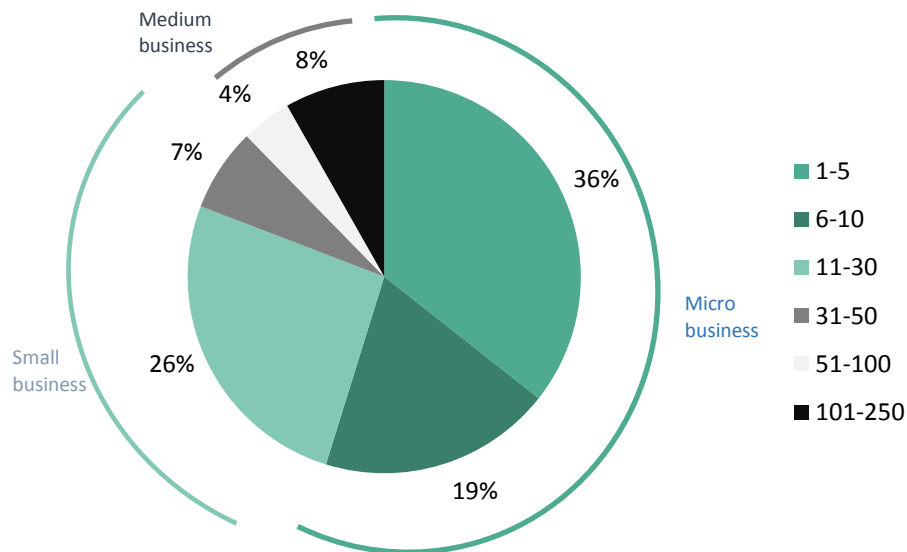
Figure 5: Research sample company size

It is perhaps therefore unsurprising, given the average business size, that the majority of those interviewed did not have appraisal systems in place (59%). This is not so much a reflection on lack of direction setting or performance management, and more a reflection of the fact that given the low volume of employees (and a pattern of small, family run businesses), quality control, performance reviewing and plans for growth discussions often happen on an ongoing, one-to one, informal basis.

The types of businesses canvassed were fairly typical of the sector, with just under half being accommodation providers. The rest of the sector was fairly equally split between attractions food and drink establishments and other services.


Figure 6: Types of businesses surveyed
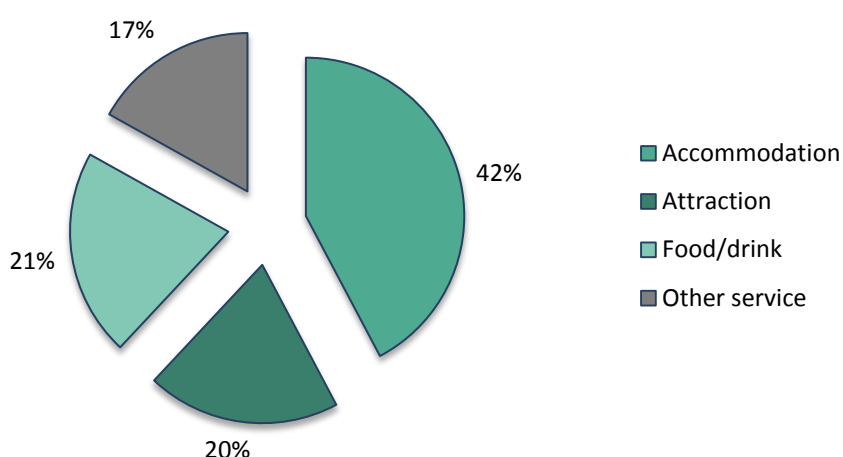
When questioned on business ambitions, 73% said they had plans for future growth. Most were able to add further detail on what they specifically wanted to achieve, whether it be diversifying to add a farm shop to their current service, extending into

the wedding market, or adding an extra property or rooms to their existing portfolio. Where expansion plans regarding estate and space were challenging, business owners intend to focus on increasing occupancy rates throughout the whole year. This mirrored the national aspiration to improve the turnover of the sector as a whole. Both National Park Authorities and The North Yorkshire Moors Railway saw the future in maintaining services, but reducing reliance on funding.

Figure 7: Aspirational Business Growth

- Grow the business
- Stay the same
- Reduce in size
- Similar but reduce reliance on funding
- No Comment
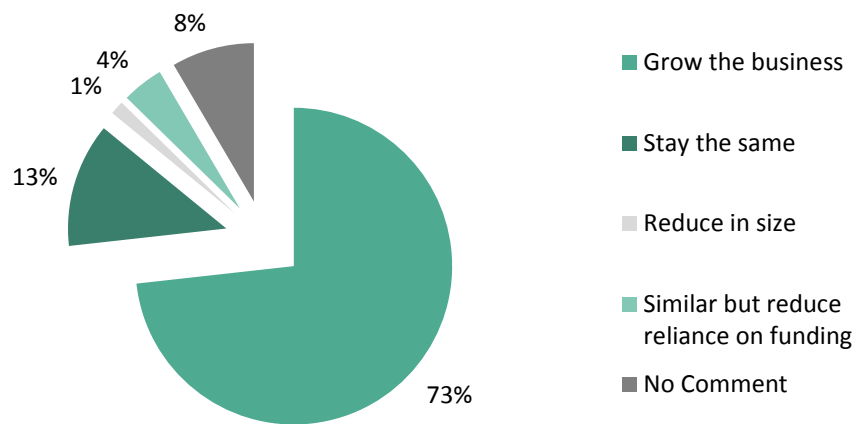
Learner and employee demographic

The learners engaged in training were typically female (62%).

The mean average age of learners engaging with this project was just under 40 years old (39.9), with the youngest learners being 19 and the oldest 76. The most highly represented group perhaps gives a better indication for learners on this project. Figure 8 below illustrates that by far the majority of learners were under 24, reflecting the high number of young people employed in this sector. Another smaller peak occurs around ages 55-59, which may reflect the high number of people who have retired from their original career paths and are pursuing various Visitor Economy based businesses as a lifestyle business or a future pension top up. The numbers of learners over 60 are in part due to some of the larger SMEs we surveyed managing a large number of volunteers who accessed training.

Figure 8: *Participant age*
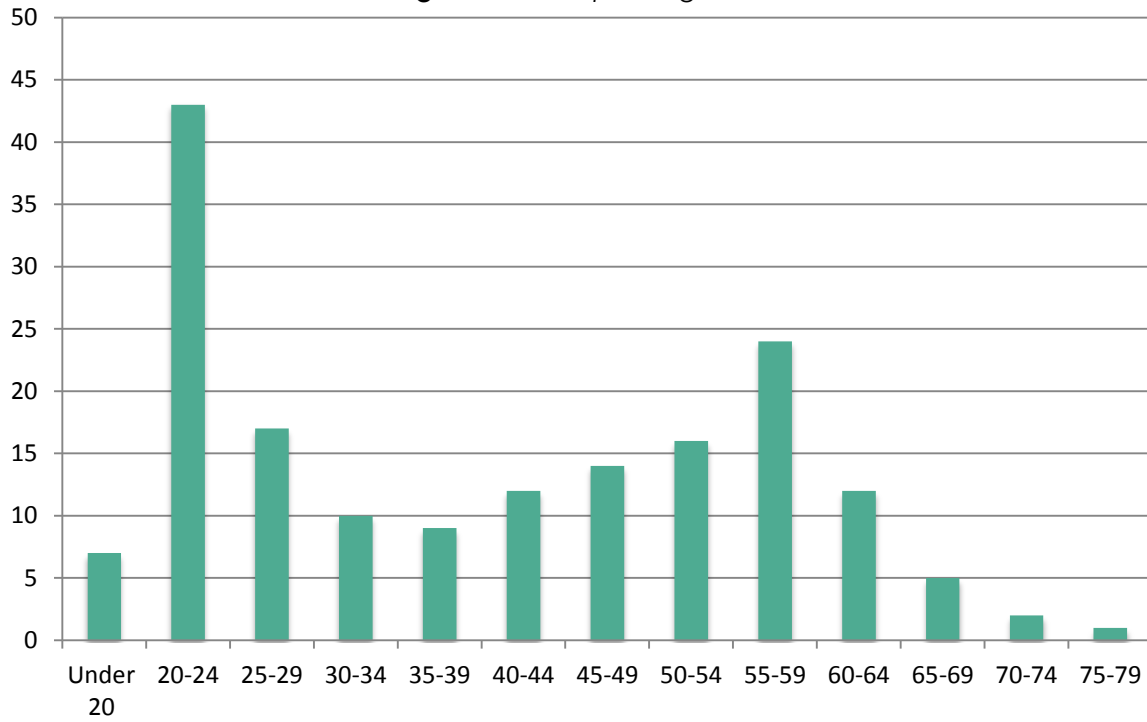
SME Skills Gaps

Figure 9 illustrates the employers' responses to the Training Needs Analysis question 'Do you have any specific training needs for you or your employees?'. The response is illustrated as a percentage of employers who identified the particular training needs. As far as possible, Business Development staff did not prompt, in order to obtain the most objective answer from companies. Often, however, if areas were prompted, owners were able to elaborate into more specific needs eg – if marketing was the prompt, social media would often be identified as a specific need.

When asked what training they required in order to cope with future growth, the most common answer was customer care (52%), and third most repeated was Leadership and Management (38%); both in line with national findings.

The second most popular concern was how they might use social media to better serve their businesses, which was further echoed by other significant requests within the research for marketing training and how to apply local knowledge to increase business success (described here as 'sense of place').

It should be noted that the main preference for businesses were short and sharp interventions which met immediate needs, having practical outcomes which can be applied directly to the business. Only in areas such as leadership and management were longer programmes seen as valuable.

Tyro Training was able to respond to these requests and scheduled Customer Service and Improving Performance in the Work Team. These courses were short, and wrapped around units accredited by ILM, which are no longer funded through the Skills Funding Agency's Adult Skills Budget. Leadership and Management courses were also provided, accredited by ILM at Level 3. To meet some technical needs, Food Safety was delivered towards the end of the project, but only where additional skills were considered contributing to growth or marketing advantage.

Working with the businesses and the trainer pool, Tyro Training also developed two new courses through the innovation code, which are further detailed later in the appendices:

- Using Social Media for Maximum Impact
- Discover Yorkshire Coast Champions

Details of courses offered and number of learners are found below:

Course title	Courses Delivered	Learners Attending
Improving Customer Service	8	44
Using Social Media for Maximum Impact	4	44
Improving Performance in the Work team	4	28
Discover Yorkshire Coast Champions	3	33
Food Safety	3	23

Figure 9: *Employer Identified Skills Needs*

| Skill	%
Personnel related	1%
Supporting (hospitality) apprentices	1%
Coaching	1%
Kitchen service	3%
Search engine optimsation	3%
Team skills	3%
Appraisals related	3%
Managing volunteers	3%
Communication related	4%
Cross selling/upselling	4%
Sales related	5%
Grounds maintenance linked eg chainsaw	5%
Accounts/bookeeping	5%
Planning related	7%
Fire awareness	7%
Website management	8%
Use of customer data (CRM)	8%
Business/income development	11%
IT/computing	12%
Specialist to trade	15%
Health & Safety	16%
Sense of place	21%
Marketing	23%
First aid	27%
Food safety	32%
Leadership & management	38%
Social media	41%
Customer care	52%

Investigation of the data did not bring out any geographical trends in terms of skills needs. The needs tended to be based on SMEs' size, rather than location, except for where skills gaps had been met in a particular locality by schemes already available or previously delivered (eg 'Destination Dales' work had similar themes to the Discover Yorkshire Coast Champions course). While location is a key differential in terms of marketing identity and growth potential, skills needs seem consistent across the geography.

Independent of the Training Needs Analysis process, a number of organisations (eg museums, National Parks) voiced a need to develop a volunteer induction programme, to help them to manage, support and direct volunteers. Work is ongoing with these organisations and Tyro Training, as more development time was needed to ensure the course met needs.

Demographic by training needs

As previously discussed, the demography of learners engaged across the project showed two peaks in terms of age. Interestingly, each course offered attracted its own demographic, illustrated in figure 11.

Figure 11: Age by trianing accessed
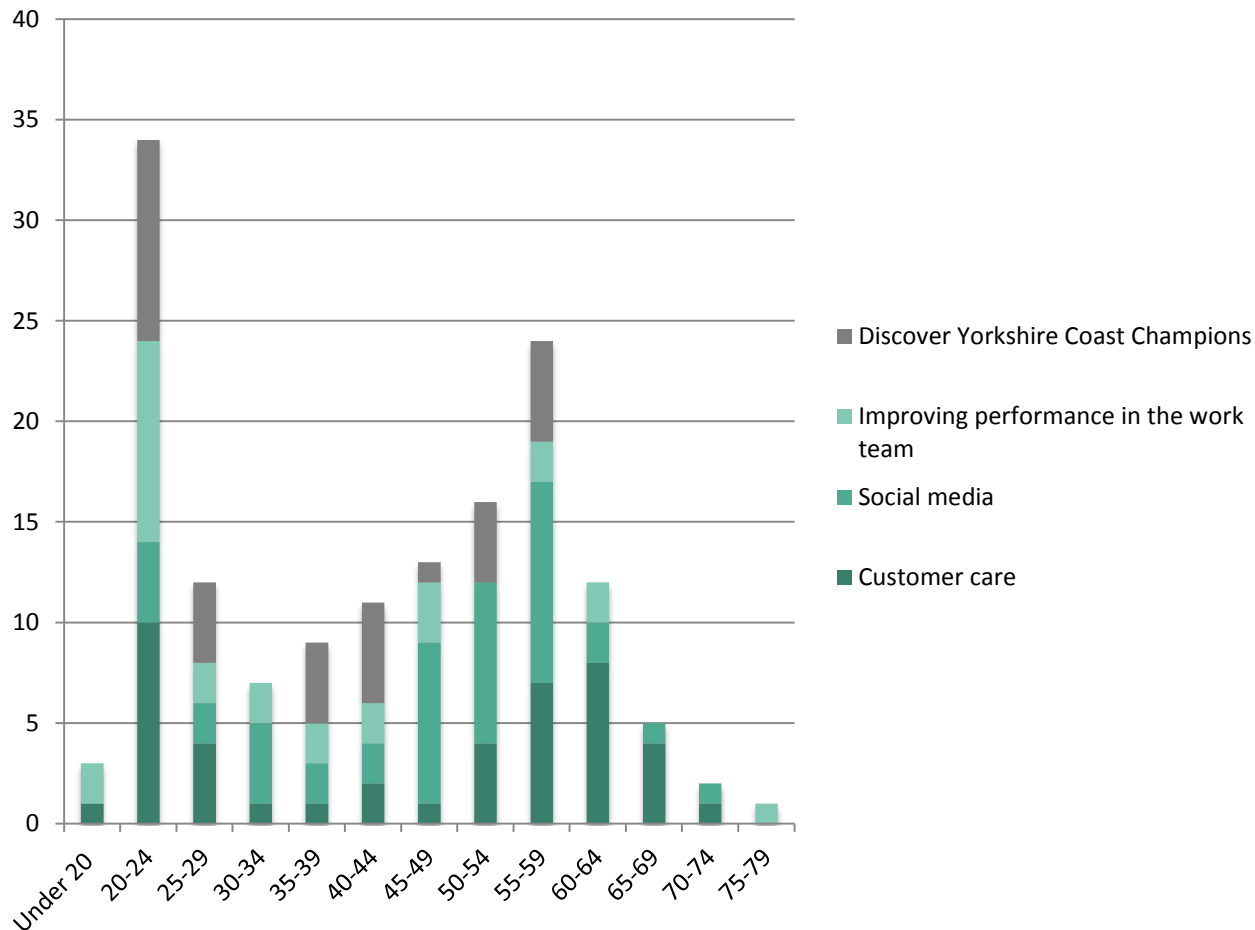
Customer service training was skewed toward the younger participants, with another peak occurring with older learners; perhaps training in a new sector after an initial career, or volunteering in retirement.

Those accessing social media training tended to be mostly between 45 and 59: comments suggested that this age group required the training having not grown up

with the technology, but able to recognise the importance of the media in terms of future business growth.

The majority of 'Improving performance in the work team' learners were under 25. 65% of learners undertaking the course completed the unit and then progressing to an ILM L3 Leadership and Management course.

Barriers to training

When asked what barriers, if any, would stop their employees from engaging in the training identified in the Training Needs Analysis, employers most often cited the reason as financial, with releasing their staff coming second. It is interesting to note that 'financial' as a reason covers not only a desire for free training, but also that some specialist courses are expensive, and subsidised training could be of value for future projects.


Figure 12: Barriers to training
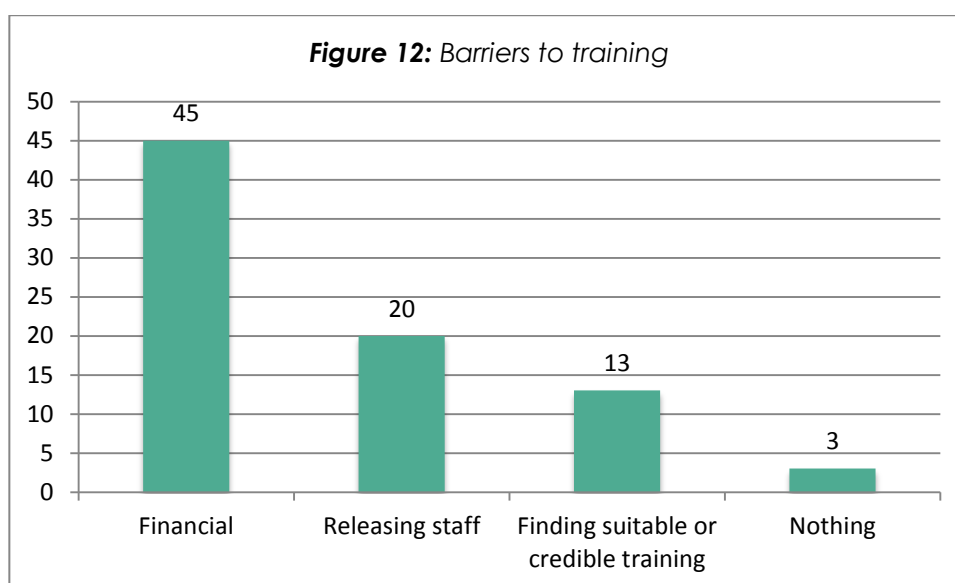
Given the size and rurality of North Yorkshire, travel time and costs come into financial consideration. This is reinforced by the responses regarding the best venue for training would be; 27% of businesses specifying local training, and 21% wanting delivery on their own site.

Access to training provision

Training is available in many forms, however Figure 13 maps FE Colleges and training providers who were identified as delivering courses relevant to Visitor Economy needs. Some out of region providers are shown below, as they were noted through discussion with businesses as serving North Yorkshire.

Notably there is limited provision across the National Park areas, however, it should be taken into account that many training providers do offer training services on site for businesses, and distance learning packages are often available.

Figure 14 provides a simple matrix of college and training provider offers based on websites and marketing material easily accessible to Visitor Economy employers. The colleges in the region offer training in many of the top themes identified in the national skills gaps: customer service training, the most frequently recorded skills need, is well provided for.

Figure 13: *Visitor Economy Training Providers*
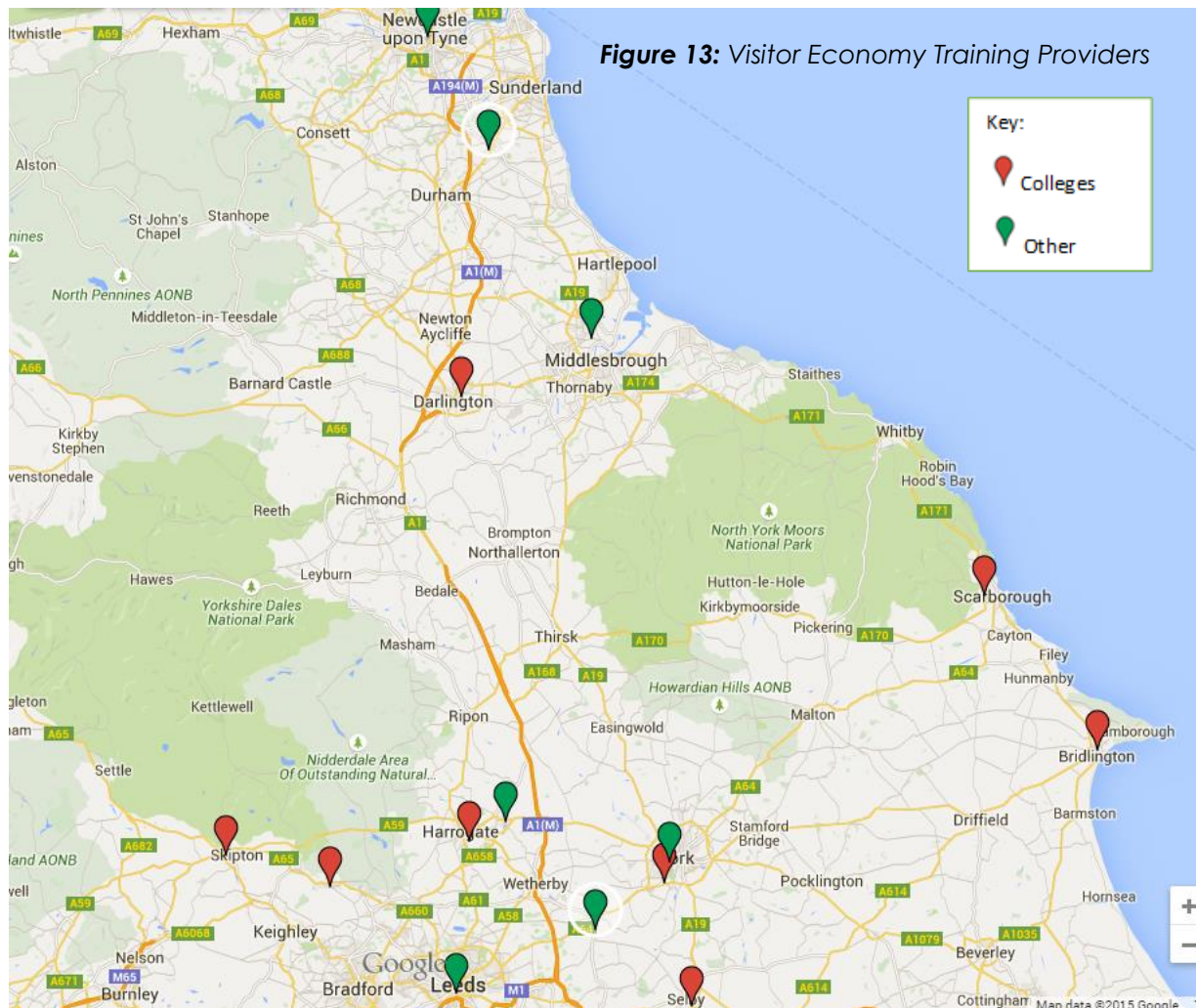
Many colleges and independent providers offer support for building team skills, whether included within the Qualifications and Credit Framework (QCF) or not. Management skills are addressed well across the region. IT skills and business (office) administration training are also accessible across the region from all the main training providers.

There was a clear divide at the point of survey in small commercial training companies offering shorter programmes, with FE colleges having a tendency to offer accredited programmes, including professional qualifications and shorter technical, competency based courses to meet legislation.

Key	●	♦
	Taught Course	Distance Learning

Accredited on QCF or Main College Providers	Craven College (Tyro)	Grimsby IFHE	Harrogate College	Selby College	Yorkshire Coast College	East Riding College	York College	Welcome to Yorkshire
BIIAB Personal Licence Holders	●	●		●	●	●	●	
L2 Food Safety in Catering	●	●	●	●	●	●		
L2 Health and Safety in the Workplace	●		●	●				
Team Leading Knowledge	♦	♦		♦	●			
Entry Level – Introduction to Customer Service		♦	●		●			
L1 Business Administration	●	♦		♦				
L1 Award – Business Administration		♦						
L2 – 4 – Business Administration	●			●				
L1 Introduction to Customer Service	●	♦						
L1 Award – Customer Service		♦						
L2 Principles of Customer Service	●		●	♦	●		●	
L3 Customer Service	●			●				
L2 ILM Leadership and Team Skills	●	●					●	
L2 CMI Team Leading					●			
L3 Award in First Line Management					●			
L3 ILM Leadership and Management	●	●					●	
L4 ILM Leadership and Management	●							
L5 ILM Leadership and Management	●	●						
Various Microsoft Packages	●	●	●	●		●		
Getting the most business use out of Social Media	●					●		
Accounts for Beginners (Recreational)		●						
Welcome Host					●			●

Bespoke to Company Training	Chapel House Training	New Chapter Learning	New Results Training	TMSDI	Ripley Training	Virtual College	Janard Training
Effective Complaint Handling					●		
Customer Service		●			●	♦	●
Effective Team Working				●	●	♦	
Leadership and Management	●	●			●	♦	●
Business Administration							●
Marketing					●		
Coach/Mentor Training	●		●			♦	
Social Media			●			♦	
Cleaning and Servicing						♦	

Course Development:

In response to business requests two new courses were developed:

Using Social Media for Maximum Impact

Following the information fed back from the Training Needs Analyses, Tyro Training consulted with the businesses in question and with social media experts within its pool of trainers to develop this strategic introduction to applying marketing principals to social media. The course is not a practical 'how to use Twitter/Facebook/etc', instead the approach ensures businesses choose the best media to fit their target audience.

The course comprises of two sessions; the first sets the scene for effective and targeted marketing in general. This was based around and was accredited by the ILM Level 3 Understanding Marketing for Managers unit. The second day focusses on how to apply this to the various social media around – including selecting the most appropriate media for the particular business and market. Tyro Training piloted this course in times and locations in response to business demand. Two short days of 11.00-3.30 at locations closer to business clusters meant there was a higher engagement for this training than otherwise. This time suited in particular bed and breakfasts and guest houses (micro business) that have limited time to train, having to balance this with daily business tasks, eg: serving breakfast and preparing dinner for guests.

Discover Yorkshire Coast Champions

This 'Sense of place' approach was developed not only in reaction to Training Needs Analyses, but also following strategic discussions with Welcome to Yorkshire and Scarborough Borough Council, following an 'Ambassador' scheme which had been successfully piloted in Blackpool.

The idea of the programme is for businesses to improve overall customer experience through their own local knowledge, making recommendations, cross-selling and presenting tourist area as one cohesive offer and experience.

Scarborough Borough Council have been developing the 'Discover Yorkshire Coast' sub brand of Welcome to Yorkshire, which made this the ideal area to pilot a 'sense of place' training scheme.

Launch events were held with facilitated sessions, these not only illustrated the advantages of attending the course to businesses, but also allowed cross-table discussions on other training needs and on apprenticeship recruitment. The course content itself is based on excellent customer care, but also informs and updates business knowledge of the surrounding areas, integrates local business networking, and promotes the natural landscape in the area, which was supported by Yorkshire Wildlife Trust supported.

A 'Discover Yorkshire Coast' Champions Resource was created and the handbook was available for free to all participants. This is available on the Tyro Training website.

Recommendations

A case for continued support for training in this sector can be made in order to maximise the potential of the sector as it strives for growth.

Funding and Finance

Always a key barrier to participation, the Visitor Economy sector is not alone in struggling to finance training plans. The reduction of the Skills Funding Agency's Adult Skills Budget in recent years has had some impact on the sector: most notably in limiting the number of workers eligible for training in the workplace.

Key for the sector are short, sharp interventions, however unit funding is now only available to those who are unemployed, meaning training providers are unable to subsidise these 'solutions', or use units as a 'hook' into longer learning programmes.

The numbers of those undertaking management units, and progressing from L2 unit to a L3 Award or Certificate once an initial 'taster' had been delivered through this project, demonstrates the effectiveness of unit progression.

It is recommended that unit funding and subsidies for leadership and management training are investigated in order to maximise innovation and ability to achieve growth plans.

Training focus

It is recommended that funding released for training within the sector is focussed on training interventions that improve:

- customer service
- marketing skills and reach
- leadership and management
- retention and performance management (including appraisals)

These interventions link clearly to growth in order to support the national and regional desire to grow the sector and provide a high quality experience.

Training delivery

Evident from discussions, feedback and the patterns of attendance at courses provided by Tyro Training, was the need to keep training hours to a minimum and provide them in short chunks which do not interfere with key times that relate to customer experience. This is particularly key with micro-businesses – a significant proportion of the YNYER Visitor Economy sector.

Out of season training is recommended, but will not meet all needs of new and seasonal employees.

There is some evidence that distance learning supports this need, but many Visitor Economy employers prefer practical, trainer led sessions.

Further Course Development:

Sense of place initiative

The Discover Yorkshire Coast Champions initiative was met with excellent feedback from companies involved (see Appendix 3). Further work to extend the Discover Yorkshire Coast model is recommended in two ways:

- Repeat and extend the reach of Discover Yorkshire Coast Champions to more Visitor Economy businesses in the area, and include wider services such as taxi drivers, bus drivers, community police, in order to improve the visitor experience.
- Repeat the initiative in other areas with a common identity in order to achieve the joint marketing approach and improve visitor experience. Work has already begun to an extent between Tyro Training and the Yorkshire Dales National Park Authority.

Volunteer management

This request originated from discussions regarding apprenticeship support and induction. While the discussions and developments continue with only two employers (North York Moors National Park Authority and North York Moors Railway Museum), they manage a large number of volunteers and this could have significant impact on customer experience. Work on this provision is ongoing, as it relies heavily on NYMNPA finalising their volunteer strategy for the future years. Tyro Training and NYMNPA will continue to develop this on a commercial basis and to look for funding available.

It is recommended that future funding considers continuing to support volunteers in the sector, as this could roll out to further organisations.

Using Customer Data

Training Needs Analyses and mapping of training identified a gap and a desire from businesses for training on using customer data and Client Relationship Management systems (CRMs) to cross sell/upsell. The YDNPA has taken this on board and will be integrating some such training into their next Destination Dales event, but further LEP funding would enable a wider YNYER audience to benefit from this.

Appendix 1: Example Training Needs Analysis

Section 1 – Company Details				
Company Name:		Social Enterprise:	Yes ☐ No ☐	
Email:				
Business Address		Independent or part of larger organisation		
Telephone:		Company Website:		
Name of contact:		Job title:		

Number of employees: 1 - 5 ☐   6 - 10 ☐   11 - 30 ☐   31 - 50 ☐   51 - 100 ☐   101 - 250 ☐   251+ ☐

Estimated annual turnover:

Current structure (types of employees, departments, managers)

How are staff targeted/trained to meet goals, and is an appraisal system in place? (discuss frequency of appraisals and any training requirements that arose from most recent, what training do staff presently undertake)

Section 2 – Organisation in the future

What long term plan does your organisation have (if any) and what are your key performance indicators? (refer to vision, strategy, goals and collate any available documentation)

What does the long term plan mean in terms of growth in the following? (look for figures, benchmarks, periodic review dates)

- **Staff and their skills** (i.e. what skills will the organisation need to have in order to deliver these services) –

- **Turnover** (estimated percentage growth) **–**

- **Premises –**

- **Product/service ranges –**

- **Customers** (who are your customers and how do you reach them?) **–**

- **Vehicles, plant and other equipment** –
-

What plans are there for expanding or improving working practices? (such as quality assurance, development programmes, accreditation etc.)

Who are your competitors?

Is the organisation currently aware of / utilising local business support organisations? (LEP, Chambers of Commerce, National Park Authority, Tourism Bureau)

Section 3 – Meeting Future Requirements

What business plans are in place to focus the business towards its goals and do they include any training requirement?

Will the organisation need to recruit new people to meet its goals? (discuss any current issues with recruitment and retention)

Do you currently employ any apprentices – if not do you have the capacity to take any on in the future?

What are your thoughts on employing an Apprentice? (barriers, opportunities)

What kind of marketing will support maintaining or increasing current levels of activity? (place, price, promotion)

Do you have any specific training requirements for you or your employees

What is the best time / location for your staff to attend training? (ability to release staff, suitable venues, can customer host?)

What would prevent your organisation from accessing training? (financial restraints, releasing staff, finding suitable, credible training)

Over and above what we have already discussed, can you think of any…			
Strengths:			
Weaknesses:			
Opportunities:			
Threats:			
Advisor Sign Off	(sign)	(print)	(date)
Organisation Sign Off	(sign)	(print)	(date)

Based on the information gathered above and/or any documentation received, Tyro will feedback training needs Identified and areas which could be improved thus presenting business growth – through spercific training.

Agreed follow up	
Activity (eg training proposal)	
Method (eg email)	
Timescale	

This information will be used by Tyro Training (the commercial training arm of Craven College) to provide a Training Plan for your business. It will also inform the Visitor Economy Research being funded through European Social Fund and Skills Funding Agency, which will guide future investment in the economy by the York, North Yorkshire and East Riding Local Enterprise Partnership.

Tyro Training takes its responsibilities for safeguarding the use of your personal data very seriously, and no personal data will be provided to any other party except where specifically allowed within the provisions of the Data Protection Act or for the purposes listed on this Training Needs Analysis.

DELIVERING WORLD CLASS CUSTOMER SERVICE – DAY1

The key to effective business is often in the way that personal relationships are developed between people and it is therefore important that customer service staff ensure that they develop the right climate for a successful relationship – ideally on a long term basis. This applies particularly to business to business sales, but is also relevant in the development of relationships with personal customers

Who is it for?

This course is designed for any managers or members of staff who are required to have an understanding of customer service

Certificate

On successful completion of this course, you will receive a Tyro Training Certificate of Attendance

Duration

This course is delivered over 1 day

What will I learn?

- Defining outstanding customer service
- Emotional intelligence and its role in sales
- Through whose eyes are you looking at your product
- Promoting features or benefits
- 0Building and maintaining a relationship
- Reading customers and responding to signals (positive and negative)
- Active listening skills
- Overcoming objections
- Action planning

Please turn over for the course outline for Day 2

USE THE YORKSHIRE COAST TO GROW YOUR BUSINESS – DAY2

Visitors come to us for many different reasons, but in many cases the main reason is the wealth of activities and natural beauty in and near the Yorkshire Coast. It is important that we, as business owners, recognise this and use it to our advantage to benefit all businesses in this area. We want our visitors to keep coming back, so we have to give them the best experience while they are with us

Who is it for?

This course is designed for all business owners and those who interact with visitors

Certificate

On successful completion of this course, you will receive a Tyro Training Certificate of Attendance

## Duration

This course is delivered over 1 day

What will I learn?

- Why tourism is so important to the area
- What is special about the Yorkshire Coast – and what type of people visit
- Identifying competitors for our visitors
- Offering our customers what they want
- Working together to benefit all
- Delivering outstanding customer service
- Action planning

Appendix 3: Feedback from Discover Yorkshire Coast Champions Programmes

Using Social Media for Maximum Impact

Would you recommend Tyro Training to others?
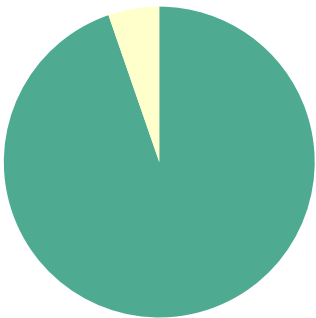
- ■ Yes
- ■ No
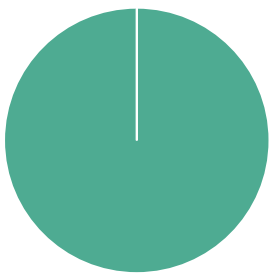
100% of delegates that attended the Social Media training would recommend Tyro Training to others.

" Interesting course contact & knowledgeable trainers "

Will the training improve the way you work?
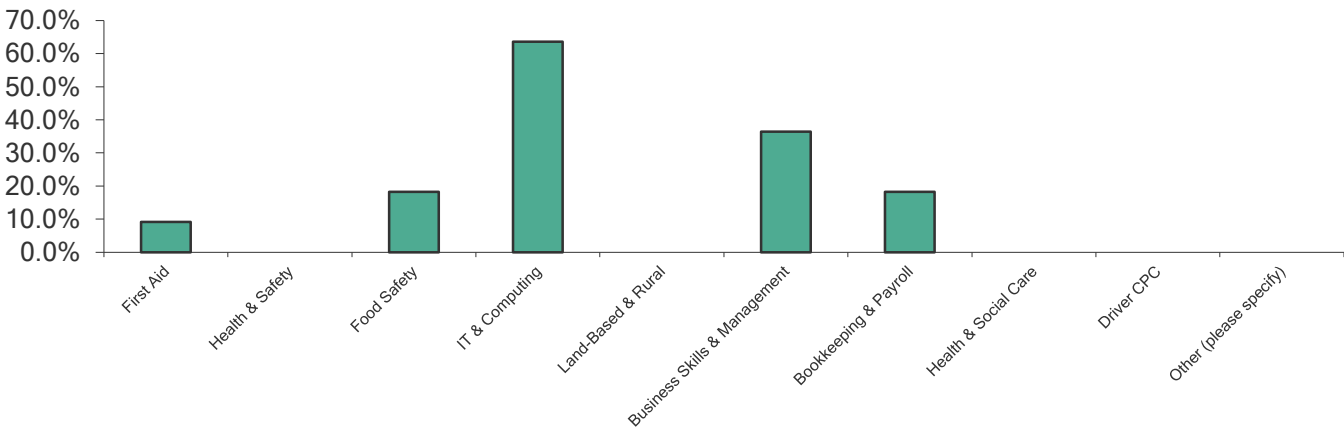
- ■ Yes
- ■ No
- ■ Not Sure
- ■ N / A

95% of delegates that attended Social Media training said that it would improve the way they work

" Advancement in knowledge to promote and sustain business "

What training might you be interested in within the next year?

Chart showing percentages with y-axis from 0.0% to 70.0%:
- First Aid
- Health & Safety
- Food Safety
- IT & Computing
- Land-Based & Rural
- Business Skills & Management
- Bookkeeping & Payroll
- Health & Social Care
- Driver CPC
- Other (please specify)

" Made to feel included, shared skills, friendly, informal and confident to go on to further courses "

" Course could have been consolidated into one day "

USING SOCIAL MEDIA FOR MAXIMUM IMPACT

The way we promote our businesses, products and services to customers and potential customers has changed radically with the use of social media and will continue to evolve. However, social media needs targeting to be fully effective, and as such needs to be considered as part of the overall marketing plan

Who is it for?

This course is designed for all business owners and those involved in marketing and/or producing social media content

Certificate

On successful completion of this course, you will receive a Tyro Training Certificate of Attendance

Duration

This course is delivered over 2 x ½ days

What will I learn?

- Promoting our business for maximum impact
- Identifying and targeting specific customer groups
- Structuring the message we want to convey
- Different types of social media – benefits and drawbacks
- Engaging with customers – using social media as a two-way process
- Measuring results

Appendix 5: Using Social Media for Maximum Impact Course Feedback
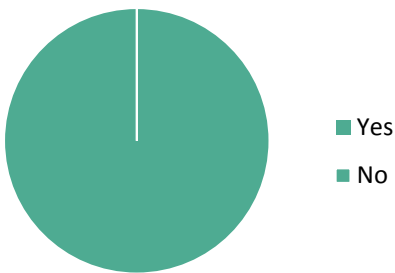
Discover Yorkshire Coast

Would you recommend Tyro Training to others?

■ Yes
■ No
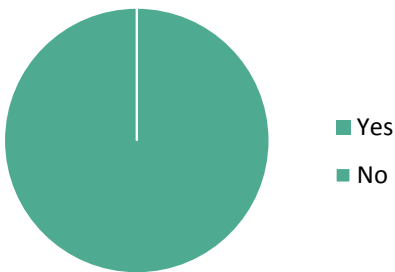
100% of delegates that attended the Discover Yorkshire Coast training would recommend Tyro Training to others.

> **It was very informative and was good to meet other likeminded people**

Will the training improve the way you work?

■ Yes
■ No

100% of delegates that attended the Discover Yorkshire Coast training said that it would improve the way they work

> **Fantastic, really helpful and insightful - lots of key material and ideas to take away.**

What training might you be interested in within the next year?
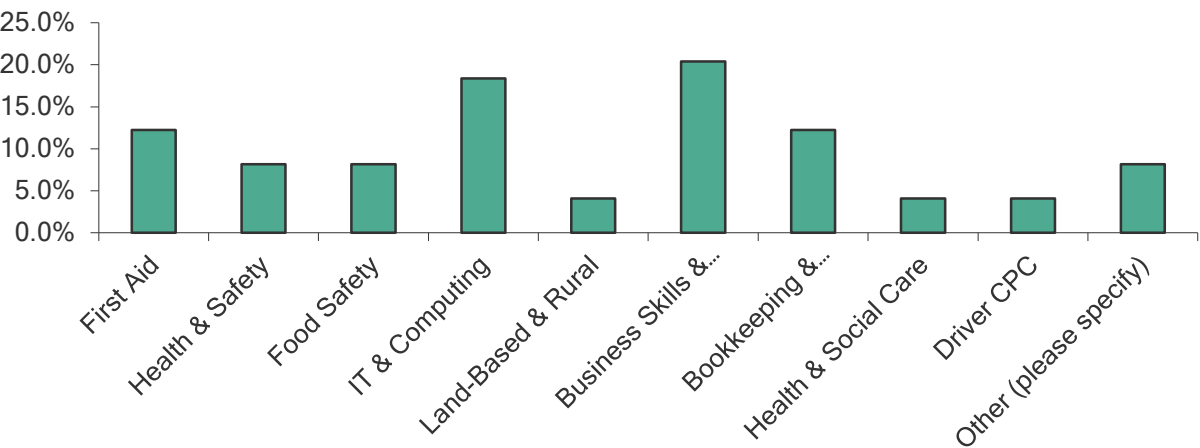
> **Thoroughly enjoyed my time on the course - I will definitely use elements of the course in my business especially as I am currently sorting out my information sheets and website**

> **Picked up a lot of helpful things I can go back and implement**

Appendix 6 – Output Breakdown Summary

INITIAL CONTRACT FIGURES			Delivered Outputs	Variance
Code	Deliverable	Outputs		
S2	Participant assessment, planning and support	100	183	83
S33	Start on learning activity	100	183	83
SU1	Start of training (Credit 5-12)	0	0	
SU2	Start of training (Credit 13-24)	0	0	
SU3	Start of training (Credit 25-36)	0	0	
SU4	Start of training (Credit 37+)	0	0	
A28	Learning Achievements	95	174	79
AU1	Achievement on Programme Weighting B	0	0	
AU2	Achievement on Programme Weighting C	0	25	25
AU3	Achievement on Programme Weighting D	0	0	
AU4	Achievement on Programme Weighting E	0	0	
E15	Priority Learner Incentive	195	357	162
P15	In work progression -Apprenticeship	10	0	-10
P16	In work progression -Accredited Training	10	18	8
TRAINING NEEDS ANALYSES*		40	50	10

* refers to the Training Needs Analyses completed by Tyro Training and the National park Authorities. Additional Training Needs Analyses conducted by Step-Up Training were also included in the report sample.

Reasons for the changes are as follows:

- Increased business demand through marketing and the creation of bespoke programmes, led to an increase in learner numbers
- A wider range of courses in a variety of subject areas were made available, therefore leading to additional "Programme Weighting" deliverables being added
- Throughout the project, apprentices were employed in the Visitor Economy Sector but due to European Social Fund (ESF) eligibility criteria, these were not claimable through the project

- To balance the reduction in apprenticeship targets, there was an increased focus on progressing workforce staff on to higher level accredited training (eg ILM L3 Award – Leadership and Management)