

Don't Waste: The Future of Hospitality

Maximising untapped talent
pools to protect our sector



I FOREWORD

The problems we face encouraging young, new talent into the sector are no secret.

Hospitality has struggled to fill gaps in recent years and the challenges are not going away. Too often we have an undeserved reputation problem which undermines recruitment even further.

Too few young people see hospitality as a career of choice, despite the opportunities we can provide. Our sector is diverse, exciting and a true meritocracy. Anyone in hospitality knows that it is a place where anyone can thrive if they have the skill and the determination. We provide opportunities at all skill levels in every region of the country across a vast range of disciplines. Businesses have worked hard during some difficult economic periods in recent years, but there is more we can do to promote the opportunities we provide and energise our potential workforce.

This report by HIT Training outlines the challenges and opportunities we face as a sector when it comes to securing our future. It gives you insight into understanding the workforce, their perception of the sector and how you can attract them.

As our political and economic landscape continues to throw up challenges, expert guidance is going to be more important than ever if we want to meet the challenges ahead.



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**Our sector is diverse, exciting
and a true meritocracy**

Kate Nicholls
CEO of UKHospitality

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I INTRODUCTION

The hospitality industry is one of the largest employers in the UK and an important part of the country's economic and social landscape, yet the growing labour shortage is threatening the future of this vibrant industry.

Many businesses have put steps in place to fill the gap – for example, it's now commonplace for HR leaders to have seats in the boardroom. There is a greater awareness of the importance of this role, especially when it comes to future proofing businesses and maintaining a healthy talent pipeline.

However, there's more work to be done. We're now reaching crisis point where we need to stop talking about it and start taking action.

At any one time there are 100,000 hospitality vacancies and as a sector, it has the highest proportion of 'hard to fill' positions¹, which can be attributed to outdated perceptions of the industry and careers being used as a "stop gap".

These figures are only intensifying, in particular because the number of SMEs (typically the largest employer of entry-level apprentices) hiring an apprentice has significantly decreased since the introduction of the apprenticeship levy.

This, coupled with a lack of understanding about what careers in hospitality can offer in terms of progression, satisfaction and reward, has resulted in a number of barriers preventing new talent from entering the industry.

This report sets out the key recruitment challenges and through collaboration with leading industry influencers and new in-depth research, provides industry-wide solutions.

1. The Edge Foundation, Skills Shortages in the UK Economy, April 2019

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**It's time to stop talking
and take action!**

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Jill Whittaker FCA

Managing Director - HIT Training

ATTRACTING THE NEXT GENERATION OF HOSPITALITY STARS

60%

of 16 to 20 year olds
already know what they
want to do as a career².

Our research shows that the younger generation are deciding their chosen careers paths from a young age. To attract the next generation to a career in hospitality, we need to be reaching them earlier.

Work experience is one of the key ways to demonstrate the opportunities a career in hospitality presents. Ensuring you have a work experience programme in place which showcases the breadth of roles and skills within the industry, has the potential to increase the future talent pool.

Particularly as **over a third** of current hospitality apprentices' career choices were influenced by **conducting work experience**.

2. HIT Training and Get My First Job, 2019

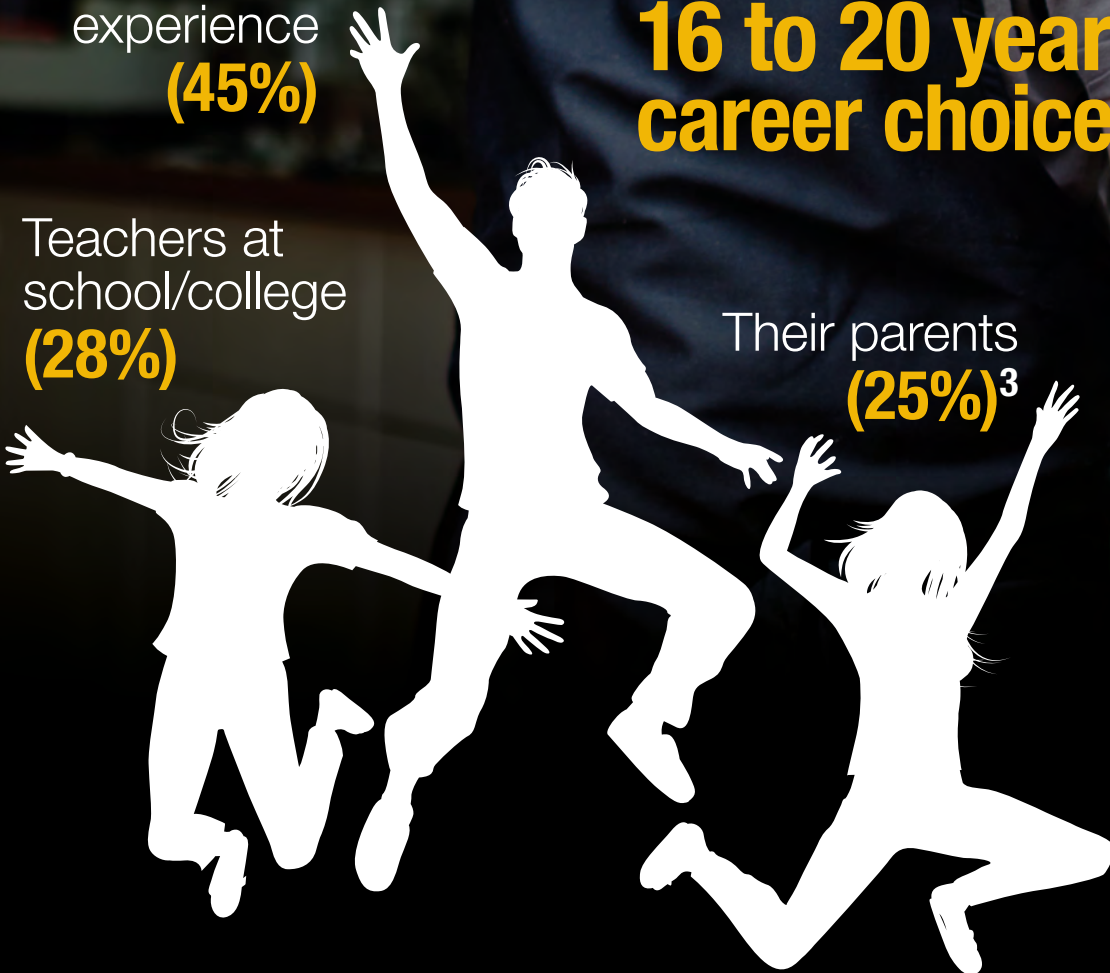
3. HIT Training and Get My First Job, 2019

The top three influences on 16 to 20 year olds' career choices are:

Work
experience
(45%)

Teachers at
school/college
(28%)

Their parents
(25%)³



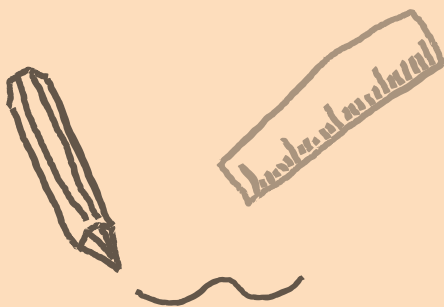
Research from the 2019 Youth Voice Census...

...indicates that information about career choices aren't offered to the younger generation until they're 16 year's old, yet data also suggests that by this age, they've already decided on their future profession. To raise awareness of hospitality as a career choice, there is merit in reaching pupils while they're at Primary School. Employers should look to build greater relationships with their local schools and offer hospitality experiences including:

holding mini workshops
for pupils and teachers



providing information/advice
for parents and teachers



conducting talks in schools



encouraging pupils to
experience the industry
first-hand with class trips.



EXPERIENCE IS EVERYTHING

In today's society, people are seeking new experiences – especially when eating out. The same sentiment is being reflected in peoples' career choices and there is a desire amongst the younger generation for experiential-based learning.

This presents an opportunity for hospitality businesses by offering career progression and training through experience-based learning, such as apprenticeships.

In fact,
74%

of hospitality apprentices chose to do an apprenticeship for this very reason – because they wanted on the job training

and
55%

because they wanted to get paid to learn⁴.



Private chef,

LOUISA ELLIS,

who is a former HIT Training apprentice
and MasterChef finalist, shares her advice
on reaching the younger generation:



I really enjoyed cooking from a young age and took it as a GCSE.

However, in schools today I don't think careers in hospitality are given enough focus. This is partly due to funding and partly because many parents encourage their children to take a different career path, so work experience is vital in promoting hospitality as a profession.

“To get the younger generation thinking differently about careers in hospitality, going into schools and working with pupils can be really effective, as it provides them with an outside perspective and options they may never have otherwise considered. Keeping this dialogue open with schools is crucial, as this can then lead to work experience programmes and promote establishments as local employers.



CHANGING PERCEPTIONS OF THE INFLUENCERS

In addition to conducting work experience, it goes without saying that parents have a big impact on the younger generation's career choices. While over a third **(35%)** of parents believe hospitality has anti-social working hours and over a quarter **(26%)** say it's a 'stop gap' between school and university⁵, these negative perceptions are starting to change:

76%

Over three quarters of parents believe that jobs in the hospitality industry offer a long-term career route⁶

38%

of parents view the hospitality industry as a rewarding career that helps people to develop a range of skills⁶

30%

A third of parents see the hospitality industry as a career that offers development and progression opportunities⁶

5. HIT Training and 3GEM, 2019

6. HIT Training and 3GEM, 2019



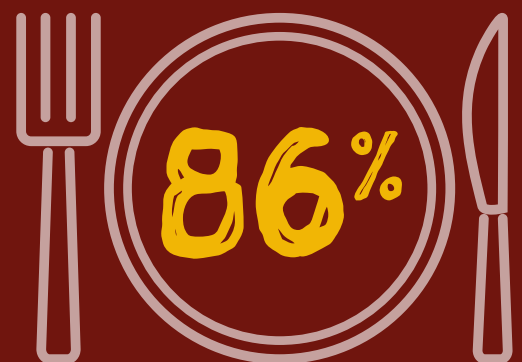
This opinion is also shared with teachers – over a third (39%) said schools don't provide enough advice about careers in hospitality to meet employment demand⁷.

Providing information to local schools or going in and speaking with pupils about careers in hospitality is therefore an effective way to build the talent pipeline. At HIT Training, we recommend taking this further and would like to see the industry working together on an independent careers guide. This will shine a spotlight on the hospitality industry, helping us compete against other industries and showcase the different roles and opportunities available.

7. HIT Training and One Poll, 2019

8. HIT Training and 3GEM, 2019

**With this
in mind...**



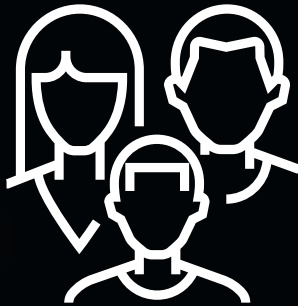
**of parents believe that
food subjects should
be on the curriculum
in schools⁸**

THE POWER OF APPRENTICESHIPS

Did you know that:

89%

of parents⁹



&



79%

of teachers¹⁰

would recommend an apprenticeship as an effective career route for young people when they finish school?

By having apprenticeship opportunities in your establishment, you're able to demonstrate a clear career path to potential new recruits – and indeed their parents – and help them to build established careers in the sector. Not to mention that hiring an apprentice will improve a business' staff retention and employees' job satisfaction and engagement.

9. HIT Training and 3GEM, 2019

10. HIT Training and One Poll, November 2019



74%

of employers say that apprentices improved the quality of their products or service



78%

of employers say that hiring an apprentice has improved productivity



69%

of employers say that employing apprentices improved staff retention



73%

of employers say that staff morale is improved by having apprentices¹¹

1.

Put culture first:

Gen Z want flexibility, rapid career progression and a wide range of opportunities within an organisation where they can make a difference.

2.

Make progression opportunities known:

We don't do enough to emphasise the potential for continuous development within our industry. I believe if more young people knew the average salary for a GM in London and how quickly they could get there, they'd jump in head-first.

3.

Keep a dialogue open:

Our industry is unique, fast-paced and intense! It can be something of a culture shock to those who have little experience of the workplace and that's why support and regular feedback is so important. You'll be surprised how quickly entry level employees are ready to take on a new challenge.

4.

Invest in skills:

Gone are the days where people stay with organisations for five years or more. We must understand that we may lose our young people after investing heavily in them, but with an effective "alumni" strategy, they will leave us to put into practice what they have learned and come back with even more skills than when they left.

5.

Speak their (digital) language:

Find innovative ways to showcase how exciting our industry is. We are about to trail a concept to send virtual reality headsets into schools, showing our career pathways, the properties we have in the portfolio and where they can grow.

A portrait of a woman with long brown hair, smiling, wearing a black short-sleeved top. She is standing against a bright yellow background. The image is split horizontally by a white band containing text.

NATASHA NAGRA

**Talent Resourcing Manager at Kew Green
Hotels, advises how to make hospitality
careers stand out to the younger generation**

WIDENING THE SKILLS NET: TARGETING DIFFERENT TALENT POOLS

Part-time to full-time

Casting our minds back a few decades, career paths used to be more linear and people were likely to stay at one company for longer. However, society is now moving away from the job-for-life mentality.

More people are now looking to have more than one career and are hungry to learn new skills and embrace challenges throughout their working lives.

Job-hopping is the new normal, especially for the millennial generation,


75%

of which believe that constantly changing jobs advanced their careers.¹²



12. 2019 Millennial Manager Workplace Survey





To tap into this changing work pattern, there's an opportunity for the industry to look at part-time workers and the gig economy differently. Being given employee benefits, such as flexible working and investment in training, could help harness and nurture this talent pool and convert them into full-time staff. It's also important to maintain contact and communication with part time staff who leave the business or sector, as you never know when they might return or recommend a place of work to others.

For the hospitality industry, embracing this cultural shift means adopting a working culture that is flexible, rewarding and incorporates CSR initiatives.

Training and apprenticeships are a key way to do this as they empower employees to do their job effectively, while having ample room to grow into a new area of specialism.

TAILORED RECRUITMENT STRATEGIES

To widen the skills net even further, many businesses are finding the next hospitality stars in other sectors which have synergies with hospitality – such as retail – or with those that are looking to re-enter the workplace like ex-offenders, ex-military personal and mothers returning from maternity leave. Organisations that can help facilitate recruitment in these talent pools include [The Springboard Charity](#), [The Clink Charity](#), [Civvy Street](#) and [Only A Pavement Away](#).

When planning your recruitment strategy, don't just consider the normal hospitality jobs boards and social media, think about how you can engage with different talent pools and promote the job benefits which matter to them.

Whether that's flexible hours, CSR initiatives or the opportunity for on the job training through apprenticeships, your job adverts need to be tailored to the audience you're looking to target.

Whilst hospitality job boards are great at finding talent already in the industry or interested in a hospitality career, employers should also be looking at engaging with new audiences via different channels – those who may be a perfect candidate for the industry but have never even considered it before.



Do careers and development have a prime position on your website?

Chances are it will be the first place people will look when searching for their next role.

In fact,

nearly 40%

of hospitality apprentices said their main source of information was from employer websites.¹³

13. HIT Training, 2019



1.

Be agile: In an increasingly competitive environment the industry needs to take a multifaceted approach to recruitment, which is both creative and realistic. It's key that employers understand the drivers of all generations to ensure we are appealing to them in the right way.

2.

Get a head start: Young people are the lifeblood of our industry – forward thinking businesses are getting in early by developing careers strategies in schools starting at primary level. Being more aware of the options available will help empower young people to make informed choices about careers and skills development.

3.

Inspire a generation: More should be done to inspire young people, whether that's high-profile personalities giving time back, or utilising ambassadors from the industry who can talk passionately about diverse career opportunities.

4.

Listen and adapt: To tackle the labour shortage the industry must tap into diverse labour markets. However, success hinges on understanding the challenges people face when it comes to employment or changing industries – whether these are ex-offenders, those with no working role models, homeless, at risk, or ex-addicts – these cohorts need relevant programmes which break down the barriers and nurture them to the point where they are job ready. Working with experts in the field, employers can develop a greater understanding of diverse labour groups what support needs to be in place.

5.

Resource from other sectors: There's a huge opportunity to capitalise on retrenching happening in other sectors, such as retail, where there are clear transferable skills that can be maximised in hospitality.

6.

Unite together: It's now more important than ever for hospitality businesses to get behind the Government's Sector Deal, which is promoting hospitality as a career of choice, while supporting and funding an industry-led skills and recruitment drive.

A portrait of Anne Pierce MBE, a woman with short, wavy blonde hair, resting her chin on her hand. She is wearing a black lace dress with a red pattern. The background is blurred with warm, bokeh lights.

ANNE PIERCE MBE

Chief Executive of The Springboard Charity, offers her perspective on how the industry can think about recruitment differently:

DON'T WASTE THE FUTURE

The future looks bright for the hospitality industry, with consumers continuing to seek new eating and drinking experiences out of home and the industry responding in creative ways. To keep up with this demand, as a sector we need to focus on our people – the talent currently in the sector and those that could be the potential stars of the future.

Currently, there is a serious threat to our industry, with not enough people joining the sector to fill live vacancies and future roles, which are required to support the growth of the hospitality market.

What this report shows is that providing long term career progression opportunities, experiential-based learning and a flexible and rewarding working environment are the key ingredients to attracting and retaining team members. There is also a requirement to widen the net, when it comes to showcasing careers in hospitality to new talent pools, in order to ensure we have enough team members to secure the future of the sector.

At HIT Training, we're passionate about helping people find their dream careers in hospitality and champion apprenticeship programmes that incorporate business needs with individual career aspirations and learning styles.

To help protect the future of the industry and promoting careers and apprenticeships, we're working with industry leaders, associations, suppliers and employers to make the most of the apprenticeship levy funding. This is done by incorporating

aspirational training programmes at small and large businesses and supporting apprenticeship levy payers – whether that's employers or suppliers in the industry – to gift a percentage of their levy pot to provide development opportunities across the industry.

With a challenging time ahead, there is a need to adopt a collective approach and mindset across the industry, where businesses are forming partnerships to fill the talent pipeline, rather than approaching the challenges individually.

For more information on how to maximise the levy, please visit:

www.hittraining.co.uk/apprenticeship-levy

Did you know...

...that businesses from other sectors, which are apprenticeship levy payers, can transfer

up to
25%

of their levy pot to an employer outside their industry?

If you're not a levy payer but would like to offer apprenticeships in your hospitality establishment, why not speak to one of your larger suppliers about the levy transfer process?





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