

TOURISM FRAMEWORK FOR CHANGE CUSTOMER EXPERIENCE IMPLEMENTATION GROUP

Thursday 3rd April 2008

Present:

Fiona Colley, Glasgow Science Centre (Chair)
Roisin Taylor, Springboard Scotland
Liz Buchanan, Tourist Board Training/VisitScotland
Mairi Caldwell, Scottish Government
Iain Herbert, Scottish Tourist Forum
David Allen, People 1st
Stevie Williamson, Scottish Enterprise

Apologies

Richard Arnott, Scottish Govt
Audrey MacLennan, HIE
Gillian Stirton, Pride & Passion

1. Welcome and Minutes of previous meeting

Fiona welcomed everyone to the group. No amendments were made to the minutes and these were agreed as an accurate record of the last meeting.

2. Action Points from last meeting

Fiona asked for progress against the action points from the August meeting. – see updated Action list at Annex A.

3. Progress with Training Action Plan

3.1 Fiona circulated the latest draft of the TFFC Training Action Plan (4.3). She commented that on-the-job or experiential learning did not seem to feature in the TAP, and that it focussed mainly on formal qualifications. She felt that some way of recognising the non-formal aspects of management learning was required. David said that this could be recorded through the UK Skills Passport for Chefs' training, but queried whether there was a need to benchmark different types of experience. Stevie made the point that, in tourism only 45% staff had formal management training, 55% had achieved their positions through experience, so perhaps some weren't best placed to mentor trainees. Fiona stated that Business Mentoring Scotland, where mentors and mentees were matched for a year was an excellent scheme, and also mentioned the Innovation eg project.

ACTION: David agreed to consider how mentoring could fit into the TAP.

3.2 Discussion then moved to development of the Good Employers Charter (GEC) (page 5 of TAP). This would identify the best tourism employers across Scotland, in terms of their training and development of staff. Fiona questioned the need for a new charter, suggesting that similar schemes existed already – e.g. UK Best Companies Guide, Hospitality Assured, Investors In People, and that the GEC would duplicate parts of these. Liz and Roisin also felt that there were enough schemes in operation and the existence of another would only serve to confuse the situation. David stated that the GEC would be recognition of good individual employers and act as an impetus towards improving standards. Stevie asked if the Stage II research has shown evidence of demand from the industry for an employers' charter. David stressed that People 1st had undertaken research on the GEC and would be promoting it to the

BHA, colleges etc. Iain felt that a clear route for employers to benchmark themselves against others and having one channel for support with training and development would encourage them to sign up. He thought that the TFFC portal should have a link to a skills portal where employers would be directed to different training providers/schemes under the three headings identified – M & L, R & R and Workforce skills. David tried to explain how the GEC and the UK Skills Passport fitted together, but also felt it would be beneficial to demonstrate the elements of the package online for members of the Group. It was agreed that a date would be set for this presentation and that core members could be given dummy accounts to try out the package.

3.3 Some dissatisfaction was voiced about the way different parts of Skills Development Scotland were being made public, and the group were unsure how SDS would feed into TAP.

ACTION: Mairi agreed to set up a meeting with SG Skills team to find out how tourism/hospitality skills would be treated once SDS was fully operational.

3.4 Fiona asked if there were other comments on the TAP as she felt that we needed to add measures that would show when we had achieved the targeted result. Mairi re-iterated Audrey and Richard's comments about the need for measurements to be more focussed on outcomes. Iain and Stevie felt that businesses would be more likely to engage with the TAP if it had specific outcomes.

ACTIONS: the Group agreed to review these and submit revised outcomes with specific numbers to David **by 10 April**. Iain also agreed to feed into the Industry sections by that date.

3.5 There was a brief discussion about disseminating/promoting the TAP. The TFFC website would obviously be one route, but VisitScotland could trail it in their e-update, Scottish Enterprise in e-zine, STF in their newsletter and website, and People 1st and Springboard through their regular newsletters. Because Scottish Enterprise would no longer be responsible for national training programmes Stevie would speak to Eric Milligan in SDS about how they could deal with the TAP. Fiona asked the group to consider their elements of the proposed Communications Plan.

ACTION: the Group to feed in their elements of the Communications Plan to Mairi **by 18 April**

4. AOB

Liz asked if People 1st had a separate Scottish Board and David stated that they were in the midst of restructuring the Board. Liz also announced that this was her last meeting as she would be moving jobs within Visitscotland – Riddell Graham would be responsible for identifying her replacement.

5. The next meeting of the group was arranged for Thursday 22nd May in Glasgow Science Centre, 12 – 2 p.m., specifically for David Allen to demonstrate the GEC system – all recipients of these minutes are welcome to attend.

Action points from meeting at GSC on 3rd April 2008

Action	Responsibility	Progress
Push forward the TAP with People 1st	Audrey MacLennan (HIE) Stevie Williamson (SE) Liz Buchanan (Tourist Board Training)	On Draft 4.3 – measurements to be refocused as outcomes. Hope for conclusion on this by 11 April
Pride & Passion to work with Springboard on the Community Challenges:	Gillian Stirton/Catherine Brown (Pride & Passion) Roisin Taylor (Springboard)	Roisin Taylor has been to Orkney and 8 retention audits have been completed. Employee satisfaction surveys to take place now. Date and participants in for Pitlochry 'Dragons Den' event to be confirmed.
Secondment of personnel to Springboard to be explored	Roisin Taylor (Springboard) Audrey MacLennan (HIE) Liz Buchanan (TBT)	No action yet because funding is difficult. Recognition of good work Springboard has done. Suggestion that Skills Development Scotland be asked to take it on.
Work to decrease negative perceptions of working in the industry	All: - To circulate to group any case studies of good employers then disseminate further through our networks	GSC taking part in Best Place to Work survey, Others promoting 'Go For It' project and work at Falkirk Wheel. MC to put on TFFC portal when established.

<p>TFFC Communications Plan: To create awareness of Scotland's ambition to grow tourism revenues and how people can get involved to benefit their businesses.</p>	<p>Fiona Colley & other TFFC Implementation chairs</p>	<p>Meeting of Chairs held on Communications Plan SG IT staff checking domain names and MC and others drafting initial text for TFFC website. New post advertised to take on updating role. IH offers technical support</p>
<p>Develop more synergy between Springboard recruitment and retention plans and VisitScotland area tourism action plans</p>	<p>Roisin Taylor (Springboard) Liz Buchanan (TBT)</p>	<p>Area Tourism Partnerships and AT Plans are being reviewed. R & R not now in new versions. Springboard should link directly to ATPs</p>
<p>Encourage more friends of Pride & Passion</p>	<p>All: To encourage as many contacts as possible to sign up via the P&P website</p>	<p>P & P using Community Challenge to promote Friends. P & P leaflet sent to Group members to distribute. Springboard, SE and HIE to further distribute leaflet</p>
<p>Encourage further membership of STF</p>	<p>Fiona Colley (Chair TFFC Imp Group)</p>	<p>Several new members for STF. IH to consider incentive/discount scheme – 'Member introduces Member' as way of increasing numbers. SW to supply DMO list also.</p>