



# Tourism and Hospitality Staff Induction Toolkit

Designed for micro, small and  
medium sized businesses  
in Scotland



Visit Scotland/Kenny Lam



Visit Scotland/Luigi Di Pasquale



Visit Scotland/Paul Tomkins



Visit Scotland/Paul Tomkins

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Giving people the skills to get Scotland back on the road to recovery!

# Foreword

Ivan McKee MSP

Minister for Business, Trade, Tourism and Enterprise



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### Rebuilding Scotland's vibrant and welcoming tourism and hospitality sectors is crucial to our future.

These businesses underpin our shared aims to showcase Scotland as one of the best destinations in the world to live, work and visit.

As we turn towards recovery from the COVID-19 pandemic, I am proud that the Scottish Government launched a dedicated Tourism Recovery Programme to enable businesses of all sizes to be ready to trade fully throughout the year.

This induction toolkit, supported by Skills Development Scotland and the Scottish Tourism Alliance, includes a host of resources and guidance for Scotland's vital hospitality and tourism organisations to find support through the training, upskilling and career

opportunities available locally and nationally for staff and employers alike.

I welcome you to utilise this toolkit to introduce good employment practice and Fair Work as we build a more resilient, sustainable and fairer country for all.

**Ivan McKee MSP**  
*Minister for Business, Trade,  
Tourism and Enterprise*

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# Welcome

Marc Crothall

Chief Executive: Scottish Tourism Alliance

“ Rethink everything you think you know about Scotland’s Tourism and Hospitality Industry. ”

**Tourism and Hospitality mean so many things to me; it’s an industry I have worked in for most of my life and I could describe all of these years in so many words, however if I were to choose one it would be: people.**

People create wonderful, memorable and happy experiences for others, whether as a waitress, tour guide, event organiser, restaurant manager, CEO, marketer, apprentice, supplier and so many more.

I have always said that tourism is everyone’s business. It touches every business, every community and every person in Scotland and contributes significantly to the nation’s purse.

Tourism doesn’t ‘just happen’. Our industry has many constituent parts, a wide range of sectors, many stakeholders, and behind all of that a real determination for collaboration and cohesion, driven by a common purpose and vision - ‘That Scotland will be the leaders in 21st century tourism’. It’s something that will never ‘just happen’. It requires a renewed focus on our Tourism Strategy priorities – our passionate people, our thriving places, our diverse businesses and our memorable experiences, putting sustainability at the heart of everything we do.

The purpose of this toolkit is to bring you into the world of Scottish tourism and to connect you with every single one of those component parts and every stakeholder,



from our national strategy aims and ambition set out in Outlook 2030 to how we market ourselves through VisitScotland; education, training and development to Fair Work; the journey to Net Zero to equality, diversity and mental health and more.

This is one of the most comprehensive resources that I have seen for anyone working in Scotland’s tourism and hospitality industries, and I very much hope that this introduction will enrich your experience of people being a valued part of our industry – please do share with your colleagues, friends and wider networks.

**Marc Crothall**  
Chief Executive: Scottish Tourism Alliance

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# Scotland Outlook 2030

## Scotland: the World Leader in Tourism

**The future tourism strategy is the ambition for Scotland to be the world leader in 21<sup>st</sup> century tourism.**

**This strategy is called Scotland Outlook 2030, which was developed in equal partnership between the Scottish Tourism Alliance, Scottish Government, VisitScotland, Scottish Enterprise, Highlands and Islands Enterprise and Skills Development Scotland. More than 2500 tourism leaders and stakeholders from Scotland's tourism industry contributed to its development.**

The strategy is reflective of the changing world we live in, our new mindset and approach to how we live and work and represents the beginning of a bold new

approach putting our communities, our people, our visitors, our businesses and our environment at the heart of all that we do.

### The Vision

“ I set out a vision for Scotland to be a leader in 21<sup>st</sup> century tourism when I announced Scotland Outlook 2030 at this very conference last year. I am confident that by working in partnership, we can still achieve this vision. ”

*First Minister Nicola Sturgeon, speaking at the 2021 Scottish Tourism Alliance Conference*



### The Mission

Together we will grow the value and positively enhance the benefits of tourism across Scotland by delivering the very best for our visitors, our businesses, our people, our communities and our environment.

### Key Priorities

Our passionate people, our thriving places, our diverse businesses, our memorable experiences.

### Our Commitments

For each of our key priorities we have an agreed set of commitments, which will ensure that we deliver on our vision to be the world leader in 21<sup>st</sup> century tourism.

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## How can it support your business?

### VisitScotland is Scotland's National Tourist Board.

**Working closely with public agencies, local authorities and private businesses, VisitScotland strives to ensure that visitors experience the very best of Scotland and that the country makes the most of its outstanding tourism assets and realises its potential.**

The **VisitScotland.org corporate website** focuses on helping Scottish businesses achieve growth and improve quality across every point of the customer journey.

This ranges from accessing the Quality Assurance Scheme to webinars on improving your **digital skills** or information on **funding** for tourism and events businesses (including

**Themed Year funding** and the **Rural Tourism Infrastructure Fund**).

VisitScotland promotes responsible tourism and can help businesses to develop in a more responsible way, with toolkits on inclusive tourism and other practical resources. It also publishes research and insights on tourism within Scotland, including future trends and screen tourism.

VisitScotland's expert business team can signpost you to other support mechanisms which may be helpful for your business such as staff training tools, marketing collateral and advice webinars.



“ VisitScotland plays a vital role in supporting industry to achieve the ambitions of the national strategy, Outlook 2030, for Scotland to be a world leader in 21<sup>st</sup> century tourism.

“ We're focused on the recovery of the industry, building a destination and visitor experience which allows tourism and events to flourish now and in the future. ”

*Rob Dickson, Director of Industry and Destination Development, VisitScotland*

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# Training and Development

## Hospitality and Tourism Staffing



**The Springboard Vision:  
Futureproofing the talent  
pipeline for Hospitality  
and Tourism.**

Springboard supports the hospitality, leisure and tourism industry and those seeking employment within it, with **employability training programmes** and **work placement opportunities**, **education programmes** with schools, colleges and universities and **careers resources and advice**.

On the Springboard Scotland website, you can register your business and **list your current vacancies** - free.

All tourism and hospitality businesses with job vacancies and opportunities are asked to list them within the Careerscope jobs portal to connect with new talent.

### Could you become a Springboard Ambassador?



Businesses willing to share experience within the Hospitality, Leisure & Tourism industry are invited to become a Springboard Ambassador.

How you champion the sector is up to you, as long as you are promoting hospitality as a great place to work, supporting the industry to grow and helping our people to flourish. You could even be a mentor or judge at the **Springboard FutureChef** competitions!



“ Springboard relies on an army of passionate Ambassadors across the UK to help us spread the great opportunities, roles and friendships that can be made working in this vibrant sector. We need small businesses to share your journey and your stories, bust the myths and let the world know: hospitality in Scotland is a great place to start, grow or end your career! ”

Kelly Johnstone, Chief Operations Officer  
The Springboard Charity

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**HIT Scotland offers scholarship opportunities for people to learn from the best of the best in hospitality.**

David Cochrane MBE  
Chief Executive of HIT Scotland

**HIT Scotland is a charity that supports thousands of people working and studying in the hospitality industry in Scotland to broaden their skills and experience through the *HIT scholarship programme*.**

Scholarships are open to anyone working or studying in Scottish hospitality, at all ages, all roles and all levels. This is made possible through industry support and sponsorship of

**fundraising events** and outdoor challenges which offer a fun chance to network with your industry's community.

### HIT Scotland Tourism and Hospitality Talent Development Programme



Funded by the Scottish Government's National Transition Training Fund, and administered by HIT Scotland, a Leadership, Management and Supervisory training programme was designed to motivate and develop top talent to recover faster from the significant impact that the COVID-19 pandemic has had across the Tourism and Hospitality sectors in Scotland, including addressing recruitment and retention.

### HIT Scotland Scholarships



These fully funded scholarships are designed to give individuals new skills or knowledge, and experience best practice. Content varies by category, and personal objectives, but all are inspirational and drive development.



The scholarships, which are delivered locally, nationally and internationally, are available to anyone working in, or studying towards, the hospitality and tourism industry in Scotland.

A scholarship could take your staff to the hotels schools in Lausanne or a customer experience at Disney. The scholarships are paid for and delivered thanks to the generosity of the industry attending and supporting our events.

You can develop your own network by being part of these dynamic event committees and through this, you will be giving back to our industry to support the next generation.

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### Scottish Tourism Leadership Programme



Developed as part of the Tourism Recovery Plan by, Scottish Enterprise, Highlands and Islands Enterprise, South of Scotland Enterprise and Skills Development Scotland, the Scottish Tourism Leadership Programme supports business and community-led tourism enterprises to take the lead in driving recovery in those places across Scotland which depend on visitor spend to create and support jobs and in many rural areas, and to retain important local services and encourage entrepreneurship along the way. It offers high-quality, accredited leadership training and ongoing professional development, giving individuals the opportunity to:

- **Develop personal leadership skills and expertise**
- **Gain insight from fellow participants and learn from industry and destination experts**
- **Become part of a growing national network of people working to develop innovative tourism opportunities.**

### Apprenticeship.scot



Apprenticeships provide training and upskilling that are crucial to business growth and sustainability. Whether you're looking to hire someone new or develop an existing employee, [apprenticeships.scot](https://www.apprenticeships.scot) will guide you through getting involved and support you with the training cost, including:

- **Upskilling your workforce**
- **Strengthening staff morale**
- **Increasing productivity**

There are more than 100 types of apprenticeships available in Scotland. From tourist guides to chefs to digital media, you can find one to suit your business.

### Communities Leading in Tourism



An online personal development programme led by Highlands and Islands Enterprise and delivered by the Social Enterprise Academy, there have been active projects in every local authority area from Shetland to Argyll.



### Rural Employers' Toolkit



The Rural Employers' Toolkit from [Lantra Scotland](https://www.lantra.scot) offers practical guidance on training, apprenticeships and placement support for rural businesses across all sectors.

### Destination Leaders Programme



Fully funded by Scottish Enterprise, working alongside the Scottish tourism industry and delivered by Edinburgh Napier University, the Destination Leaders Programme is designed to equip emerging tourism leaders with the skills, knowledge and networks that they need to become effective destination leaders.

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## Apprenticeship in Hospitality Scotland



The Apprenticeship in Hospitality Scotland's (AHS) vision is to create world class, industry led, hospitality apprenticeship programmes aimed at encouraging young people to work in Hospitality and Tourism. Following the Modern Apprenticeship in Hospitality Services framework, apprentices spend time, over two years, in housekeeping, food and beverage, kitchen and reception.

## Hospitality Apprentice North East



Hospitality Apprentice North East (HANE) offers industry-led hospitality apprenticeships in the North East of Scotland. HANE is supported by ONE, Skills Development Scotland, and Training Matters.

## My World of Work



My World of Work offers a user-friendly centralised search for online courses available as a flexible way to learn.

## Developing the Young Workforce



Developing the Young Workforce is the Scottish Government's Youth Employment strategy to better prepare young people for the world of work. You can connect with schools and colleges through **Marketplace**, the digital platform that connects education with businesses, to bring industry to life for young people.

Employers can offer partnership activities to education such as workplace site visits, talks and career insight sessions and teachers can book these opportunities through Marketplace. Alignment between employer offers, Career Management Skills and the Career Education Standard can be viewed at the **School Employer Partnership Framework**.



## Digital Boost



You can access free guides, articles and more on how digital can help you to improve your business, people and processes.

With free **1:1 digital consultancy services**, free training webinars on topics ranging from paid advertising, digital strategy and video for business, you'll find a wealth of resources to boost your business in a digital world.

You can also complete a 5-minute **Digital Health Check** to find out where technology could fit into your business and improve your performance, profits and people.

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## Digital World



Digital technologies are crucial to the tourism industry. Skills Development Scotland and the Digital Economy Skills Group developed Digital World to supply information on technology. Your staff can find **clubs, courses and events** to upskill, wherever you are located in Scotland.

## Supplier Development Programme



If you're a Scottish SME or supported business interested in doing business with the public sector and bidding via **Public Contracts Scotland**, the Supplier Development Programme offers free training support and **Meet the Buyer** events to help you win work.

## ACAS Training



Known as the Advisory, Conciliation and Arbitration Service, ACAS offers free training, events and tailored support to help you deal with workplace problems and keep up to date with best practice.

## Our Skillsforce



Our Skillsforce supports employers with online, helpline and face-to-face services including free consultancy, HR support and access to funding. Businesses can even engage with work-based learning for young people. Working closely with partners, including national business support organisations and Scottish local authorities, Our Skillsforce helps employers with recruitment, training and development as well as restructuring and succession planning. You can even access the **Flexible Workforce Development Fund**, to up-skill and re-skill your staff to address priority skills gaps and get training tailored to the needs of your business.

## Business Gateway



Supported by all 32 Scottish local authorities, Business Gateway offers 1:1 local advice to help new and growing businesses, as well as support webinars, advice on funding and information about official guidance.



## Find Business Support



Find Business Support gives an overview of all funding and services offered by public sector organisations across Scotland.

“More businesses than ever should be engaging with their local college in Scotland.”

Gordon McIntyre  
Chair, Hospitality Health

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# Universities and Colleges

## Hospitality and Tourism Provision

### Universities and Colleges in Scotland

Whether you are looking for staff training, business development skills or recruitment of graduating staff, local colleges and universities can offer several options.

**Q** Could you host a work placement of someone studying hospitality, tourism, heritage, or marketing and events management?

**A** Contact your local college or university to ask if you can host a work-based learning placement for a student, and consider making the placement paid as part of Fair Work practices.

**Q** Do you have a business opportunity that you don't have time to explore?

**A** Your business could host students from Hospitality, Tourism and Festival and Events Management degree programmes, to conduct research on your behalf. You could also support a dissertation student with an individual academic project related to your business.

**Q** Do you want to recruit graduates?

**A** Encourage better communication of career and part time opportunities for graduates. Universities and colleges can even share your vacancies directly with year groups!



“ University tourism subject groups work closely with industry to enhance and contribute to professional development in this key sector, as well as through industry events and seminars. Our hospitality and tourism programmes develop graduates with practical tourism and hospitality production experience, as well as a broad range of management skill. ”

Anna Leask PhD  
Professor of Tourism Management  
Edinburgh Napier University

### TOP TIP!

When you email a college or university, ask to speak with the Head of Subject for tourism, hospitality, events or marketing. You can also contact **Interface** for help in matching your business with the right academic expertise!

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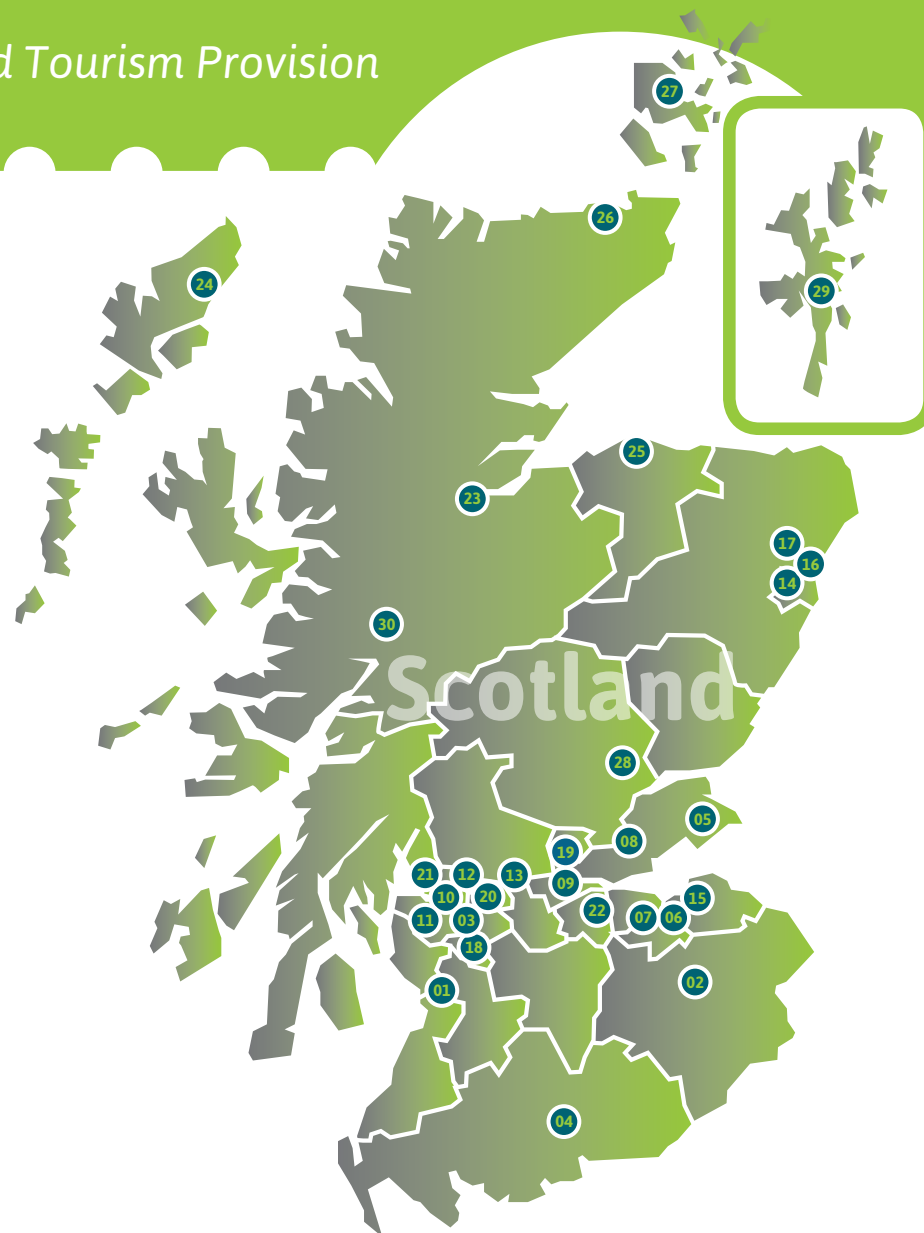
# Universities and Colleges : Hospitality and Tourism Provision

- 01 Ayrshire College  
Ayr Campus and Kilmarnock Campus  
[www.ayrshire.ac.uk](http://www.ayrshire.ac.uk)
- 02 Borders College  
[www.borderscollege.ac.uk](http://www.borderscollege.ac.uk)
- 03 City of Glasgow College  
[www.cityofglasgowcollege.ac.uk](http://www.cityofglasgowcollege.ac.uk)
- 04 Dumfries and Galloway College  
[www.dumgal.ac.uk](http://www.dumgal.ac.uk)
- 05 Dundee and Angus College  
[www.dundeeandangus.ac.uk](http://www.dundeeandangus.ac.uk)
- 06 Edinburgh College  
[www.edinburghcollege.ac.uk](http://www.edinburghcollege.ac.uk)
- 07 Edinburgh Napier University  
[www.napier.ac.uk](http://www.napier.ac.uk)
- 08 Fife College  
[www.fife.ac.uk](http://www.fife.ac.uk)
- 09 Forth Valley College  
[www.forthvalley.ac.uk](http://www.forthvalley.ac.uk)
- 10 Glasgow Caledonian University  
[www.gcu.ac.uk](http://www.gcu.ac.uk)
- 11 Glasgow Clyde College  
[www.glasgowclyde.ac.uk](http://www.glasgowclyde.ac.uk)
- 12 Glasgow Kelvin College  
[www.glasgowkelvin.ac.uk](http://www.glasgowkelvin.ac.uk)
- 13 New College Lanarkshire  
Motherwell Campus and Cumbernauld Campus  
[www.nclan.ac.uk](http://www.nclan.ac.uk)
- 14 North East Scotland College  
[www.nescol.ac.uk](http://www.nescol.ac.uk)
- 15 Queen Margaret University  
[www.qmu.ac.uk](http://www.qmu.ac.uk)

- 16 Robert Gordon University  
[www.rgu.ac.uk](http://www.rgu.ac.uk)
- 17 Scotland's Rural College (SRUC)  
[www.sruc.ac.uk](http://www.sruc.ac.uk)
- 18 South Lanarkshire College  
[www.slc.ac.uk](http://www.slc.ac.uk)
- 19 University of Stirling  
[www.stir.ac.uk](http://www.stir.ac.uk)
- 20 University of Strathclyde  
[www.strath.ac.uk](http://www.strath.ac.uk)
- 21 West College Scotland  
[www.wcs.ac.uk](http://www.wcs.ac.uk)
- 22 West Lothian College  
[www.west-lothian.ac.uk](http://www.west-lothian.ac.uk)

## University of the Highlands and Islands (UHI)

- 23 UHI: Inverness College  
[www.inverness.uhi.ac.uk](http://www.inverness.uhi.ac.uk)
- 24 UHI: Lews Castle College  
[www.lews.uhi.ac.uk](http://www.lews.uhi.ac.uk)
- 25 UHI: Moray College  
[www.moray.uhi.ac.uk](http://www.moray.uhi.ac.uk)
- 26 UHI: North Highland College  
[www.northhighland.uhi.ac.uk](http://www.northhighland.uhi.ac.uk)
- 27 UHI: Orkney College  
[www.orkney.uhi.ac.uk](http://www.orkney.uhi.ac.uk)
- 28 UHI: Perth College  
[www.perth.uhi.ac.uk](http://www.perth.uhi.ac.uk)
- 29 UHI: Shetland College  
[www.shetland.uhi.ac.uk](http://www.shetland.uhi.ac.uk)
- 30 UHI: West Highland College  
[www.whc.uhi.ac.uk](http://www.whc.uhi.ac.uk)



## University and College provision for Hospitality and Tourism Courses in Scotland

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# Achieving Net Zero

## Scotland's action on Climate Change

Scotland is taking action to tackle the global climate emergency. Across the nation, government, businesses, communities and individuals are working together to protect Scotland and our planet. By making changes to how we live and work, we'll reach Net Zero emissions by 2045 and build a better, fairer world.

### NetZeroToolkit



Edinburgh Science has produced a free, comprehensive and scientifically sound eight-step toolkit that will get your business on the road to net zero carbon emissions by 2040 on [thenetzerotoolkit.org](https://thenetzerotoolkit.org) website.

### Keep Scotland Beautiful



Keep Scotland Beautiful is a charity for Scotland's environment, with a vision for a clean, green, sustainable Scotland.

It has three goals:

- To combat climate change
- Tackle litter and waste
- Protect and enhance the places we live, work and visit

Keep Scotland Beautiful works with businesses to enable positive change. Its work supports the **UN Sustainable Development Goals**.



### Energy Savings Trust



Whether your business is looking for advice on strategy, support for your supply chain or you are interested in getting your product or technology verified, help is available from the Energy Savings Trust.

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## Green Tourism



Operating across Scotland, Green Tourism promotes greener ways for businesses to operate, by offering paid members advice on:

- Reducing energy use
- Saving water
- Efficient & eco-friendly waste disposal
- Ethical buying
- Staying local and seasonal
- Minimising food miles
- Promoting biodiversity

Green Tourism offers a free **GreenCheck Quiz** to determine if your business is already eligible for a Green Tourism award, based on People, Places and Planet. It should only take 10 minutes and you'll get an instant result!

Green Tourism's awards certification programme recognises the commitment of tourism businesses which are actively working to become more sustainable. Green Tourism's Bronze, Silver and Gold awards are acknowledged worldwide as an indicator

of good environmentally-friendly practice, and are a great way of progressing on a green journey as well as acting as a hallmark of 'green quality', attracting custom from increasing numbers of eco-minded visitors.

## NetZero Nation



There's a wide range of support, guidance and funding to all businesses looking to start or progress their own journey to Net Zero on the Net Zero Nation website.

Whether you want advice on how to become more energy efficient, or are looking for funding, you'll find the information you need to help identify ways your business can reduce its impact on the planet.

## Greener Business Guide



This guide will help you draw up plans for targeting emissions. This means establishing baselines, setting targets and milestones and celebrating progress as planning develops.



## Zero Waste Scotland



Zero Waste Scotland has a team of advisors and technical specialists that can provide one-to-one support to help you implement meaningful change and achieve serious savings - an average of 24% on energy bills.

## Zero Waste Scotland SME Loan Scheme



Loans up to £100K are available to help you pay for energy and carbon-saving upgrades in your business. You could also receive a cashback grant of up to £20K.

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# Recruitment

## Equalities and Diversity in the Workplace

**Employers have responsibilities under the *Equality Act 2010*. Effectively managing the diverse profile of a workforce makes good business sense.**

Organisations that are committed to ensuring that the workforce matches the profile of the community they share and serve are more likely to maintain a competitive edge and attract a diverse customer base.

***So, how can we make Scotland a more inclusive place to live and work?***

### Employability in Scotland

The Scottish Government is committed to addressing long-standing barriers in the labour market so that everyone - irrespective of gender, race or disability - has the opportunity to fulfil their potential.

### Workplace Equality Fund

The Scottish Government has launched the 2022-2024 **Workplace Equality Fund**, which aims to address long-standing barriers in the labour market so that everyone – irrespective of gender, age, race, or disability - can fulfil their potential and improve Scotland's economic performance as a result.

Charities, third sector organisations, public sector organisations and private sector businesses can apply for up to £75,000 in



each year of the fund to carry out activities that will help to improve diversity in the workplace. The funding is used for projects focused on one or more priority groups:

-  **Women**
-  **Minority Ethnic Workers**
-  **Disabled Workers**
-  **Older Workers (those aged over 50)**
-  **People who experience gender-based violence**
-  **Workers who are experiencing social isolation and/or loneliness**
-  **Workers experiencing symptoms -of menopause**
-  **Veterans and spouses of veterans**

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Fair Work expects employers to go beyond their legal obligations under the **Equality Act 2010**, enhancing the protections for workers on the basis of their **age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex**, and **sexual orientation**.

## Disabled Workers

Information about employment issues for disabled people is available from Inclusion Scotland through **We Can Work** and from **Scottish Union of Supported Employment (SUSE)**. There is a clear case for recruiting disabled employees, as it can:

- **Save your company time and money**
- **Provide motivated employees who will be committed to your company**
- **Improve morale and team working**
- **Enhance your company's reputation, both internally and with customers**
- **Lead to innovation in products and services**
- **Demonstrate corporate social responsibility**

## Inclusion Scotland



Inclusion Scotland believes in and is founded upon the social model of disability, in that we are disabled by the barriers we face rather than our impairments themselves. Using the social model, Inclusion Scotland works to achieve positive changes to policy and practice, so that disabled people are fully included throughout all Scottish society as equal citizens.

The **Inclusion Scotland Employers Hub** provides information on the services and support for employers and disabled people to utilise in reducing the disability employment gap in Scotland.

You can post your vacancies on the Inclusion Scotland Jobs Board. You can also be part of the **We Can Work Internship Programme**. Businesses can also learn more about **Disability Inclusion**, access 'Employerability' **training** to help you to make real changes in your workplace to improve the employment, retention and promotion of disabled people, access employer tools including free **templates and guides**, learn more about **Disabled People's Right to Work** and read **blogs and testimonials**.



## Employerability

[ɪmˈplɔɪə, ɛmˈplɔɪə ˈəːbɪlɪti] *noun*.

1. the ability of employers to welcome disabled people as equal and valued employees, and support their growth development and inclusion in the workplace.

## BASE Scotland



Anyone can become employed if they are motivated, given the right job and the right support. Supported Employment is a flexible and continuous process, designed to make that happen. BASE Scotland offers guidance to employers regarding disability and work.

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### ENABLE Scotland



The mission of ENABLE Scotland is to create an equal society for every person with a learning disability.

For employers, ENABLE Scotland offers support to:

- **Get an introduction to disability awareness**
- **Recruit and retain employees with a disability**
- **Become an inclusive workplace**
- **Get an introduction to Assistive Technology**
- **Understand reasonable adjustments**
- **Understand Autism Spectrum Disorder**
- **Find accessible training provision**

A specialist team at ENABLE Scotland will always support you to recruit the right person for your organisation and provide ongoing support to ensure the experience is a rewarding one, for both you and them.

### Concept Northern



Concept Northern provides assistive-technology to help people in Scotland achieve their learning and vocational goals through individual-focused equipment solutions, guidance and support.

It can also provide a comprehensive support plan for staff with dyslexia, dyscalculia, dyspraxia, autism, Attention Deficit Hyperactivity Disorder (ADHD), hearing loss, visual impairment, mobility challenges and mental-health issues.

### Scottish Trans Alliance



The Scottish Trans Alliance provides high quality training to employers and service providers on trans equality, rights and inclusion good practice. It can provide short presentations, interactive one hour workshops, half day or full day structured training events and create innovative bespoke training packages on request.



### LGBTQ+ Workers

Whether you are looking to make your policies LGBTQ+ inclusive or you want to learn how to empower senior leaders, there is help available.

### Stonewall Scotland



Stonewall Scotland has several free downloadable **resources for employers**, with step-by-step toolkits that will guide you on your way to supporting LGBTQ+ staff.

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### Women Workers

According to **Engender**, women in Scotland earn less than men, depend more on the shrinking pot of social security, and are more likely than men to be members of the precarious workforce.

Additionally, 40% of low-paid workers are women working part-time. With work in Scotland characterised by seemingly intractable gender gaps, the time for bold action is now.

### Close the Gap



Businesses benefit from taking steps to address the causes of pay gaps. Companies that treat staff fairly are more productive, find it easier to attract and retain skilled staff, and ensure a positive corporate image.

Close the Gap works with businesses on a confidential basis to provide support in identifying and addressing issues with pay and progression within organisations.

The **Close Your Pay Gap Toolkit** provides a range of guidance and advice to help employers calculate the gender pay gap and identify actions to reduce it.

Close the Gap has developed a free, online self-assessment tool designed specifically for smaller employers: the **Think Business, Think Equality** tool, which enables you to assess your employment practices, and provides tailored advice and guidance on how small changes to the way you run your business can make a big difference to you and your employees.

### Ethnic Minorities and Employment

According to **The Carnegie Trust**, while employment rates among BME groups have been improving over the last few years, people from BME backgrounds are still twice as likely to be unemployed than white people and they are much more likely to be in low paying occupations.



“ BME millennials are almost twice as likely to be on zero-hour contracts and have 10% greater odds of working a second job, compared to their white peers. ”

The Scottish Government has published the **Race Equality Framework for Scotland 2016 to 2030**, which sets out its approach to promoting race equality and tackling racism and inequality between 2016 and 2030.

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## Recruitment : Equalities and Diversity in the Workplace

Radiant and Brighter published a report on **Ethnicity and Diversity in the Scottish Workforce**, which sought to understand ethnic diversity in the Scottish workplace, to understand what the barriers to true diversity are, as well as the impacts of any non-diverse workforces on Scotland's prospective and actual employees. It outlines the level of challenge that exists for minority ethnic workers across workplaces in Scotland.

Employment can play a major part in addressing racial inequality. The gap in employment rate for the minority ethnic population in Scotland is consistently and persistently high.

Through fair working practice, minority ethnic workers will be able to access and sustain employment commensurate with their skills, experience and/or employment goals and in working environments that are diverse and inclusive. Employers should use the **Minority Ethnic Recruitment Toolkit** to improve the diversity of their workforce by recruiting more people from minority ethnic backgrounds.

### Scottish Refugee Council



The Scottish Refugee Council framework guides and supports partner employers in recruiting candidates from a refugee background, allowing you to find the staff you need and helping refugee candidates to effectively show the skills they have to offer.

“ I have always said that tourism is everyone's business. It touches every business, every community and every person in Scotland and contributes significantly to the nation's purse. ”

Marc Crothall  
Chief Executive: Scottish Tourism Alliance



### CEMVO



CEMVO Scotland is a strategic partner of the Scottish Government Equality Unit. It works strategically with public, statutory, and government agencies to tackle a range of prevalent issues such as race equality, social inclusion, capacity building and civic participation.

### Jobcentre Plus



The DWP offers recruitment support, vacancy advertising and extensive advice services to help you grow and develop your business.

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### Young Workers

Positive relationships and diverse teams can generate creativity and innovation, helping to improve productivity, profits and business growth.

**Age Scotland** supports and enables employers to build age-inclusive workplaces to ensure employees of all ages feel respected, valued and able to fulfil their aspirations and potential.

### Intercultural Youth Scotland (IYS)

IYS is Scotland's leading charity for Black and People of Colour youth.

IYS also offers training and employer support to help workplaces build anti-racism into their workplace practices and procedures.

### Young Person's Guarantee

The Young Person's Guarantee is a commitment to bring together employers, partners and young people. It aims to connect every 16 to 24 year old in Scotland to an opportunity. This could be a job, apprenticeship, further or higher education, training or volunteering. As an employer, you can build a workforce with the right skills and experience and put young people at the heart of what you do.

This framework has been designed to enable employers from all sectors to consider how they can support the Young Person's Guarantee. You can tailor your commitment, and choose one or more areas of the five key areas, to:

- 1: Prepare young people for the world of work**
- 2: Help all young people achieve their potential**
- 3: Invest in a skilled workforce**
- 4: Create jobs, volunteering and training opportunities**
- 5: Create an inclusive and fair workplace**



“ By supporting the 5 Asks of Employers as part of the Young Person's Guarantee you are letting Scotland's young people know you are right behind them, and want them to be successful and this support is greatly appreciated by the Scottish Government. ”

*Fiona Hyslop : Cabinet Secretary for Economy, Fair Work and Culture*

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# Workplace Mental Health and Wellbeing

According to SAMH, at least 1 in 6 of us at work experience common mental health problems such as depression and anxiety. Research from See Me reveals that 48% of people don't tell their employers about mental health problems for fear of losing their job.

## Hospitality Health

Hospitality Health is a Scottish charity dedicated to supporting staff in the hospitality sector, an industry that has become increasingly more stressful for hard working management and staff, in addition to resources on **mental health and wellbeing**, Hospitality Health offers specific resources and information on alcohol, drug abuse, gambling, **resilience**, **bereavement**, and an **Employee Assistance Programme** (EAP).

## Hospitality Health Wellness Charter

The Wellness Charter is a certificate from Hospitality Health that recognises a business is doing the right thing for the staff. The Wellness Charter is awarded to employers that:

- Provide non-judgemental and proactive support to individual staff who experience mental ill health
- Show a positive and enabling attitude to all employees and job applicant with a mental health condition, including positive statements in local recruitment literature
- Do not assume that a person with a mental health condition will be more vulnerable to workplace stress or take more time off than any other
- Ensure all line managers have access to information and training about managing workplace mental health



- Offer staff access to an Employee Assistance Programme
- Support the ambition to pay the living wage and end low pay
- Ensure that all staff involved in recruitment and selection are briefed on mental health conditions and The Equality Act 2010 and given appropriate interview skills

To become certified with the Wellness Charter, send an **email** to Hospitality Health.

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## SAMH



SAMH is the Scottish Association for Mental Health and is a Scottish charity. SAMH offers a free solutions **guide for employers** on how to make reasonable adjustments at work for people with mental health problems.

There is also a free **guide for staff** on how to be mentally healthy at work that covers the relationship between work and mental health, managing stress and difficult relationships at work, and what support is available.

## Mind



Mind is a UK-wide charity that works to improve the lives of all people with experience of mental health problems.

It offers free **business resources** to help you take care of your staff, **training and e-Learning**, and **Wellness Action Plans** for managers to support the mental health of staff.

## Healthy Working Lives



Underpinned by Public Health Scotland, Healthy Working Lives provides workplace guidance, awards, training and resources for **mental health**, managing **health and safety**, managing **ill health and absence**, **vehicles and driving for work**, and more.



## Mental Health Foundation



The Mental Health Foundation takes a public mental health approach to prevention, finding solutions for individuals and those at risk and for society, in order to improve everyone's mental wellbeing.

**Mental Health at Work CIC** is a subsidiary of the Mental Health Foundation that provides tailored mental health programmes to organisations of all sizes, focusing on making mental health conversations a part of everyday working life.

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# Fair Work

## Generating benefits for everyone



### Fair Work



**The Vision and Framework for Fair Work in Scotland is that by 2025, people in will have a world-leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and for society.**

Fair Work is work that offers effective voice, opportunity, security, fulfilment and respect. Fair Work generates benefits for everyone.

### Voice and Dialogue

...can help resolve conflict and address unjust, unfair or unequal treatment. It can also identify opportunity and reinforce consensus.

### Opportunity

...that provides fair and equal access to work and to career progression improves life chances of workers and creates opportunities for social mobility.

### Security and Stability

...of employment allows individuals to better plan their day-to-day lives and their future.

### Fulfilling Work

...can create a more rewarding work experience. It also contributes to a sense of purpose and self-worth and can support confidence and self-belief.

### Respect at Work.

...enhances workers' health, safety and wellbeing. Dignified treatment can protect workers from workplace related illness and injury and create an environment free from bullying and harassment.



### Fair Work Employer Support Tool



The concept of Fair Work may not be familiar to all employers, and it is not just about paying higher wages. Fair Work aims to balance the rights and responsibilities of employers and workers to generate mutual benefits for individuals, organisations and society, such as increased participation in work, improved productivity in the workplace, and wider distribution of wealth within local communities.

The Fair Work Employer Support Tool can help you understand and fully embed the dimensions of Fair Work. It will support your organisation and give you a plan on how Fair Work can be achieved.

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## Fair Work First Criteria: What it Means in Practice



The Scottish Government has several practical examples of each element of how Fair Work can be applied within an organisation's context. It is asking employers to adopt fair working practices, specifically:

- **Appropriate channels for effective voice, such as trade union recognition**
- **Investment in workforce development**
- **No inappropriate use of zero hours contracts**
- **Action to tackle the gender pay gap and create a more diverse and inclusive workplace**
- **Payment of the Real Living Wage**

The approach should be progressive, relevant and proportionate.

CHANNELS

WHAT THIS  
MEANS

OUTCOMES

GOOD PRACTICE  
EXAMPLES

## Fair Work in Hospitality Inquiry



In Summer 2022, the Fair Work Convention is undertaking an inquiry into the hospitality industry, following recent inquiries into Social Care and the Construction Industry.

The Hospitality Inquiry will consider the experience of fair work in the industry and how this could be improved for the benefit of both employers and workers. Fair Work is defined by the Fair Work Framework.

A Fair Work in Hospitality Inquiry Group will be set up to assess relevant evidence, consult appropriate stakeholders, identify key issues and actions, consider feasible interventions, and develop recommendations for Ministers and the industry.

## HIE Fair Work in Tourism Guide



Highlands and Islands Enterprise offers a free guide for employers to help make Fair Work relevant to tourism organisations and employees in the North of Scotland.



## Scottish Business Pledge



The Scottish Business Pledge, like Fair Work First, promotes fairness, equality and opportunity in Scotland, creating greater economic success and sustainable growth.

Fair Work First criteria is included in the Business Pledge: three of the criteria are core elements and two other criteria are reflected in the optional **Elements of the Pledge**.

Some elements cover issues that are wider than Fair Work, including environmental impact, innovation and internationalisation. While the adoption of Fair Work will have a positive impact on these elements, they are not included in Fair Work First criteria.

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### Hoteliers' Charter



As progressive hoteliers, you can collectively make a commitment to providing a workplace environment built on the foundations of respect, fairness, equality, diversity and opportunity; and to placing colleagues' wellness and career development at the heart of operations.

The Hotelier's Charter exists to raise the profile of industry, advocating working in hotels as a great career choice. The Charter Hoteliers' role is to encourage employment from their locality into the wider hospitality industry, primarily through hotels. Should you become a Charter Hotelier, you will:

- **Demonstrate your commitment to your people**
- **Raise your credibility as an employer for great career development**
- **Promote the culture of your hotel to attract your targeted employment pool**
- **Connect with like-minded hoteliers in your area**
- **Connect with the wider industry and learn best practice**

An employer of choice is an organisation that creates a culture where people choose to come and work, choose to dedicate themselves to the organisation's success and choose to stay for reasons beyond financial reward.

### Real Living Wage



Supported by the **Poverty Alliance**, the Real Living Wage is an independently calculated rate based on the cost of living and is paid voluntarily by employers.

The rate is currently £9.90 and is calculated each year in November by The Resolution Foundation on an analysis of the wage that employees need to earn in order to afford the basket of goods required for a decent standard of living. This basket of goods includes housing, childcare, transport and heating costs.



### Real Living Wage Accreditation



What do you need to become an accredited Living Wage employer?

- **Pay all directly employed staff aged 18 and over the Real Living Wage (currently £9.90 per hour)**
- **Pay, or have a plan in place to pay, contracted workers the Real Living Wage**
- **Complete a contact form with Living Wage Scotland to start the application process and pay the annual fee**

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### Flexible Working

Flexible working options are of huge importance in supporting progression in employment for all, and there are many benefits to employers and workers in adopting such practices.

Flexible working and family friendly working practices take many forms including, but not limited to, part-time work and job share, flexitime, compressed hours, term-time, staggered hours, and working remotely and from home.

It is an important aspect of Fair Work and recognises that being able to balance work with other commitments enables workers to participate and contribute more fully and productively in the workplace whilst protecting their wellbeing and improving job satisfaction.



If your staff are working from home, you should:

- **Provide the equipment they need, for example a computer, phone and video-conferencing facilities**
- **Keep in regular contact with them, making sure you discuss their wellbeing**

A range of resources to support employers to adopt flexible working is available through **Flexibility Works**, the **Enterprise Agencies** and **CIPD**. Timewise also has guidance for **line managers** and **employees**, as well as tips on how to **hire flexibly**.

### Remarkable



Remarkable is Scotland's exclusive delivery partner for We Invest in People and the We Invest in Wellbeing Accreditations, and is the founder of the Investors in Young People programme.

It offers accreditation, consultancy and open courses for businesses.



### Carer Positives



Carers represent a significant part of the working age population, both in the workplace and in the wider labour market.

In addition to it being good employment practice, supporting carers to remain productively in work delivers real benefits to employers. You can become officially recognised as a **Carer Positive Employer**, and having 'carer friendly' policies and working practices can result in reduced levels of stress, reduced sickness absence, lower recruitment and training costs, and increased staff morale and productivity levels of staff.

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# The COVID-19 Pandemic

## The Impact on Hospitality and Tourism

**Restrictions on Scotland's hospitality and tourism sector due to the COVID-19 pandemic can change. You will need to consider the guidance in relation to your business and, where necessary, make plans for how to implement requirements.**

### Safer Workplace Guidance

Employers have an ongoing duty to manage workplace risks under existing **health and safety legislation**, in addition to the specific requirements set out in the Coronavirus regulations.

Although most legal COVID-19 restrictions have been lifted, employers must continue to manage the risk of transmission of the virus in your workplace.

This means that employers must:

- **Follow the safer workplaces guidance**
- **Continue to conduct and regularly review COVID-19 risk assessments**
- **Continue to take steps to meet existing health and safety requirements**
- **Continue to consult the workforce on health and safety matters, as talking to workers and their representatives helps reduce risk.**

### Flexible Workforce Development Fund

You can access this Fund via Our Skillsforce to address priority skills gaps and training needs, such as to enable staff within your business to adapt and respond to the impacts of the COVID-19 pandemic.



### COVID-19 Good Practice in the Workplace

In addition to the baseline measures and safer workplaces guidance, the Scottish Government encourages businesses to continue with the good practice they have developed over the course of the pandemic which has helped prevent viral spread. This would include, for example, maximising ventilation and enhanced cleaning.



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## Communication with Staff About COVID-19

The **Health and Safety Executive** advises that consulting and involving staff in the steps you're taking to manage the risk of COVID-19 in your workplace will allow you to:

- **Explain the changes you're planning to work safely**
- **Make sure changes will work and hear your staff's ideas**
- **Continue to operate your business safely**

Talking to your workers also means they can:

- **Tell you if they're worried about any workplace risks**
- **Influence decisions about health and safety**

You can consult your workers:

- **By talking to them directly**
- **Through a trade union**
- **Through another representative**

## Vulnerable Workers

As an employer, you have a legal duty to protect workers from harm.

Ensure you consider the risk to workers who are particularly vulnerable to COVID-19 and put controls in place to reduce that risk. You can find specific guidance from the Health and Safety Executive for:

- **Workers previously identified as clinically extremely vulnerable**
- **Workers who are immunosuppressed**
- **Pregnant workers**



The Health and Safety Executive advises that you should make sure controls identified by a **risk assessment**. As an employer, you can support your workers by ensuring:

- **You emphasise the importance of individual and wider workforce engagement, buy-in and cooperation to ensure controls are applied stringently**
- **Staff have individual discussions with their managers around their particular concerns**
- **You/they discuss the risk management measures you have put in place to minimise transmission to keep them, and others, safe**
- **You explain the controls you will put or already have in place to protect them and other workers**



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# Ideas for Staff Benefits

## Top Strategies to Motivate Employees



“Paying above the living wage (90%), offering flexible working hours (85%) and flexible shift patterns (83%) are now the top three most commonly offered benefits in the hospitality sector, according to recruiter Caterer.com.”



If you're looking for ideas on what you can offer to staff, here are some great options.

- ❑ Pay above the Real Living Wage
- ❑ Offer bonuses based upon performance
- ❑ Offer a competitive pension programme
- ❑ Give flexible shift patterns
- ❑ Offer flexible working hours
- ❑ Earn a 'duvet day' off by picking up shifts at short notice
- ❑ Offer days in lieu for working Bank Holidays
- ❑ Hybrid work/working from home options
- ❑ Give free staff meals
- ❑ Offer discounted travel
- ❑ Ensure staff keep 100% of their tips
- ❑ Give *enhanced maternity, parental and adoption leave* and pay
- ❑ Pay for taxi rides home for late-night staff
- ❑ Support staff to return to work after short and long-term absences through keep in touch days and refresher courses
- ❑ Arrange personal development programmes
- ❑ Offer mentoring and coaching to staff
- ❑ Offer staff access to an *Employee Assistance Programme*
- ❑ Give staff the chance to become a *Springboard Ambassador*
- ❑ Offer learning and development opportunities
- ❑ Offer unsociable hours payments for working late nights or early mornings
- ❑ Arrange regular, fun 'team building' activities with pay
- ❑ Arrange an annual Christmas or Holiday Party (perhaps at a quieter time of year)
- ❑ Offer reciprocal benefits with other tourism and hospitality businesses, such as free or discounted visits, products or services
- ❑ Offer paid time or time in lieu for completing a training course accessed through an *Individual Training Account* (ITA) from Skills Development Scotland

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# Induction Information

## And Other Useful Resources

### Working Time Regulations



Information, including Maximum Weekly Working Hours, is available from the Health and Safety Executive.

### Employment Contracts



Advice on Conditions of Employment can be found on the ACAS website.

### UK General Data Protection Regulation Guide (UK GDPR)



Access the Information Commissioner's Office for information on GDPR.

### Right to Work Checks



UK Government requirements can be accessed as an employer's guide on how to carry them out, why you need to do them, and which documents you can use.

### First Aid at Work



Requirements, information and resources are available from the Health and Safety Executive.



### UK Hospitality Scotland



**UK Hospitality Scotland** membership covers the full scope of hospitality, from small independents to large multi-national sites operating across the accommodation, F&B, events, and attraction and leisure sectors and the supply chain.

### UK Hospitality



**UK Hospitality** offers free online resources, including reports, guides and toolkits, policy and campaigns and more to support the UK's hospitality sector.



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### Recruitment and Retention

**Scotland Food and Drink** offers a free workforce recruitment and development toolkit for use by businesses in the sector.

### People 1<sup>st</sup> International

**People 1<sup>st</sup>** supports businesses in the UK to build, develop and retain skilled workforces.

### Institute of Hospitality

**Institute of Hospitality** is a paid membership organisation that offers management guides and professional development opportunities.

### Scottish Licensed Trade Association

**Scottish Licensed Trade Association** represents all sectors of the industry and will be of interest whether you own one bar or multiple outlets, or if you are a tenant, a manager or are employed in the industry. It offers paid **Personal License Training**.

### British Marine

**British Marine** is the trade association for the UK leisure, superyacht and small commercial marine industry. Members can recruit staff on its online job portal and get training advice.

### Scottish Tourist Guides Association

**The STGA** is a membership body that offers training for **Blue Badge Guides**, **Green Badge Guides** and **Yellow Badge Guides**.

### Wild Scotland

**Wild Scotland** is a membership body for wildlife, adventure and activity tourism operators which offers business support.

### Scottish Agritourism

**Scottish Agritourism** is the official body for the agritourism sector in Scotland, which is tourism or leisure on a working farm, croft or estate which produces food.



### The Association of Scotland's Self-Caterers

**The Association of Scotland's Self-Caterers** is the only trade body representing the interests of the traditional self-catering sector. It offers industry and sectoral news, information, insights and support to members.

### The Association of Scottish Visitor Attractions

**The Association of Scottish Visitor Attractions** is the representative body for the Visitor Attractions Sector in Scotland. It provides advice, information, statistics, networking and training to drive quality within the industry.

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## **Tourism Skills and Labour Market Information Data**

**January 2022** *COVID-19 Labour Market Insights Report* from Skills Development Scotland

**February 2022** *Tourism Sector Skills Assessment* from Skills Development Scotland

