



**University of Brighton**

**Welcome Sussex**

**Developing Skills for the Hospitality  
Sector**

**Final Evaluation**

**October 2007**

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## **Executive Summary**

The Welcome Sussex project has successfully focused on improving the entrepreneurial and business skills of owner managers of small and medium sized hotels and guest houses throughout Sussex. This final report examines and analyses the effectiveness of the Welcome Sussex project managed and delivered by Tourism South East (TSE) and funded by the Learning Skills Council (LSC). The total project cost was £175,277 comprising of £169,427 of grant with £5,850 made up from employer contributions.

The key targets within the bid proposal have been met, and in many cases exceeded. In total, 174 businesses have been engaged against a target of 65 (+168%) and 287 individuals against a target of 85 (+238%). Across Sussex, 61 businesses in the east of the County and 96 in the west enrolled with a further 17 from Brighton and Hove. It is pleasing to note that 8 of these businesses are situated in deprived wards. The project has been extremely well managed and well promoted with high praise for the quality of communication and speed of response. The project has also quickly responded to the changing needs and demands of individuals. The learning was delivered to the businesses in key locations that were easily accessible which is also to be highly commended.

All businesses have completed a 'De Minimus' form, which identified their eligibility. The business advisory visits have been very well received with positive comments about the two principal advisors. In total, 107 businesses have received advisory visits across the region which far exceeds the initial target of 65. A large suite of twenty-two alternative learning workshops were offered the most popular being the 'Legislative Awareness', 'Fit for Purpose' and 'Welcome Host'. Furthermore 59 individuals engaged with the Learning Bursts CD provided by the project.

The evaluation research reveals that an impressive 97% of respondents considered the Welcome Sussex project good value for money and 99% of respondents would recommend the project to another business. 90% felt that the timings and structure of the project were appropriate and a further 94% considered that the location of the activities encouraged participation. All the workshops were well received with,

‘Welcome Management’, ‘Welcome Host’ and ‘Smarter Marketing’ being particularly highly rated. 42% of participating businesses felt that they would probably, or definitely be, more profitable having been engaged with the project, 82% said they would be more customer focused, 77% more efficient and 49% more innovative.

A few respondents offered suggestions on how the project could have been improved but these were minimal. There was some initial confusion about the overall package and learning journey but this was quickly clarified. Some respondents felt that some workshops focused too much on reflection of current experiences and not enough on learning from best practice. One or two individuals also felt that the workshops were too intensive at times but these were isolated incidents.

The project addressed a number of key competitive challenges identified in the South East England Tourism Skills Strategy and Workforce Development Plan 2006-2010 produced by TSE in collaboration with SEEDA and People 1<sup>st</sup>. In particular the need to boost productivity, increase investment in the tourism workforce and reduce skills gaps. It contributed towards achievement of strategic objectives related to management and leadership, employer engagement, the skills levels of employees and partnership working. It also addressed the fact that a more flexible and local approach was required to suit the needs of micro and small businesses (as called for in the above strategy.)

It is therefore the conclusion of this final evaluation that, the Welcome Sussex project has met its targets and improved the entrepreneurial and business skills of owner managers of small and medium sized hotels and guest houses throughout Sussex. The project has further contributed significantly to the strategic agenda set by the Learning Skills Council namely “*to improve the skills of England’s young people and adults to ensure we have a workforce of world-class standard*” and the wider strategic goals of both SEEDA and People 1<sup>st</sup>.

*The authors would like to acknowledge and offer their thanks to  
all those who have contributed to this final evaluation.*

## **1.0 Introduction**

The Welcome Sussex project has been designed, developed and delivered by Tourism South East (TSE) with initially six other partners reducing to five over the course of the project. Regrettably, West Sussex Tourism Initiative (WSTI) closed and West Sussex Economic Partnership (WSEP) could only help with the marketing and promotion of the project through the 'Visit Sussex' website. This did however prove helpful and provided a number of important contacts.

The project has targeted small and medium sized guest houses and hotels throughout Sussex with the explicit aim of improving their entrepreneurial and business skills with a special emphasis on planning, marketing, customer service, e-commerce, IT skills, management/leadership and benchmarking. The project started on the 1<sup>st</sup> April 2005 and was completed on the 31<sup>st</sup> August 2007.

### **1.1 Strategic position of Welcome Sussex within South East Strategy**

The Welcome Sussex project has made a significant impact on meeting strategic objectives relating to ICT, business performance, and skills development.

From a Regional Economic Strategy perspective smart growth is identified as a key challenge, including the productivity of the workforce and raising skill levels. ICT is viewed as a key enabler of innovation and enterprise, and the largest single contributor to productivity growth. This project has helped exploit new routes to market through the delivery of innovative workshops on such topics as Smarter Marketing and Search Engine Optimisation as well as the provision of one-to-one Destination Management System (DMS) training in West Sussex.

In addition, the project contributed to delivering some of the objectives of the Sussex sub-regional skills strategy. For example to:

- Make sure provision is market-focused, segmented, and responds to the changing needs of the sector.
- Convince employers of the value of workforce development by demonstrating the links to improvements in business performance - Sub-priority - Up skill teams rather than simply individuals.

The project also addressed priority skill issues identified by People 1<sup>st</sup> (Sector Skills Council for the hospitality, leisure, travel and tourism sector), including ICT skills, management and leadership and customer service.

This final evaluation examines the success of the project against the criteria stated within the original tender as well as focusing on the experience of the participants and more importantly their learning experience. Where possible, direct quotations from participant interviews/feedback will be used to highlight the findings.

## 1.2 Project team

**Table 1.0 Project team**

<b>Organisation</b>	<b>Lead Contact</b>	<b>Role in the Project</b>	<b>Status</b>
Tourism South East	Michelle Grant	Strategic and managerial	Completed
West Sussex Tourism Initiative	Pam Foden	Delivery of business advisory visits	Withdrawn
University Of Brighton	Chris Dutton	Delivery of management workshops, business advisory visits and post project evaluation	Interim and post project evaluation only.  Completed
Hastings College of Art and Technology	Andrew Hooper	Online learning support, business training	Completed
Academy Learning Ltd	Jason Woodford	Development of Learning Bursts	Completed
Seaspace	Polly Thornton	Awareness raising and promotion	Completed
People 1st	Gerry Brown	Industry awareness	Completed

### 1.3 Project objectives

1. To undertake one-to-one business advisory visits underpinned by the established ‘Partners in Success’ and ‘Partners–Plus Business Packs’.
2. To develop and deliver short ‘learning bursts’ accessible through on-line provision.
3. To offer a programme of short, sector specific accredited learning using the nationally accredited Welcome Management Programme.
4. To establish clusters of employer networks across the county to facilitate sharing of best practice, materials and programmes of learning.
5. To evaluate the impact the project has on improving business performance.

### 1.4 Performance against milestones

**Table 2.0 Performance against milestones**

Milestone	Target	Actual	Variance
MS1 Project start	1	1	0
MS2 Development of Short Learning Online Bursts	4	4	0
MS4 Interim Evaluation Report	1	1	0
MS5 Final Evaluation Report	1	1	0
MS6 Events	3	3	0
MS9 Marketing Plans/Materials	2	2	0
MS10 Project Plan (E-Learning spec)	1	1	0
MS11 Service Level Agreements	4	4	0
MS13 Steering Group Meetings	8	8	0
MS15 Dissemination Event/Activity	1	2	+1

All the key milestones have been achieved according to the project plan.

## **2.0 Evaluation Methodology**

In order to evaluate the effectiveness of the project, five methods were designed to gather the data.

1. A questionnaire aimed at understanding participants' experiences of their involvement with the project. This was sent via e-mail to all the participants in January 2007 and re-sent in June 2007 (see Appendix 1) with the findings represented in the charts enclosed in this evaluation. In total 70 questionnaires were analysed representing a 26% response rate to the questionnaire.
2. A series of qualitative interviews with 18 randomly selected participants. Where possible these are representative of a cross section of organisations at different locations. The interview questions were designed to compliment the questionnaire outlined above (see Appendix 2). Table 3.0 identifies those sampled:

**Table 3.0 Interview participants**

<b>Organisation</b>	<b>Participant</b>	<b>Date</b>	<b>Time</b>	<b>Interviewer</b>
Alvia Hotel	Gina Scourfield	11/1/07	10.00	CD
Millstream Hotel	Ann Brierly	11/1/07	10.45	CD
Royal Norfolk Hotel	Jacque Long	11/1/07	11.30	CD
Old Chapel Forge	Sandra Barnes Keywood	12/1/07	10.00	CD
Birch Hotel	Simon Probyn	12/1/07	10.45	CD
Park House Hotel	Rebecca Crowe	12/1/07	11.30	CD
White Rock Hotel	Laurence Bell	11/1/07	14.00	HE
Silverdale	Gilly Cowdrey	11/1/07	14.45	HE
Tollgate Farmhouse	Christine Howe	24/1/07	16.00	HE
White Lodge	Jane Smith	15/1/07	10.00	HE
Flackley Ash Hotel	Penny Brown	12/1/07	10.45	HE
Regent Motel	Sara Toby	22/1/07	14.00	HE
Tower House 1066	Louise Tester	20/6/07	11.00	CD
Anna's B&B	Judith Smith	20/6/07	12.00	CD
Harkaway	Carol Clarke	21/6/07	10.00	HE
Millstream Hotel	Vanessa Mulholland	21/6/07	11.00	HE
Stonelink Cottages	Karen Wetherly-Moody	21/6/07	11.45	HE
Old Store Guest House	Heather Birchenough	22/6/07	11.00	CD

NB: CD = Chris Dutton  
HE = Harvey Ells

3. An 'e' questionnaire was sent to 12 government officers in the Sussex region (see Appendix 4) that examined the impact of the Welcome Sussex project from the regional perspective. Table 4.0 identifies the 10 respondents.

**Table 4.0 Local Government Officers**

<b>Name</b>	<b>Position</b>	<b>District</b>
Duncan Dodd	Fire Safety Policy Enforcement & Training Manager	West Sussex
Margaret Murphy	Destination Services Officer	Arun District Council – Sussex by the Sea
Kevin Boorman	Marketing & Communications Manager	Hastings/1066 Country
Teresa Fowler	Diversity and Inclusion Consultant – Disability Equals Business	East Sussex
Mina O'Brien	Enterprise Officer, East Sussex Trading Standards	East Sussex
Richard Moon	Fire Safety Officer	East Sussex Fire & Rescue Service
Claire Moran	Economic Development & Tourism Officer	Wealden District Council
Bruce Treloar	Principal Trading Standards Officer	West Sussex County Council
Eileen Suchodolski	Tourist Information Centres Manager	Worthing
Claire Onslow	Cultural Services Manager	Lewes

4. Four of the principle trainers and business advisors were interviewed on the 19<sup>th</sup> June to evaluate their contribution and perspectives on the Welcome Sussex project, these were:

- Martin Brunner      Business Advisor and Trainer
- Gillian Pope        Business Advisor and Trainer
- Catherine Carkeet    Sussex Co-ordinator Tourism Skills Network South East
- Kylee Charles        ICT Coach

5. The principle project manager and project officer were interviewed on the 19<sup>th</sup> June 2007, these were:

- Michelle Grant      Training Projects Manager:  
Tourism South East
- Darren Rivers      Training Project Officer:  
Tourism South East

### 3.0 Project Delivery

#### 3.1 Awareness raising and promotion

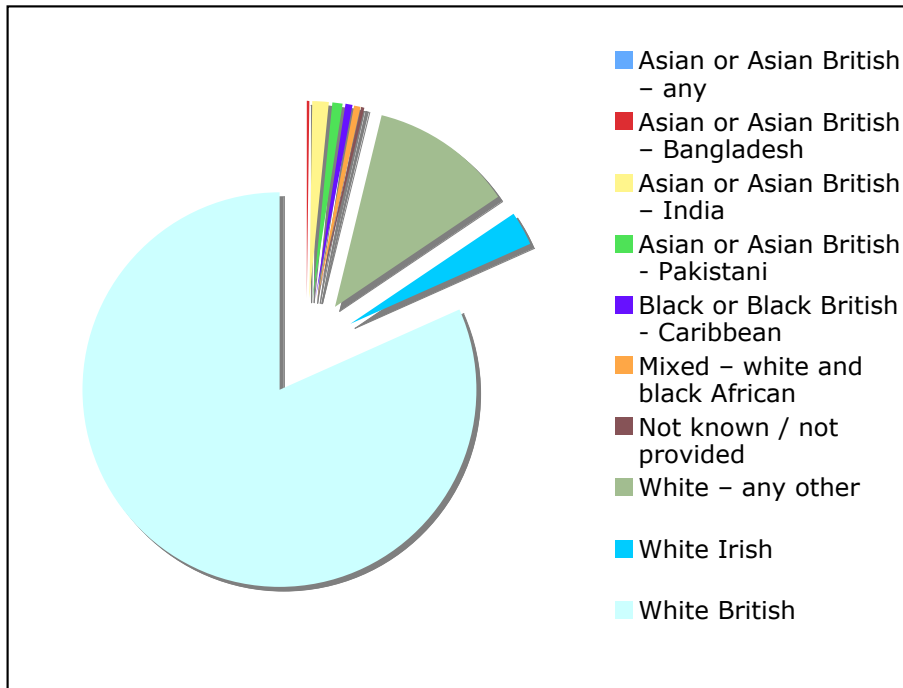
TSE advertised this project through a variety of media but from the interviews conducted it was evident that a personal approach was most effective. A number of respondents stated that they were already engaged with training of other activities with TSE so targeting existing clients proved beneficial. Communication strategies included 'e' shots, newsletters, promotion at events and personal calls. There was also a good geographical spread across Sussex with a slight skew towards stronger engagement in the west of the county. In total 61 organisations in East Sussex enrolled against 96 in West Sussex and 17 in Brighton and Hove.

#### 3.2 Engagement

**Table 5.0 Participant engagement:**

	Target	Actual	Variance Actual	Variance Percentage
<b>Individuals</b>	<b>85</b>	<b>287</b>	<b>+202</b>	<b>+238%</b>
<b>Micro Business</b>	<b>45</b>	<b>145</b>	<b>+100</b>	<b>+222%</b>
<b>Small Business</b>	<b>20</b>	<b>29</b>	<b>+9</b>	<b>+45%</b>
<b>All Business</b>	<b>65</b>	<b>174</b>	<b>+109</b>	<b>+168%</b>

**Figure 1.**  
**Participant ethnicity**



Clearly the strategy of awareness building and promotion has been successful. The target for individuals was established at 85 with 287 enrolled on the project, a positive variance of +238% at the time of writing. Furthermore, 145 micro businesses have become involved against a target of 45 (+222%) and 29 small businesses against a target of 20 (+45%). In total, 174 businesses (+198%) engaged with the project indicating the attractiveness of the offer.

### **3.3 Management and organisation**

The management of the project has been well received by the participating organisations. The majority of respondents to the evaluation commented very positively about the quality of the communication and the general management. Respondents spoke of the project being ‘well thought through and ‘flexible’ and that contact, mainly by phone or email was good.

*“Fine, the lady that we deal with is very good. There is a good level of detail and all things appear in order. They deliver what they say they will and are committed”*

*“Really very good, high praise for the responsiveness to questions.”*

One respondent did however feel that the management lacked some consistency and described the communication as ‘erratic’ and another comment expressed concerns over the speed with which training certificates were sent to participants.

*“I have had no problems with the administration. All the systems work well. The only issue is that there is a delay in the receipt of training certificates. Some are still outstanding.”*

The evaluation has highlighted that the initial design of the programme was well constructed and had considered a variety of business needs at different locations. The project was perceived by 97% of respondents as representing good value for money.

### **3.4 Business advisory visits**

One of the key objectives of the project was to enable each organisation to receive a business advisory visit. Martin Brunner and Gillian Pope have completed the vast majority of these, with a contribution from Michelle Grant and Carrie Tripp. At this final stage 107 businesses have received an advisory visit and completed a training needs analysis against a target of 65. The first business joined in February 2006 and the last in June 2007.

The business advisory visits have proved a significant success. All the respondents from the interviews offered praise for their Business Advisor. The times of visits varied from 1 to 2.5 hours but on each occasion the advisor was able to make a positive contribution to the understanding and the strategy of the business. For some, the advice was significant and they have either designed for the first time or redesigned an existing strategy. For more established businesses much of what was covered reaffirmed that the way they were managing their business was sound and appropriate. The advisor offered a flexible approach and communicated responsibly again by phone or email. Indeed, the advisors acted as the agents for TSE promoting other products within the project, such as the Learning Bursts or workshops.

*“The Business Advisor helped me devise a business plan, this was most useful to me personally, he was very approachable and offered clear guidance.”*

The Advisors also made themselves available and responded to the needs of the business.

*“They’re always easy to get on with, knowledgeable, approachable and available. If there is something that is important they will come over and see you. They are very willing to fit in with the needs of the business.”*

#### **4.0 Completed Elements**

All participants completed the De Minimus form, which diagnoses the eligibility of the business to join the project. Of the businesses involved, 61% have completed a business needs analysis. This is a significant improvement from the 33% at the time of the interim evaluation.

Against a target of 85, 282 participants have completed the individual learning plan. Only 5 participants of the programme failed to satisfy this requirement. This is a particularly important process as it identifies training needs and then leads the participants to the appropriate workshops. 59 individuals have engaged with the learning bursts, which are well designed and well presented. From the interviews however, some individuals found the engagement with this element less motivating than workshops because of the isolated and self-directed nature. 'Fit for Purpose' workshops proved popular, as did workshops focusing on marketing: 'Smarter Marketing' and 'Search Engine Optimisation'.

**Table 6.0 Workshops and Attendance**

Sessions	No of sessions	No of individuals
B&B Networking Event	1	8
Dealing with Difficult People	1	12
DMS training	18	16
E-Tourism Workshop	1	18
Fire Risk Assessment Seminar	2	23
Fit for Purpose	6	42
Green Advantage	1	7
Hotel Experience (WEL SUS)	1	1
ICT/E-Animation Workshop	1	10
Legislative Awareness Workshop	5	66
Marketing your Restaurant	2	2
Quality Housekeeping	2	19
Retail Merchandising & Selling	1	2
Search Engine Optimisation	4	25
Smarter Marketing	4	22
Telephone Techniques (Welcome Line)	2	11
Welcome All	1	5
Welcome Host	5	45
Welcome Host Plus	3	15
Welcome Line	1	3
Welcome Management	4	23
PIS+/BEW	39	39
<b>Totals</b>	<b>105</b>	<b>414</b>

The business advisory visits have proved popular and successful and it is therefore pleasing to note that 4 businesses have completed the ‘Partner in Success’ course and more importantly 39 individuals the ‘Partners in Success Plus’. This is reward for the significant push since the completion of the interim project report. Similarly, the Legislative Awareness Workshop has proved extremely popular with 66 attendees.

The ‘Hotel Shadowing Experience’ was utilised by only one participant but the research indicates that this was an extremely rewarding activity with both parties learning from the experience.

## 5.0 Participant Benefits

Individual and business learning will vary depending upon the engagement with the project. That said much has been gained by the businesses that have engaged the most. A number of respondents were pleased that there was support on offer and that they did not have to work in isolation. Most of the respondents spoke of the impact on customer service and how they and their staff have benefited from learning and refreshing this key result area.

*“It has helped us to re-iterate the importance of customer service with our staff and especially those that had not previously had any customer service training. We are working very hard to differentiate our offer through service quality. It would be great if the county could differentiate itself in this way.”*

Other respondents have spoken about their lack of understanding of legislation and how the workshops and guidance offered has helped them appreciate the requirements for their business. The ‘Welcome All’ course was singled out as helping the businesses come to terms with providing excellent service for disabled guests.

*“I was able to work on and codify our Health and Safety Policy; the general awareness in my business is much higher.”*

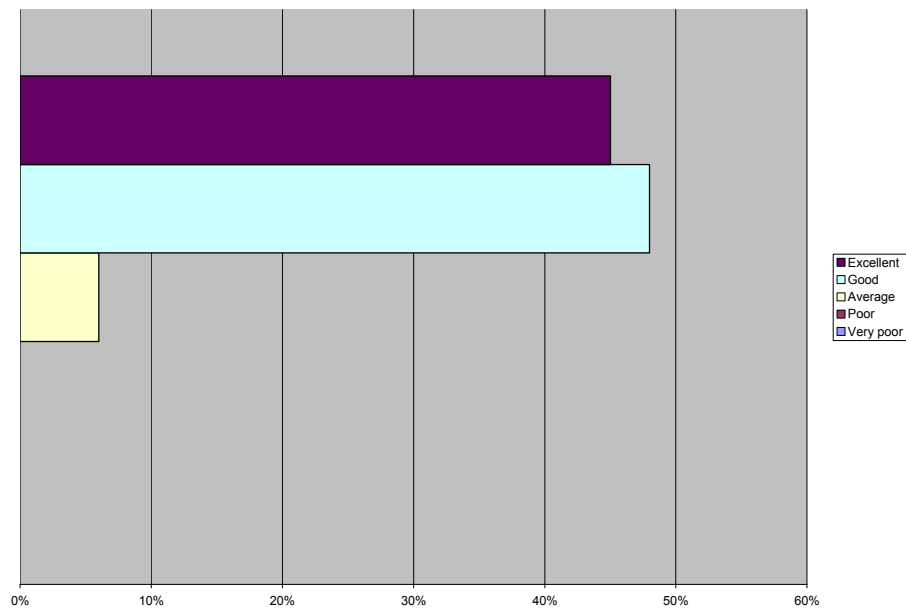
For the owner/managers, the work completed by the Business Advisor on business plans was particularly prevalent and for those who did engage with the 'Partner in Success/ Plus' programmes the gains were significant.

*“The fire and health and safety training has been the most useful. It was good to get to grips with the Disability Discrimination Act and because of the amount of materials that we are given I can work at my own pace in my own time. The Welcome Host programme gives us a file that we can work through and the quality of materials is really good.”*

Respondents also spoke of a clear understanding of the internal customer and how staff have been allowed to identify their own shortcomings. However, for some of the managers, the benefits were mainly gained by the front line staff rather than themselves. One respondent felt that allowing their staff to engage with the project has helped improve their staff retention and motivation.

**Figure 2.**

**Overall training ratings**



The delivery of some of the workshops is also to be commended with a number of trainers receiving high praise. At one workshop for example the trainer contacted the participants beforehand, identified their needs, completed the training and then completed a post workshop evaluation. This is very good example of best practice.

Aside from the workshop content, the participants highlighted the importance of being given timely reminders of the needs and perspectives of the guest in an environment that allowed cross-fertilisation of ideas from a variety of different perspectives. As one delegate put it:

*“After 30 years in ‘Tourism’ one can still learn a lot!”*

One respondent identified the improvement in their organisational skills.

*“The filing system has improved and we are a lot more organised in our approaches towards health and safety and risk assessment. Everything is in sequence, easier to read and easier to access.”*

Finally, one business identified the relationship between, training and profitability.

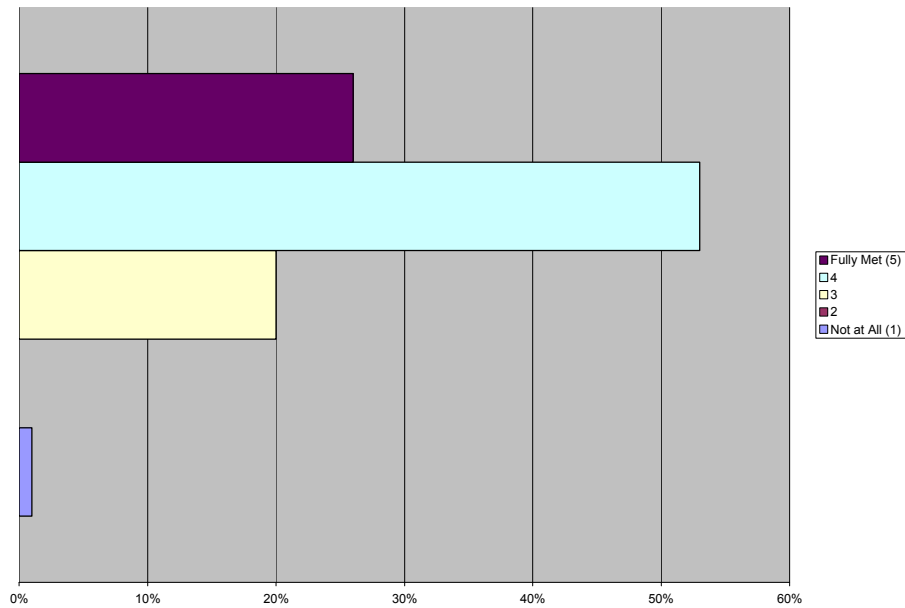
*“Although it is early days we expect our turnover to increase by 10%, to improve overall customer service and to gain more repeat business as a result of the initiative.”*

*“It’s great when you get involved”*

Most interviewees approached the project with high expectations as the result of clear publicity. Only a small minority of participants gained little from the range of activities. The vast majority of respondents felt that their initial expectations and business needs were fully or mostly met. See figure 3.

**Figure 3.**

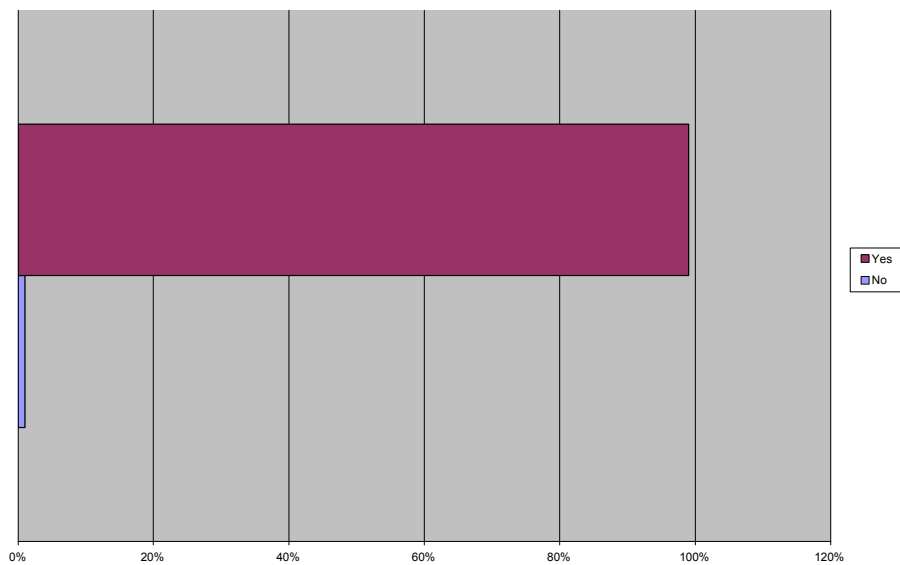
**Programme expectations : extent to which they are met**



This resulted in almost unanimous recommendations being made for the quality of the training provision with most respondents having no hesitation in recommending the project to other businesses.

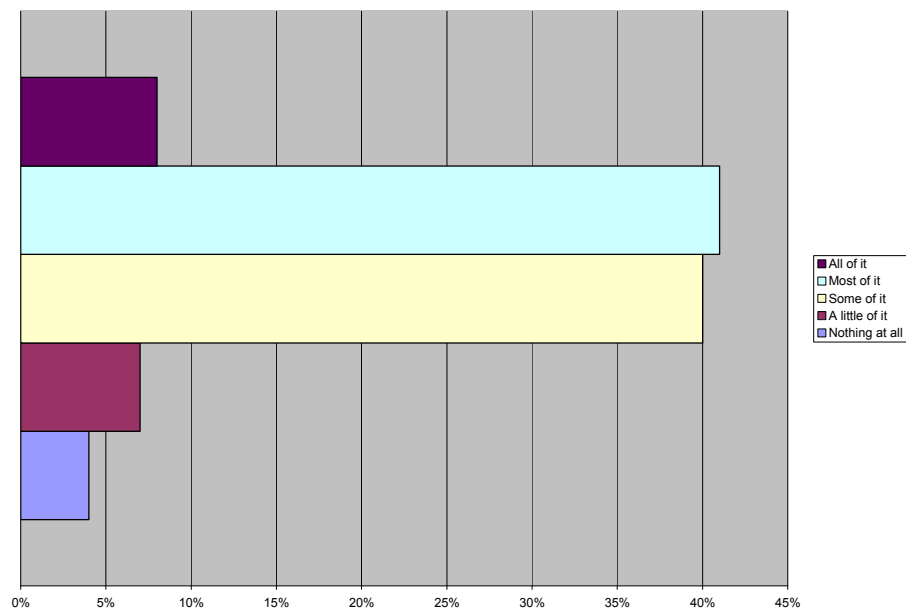
**Figure 4.**

**Programme recommendations: would you recommend Welcome Sussex?**



But more importantly respondents felt confident that the programme content could easily be incorporated in to their businesses therefore improving areas of performance. This highlights how well TSE have anticipated and responded to the needs of the sector.

**Figure 5.**  
***Incorporation of content: in to participant business***



A series of interviews were completed that focused upon specific aspects of the project. These have been analysed under each type of training undertaken (see Table 7.0).

**Table 7.0 Specific training activity**

<b>Training undertaken</b>	<b>Participant feedback</b>
<b>Disability Advisory Visit</b>	"The problems with the age of our property were discussed (Grade 2 listed). Despite these issues some cost effective ideas were provided to improve access for disabled guests. These included signage and use of alternative fonts as ways to improve our online marketing for disabled customers."
<b>Quality Housekeeping</b>	"The best thing about this course was that it re-confirmed that what we were doing was OK and that it stressed the importance of consistent quality standards. It was also good to see another hotel in operation and to talk through common issues with other participants"
<b>One-to-one DMS Training</b>	" This course was brilliant at improving the way that we deal with our online booking systems and the confirmations we send to our customers. This has helped us to inform the way in which we consider promoting the business in the future"
<b>One-to-one Partners in Success Plus</b>	"The format and style of the learning environment was excellent. Although we all had different needs the dialogue with the trainers allowed us to clarify where we stood in terms of the relevant legislation. We were also given to opportunity to ask follow up questions via e-mail."
<b>Legislative Awareness Workshop (LAW)</b>	"Without exception, all of the participants were glad that they went" "There were plenty of materials provided"
<b>Welcome Management Qualification</b>	" The course was well run and communicated and allowed us to formulate a list of achievable business objectives as a result. We were also able to share elements of the day with a variety of our departments after the event."

## 6.0 Views from Local Government Officers in Sussex

A sample of local government officers were sent a questionnaire that examined the impact of the Welcome Sussex project in their areas of responsibility. Of the ten respondents the majority considered the communication and administration to be good and further commented that the links to other programmes and initiatives were clear.

*“My experience was that the initiative was well-organised, good use of existing networks to communicate with local businesses.”*

The officers felt that the main beneficiaries were predominantly small to medium accommodation providers in the region. They also saw the beneficiaries to be the customers of the businesses.

*“All those businesses whose owners or managers attended. Indirectly, customers of those businesses.”*

The officers also considered the overall impact of the project in the region. This can be deemed as positive however each officer focused on a different aspect of the provision indicating the projects wide and varied appeal.

*“Certainly the feedback I’ve had has been very positive, and I’d like to think that it has made a positive difference to the visitor economy in Sussex.”*

*“Hopefully it has improved the quality of service at some of the participating businesses, though I have no way of assessing that. If so, this may result in an increase in numbers of visitors, over time, with knock on benefits to the local economy.”*

*“I am not sure of the overall impact, but certainly businesses that attended the joint seminars benefited from knowing what support was available to them from the various agencies.”*

*“A contribution of £500 funding towards a website course benefiting 30 beneficiaries.”*

*“Trading Standards developed a Fit4Purpose Tourism advice pack to advise the WSCC, SME’s on Fire, Food and Fair Trading. These were issued following the TSE Legislative Awareness Courses.”*

The Officers also commented that the project linked very well with other initiatives such as Broadband East Sussex, Trading Standards Fit for Purpose – East Sussex, and Know the Law – West Sussex. This allowed participants to be selective and not attend workshops that covered the same topic areas, a key issue for busy businesses

*“Very well indeed, in fact I think that is one of the strengths of the programme: - we’ve been able to offer a range of initiatives/programmes under one umbrella badging, so reinforcing the ‘joined-up-ness’ of what we’ve done. Certainly it’s raised awareness of 1066 Country.”*

When considering the development of a coherent network, the officers predominantly commented on positive effects

*“We have certainly made contact with ‘new’ accommodation providers within 1066 Country, who we do continue to keep in touch with.”*

*“Yes, looking forward to closer contact with Trading Standards.”*

Only one officer considered that the project had little effect on developing networks. However, the officer felt that the project was well managed throughout and this supports the views of the participants.

*“My experience in relation to working with TSE on Welcome Sussex/Fit For Purpose was positive and well managed, but that is the only aspect I can comment on.”*

However, one officer felt that the burden of administration and paperwork was a little heavy.

*“There was a lot of paperwork..... The paperwork from both Broadband East Sussex and TSE was very heavy.”*

All the officers agreed that the Welcome Sussex project had made a positive contribution to their own organisations operation and promoted a better understanding of other agencies needs and priorities.

*“Yes – Welcome Sussex’s involvement in the Fit for Purpose initiative helped our organisation deliver disability discrimination law/practical advice to many businesses that we might not otherwise have had contact with.”*

*“I would say we benefited from the support of the project with respect to drawing attention to Fit For Purpose/Welcome Sussex and getting a good turnout of businesses at each event.”*

When considering the weaknesses of the project the officers did not identify any major key issues apart from the difficulty in encouraging businesses to join the project and a need for a larger easily accessible database of clients.

*“Only the usual problem of reaching those people who won’t engage with any programme: - they are inevitably the ones who would benefit most!”*

The officers offered suggestions for improvements to future projects, which focused on the need to involve agencies in the early design stages of the programme, more literature and closer links to District Councils. One officer concluded with the following comment:

*“More joint projects like this would be great! “*

## **7.0 Partner Evaluation**

### **7.1 Business advisors**

Martin Brunner and Gillian Pope completed the majority of Business Advisory visits. They reflected positively the whole project initially responding to leads provided by TSE and completing training needs analysis. They considered their role to be two fold, firstly to promote the entire Welcome Sussex Project and secondly to deliver key training and development packages. They considered the project management to be:

- strong, quick and supportive
- flexible and responsive to the needs of the client
- willing to engage with other initiatives across the region

The benefits of the programme were considered to be:

- more beneficial to some organisations than others
- of greater impact in smaller businesses who have not engaged in any previous development activity
- developing participants ability to gain knowledge and reflect positively on set objectives
- sustainable
- facilitating expert knowledge exchange
- inter-disciplinary utilising a range of stakeholders including TSO's, EHO's, Fire Officers, and 1066 Country etc.
- the currency and topicality of materials
- supportive of business allowing them the space and time to think and to reflect

On a less positive note the Business Advisors felt that:

- there were still many core businesses that were not engaging in any development and most likely these were the ones who would benefit the most,
- the start of the project was a little slow and unsure but quickly refocused,
- the paperwork was onerous and that a central, remotely accessible database would be beneficial if this were technically and legally feasible.

On a final note the advisors expressed real concern for businesses that had started to develop and improve with the input from Welcome Sussex but were now left unsupported as the project neared completion.

## **7.2 Trainers**

Catherine Carkeet provided a strong link between other initiatives within the region as well as identifying businesses in most need for ICT development. This area was identified during the course of the project and demonstrates the responsiveness to the needs of clients. Most pressing was the need to up-skill businesses with the Guest Link programme and its links into Visit Sussex, Tourist Information Centres and Local Authority Websites. These were identified by and targeted as those who could make more of the Guest Link system or more importantly those who were making little or no use of it. At the time of the evaluation 20 sessions had been completed of which 2 were group and 18 were one-to-one. Kylee Charles who had previously been trained on all applications completed these sessions.

The one-to-one proved most beneficial from the trainers' perspective. Here the learning was tailored to individual needs with additional IT advice being

provided as and when required and thus adding value. This included web optimisation, e-mail usage and software upgrades. What is evident is the ‘burning need’ to continue this work for the benefit of the region and maintain the momentum that the project has achieved.

### **7.3 Manager and administrator**

Management and administration was carried out from the TSE Head Office and completed by Michelle Grant and Darren Rivers whose central functions for the entire project were detailed as:

- overall project planning,
- co-ordination of partner input and steering group function,
- management of, and liaison with contractors (Business Advisors, Trainers etc,)
- marketing and promotional design (including website elements) and attending awareness raising events,
- recruitment of beneficiaries,
- overseeing the development of online learning materials – Learning Bursts,
- organising delivery of traditional style learning, and business support,
- project administration and co-ordination,
- maintenance of beneficiary, financial and other data in line with contract requirements,
- liaison with Sussex LSC, including quarterly reporting & submitting claims online via the national LSC web portals.

The initial design and development of the project was formed through working closely with the Skills Co-ordinator who provided invaluable information, which shaped various elements of delivery. The Skills Co-ordinator and the business advisors were able to identify any learner needs.

The application form completed by beneficiaries helped establish any specific needs such as dietary requirements or physical assistance. Any

disabilities noted did not however impair the delivery of any of the activities. Only in one case did an elderly individual need help up the stairs at one of the 'Fit for Purpose' sessions in East Sussex.

The project management and administrative duties were carried out at TSE Head office in Eastleigh to ensure that the project delivery was centrally coordinated and monitored against both objectives and milestones. The project team communicated regularly with project partners and delivery personnel, reacting in a timely manner to any requests made. They also liaised with local tourism officers, informing them of any activities taking place locally.

As the project progressed certain elements were modified. For example: as a direct result of problems that beneficiaries were experiencing with the wording on the De Minimus Form, this was amended after seeking approval from Sussex LSC.

The key challenges of the project have been identified as:

- the project had a slow start, but gathered pace as it progressed. (It would have been less of an administrative burden if more of the planned activity had actually taken place at the front of the project.)
- getting paperwork completed by beneficiaries, as they considered this to be unnecessary,
- getting learners to attend the NCFE Welcome Management Course, and return the post assessment booklets,
- liaising with NCFE to actually get the assessor to visit TSE to assess the booklets

On reflection the project team consider the strengths of the project to have been the significant number of companies and individuals that have benefited from the business support and training that has been made available. They felt that the delivery of a variety of very flexible full day, half-day and one-to-one sessions have suited the sector and that the content of the activities have been very demand-led as the learners identified their training requirements. Furthermore, the team enjoyed working with, and linking into other local initiatives as this has proved beneficial in publicising a stronger partnership image for TSE. Such collaborative initiatives include ESCC 'Fit for Purpose', as well as with Broadband East Sussex for delivery of E-Marketing sessions

The development of a good working relationship with numerous Local Authorities across both East and West Sussex has helped with the promotion of the project, as well as shaping the delivery of some activities with informative networking opportunities being provided e.g. the programme of LSC breakfast meetings. With the current round of ESF funding coming to an end, the project team at TSE have nominated Gina Scourfield from The Alvia Hotel, Brighton for one of the '*Celebrating Success Through ESF*' Awards in recognition of her outstanding contribution.

Finally, the project team felt that there was a lot of paperwork to complete throughout the project but appreciate that this is necessary in order to draw down the available ESF-LSC funding.

## **8.0 Added Value**

Welcome Sussex has achieved a high level of added value beyond the original scope and boundary of the project.

- the total number of beneficiary starts is significantly higher than required. This was achieved by commitment to recruitment and the economies of scale offered by group workshops
- after a slow start the partnership developed into a cohesive force that interacted within itself but also across other local and national initiatives
- the number of business that engaged with the project exceeded the initial target
- more than double the targeted individual learning plans were completed
- informal networks have been established as a result of the project and these are between businesses, regional stakeholders and government officers
- the importance of business development has been raised within the sector
- ICT skills have been raised as well as the number of accommodation businesses updating their availability online through their destination management systems
- a number of beneficiaries for Welcome Sussex have continued onto other training and initiatives

Welcome Sussex has contributed much to the quality and sustainability of the skills development within the Sussex hospitality sector. The region and sector are better placed to respond to the needs of its clients and more importantly to the expected influx guests and tourists to the 2012 Olympics and Paralympics.

## **9.0 Sustainability**

The project has clearly embedded new knowledge in participating organisations. More importantly this information has been shared between a variety of individuals providing a range of services. Future information sources have been strategically highlighted for easier access. This has been supported by the provision of extensive reference documents and manuals for use post project completion.

It is anticipated that the inclusion of self-assessment tools will encourage self-development without the need for extensive ongoing external inputs. Multi media CDs on customer excellence have also been incorporated in to the project from a previous SEEDA/ ESF financed project.

Learning Bursts will be used to underpin a series of ‘webinars’ currently under development by Business Link Kent in the run up to the Olympics. TSE has also produced a series of these free-standing training tools in the areas of customer service. These will be further supported by a suite of reference case studies generated as a result of the qualitative research conducted for this final evaluation report.

It was also pleasing to note that the project workshops have acted as a catalyst for the formation of niche local networks by business type who continue to meet regularly. Feedback from Local Government Officers indicates that their expertise is still being utilised to support these networks on an ongoing basis.

## **10.0 Financial Performance and Quality Assurance**

Tourism South East (TSE) was awarded an ESF co-financing contract worth £169,247 by Sussex Learning & Skills Council (LSC) to deliver the 'Welcome Sussex' project between 1<sup>st</sup> July 2005 and 31<sup>st</sup> August 2007.

Money was allocated to the project based on the original profile agreed with Sussex LSC. All finance was managed at the Head Office using TSE's established processes (for example purchase orders and accounts systems.) Financial reports were sent to the Project Team on a monthly basis. The Project Manager and Head of Skills and Training would liaise regularly to discuss budgets. Project management meetings were held regularly and agenda items included quality and finance.

In 2006 TSE was required, through the LSC ESF co-financed projects, to produce a Self Assessment Report (SAR). As a result of this they undertook an extensive self-assessment process and the resultant SAR now forms part of their on-going commitment to maintain quality and standards. However, even before this came into effect, TSE always placed high importance on quality and continuous improvement.

As such the standard TSE quality processes were incorporated:

- service level agreements with delivery partners and trainers at the start of the project
- beneficiaries completing feedback forms – these help measure the quality of the training delivery as perceived by the beneficiaries, whether the training met their expectations and the value of the training to the individuals
- trainer observations made during course delivery
- venue reports are produced ahead of a venue being used for any activity
- venue evaluations were also conducted by trainers on the day to ensure that any issues could be recorded and dealt with.

## **11.0 Areas for Potential Development**

This section focuses on where the evaluation identified the project could be improved in the future. It should be noted however that these concerns were minor when considered against the overall gain.

- Seasonality and short time windows for the Tourism Sector need to be taken in to consideration for future projects. These issues need to be reflected when resourcing the project start,
- the volume of administration appears onerous for all concerned with the project,
- it is recommended that a database of clients that is accessible by all the delivery participants is established. Records can be then updated on- line and this would speed up the process (taking in to account the Data Protection Act and technical considerations),
- at a select few of the workshops the balance between reflection and learning was not quite right. In one instance too much time was spent finding out what the attendees actually did before beginning the learning process
- continue to emphasise the importance and legal obligations of fully understanding the needs of disabled staff and customers
- many respondents were confused, particularly at the beginning about what was on offer and how the constituent parts of the project all fitted together. This was alleviated by the production of clear marketing materials.

- similarly, some respondents were confused about which workshops were part of the Welcome Sussex project and which were part of initiatives from other organisations. Indeed two respondents felt they were inundated with offers of free training and help
  
- some participants would welcome more frequent workshops/ seminars or those tailored to high/ low seasons,
  
- a few workshops were cancelled due to low enrolments which caused some frustration
  
- some workshops were felt to be too intensive. Consideration should be given to running activities over two days or in the evenings

## **12.0 Conclusions and Recommendations**

### **12.1 Conclusions**

The Welcome Sussex project has met and in many cases exceeded the objectives. From the participants and other beneficiaries there is clear evidence of the impact that the project has had on small and medium enterprises in the Hospitality Sector. Significantly more businesses have been engaged than were proposed and similarly more individuals have benefited from the learning than were anticipated. After a slow start the project gathered pace with a clear strategy of promotion and communication. Delivery of training and knowledge was enabled through the use of recognised training programmes, quality trainers, sound management and the willingness of businesses to commit to development. Early confusion about the project offering was dispelled and businesses understood the range of learning available.

The learning was taken to the client and this is seen as been beneficial for the businesses, in particular owner-managers of micro businesses. Inevitably this is not possible in all cases although the project team's willingness to be flexible and adjust delivery patterns to suit the needs of the businesses is commendable. The quality of learning is also worthy of note. Predominantly aimed at front line staff, issues such as the raising of awareness for the needs of disabled visitors is deemed highly relevant, as is the focus on customer service. The business advisory visits have also been well received with the principal advisors singled out for praise. Much of this work remains in place in the businesses and demonstrates a strong element of sustainability.

It is pleasing to note that a number of beneficiaries have continued with their development through engagement on other projects and that the informal networks established will continue to thrive. Businesses also report a measurable impact on their own operation and see a direct relationship between committing to the project and profitability. Other gains included a higher supplier focus, more cost effective practices and greater understanding of the importance of innovation and creativity. The structure

of the project enabled participation with the majority of the businesses commenting that the Welcome Sussex project was either ‘excellent’ or ‘good’. The strength of much of this lay in the partnership between six well-respected and capable organisations despite the closure of West Sussex Tourism Initiative.

It is therefore the conclusion of this final evaluation that the Welcome Sussex project has met all its objectives at the end of the project, that participants have gained much from the workshops and that the small to medium sized accommodation providers in Sussex are significantly more knowledgeable and better equipped to operate more effectively and profitably in the future. It is also the conclusion of this evaluation that there is still much work to be done in developing the skills and knowledge within the Tourism, Hospitality and Leisure sectors and that the Learning Skills Council should consider very carefully the importance of continuing this work through the funding of further projects.

## **12.2 Recommendations**

The ongoing success of Welcome Sussex, in developing the skills programme for small and medium sized accommodation providers, suggests that future projects would be essential. Respondents, managers, trainers other beneficiaries have suggested the following additions to the current provision:

- establish a formal business network by organisation type with a potential link to ProfitNet
- a stronger promotion of the benefits to all the stakeholders to gain earlier engagement,
- consolidate and reduce the paperwork involved in the project but ensure enough information literature is readily available,

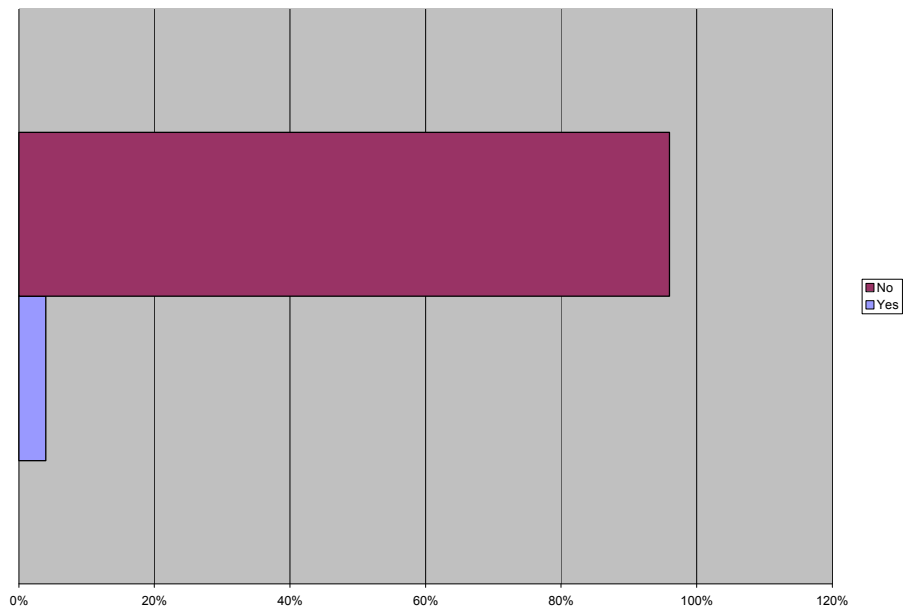
- if feasible establish a central and remotely accessible database of all participants and their details, subject to data protection laws and technical capabilities
- greater focus on up-skilling ICT capability for businesses and in particular the usage of destination management systems and web optimisation
- involve local and national agencies and District Councils more fully at the design and development stage
- create an online community for participants to share experiences and to network
- add value to the project with additional workshops such as:
  - website development and ‘e’ marketing beyond the current workshops
  - languages, to allow businesses to communicate more effectively with overseas visitors
  - new workshops on how to source funds from within the public and private sector for SME’s
  - the ethical sourcing of products and achieving ‘Fair Trade’ status
  - principles and practice of environmental management
  - advanced food hygiene
  - guidance to ongoing changes in legislation possibly by ‘e’ newsletter

- sales promotion techniques for reaching new markets

## Appendix 1: Final Evaluation Survey Results

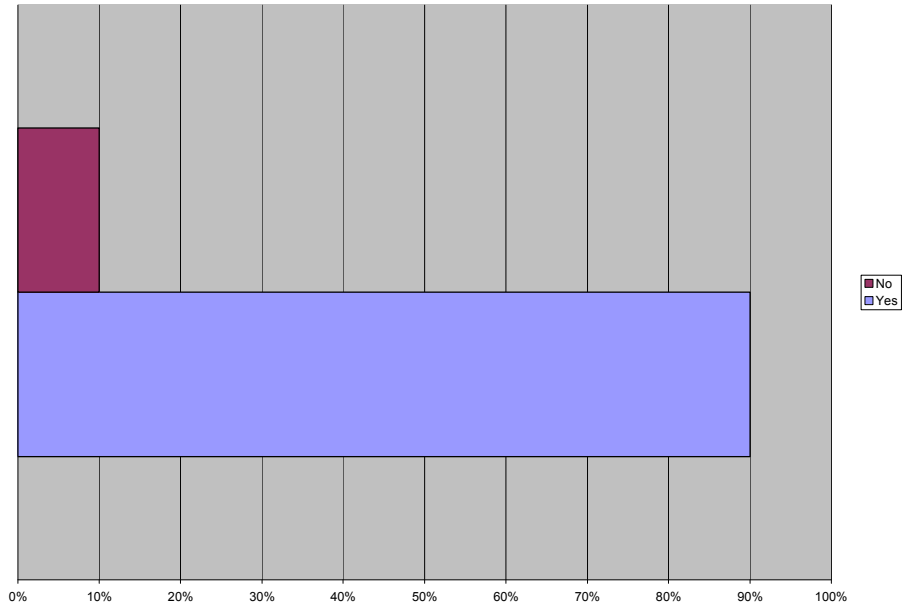
**Figure 6.**

***Businesses employing disabled staff***



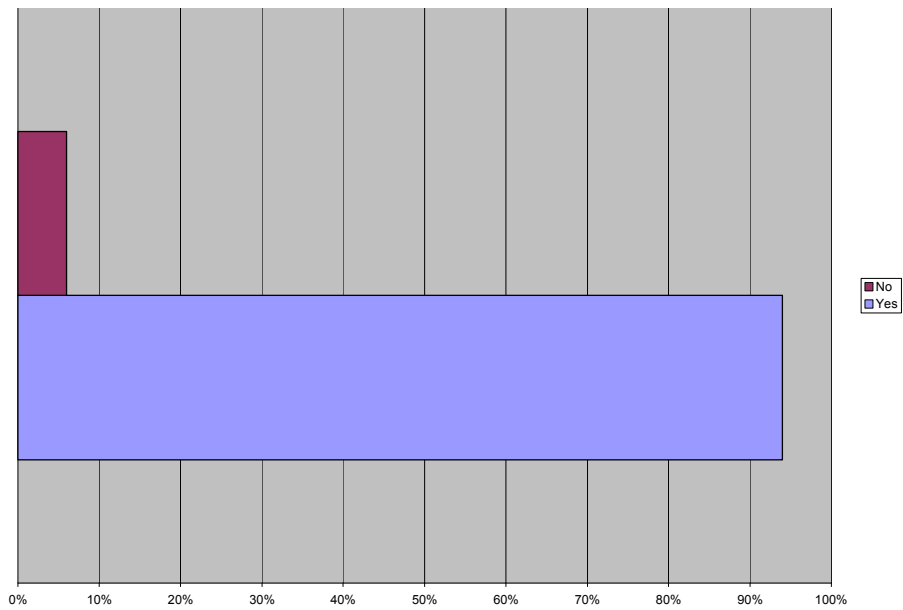
**Figure 7.**

***Programme structure response: does structure enable participation?***



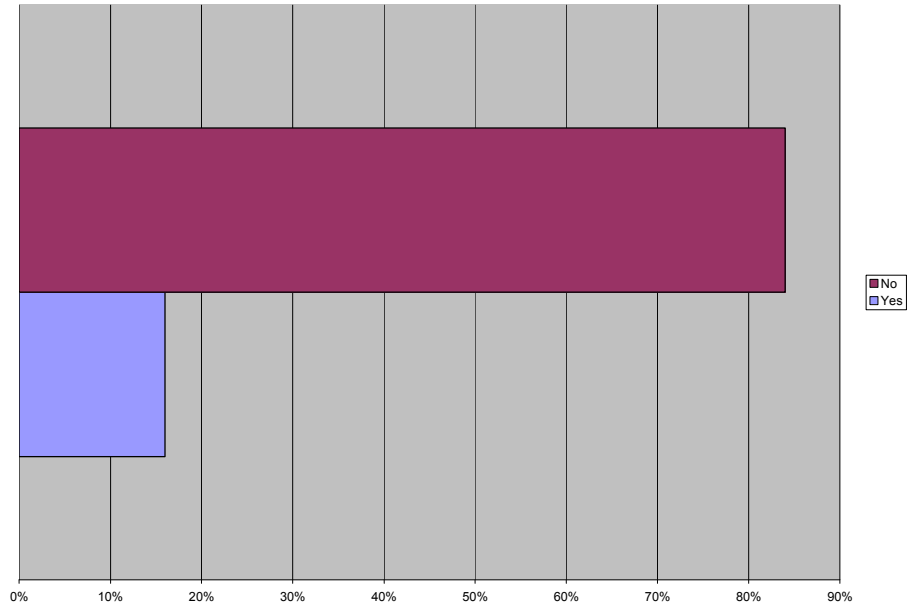
**Figure 8.**

***Workshop location response: does location enable participation?***



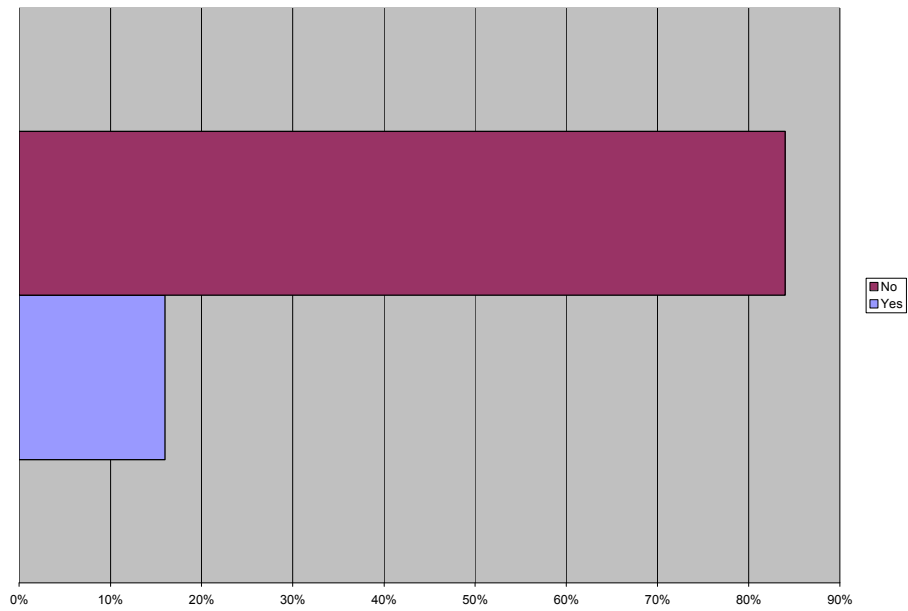
**Figure 9.**

***Course timings response: could timings be improved?***



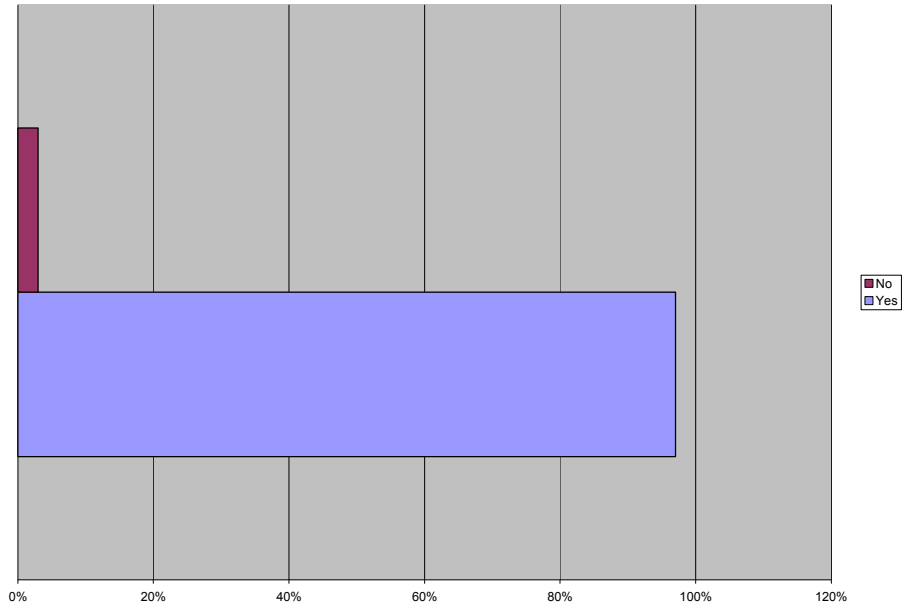
**Figure 10.**

***Location improvements: can these be made?***

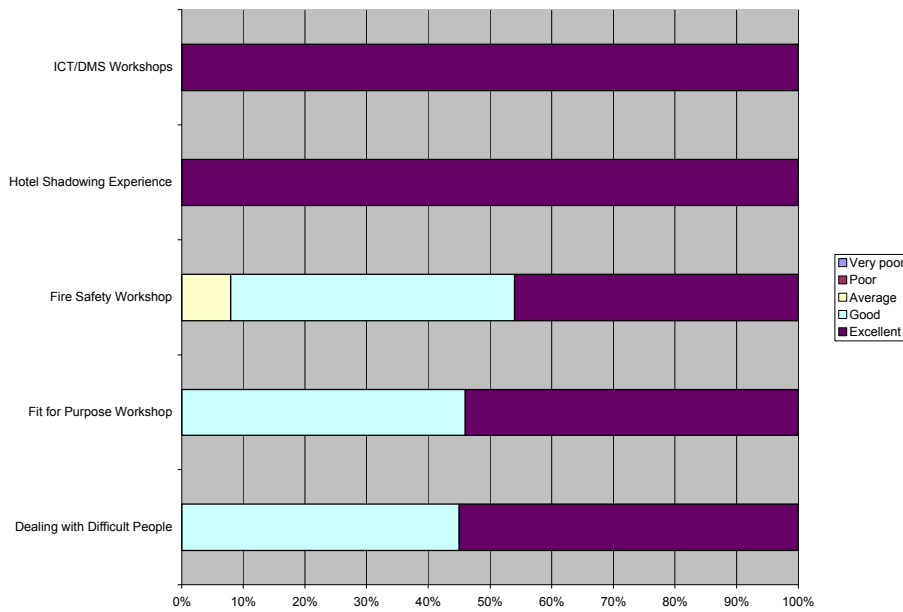


**Figure 11.**

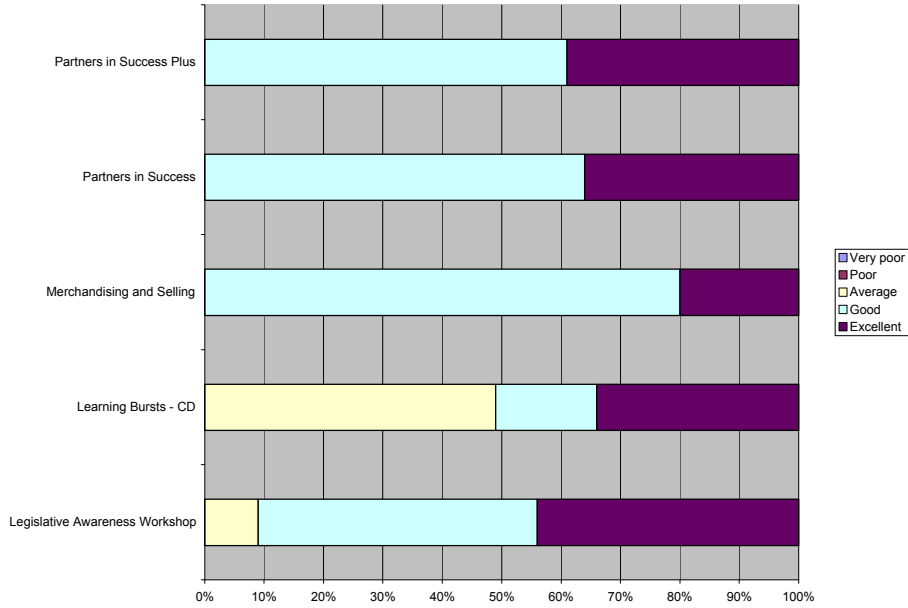
***Value for money : does Welcome Sussex represent this?***



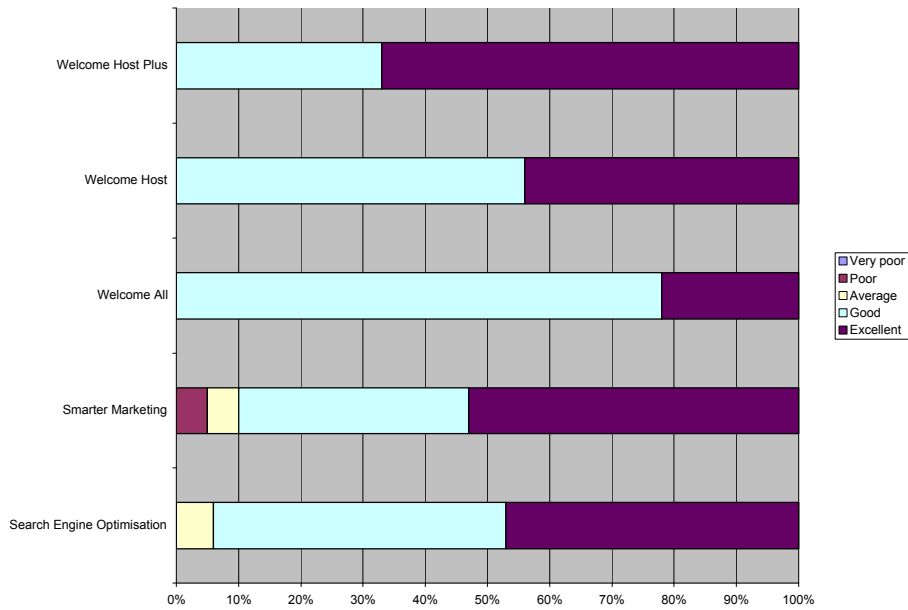
**Figure 12.**  
**Course ratings 1**



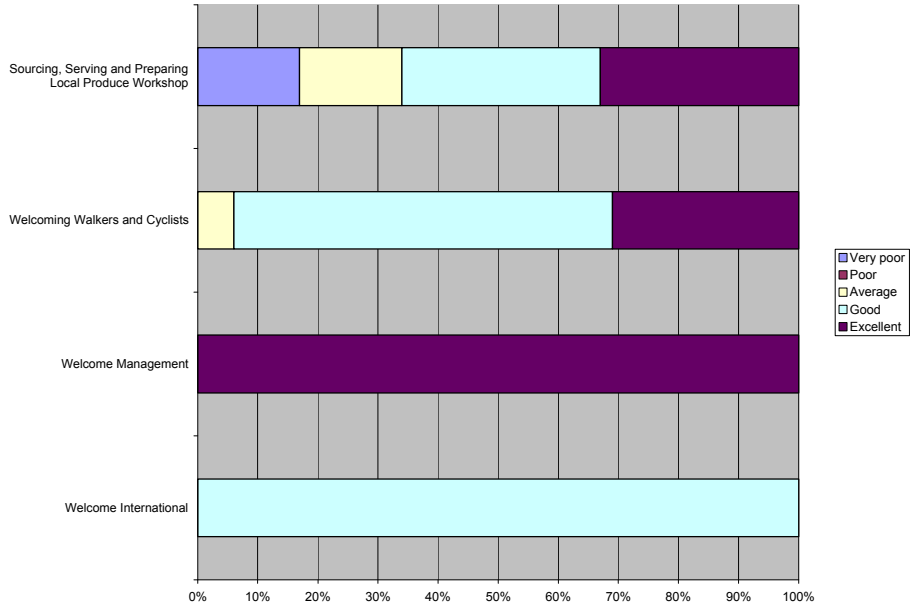
**Figure 13.**  
**Course ratings 2**



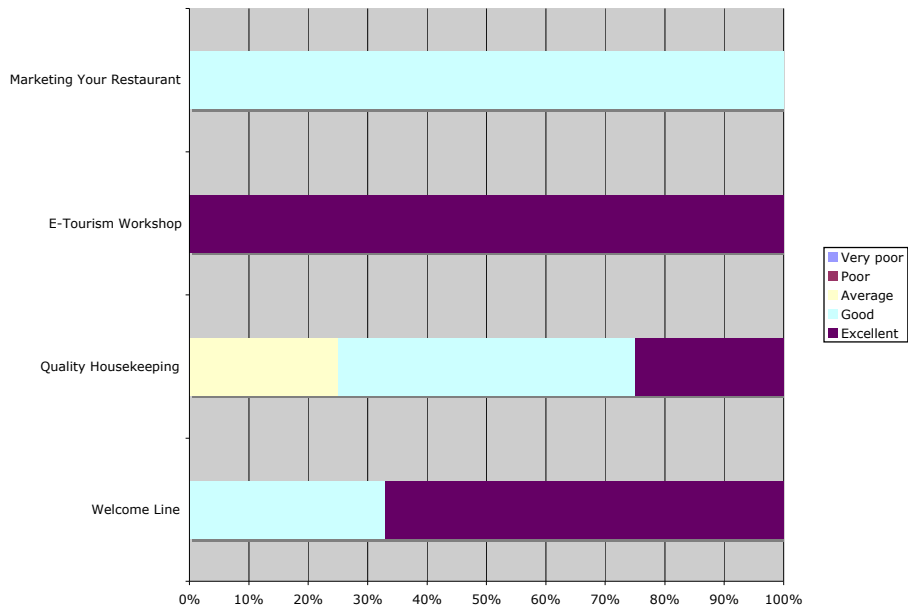
**Figure 14.**  
**Course ratings 3**



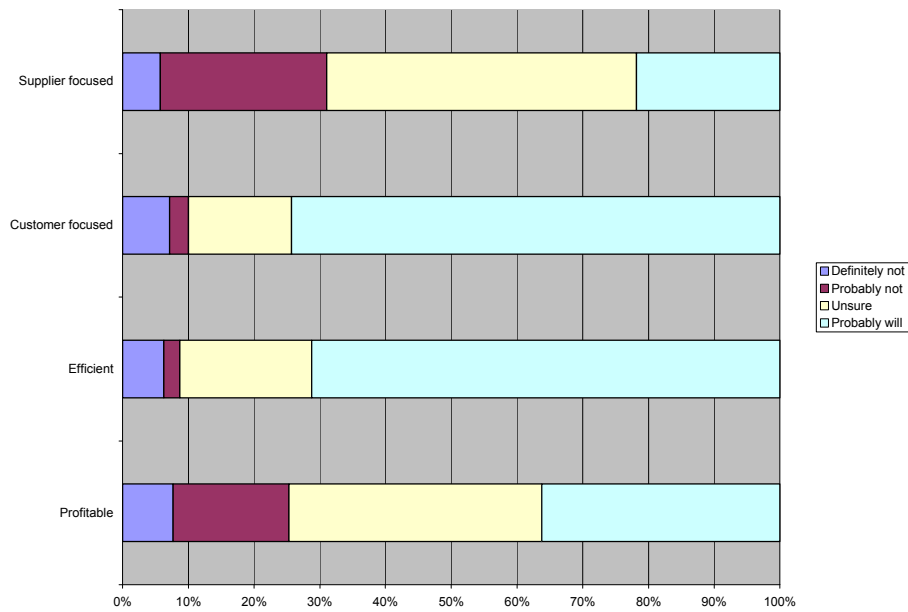
**Figure 15.**  
**Course ratings 4**



**Figure 16.**  
**Course ratings 5**

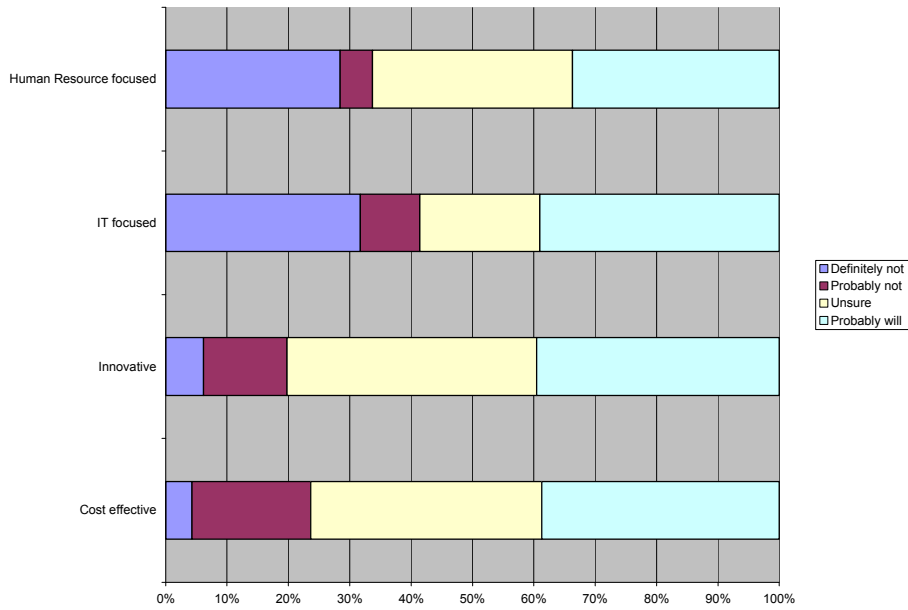


**Figure 17. Business outcomes 1:**  
**As a result of Welcome Sussex will your business be more....?**



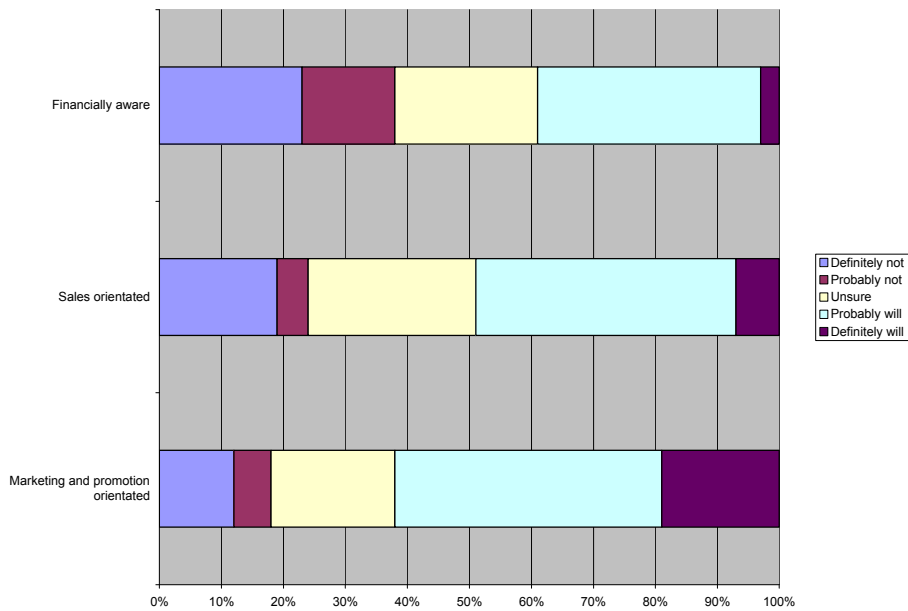
**Figure 18. Business outcomes 2:**

*As a result of Welcome Sussex will your business be more....?*



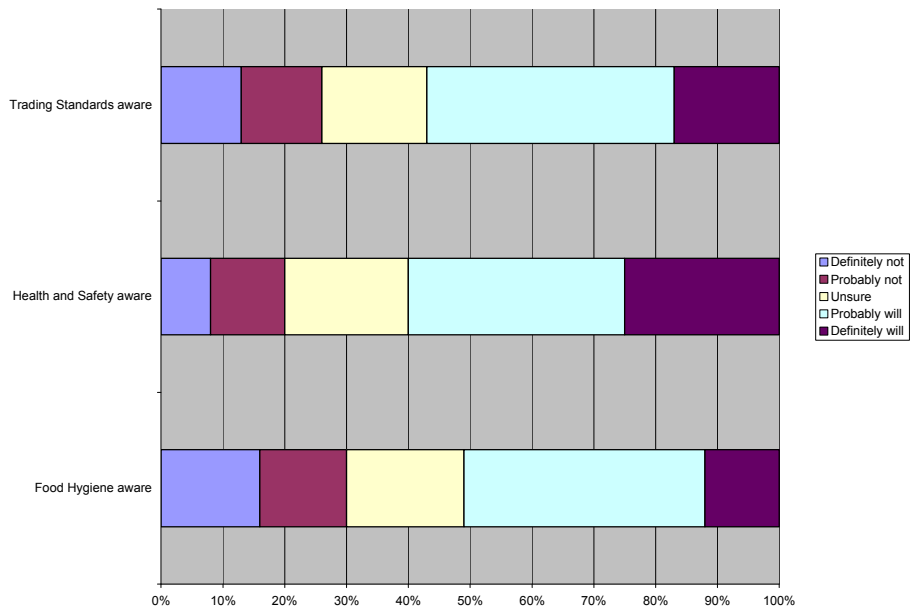
**Figure 19. Business outcomes 3:**

*As a result of Welcome Sussex will your business be more....?*



**Figure 20. Business outcomes 4 :**

***As a result of Welcome Sussex will your business be more....?***



## Welcome Sussex Final Evaluation

June/July 2007

Dear Colleague,

The Welcome Sussex Project, through which you have received subsidised training/business support, is coming to an end, and as such Tourism South East (TSE) is conducting the final evaluation. This not only lets us see how effective the support and training has been so far, but also helps TSE secure funding for similar work in the future.

**THIS ONLINE SURVEY SHOULD TAKE NO MORE THAN 10 MINUTES OF YOUR TIME AND ENTITLES YOU TO ENTER A PRIZE DRAW FOR £25.00 MARKS & SPENCERS VOUCHERS. REPLIES MUST BE RECEIVED BY 4PM ON FRIDAY 13TH JULY.**

This survey is being conducted with the help of the University of Brighton. As part of the project you will have benefited from one or more of the following:

**:- One-to-one advisory visits from a dedicated Tourism Business Advisor (Martin Brunner or Gillian Pope).**

Attended or held a workshop or one day training course in such topic areas as:

**:- Online Marketing:**

- Smarter Marketing
- E-tourism
- Search Engine Optimisation
- ICT/DMS training

**:- Legislative Workshops:**

- Fit for Purpose (East Sussex only)
- Legislative Awareness Workshop/Know the Law (West Sussex only)
- Fire Safety workshop

**:- Customer Care:**

- Welcome Host
- Welcome Host Plus
- Welcome All
- Welcome Line
- Welcome Management (NCFE accredited)

**:- Other:**

- Dealing with Difficult People
- Welcoming Walkers and Cyclists
- Sourcing, Preparing and Serving Local Produce
- Hotel Shadowing Experience
- Quality House Keeping
- Merchandising and Selling
- Marketing your Restaurant

**:- Learning Burst CD:**

This was a CD containing 3 interactive sessions on:

- Respecting Differences and Disabilities
- Managing the Customer Experience
- Making the Most of the Internet

**:- Accreditation:**

- Partners in Success
- Partners in Success Plus

Both of these will have been with one of the business advisors - Martin Brunner or Gillian Pope.

You may also have used the Tourism South East website and have been signposted to other programmes and development opportunities, such as 'Welcome E-Learning' or 'Rural Welcome'.

Thank you in advance for your kind co-operation in completing this survey.

**To what extent did the Welcome Sussex project meet your expectations?**

**On a scale of 1-5, where 1 is 'not at all' and 5 is 'fully met'.**

	1	2	3	4	5
<i>Tick box that applies:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please rate the following activities that you were involved in on a scale of 1-5, where 1 is 'very poor' and 5 is 'excellent'.**

**Leave blank if not applicable.**

	<i>Very poor</i>	<i>Poor</i>	<i>Average</i>	<i>Good</i>	<i>Excellent</i>
Dealing with Difficult People	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fit for Purpose Workshop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire Safety Workshop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hotel Shadowing Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT/DMS Workshops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legislative Awareness Workshop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning Bursts - CD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Merchandising and Selling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partners in Success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partners in Success Plus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Search Engine Optimisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smarter Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welcome All	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welcome Host	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welcome Host Plus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welcome International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welcome Line	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welcome Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welcoming Walkers and Cyclists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sourcing, Serving and Preparing Local Produce Workshop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality House Keeping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-Tourism Workshop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing your Restaurant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**How would you rate the communication about the project?**

**Where 1 is 'very poor' and 5 is 'excellent'.**

	<i>Very poor</i>	<i>Poor</i>	<i>Adequate</i>	<i>Good</i>	<i>Excellent</i>
<i>Tick box that applies:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Did the structure and timings of Welcome Sussex activities help you to participate?**

Yes  
 No

**Could these timings have been improved?**

- Yes
- No

**How would you improve the structure and timing of activities? Please make your suggestions below:**

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**Did the access to, and location of, the Welcome Sussex activities help you to participate?**

- Yes
- No

**Could these locations have been improved?**

- Yes
- No

**How would you improve the access to, and location of, activities? Please make your suggestions below:**

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**What overall key impacts has the Welcome Sussex Project had on your business?**

- 1.  

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- 2.  

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3.

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**Did you participate in the Welcome E-Learning project?**

Yes

No

**Do you or any of your staff have a disability?**

Yes

No

**Do you receive any individual tailored learning for any of your staff with a disability?**

Yes

No

**Does the Welcome Sussex Project represent good value for money?**

Yes

No

**Would you recommend the Welcome Sussex Project to another business?**

Yes

No

**If you would not recommend the Welcome Sussex Project, please tell us why not in the box below:**



**Please indicate below the areas that would be most helpful to you:**

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**Please state the three things that could be improved on the Project.**

**1.**

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**2.**

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**3.**

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**Do you have any other suggestions for other projects?**

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**Do you have any other comments?**

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**May we call you to discuss any of your responses further?**

- Yes
- No

Would you like to be entered in to the prize draw?

- Yes
- No

If so, please provide the following details:  
Business Details

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Contact Name

---

E-mail address

---

Daytime telephone number

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Thank you for taking the time to complete this questionnaire. Please click the **'Submit'** button at the bottom of this page to submit your completed questionnaire.

Once you have submitted your questionnaire you will be directed to the Tourism South East Skills & Training web page.

**Appendix 3:**

**Qualitative Research Questions (Telephone Interview)**

**Name** .....

**Job Title**.....

**Organisation** .....

- 1. How did you hear about the project?**
  
- 2. How have you found the management of the project?**
  
- 3. How did you find your business advisor?**
  
- 4. What have you learned the most from the project?**
  
- 5. How would you like to see the project developed?**
  
- 6. Which activities did you find the most useful the most useful?**
  
- 7. How has your business improved as a result of the project?**
  
- 8. How easy was it to get to the workshops? Could this be better?**
  
- 9. Has the project been worthwhile?**
  
- 10. What key areas need to be covered in more detail?**
  
- 11. What didn't work for you?**

**Appendix 4:**

**Welcome Sussex Local Government Final Evaluation  
Questionnaire**

Name	
Position	
District	

How well was Welcome Sussex communicated and administered? (e.g. use of your contact lists/databases, marketing materials etc)
How could this have been done better?
Who have been the main beneficiaries (which individuals or businesses)?
What impact has Welcome Sussex had on the County?
How well has Welcome Sussex linked with other initiatives? (e.g Broadband East Sussex, Trading Standards Fit for Purpose – East Sussex, Know the Law – West Sussex)
Were networks developed as a result of Welcome Sussex? Will these be sustained after the project?
How did you find the management of the project?

Has Welcome Sussex strengthened links and added value to your organisation's work?
Which activities have had the most impact and on whom?
What have been the real strengths of Welcome Sussex?
Can you identify any weaknesses?
How could the delivery of future TSE projects be improved?

