



1. What is a Tourism Employment Plan?

CANBERRA TOURISM EMPLOYMENT PLAN

TOURISM IS IMPORTANT

The tourism industry currently contributes \$1.8 billion to the Australian Capital Territory's (ACT) economy and is one of the largest private sector employers, providing an estimated 17,000 jobs (direct and indirect). The ACT Government aims to grow visitor spending to \$2.5 billion by 2020.

The Deloitte Access Economics (DAE) Australian Tourism Labour Force Report (released in October, 2011) estimated that by 2015, 56,000 additional people will be required to fill vacancies in Australia's tourism sector. The DAE Report noted that industry vacancy rates (13%) and turnover in the ACT specifically are significantly higher than for the country as a whole.

As a result, Canberra has been classed as a tourism employment "hot spot", along with seven other areas in Australia. Tourism Employment Plans (TEPs) are being completed for each of these employment "hot spots" to help address employment shortfalls and improve workforce skills.

THE CANBERRA TEP

The Canberra TEP offers practical solutions to address employment issues impacting on Canberra's tourism businesses. It aims to improve the industry's ability to attract and retain labour and to improve workforce planning.

Austrade has contracted The Stafford Group, a leading Sydney-based tourism strategy and advisory firm (with extensive consulting experience throughout Australia, New Zealand, Asia and the Pacific), to develop the Canberra TEP over a six month period (February to July, 2015). The Stafford Group completed the Sydney TEP in 2014, which continues to be implemented.

The project team will work closely with Austrade, in partnership with VisitCanberra. It will also work with other agencies, local businesses, industry representatives and employment training providers to identify the key issues impacting the tourism sector.

It will then present programs and strategies to help improve training and employment outcomes for the sector. Solutions may include better models for workforce planning, identification of innovative recruitment initiatives and improved training and career opportunities.

¹ 2020 Tourism Strategy, Growing the Visitor Economy (2014), ACT Government.

² Australian Tourism Labour Force Report (2011), Deloitte Access Economics

THE KEY ACTIVITIES OF THE TEP

In partnership with industry, the following stages will be undertaken as part of the Canberra TEP:

1. ESTABLISHING A STEERING COMMITTEE

The Steering Committee will be chaired by the Canberra Business Chamber and comprises members from a cross section of Canberra's tourism sector. The Committee, together with VisitCanberra and Austrade, will provide advice and guidance during the TEP's development.

2. IDENTIFYING THE KEY ISSUES

Key issues impacting on Canberra's tourism sector across the areas of "labour supply and staff retention" and "skills development and workforce planning" will be identified. The emphasis will be to identify the priority issues which can be resolved. This will enable the TEP to be relevant and action oriented.

3. IMPLEMENTING SHORT TERM SOLUTIONS

A range of short term solutions to address labour supply, skills development and workforce planning issues will be identified and validated by the Steering Committee. These solutions will be implemented throughout the development of the Canberra TEP.

4. IDENTIFYING MEDIUM TERM SOLUTIONS

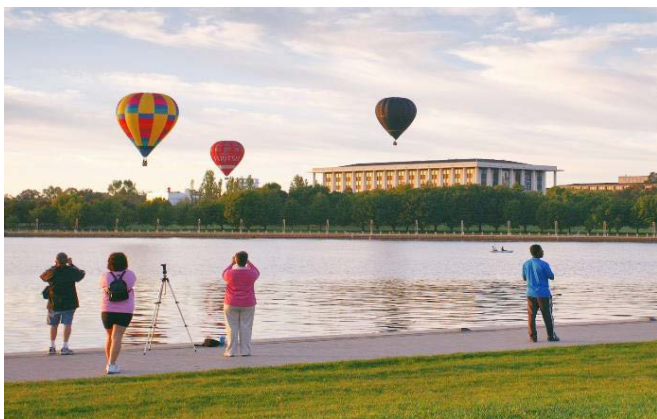
Medium term solutions to address employment issues in Canberra will also be developed. Their implementation (guided by the Steering Committee) will continue post the development of the TEP.

5. KEEPING THE INDUSTRY INFORMED

To ensure the Canberra TEP is relevant to and addresses industry needs, the project team and the Steering Committee will keep industry informed through regular e-newsletters, website updates and via social media.

6. DEVELOPMENT OF A TRANSITION-OUT (POST TEP) STRATEGY

A "Transition Out Strategy" will be developed to ensure the sustainability of the TEP once it is completed.



THE KEY ISSUES

The project team has identified the following as the major issues impacting on Canberra's tourism sector. These have been validated by the Steering Committee. They are:

1. LABOUR SUPPLY

- Careers in the industry are not seen as aspirational;
- Lack of defined career paths;
- Mismatched training standards and graduate expectations;
- Casualisation of the workforce;
- Seasonality of employment;
- Canberra not being on the backpacking route;
- High volunteer burnout rate; and
- The dominance of public sector jobs and limited unemployment.

2. SKILLS DEVELOPMENT AND WORKFORCE PLANNING

- Variable service quality;
- Low understanding of the value of training;
- Lack of awareness of Government programs;
- Upgrade of Canberra Airport to International standards;
- Lack of a coordinated strategic approach by industry; and
- Lack of a top quality hospitality training school.

WE WELCOME YOUR INPUT

There has been a significant amount of consultation with Canberra's tourism sector in recent times through workshops and forums. The outcomes from these have assisted in identifying the major issues impacting on Canberra tourism businesses.

We don't want to reinvent the wheel but would welcome your input on the following:

- Are there other specific issues we should be focussing on?
- Are there "good news" stories you would like to share with us and the industry?
- Who could we profile as "good role models" for the industry?

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