

Final Canberra TEP

CANBERRA TOURISM EMPLOYMENT PLAN

JULY 2015



Tourism 2020

Whole of government working with industry
to achieve Australia's tourism potential





THE STAFFORD GROUP

SYDNEY OFFICE

Suite 3.02, 46a Macleay Street
Potts Point NSW 2011, Australia

T +61 2 9331 6222

E admin@thestaffordgroup.com.au

ACN 079 055 100 ABN 34 565 120 454

BRISBANE OFFICE

PO Box 265

Sandgate QLD 4017, Australia

M +61 (0) 417721342

E admin@thestaffordgroup.com.au

W www.thestaffordgroup.com.au

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List of Acronyms and Agencies

AAA	Accommodation Association of Australia
AASN	Australian Apprenticeship Support Network
ABS	Australian Bureau of Statistics
ACT	Australian Capital Territory
AHA	Australian Hotels Association
ANZSIC	Australian and New Zealand Industrial Classification
ATEC	Australian Tourism Export Council
Austrade	Australian Trade Commission
CBC	Canberra Business Chamber
CIT	Canberra Institute of Technology
DAE	Deloitte Access Economics
HTN	Hospitality Training Network
JSA	Job Services Australia
NTA	National Tourism Alliance
RCA	Restaurant and Catering Australia
SCP	CBR Service Champions Project
SSA	Service Skills Australia
TEP	Tourism Employment Plan
TIC	Tourism Industry Council
THCC	Tourism and Hospitality Careers Council
TRA	Tourism Research Australia
TSA	Tourism Satellite Account
TTF	Tourism and Transport Forum
UC	University of Canberra



1. Executive Summary



1.1. Why a Tourism Employment Plan

Tourism is the largest private sector segment of the Australian Capital Territory's (ACT) economy.¹ It generates \$1.58 billion and supports an estimated 14,700 jobs.² The ACT Government aims to increase overnight visitor expenditure to \$2.5 billion by the year 2020.³

The Deloitte Access Economics (DAE) Australian Tourism Labour Force Report⁴ estimated that by 2015, an additional 56,000 people will be required to fill tourism jobs nationally. The Report also identified that the ACT had one of the highest unfilled vacancy rates (13%) and one of the greatest recruitment and retention rate challenges in Australia.

Canberra was identified as one of eight⁵ national tourism employment "hot spots". These "hot spots" were chosen because they have significant employment challenges and are

facing major issues in attracting people into (as well as retaining those already working in) the tourism and hospitality sector. As the tourism industry continues to grow, these issues risk becoming more acute, unless realistic solutions can be found.

Operators within the sector are also wanting to improve their workforce planning and development skills. The majority of businesses in the tourism sector (87% of all tourism businesses in the ACT) employ less than 20 people.⁶ Owners/employers often lack the skills and/or time required to pursue workforce planning activities that could assist in strengthening and developing their businesses and, in turn, contribute to the sustainable growth of the visitor economy.



¹ Key ACT Industries, Canberra Your Future, ACT Government

² Tourism Research Australia: State Tourism Satellite Accounts, June 2014

³ ACT Government - Economic Development and Visit Canberra: 2020 Tourism Strategy – Growing the Visitor Economy, 2014.

⁴ Deloitte Access Economics: Australian Tourism Labour Force Report, 2011

⁵ Other "hot spots" include: Sydney, Broome, the Red Centre, Mornington Peninsula & Phillip Island, Kangaroo Island, Tropical North QLD and North West & West Coast Tas.

⁶ Tourism Business Count & Employment Atlas for Fraser and Canberra, Tourism & Transport Forum

1.2. Developing the TEP

The Stafford Group was commissioned by the Australian Trade Commission (Austrade) and VisitCanberra to undertake the development of a Tourism Employment Plan (TEP) for Canberra.

The objectives of the TEP were to:

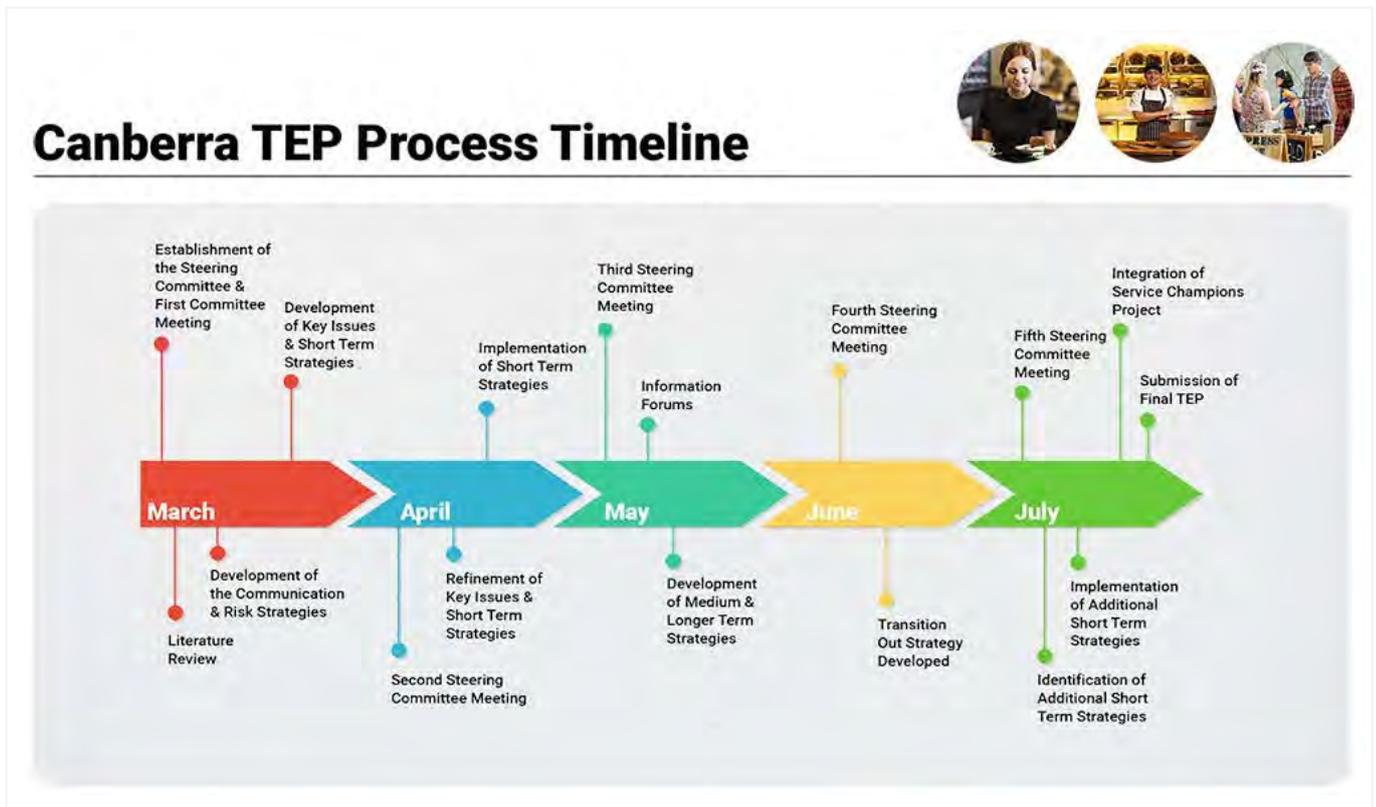
- identify the major labour and skills issues impacting the tourism and hospitality sector;
- develop targeted and practical strategies to address the issues over the short, medium, and longer-terms;

- link tourism businesses with government and industry programs geared towards improving education, training and employment outcomes; and
- implement industry-led and cost neutral solutions where gaps were identified.

A Steering Committee, comprising a cross section of representatives from the ACT tourism and hospitality sector, was established to help guide the development of the TEP and to oversee its implementation.

The figure below outlines the inter-related processes involved in the TEP’s development over the contract period (March – July, 2015).

FIGURE 1: CANBERRA TEP TIMELINE



1.3. Summary of Issues

Figure 3 below provides a summary of the major issues identified by the Steering Committee as having the most significant impact on Canberra's tourism and hospitality sector. These issues have been categorised as either "Labour Supply and Staff Retention Issues" or "Skills Development and Workforce Planning Issues".

FIGURE 2: SUMMARY OF ISSUES IMPACTING ON CANBERRA'S TOURISM AND HOSPITALITY SECTOR

Labour Supply & Staff Retention

- > Lack of career path marketing
- > Lack of industry champions/role models
- > Casualisation and transient nature of the workforce
- > Uncompetitive salaries
- > School careers advisors' knowledge of hospitality employment opportunities
- > Proximity to Sydney
- > Lack of CIT student casual employment
- > Lack of working holiday makers
- > Inadequate public transport services (especially at night)

Skills Development & Workforce Planning

- > Lack of sufficient collaboration between industry and training providers
- > Need to improve service standards
- > Low industry association membership participation
- > Perception of red tape surrounding government grants/funding
- > Need for market driven education and training programs
- > Lack of supervisory and management skills
- > Practically competent graduates – variable standards
- > Decline in the engagement of apprentices in Canberra
- > Lack of a targeted China ready program
- > Limited English language skill base of migrant workers
- > Limited targeted in-house training programs



1.4. Short-Term Strategies

Implementation of the TEP began during its development, with a range of short-term strategies identified to address some of the major issues. These included the following.

- **Establishing a Steering Committee:** To oversee the development and the implementation of the TEP.
- **Creation of a Number of Fact Sheets:** Communicating information online about the TEP and what programs and resources are available to assist the industry.
- **Development of an Infographics Series:** A series of four "Explore..." career focused infographics for promotion through social media.
- **Information Forums:** These forums were provided as a sector health check with tourism and hospitality industry stakeholders as well as tourism and hospitality tertiary students and staff to inform them of the TEP's objectives and to obtain feedback to further the TEP's development.
- **CBR Service Champions Project (SCP):** A separate project developed by Three Sides Marketing to develop an accessible, industry focused and online customer service training program which was commissioned in tandem with the TEP.

1.5. Aligning the Issues with the Strategies

The following table provides a summary of the labour supply issues and skills development and workforce planning issues aligned with the short-term strategies identified above. It reflects that, for most issues, a number of short-term strategies existed.



TABLE 1: ALIGNING THE ISSUES WITH THE STRATEGIES

	Establishment of the Steering Committee	CBR Service Champions Project	Fact Sheets	Infographics	Information Forums
LABOUR SUPPLY & STAFF RETENTION					
Lack of career path marketing		✓		✓	✓
Lack of industry champions and role models	✓	✓			✓
Casualisation and transient nature of the workforce			✓		
Uncompetitive salaries					
School careers advisors' knowledge of employment opportunities				✓	✓
Proximity to Sydney					
CIT students casual employment	✓				✓
Working holiday makers					✓
Public transport services	✓				
SKILLS DEVELOPMENT AND WORKFORCE PLANNING					
Lack of collaboration between industry and training providers	✓				
Need to improve service quality		✓			
Low level industry association membership	✓				
Perception of red tape surrounding government programs			✓		
Need for market driven education and training programs	✓				✓
Lack of supervisory and management skills					✓
Practically competent graduates					✓
Decline in apprentices				✓	✓
Need for China ready program			✓		
Limited English language skills base of migrant workers			✓	✓	
Limited targeted in-house training programs					✓

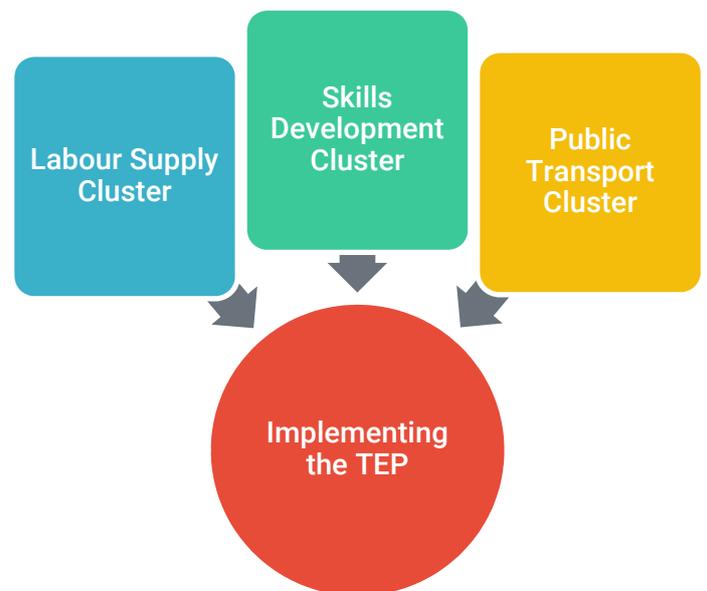


1.6. Medium-Term Strategies

In order to progress the implementation of the identified priority strategies, the Steering Committee established three working group “clusters”, outlined in the figure below.

Whilst Steering Committee members formed the nuclei of each cluster, it is open to the Steering Committee to enlist the support of industry associations and/or other individuals to assist them through the implementation phase. This will be an ongoing process.

FIGURE 3: WORKING GROUP CLUSTERS



The following table provides the medium-term strategies identified by the Steering Committee as priorities for implementation.

TABLE 2: MEDIUM-TERM STRATEGIES (NOT IN PRIORITY ORDER)

Labour Supply Cluster: Medium-Term Strategies & Actions			
Strategy	Actions	Responsibilities	Timeframe
Market and Promote Tourism and Hospitality Career Paths	> Develop a focused, dynamic and multifaceted careers marketing and promotional campaign. A Resource Kit for school careers advisors has been developed as part of the TEP implementation activity	> Chris (LikeaJob), Adriaan (Accor), CIT (Jerome), UC (Naomi)	> Aug – Dec 2015
	> Support the Discover Your Career campaign ⁷ to profile the industry and its career opportunities	> VisitCanberra (David Barker), David Marshall, Sharon Sloan (CBC)	> Aug 2015 ongoing
	> Four “Explore...” career focused Infographics to be widely distributed on social media	> Chris (LikeaJob), VisitCanberra (David Barker), CIT (Jerome), UC (Naomi)	> Developed By Sep 2015 > Marketed from Dec 2015
	> AAA and AHA to coordinate and drive marketing campaigns with major hotels and larger Canberra tourism operators	> David Marshall, CBC (Sharon Sloan), AAA and AHA	> Coordination determined by Nov 2015 > Marketed from March 2016
Market and Promote Tourism and Hospitality Employment Opportunities to School Careers Advisors	> Proactive industry engagement with school careers advisors	> CIT (Jerome), UC (Naomi), Chris (LikeaJob), Adriaan (Accor), Staris (Hyatt)	> Direct Engagement from Oct to Nov 2015 > Follow up from Feb 2016
	> The TEP has developed a Resource Kit for careers advisors. This needs to be marketed in soft and hard copy as a free tool	> CBC, CIT, UC	> Developed by Sep 2015 > Marketed from Dec 2015 > Reviewed by Dec 2016
	> Develop a careers marketing event program aimed at year 7-8 students, their parents and careers advisors to promote and encourage career paths in the sector	> CIT, UC, Chris (LikeaJob), Adriaan (Accor), Staris (Hyatt)	> Event developed by March 2016 > Event held by June 2016 > Event impact reviewed by Aug 2016
	> Facilitate the extension of the Tourism and Hospitality Careers Council’s work into Canberra schools	> David Marshall, UC, CIT, AHA	> Facilitate by May 2016 > Review impact by Sept 2016

⁷ Developed by the National Tourism Alliance with support from the Federal Government

Skills Development Cluster: Medium-Term Strategies & Actions			
Strategy	Actions	Responsibilities	Timeframe
Improve collaboration between industry and training providers	<ul style="list-style-type: none"> Establish a tourism and hospitality training and workforce planning leadership group 	<ul style="list-style-type: none"> Staris (Hyatt), Adriaan (Accor), David Marshall, VisitCanberra (David Barker) 	<ul style="list-style-type: none"> Establish by March 2016 Review activities by Aug 2016
	<ul style="list-style-type: none"> Deliver a series of industry forums to discuss issues and strategies 	<ul style="list-style-type: none"> CBC (Sharon), VisitCanberra (David Barker), David Marshall 	<ul style="list-style-type: none"> Coordinate forums by May 2016 Facilitate forums from July-Sep 2016 Review impact by Nov 2016 Facilitate ongoing forums if industry support strongly from May – July 2017
	<ul style="list-style-type: none"> Encourage non-traditional players (retailers, transport operators) to attend forums 	<ul style="list-style-type: none"> CBC (Sharon), VisitCanberra (David Barker) 	<ul style="list-style-type: none"> Approach non-traditional players by April 2016 Monitor attendance by Aug 2016 Identify ways to encourage greater attendance by Dec 2016
	<ul style="list-style-type: none"> Establish a cluster of major players to undertake an audit of training and workforce planning requirements and to oversee the quality of tourism and hospitality training on offer. 	<ul style="list-style-type: none"> VisitCanberra (David Barker), CBC, Staris (Hyatt), Adriaan (Accor), AHA, Clubs ACT, RCA 	<ul style="list-style-type: none"> Determine players to be approached by Dec 2015 Determine timing for audit by March 2016 Undertake audit by Nov 2016
Improve supervisor and management skills	<ul style="list-style-type: none"> Develop targeted and accessible customer service training courses for free or, at least, heavily discounted 	<ul style="list-style-type: none"> Three Sides Marketing – SCP 	<ul style="list-style-type: none"> Market the customer service training by Sept 2015 Roll out the training programs by Nov 2015 Review uptake by Feb 2016 Undertake any refinement of courses by June 2016
	<ul style="list-style-type: none"> Ensure industry engages in the development, promotion and uptake of courses 	<ul style="list-style-type: none"> AHA, RCA, Clubs ACT 	<ul style="list-style-type: none"> Review initial uptake by Feb 2016 Determine mechanisms for growing uptake by March 2016
	<ul style="list-style-type: none"> Develop short online staff management courses suitable for owner operators and other micro and small operators 	<ul style="list-style-type: none"> David Marshall, CIT, UC, AHA, RCA, CBC 	<ul style="list-style-type: none"> Developed by March 2016 Marketed by May 2016 Facilitated from July – Oct 2016 Reviewed by Feb 2017 Refined and rolled out from July – Oct 2017
	<ul style="list-style-type: none"> Introduce a program (short courses in particular) to assist chefs and kitchen supervisors to more easily manage apprentice and junior kitchen staff needs 	<ul style="list-style-type: none"> CIT, RCA, Clubs ACT, David Marshall 	<ul style="list-style-type: none"> Developed by March 2016 Marketed by May 2016 Facilitated from July – Oct 2016 Reviewed by Feb 2017 Refined and rolled out from July – Oct 2017

Skills Development Cluster: Medium-Term Strategies & Actions			
Strategy	Actions	Responsibilities	Timeframe
Increase tourism and hospitality apprenticeships in Canberra	<ul style="list-style-type: none"> > Refine and develop innovative, high quality pre-apprentice school based training program 	<ul style="list-style-type: none"> > UC, CIT, Staris (Hyatt), Adriaan (Accor), CBC 	<ul style="list-style-type: none"> > Assess current pre-apprenticeship school based training by April 2016 > Identify refinements required by July 2016 > Pilot an enhanced program in a pre- selected school by Sep 2016 > Review results by Dec 2016 > Introduce into other schools by March 2017
	<ul style="list-style-type: none"> > Develop innovative marketing programs to encourage people to take up apprenticeships 	<ul style="list-style-type: none"> > Chris (LikeaJob), Staris (Hyatt), Adriaan (Accor), CIT, UC 	<ul style="list-style-type: none"> > Assess impact of new marketing programs by March 2016 > Identify potential refinements to online and printed marketing material by June 2016 > Introduce innovative enhancements by Oct 2016 > Review results by March 2017
	<ul style="list-style-type: none"> > Promote the benefits of employing apprentices throughout the sector 	<ul style="list-style-type: none"> > David Marshall, Chris (LikeaJob), AHA, RCA, Clubs ACT, CBC 	<ul style="list-style-type: none"> > Collate existing research to quantify the benefits of employing apprentices by June 2016 > Develop an information sheet for online promotion of the benefits to all stakeholders by Aug 2016 > Review feedback from stakeholders by Nov 2016 > Update the quantification of benefits and promote by July 2017
	<ul style="list-style-type: none"> > Explore the possibility of more aspirational names for apprenticeship courses (MasterChef Level 1), to encourage more interest 	<ul style="list-style-type: none"> > Staris (Hyatt), Adriaan (Accor), CIT, CBC 	<ul style="list-style-type: none"> > Assess options and determine preferred names by March 2016 > Discuss with relevant government agencies to garner feedback and support by June 2016 > Introduce as a pilot project into one area and monitor impact by Dec 2016 > Undertake any refinement and roll out into other tourism and hospitality apprentice areas (if supported) by July 2017 > Monitor impact of student and teacher feedback through an online survey by Dec 2017
	<ul style="list-style-type: none"> > Work with the Association of Independent Schools ACT and ACT Education and Training Directorate to assess how best to access years 7 and 8 students and their parents and careers advisors 	<ul style="list-style-type: none"> > CIT, UC, Chris (LikeaJob), David Barker (VisitCanberra) 	<ul style="list-style-type: none"> > Facilitate meeting by February 2016 > Obtain agreement on access methods by March 2016 > Identify a school to be used for a pilot project by May 2016 > Activate online and other methods agreed by Sept 2016 > Review any feedback from the school by Feb 2017

Skills Development Cluster: Medium-Term Strategies & Actions			
Strategy	Actions	Responsibilities	Timeframe
	<ul style="list-style-type: none"> > Create a career promotional campaign which avoids sole reliance on school careers advisers and which allows industry associations to work more closely with schools directly 	<ul style="list-style-type: none"> > CIT, UC, David Marshall, AHA, RCA, Clubs ACT 	<ul style="list-style-type: none"> > Determine the preferred online promotional campaign by March 2016 > Identify a school to be used for a pilot project by May 2016 > Activate online and other methods agreed by Sept 2016 > Review any feedback from the school by Feb 2017
	<ul style="list-style-type: none"> > Look to make course descriptions more interesting with the view to garnering more interest in them from careers advisors and students. 	<ul style="list-style-type: none"> > David Marshall, Chris (LikeaJob), CIT, UC, Adriaan (Accor), Staris (Hyatt) 	<ul style="list-style-type: none"> > Identify a course as a pilot project by Oct 2016 > Identify ways to enhance the course description by Oct 2016 > Introduce the new descriptions by Dec 2016 > Review impact by May 2017 > Refine and enhance other course descriptions by Oct 2017 > Introduce the new descriptions by Dec 2017 > Review the impact on course numbers by June 2018

Public Transport Cluster: Medium-Term Strategies & Actions			
Strategy	Actions	Responsibilities	Timeframe
Deliver safe and reliable public transport services for shift workers	<ul style="list-style-type: none"> > Implement a survey of shift workers in hotels, restaurants, bars and clubs in Canberra to ascertain extent of the problem and preferred strategies 	<ul style="list-style-type: none"> > UC (Naomi) 	<ul style="list-style-type: none"> > Commence research by Dec 2015 > Complete by April 2016 > Review research findings by May 2016
	<ul style="list-style-type: none"> > If problem is shown to exist, develop innovative, practical and collaborative strategies to address transport issues 	<ul style="list-style-type: none"> > Staris (Hyatt) , Adriaan (Accor), Sharon (CBC) 	<ul style="list-style-type: none"> > Identify strategies by June 2016 > Discuss with TEP Steering Committee and wider industry by Aug 2016 > Refine strategies based on feedback by Oct 2016
	<ul style="list-style-type: none"> > Investigate Auckland hotel transport model to ascertain relevance for Canberra 	<ul style="list-style-type: none"> > UC (Naomi) 	<ul style="list-style-type: none"> > Investigate by Dec 2015
	<ul style="list-style-type: none"> > Industry and CBC to facilitate discussions with government transport agencies to investigate introduction of mini bus services offering cost effective transport options to support shift workers finishing late at night and those starting earlier in the morning. 	<ul style="list-style-type: none"> > Staris (Hyatt) , Adriaan (Accor), Sharon (CBC) 	<ul style="list-style-type: none"> > Facilitate discussions by Nov 2016 > Identify areas of potential government support by Feb 2017 > Assess most viable options by May 2017
	<ul style="list-style-type: none"> > Work with CBC, AHA, RCA and Clubs ACT to explore options for the development of a mini bus service to support shift workers if seen as viable solution to agreed problem 	<ul style="list-style-type: none"> > CBC, AHA, RCA, Clubs ACT 	<ul style="list-style-type: none"> > Explore options by Sept 2016 > Identify preferred option by Oct 2016 > Determine if solution is purely industry, public – private approach or public only by Dec 2016



1.7. Review and Assessment

It is envisaged that once the cluster groups have completed the implementation of the priority (medium-term) strategies noted above, the Steering Committee would evaluate the effectiveness of the processes applied. The evaluation process should examine:

- timing of implementation;
- resources involved;
- success (or otherwise) of implementation;
- modifications (if any) required; and
- additional support needed (if any).

Based on the evaluation outcomes, the Steering Committee would then reassess the longer-term strategies and prioritise their implementation.

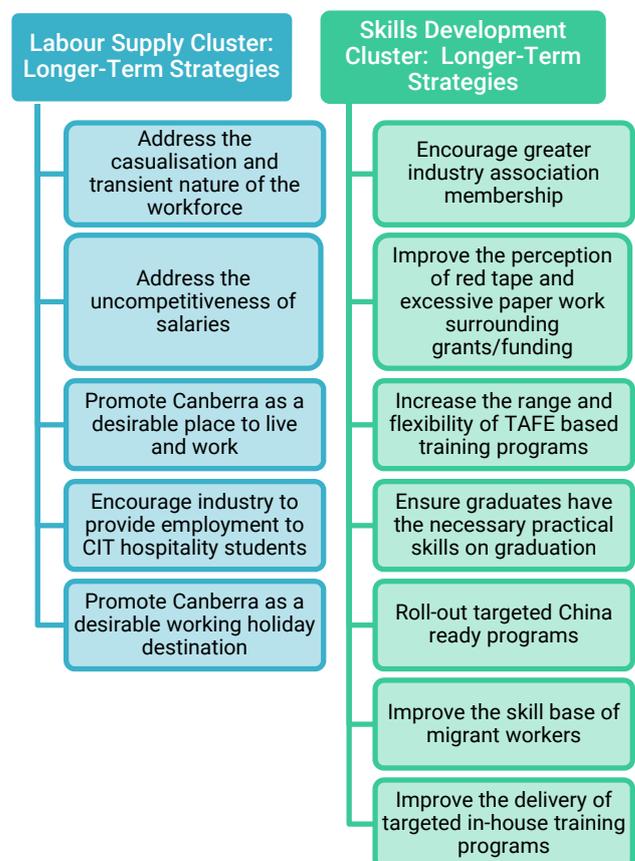
The review of medium-term strategies and their implementation should be undertaken by 30 September 2016.

1.8. Longer-Term Strategies

The following remaining strategies were classed as longer-term strategies. It was envisaged that, following the successful implementation of the priority strategies (the short and medium-term strategies), the Steering Committee would be able to garner further support from operators, industry associations, training providers and government to implement the final longer-term strategies.

Many of the longer-term strategies will require extensive government and industry coordination and involvement. It was felt premature to stipulate indicative time frames and responsibilities at this stage.

TABLE 3: LONGER-TERM STRATEGIES SUMMARY (NOT IN PRIORITY ORDER)





1.9. Implementation of the Strategies

The CBC will coordinate the work of the Steering Committee clusters as they implement the medium-term strategies. In addition, Austrade will provide regular information and statistical updates. This will keep the Steering Committee informed of any new programs applicable to the recruitment of staff, staff retention and workforce planning, which may assist in the implementation phase of the project.

1.10. Conclusion

Canberra, as the Nation's capital, has an important role to play in strengthening Australia's visitor economy. Whilst a number of the issues identified in the course of the development of this TEP were evident in other TEP "hotspots", a number were Canberra-specific. Even allowing for this, there are lessons to be learned from the Canberra TEP that have application in other Australian cities.

In the development of the TEP, it became evident that tourism and hospitality industry activity in Canberra lacked adequate coordination. There appeared to be no well supported "leadership group" addressing constraints and driving the sector's growth potential and development.

Whilst it is acknowledged that many industry associations are involved in the development of the SCP, apart from the Canberra Business Chamber (CBC) (which was actively involved in the Canberra TEP's development), other industry associations were unavailable to participate in the TEP's development.

For the Canberra TEP to be implemented successfully and to play its part in the growth and development of Canberra's visitor economy, there needs to be better coordination and collaboration between industry operators and associations; between government and industry; and between industry and training providers. Fortunately, there are sufficient individual industry stakeholders willing to take a leadership role and partner with government to drive action-oriented outcomes.



Part 1: Setting the Scene

2. Introduction



2.1. Context

The Stafford Group was commissioned by the Australian Trade Commission (Austrade) and VisitCanberra to undertake the development of a Tourism Employment Plan (TEP) for Canberra.

The objectives of the TEP were to:

- identify the major labour and skills issues impacting the tourism and hospitality sector;
- develop targeted and practical strategies to address the issues over the short, medium, and longer-terms;
- link tourism businesses with programs geared towards improving education, training and employment outcomes; and
- implement industry-led, cost neutral solutions where gaps were identified.

Whilst the TEP focused on Canberra, it was recognised that the benefits would be widely dispersed in tourism businesses throughout the ACT.

A Steering Committee was established to help guide the development of the TEP and to oversee

its implementation. It assisted in identifying major issues impacting on Canberra's tourism sector and prioritised them for implementation. The issues and strategies to address them were categorised as follows:

Labour Supply & Staff Retention

Skills Development & Workforce Planning

A number of issues considered outside the scope of the TEP were also identified as part of this process.

Strategies for addressing the issues were segmented into short, medium and longer-term. Whilst the short-term strategies were commenced during the development of the TEP, the Steering Committee will oversee the implementation of the medium and longer-term strategies post The Stafford Group's involvement (August 2015 onwards).

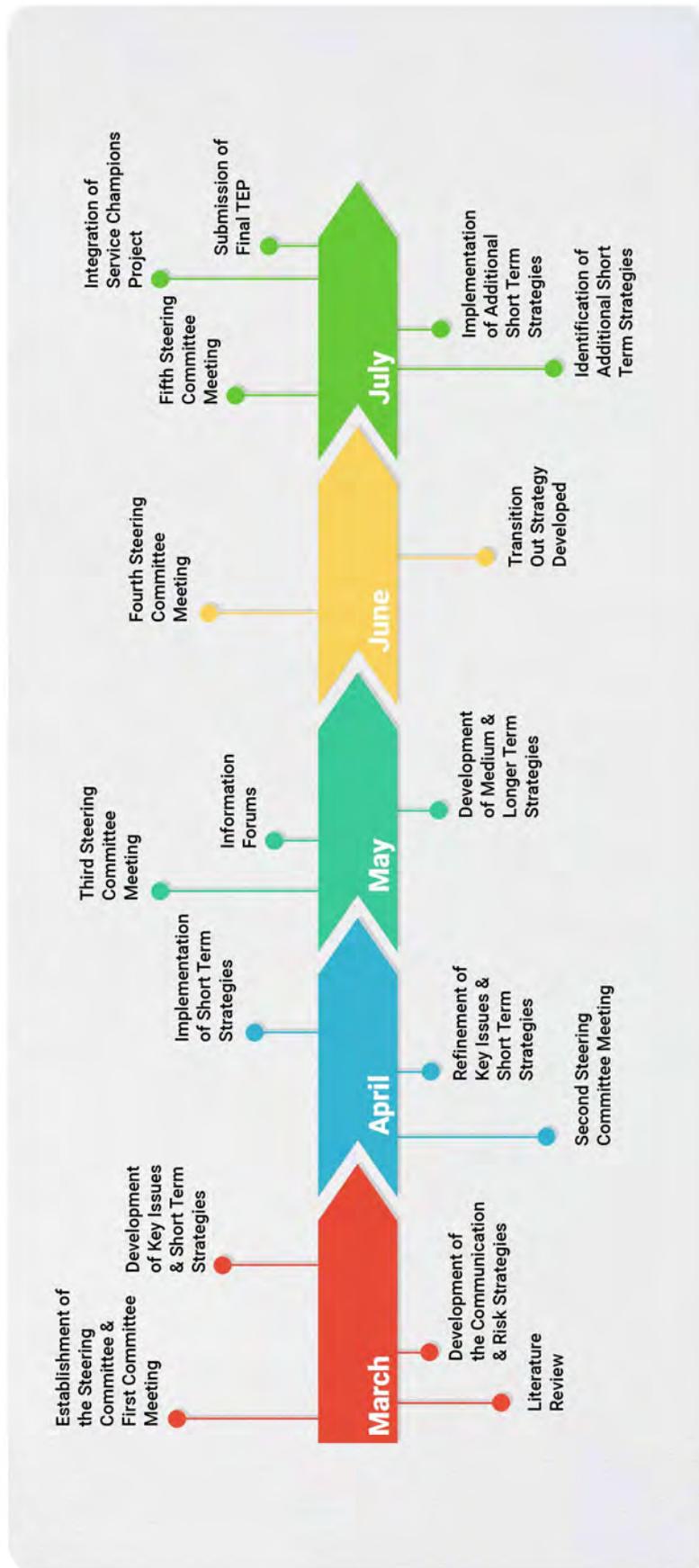
2.2. Process

The Figure on the following page provides a summary of the various stages of the TEP's development.

FIGURE 4: CANBERRA TEP TIMELINE



Canberra TEP Process Timeline



3. Background



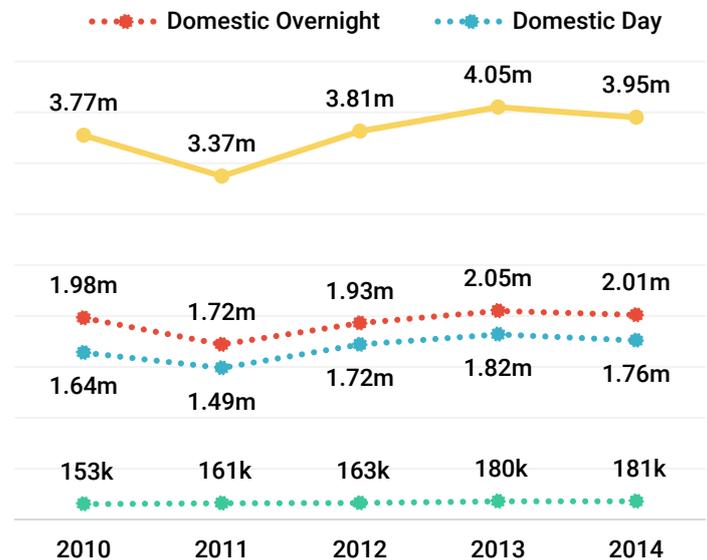
3.1. The Importance of Tourism to Canberra

Tourism is very important for the ACT. The sector contributes \$1.58 billion to the ACT’s economy and is one of the largest private sector employers, supporting an estimated 14,700 jobs.⁸

In 2014, the ACT welcomed 3.95m visitors, the majority being domestic overnight visitors (51%), followed by domestic day visitors (45%) and international visitors (5%).

The ACT Government’s aim is to increase overnight visitor expenditure to \$2.5 billion by the year 2020⁹, which will require stronger visitor numbers, higher visitor spend patterns and greater length of visitor stay. The quality of tourism and hospitality experiences and an associated skilled workforce is recognised as a prerequisite to achieving this outcome.

FIGURE 5: VISITATION TO THE ACT¹⁰



3.2. Tourism & Hospitality Employment in Canberra

According to the Tourism and Transport Forum (TTF) Tourism Electoral Profiles¹¹, there are 7,900 people directly employed in the tourism sector in the ACT (in 3,367 tourism related businesses). Most of these businesses rely on visitor (rather than just local) spend to remain commercially viable.

The following Figure demonstrates that the majority of tourism businesses are sole operators¹² (43%), followed by micro businesses¹³ (22%) and small businesses¹⁴ (22%).

⁸ Tourism Research Australia: State Tourism Satellite Accounts, June 2014

⁹ ACT Government - Economic Development and Visit Canberra: 2020 Tourism Strategy – Growing the Visitor Economy, 2014.

¹⁰ Data is June YE. Key International Visitor Survey Results and Key National Visitor Survey Results, VisitCanberra

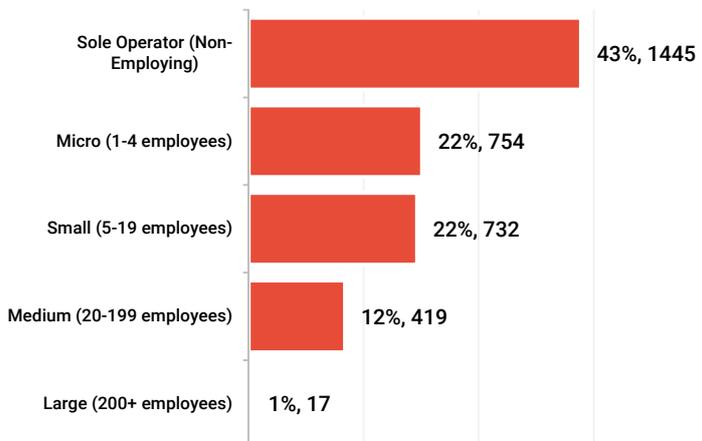
¹¹ The Tourism & Transport Forum Australia (TTF) Tourism: Fraser Electorate and Canberra Electorate Tourism Electorate Profiles

¹² No employees

¹³ A micro business is one with 1 – 4 employees

¹⁴ A small business is one with 5 – 19 employees

FIGURE 6: TOURISM BUSINESSES BY EMPLOYMENT SIZE



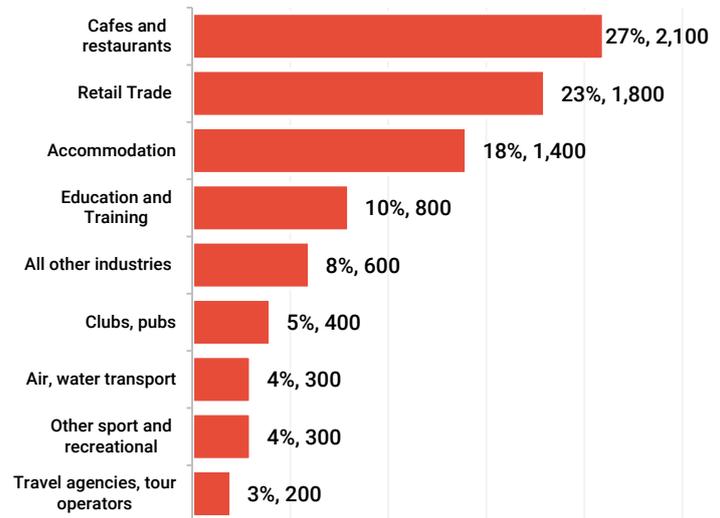
The figure highlights that 87% are small businesses and therefore comprise the largest business segment, with very few businesses (1%) being larger scale.

This breakdown of employment size by business highlights one of the challenges facing the sector; the lack of businesses of a size and scale to actively support and encourage workforce upskilling and formal training. A further challenge is the lack of succession planning for many sole operator, micro and small businesses which often function as family owned and operated.

The following Figure provides a snapshot of direct tourism employment across various tourism related sectors in the ACT. Of these sectors, the largest employment generator was the cafés and restaurant sector, comprising 27% (or 2,100 positions) of total direct tourism related employment. This was followed by the retail

sector (accounting for 23% of direct tourism employment) and the accommodation sector (18%). These three sectors accounted for over two thirds of all employment.

FIGURE 7: PEOPLE EMPLOYED IN TOURISM IN THE ACT (DIRECT EMPLOYMENT ONLY)¹⁵



The dominance of the café and restaurant sector is also linked to the ongoing challenge of finding apprentices and trainees especially for commercial cookery/chef positions.

Figure 8 provides a summary of the number of businesses in the ACT and includes businesses classified as operating within tourism characteristic (those filled in red)¹⁶ industries compared to those in tourism connected (those filled in blue)¹⁷ industries.

Within tourism characteristic industries, cafés and restaurants account for the most significant proportion of businesses (28%), followed by taxi

¹⁵ The Tourism & Transport Forum Australia (TTF) Tourism: Fraser Electorate and Canberra Electorate Tourism Electorate Profiles.

¹⁶ Tourism characteristic businesses are those that would either cease to exist in their present form, or would be significantly affected, if tourism were to cease.

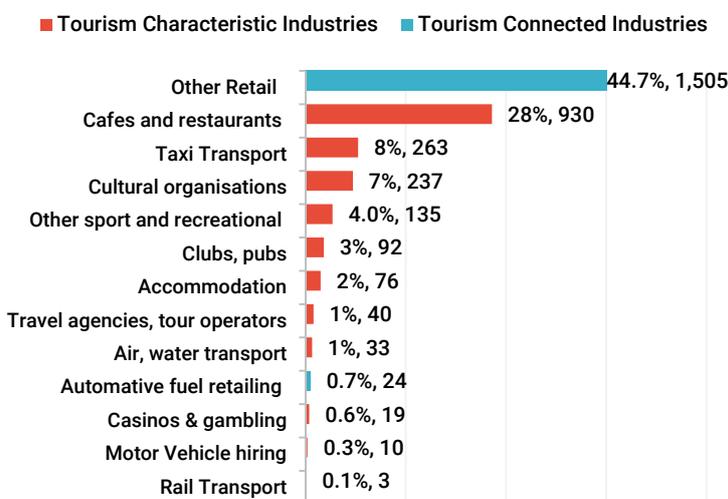
¹⁷ Tourism connected businesses are those for which a tourism-related product is directly identifiable, and where the products are consumed by visitors in volumes which are significant for the visitor and/or the producer.

transport and cultural organisations (8% and 7% respectively).

There are an additional 1,529 businesses operating in tourism connected industries, the majority of which are classified as “other retail” businesses (1,505).

This Figure highlights the broad range of industry sectors where tourism related jobs exist.

FIGURE 8: TOURISM BUSINESSES IN THE ACT¹⁸



3.3. The Steering Committee

The Steering Committee comprised representatives of: the accommodation sector; attractions sector; tertiary education institutions; CBC; online employment agencies and Visit Canberra. A variety of industry associations were also invited, but were unable to attend meetings.

The Steering Committee comprised:

- David Barker (VisitCanberra);
- Sharon Sloan (CBC);

- David Marshall (ACT Tourism Industry Advisory Council);
- Chris Hansen (Likeajob.com.au);
- Staris Latkis (Hyatt Hotel);
- Adriaan Du Plessis (Accor);
- Jerome De Rose (CIT);
- Naomi Dale (UC);
- Mark Sarah (Cockington Green); and
- Robyn Hendry (previously Canberra Convention Bureau).

The role of the Steering Committee was to:

- guide the TEP’s development;
- assist with communication of the project at stakeholder meetings to facilitate industry buy-in and ownership of the TEP;
- ensure relevant existing resources and programs were identified and incorporated into the TEP;
- input into the identification of labour, skills and training issues and to elaborate on the exact nature of key issues;
- provide input into the analysis of gaps between the programs and resources available and the needs of industry;
- act as ‘champions’ of the TEP and to promote and be advocates for it;
- provide input into the development of appropriate strategies to address the short, medium and longer-term labour and skills issues; and

¹⁸ The Tourism & Transport Forum Australia (TTF) Tourism: Fraser Electorate and Canberra Electorate Tourism Electorate Profiles

- support the ongoing ownership of the TEP by industry after the six-month contract period concludes with The Stafford Group.

The Steering Committee met on five occasions from March through to July 2015. On each occasion, The Stafford Group presented progress reports and received sign-off on the following deliverables:

- short-term strategies;
- medium-term and longer-term strategies;
- the transition-out strategy (implementation action plan); and
- the draft final TEP report.

In addition, the Committee met informally to prioritise issues and discuss further strategies to implement the TEP's recommendations and associated funding options.

3.4. Literature Review

Prior to the commencement of the TEP, a number of forums and consultation sessions were held with Canberra's tourism and hospitality sector. Some of the key forums included:

- the ACT Government and CBC's "Listening to Small Business Forums" for hospitality, tourism and the arts; and
- Service Skill Australia's (SSA) Workforce Futures' workshops and consultations with industry operators.

The discussion papers, forum outcomes and SSA Workforce Futures' Regional Workforce Development Plan for the ACT were made available to The Stafford Group. In addition,

VisitCanberra made available other industry reports and data.

The industry consultation which was undertaken prior to the commencement of the Canberra TEP process obviated the need for further significant industry consultation during the TEP. For this reason, the TEP development process for Canberra was much shorter than for other TEP projects.

From the materials made available, The Stafford Group was able to identify, at an early stage, key issues impacting Canberra's tourism and hospitality sector with regard to attracting staff, retaining staff, skills development and workforce planning. Some issues were Canberra-specific, whilst others occur in other destinations and were identified in other TEPs.

The information was presented to the Steering Committee at its initial meeting for validation. Issues were modified and new issues identified. They provided a solid evidence base on which to build the TEP and to identify the short and medium-term strategies for addressing them.

3.5. Consultation

It was originally envisaged that due to the amount of consultation that had taken place with industry prior to the TEP's commencement, that it would not be necessary for The Stafford Group to undertake further industry consultation: the scope of works reflected this.

After initial meetings with the Steering Committee, however, information gaps were revealed. As a result, The Stafford Group met with over 50 tourism and hospitality students (including apprentices) from CIT and UC, over

eight sessions. It also met 10 staff members from both institutions. This filled an important information gap in the evidence base.

Common themes emerged from these consultation sessions.

- There is a strong student/apprentice desire for more industry internships and solid work experience.
- There is a desire among students for more and better quality on-the-job mentoring.
- There is a need for proper induction programs that reflect the tasks expected and working conditions.
- There is a need for ongoing training and up-skilling on the job and throughout the career pathway rather than assuming all can be learnt in the classroom.

Whilst all students were enjoying their training courses, most had a limited appreciation of the depth and breadth of the tourism and hospitality industries and the myriad of career path opportunities that could be on offer.

The Stafford Group also held meetings with retail operators, industry operators, chefs and a leading vigneron. The purpose was to discuss staff recruitment issues, career path progression and ways of encouraging young people to consider careers in the tourism and hospitality sector.

Impromptu discussions were held with hotel, café and restaurant staff and retailers to test issues and identify solutions. Impromptu feedback was gathered from over 80 employees and employers.



4. The Major Issues



The major issues of “labour supply and staff retention” and “skills development and workforce planning” were discussed and validated at the first two Steering Committee meetings. The issues were refined throughout the development of the TEP. Many were interrelated.

4.1. Summary of Issues

The Figure below provides a summary of the major issues.

FIGURE 9: SUMMARY OF ISSUES IMPACTING ON CANBERRA’S TOURISM AND HOSPITALITY SECTOR

Labour Supply & Staff Retention

- > Lack of career path marketing
- > Lack of industry champions/role models
- > Casualisation and transient nature of the workforce
- > Uncompetitive salaries
- > School careers advisors’ knowledge of hospitality employment opportunities
- > Proximity to Sydney
- > Lack of CIT student casual employment
- > Lack of working holiday makers
- > Inadequate public transport services (especially at night)

Skills Development & Workforce Planning

- > Lack of sufficient collaboration between industry and training providers
- > Need to improve service standards
- > Low industry association membership participation
- > Perception of red tape surrounding government grants/funding
- > Need for market driven education and training programs
- > Lack of supervisory and management skills
- > Practically competent graduates – variable standards
- > Decline in the engagement of apprentices in Canberra
- > Lack of a targeted China ready program
- > Limited English language skill base of migrant workers
- > Limited targeted in-house training programs

4.2. Labour Supply & Staff Retention Issues

4.2.1. Lack of Career Path Marketing

One major issue was the lack of understanding and appreciation of the many and varied employment roles that can be undertaken in the tourism and hospitality sector. The potential for “side-ways” career moves is not always apparent.

A limited understanding of opportunities for this “side-ways” movement exists in other industry sectors.

For those not working in the industry, there is a perception that it offers only “front of house” (traditional) roles whereas, most roles are “back of house”. Roles in HR, IT, finance, facilities maintenance and procurement, for example, are

not readily thought of. This limits the potential labour supply source.

The lack of awareness may be due to a lack of career path development and marketing by the tourism and hospitality sector. Many senior industry managers have been employed by one organisation or only worked in one industry. The notion of transferring to other industry sectors and then coming back into the tourism or hospitality sector is not well known.

There is a need for a paradigm shift to recognise that employees want and expect greater flexibility. Moving into and out of the sector is not a bad thing, especially if it encourages the introduction of new skills and expertise and creates opportunities for moving back into the tourism and hospitality sector as careers grow and new opportunities can be identified.



4.2.2. Lack of Industry Champions/Role Models

While Sydney and Melbourne have signature (and celebrity) chefs (such as Neil Perry, Tetsuya and Ben Shewry), there is a lack of the same in Canberra¹⁹ to act as role models and spokespeople for the sector and to push tourism and hospitality career opportunities. Canberra does have some younger, acclaimed chefs and hospitality operators winning top awards who could be role models or champions of Canberra's tourism and hospitality sector.

Improved promotion of career paths and work opportunities by the industry is needed to encourage people into the sector and to continue to work within it. The industry needs to identify people who could be role models. Role models might include people who started their careers in Canberra, but moved elsewhere (The Stafford Group identified the desire for travel as a major motivator to enter into and stay within the sector).

4.2.3. Casualisation and Transient Nature of the Workforce

The hospitality sector has traditionally been a transient one, with many hospitality workers being casual workers. University and other students are attracted to the sector because it provides them with the flexibility to work around lecture, study and exam commitments. Once graduated however, there is often no interest in remaining in the sector. Hence, a constant turnover of staff.

¹⁹ This is not saying there is not the same quality of chefs, but rather that these chefs are not as well known to the general Australian public.

The casualisation of the tourism and hospitality workforce has meant there are fewer permanent part-time staff. This issue affects employers and has implications for employees. To minimise wages, some employers are picking and choosing staff which leads to a lack of continuity for casual workers, lower weekly pay packets and, subsequently, a lack of loyalty.

In spite of the availability of penalty rates, the casualisation of the workforce has resulted in issues with staff availability, particularly on weekends. Many potential workers are not interested in working night shifts or on weekends, despite the higher wages they could receive.

4.2.4. Uncompetitive Salaries

Nationally, a perception exists that the hospitality sector does not offer competitive wages, employment conditions and earning potential. This is compounded in Canberra because of the higher paying opportunities available in the public sector. This is thought to demotivate young people from wanting to enter the sector.

The industry, with support from industry associations, needs to look to competency based wage assessments and non-monetary remuneration to attract and retain people in the sector. A strong careers marketing program could assist. Helping employees get to and from work (especially during late and early shifts) might also assist.

4.2.5. School Career Advisor's Knowledge of Employment Opportunities

The promotion of employment opportunities and career paths in the tourism and hospitality sector needs to start at a young school-aged level (years

7 – 8). School careers advisors and parents often lack sufficient understanding and knowledge of what the sector can offer.

If more school students are encouraged to join the sector, teachers, careers advisors and parents need to be better informed of the range of opportunities available. Programs such as the National Tourism Alliance's (NTA) *Discover Your Career* (incorporating *Discover Tourism* and *Discover Hospitality*) could assist. The programs are offered by NTA's Tourism and Hospitality Careers Council (THCC).

The Stafford Group has produced infographics:

- matching aspirations to career opportunities within the sector;
- depicting the variety of careers available in the sector;
- showing career path options across sectors; and
- displaying national and international mobility of careers in the sector.

A resource kit outlining the range of career opportunities available in the sector, targeted at school careers advisors, is also being produced as part of the TEP implementation process.

4.2.6. Proximity to Sydney

The proximity of Canberra to Sydney is a benefit for many reasons. It also has negative implications for tourism employment. The flow of Canberrans looking for employment and more competitive cost of living options in major cities - Sydney in particular - is a major issue. There is no discernible drift back into Canberra which results in a net outflow of talent.

Feedback from retail and other operators indicated that the sector is experiencing difficulties in finding and retaining supervisory level personnel within the Canberra area. Often, operators have to look to Sydney and Melbourne to fill these positions and offer higher salary packages to entice them.

It is noted, however, that the ACT's "Brand Canberra" campaign, being delivered by CBC, is aimed at promoting Canberra as a highly attractive place to live and a place to visit.

4.2.7. CIT Student Casual Employment

Whilst CIT has a Certificate III and IV in commercial cookery, many of the students (30 – 40%) are international students who do not undertake casual employment in the sector. Closer collaboration between CIT and the industry could provide students with valuable work experience, on the job training and mentoring and, at the same time, fill job vacancies – creating a "win-win" solution for industry and students.

4.2.8. Working Holiday Makers

Many cities and regional visitor destinations, such as Sydney, Byron Bay, Cairns and Port Douglas rely on backpackers and working holiday makers to fill casual, part time and full time employment gaps in the tourism and hospitality sector. At present, Canberra is not on the "radar" of backpackers and this has limited the sector's ability to fill job vacancies from this potential labour supply source.

Canberra could be promoted to attract those on Working Holiday visas (417) and Work and Holiday visas (462). Whilst the 462 visa allows

entry into Australia for up to 12 months, the 417 visa allows entry for 12 months with the possibility of an extra 12 months if the applicant works for a minimum of three months in a regional area.

Whilst Canberra is not classified as part of regional Australia under the 417 visa criteria, it is surrounded by areas that are – The Snowy Region, Goulburn, Yass and the south coast of NSW. All of these areas are one to two hours' drive away from Canberra. Canberra businesses could encourage 417 visa holders to work in a (close by) regionally classified area for three months before helping them apply for a second year 417 visa to work in Canberra.

VisitCanberra recognises that the backpacker market is a growing one that can bring substantial benefits to local areas. It does target the backpacker market as part of its overall marketing and promotional activities.

4.2.9. Public Transport Services

Lack of adequate public transport services, particularly at night, is thought to be limiting potential for younger shift workers wanting to be engaged and stay in the sector. Information provided during the consultation process suggested that public transport services operated by Action Buses tend to offer large busses following set routes that can take too long to fill up and reach final destinations.

If younger people are to be encouraged to take up employment in the tourism and hospitality sector, they need to have a safe and reliable public transport system that can get them to and from work, particularly for evening workers. The

industry and government need to look at innovative means of facilitating late night transport for shift workers.

4.3. Skills Development & Workforce Planning Issues

4.3.1. Lack of Sufficient Collaboration between Industry and Training Providers

The lack of a consistent collective will among industry operators, coupled with a fragmented tourism sector in Canberra, has resulted in limited industry-led initiatives being achieved. The CBC has now taken over the tourism co-ordination role from the Tourism Industry Council (TIC) and has been active in the development of the Canberra TEP.

There is a need to create a tourism and hospitality training and workforce planning leadership group (with major employers including Westfield, Canberra Airport, Accor, Hyatt and others). It seems everyone knows what the problems are; but there is limited collective effort on trying to achieve workable solutions because they are either perceived as too difficult, or there is an expectation that government will step in eventually and help solve it on industry's behalf.



4.3.2. Need to Improve Service Standards

The need to improve customer service standards was one of the major issues identified through the consultation process. As a result of the casual employment and transient nature of the hospitality industry, there is a lack of service standard continuity and consistency, creating problems with customer service, output quality and training.

There appears to be a lack of understanding, by employers and employees on the importance and value of having good customer service. The industry also noted that there were no short, on the job, quality, customer service programs on offer, which often made staff training problematic. Industry also expressed concern over the quality of current training programs, which impacted the level of support by industry for formal training programs on offer by training providers.

In parallel with the development of the Canberra TEP, Three Sides Marketing has been engaged to develop and deliver the SCP - an accessible, industry focused and online customer service training program.

Industry needs to strongly support the development and implementation of the SCP and ensure that there is wide-spread uptake of it.

4.3.3. Low Industry Association Membership

In many regional areas, industry associations have struggled to encourage operators to join their association. Canberra is no exception. One of the primary reasons for this is the cost of membership and the cost of wanting/needing to belong to more than one association.

As 87% of industry players are small or micro businesses, it is challenging for them to pay for membership, particularly when more than one association may be involved, such as the Restaurant and Catering Australia (RCA), the Australian Hotels Association (AHA), the Accommodation Association of Australian (AAA) and Clubs ACT.

Associations need to ensure they have programs and services that strongly meet members' (and potential members') needs.

Running and promoting discounted and relevant short training and workforce planning courses, for example, could encourage more small and micro businesses to become members.

4.3.4. Perception of Red Tape Surrounding Government Grants/Funding

There is reluctance, on the part of industry operators (particularly those in micro, small and medium enterprises), to apply for grants and other training funding support. This appears, in part, to be because of the challenges of filling out forms, process delays, red tape and perceived onerous reporting requirements (this issue has been raised in most TEPs). Industry take up of grants and funding support for training is low, as a consequence.

The Canberra TEP Information Kit (Fact Sheet 2) outlines programs that will assist businesses upskill their staff and build their businesses. These need to be promoted throughout the industry. The CBC, other industry associations and VisitCanberra will need to drive the promotion of these programs.

Whilst there are numerous training and related funding support programs on offer, those that are highlighted in the Canberra TEP Information Kit need to be the ones actively promoted.

4.3.5. Need for market driven education and training programs

Despite best efforts, there is still a negative image of TAFE-based training compared with university-based training. High school students (and their parents) are often more interested in university-based courses, believing these will lead to better career prospects.

Training programs need to continuously evolve to reflect changing needs of the tourism and hospitality sector. For example, courses should be available to students with finance, legal and other backgrounds wanting to branch into tourism and hospitality employment and investment. Also, mature-aged students are often looking to establish their own business, such as a café or a bed & breakfast. Concern has been expressed, by industry, about the quality of courses and the expectations of graduates. Closer collaboration between industry and training providers is required to ensure that courses meet industry needs and expectations.

There is a disconnect between what training providers believe the industry needs, what the industry believes it is provided with and what graduates consider they are equipped to perform.

The CBC is coordinating the Education Task Force which is working on matching industry expertise with training. It is hoped that this

initiative will be able to address training issues with practical and sustainable solutions.

In addition, CIT and UC have expressed their willingness to work with the industry to address training and skills development needs.

The Federal Government has also announced²⁰ it will modify the development of training packages to give industry a greater say in what is included in training packages to better meet employer needs.

Industry Reference Committees will be established to guide the development of training policies and products.

4.3.6. Lack of Supervisory and Management Skills

Many employers consider the employment challenges in the hospitality and tourism sector are primarily related to the prior training of their employees. Students and apprentices, however, consider management/supervisors often lack sufficient human resource management skills to effectively manage employees. It is difficult for supervisors to undertake training when running businesses (especially micro and small businesses). There is a need for innovative online courses targeted at owner operators and micro and small businesses. These should cater for workplace training and, where possible, be offered in short 1 – 1.5 hour blocks of time.

A more active program (short courses in particular) to assist chefs and supervisors to better manage apprentices and junior staff needs

to be introduced and promoted. Whilst Certificate IV courses include management skills and mentoring, greater industry input into the application of these skills needs to occur. Industry associations need to develop/identify practical programs and resources to assist small business. They need to be promoted online and through industry forums.

Medium to larger scale employers believe they have to offer their own in-house training programs to cover various skill set gaps not adequately provided for. This indicates institutional training programs are not meeting industry's needs. CIT and UC comment that they get regular industry input into their training program development but there remains a mismatch. This needs to be resolved.

4.3.7. Practically Competent Graduates

Tertiary institutions in Canberra are offering a range of tourism and hospitality management courses. Many of these courses require industry placements. Employers indicated that whilst many graduates are technically (class room) competent, they often lack practical skills, such as customer service skills.

There is a need for greater collaboration between training providers and industry. Industry placements need to make a positive contribution. Mentoring in the workplace could help achieve this.

²⁰ Announcement on 21st April 2015 by the Commonwealth Associate Minister of Education and Training

4.3.8. Decline in the Engagement of Apprentices in Canberra

There has been a decline in the uptake of industry apprenticeships. There has also been a decline in the uptake of pre-apprenticeship programs (going on to complete full-time apprentice programs).

Despite a wide-spread interest in food and cooking and the “celebrity chef”, the completion rate for apprentice chefs is very low.

Some reasons for this include (but are not limited to):

- general economic conditions limiting business interest in apprentices;
- a lack of profitability in businesses;
- the inability to manage apprentices satisfactorily;
- concern over the quality of apprentices and the value they will provide; and
- the fear that apprentices will not remain in the business or the sector, so why invest in training when engagement might be short lived.

As the sector continues to grow, the lack of apprentices is expected to hinder its development. Industry needs to look to innovative programs, such as the Hospitality Training Network’s (HTN) Total Chef Aspire Program. This program offers an intensive eight week culinary training course combined with face-to-face learning and on-the-job work placement. The goal of the program is to lift the

quality of culinary training whilst raising apprentice completion rates.

Industry and government need to market the merits of engaging apprentices.

The move to a competency based program has reduced the length of apprenticeships. There needs to be improved quality control systems put in place to give comfort to smaller to medium size employers, in particular, to ensure that some of the risks (lack of appropriate skills development) can be mitigated.

In April 2015²¹, the Federal Government announced the establishment of a new Australian Apprenticeship Support Network (AASN) to replace Australian Apprenticeships Centres. The AASN aims to make it easier for people to find apprenticeship or training pathways and to encourage apprentices to stay in training and complete their courses.

Thought could be given to making the grading system terminology more appealing and aspirational by using names, such as, MasterChef Level 1 and MasterChef Level 2 etc. (instead of Apprenticeship Year 1). Canberra could be a pilot region for trialling this.



²¹ Announcement by the Commonwealth Associate Minister of Education and Training, 27th April 2015.

4.3.9. Lack of a Targeted China Ready Program

China is one of Canberra's fastest growing visitor markets, yet there are few accredited "China ready" training programs. Many programs target Asian markets generally as if they were homogenous. As each of these markets has its own customs, needs and requirements, they should be segmented rather than clustered.

VisitCanberra, in conjunction with Australian Tourism Export Council (ATEC), has offered *China Ready* and *China Insights* workshops in the last two years.

Accor has started to roll out a China ready program provided by an external provider. It is an accredited program available to other companies.

4.3.10. Limited English Language Skill Base of Migrant Workers

With a shortage of workers to fill tourism and hospitality sector roles, there is a need to bring workers in from overseas. A number of tourism and hospitality businesses in Canberra are already relying on migrant workers to fill unskilled and semi-skilled jobs (airport cleaners from Myanmar and hotel housekeepers from various Asian countries etc.). Some businesses have sought out refugees to fill positions. A number of these employees have limited English language skills.

Short "English as a second language" training programs could be delivered to add to business and employee development.

4.3.11. Limited Targeted In-house Training Programs

Some major businesses in the sector, such as Accor, have their own training academies which offer in house training. Accor also undertakes school-based discussions to encourage consideration of tourism and hospitality career pathways.

There may be scope to encourage other businesses to develop in-house training programs.

The result of a two-tier training system is that employees of large businesses become better trained and more marketable than employees in small businesses that do not offer the second tier.

The high quality of some industry developed training programs (especially customer service and delivery programs) is well recognised. Senior staff from the sector are often in high demand in other industry sectors.





Part 2: Implementing the TEP

5. Short-Term Strategies



If employment in the tourism and hospitality sector is to grow to meet visitor demand, then issues identified will need to be addressed.

This section outlines the short-term strategies that were identified and implemented during the development of the TEP and many of which are ongoing in their implementation.

5.1. Establishing a Steering Committee

A Steering Committee was established at an early stage in the TEP's development to identify issues and set priorities for implementation. It also identified the resources necessary to ensure the implementation and sustainability of the Canberra TEP.

The Steering Committee members were active in the TEP's development and continue to be keen to pursue the implementation of the priority actions. The CBC has undertaken the coordination role in the implementation of the TEP.

5.2. Fact Sheets

Two Fact Sheets were produced to communicate to the ACT tourism and hospitality sector what the TEP was about and to advise of resources and programs which could assist in recruiting, retaining and upskilling staff, as well as helping to build business skills.

The first Fact Sheet (see Figure 10) provides an overview of the Canberra TEP and encourages industry feedback and input into its development. This was circulated online to industry via the Canberra TEP Steering Committee members.

A second Fact Sheet (see Figure 11) identifies and promotes key resources and programs to assist businesses in accessing, training and retraining staff. It was also distributed online via industry and government organisations.



FIGURE 10: FACT SHEET 1



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?

CONTACTS AT THE STAFFORD GROUP

Name	Email
Albert Stafford	Albert@thestaffordgroup.com.au
Jenny Calkin	Jenny@thestaffordgroup.com.au
Julia Papahatzis	Julia@thestaffordgroup.com.au

FIGURE 11: FACT SHEET 2



2. Information Kit

CANBERRA TOURISM EMPLOYMENT PLAN

OVERVIEW

Tourism is an important industry for Canberra. It injects an estimated \$1.8 billion into the local economy. Almost 17,000 people are employed (directly or indirectly) as a result of visitor spend. The ACT Government aims to increase visitor spend to \$2.5 billion by the year 2020.¹

The Deloitte Access Economics (DAE) Australian Tourism Labour Force Report² estimated that by 2015, an additional 56,000 people would be required to fill tourism and hospitality jobs throughout Australia. The Report noted that industry vacancy rates (13%) and staff turnover in the ACT are significantly higher than for the Australian economy as a whole.

The Canberra Tourism Employment Plan (TEP) endeavours to help address these issues. While there are no “quick fix” solutions, some short term actions can be taken to start addressing the labour force issues.

This Resource Kit provides information to assist businesses address staff shortages, train and upskill staff and improve workforce planning.

¹ 2020 Tourism Strategy, Growing the Visitor Economy (2014), ACT Government.
² Australian Tourism Labour Force Report (2011), Deloitte Access Economics.

RESOURCES & PROGRAMS TO ASSIST BUSINESSES IN THE SHORT TERM

The following information can assist to fill vacancies, train staff and put in place workforce planning initiatives in the short term.

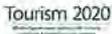
For businesses that have been unsuccessful in recruiting people from the local labour pool, information on the various visas available for recruiting non-residents is also included.

1. ATTRACT LOCAL STAFF

a. Tourism e kit Online Recruitment 101 Module

The Online Recruitment Tutorial, which is aimed specifically at businesses with no prior knowledge of personnel e-recruitment and explains the various options (paid and free) available when looking to recruit staff by using online technology resources.

www.tourismtribe.com

THE STAFFORD GROUP     Canberra TEP – Resource Kit **1**



b. Discover your Career

The Tourism & Hospitality Careers Council (THCC) has responsibility for the “Discover Your Career” program. The program has two streams:

- Discover Hospitality; and
- Discover Tourism.

The site www.discoveryourcareer.com.au has a wealth of information and resources for staff and employers.

c. Monster.com

Monster is one of the world’s largest online employment networks for people seeking jobs and employers who need staff. In Australia it is associated with:

www.careerone.com.au

d. OneShift

OneShift is an online job network which matches employers with employees. This can be anything from one off shifts to casual and permanent employment. Job seeker and employers can sign up for free. For further information see:

www.oneshiftjobs.com

2. UP-SKILL STAFF

The following are details of programs that may assist employers (and employees) with staff skills.

a. ATEC – China Ready Program

The Australian Tourism Export Council (ATEC) offers training programs to assist operators in dealing with international visitors. ATEC, together with AVANA and TAFE NSW (Western Sydney), have developed a comprehensive China Ready training program available for the Australian market. For further information see:

www.atec.net.au/welcoming-chinese-visitors1.html

b. Industry Skills Fund

As part of the Australian Government’s *Industry Innovation and Competitiveness Agenda*, a \$476m Industry Skills Fund has been established to provide up to 200,000 training places and support services for Australian businesses over four years.

The fund will assist industry to invest in training and support services and develop innovative training solutions to build a highly skilled workforce. For further information see:

<http://www.business.gov.au/grants-and-assistance/Industry-Skills-Fund/Pages/default.aspx>

c. The ACT Education and Training Directorate

The ACT Education and Training Directorate is responsible for the provision of strategic advice and overall management of vocational educational and training (VET) and higher education. Their website provides useful information and links to other sites. For further information see:

www.det.act.gov.au/training

d. University of Canberra

The University offers a number of courses, including a Bachelor of Event and Tourism Management. Combined degrees are also offered. For further information see:

www.canberra.edu.au

e. Canberra Institute of Technology

The Canberra Institute of Technology offers a range of tourism, hospitality and culinary courses at the certificate and diploma level. For further information see:

www.cit.edu.au

f. Queanbeyan TAFE

Queanbeyan TAFE does not offer any specific tourism and hospitality courses, but it does offer Certificate II, III and IV courses in Business and Business Administration. For further information see:

<http://search.illawarra.tafensw.edu.au/coursesearch.htm?q=&l=Queanbeyan>



3. RECRUIT OVERSEAS WORKERS

There are a number of visas available to enable non-residents to work in Australia for limited periods of time. Many tourism and hospitality businesses are making use of them to fill casual and seasonal vacancies when they are unable to recruit people locally. The following are two of the more common visas being used by the industry to fill vacancies:

a. Working Holiday Maker (417 & 462) Visas

The 417 and 462 visas enable 18-30 year olds (backpackers) to work for a year while holidaying. At present, holiday makers can only stay in one business for a maximum of six months. However, under 417 visas, if a holiday maker works in a designated regional area for three months, they are eligible to apply for a further 12 month working holiday visa.

b. Temporary Work Skilled (457) Visa

The 457 visa enables businesses to sponsor skilled workers, such as chefs, cooks or managers for up to four years.

As of 1st July 2014, chefs have been included in the Skilled Migration List. The Australian Government is currently preparing advice for the consideration of the Minister for Immigration and Border Protection regarding the inclusion of café and restaurant managers. A decision is expected by May 2015.



4. BUILD YOUR BUSINESS SKILLS

The following are resources that can assist employers to grow and strengthen their businesses.

a. ACT Government's Innovation, Trade and Investment

Innovation, Trade and Investment is a service-focused area of the Chief Minister's Treasury and Economic Development Directorate, which provides a range of programs and support to the ACT business community. It delivers a variety of programs, including business advisory, grant funding, skilled and business migration and trade and export programs. For further information see:

www.business.act.gov.au

b. Tourism e kit

The Tourism e kit is a resource for tourism operators to help them make the most of online opportunities. For further information see:

www.tourismtribe.com

c. Digital Business

The site provides simple practical tips and information for conducting business online. For further information see:

www.digitalbusiness.gov.au

d. Digital Enterprise Programme

The Digital Enterprise Programme provides free group training and face-to-face support for small to medium size enterprises to help improve the way they do businesses and deliver services on-line. For further information see:

http://www.communications.gov.au/digital_economy/programs_and_initiatives/digital_enterprise_programme

e. Restart Wage Subsidy

With Australia’s ageing population and the need to become a more productive nation, the contribution of older workers is becoming more crucial to the workplace.

The Australian Government has committed funding to the Restart Wage subsidy for a four year period. Restart will deliver support to employers who employ and retain eligible job seekers who are 50 years of age or older, and who have been unemployed and on income support for six months or more.

Restart wage subsidies will be delivered through Job Services Australia (JSA) and Disability Employment Services (DES) providers. For more information see:

<http://employment.gov.au/restart-wage-subsidy>

f. Single Business Service

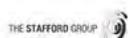
The aim of the Single Business Service is to simplify and streamline access to Government information and advice. Delivered through www.business.gov.au (including a 13 28 46 contact centre), the service enables businesses of all sizes to efficiently find information, services and links to Government programs. This includes insights into business improvement strategies and essential information on planning, starting and running a business as well as referrals to assistance programs such as the Entrepreneurs’ Infrastructure Programme and the R&D Tax Incentive. For more information see:

<http://www.business.gov.au/about-businessgovau/Pages/Single-Business-Service.aspx>



CONTACTS AT THE STAFFORD GROUP

Name	Email
Albert Stafford	Albert@thestaffordgroup.com.au
Jenny Calkin	Jenny@thestaffordgroup.com.au
Julia Papahatzis	Julia@thestaffordgroup.com.au



5.3. Infographics

One of the primary reasons why employees are not staying in the sector is because they are unaware of career path options available to them. A series of infographics were developed to address this issue.

Infographics offer a simple yet visually effective way to describe career opportunities whilst avoiding the need to be “too wordy”.

Gen Y and Gen Z are known to prefer visually presented information rather than lengthy statements.

5.3.1. Explore Your Career Aspirations - Infographic 1

The first infographic (Figure 12) inked a range of aspirations (such as wanting to travel or own one’s own business) with a number of career paths. The infographic was provided to the Steering Committee who distributed it via their networks.

The infographic was created to illustrate that tourism and hospitality jobs can be aspirational and can lead to achieving many exciting career goals.

5.3.2. Explore Career Opportunities - Infographic 2

The second infographic (Figure 13) was developed to highlight the wide variety of jobs and career opportunities that are available across the tourism and hospitality sector. Importantly, most school careers advisors, teachers and parents are not aware of how many exciting career paths the tourism and hospitality sector can offer.

This is seen as particularly important to help address the perception that tourism and hospitality sector jobs are often not aspirational or are a last resort sector recommended for students uncertain of what career path to take or, at best, a short term pathway until a “real” job can be found.

A concerted effort is required to change student, teacher and parent views.

5.3.3. Explore Tourism and Hospitality Career Paths - Infographic 3

The Explore Tourism and Hospitality Career Paths infographic (Figure 14) was developed to highlight the varying career path options available to someone working in the industry.

The infographic illustrates how an employee can progress through the industry, whilst gaining experience in other sectors and inter-related industries and does not therefore need to consider the tourism and hospitality sector as the only sector to work in. Cross-fertilisation with other industry sectors is also highly useful for bringing in new skills and experiences.

5.3.4. Explore National and International Opportunities - Infographic 4

The final infographic (Figure 15) illustrates that jobs in the tourism and hospitality sector can be highly mobile. People in the industry can, and often do, move readily around the country and overseas to further their careers. The sector offers highly attractive work experience across the globe.

This infographic reinforces the greatest motivator for apprentices: the desire to travel!

FIGURE 12: CAREER ASPIRATIONS FLOW CHART INFOGRAPHIC (INFOGRAPHIC 1)

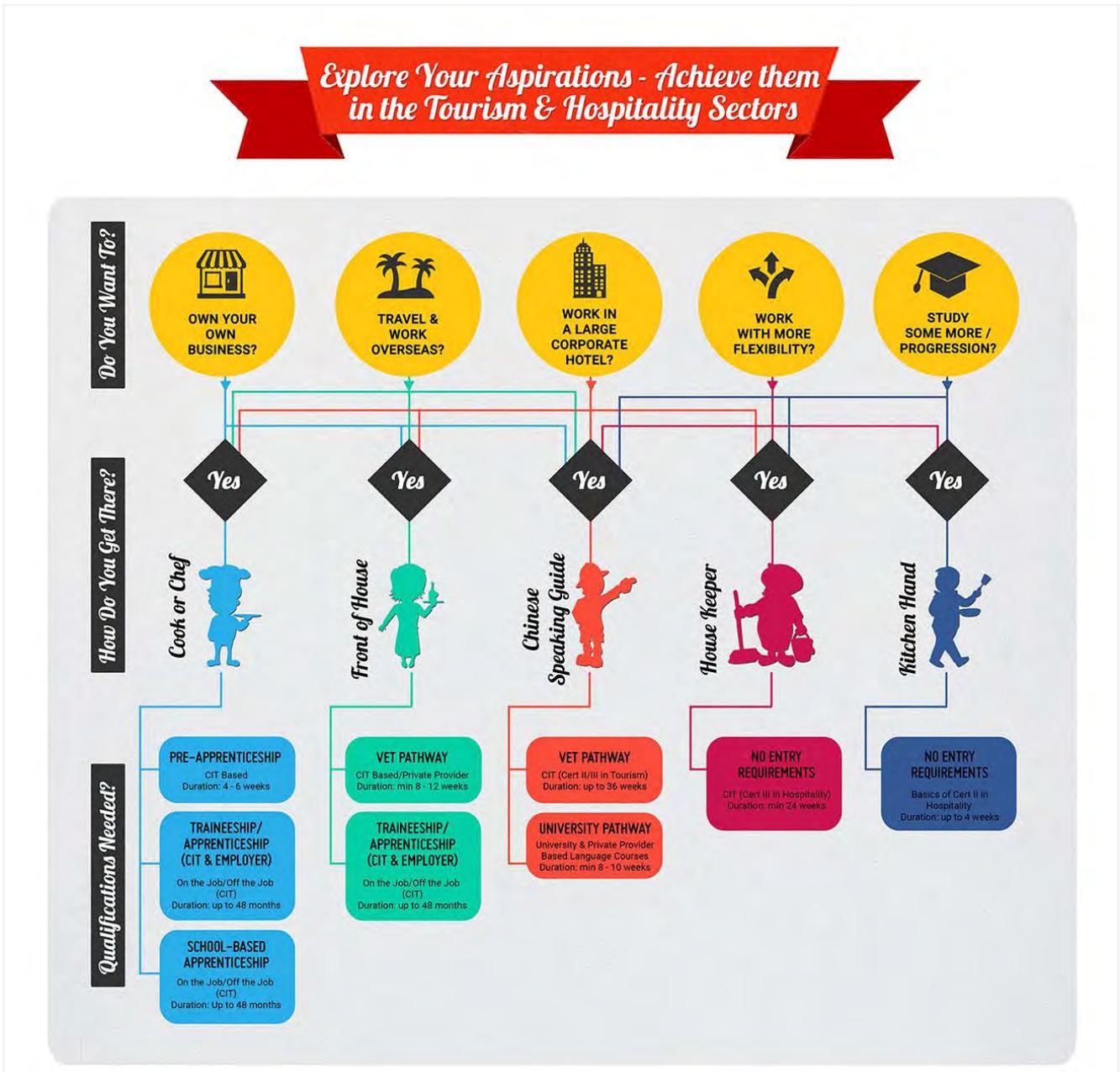


FIGURE 13: CAREER ASPIRATIONS INFOGRAPHIC (INFOGRAPHIC 2)

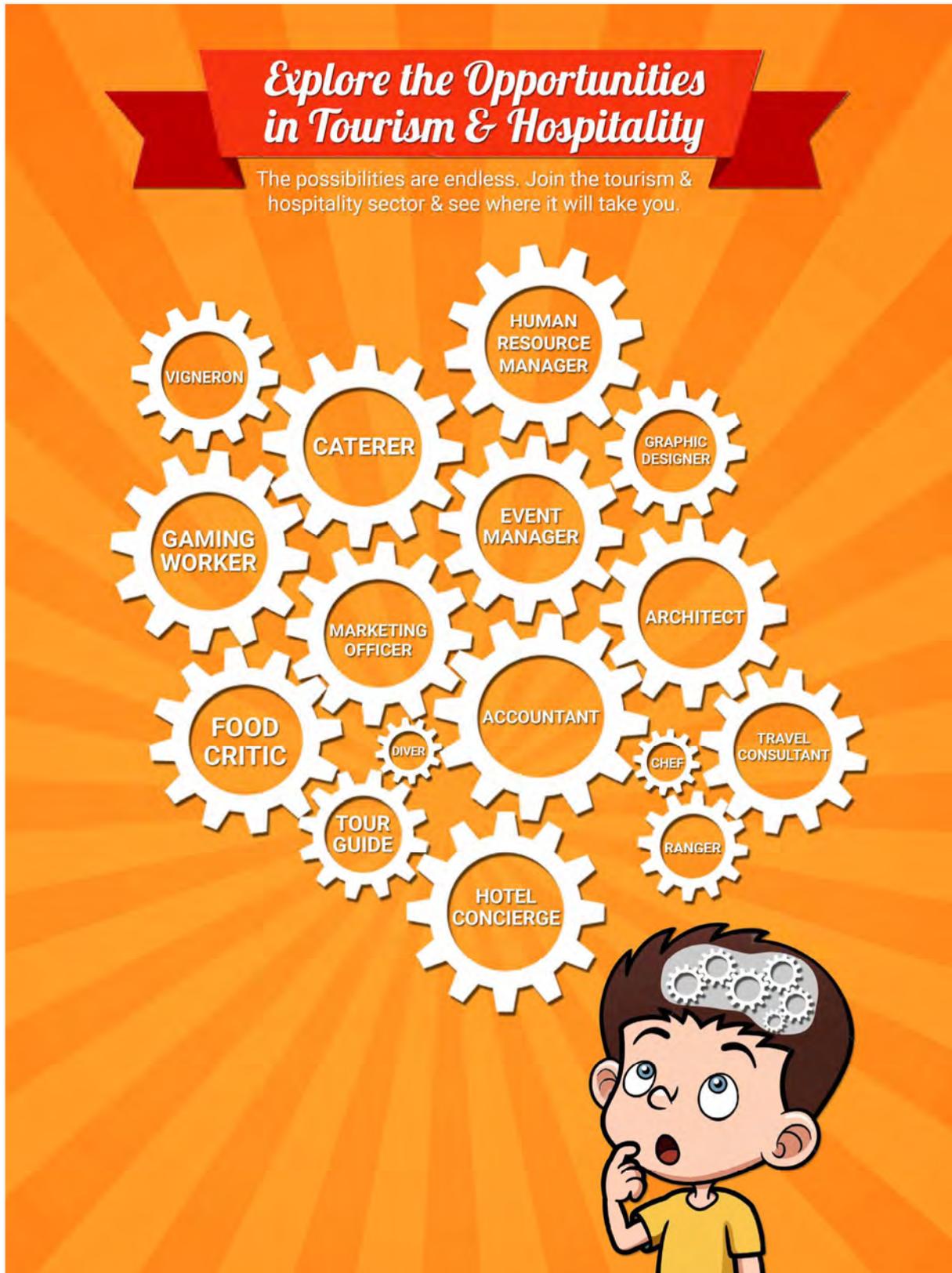


FIGURE 14: TOURISM AND HOSPITALITY CAREER PATHS (INFOGRAPHIC 3)

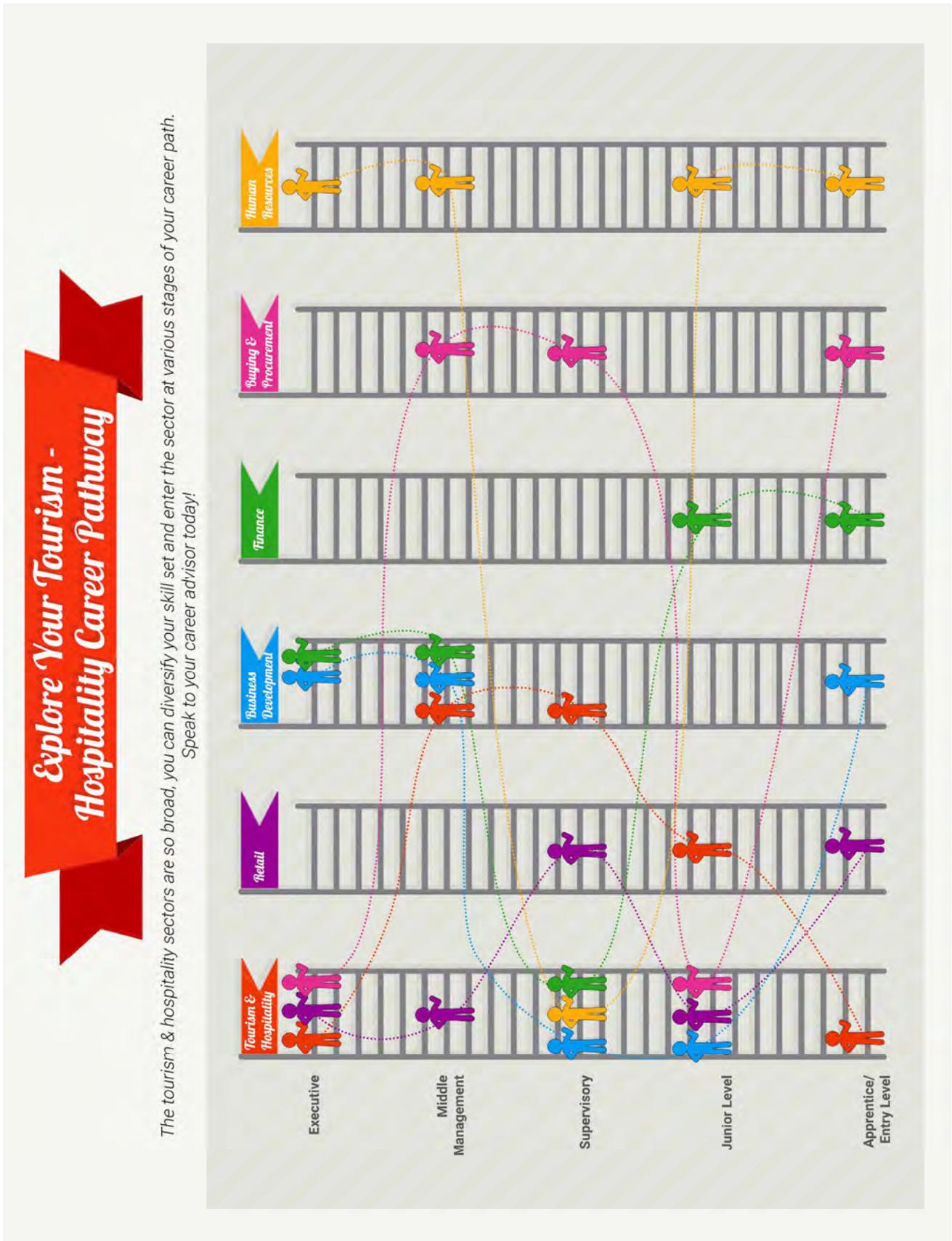
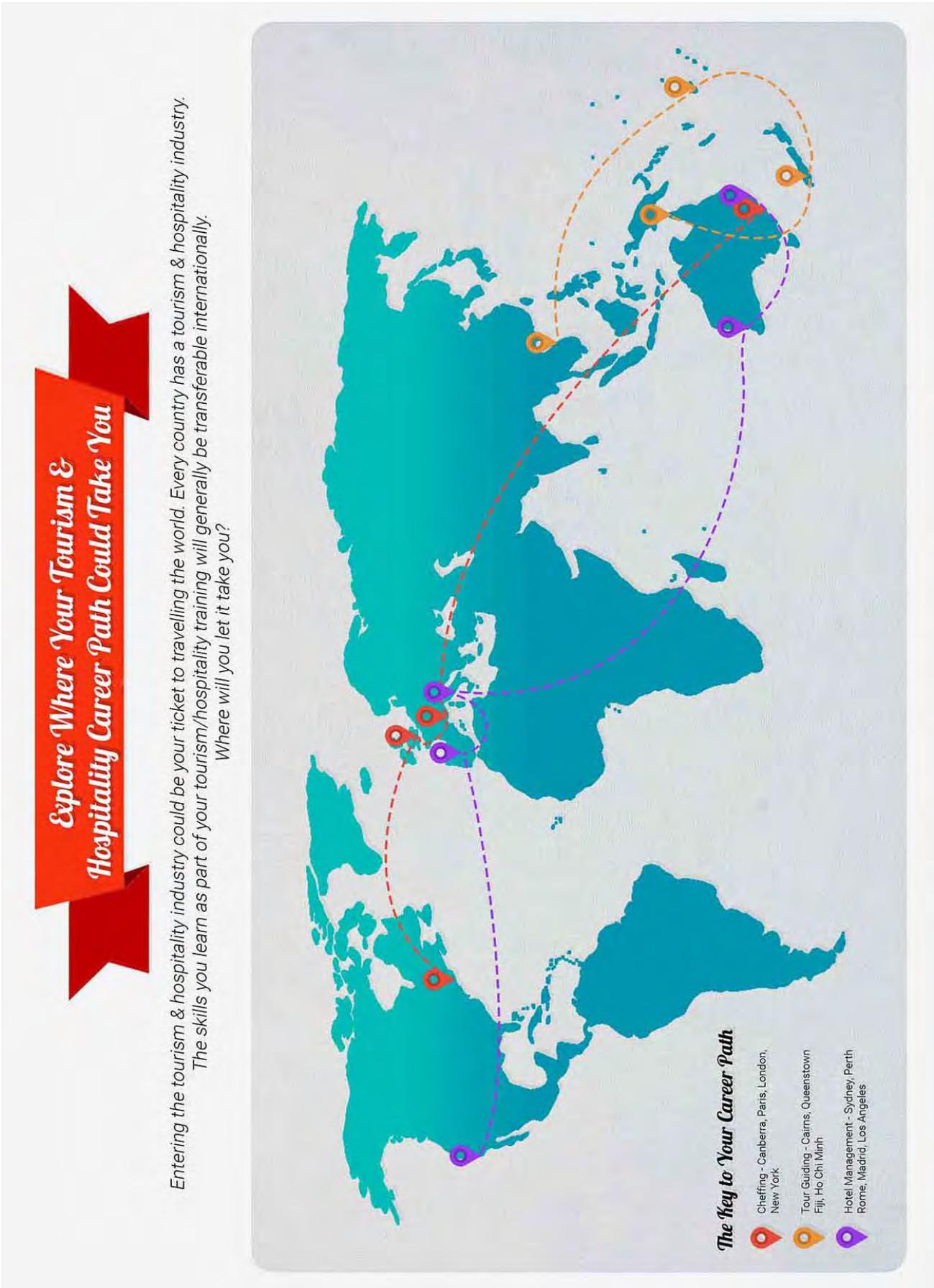


FIGURE 15: NATIONAL/INTERNATIONAL OPPORTUNITIES INFOGRAPHIC (INFOGRAPHIC 4)



5.4. Information Forums

The Stafford Group held a number of meetings with students and academic staff at UC and CIT to inform them about the TEP and to gain input.

Meetings were also held with some of Canberra's top chefs and wine makers.

Information gathered was passed back to the Steering Committee to assist in the further implementation of the TEP.

5.5. CBR Service Champions Project



One of the primary issues impacting the tourism and hospitality sector was the need to raise customer service standards. Three Sides Marketing was commissioned to develop the SCP in parallel with the development of the TEP.

The purpose of the SCP was to develop an accessible, industry focused and online customer service training program. A secondary purpose was the development of an assessment framework to provide a pathway to attaining credits that can lead to a formal qualification (such as a Certificate III or Certificate IV in tourism).

Whilst the development of the SCP can be regarded as a short-term solution (because its development has already commenced), it does have a longer-term implementation timeframe. The project commenced in February 2015 and was in the final stages of pre-launch testing as at July 2015. A partner launch is scheduled for early

August 2015, with a wider industry launch and full release scheduled for late August 2015. The project is due for completion by August 2016.

The program consists of five training modules that have been mapped to nationally accredited units of competency. The total course will take less than three hours to complete. It engages learners in a rich content based learning environment through guided voiceovers from an instructor, interactive activities, videos with interviews and role plays and quizzes to test comprehension and understanding.

All participants who complete the course will receive a Certificate of Completion. This Certificate can be used towards obtaining two units of competency from the SCP's partner registered training organisation, Wise Education Group.

Two units of competency that the SCP has been aligned to are: SITXCCS303 (provide service to customers) and SITXCCS401 (enhance the customer service experience).

The program will launch with 500 fully funded places available to the seven industry funding partners. Paid registrations are also available, providing an affordable and accessible training option for participants.

During the first 12 months of the program, all profits will be reinvested into further platform and module development. The next modules will be regionally focused.

The website <http://cbrservicechampions.com.au> will take email signups for launch notification prior to the full program launching.

5.6. Aligning the Issues with the Strategies

The following table provides a matrix of the labour supply issues and skills development and workforce planning issues impacting on Canberra’s tourism and hospitality sector, aligned with the short-term strategies implemented.



TABLE 4: ALIGNING THE ISSUES WITH THE SHORT-TERM STRATEGIES

	Establishment of the Steering Committee	CBR Service Champions Project	Fact Sheets	Infographics	Information Forums
LABOUR SUPPLY & STAFF RETENTION					
Lack of career path marketing		✓		✓	✓
Lack of industry champions and role models	✓	✓			✓
Casualisation and transient nature of the workforce			✓		
Uncompetitive salaries					
School careers advisors’ knowledge of employment opportunities				✓	✓
Proximity to Sydney					
CIT students casual employment	✓				✓
Working holiday makers					✓
Public transport services	✓				
SKILLS DEVELOPMENT AND WORKFORCE PLANNING					
Lack of collaboration between industry and training providers	✓				
Need to improve service quality		✓			
Low level industry association membership	✓				
Perception of red tape surrounding government programs			✓		
Need for market driven education and training programs	✓				✓
Lack of supervisory and management skills					✓
Practically competent graduates					✓
Decline in apprentices				✓	✓
Need for China ready program			✓		
Limited English language skills base of migrant workers			✓	✓	
Limited targeted in-house training programs					✓

6. Medium-Term Strategies

6.1. The Priority Strategies

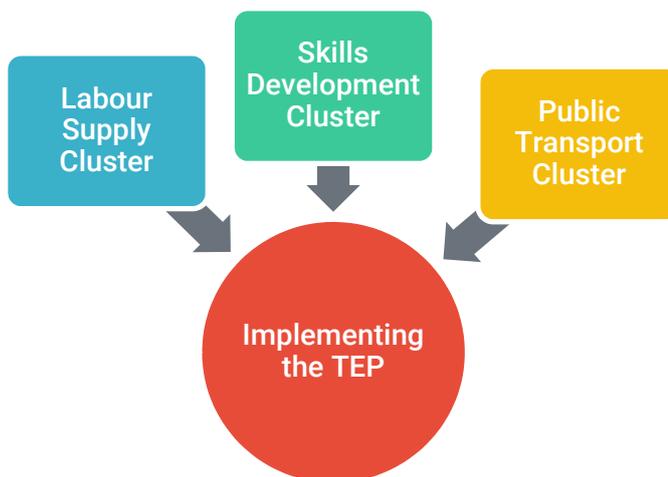
This section highlights the priority strategies that were identified by the Steering Committee for implementation post completion of the TEP. They are classified as medium-term strategies.

Whilst all issues identified were considered important, the Steering Committee acknowledged that with limited time and resources available, it was important to focus on issues that require immediate attention and those which should be easier to achieve.

6.2. The Implementation Clusters

To progress the implementation of the priority strategies, the Steering Committee established three working group “clusters”. Figure 16 outlines the identified clusters.

FIGURE 16: IMPLEMENTING THE CANBERRA TEP



Whilst Steering Committee members form the nuclei of each cluster, the Committee has the ability to enlist the support of industry associations and/or other individuals to assist it through the implementation phase.

The CBC has agreed to co-ordinate the implementation



Canberra Business Chamber

of the TEP. It will be working with the cluster groups as they implement the priority and longer-term strategies and review progress.

6.3. Labour Supply Cluster

The Steering Committee identified the following Labour Supply strategies as priorities for the TEP’s implementation in the medium-term.

In progressing the two strategies identified, “Industry Champions” were seen as essential. The aim was to promote success stories to encourage more people to consider careers in the sector.

As part of the implementation process, The Stafford Group is partnering with Likeajob.com to deliver a Facebook campaign to promote career opportunities. Industry champions will be profiled to highlight where careers can take you.



TABLE 5: LABOUR SUPPLY CLUSTER'S IMPLEMENTATION PLAN

Labour Supply Cluster's Implementation Plan			
Strategy	Actions & Implementation	Responsibility	Timeframe
Strategy: Market and Promote Tourism and Hospitality Career Paths	<u>Actions:</u>		
	<ul style="list-style-type: none"> > Develop a focused, dynamic and multifaceted careers marketing and promotional campaign. A Resource Kit for school careers advisors has been developed as part of the TEP implementation activity 	<ul style="list-style-type: none"> > Chris (LikeaJob), Adriaan (Accor), CIT (Jerome), UC (Naomi) 	<ul style="list-style-type: none"> > Aug – Dec 2015
	<ul style="list-style-type: none"> > Support the Discover Your Career campaign²² to profile the sector and its career opportunities 	<ul style="list-style-type: none"> > VisitCanberra (David Barker), David Marshall, Sharon Sloan (CBC) 	<ul style="list-style-type: none"> > Aug 2015 ongoing
	<ul style="list-style-type: none"> > Four "Explore..." career focused infographics to be widely distributed on social media 	<ul style="list-style-type: none"> > Chris (LikeaJob), VisitCanberra (David Barker), CIT (Jerome), UC (Naomi) 	<ul style="list-style-type: none"> > Developed by Sep 2015 > Marketed from Dec 2015
	<ul style="list-style-type: none"> > AAA and AHA to coordinate and drive marketing campaigns with major hotels and larger Canberra tourism operators 	<ul style="list-style-type: none"> > David Marshall, CBC (Sharon Sloan), AAA and AHA 	<ul style="list-style-type: none"> > Coordination determined by Nov 2015 > Marketed from March 2016
	<u>Implementation Notes:</u>		
	<ul style="list-style-type: none"> > It is important to illustrate to high school students, Gen Y and others that exciting jobs and careers exist throughout the sector, in traditional areas as well as in finance, IT, procurement and systems management and HR. Recognition needs to be given to the value of swapping from other industry sectors. A Resource Kit which demonstrates these points has been developed as part of the TEP implementation > Campaigns need to be savvy and appeal to the younger (as well as the older) generation. Social media tools (apps) should be used to promote careers and career paths. More images, diagrams and far less "wordy" documents are required. > Potential to make use of YouTube videos to promote career opportunities by profiling case studies, possibly through a concept similar to "A Day in My Life As A ...". Something for CIT and UC to consider by linking their graphic design students with tourism and hospitality students. > The NTA's THCC is developing and promoting the Discover Tourism and Discover Hospitality programs. > The TEP has developed four infographics to highlight the range and variety of career opportunities and career paths available nationally and internationally > Industry associations, together with the major hotels and other larger operators in Canberra, need to take the lead role for promoting the variety of career paths they are able to offer. 		

²² Developed by the National Tourism Alliance with support from the Federal Government

Labour Supply Cluster's Implementation Plan			
Strategy	Actions & Implementation	Responsibility	Timeframe
Strategy: Market and Promote Tourism and Hospitality Employment Opportunities to School Career Advisors	Actions:		
	<ul style="list-style-type: none"> > Proactive industry engagement with school careers advisors 	<ul style="list-style-type: none"> > CIT (Jerome), UC (Naomi), Chris (LikeaJob), Adriaan (Accor), Staris (Hyatt) 	<ul style="list-style-type: none"> > Direct Engagement from Oct to Nov 2015 > Follow up from Feb 2016
	<ul style="list-style-type: none"> > The TEP has developed a Resource Kit for careers advisors. This needs to be marketed in soft and hard copy as a free tool 	<ul style="list-style-type: none"> > CBC, CIT, UC 	<ul style="list-style-type: none"> > Developed by Sep 2015 > Marketed from Dec 2015 > Reviewed by Dec 2016
	<ul style="list-style-type: none"> > Develop a careers marketing event program aimed at year 7-8 students, their parents and careers advisors to promote and encourage career paths in the sector 	<ul style="list-style-type: none"> > CIT, UC, Chris (LikeaJob), Adriaan (Accor), Staris (Hyatt) 	<ul style="list-style-type: none"> > Event developed by March 2016 > Event held by June 2016 > Event impact reviewed by Aug 2016
	<ul style="list-style-type: none"> > Facilitate the extension of the Tourism and Hospitality Careers Council's work into Canberra schools 	<ul style="list-style-type: none"> > David Marshall, UC, CIT, AHA 	<ul style="list-style-type: none"> > Facilitate by May 2016 > Review impact by Sept 2016
	Implementation Notes:		
<ul style="list-style-type: none"> > Industry, training providers and government need to engage with school counsellors to better inform them of career pathways and the broad range of opportunities which the sector can offer, including its flexibility for coming into and out of the sector at different stages. > Unless resource kits are offered for free and easily understood, they will not be used in schools. The key is to better inform careers advisors and parents of year 7 – 8 students. 			



6.4. Skills Development Cluster

The Steering Committee identified the following Skills Development strategies as medium-term priorities for the TEP’s implementation.



TABLE 6: SKILLS DEVELOPMENT CLUSTER’S IMPLEMENTATION PLAN

Skills Development Cluster’s Implementation Plan			
Strategy	Actions & Implementation	Responsibility	Timeframe
Strategy: Improve collaboration between industry and training providers	Actions:		
	<ul style="list-style-type: none"> Establish a tourism and hospitality training and workforce planning leadership group 	<ul style="list-style-type: none"> Staris (Hyatt), Adriaan (Accor), David Marshall, VisitCanberra (David Barker) 	<ul style="list-style-type: none"> Establish by March 2016 Review activities by Aug 2016
	<ul style="list-style-type: none"> Deliver a series of industry forums to discuss issues and strategies 	<ul style="list-style-type: none"> CBC (Sharon), VisitCanberra (David Barker), David Marshall 	<ul style="list-style-type: none"> Coordinate forums by May 2016 Facilitate forums from July-Sep 2016 Review impact by Nov 2016 Facilitate ongoing forums if industry support strongly from May – July 2017
	<ul style="list-style-type: none"> Encourage non-traditional players (retailers, transport operators) to attend forums 	<ul style="list-style-type: none"> CBC (Sharon), VisitCanberra (David Barker) 	<ul style="list-style-type: none"> Approach non- traditional players by April 2016 Monitor attendance by Aug 2016 Identify ways to encourage greater attendance by Dec 2016
	<ul style="list-style-type: none"> Establish a cluster of major players to undertake an audit of training and workforce planning requirements and to oversee the quality of tourism and hospitality training on offer. 	<ul style="list-style-type: none"> VisitCanberra (David Barker), CBC, Staris (Hyatt), Adriaan (Accor), AHA, Clubs ACT, RCA 	<ul style="list-style-type: none"> Determine players to be approached by Dec 2015 Determine timing for audit by March 2016 Undertake audit by Nov 2016
	Implementation Notes:		
<ul style="list-style-type: none"> Industry needs to take a stronger role in coordinating a skilled and ready workforce. Reliance on government needs to be reduced. Industry needs to better explain to training providers and government where gaps lie, why they exist and what is needed to fill the gaps. Training providers have indicated their support to work with industry to fill gaps. Closer collaboration should be possible. A series of dialogue sessions where training providers, industry players (small and large) and government can openly and frankly discuss issues and solutions needs to be facilitated. Without a collective will, these perennial problems will not go away. Stakeholders need to recognise and accept that there are industry concerns about the quality of graduate training and to determine ways of addressing this. 			

Skills Development Cluster's Implementation Plan			
Strategy	Actions & Implementation	Responsibility	Timeframe
Strategy: Improve supervisor and management skills	Actions:		
	<ul style="list-style-type: none"> > Develop targeted and accessible customer service training courses for free or, at least, heavily discounted 	<ul style="list-style-type: none"> > Three Sides Marketing – SCP 	<ul style="list-style-type: none"> > Market the customer service training by Sept 2015 > Roll out the training programs by Nov 2015 > Review uptake by Feb 2016 > Undertake any refinement of courses by June 2016
	<ul style="list-style-type: none"> > Ensure industry engages in the development, promotion and uptake of courses 	<ul style="list-style-type: none"> > AHA, RCA, Clubs ACT 	<ul style="list-style-type: none"> > Review initial uptake by Feb 2016 > Determine mechanisms for growing uptake by March 2016
	<ul style="list-style-type: none"> > Develop short online staff management courses suitable for owner operators and other micro and small operators 	<ul style="list-style-type: none"> > David Marshall, CIT, UC, AHA, RCA, CBC 	<ul style="list-style-type: none"> > Developed by March 2016 > Marketed by May 2016 > Facilitated from July – Oct 2016 > Reviewed by Feb 2017 > Refined and rolled out from July – Oct 2017
	<ul style="list-style-type: none"> > Introduce a program (short courses in particular) to assist chefs and kitchen supervisors to more easily manage apprentice and junior kitchen staff needs 	<ul style="list-style-type: none"> > CIT, RCA, Clubs ACT, David Marshall 	<ul style="list-style-type: none"> > Developed by March 2016 > Marketed by May 2016 > Facilitated from July – Oct 2016 > Reviewed by Feb 2017 > Refined and rolled out from July – Oct 2017
Strategy: Increase tourism and hospitality apprenticeships in Canberra	Actions:		
	<ul style="list-style-type: none"> > Refine and develop innovative, high quality pre-apprentice school based training program 	<ul style="list-style-type: none"> > UC, CIT, Staris (Hyatt), Adriaan (Accor), CBC 	<ul style="list-style-type: none"> > Assess current pre-apprenticeship school based training by April 2016 > Identify refinements required by July 2016 > Pilot an enhanced program in a pre-selected school by Sep 2016 > Review results by Dec 2016 > Introduce into other schools by March 2017
	<ul style="list-style-type: none"> > Develop innovative marketing programs to encourage people to take up apprenticeships 	<ul style="list-style-type: none"> > Chris (LikeaJob), Staris (Hyatt), Adriaan (Accor), CIT, UC 	<ul style="list-style-type: none"> > Assess impact of new marketing programs by March 2016 > Identify potential refinements to online and printed marketing material by June 2016 > Introduce innovative enhancements by Oct 2016 > Review results by March 2017
	<ul style="list-style-type: none"> > Promote the benefits of employing apprentices throughout the sector 	<ul style="list-style-type: none"> > David Marshall, Chris (LikeaJob), AHA, RCA, Clubs ACT, CBC 	<ul style="list-style-type: none"> > Collate existing research to quantify the benefits of employing apprentices by June 2016 > Develop an information sheet for online promotion of the benefits to all stakeholders by Aug 2016 > Review feedback from stakeholders by Nov 2016 > Update the quantification of benefits and promote by July 2017

Skills Development Cluster's Implementation Plan			
Strategy	Actions & Implementation	Responsibility	Timeframe
Strategy: Increase tourism and hospitality apprenticeships in Canberra cont.	<ul style="list-style-type: none"> Explore the possibility of more aspirational names for apprenticeship courses (MasterChef Level 1) to encourage more interest 	<ul style="list-style-type: none"> Staris (Hyatt), Adriaan (Accor), CIT, CBC 	<ul style="list-style-type: none"> Assess options and determine preferred names by March 2016 Discuss with relevant government agencies to garner feedback and support by June 2016 Introduce as a pilot project into one area and monitor impact by Dec 2016 Undertake any refinement and roll out into other tourism and hospitality apprentice areas (if supported) by July 2017 Monitor impact of student and teacher feedback through an online survey by Dec 2017
	<ul style="list-style-type: none"> Work with the Association of Independent Schools ACT and ACT Education and Training Directorate to assess how best to access years 7 and 8 students and their parents and careers advisors 	<ul style="list-style-type: none"> CIT, UC, Chris (LikeaJob), David Barker (VisitCanberra) 	<ul style="list-style-type: none"> Facilitate meeting by February 2016 Obtain agreement on access methods by March 2016 Identify a school to be used for a pilot project by May 2016 Activate online and other methods agreed by Sept 2016 Review any feedback from the school by Feb 2017
	<ul style="list-style-type: none"> Create a career promotional campaign which avoids sole reliance on school careers advisers and which allows industry associations to work more closely with schools directly 	<ul style="list-style-type: none"> CIT, UC, David Marshall, AHA, RCA, Clubs ACT 	<ul style="list-style-type: none"> Determine the preferred online promotional campaign by March 2016 Identify a school to be used for a pilot project by May 2016 Activate online and other methods agreed by Sept 2016 Review any feedback from the school by Feb 2017
	<ul style="list-style-type: none"> Look to make course descriptions more interesting with the view to garnering more interest in them from careers advisers and students. 	<ul style="list-style-type: none"> David Marshall, Chris (LikeaJob), CIT, UC, Adriaan (Accor), Staris (Hyatt) 	<ul style="list-style-type: none"> Identify a course as a pilot project by Oct 2016 Identify ways to enhance the course description by Oct 2016 Introduce the new descriptions by Dec 2016 Review impact by May 2017 Refine and enhance other course descriptions by Oct 2017 Introduce the new descriptions by Dec 2017 Review the impact on course numbers by June 2018
	Implementation Notes:		
<ul style="list-style-type: none"> Industry (and government) needs to engage with school counsellors to better inform them of career pathways and the broad range of opportunities which the sector can offer, including its flexibility for coming into and out of the sector at different stages. 			

6.5. Public Transport Cluster

Whilst outside the scope of the TEP, the Steering Committee felt that the issue of providing safe and reliable public transport for staff working late night shifts was important. It was proposed that the Public Transport Cluster address the following priority strategy.

It is important to note however, that this strategy requires a research survey to verify that the issue is common in Canberra and to test if it is applicable in all areas of tourism and hospitality

where late night shift work exists. The survey work will be undertaken by UC and the findings will inform the members of the cluster group.



TABLE 7: PUBLIC TRANSPORT CLUSTER'S IMPLEMENTATION PLAN

Public Transport Cluster's Implementation Plan			
Strategy	Actions & Implementation	Responsibility	Timeframe
Strategy: Deliver safe and reliable public transport services for shift workers	Actions:		
	<ul style="list-style-type: none"> Implement a survey of shift workers in hotels, restaurants, bars and clubs in Canberra to ascertain extent of the problem and preferred strategies 	<ul style="list-style-type: none"> UC (Naomi) 	<ul style="list-style-type: none"> Commence research by Dec 2015 Complete by April 2016 Review research findings by May 2016
	<ul style="list-style-type: none"> If problem is shown to exist, develop innovative, practical and collaborative strategies to address transport issues 	<ul style="list-style-type: none"> Staris (Hyatt) , Adriaan (Accor), Sharon (CBC) 	<ul style="list-style-type: none"> Identify strategies by June 2016 Discuss with TEP Steering Committee and wider industry by Aug 2016 Refine strategies based on feedback by Oct 2016
	<ul style="list-style-type: none"> Investigate Auckland hotel transport model to ascertain relevance for Canberra 	<ul style="list-style-type: none"> UC (Naomi) 	<ul style="list-style-type: none"> Investigate by Dec 2015
	<ul style="list-style-type: none"> Industry and CBC to facilitate discussions with government transport agencies to investigate introduction of mini bus services offering cost effective transport options to support shift workers finishing late at night and those starting earlier in the morning. 	<ul style="list-style-type: none"> Staris (Hyatt) , Adriaan (Accor), Sharon (CBC) 	<ul style="list-style-type: none"> Facilitate discussions by Nov 2016 Identify areas of potential government support by Feb 2017 Assess most viable options by May 2017
	<ul style="list-style-type: none"> Work with CBC, AHA, RCA and Clubs ACT to explore options for the development of a mini bus service to support shift workers if seen as viable solution to agreed problem 	<ul style="list-style-type: none"> CBC, AHA, RCA, Clubs ACT 	<ul style="list-style-type: none"> Explore options by Sept 2016 Identify preferred option by Oct 2016 Determine if solution is purely industry, public – private approach or public only by Dec 2016

7. Longer-Term Strategies



Once the clusters have completed the implementation of the priority (medium-term) strategies, then the Steering Committee would evaluate and review the processes applied and outcomes achieved. The evaluation process would examine, amongst other things:

- timing of implementation of each of the strategies;
- resources involved in the implementation and any ongoing requirements;
- success (or otherwise) of the implementation of each of the strategies;
- ongoing modifications (if any) required; and
- additional support needed (if any).

Based on the evaluation outcomes the Steering Committee would then reassess the longer-term strategies and prioritise their implementation.

The successful implementation of the priority strategies (the medium-term strategies) should enable the Steering Committee to garner further support from operators, industry associations and training providers for the final implementation phase (longer-term strategies) of the TEP.

No longer-term strategies have been noted for the Public Transport Cluster as it needs to be satisfactorily resolved in the medium-term if the research supports this.

The following are the remaining strategies for implementation. These have been classed as longer-term strategies because they:

- are seen to require greater time to achieve;
- may require the attainment of some medium-term strategies first to assist them;
- may not be as urgent; or
- are likely to require a mix of industry and government involvement at different levels and are seen as particularly complex to achieve a tangible outcome.

It is recognised that as new government assistance programs are announced or industry imperatives change, some of the longer-term strategies may become higher priority strategies. It will be the responsibility of the Steering Committee to determine this and act accordingly.

7.1. Labour Supply & Staff Retention

TABLE 8: LONGER-TERM LABOUR SUPPLY & STAFF RETENTION STRATEGIES IMPLEMENTATION PLAN

Longer-Term Labour Supply & Staff Retention Strategies Implementation Plan	
Strategy	Actions & Implementation
Strategy: Address the casualisation and transient nature of the workforce	<p>Actions:</p> <ul style="list-style-type: none"> > Industry engagement with the SCP. > Industry associations to hold forums to advise the sector on how best to deal with a casual and transient workforce.
	<p>Implementation Notes:</p> <ul style="list-style-type: none"> > Industry to work with Three Sides Marketing in the delivery of the SCP. > Develop short (two week) courses to lift the quality of casual staff (it may be possible to do the courses online and within UC or CIT campus or work environment). > A series of forums need to be held, with a mix of larger and smaller industry players, to explain the casualisation and transient nature of the workforce and how best to try and keep its regular workforce employed. > Industry needs to find ways to incentivise staff to make themselves available for weekend periods, though noting that for many positions that are undertaken by casuals, there is limited loyalty attached to a specific enterprise.
Strategy: Address the uncompetitiveness of industry salaries	<p>Actions:</p> <ul style="list-style-type: none"> > Develop competency based wage assessments. > Identify non-monetary remunerations and benefits.
	<p>Implementation Notes:</p> <ul style="list-style-type: none"> > There are examples of businesses prepared to pay higher salaries and wages based on a competency. Recognition that this occurs in all other cities and destination hubs needs to be more strongly recognised in Canberra. > Industry associations to develop “model” guidelines for small and medium enterprises. > Industry operators, with associations, to identify non-monetary remunerations and benefits able to be offered to staff. > Look at value adds such as transport services from work to key nodes to get people closer to home after late shifts.
Strategy: Promote Canberra as a desirable place to live and work	<p>Actions:</p> <ul style="list-style-type: none"> > Develop a marketing campaign focused on the wide variety of jobs available in Canberra and the benefits of living in the City.
	<p>Implementation Notes:</p> <ul style="list-style-type: none"> > A marketing campaign (with two prongs) needs to be developed to encourage workers to enjoy the benefits of Canberra (along the lines of live, work and play). This should be aimed at encouraging Canberrans to stay in Canberra and at encouraging those outside to relocate to Canberra. > Identify the range and quality of jobs on offer, at different levels, including supervisory roles. > Show, through comparative data, where Canberra is able to be more competitive than Sydney and Melbourne, particularly for semi-skilled work opportunities. > Campaign needs to be driven by VisitCanberra with strong support from CBC and economic development agencies.

Longer-Term Labour Supply & Staff Retention Strategies Implementation Plan	
Strategy	Actions & Implementation
Strategy: Encourage industry to provide employment to CIT hospitality students	<p>Actions:</p> <ul style="list-style-type: none"> ➤ Promote casual employment opportunities to CIT students.
	<p>Implementation Notes:</p> <ul style="list-style-type: none"> ➤ Industry to keep CIT advised of suitable casual employment opportunities available in Canberra as a source of labour to fill job vacancies. ➤ The larger internationally branded hotels and other major players to liaise with CIT to identify opportunities for work experience and referrals to related hotels and retail chains for students in their home countries.
Strategy: Promote Canberra as a desirable working holiday destination	<p>Actions:</p> <ul style="list-style-type: none"> ➤ Continue to promote Canberra as a desirable destination for backpackers. ➤ Promote Canberra for working holiday makers (417 and 462 visa holders).
	<p>Implementation Notes:</p> <ul style="list-style-type: none"> ➤ Many major cities and prime tourist destinations rely on backpackers (working holiday makers) to fill job vacancies. Canberra is not on the backpacker radar. VisitCanberra needs to market Canberra as a desirable destination to this segment, so it can become a source of labour for the industry. ➤ Apart from promoting experiences on offer and facilities available for backpackers, job opportunities should also be promoted. ➤ Government and industry in Canberra need to be more active in pushing Canberra to attract working holiday makers (417 and 462 visa holders). The 417 visa enables working holiday makers to also apply for an additional 12 month visa if they work for at least three months in an agreed regional area outside Canberra, such as the Snowy Mountains. Canberra may be considered an attractive possibility for those not wanting to be too far from a major city (such as Sydney). ➤ There needs to be engagement with intermediaries who assist people to travel to Australia on working holiday visas to facilitate this.

7.2. Skills Development & Workforce Planning

TABLE 9: LONGER-TERM SKILLS DEVELOPMENT & WORKFORCE PLANNING STRATEGIES IMPLEMENTATION PLAN

Longer-Term Skills Development & Workforce Planning Strategies Implementation Plan	
Strategy	Actions & Implementation
Strategy: Encourage greater industry association membership	<p>Actions:</p> <ul style="list-style-type: none"> ➤ Work with industry associations to find different ways to encourage greater uptake by industry players. ➤ Look to include cheaper access points for membership or a process with discounts for those willing to join two or more industry associations.
	<p>Implementation Notes:</p> <ul style="list-style-type: none"> ➤ Associations to engage with industry and encourage them to participate. ➤ Identify ways to encourage small and medium businesses to take up membership with relevant associations (where value can be seen). ➤ Develop relevant programs and services targeted to small, medium and micro-businesses to encourage membership uptake. ➤ Identify opportunities for upskilling and development that can be provided or supported by associations. ➤ Associations to consider reviewing fees and fee structures to encourage small and micro-businesses to engage. Look at different forms of associate membership tagged to specific training or work skill program involvement.

Longer-Term Skills Development & Workforce Planning Strategies Implementation Plan	
Strategy	Actions & Implementation
Strategy: Improve the perception of red tape and excessive paper work surrounding grants/funding	<p>Actions:</p> <ul style="list-style-type: none"> ➤ Promote primary training and up skilling programs to industry and encourage uptake. ➤ Regular liaison with government (Territory and Federal) to focus resources into priority programs. <p>Implementation Notes:</p> <ul style="list-style-type: none"> ➤ Canberra TEP Information Kit (Fact Sheet 2) contains primary programs and services to assist operators with upskilling staff and to build their businesses. These need to be widely promoted via CBC, other industry associations and VisitCanberra. ➤ Industry needs to have regular meetings with government to ensure the limited funding is directed to programs which best suit industry needs; and that application and reporting requirements for funding/assistance are kept to a minimum, recognising the small/micro nature of the majority of businesses.
Strategy: Increase the range and flexibility of TAFE based training programs	<p>Actions:</p> <ul style="list-style-type: none"> ➤ Introduce online promotion and marketing of courses to appeal to more school leavers and older people. ➤ Need for aspirational and appealing marketing promotions by CIT and UC in tandem with industry. ➤ Continued collaboration between industry and CIT and UC. <p>Implementation Notes:</p> <ul style="list-style-type: none"> ➤ Marketing of the tourism and hospitality courses needs to reflect the wide age ranges and income levels of potential students. ➤ The flexibility which the hospitality sector offers for employment and training needs to be better promoted to encourage more people to train before they decide to enter the sector. ➤ A series of online promotions (infographics, YouTube videos, Twitter, blogs) is needed to better explain the range of courses (and career opportunities) on offer and the benefits these training programs and short courses can provide. ➤ Ensure courses remain relevant to industry needs and standards through regular collaboration. ➤ Reassess how and where industry input into course design and look to broaden the mix of industry players who advise on course content.
Strategy: Ensure graduates have the necessary practical skills on graduation	<p>Actions:</p> <ul style="list-style-type: none"> ➤ Ensure industry placements for students are focused on developing practical skills. <p>Implementation Notes:</p> <ul style="list-style-type: none"> ➤ Better training in soft skills, such as workplace management and staff motivation, needs to be provided, particularly for supervisors (especially chefs). ➤ Broader customer service training on how to speak to people (as opposed to emailing or texting) and the value of providing eye contact needs to be built into training modules.

Longer-Term Skills Development & Workforce Planning Strategies Implementation Plan	
Strategy	Actions & Implementation
Strategy: Roll-out targeted China ready programs surrounding grants/funding	<p>Actions:</p> <ul style="list-style-type: none"> ➤ Introduction of short training programs to cater to the growing Chinese market.
	<p>Implementation Notes:</p> <ul style="list-style-type: none"> ➤ Investigate the best means for Canberra businesses to access accredited China ready programs. ➤ Promote the accredited China ready programs. ➤ Promote widely to industry and encourage industry participation by making programs easily accessible and affordable.
Strategy: Improve the English language skill base of migrant workers	<p>Actions:</p> <ul style="list-style-type: none"> ➤ Greater recognition of the need to provide flexible “English as a second language” short training courses for migrants. ➤ Courses need to be developed to reflect their specific needs.
	<p>Implementation Notes:</p> <ul style="list-style-type: none"> ➤ Greater recognition is required of the need for short English training courses, particularly for new immigrants who are wanting to work in the sector. ➤ More flexible training programs able to be undertaken out of work time and which meet the specific needs of industry need to be considered. ➤ Where possible, a move away from generic training modules needs to be contemplated.
Strategy: Improve the delivery of targeted in-house training programs	<p>Actions:</p> <ul style="list-style-type: none"> ➤ Encourage a broader cohort of major industry players to offer in-house training programs where possible.
	<p>Implementation Notes:</p> <ul style="list-style-type: none"> ➤ Industry associations to actively encourage major players to introduce in-house training programs and upskilling solutions. Whilst there is obviously a cost to this, the medium to longer-term benefits from having a skilled workforce will be cost effective. ➤ Encouraging a broader cohort of industry players to also look at similar types of training initiatives, or even contracting some major players to provide this type of service, but this needs to be discussed and agreed.



Part 3: Supporting Materials

8. Review of Other TEPs



A review of other TEPs was undertaken. Of the eight TEPs, seven have now been finalised (see Figure 17), including this Canberra TEP.

This review assisted in identifying:

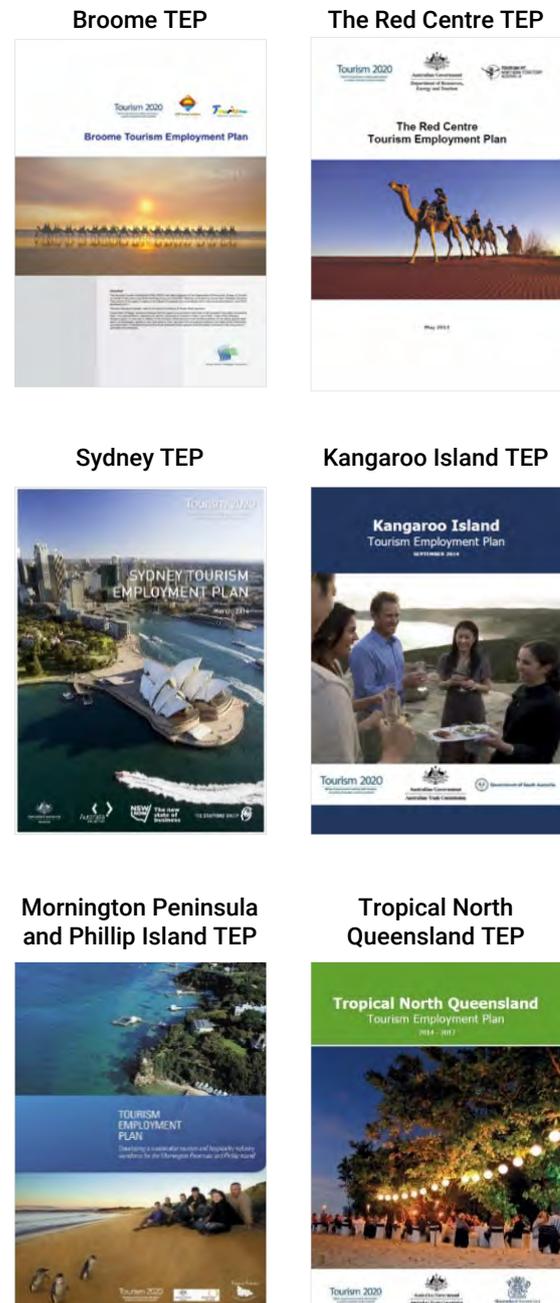
- issues common in other TEP regions and those that were more prevalent in Canberra;
- solutions from other TEPs that could be applied to Canberra; and
- Canberra TEP solutions that may have applicability in other Australian destinations.

The matrix on the following page (Table 10) provides a summary of common issues identified across the seven completed TEPs.

The issues have been categorised under *labour supply and staff retention issues*, *skills development and workforce planning issues* and *other issues* (issues outside the project scope but ones that impact on the sector).

Section 8.2 outlines solutions which could have application for other destinations.

FIGURE 17: COMPLETED TEPs



8.1. Common Issues across all of the TEPs

TABLE 10: MATRIX - COMMON ISSUES ACROSS THE TEPs

	Broome	Kangaroo Island	Mornington Pen. & Phillip Is.	Red Centre	Sydney	Tropical North QLD	Canberra
LABOUR SUPPLY & STAFF RETENTION							
Skills shortages across a number of roles, both at entry level and mid-management	✓	✓	✓	✓	✓	✓	✓
The industry is not seen as an attractive industry in which to work	✓	✓	✓	✓	✓	✓	✓
High reliance on student and backpacker population to fill job vacancies, resulting in a large casual workforce			✓		✓	✓	✓
Attracting and retaining staff due to limited defined career path options and promotion	✓	✓	✓	✓	✓	✓	✓
Inability to retain staff	✓	✓	✓	✓	✓	✓	✓
Limited and shrinking local labour pools	✓	✓	✓	✓	✓	✓	✓
Seasonal nature of employment in the industry	✓	✓	✓	✓	✓	✓	✓
Low levels of Indigenous employment in the sector	✓			✓	✓	✓	
Achieving a balance between building local capacity and capability and acknowledging the importance of skilled migration and backpackers to address shortages	✓				✓		
SKILLS DEVELOPMENT & WORKFORCE PLANNING							
Service quality and skills		✓			✓	✓	✓
Lack of apprenticeship completions	✓				✓		✓
Lack of training programs that can be used in-house						✓	
Graduate skills not meeting industry expectations	✓		✓		✓	✓	✓

	Broome	Kangaroo Island	Mornington Pen. & Phillip Is.	Red Centre	Sydney	Tropical North QLD	Canberra
Graduates have unrealistic expectations of what jobs they are suitable for when entering the workforce			✓		✓		✓
Lack of appreciation of the value of training and skills development at the enterprise level	✓	✓	✓	✓	✓	✓	✓
Inadequate business practices (such as appropriate induction programs, training)	✓	✓			✓		
Challenges with JSA employment service providers			✓				
Lack of awareness of (and hence uptake of) programs to support labour and skills development	✓		✓	✓	✓		✓
OTHER ISSUES – (OUT OF PROJECT SCOPE)							
Penalty rates			✓		✓	✓	✓
Working holiday visa restrictions			✓	✓			
Limitations of the 457 visa				✓	✓		
Housing and living affordability	✓		✓		✓		
Lack of public transport options or other transport options			✓		✓	✓	✓
Red tape and regulation making it difficult to understand the regulatory and planning environment					✓	✓	

8.2. Applying the TEP to Other Regions

Whilst there are a number of characteristics unique to Canberra and its TEP, many other regions could benefit from initiatives developed as part of this TEP.

Initiatives with wider application include the following.

Labour Supply and Staff Retention Solutions

- Developing a series of infographics to help visually explain the types of career paths which are available and to help motivate more students and school leavers, in particular, to consider employment in the tourism and hospitality sector.
- Developing resource kits for distributing online and in hard copy to school careers advisors and parents (of years 7-10 students) to better understand career path opportunities in the sector.
- Implementing career marketing campaigns including career days and events with a mix of industry associations and larger tourism sector operators (hotel groups, attractions, transport operators, restaurants and catering companies).
- Engaging with online employment website companies to find ways of using infographics and other digital friendly promotional tools for industry driven career path marketing.
- Developing stronger and more effective relationships between tourism training institutions and industry stakeholders. This should include proactively getting a wider mix of industry players (individual companies rather than industry associations) to participate in curriculum development programs and course assessments at TAFEs and universities.
- Getting more non-traditional industry stakeholders (retailers, airport companies, shopping centre managers, event management companies, major cultural institutions, wineries etc.) to participate in industry forums and to sit on curriculum development and assessment panels for training institutions.
- Assessing the potential for improving the image of “apprentice” based courses by rebranding these using more contemporary and aspirational names to help stimulate greater market interest.
- Undertaking research to determine if improved, safe and reliable public transport services for late night shift workers can be offered to give further incentive for working in the industry.
- Identifying ways to fill employment gaps through encouraging more working holiday makers and others on appropriate visas to consider employment in the sector where local interest cannot fill these positions.

Skills Development and Workforce Planning Solutions

- Offering industry managers and supervisory staff onsite, short session staff management training courses which can be credited to various TAFE or university based courses rather than institution based training modules.
- Keeping industry operators informed, through online communication, regarding easy to access training and up-skilling programs and services that will assist them to expand and enhance staff skills and benefit their businesses.

THE STAFFORD GROUP

SYDNEY OFFICE

Suite 3.02, 46a Macleay Street
Potts Point NSW 2011, Australia

T +61 2 9331 6222

E admin@thestaffordgroup.com.au

BRISBANE OFFICE

PO Box 265
Sandgate QLD 4017, Australia

M +61 (0) 417721342

E admin@thestaffordgroup.com.au

W www.thestaffordgroup.com.au

