TOURISM EMPLOYMENT PLAN

Developing a sustainable tourism and hospitality industry workforce for the Mornington Peninsula and Phillip Island
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This report has been prepared as a general overview. It is not intended to provide an exhaustive coverage of the topic and is not intended as advice. While all care has been taken in the preparation of this report, no warranty is made regarding the currency, accuracy or completeness of the content of the report.

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# Glossary

AHA | Australian Hotels Association  
---|---  
BCSC | Bass Coast Shire Council  
DPI | Destination Phillip Island Regional Tourism Board  
FCC | Frankston City Council  
KPI | Key Performance Indicator  
LGA | Local Government Area  
LSWG | Labour and Skills Working Group  
MoU | Memorandum of Understanding  
MPPI | Mornington Peninsula and Phillip Island  
MPRTB | Mornington Peninsula Regional Tourism Board  
MPSC | Mornington Peninsula Shire Council  
Regional Tourism Boards | DPI and MPSC  
RCA | Restaurant and Catering Australia  
RSA | Responsible Service of Alcohol  
RSC | Regional Steering Committee  
RSG | Responsible Service of Gaming  
SSA | Service Skills Australia  
TEP | Tourism Employment Plan  
Tourism Ministers | Responsible Ministers for Tourism at the State and Australian level  
TV | Tourism Victoria
Executive summary

Overview of the Tourism Employment Plan

The Mornington Peninsula and Phillip Island (MPPI) region is a popular and well-known travel destination for domestic and international visitors. It comprises the Mornington Peninsula Shire Council, the Frankston City Council and the Bass Coast Shire Council. Visitors are attracted to the region for its wineries, coastal experiences, national parks and golf courses and iconic events and attractions. Tourism and hospitality are critical to the MPPI region, accounting for close to $1.7 billion in output across the region and generating close to 16,000 jobs (directly and indirectly).1

The demand for tourism and hospitality workers in the MPPI region is expected to rise as a result of continued growth in visitor numbers, particularly international visitors. At the same time, the supply of tourism workers, particularly skilled workers, is not anticipated to keep pace. By 2015, there is projected to be a shortfall of over 450 tourism and hospitality workers in the region, including around 160 skilled workers.2

The MPPI Tourism Employment Plan (TEP) is a Tourism 20203 strategy initiative to assist the tourism and hospitality industry in the region to tackle workforce challenges and help develop the workforce capacity (the number of workers in the industry) and capability (the skills and competencies of workers) required to support industry growth. In doing so, the TEP is facilitating a higher degree of coordination within industry and with government on workforce planning and development issues.

This TEP details the practical, cost neutral strategies that are being advanced to support workforce planning and development in the tourism and hospitality industry in the MPPI region. This TEP also describes the governance arrangements that have been established to drive the implementation of the strategies and achieve the expected benefits of the TEP.

The achievements delivered by the TEP to date

The TEP is fostering an engaged, collegiate and coordinated dialogue between key government and industry stakeholders in the region and is encouraging increased interest and uptake in available government programs by tourism and hospitality businesses. The TEP is helping to:

Enhance the understanding and utilisation of existing government programs by industry.

Feedback from stakeholders suggests that there has been an increase in the awareness of government programs by tourism and hospitality businesses in the region since the commencement of the TEP. This has occurred through direct consultation with around 150 tourism and hospitality businesses as part of the TEP, as well as through the dissemination of a Program Guide, factsheets and case studies to businesses by the industry associations and regional tourism boards, with a combined total of around 800 members in the region. As an example, proactive engagement efforts have encouraged 59 businesses in the MPPI region to participate in the Workforce Futures Program as of 31 January 2014 which compares to only two businesses in the program as of 31 March 2013.

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1 Victorian Regional Tourism Satellite Accounts 2011-12
3 Tourism 2020 is Australia’s national strategy to enhance growth and competitiveness in the tourism industry. For further details please see: www.austrade.gov.au/Tourism/Policies/National-long-term-strategy/Tourism-2020
• **Enhance coordination between key stakeholders.** While coordination between government and industry stakeholders in the region has always been strong, there has been an impressive level of cooperation between stakeholders in the region to drive the development and implementation of the TEP through the establishment of a Regional Steering Committee (RSC). There has also been a strengthening in engagement with industry on workforce challenges through three dedicated workshops/forums in the MPPI region (one in Mornington Peninsula and two in Phillip Island).

• **Develop the capacity and capability of the local tourism and hospitality workforce.** A comprehensive package of practical, cost neutral strategies is being advanced in the region. These strategies will help boost employment from currently under-utilised labour sources in the region and will support the professional development of the existing workforce.

**Learnings for future TEPs**

While the MPPI TEP has been very well received by stakeholders within the region, there are learnings that may be considered for future TEPs in other regions. Key learnings are to engage as early as possible with stakeholders through the local industry associations, regional tourism boards and Local Governments, and to quickly establish a strong and committed coordinating structure to drive the TEP. The development of this TEP has demonstrated that these small things do make a difference.

**The workforce challenges facing the industry**

Consultation with stakeholders revealed that there are National and State policy issues that are the cause of some of the workforce challenges facing tourism and hospitality businesses in the MPPI region. These issues will require Australian and State Government policy intervention in order to be addressed.

**National and State policy issues facing the tourism and hospitality industry**

Key National and State policy issues that tourism and hospitality businesses in the region face are:

• **Housing affordability.** Stakeholders advise that the lack of affordable housing, namely rental property, in the MPPI region is an impediment faced by individuals seeking to work and live in the region particularly during peak periods of demand.

• **Penalty rates.** Tourism and hospitality businesses advise that the requirement to pay penalty rates on weekends and public holidays can restrict their operations and ability to invest in the long-term professional development of their staff.

• **Working Holiday Visa restrictions.** Stakeholders have raised concerns about some aspects of the Working Holiday Visa, such as the eligibility criteria concerning obtainment of a second Working Holiday Visa. Stakeholders would like changes to the criteria to include tourism occupations as a specified industry to allow working holiday makers to apply for a second year visa to enable them to work for longer for tourism and hospitality businesses in the region.

• **Challenges with Jobs Services Australia (JSA) employment service providers.** Stakeholders are seeking changes to the JSA system to improve the way employment service providers work with the tourism and hospitality industry.

• **A lack of public transport options.** Stakeholders have identified the lack of suitable public transport options in the MPPI region as another impediment to attracting workers.
While it is beyond the scope of the TEP to address these broad policy challenges, it is important to appreciate that Australian, State and Local Governments, together with industry, recognise the significance of these issues and are taking action to find solutions. For example:

- Austrade has made a submission to the Productivity Commission’s geographic labour mobility study which is looking at opportunities to improve labour mobility across Australia. This submission highlights evidence from the TEPs being delivered across Australia, including the MPPI TEP, and outlines the issues the tourism and hospitality industry has regarding housing affordability, transportation, licensing across jurisdictions and improving access to programs (including migration and job service networks) to manage labour shortages, particularly during seasonal periods.

- The Productivity Commission is conducting a review of the Fair Work Legislation. It will assess the opportunities and impacts of the laws on the economy, productivity and jobs. The terms of reference will be released in March 2014 of which industry can make submissions.

- The Australian Tourism Export Council and the Tourism and Transport Forum are actively advocating reforms to the Working Holiday Visa arrangements on behalf of the tourism and hospitality industry.

- Austrade, the Australian Hotels Association (AHA), Restaurant and Catering Australia (RCA) and Service Skills Australia (SSA) have made submissions to the Australian Workforce and Productivity Agency to seek the inclusion of chefs, café and restaurant managers and other tourism occupations on the 2014 Skilled Occupation List.

- In consultation with local stakeholders, the Mornington Peninsula Regional Tourism Board (MPRTB) has raised the prospect of exploring opportunities to address public transport options in the Mornington Peninsula region.

As additional opportunities arise, the evidence base drawn from the MPPI TEP can help to inform discussions across these broad areas. For example, the RSC may wish to approach JSA or make a submission to the 2015 JSA Review highlighting this as a barrier to increasing the usage of the JSA network, and could nominate the MPPI region as a test case for any possible changes.
Challenges and opportunities for the tourism and hospitality industry in the region

In addition to the broad National and State policy issues facing the industry, there are a number of specific workforce challenges facing the industry which can be addressed at the regional level through coordinated action by regional stakeholders. These challenges, and the associated opportunities for the industry, are summarised in Table 1 below.

Table 1: Summary of the regional challenges and opportunities for industry in the MPPI region

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of awareness of Government programs</td>
<td>Enhance collaboration between stakeholders, particularly on labour and skills issues with State and Australian Government agencies.</td>
</tr>
<tr>
<td>2. Negative perceptions of career pathways in the industry</td>
<td>Promote features of the industry that appeal to different labour cohorts, such as the career pathways and long-term earnings potential to young students and the flexible work arrangements and attractive award wages to mature aged workers.</td>
</tr>
<tr>
<td>3. Lack of employee experience</td>
<td>Provide targeted, relevant and nationally recognised training to students, unemployed young people and mature workers that is recognised by local tourism and hospitality businesses.</td>
</tr>
<tr>
<td>4. Seasonal nature of employment in the industry</td>
<td>Connect with other regions that have a different demand profile to the MPPI region in order to create employment opportunities necessary to attract and retain quality workers.</td>
</tr>
</tbody>
</table>

Given that sound strategic policy should ultimately target the underlying root causes of the issues facing businesses, and not the symptoms, it has been important to identify the root causes of the regional challenges.

Analysis suggests there are four root causes, namely the:

1. Coordination between government and industry stakeholders operating in the region and across regions;
2. Lack of understanding of the opportunities, benefits and career pathways in the industry;
3. Lack of appropriately tailored training opportunities for under-represented labour cohorts; and
4. Uneven nature of visitor demand leading to labour shortages and the need for targeted business and regional workforce planning strategies.

The strategies advanced in this TEP target the underlying root causes of the workforce challenges to ensure the TEP will deliver enduring workforce planning and development benefits to the region.

A comprehensive strategic response for the region

Figure 1 on the following page shows the comprehensive package of regional strategies that have been developed to address the root causes of the workforce challenges facing the tourism and hospitality industry in the region. These strategies will support the industry to capitalise on regional opportunities.
Figure 1: The strategic response of the MPPI region to identified workforce challenges

<table>
<thead>
<tr>
<th>Regional challenges</th>
<th>Regional opportunities</th>
<th>Root causes to be addressed</th>
<th>Regional strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of awareness of government programs</td>
<td>Enhance collaboration between stakeholders particularly on labour and skills issues with State and Australian Government agencies</td>
<td>Coordination between government and industry stakeholders operating in the region and across regions</td>
<td>1. Prepare a Tourism and Hospitality Employment Program Guide</td>
</tr>
<tr>
<td>Negative perceptions of career pathways in the industry</td>
<td>Promote features of the industry that appeal to different labour cohorts such as the career pathways and long-term earnings potential to young students and the flexible work arrangements and attractive award wages to mature aged workers</td>
<td>Lack of understanding of the opportunities, benefits and career pathways in the industry</td>
<td>7. Media and communications to promote working in tourism and hospitality</td>
</tr>
<tr>
<td>Lack of employee experience</td>
<td>Provide targeted, relevant and nationally accredited training to students, unemployed young people and mature aged workers that is recognised and appreciated by local tourism and hospitality businesses</td>
<td>Lack of appropriately tailored training opportunities for under-represented labour cohorts</td>
<td>8. Expand and extend the Tourism Traineeship Program</td>
</tr>
<tr>
<td>Seasonal nature of employment in the industry</td>
<td>Connect with other regions with a different demand profile to the MPPI region to create employment opportunities necessary to attract and retain quality workers</td>
<td>Uneven nature of visitor demand leading to labour shortages and the need for targeted business and regional workforce planning strategies</td>
<td>9. Promote the skills passport resource available to tourism and hospitality businesses and workers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>10. Develop a tourism and hospitality training solution to engage under-represented labour sources</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11. Support interested businesses to participate in the labour sharing arrangement being considered across other regions in Australia</td>
</tr>
</tbody>
</table>
The potential of the TEP to help transform workforce planning and development in the MPPI region

The MPPI TEP is supporting improved tourism and hospitality industry engagement with government and enhanced coordination between key local stakeholders on workforce planning and development. Ultimately, this should assist the industry to meet its projected workforce requirements in a sustainable manner by better utilising existing labour sources in the region.

Figure 2: The potential benefits of the TEP to help transform workforce planning and development in the MPPI region

A call to action

There is a risk that the projected shortfall in supply to meet the growing demand for labour could compromise the quality of tourism and hospitality services and products offered in the region without a concerted effort at the regional level to increase the capacity and capability of the workforce.

This TEP provides tourism and hospitality businesses in the region with a comprehensive approach to collaborate on workforce strategies that will strengthen their workforce. This should help position the industry to capitalise on emerging growth opportunities to the benefit of the region and the broader Victorian economy.

For further information about the TEP, and its potential benefits, businesses are encouraged to contact any member of the MPPI TEP RSC, full details of which are provided below.
<table>
<thead>
<tr>
<th>Organisation</th>
<th>Contact details</th>
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</thead>
<tbody>
<tr>
<td>Australian Hotels Association</td>
<td>John Sweetman</td>
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<td></td>
<td>Email: <a href="mailto:j.sweetman@ahavic.com.au">j.sweetman@ahavic.com.au</a></td>
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<td>Peter Francis</td>
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<td>Email: <a href="mailto:p.francis@basscoast.vic.gov.au">p.francis@basscoast.vic.gov.au</a></td>
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<td></td>
<td>Email: <a href="mailto:dpi@visitphillipisland.com.au">dpi@visitphillipisland.com.au</a></td>
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<tr>
<td></td>
<td>Phone: (03) 5952 2729</td>
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<tr>
<td>Frankston City Council</td>
<td>Rachel Burree</td>
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<td>Email: <a href="mailto:rachel.burree@frankston.vic.gov.au">rachel.burree@frankston.vic.gov.au</a></td>
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<tr>
<td></td>
<td>Phone: (03) 9748 1887</td>
</tr>
<tr>
<td>Mornington Peninsula Regional Tourism Board</td>
<td>Tracey Cooper</td>
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<td></td>
<td>Email: <a href="mailto:tracey.cooper@mprtb.com">tracey.cooper@mprtb.com</a></td>
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<td>Phone: (03) 5987 3078</td>
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<tr>
<td>Mornington Peninsula Shire Council</td>
<td>Alva Hemming</td>
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<tr>
<td>Restaurant and Catering Industry Association</td>
<td>Greg Smith</td>
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<td></td>
<td>Phone: 1300 722 878</td>
</tr>
<tr>
<td>Service Skills Australia</td>
<td>Stephen Ollerenshaw</td>
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<td>Brett Wood</td>
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<td></td>
<td>Phone: (03) 9653 9752</td>
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</table>
1. What is the TEP and what is it achieving?

The TEP provides tourism and hospitality businesses in the MPPI region with a comprehensive approach to collaborate on strategies that will boost the capability and capacity of their workforce and support industry growth and development.
1.1 The basis for the MPPI TEP

The Australian and State and Territory Governments, together with industry, are working toward an ambitious growth target for tourism and hospitality through Tourism 2020 which aims to increase overnight tourism spend to between $115 and $140 billion by 2020.

To achieve this, Tourism 2020 reports that up to an additional 56,000 tourism and hospitality workers across Australia will be required to fill projected employment vacancies. It reports that the region in and around Melbourne, including the MPPI region, is expected to experience the second most significant labour pressures of any region in the tourism and hospitality industry nationally.

In this context, the Australian, State and Territory Governments together with industry have recognised the need to support the sustainable growth of the tourism and hospitality industry in the MPPI region. Victoria’s Regional Tourism Strategy 2013-16 highlights workforce planning and development as a priority for the MPPI region and identifies the TEP as a key mechanism to help address regional workforce challenges. If successful, TEPs may be considered for other regions in Victoria.

Professional services firm KPMG was engaged to work with tourism and hospitality businesses in the region, and other key local stakeholders, to develop this TEP.

1.2 The objectives of the MPPI TEP

The MPPI TEP is enabling the tourism and hospitality industry to address the workforce challenges they are experiencing in the MPPI region. Specifically, the TEP:

- identifies the workforce challenges facing tourism and hospitality businesses in the region and the associated root causes of these issues;
- considers current policies and programs available to tourism and hospitality businesses for workforce planning and development and identifies gaps in the current program mix;
- develops a set of practical, cost-neutral strategies that can be advanced by stakeholders and businesses in the region to supplement existing programs;
- establishes a step-by-step action plan to implement these strategies; and
- outlines lessons for other regions that may develop TEPs in the future, as articulated in Victoria’s Regional Tourism Strategy 2013-2016.

The focus of the TEP is on workforce strategies that the tourism and hospitality industry in the region can advance with the support of local stakeholders.

This TEP does not address a number of broad policy issues requiring coordinated policy intervention from the Australian and State Governments. However, the TEP records these issues to expand the evidence base for the benefit of Australian and State Government policy makers, particularly when there is consistency with other TEP pilot regions in Broome, the Red Centre, Sydney, Tropical North Queensland, Kangaroo Island, Canberra and regional Tasmania.

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5 Ibid.
1.3 The TEP is a journey, not a destination

Workforce planning and development in the MPPI region will be an ongoing challenge. Successfully meeting this challenge will require all key stakeholders to take action now, as well as to maintain its commitment to workforce planning and development in the future. Workforce planning and development does not have a definitive end-point.

Figure 3 provides an overview of the process undertaken to develop the MPPI TEP. It shows that developing a TEP is a continuous process that involves understanding business issues, responding to business needs, taking action in the region and monitoring and tracking performance. Accordingly, this document should not be viewed as the end-point in the MPPI TEP but rather a milestone in the journey that industry is undertaking in collaboration with the Australian, State and Local Governments to develop and sustain their workforce in region.
Figure 3: Overview of the process of developing the TEP

1. Understand business issues
   - Consult with businesses to understand the issues they are facing
   - Analyse the issues to identify their root causes
   - Identify those issues that can be addressed at a local level and those that require coordinated State/Australian Government input
   - Identify existing programs and policies to assist businesses to address their issues
   - Engage with the local industry associations, regional tourism boards and Local Governments on potential solutions and approaches
   - Develop local, regional strategies to tackle identified gaps in current policies and programs
   - Advocate to other levels of government on issues that require their input to address

2. Respond to business needs
   - Establish the baseline for each KPI
   - Evaluate the outcomes and benefits of the strategic response
   - Collect data to measure performance
   - Identify existing programs and policies to assist businesses to address their issues
   - Promote and communicate existing programs and policies
   - Support businesses to access and utilise existing programs

3. Take action
   - Establish a vision for success with clear KPIs
   - Deliver and implement agreed new strategies
   - Gather learnings and insights and incorporate into future TEPs
   - Support businesses to access and utilise existing programs
   - Monitor and track performance
   - Evaluate the outcomes and benefits of the strategic response

4. Monitor and track performance
   - Gather learnings and insights and incorporate into future TEPs
   - Support businesses to access and utilise existing programs
   - Monitor and track performance
   - Establish a vision for success with clear KPIs
1.4 Achievements of the TEP to date

The TEP is fostering an engaged, collegiate and coordinated dialogue between key government and industry stakeholders in the region and encouraging increased interest and uptake in available government programs by tourism and hospitality businesses. The TEP is also advancing a range of strategies that will support expansion in the capacity and capability of the tourism and hospitality workforce. A summary of the key achievements of the TEP to date is provided below.

Enhanced understanding and utilisation of existing government programs by industry

The industry associations and regional tourism boards have a combined total of around 800 members in the region with whom they have engaged on a periodic basis in the development of the TEP.

- **Pino’s Trattoria**
  
Pino’s Trattoria is a family owned and run restaurant that has been operating on Phillip Island for over 21 years. The family chose to participate in the Workforce Futures Program to identify opportunities to improve the way they run the business. The Workforce Futures Program was an initiative from the tourism, travel and hospitality industry, supported with Australian Government funding, to improve the capacity and capability of the workforce by helping businesses to identify and address key workforce development issues.

  As a result of the Workforce Futures Program, the business has implemented a range of positive changes including a new recruitment process and marketing strategy. The business has also come to appreciate the benefits of being in an industry association and the support network this provides.

Feedback from these stakeholders suggests there has been an increase in the awareness of government programs, such as the Workforce Futures Program, by tourism and hospitality businesses in the region since the commencement of the TEP. This is likely to be related to the direct consultation that occurred with around 150 businesses in the region in developing the TEP, close collaboration with Service Skills Australia (SSA) and the development and dissemination of factsheets on key programs, business case studies and a Tourism and Hospitality Program Guide by the industry associations, regional tourism boards and local councils.

- **Black Tie Catering**
  
Black Tie Catering is a boutique catering company based in Frankston that recently participated in the Workforce Futures Program. The business is already seeing tangible workforce planning and development benefits through its participation. It has developed templates for interviewing, reference checking and exit interviews and is beginning to look at ways to further train and develop staff.

In addition, proactive promotion of SSA’s Workforce Futures Program through the TEP, and the benefits for businesses, has resulted in over 59 businesses from the MPPI region participating in the program as of 14 April 2014, which compares to only two businesses in the program as of

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6 Please refer to Appendix D for a range of the programs that were the focus of promotion and engagement efforts in the TEP.

7 This is the number of businesses that have participated as of 14 April 2014 as reported by SSA.
31 March 2013. The *Workforce Futures Program* has also assisted these businesses to access funding from government programs that addresses identified skills development opportunities.

**Enhanced coordination between key stakeholders**

There has been an increase in coordination between government and industry stakeholders in the region through the establishment of the RSC\(^8\) to drive the implementation of the TEP. The RSC has already met on four occasions. The RSC includes the three local councils that comprise the MPPI region, the two tourism boards active in the region as well as three industry associations, namely the AHA, RCA and SSA, to ensure broad cross-industry representation. Tourism Victoria and Austrade are also members of the RSC.

An Industry Reference Group, which comprised a selection of tourism and hospitality businesses in the MPPI region that were consulted periodically during the development of the TEP, supported the RSC.

**Peninsula Hot Springs**

Peninsula Hot Springs has been part of the Mornington Peninsula community since opening in June 2005. From 2010 it has taken on around a dozen trainees to obtain a Certificate III in Tourism as part of the *Mornington Peninsula Tourism Traineeship Program*, a program which encourages secondary school students to consider a career in the tourism industry. Peninsula Hot Springs supports the program as part of its corporate social commitment to the region.

There has been stronger engagement by the local councils, regional tourism boards and industry associations with industry on workforce challenges through three dedicated workforce planning and development forums in the MPPI region (one in Mornington Peninsula and two in Phillip Island).

These forums brought industry and government stakeholders together to recap on the workforce challenges facing the industry, to advise businesses of relevant programs in the region that they can access and to explore how Australian Government funded training and service providers can work more closely with regional stakeholders on workforce planning and development.

**Building the capacity and capability of the local tourism and hospitality workforce**

A comprehensive package of practical, cost neutral strategies are being advanced in the region. These strategies will help boost employment from currently under-utilised labour sources in the region as well as support the professional development of the existing workforce. In doing so, they will support expansion in the capacity and capability of the tourism and hospitality workforce in the MPPI region.

\(^8\) Details regarding the organisations that comprise the Regional Steering Committee are provided in Section 6.2,
2. What are the workforce requirements for the tourism and hospitality industry in the MPPI region?

Over the coming years, the demand for tourism and hospitality workers in the MPPI region is expected to exceed the supply. However, there are opportunities for the industry to expand the regional workforce by tapping into a number of under-represented sources of labour in the region.
2.1 Overview of the Mornington Peninsula and Phillip Island region

Mornington Peninsula is located approximately 80 kilometres directly south-east of Melbourne. Visitors are attracted to the Mornington Peninsula for its wineries, coastal experiences, National parks and golf courses. The Mornington Peninsula comprises the Mornington Peninsula Local Shire Council and the Frankston City Council.

Phillip Island is located approximately 140 kilometres south-east of Melbourne, within the Bass Coast Shire. Visitors are attracted to Phillip Island for a number of iconic events and attractions such as the Penguin Parade, Phillip Island Nature Parks and the Grand Prix Circuit which hosts international events including the Australian Motorcycle Grand Prix (MotoGP). It also features scenic beaches and unique natural wildlife experiences.

Tourism activity in the MPPI region is concentrated in summer and late spring. The greatest level of tourism activity is in January, when there are over one million visitors to the region, close to double the monthly average for the rest of the year. Demand drops off significantly during autumn/winter, averaging close to 350,000 visitors to the Mornington Peninsula and just under 200,000 visitors to Phillip Island per month.9

Compared to Broome and Red Centre which were subjects of earlier TEPs, the MPPI region is located in very close proximity to a major capital city. More than 50 per cent of tourists to the region are domestic day-trippers from Melbourne10. Consequently, this presents the unique challenge to ensure the workforce is equipped to deal with the expectations of the day tripper as well as the key international growth markets such as China.

Figure 4: Map of the MPPI region

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10 International and National Visitor Surveys, September 2013, Tourism Research Australia, Canberra (unpublished data).
The importance of tourism and hospitality to the region

Tourism and hospitality is critical to the MPPI region. In the Mornington Peninsula, the industry contributes over $1 billion in output to the local economy and accounts for close to 10,700 jobs or over 10 per cent of total employment. In Phillip Island, the industry contributes close to $620 million in output and accounts for close to 5,000 jobs or over 33 per cent of local employment.\(^{11}\) Phillip Island is the second most dependent region on tourism in Australia and the first in Victoria.\(^{12}\)

This underlines the critical need for industry to have the capacity and capability in its workforce to drive future growth and meet increasing demands for the region’s tourism product.

2.2 Overview of the tourism and hospitality industry in the MPPI region

The tourism and hospitality industry in the MPPI region is a sizeable industry and one that is continuing to experience sustained growth. The industry currently attracts over 7.3 million visitors each year who directly spend almost $1.1 billion, as shown in the table below.

Table 2: Visitor statistics for the MPPI region for the year ending September 2013

<table>
<thead>
<tr>
<th>Visitor type</th>
<th>Expenditure(^{13})</th>
<th>Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$million</td>
<td>%</td>
</tr>
<tr>
<td>Mornington Peninsula</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic day visitors</td>
<td>269</td>
<td>38</td>
</tr>
<tr>
<td>Domestic overnight visitors</td>
<td>403</td>
<td>58</td>
</tr>
<tr>
<td>International overnight visitors</td>
<td>29*</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>701</td>
<td>100</td>
</tr>
<tr>
<td>Phillip Island</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic day visitors</td>
<td>143</td>
<td>37</td>
</tr>
<tr>
<td>Domestic overnight visitors</td>
<td>231</td>
<td>60</td>
</tr>
<tr>
<td>International overnight visitors</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>383</td>
<td>100</td>
</tr>
<tr>
<td>Total MPPI region</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic day visitors</td>
<td>412</td>
<td>38</td>
</tr>
<tr>
<td>Domestic overnight visitors</td>
<td>634</td>
<td>59</td>
</tr>
<tr>
<td>International overnight visitors</td>
<td>37</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>1,083</td>
<td>100</td>
</tr>
</tbody>
</table>

Note:
*This figure is subject to sampling variability too high for most practical purposes.


\(^{11}\) Victorian Regional Tourism Satellite Accounts 2011-12, 2013, Deloitte Access Economics.


\(^{13}\) Tourism Research Australia expenditure allocation method applied to 2013 National Visitor Survey data and 2013 International Visitor Survey data.
The MPPI region also attracts a significant number of international day trip visitors. In the year ending September 2013, it is estimated that 110,000 international visitors undertook a day trip to the Mornington Peninsula (12 per cent growth on the previous year), while nearly 350,000 international day trip visitors travelled to Phillip Island (20 per cent growth on the previous year), the second highest number of international day trip visitors to any region in Victoria.\textsuperscript{14}

The \textit{Australian Tourism Labour Force Report} projects that the tourism and hospitality industry in the MPPI region will continue to experience growth in overall domestic day and overnight visitors and particularly strong growth in international overnight visitors in coming years.

It is anticipated that between 2011 and 2015 the Mornington Peninsula will experience an overall 2.9 per cent increase in visitor nights, with a 15 per cent increase in international visitor nights, while Phillip Island will experience an overall two per cent increase in visitor nights with a 12.3 per cent increase in international visitor nights.\textsuperscript{15} This highlights the expected growth in international visitors to the region and the challenge for tourism and hospitality businesses to ensure they have workers with the skills and competencies to service the needs of growing international visitors.

Stakeholder feedback that one of the fastest growing markets for international visitors to the region is China. This means that there will be an increasing need for tourism and hospitality workers in the MPPI region to have the cultural competencies and potentially also the basic language skills to service Chinese tourists.

### 2.3 The projected growth in tourism and hospitality labour demand

The anticipated growth in tourism visitors to the MPPI region is projected to create a material increase in the demand for tourism and hospitality labour. By 2015, it is projected approximately 5,300 workers will be required in the Mornington Peninsula and 700 workers in Phillip Island.\textsuperscript{16}

While it is expected that the majority of these positions will be filled through normal growth in regional labour supply, it is projected that there will be insufficient labour supply to meet demand. It is projected that there will be unfilled demand for an estimated 452 positions in the MPPI region by 2015, including a shortage of around 160 skilled workers.\textsuperscript{17} The consultation with stakeholders undertaken in developing the TEP indicates that these projections may be conservative and that the level of unfilled labour demand in the region could be higher.

The unfilled skilled positions are expected to be the greatest in accommodation and food services. There is also projected to be strong demand for workers in retail trade as well as arts and recreation services.\textsuperscript{18}

The table below details the occupations where there is projected to be a shortage of workers.

\textsuperscript{14} International Visitor Surveys, September 2013, Tourism Research Australia, Canberra (unpublished data).
The figures are estimates and do not include visitor expenditure.
\textsuperscript{16} Ibid.
\textsuperscript{17} Ibid.
\textsuperscript{18} Ibid.
Table 3: Projected shortage of tourism workers in the MPPI region 2012 to 2015

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Projected total labour shortage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mornington Peninsula</td>
</tr>
<tr>
<td>Chefs</td>
<td>29</td>
</tr>
<tr>
<td>Café and restaurant managers</td>
<td>22</td>
</tr>
<tr>
<td>Cooks</td>
<td>15</td>
</tr>
<tr>
<td>Kitchen hands</td>
<td>15</td>
</tr>
<tr>
<td>Waiters</td>
<td>13</td>
</tr>
<tr>
<td>Hotel and motel managers</td>
<td>9</td>
</tr>
<tr>
<td>Other (administration and support staff)(^{19})</td>
<td>34</td>
</tr>
<tr>
<td>Total skilled labour shortage</td>
<td>137</td>
</tr>
<tr>
<td>Total non-skilled labour shortage</td>
<td>260</td>
</tr>
<tr>
<td>Total</td>
<td>396</td>
</tr>
</tbody>
</table>


The figures show there will be both an overall labour shortage in the MPPI region by 2015 as well as shortages in particular professions. Accordingly, the challenge for tourism and hospitality businesses in the region is to expand the number of workers in the industry (the workforce capacity) as well as the skills and competencies of existing workers (the workforce capability).

2.4 The opportunities to expand the regional workforce

There are opportunities for the industry to expand the capacity of the regional workforce by tapping into a number of under-utilised sources of labour in the region.

Table 4 presents data at the Local Government Area (LGA) level for a number of potentially under-utilised population cohorts in the MPPI region.

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\(^{19}\) This comprises administration and support staff who work in tourism and hospitality operations. A breakdown of the specific occupations in this category is not included in the Australian Tourism Labour Force Report.
Table 4: Data on population cohorts in the MPPI region, 2011

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Mornington Peninsula</th>
<th>Bass Coast</th>
<th>Frankston</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population of the region</td>
<td>144,608</td>
<td>29,614</td>
<td>126,458</td>
<td>300,680</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td>4.5%</td>
<td>4.7%</td>
<td>5.7%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Total population aged 45+</td>
<td>70,215</td>
<td>15,418</td>
<td>49,999</td>
<td>135,632</td>
</tr>
<tr>
<td>Total population aged 65+</td>
<td>31,132</td>
<td>7,014</td>
<td>17,312</td>
<td>55,458</td>
</tr>
<tr>
<td>Volunteer population(^{20})</td>
<td>21,913</td>
<td>5,510</td>
<td>14,045</td>
<td>41,468</td>
</tr>
<tr>
<td>Unemployed population seeking part-time work</td>
<td>666</td>
<td>244</td>
<td>1,454</td>
<td>2,364</td>
</tr>
<tr>
<td>Unemployed population seeking full-time work</td>
<td>1,089</td>
<td>357</td>
<td>2,178</td>
<td>3,624</td>
</tr>
<tr>
<td>Youth (15-24) unemployed seeking part-time or full-time work(^{21})</td>
<td>976</td>
<td>160</td>
<td>1,331</td>
<td>2,467</td>
</tr>
<tr>
<td>Mature age (55+) unemployed seeking part-time or full-time work</td>
<td>500</td>
<td>115</td>
<td>406</td>
<td>1,021</td>
</tr>
</tbody>
</table>


The table shows that:

- in two of the three LGAs, close to half the residents are aged 45 and over and 18 per cent are aged 65 and over. There are clearly opportunities for tourism and hospitality businesses to better engage semi-retired workers in the region particularly during seasonal peak periods;
- all the LGAs have an unemployed population seeking work that could be tapped into. Consultation with stakeholders indicates this cohort is seeking predominantly stable, predictable and long-term employment over the course of a year, both of a part-time and full-time nature; and
- the unemployed in the region are predominantly between the ages of 15 and 24. This cohort is seeking opportunities for long-term career progression and development. Consultation with stakeholders indicates tourism and hospitality businesses should seek to promote and create long-term career pathways to engage and attract these workers.

There is potential for the tourism and hospitality industry to pursue differentiated approaches that target specific population cohorts in the MPPI region to expand the available supply of workers. Collective action could help to address the growing workforce requirements in the region. The next section of this TEP details the challenges for businesses in expanding both the capacity in the tourism and hospitality workforce and the capability of the existing workforce.

\(^{20}\) This comprises people who spent time performing unpaid voluntary work through an organisation or group, in the 12 months prior to Census night. It excludes work undertaken as part of paid employment, work in a family business or if the main reason for undertaking the work was to qualify for a government benefit.

\(^{21}\) Note that this is a subset of the two indicators above, namely unemployed youth looking for part-time and full-time work.
3. What are the challenges and opportunities for the tourism and hospitality industry in meeting their workforce requirements?

The tourism and hospitality industry faces a range of challenges in meeting their growing workforce requirements. While some challenges will require coordinated policy action at the National and State level to be addressed, there are a number of region-specific challenges which the industry can directly tackle. This is the focus of the TEP.
3.1 Overview

Attracting and retaining workers is a pressing issue for the tourism and hospitality industry across Australia, including the MPPI region. The Australian Tourism Labour Force Report indicates that 48 per cent of tourism and hospitality businesses surveyed in Victoria identify difficulties in attracting and retaining staff. The top three reasons cited include ‘career development opportunities,’ followed by ‘work too difficult,’ and then ‘recruited by other tourism business.’ Feedback from stakeholders indicates that tourism and hospitality businesses in the MPPI region are broadly experiencing the same difficulties.

Across Australia, over 40 per cent of workers in the tourism and hospitality industry do not stay longer than 12 months with the same business. SSA advises that the average staff turnover rate in the tourism and hospitality industry in the MPPI region is around 30 per cent. This is based on the information provided by tourism and hospitality businesses in the region that have participated in the Workforce Futures Program. The high rates of turnover impose a number of costs on businesses, often in the form of lost productivity and higher recruitment and training costs.

The challenges in attracting and retaining workers arise at a time when Australia is experiencing a significant relative reduction in its workforce capacity associated with retirement of the ‘baby boomer’ generation. In this context, tourism and hospitality businesses in the MPPI region are interested in strategies that will enable them to meet a greater proportion of their workforce needs from within the region. This involves targeting, engaging and supporting a range of prospective workers in the region, including young people and currently under-utilised labour cohorts such as mature aged workers and unemployed young people.

3.2 National and State policy issues facing the tourism and hospitality industry

Consultation with stakeholders reveals there is a mix of National and State-based policy issues that are the cause of some of the workforce challenges facing tourism and hospitality businesses. These issues will require Australian and State Government policy intervention to be addressed. Stakeholders also advise that there are a range of challenges that local stakeholders can address within the region. An overview of the National and State issues that tourism and hospitality businesses in the region are facing is provided below.

Housing affordability

Stakeholders advise that the lack of affordable housing in the MPPI region is an impediment faced by people seeking to work in the region, particularly younger workers. Stakeholders report that, of the employees who do relocate to the region, many have access to family or friends’ holiday houses. Crucially, while this is an option for some, the limitation of affordable housing options restricts the potential labour pool, particularly for travelling workers.

The challenges experienced by some workers in accessing affordable housing are exacerbated during the periods of peak demand in the region which is the very time that industry has peak demand for staff. Peak visitation creates demand for services but limits accommodation options for potential workers.

24 Ibid.
25 Ibid.
It is noteworthy that during periods of peak demand the region has many students on vacation from school and university who are based in their family holiday homes. Many tourism and hospitality businesses employ these students, which are popular and well-utilised labour source.

**Penalty rates**

Tourism and hospitality businesses advise that the requirement to pay penalty rates on weekends (particularly Sundays) and public holidays can restrict their operations and ability to invest in the long-term professional development of their staff. Some 25 per cent of tourism and hospitality businesses in the MPPI region report that high labour costs are a barrier to investment, including investment in staff training and professional development.26

Penalty rates are generally similar in tourism and hospitality compared to other industries. The challenge for tourism and hospitality industry businesses operating in the MPPI region is that they generate most of their revenue in the higher penalty rate times, namely Sundays and public holidays. As a result, the industry advises that many businesses have to balance the potential income of trade on Sundays and public holidays against the cost of their operations in these penalty times, which can result in reduced business activity than would otherwise be desired.

There is recognition that penalty rate arrangements do have some benefits in helping to attract workers. For example, the industry advises that apprentices in tourism and hospitality can have a higher take home pay than apprentices in other sectors because more of their work occurs in times where penalty rates apply.

Accordingly, while penalty rate arrangements are broadly viewed by MPPI tourism and hospitality businesses as an impediment to business operations, there is recognition that they can serve as an inducement to work in the industry compared to other industries.

**Working Holiday Visa restrictions**

Stakeholders advise that there has been growing interest in recent years from tourism and hospitality businesses in the MPPI region in employing working holiday makers. Stakeholders advise that the industry has identified potential changes to the Working Holiday Visa, particularly the eligibility criteria concerning the obtainment of a second Working Holiday Visa, which could enable the industry to further capitalise on this prospective labour source.

The current rules state that a second visa can only be obtained if 88 days of ‘specified work’ in a regional area in the first year is undertaken. There are concerns among industry that:

- the Mornington Peninsula is not defined as a regional area; and
- work in the tourism and hospitality industry is not considered ‘specified work’.

The industry advises that these issues result in some working holiday makers leaving the region, and the businesses in which they are employed, earlier than they would otherwise intend. The industry advises that, if these issues were to be addressed, they might be better positioned to attract appropriately skilled working holiday makers to work in the region for a longer period during peak seasonal periods which could help reduce the rate of staff turnover in many businesses.

Steps are being advanced by the Australian and Victorian Governments to improve businesses’ access to working holiday makers. Tourism Australia has established the monster.com initiative through its Global Youth Campaign to assist tourism and hospitality businesses in targeting and

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26 The Health of Tourism on the Mornington Peninsula, 2013, Urban Enterprises.
attracting prospective working holiday makers which enables businesses seeking seasonal labour to advertise positions. Meanwhile, the Victorian Government has launched the Overseas Skills Registry which allows businesses to access a database of eligible working holiday makers. This program connects overseas qualified professionals and skilled migrants with Victorian employers in occupations that are in demand in Victoria.

**Challenges with Jobs Services Australia (JSA) employment service providers**

JSA is the Australian Government employment services system that supports job seekers and employers. JSA provides job seekers with support to help them find a job and employers with the opportunity to find staff to meet their recruitment needs. Stakeholders advise that the JSA system is currently not delivering a sufficiently tailored or responsive service to the tourism and hospitality industry.

Stakeholders are seeking changes to the system to improve the way employment service providers work with the tourism and hospitality businesses. This could include a customised screening process which identifies barriers to employment and ensures that job-seekers are job ready and can effectively move into and work in tourism and hospitality businesses. Providing greater support for job seekers in pre-employment and in their transition to employment within businesses has also been proposed by industry stakeholders.

The RSC may wish to approach JSA or make a submission to the 2015 JSA Review highlighting this as a barrier to increasing the usage of the JSA network, and could nominate the MPPI region as a test case for any possible changes.

**A lack of public transport options**

The lack of suitable public transport options in the MPPI region is another impediment to attracting workers. Stakeholders advise that the bus service running along the coast of Port Phillip Bay in the Mornington Peninsula does not travel into the hinterland where many tourism and hospitality workers live. In addition, there are limited bus services in both the Mornington Peninsula and Phillip Island which is a challenge for many tourism and hospitality workers who often work outside normal hours. Consequently, many workers in the MPPI region require private transport, which reduces the appeal and practicality of working in the region.

In consultation with local stakeholders, the MPRTB has raised the prospect of exploring opportunities to address public transport options in the Mornington Peninsula region.

### 3.3 Challenges and opportunities for the tourism and hospitality industry in the MPPI region

In addition to National and State policy issues facing the tourism and hospitality industry in the MPPI region, there are a number of specific workforce challenges facing the industry which can be addressed at the local level through coordinated action by regional stakeholders. These challenges, and the associated opportunities for the industry, are summarised in Table 5 below.
### Table 5: Summary of the challenges and regional opportunities for the tourism and hospitality industry in the MPPI region

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Comments</th>
<th>Regional opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of awareness of government programs</td>
<td>Stakeholders advise that there is a lack of awareness of available government programs and policies among many tourism and hospitality businesses. Consequently, many businesses are not making optimal use of available resources to help manage their workforce challenges. There are a range of programs available that can genuinely help businesses in managing their workforce challenges. The industry recognises the need to better promote these programs and resources to businesses.</td>
<td>Stakeholders advise that there is an opportunity to enhance collaboration between stakeholders, particularly on labour and skills issues with State and Australian Government agencies.</td>
</tr>
<tr>
<td>2. Negative perceptions of career pathways in the industry</td>
<td>Stakeholders advise that negative perceptions about the long-term career opportunities in the industry can adversely impact the morale of existing staff as well as deter interest from potential new entrants. The industry recognises that improving the perception of the career pathways available to workers in tourism and hospitality may foster a higher rate of interest and participation from prospective workers.</td>
<td>Stakeholders advise that there is an opportunity to promote features of the industry that appeal to different labour cohorts, such as the career pathways and long-term earnings potential to young students and the flexible work arrangements and attractive award wages to mature aged workers. There may also be opportunities to explore the establishment of a regional Tourism Industry Leadership Program utilising the learnings from similar programs established in other regions.</td>
</tr>
<tr>
<td>3. Lack of employee experience</td>
<td>Stakeholders advise that accessing suitably trained and experienced staff to fill positions in their operations is a key challenge. Businesses advise that the training offered by some Registered Training Organisations does not meet industry expectations and/or is not always easily available to workers. The industry recognises the need for better coordination between businesses and local stakeholders to identify aligned training needs and to deliver training.</td>
<td>Stakeholders advise that there is an opportunity to provide targeted and relevant training to students, unemployed young people and mature aged workers that is recognised by local tourism and hospitality businesses.</td>
</tr>
<tr>
<td>4. Seasonal nature of employment in the industry</td>
<td>Stakeholders advise that the tourism and hospitality industry struggles to attract and retain quality full-time workers because of the seasonal nature of work and the irregular operating hours.</td>
<td>Stakeholders advise that there is an opportunity to connect with other regions that have a different demand profile to the MPPI region to create full-time employment opportunities necessary to attract and retain quality workers.</td>
</tr>
</tbody>
</table>

Lack of awareness of government programs

Training and education can provide a sound foundation for skill development within tourism and hospitality businesses and the basis for long-term careers in the industry. Most tourism and hospitality businesses in the region provide their workers with informal, ‘on-the-job’ training. Most businesses also seek to provide their workers with formal education and training opportunities through State and Australian funded programs, however there is a general lack of awareness of the existence and relevance of these programs.28

Stakeholders advise that many small tourism and hospitality businesses in the region, and particularly small hospitality businesses, often do not have the staff resources to search or apply for available programs. In addition, many businesses struggle with the administrative arrangements of government programs. This includes the time to complete the necessary application requirements, receive notification of the outcome and comply with the requirements of the funding. Accordingly, there is broad interest in strategies that improve the ability of businesses to understand, apply for and utilise government programs.

Negative perceptions of a career pathway in the industry

Stakeholders advise that the tourism and hospitality industry grapples with a range of negative perceptions about the available career pathways for prospective workers which may deter their interest such as:

- the industry is typically characterised as physically demanding and labour intensive, with work hours often falling outside of standard business hours;
- prospective workers to the industry may have false perceptions that the industry offers lower remuneration levels compared to other industries; and
- the industry is also often perceived as a short-term career path for young workers.

Given the anticipated under-supply of around 452 workers, including 160 skilled workers, in the MPPI region by 2015, there is a need for industry to re-frame or dispel some of these negative perceptions. Feedback from stakeholders indicates that this will involve an enhanced focus on professional career development for existing workers as well as enhanced promotion to currently under-represented labour sources of the career pathways and associated earnings potential for skilled workers in the industry. This could involve collaborating with the National Tourism Alliance (NTA) on their Careers Promotion Campaign29 and identifying best practice in the region.

Lack of employee experience

Many tourism and hospitality businesses in the MPPI region identify difficulties in accessing suitably trained and experienced staff to fill positions in their operations. In particular, some businesses advise that the training offered by some Registered Training Organisations does not adequately meet their needs. This is a key challenge as businesses require skilled and experienced workers to deliver a high quality tourism product to customers who have growing expectations.

Investment in training and staff professional development is one solution for businesses to improve the experience and skills of their workers. Stakeholders advise that investment in training by small tourism and hospitality businesses in the region can be lower than desired due to a number of

29 The NTA is embarking on a national campaign to promote careers in tourism and hospitality with the current websites www.discoveryourcareer.com.au/ and www.works.tv/ to be merged. The NTA has expressed interest in working with the RSC to tailor and disseminate the careers promotion material they are developing.
factors. These include a reliance on family members for labour, low profit margins and high staff turnover.

While tourism and hospitality businesses recognise that investment in training is challenging at an individual business level, there is broad consensus of the need for increased training from a whole-of-region perspective. Accordingly, many tourism and hospitality businesses have expressed interest in strategies that will improve coordination between businesses and local stakeholders to identify aligned training needs and collaborate in training delivery. The MPPI RSC will play an important role in facilitating this coordination.

Seasonal nature of employment in the industry

The tourism and hospitality industry can struggle to attract and retain quality full-time workers because of the seasonal nature of work and the irregular operating hours. Notably, however, for some labour cohorts, particularly those seeking casual and part-time work, the flexibility provided by the irregular work hours in tourism and hospitality is an attraction.

Tourism and hospitality businesses in the region are increasingly struggling to attract workers with the skills and competencies to service the needs of international visitors, particularly those from emerging markets such as China. Skilled workers who bring a strong understanding of the language and culture of visitors from these markets are in increasing demand.

Stakeholders have expressed interest in strategies that may enable businesses to collaborate with businesses in other regions with a different demand profile to offer workers, particularly those with unique skills, a compelling full-time employment proposition over the course of a year.

3.4 An approach to address the identified workforce challenges and capitalise on regional opportunities

Sound business strategy should target the underlying root causes and not the symptoms of the issues facing businesses. Analysis of the challenges suggests there are four root causes that need to be addressed to support the industry in capitalising on regional opportunities. These are:

1. Coordination between government and industry stakeholders operating in the region and across regions. While coordination among local stakeholders is generally strong, there are opportunities to strengthen this, particularly with State and Australian Government agencies on the workforce planning and development issue.

2. Lack of understanding of the opportunities, benefits and career pathways in the industry. Across a range of labour cohorts in the region, there is a general lack of understanding of the benefits of working in tourism and hospitality, such as the reasonably attractive remuneration that is available to workers and the pathways available to those embarking on their career.

3. Lack of appropriately tailored training opportunities for under-represented labour cohorts. Across a range of cohorts in the region, there is a lack of available training that meets the requirements of industry.

4. Uneven nature of demand leading to labour shortages and the need for targeted business and regional workforce planning strategies. The seasonal nature of many tourism and hospitality operations presents challenges in creating full-time employment opportunities that are often required in order to attract and retain quality workers.

Figure 5 shows the interplay between the workforce challenges in the region, the associated regional opportunities and the root causes that need to be addressed in order for the industry to capitalise on the opportunities. The strategies that have been developed in this TEP target the underlying root causes of the identified workforce issues.
Figure 5: The interplay between the workforce challenges in the region, associated opportunities and the root causes to be addressed

**Regional challenges**

- Lack of awareness of government programs
- Negative perceptions of career pathways in the industry
- Lack of employee experience
- Seasonal nature of employment in the industry

**Regional opportunities**

- Enhance collaboration between stakeholders particularly on labour and skills issues with State and Australian Government agencies
- Promote features of the industry that appeal to different labour cohorts such as the career pathways and long-term earnings potential to young students and the flexible work arrangements and attractive award wages to mature aged workers
- Provide targeted, relevant and nationally recognised training to students, unemployed young people and mature aged workers that is recognised by local tourism and hospitality businesses
- Connect with other regions with a different demand profile to the MPPI region to create employment opportunities necessary to attract and retain quality workers

**Root causes to be addressed**

- Coordination between government and industry stakeholders operating in the region and across regions
- Lack of understanding of the opportunities, benefits and career pathways in the industry
- Lack of appropriately tailored training opportunities for under-represented labour cohorts
- Uneven nature of visitor demand leading to labour shortages and the need for targeted business and regional workforce planning strategies
4. What are the gaps in current policies and programs to support tourism and hospitality workforce planning and development?

There is an extensive suite of available programs to assist tourism and hospitality businesses in meeting their workforce requirements – but there are some gaps. This TEP identifies the gaps in the current program mix and develops strategies to address them.
4.1 Analysis of the gaps in current policies and programs

Table 6 summarises analysis on the scope and suitability of the current mix of policies and programs available in the MPPI region to address the root causes of tourism and hospitality workforce challenges. This analysis is based on the feedback that has been provided by tourism and hospitality industry stakeholders and businesses in the region.

A comprehensive list of programs at the State and local Government level is included in the Tourism and Hospitality Program Guide that was developed as part of the TEP.\textsuperscript{30}

Table 6: Review of the scope and suitability of the current program mix

<table>
<thead>
<tr>
<th>Root cause</th>
<th>Comments on scope and suitability of current program mix</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Root cause one:</strong> Coordination between government and industry stakeholders operating in the region and across regions.</td>
<td>Consultation with stakeholders found that many tourism and hospitality businesses in the MPPI region are unaware of the range of government programs available to them, and their purpose. Consultation suggests that this is due, in part, to the ability of government and industry to target promotional efforts to businesses. There appear to be opportunities to improve business take-up of government programs. This is a significant component of this TEP, with particular focus placed in the short-term on promoting the Workforce Futures Program. Concerns have also been identified about the coordination of government programs to coincide with seasonal off-peak periods. While many tourism and hospitality businesses are willing to participate in government programs, the timing of programs can often coincide with their peak business periods. Enhanced coordination between government and industry on the timing and structure of government programs may also help to facilitate greater industry take-up.</td>
</tr>
<tr>
<td><strong>Root cause two:</strong> Lack of understanding of the opportunities, benefits and career pathways in the industry.</td>
<td>The promotion of tourism and hospitality as an industry of choice for workers is a focus of many programs. For example, at the Australian Government level, there is the Careers Promotional Campaign led by the National Tourism Alliance and seed funded under Tourism 2020. At a local level, available programs include the Mornington Peninsula Tourism Traineeship Program as well as industry awards that celebrate the industry. In addition, the creation of a regional Tourism Industry Leadership Program could provide learning and networking opportunities to develop and retain aspiring industry leaders in the region. Stakeholders advise that there appear to be opportunities to expand and enhance on these programs that promote the benefits and long-term career prospects of working in tourism and hospitality in the MPPI region. Enhanced promotion of the industry, and the long-term career prospects it offers, may help to attract more workers to the industry.</td>
</tr>
<tr>
<td><strong>Root cause three:</strong> Lack of appropriately tailored training opportunities for under-represented labour cohorts.</td>
<td>There are a wide range of programs to assist tourism and hospitality businesses deliver training to their workers as documented in the Tourism and Program Hospitality Guide that was developed as part of the TEP. Some training programs are quite specific and well targeted. These include a language and literacy program, the Tourism Excellence Program, a program dedicated to being ‘China ready’ and a number of programs associated with increasing the uptake and retention of apprenticeships. In addition, there are a number of programs to assist businesses to identify their</td>
</tr>
</tbody>
</table>

\textsuperscript{30} Given the change of Australian Government that occurred late in the development of the TEP, many Australian Government programs were not included in the Program Guide.
### Root cause

<table>
<thead>
<tr>
<th>Comments on scope and suitability of current program mix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce training needs and to deliver training.</td>
</tr>
<tr>
<td>Stakeholders suggest that the uptake of these programs may be restricted because of business perceptions that the significant investment in resources required to provide training to workers may not deliver sufficient benefits to the businesses.</td>
</tr>
<tr>
<td>This suggests that there may be opportunities to assist businesses to better understand the long-term benefits of their investment in staff training.</td>
</tr>
<tr>
<td>Overall, stakeholders suggest that there appears to be a gap in the current program mix to support the delivery of training in the MPPI region.</td>
</tr>
</tbody>
</table>

**Root cause four:** Uneven nature of demand leading to labour shortages and the need for targeted business and regional workforce planning strategies.

| There are a broad range of programs available to assist tourism and hospitality businesses to attract and retain workers, for example, a number of initiatives that provide job matching services. There are also a range of programs to assist employers in attracting Indigenous workers, people with disabilities and mature aged workers. |
| The Monster.com initiative is a simple and easy to follow application for businesses to better target and attract local workers, as well as youth from around the world who are planning a working holiday in Australia and who are looking for seasonal work. |
| Stakeholders advise that there appear to be opportunities to strengthen the current program mix to assist some businesses in managing the challenges that the seasonal nature of their operations present in creating full-time employment opportunities. This is important because full-time positions are often necessary to attract and retain skilled workers. Notably, enhanced program focus in this area could enhance the value provided by the Workforce Futures Program, which has been embraced by many businesses in the MPPI region. |

### 4.2 Implications for strategic policy response

**Many businesses currently under-utilise available government programs**

Consultation with stakeholders indicates that many current programs are under-utilised by tourism and hospitality businesses within the MPPI region. Improved coordination between government and industry stakeholders to promote available programs may help to raise awareness and utilisation among businesses of existing programs, particularly small businesses.

**There are some gaps in the mix of current programs to address the root causes of the workforce challenges**

Consultation with stakeholders indicates there are some gaps in the mix of current programs to sufficiently address the root causes of the workforce challenges facing tourism and hospitality businesses in the region. The analysis presented in Table 6 suggests there are gaps in assisting businesses to manage the challenges that the seasonal nature of their operation creates in attracting and retaining staff (root cause one), helping businesses to manage negative perceptions about career prospects in the industry (root cause two) and in delivering training to workers in the region (root cause three).

**Strategic response**

The strategies outlined in the following section are oriented toward improving business awareness and utilisation of existing government programs, particularly among small businesses, and in addressing gaps in the current program mix for each root cause.
5. What are the strategies to strengthen the tourism and hospitality workforce in the MPPI region?

A number of practical and cost-neutral strategies are being advanced to address identified gaps in the current program mix. These strategies are supporting an improvement in the capacity and capability of the tourism and hospitality workforce in the MPPI region.
## 5.1 Summary of the TEP strategies

Table 7 shows the mix of practical, cost neutral strategies that are currently being advanced in the MPPI region. For each strategy, the table shows the key activities that have and will be implemented in the short-term (i.e. in the next six months) and the medium to long-term (i.e. the next one to two years). Further details on each strategy are provided in Appendix A: Overview of TEP strategies.

The key principles that underlie the strategies are **ownership by local stakeholders, cost-neutrality** and **quality and achievability over quantity**.

Table 7: MPPI TEP strategies

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Root cause addressed</th>
<th>Objective</th>
<th>Short-term activities</th>
<th>Medium to long-term activities</th>
<th>Responsible owner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Prepare a Tourism and Hospitality Employment Program Guide</td>
<td>Root cause one: Coordination between government and industry stakeholders operating in the region and across regions.</td>
<td>Increase the awareness and uptake of a range of Australian, State and Local Government programs available to tourism and hospitality businesses in the MPPI region. These programs include: • Workforce Futures Program; • Monster.com; • Tourism e-kit; • Employ Outside the Box; • Employment start up for business; and • Mornington Peninsula Tourism Traineeship Program.</td>
<td>The Program Guide, factsheets and case studies have been developed and disseminated to businesses.</td>
<td>Periodically update the materials with the latest information and disseminate to businesses. This will be established by the RSC. The updated material could include the Victorian Government’s new Small Business SuccessMap initiative, which was launched in January 2014. The $5 million program provides Victorian small businesses with direct access to specialist assistance, tools and coaching to develop and implement business and workforce plans to grow their businesses. Applications for the program are open until September 2015.</td>
<td>RSC</td>
</tr>
<tr>
<td>2. Distribute factsheets on key programs to improve business awareness and uptake</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Prepare local case studies to encourage uptake of programs</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Root cause addressed</td>
<td>Objective</td>
<td>Short-term activities</td>
<td>Medium to long-term activities</td>
<td>Responsible owner(s)</td>
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<tr>
<td>4. Promote the Workforce Futures Program and potential training options for the region (including industry and government)</td>
<td>Increase awareness among local tourism and hospitality businesses of the Workforce Futures Program until the program is fully subscribed (which it now is). Increase awareness of the workforce planning and development training solutions that might be available.</td>
<td>BCSC, MPSC and FCC, together with SSA skills advisors, conducted regional workshops on workforce planning and development.</td>
<td>RSC to identify potential industry champions to promote the lessons learned from the Workforce Futures Program.</td>
<td>BCSC, MPSC and FCC with RSC support. SSA’s role is complete.</td>
<td></td>
</tr>
<tr>
<td>5. Disseminate and utilise learnings from the Workforce Futures Program by improving coordination between skills advisors and key local stakeholders</td>
<td>Provide RSC members with an ongoing update on the progress of the Workforce Futures Program and its outcomes until the program finishes on 30 June 2014. Increase knowledge sharing between the Workforce Futures skills advisors and key local tourism stakeholders for the duration of the Workforce Futures Program until 30 June 2014 and to maintain collaboration between key stakeholders on workforce planning and development thereafter.</td>
<td>SSA to prepare and distribute quarterly reports on the learnings of the Workforce Futures Program until the program finishes on 30 June 2014. The RSC which involves key local stakeholders has been established and is running successfully. Information exchange between the industry associations, Regional Tourism Boards and Local Councils has increased.</td>
<td>RSC to continue its operations. Key local stakeholders to maintain their commitment to continued informal engagement.</td>
<td>AHA and RCA with RSC support. SSA’s role to conclude on 30 June 2014.</td>
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</table>

31 The Workforce Futures Program is now fully subscribed and ends on 30 June 2014.
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Root cause addressed</th>
<th>Objective</th>
<th>Short-term activities</th>
<th>Medium to long-term activities</th>
<th>Responsible owner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Explore opportunities to create a ‘one-stop-shop’ for businesses to access available government programs</td>
<td><strong>Root cause two:</strong> Increase the efficiency in which tourism services are delivered to businesses in the MPPI region, through the creation of a tourism ‘one-stop-shop.’</td>
<td>Promote the online database SSA has developed of assorted programs available to tourism businesses across Australia.</td>
<td>RSC to liaise with SSA to on how to best capture the programs available to local businesses in the MPPI region in the national program database that SSA maintains. RSC to identify funding opportunities that would enable the creation of a ‘one-stop-shop’ Council officer role within the MPPI region.</td>
<td>RSC.</td>
<td></td>
</tr>
<tr>
<td>7. Media and communications to promote working in tourism and hospitality</td>
<td><strong>Root cause two:</strong> Lack of understanding of the opportunities, benefits and career pathways in the industry.</td>
<td>Promote the career pathways and flexible work arrangements that the tourism and hospitality industry offers to under-utilised labour sources in the MPPI region. Focus on promoting the flexible work hours to mature aged workers and the career pathways and earnings potential in the industry to students and unemployed young people.</td>
<td>RSC members to collaborate on media and communications to promote tourism and hospitality to under-utilised labour sources in the MPPI region. There may be opportunities to create a Tourism Industry Leadership Program utilising the learnings of similar programs established in other regions. In addition, there may be opportunities for the RSC to access 'The Job I Love' promotional program and resources developed by SSA and to work with NTA as part of their Tourism and Hospitality Careers Promotion campaign.</td>
<td>RSC</td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Root cause addressed</td>
<td>Objective</td>
<td>Short-term activities</td>
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<tr>
<td>8. Expand and extend the Tourism Traineeship Program</td>
<td></td>
<td>Proactively promote to secondary school students the benefits and career opportunities available by working in tourism and hospitality and provide them with basic training to work in the industry.</td>
<td>Training providers to join the RSC. Apprenticeships and Traineeship Employment Partners (ATEP) currently delivers the program in the Mornington Peninsula.</td>
<td>MPSC to consider broadening the scope of students, businesses and training involved in the program. DPI to consider expanding the program to Phillip Island.</td>
<td>MPSC, DPI and BCSC with RSC support</td>
</tr>
<tr>
<td>9. Promote the skills passport resource available to tourism and hospitality businesses and workers</td>
<td>Root cause three: Lack of appropriately tailored training opportunities for under-represented labour cohorts.</td>
<td>Promoting this resource will support better matching of skills between employers and workers in the region. This resource, which is available at <a href="http://www.discoverhospitality.com">www.discoverhospitality.com</a>, enables workers to create their own skills passport to make themselves visible to potential employers and enables employers to search for staff who have the skills they are seeking.</td>
<td>RCA advises that this is a National initiative with extensive promotion. Schools have been written to regarding the resource, and information brochures have been distributed to businesses. RCA is helping to promote the resource in the MPPI region and in the other TEP regions.</td>
<td>DPI, BCSC and MPSC with RSC support</td>
<td>RCA</td>
</tr>
<tr>
<td>10. Develop a regional tourism and hospitality training solution to engage under-represented labour sources</td>
<td>Increase the affordable training solutions available to students, parents returning to work and mature aged workers wishing to work in the tourism and hospitality industry.</td>
<td>The pathway could be modelled on the Certificate II in Hospitality course that Newhaven College engaged Hospitality Training Australia to deliver in 2013. DPI and BCSC will review with stakeholders to consider running the course in 2014 in the region. As part of this strategy, RCA is also interested in promoting the Skills Pathway available through <a href="http://www.discoverhospitality.com">www.discoverhospitality.com</a> to</td>
<td>DPI and BCSC to consider broadening the scope of people and training offered including unemployed young people and mature aged workers. MPSC and MPRTB to consider expanding the course to the Mornington Peninsula.</td>
<td>DPI, BCSC and MPSC with RSC support</td>
<td>RCA to promote the Skills Pathway</td>
</tr>
<tr>
<td>Strategy</td>
<td>Root cause addressed</td>
<td>Objective</td>
<td>Short-term activities</td>
<td>Medium to long-term activities</td>
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<td>11.</td>
<td>Root cause four: Uneven nature of demand leading to labour shortages and the need for targeted business and regional workforce planning strategies.</td>
<td>Assist businesses to manage the uneven nature of demand for labour by coordinating with businesses in other regions that have a different demand profile. This might assist businesses to attract and retain appropriately skilled workers.</td>
<td>local workers and businesses. <em>Skills Pathway</em> offers two Certificate III competency-based apprenticeships as well as a Certificate IV Chef’s pathway and skill set for supervising and mentoring apprentices.</td>
<td>SSA is investigating a pilot labour sharing arrangement in which MPPI businesses can participate.</td>
<td>SSA</td>
</tr>
</tbody>
</table>
5.2 The potential benefits of the TEP to the region

The strategies that are being advanced in MPPI TEP are expected to support improved tourism and hospitality industry understanding and utilisation of government programs and enhanced coordination between key stakeholders, particularly between local stakeholders and State and Australian Government agencies. This should assist the tourism and hospitality industry to sustainably meet its workforce requirements by better targeting under-represented labour groups in the region, improving training and professional development to staff and improving the way they promote career opportunities in the industry to prospective workers.

To support regional stakeholders in driving the achievement of these benefits, a benefits realisation framework has been developed as shown below. This framework shows: (i) the key areas of benefit and how these link to the TEP strategies; (ii) the Key Performance Indicators (KPIs) for each area of benefit; (iii) an approach to measure each KPI; and (iv) the benefits achieved to date. The RSC will be responsible for actively monitoring and tracking the benefits delivered by the TEP.

Table 8: Benefits realisation framework for the MPPI TEP

<table>
<thead>
<tr>
<th>Area</th>
<th>Link to strategies</th>
<th>KPIs</th>
<th>Approach to measure KPI</th>
<th>Benefits or metrics achieved to date</th>
</tr>
</thead>
</table>
| 1. Industry understanding and utilisation of existing government programs. | Area measures the benefits delivered by strategies 1 to 4 and 6.  
1. Prepare a Tourism and Hospitality Employment Program Guide  
2. Distribute factsheets on key programs to improve business awareness and uptake  
3. Prepare local case studies to encourage uptake of key programs  
4. Promote the Workforce Futures Program and potential training options for the | Businesses engaged on an ongoing basis on workforce planning and development. | MPRTB, DPI, AHA and RCA to provide a periodic update over the life of the TEP (i.e. every six months) on their engagement activities with their members. | Up to 150 businesses were individually contacted in developing the TEP.  
MPRTB, DPI, AHA and RCA have been engaging their business members on an ongoing basis. |
| | | Business participation in forums on workforce planning and development. | RSC secretariat to keep a record of all forums/workshops on workforce planning and development in the region as reported by MPRTB, DPI, AHA and RCA and the three local councils. | The Program Guide, factsheets and case studies have been disseminated to around 250 businesses via the industry associations and regional tourism boards.  
Three dedicated workshops or forums on workforce planning and development have occurred in the region. On average, 20-30 businesses participated at each workshop and forum.  
Key outcomes of these workshops were an enhanced understanding by businesses of available programs, such as the Workforce Futures Program, and an understanding of other government processes, such as the requirements concerning the Working Holiday Visa. |
<table>
<thead>
<tr>
<th>Area</th>
<th>Link to strategies</th>
<th>KPIs</th>
<th>Approach to measure KPI</th>
<th>Benefits or metrics achieved to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Explore opportunities to create a ‘one-stop-shop’ for businesses to access available government programs</td>
<td>region (including industry and government)</td>
<td>Business interest and participation in available programs.</td>
<td>MPRTB, DPI, AHA and RCA to provide a periodic update over the life of the TEP on business engagement in available programs. Austrade and Tourism Victoria to provide a periodic update to RSC secretariat on uptake of selected key Australian and State Government programs respectively where this is available from the respective agencies.</td>
<td>Positive early signs that there has been an increase in interest from businesses in available programs based on anecdotal feedback from RSC members. 59 businesses have participated in the <em>Workforce Futures Program</em> as of 14 April 2014 which compares to only two businesses in the program as of 31 March 2013.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Qualitative feedback from businesses on the benefits of programs.</td>
<td>MPRTB, DPI, AHA and RCA to provide a periodic update over the life of the TEP (i.e. every six months) on feedback from businesses on their experiences with government programs and the benefits they are receiving.</td>
<td>Feedback received to date from businesses that have participated in the <em>Workforce Futures Program</em> has been positive. There are two case studies which have been provided to the RSC which show the feedback from businesses.</td>
</tr>
<tr>
<td>2. Coordination between key stakeholders.</td>
<td>Area measures the benefits delivered by Strategy 5. 5. Disseminate and utilise learnings from the <em>Workforce Futures Program</em> by improving coordination between skills advisors and key local stakeholders</td>
<td>Number of RSC meetings.</td>
<td>RSC secretariat to keep a record of all RSC meetings.</td>
<td>Four RSC meetings have occurred.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Degree of participation from RSC members in each RSC meeting.</td>
<td>RSC secretariat to keep an attendance record of all RSC meetings.</td>
<td>Representatives from all RSC member organisations have attended each meeting.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Qualitative feedback from RSC members on benefits of enhanced collaboration.</td>
<td>RSC secretariat to briefly survey each RSC member on a periodic basis over the life of the TEP (i.e. every six months) to ensure the RSC is continuing to provide value and benefits to members.</td>
<td>SSA has disseminated data and information on the <em>Workforce Futures Program</em> throughout the life of the program. Feedback received from RSC members to date has been positive. The TEP and the establishment of the RSC have helped to foster enhanced collaboration.</td>
</tr>
<tr>
<td>Area</td>
<td>Link to strategies</td>
<td>KPIs</td>
<td>Approach to measure KPI</td>
<td>Benefits or metrics achieved to date</td>
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<tr>
<td>3. Capacity and capability of the local tourism and hospitality workforce.</td>
<td>Area measures the benefits delivered by all strategies, particularly strategies 7 through 11. 7. Media and communications to promote working in tourism and hospitality 8. Expand and extend the Tourism Traineeship Program 9. Promote the skills passport resource available to tourism and hospitality businesses and workers 10. Develop a tourism and hospitality training solution to engage under-represented labour sources 11. Support interested businesses to participate in the labour sharing arrangement being developed across other regions in Australia</td>
<td>Qualitative feedback from businesses on severity of workforce challenges.</td>
<td>MPRTB, DPI, AHA and RCA to provide at least an annual update over the life of the TEP on feedback from businesses on the workforce challenges they are experiencing and how the TEP may be helping to alleviate these.</td>
<td>Limited benefits achieved to date. Benefits across these KPIs are expected to be realised over the medium to long-term.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quantified difference between tourism and hospitality workforce supply and demand.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Increase in the number of people undertaking tourism and hospitality-related training and apprenticeships.</td>
<td>Austrade to potentially seek an update over the course of the TEP on the modelling undertaken by Deloitte Access Economics of workforce supply and demand in tourism and hospitality in the region.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Overall employment rates in the region.</td>
<td>Seek information on the increase in participation in relevant training and apprenticeships from the training providers in the region that may be engaged to participate in the RSC.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Employment rates in identified under-utilised labour sources.</td>
<td>RSC secretariat to provide an annual update over the life of the TEP on these KPIs based on employment data published by the Australian Bureau of Statistics (ABS) and the Australian Department of Employment.</td>
<td></td>
</tr>
</tbody>
</table>
6. How will the strategies be implemented by regional stakeholders?

This TEP is well positioned for success. Clear owners for each strategy, detailed implementation plans and an engaged and active RSC will ensure that the TEP strategies are implemented for the benefit of the region.
6.1 Structural arrangements to deliver the TEP

The following arrangements are in place to deliver the TEP:

- a set of agreed short and medium to long-term strategies have been developed in close consultation with the RSC and Industry Reference Group. These strategies have been outlined in the previous section;
- responsible owners have been assigned for each strategy who, with the broader support of the RSC, are responsible for further developing and implementing each strategy. The responsible owners have been identified in the previous section;
- an implementation plan has been developed to guide the work of the responsible owners. The implementation plan has been provided separately to the RSC; and
- the RSC will monitor and evaluate the delivery of the TEP strategies, coordinate activity and engagement between RSC members and provide the responsible owners with the guidance and assistance they might require to further develop and implement their strategies.

6.2 The important role of the RSC in delivering the TEP

The RSC will play a critical role in the successful delivery of the TEP by ensuring continued collaboration and coordination between key local stakeholders through the RSC.

The structure of the RSC

A Memorandum of Understanding (MoU) between seven parties was established on 18 July 2013 to form the RSC to drive the development and implementation of the TEP. A copy of this MoU has been provided to RSC members. The official parties to the MoU include:

- the Commonwealth of Australia, as represented by Austrade;
- the State of Victoria as represented by Tourism Victoria;
- Mornington Peninsula Regional Tourism Board (MPRTB);
- the Mornington Peninsula Shire Council (MPSC);
- Destination Phillip Island Inc (DPI);
- the Bass Coast Shire Council (BCSC); and
- Frankston City Council (FCC).

In addition, the following industry stakeholders are involved on the RSC:

- the Restaurant and Catering Association (RCA);
- the Australian Hotels Association (AHA); and
- Service Skills Australia (SSA).

The RSC will continue to seek input and advice from an Industry Reference Group comprising a selection of tourism and hospitality businesses in the MPPI region on the implementation of the
The number and mix of businesses in this group may change at the discretion of the RSC and the industry.

The operation of the RSC

The MoU states that the RSC will operate until 30 June 2016. To date, four RSC meetings have been held. The RSC has been integral in developing the strategies and will take responsibility for further development and implementation of each strategy. Going forward, the RSC will continue to operate as usual with meetings to occur every three months.

The RSC will determine which additional partners and stakeholders might be invited to participate on the Committee to support the implementation of the TEP. For example, tourism and hospitality training providers in the region might be invited to participate in the Committee to assist in the identification and coordination of training needs that meet industry’s requirements in the region.

Tourism Victoria will continue its role of chair until 30 June 2014 and will also assume responsibility for providing secretariat support to the RSC during its role as chair to maintain the momentum of the RSC. Austrade has transitioned out from the RSC.

Beyond 30 June 2014, the RSC will review the chair position, and associated arrangements for secretariat support, and may nominate a new chair. One potential model could be a rotating chair, with the position shared between the MPRTB and DPI. Co-chairing would be an effective way to share the burden of the resources required to fulfil the position. Nevertheless, if this model were adopted, it is anticipated that the MPRTB and DPI would require additional resources to adequately fulfil this role.

Monitoring and tracking delivery of the TEP

Ultimately, the aim of the TEP is to deliver successful workforce planning and development outcomes for tourism and hospitality businesses in the MPPI region. The RSC will have an important role in monitoring and evaluating the outcomes delivered by the TEP strategies and in identifying those strategies that are having the greatest impact.

The RSC should continue to shape, develop and adapt strategies to maximise the benefit to the region. This will ensure the TEP strategies remain relevant and deliver tangible outcomes.

Collaboration and information exchange with other TEPs

It will be the role of chair of the RSC to maintain ongoing communications with the chairs of the other TEPs that have been developed to ensure that collaboration and information exchange continues to occur with the other TEPs.
Appendix A: Overview of the TEP strategies
Strategy 1: Prepare a Tourism and Hospitality Employment Program Guide

Overview

This strategy involved preparing a Program Guide which provides clear and relevant information on key programs and initiatives that may assist tourism and hospitality businesses in the MPPI region to alleviate labour and skills issues. The Program Guide has been distributed to tourism and hospitality businesses in the MPPI region by MPRTB, DPI, AHA and RCA. The Program Guide will need to be updated at least every six months to have ongoing relevance.

Objective

This strategy aims to increase the awareness and uptake of available government and industry-based programs by tourism and hospitality businesses in the MPPI region. The Program Guide will assist industry in understanding the range and nature of available programs and enable businesses to quickly identify those that are most relevant.

This strategy seeks to address root cause one, namely coordination between government and industry stakeholders operating in the region and across regions.

Background

Consultation with industry revealed that many stakeholders are unaware of government programs available to businesses that seek to address workforce, labour and skills issues faced by the tourism and hospitality industry.

The Program Guide provides a summary of existing programs administered by the Victorian Government, Local Government and other stakeholders, such as peak bodies and industry associations, that are available to tourism and hospitality businesses in the MPPI region to help address workforce, labour and skills issues. Given the change in Australian Government that occurred late in the development of the TEP, many Australian Government programs have not been included in the initial version with updates to be included at a later date.

The Program Guide maps each available program against the identified root causes of labour and skills issues experienced by businesses in the MPPI region. It also contains contact details of key agencies and organisations that may be of assistance to tourism and hospitality businesses in seeking to address their labour and skills issues.

Responsible owner(s)

KPMG developed the first Program Guide with the support of Austrade, TV, MPRTB, DPI, AHA, RCA and SSA who then distributed this to their industry members. The RSC will establish how the Program Guide will be updated on a regular basis and which RSC members will assume the responsibility for this task.
Strategy 2: Distribute factsheets on key programs to improve business awareness and uptake

Overview

This strategy involved compiling a set of factsheets which include key information on the following government and non-government programs available to tourism and hospitality businesses, namely:

- Workforce Futures Program\(^{32}\);
- Monster.com;
- Tourism e-kit;
- Employ Outside the Box;
- Employment start up for business; and
- Mornington Peninsula Tourism Traineeship Program.

The factsheets have been distributed to tourism and hospitality businesses in the MPPI region by MPRTB, DPI, AHA and RCA. The factsheets will need to be updated at least every six months to have ongoing relevance.

Objective

This strategy aims to increase the awareness and uptake of key government and non-government programs among tourism and hospitality businesses in the MPPI region. It has similar objectives to strategy number one (the Program Guide), however focuses on a small number of programs and initiatives and provides an extra level of detail.

The factsheets are assisting industry to understand the focus and aims of a select number of government and non-government programs available. They help businesses to quickly determine which programs are relevant and will provide them with a pathway to find out more information.

This strategy seeks to address root cause one, namely coordination between government and industry stakeholders operating in the region and across regions.

Background

The factsheets provide a summary of seven key programs administered by the Victorian Government, Local Government and other stakeholders, such as peak bodies and industry associations, available to tourism and hospitality businesses in the MPPI region to help address labour and skills issues.

The selection of the factsheets has been informed by industry consultation and feedback from Workforce Futures Skills Advisors and SSA Workforce Futures Program Managers. The Workforce Futures Skills Advisors have been working closely with tourism and hospitality businesses in the

\(^{32}\) The Workforce Futures Program is now fully subscribed and ends on 30 June 2014.
MPPI region and have shared their insights and knowledge of the programs that are most applicable to businesses in MPPI region.

**Responsible owner(s)**

KPMG developed and compiled the first set of factsheets with the support of MPRTB, DPI, AHA, RCA and SSA who then distributed these to their industry members.

The RSC will establish how the factsheets are to be updated on a regular basis and which RSC members will assume the responsibility for this task.
**Strategy 3: Prepare local case studies to encourage uptake of key programs**

**Overview**

This strategy involved preparing three case studies which showcase government and non-government programs or initiatives that have been utilised by tourism and hospitality businesses in the MPPI region.

The case studies outline how businesses can access the programs and initiatives, and the benefits of the programs.

The case studies have been distributed to tourism and hospitality businesses in the MPPI region by MPRTB, DPI, AHA and RCA. Over time, the case study information will need to be developed and new case studies may also be prepared, such as one on the Tourism Excellence Program or for the Discover Your Career initiative by the NTA.

**Objective**

This strategy aims to increase awareness of programs and initiatives and provide examples of how they are benefiting tourism and hospitality businesses in the MPPI region. It is expected that increased promotion of these programs and initiatives will assist industry understand the benefits of the program and may give confidence to businesses to participate in the programs.

These case studies provide businesses with examples of how the initiatives can benefit businesses whilst also outlining the application process and commitment required by businesses. This will help businesses assess the applicability and relevance of the program to their businesses.

This strategy seeks to address root cause one, namely **coordination between government and industry stakeholders operating in the region and across regions**.

**Responsible owner(s)**

KPMG developed and compiled the first set of case studies with the support of MPRTB, DPI, AHA, RCA and SSA who then distributed these to their industry members.

The RSC will establish how the case studies are to be updated on a regular basis and which RSC members will assume the responsibility for this task.
Strategy 4: Promote the Workforce Futures Program and potential training options for the region (including industry and Government)

Overview

Promotion of the Workforce Futures Program is now complete as the program is now fully subscribed and ends on 30 June 2014. Going forward, the focus of this strategy is to encourage businesses that recently participated in the program, or are currently participating in the program, to consider potential funding options for workforce planning and. To do this, the RSC may seek to identify potential industry champions to promote the lessons learned from the Workforce Futures Program.

A key part of this strategy involved promoting the Workforce Futures Program in the MPPI region. The specific approach to promoting the program differed slightly across the LGAs in the region. However, there was a common focus in coordinating with the skills advisors in the MPPI region to provide potential businesses with an overview of the program and the benefits if they participate.

Objective

This strategy aimed to increase awareness among local tourism and hospitality businesses of the Workforce Futures Program and the associated workforce planning and development solutions that may be available to them.

This strategy seeks to address root cause one, namely coordination between government and industry stakeholders operating in the region and across regions.

Background

The Workforce Futures Program seeks to assist businesses overcome workforce related issues. Feedback from SSA indicates that workshops have been an effective means to promote the Workforce Futures Program, recognising that promotion should be undertaken in a manner that is effective for the region.

The RCA promoted the Workforce Futures Program to local businesses at the Phillip Island Industry Forum on Wednesday, 13 November 2013. The RCA outlined the benefits of the participating in the program and the application process.

MPSC liaised with SSA and skills advisors to gain a comprehensive understanding of the program, the eligibility criteria and benefits of the program. MPSC communicated the benefits of the program to its business and assisted interested businesses to sign-up to the program.

Responsible owner(s)

SSA, together with BCSC, MPSC and FCC, have taken lead responsibility to deliver this strategy. The BSC, MPSC and FCC with RSC support will continue to promote potential training options for businesses. SSA’s role in this strategy is now complete.
Strategy 5: Disseminate and utilise learnings from the *Workforce Futures Program* by improving coordination between Skills Advisors and key local stakeholders

**Overview**

This strategy involves providing RSC members with an ongoing update on the progress of the *Workforce Futures Program* and sharing of key learnings and insights among skills advisors and key local stakeholders on the nature of local business issues. An update will be circulated by SSA in report form on a quarterly basis until the program’s completion in June 2014.

A key part of this strategy involved encouraging skills advisors working in the MPPI region to collaborate with the RSC to share their learnings with key local stakeholders, namely the MPSC, BCSC, FCC, MPRTB and DPI, and work together to optimise business participation in the *Workforce Futures Program*. This strategy requires Workforce Futures skills advisors from the AHA and RCA to engage with key local stakeholders on an ongoing basis until the completion of the *Workforce Futures Program* on 30 June 2014.

Going forward, the focus of the strategy is to maintain collaboration between key stakeholders on workforce planning and development in the region. Crucially, the RSC will continue its operations and key local stakeholders will maintain their commitment to continued informal engagement.

**Objective**

This strategy aims to increase the information available to the RSC regarding the *Workforce Futures Program* via a quarterly report that details the key learnings and insights on the nature of challenges and issues facing local businesses. This data is collected at an enterprise level, from direct engagement with tourism and hospitality businesses and provides an accurate and true depiction of business profiles, including their workforce issues and reactions to these issues. This additional information and knowledge may strengthen the capacity of RSC members to respond to the needs of local tourism and hospitality businesses and may also assist decision-making.

This strategy also aims to increase the knowledge sharing that occurs between the Workforce Futures skills advisors and the key local tourism stakeholders in the MPPI region, namely the MPSC, BCSC, FCC, MPRTB and DPI. Increased knowledge management and sharing has driven efficiencies in the region and enabled local stakeholders to benefit from the insights obtained by the skills advisors working in the region.

This strategy has sought to address root cause one, namely coordination between government and industry stakeholders operating in the region and across regions.

**Background**

Feedback from stakeholders indicated that knowledge and insights obtained by skills advisors in their dealings with MPPI tourism and hospitality businesses, through their participation in the *Workforce Futures Program*, was not being shared with key local stakeholders. This was due to commercial in-confidence requirements of individual enterprises.
It was identified that this created inefficiencies, whereby available information regarding local businesses and their issues were not being shared, despite one of the main aims of the local stakeholders being to assist businesses overcome challenges. This valuable knowledge was not transferred to local stakeholders, with duplication of consultation often the consequence.

Under this strategy, RSC members have been able to share in the learnings and insights from the *Workforce Futures Program* by receiving a quarterly report from SSA on the progress of the program in the region. This strategy has also helped to enhance broader knowledge sharing and collaboration among key stakeholders in the region on workforce planning and development issues.

**Responsible owner(s)**

SSA, together with the RCA and AHA, have taken lead responsibility to deliver this strategy to date. The AHA and RCA will continue their engagement and collaboration efforts in the region. SSA’s role on this strategy will conclude on the completion of the *Workforce Futures Program* on 30 June 2014.
Strategy 6: Explore opportunities to create a ‘one-stop-shop’ for businesses to access available government programs

Overview
This strategy involves creating a ‘one-stop-shop’ for tourism and hospitality business to access available government programs.

In the short-term, this strategy involves promoting the online database SSA has developed of assorted programs available to tourism businesses across Australia.

In the medium-term, the RSC will liaise with SSA to on how to best capture the local programs available to tourism and hospitality businesses in the MPPI region in the national program database that SSA maintains.

In the long-term, the RSC may seek to identify funding opportunities that would enable the creation of a ‘one-stop-shop’ Council officer role within the MPPI region that would assist tourism and hospitality businesses navigate government and non-government support programs. The Council officer would function as a ‘go-to’ contact for tourism and hospitality businesses seeking to understand the programs, grants and assistance they can access. The Council officer could also assume responsibility for the ongoing update and management of the Program Guide and program fact sheets for tourism and hospitality businesses.

Objective
This strategy aims to provide a central point of contact with which tourism and hospitality businesses in the MPPI region can engage to seek information and assistance on available government and non-government programs. This should facilitate more effective and efficient use of existing programs by businesses to help address their labour and skill issues while minimising the administrative burden on businesses to access the relevant information themselves.

This strategy seeks to address root cause one, namely coordination between government and industry stakeholders operating in the region and between regions.

Background
Consultation has revealed that many tourism and hospitality businesses are unaware of the many government programs, initiatives and support available to them. This is compounded by the fact that many tourism and hospitality businesses are small operators and lack the time and resources required to navigate their way through the many different avenues and portals available to them.

The Broome TEP identified the creation of a ‘one-stop-shop’ to assist businesses navigate the many avenues for sourcing staff and funding programs. The RSC has shown interest in pursuing a similar strategy for the MPPI TEP.

Responsible owner(s)
RSC members will collaborate to advance this strategy as the TEP is implemented.
Strategy 7: Media and communications to promote working in tourism and hospitality

Overview

This strategy involves collaboration between RSC members on media and communications to promote the tourism and hospitality industry to under-utilised labour sources in the MPPI region. Media and communications will demonstrate the benefits of working in the tourism and hospitality industry in the MPPI region. It could, for example, take the form of short video interviews with mature aged workers who have commenced working in the industry to provide positive examples to other mature aged workers who may be seeking to enter the industry.

Objective

This strategy is designed to encourage under-utilised labour sources to consider a career in the MPPI tourism and hospitality industry, particularly those labour sources such as mature aged workers who may be reluctant to enter the industry.

This strategy seeks to address root cause two, namely the lack of understanding of the opportunities, benefits and career pathways in the industry.

Background

There are over 1,000 mature aged (55+) and 2,500 youth (aged 15-24) unemployed people looking for part time or full time work across the MPPI region. Effective media and communications would help to address some of the concerns and myths that potential labour sources have about entering the industry.

For example, there are identified concerns among MPPI region students that a career in tourism and hospitality is unrewarding. Video case studies that show how the work can be rewarding and stimulating, while providing flexibility, could help to address these concerns. Meanwhile, consultation with stakeholders reveals that mature aged workers can lack confidence in their ability to work in the industry. Media and communications which provide examples of how mature aged workers have entered the industry could encourage others to consider employment in the industry.

Video case studies are one example of potential low-cost media and communications to promote the benefits of working in the MPPI tourism and hospitality industry.

SSA has developed a number of video case studies entitled ‘The Job I love’ which could be utilised in the implementation of this strategy. In addition, there may be opportunities to work with the NTA as part of their Tourism and Hospitality Careers Promotion campaign.

The NTA has set up a website (discoveryourcareer.com.au) to provide a permanent information portal on careers in tourism and hospitality. It is also working with a media partner to implement an annual promotion campaign to highlight careers and jobs in tourism and hospitality. The RSC may wish to pursue how to leverage their career activities with this industry project including identifying regional case studies.
Tourism Industry Leadership Program

As part of efforts to promote career opportunities in the industry, there may be opportunities to create a Tourism Industry Leadership Program utilising the learnings of similar programs established in other regions.

This program is a personal and professional development program which provides learning and development and network building opportunities for aspiring leaders within the tourism industry.

The program is delivered through five full day and three overnight two day residential workshops over six months. The format includes presentations by engaging speakers, personal development seminars and training sessions covering subjects such as emotional intelligence, goal setting, and leadership concepts.

This program can provide learning and networking opportunities amongst other things, to develop and retain aspiring tourism and hospitality industry leaders in the region.

Responsible owner(s)

RSC members will collaborate on media and communications as the TEP is implemented.

RSC members will be able to draw on the handover pack that KPMG has prepared which includes the Program Guide, program factsheets, case studies and material on available Australian Government programs as well as a detailed Implementation Plan. The Implementation Plan includes details and potential costs on how the RSC might advance media and communications.
Strategy 8: Expand and extend the Tourism Traineeship Program

Overview

This strategy involves expanding the Tourism Traineeship Program in the Mornington Peninsula, and extending this program to Phillip Island. Apprenticeships and Traineeship Employment Partners (ATEP) currently delivers the program in the Mornington Peninsula.

In the short-term, the MPSC will continue to engage ATEP to deliver the program in its current form in the Mornington Peninsula.

In the medium to long-term, MPSC may seek to broaden the scope of students and businesses involved in the program. DPI may also seek to expand the program to Phillip Island. If MPSC and DPI decide to adopt this approach they may seek to engage the services of different training providers to deliver the requisite training.

Objective

This strategy aims to raise awareness amongst secondary school students in the MPPI region of the career opportunities in tourism and hospitality, and to promote the Tourism Traineeship Program as a means to explore those opportunities. Further, this strategy aims to increase the quality and quantity of skilled labour in the MPPI tourism and hospitality industry by providing businesses with opportunities to identify career aspirants in the industry and invest in their professional development.

This strategy seeks to address root cause two, namely the lack of understanding of the opportunities, benefits and career pathways in the industry.

Background

The Tourism Traineeship Program is currently delivered by MPSC through ATEP.

The program provides an opportunity for Years 11 and 12 students to undertake an Australian School Based Apprenticeship in the Certificate III of Tourism while working in the MPPI tourism and hospitality sector over a two year period. The Certificate III in Tourism provides students with a strong foundation in tourism and hospitality operations, building the skills and networks necessary for a future career. The program also provides local businesses with a low-cost means of identifying and developing the human capital of potential, long-term employees.

While, the number of places varies year-to-year with student interest and logistical constraints, around 12 students participated in the program with Mornington Peninsula businesses in 2013. In addition, two businesses in Phillip Island employed students undertaking the program in 2013.

Responsible owner(s)

MPSC will continue to run the program in concert with ATEP in the Mornington Peninsula and will expand the program if they can source the required funding. DPI and BCSC will seek to implement the program in Phillip Island if they can source the required funding. The RSC is assisting the MPSC, DPI and BCSC to identify potential funding sources.
Strategy 9: Promote the skills passport resource available to tourism and hospitality businesses and workers

Overview

This strategy involves promoting the skills passport resource that is available to tourism and hospitality businesses and workers at [www.discoverhospitality.com](http://www.discoverhospitality.com).

The website enables tourism and hospitality workers to create their own skills passport to make themselves visible to potential employers. It also enables employers to search for staff who have the skills they are seeking.

Promotion of this resource will support better matching of the skills and qualifications of tourism and hospitality workers in the MPPI region with the skill needs of businesses. In doing so, this may support businesses in the region to meet a greater share of their workforce requirements through workers in the region.

Objective

This strategy aims to assist tourism and hospitality workers in the MPPI region to consistently and effectively present the industry skills and qualifications they have acquired to potential employers in the region. This may help to alleviate businesses’ perceptions about a lack of appropriately trained and experienced workers in the region and, in doing so, encourage businesses to meet a greater share of their workforce requirements with workers in the region.

This strategy seeks to address root cause three, namely the lack of appropriately tailored training opportunities for under-represented labour cohorts, albeit indirectly, by enabling workers to better present the skills and qualifications they have acquired.

Background

All nationally Recognised Training is from training packages which are endorsed by the relevant industry skills council. For tourism and hospitality, this is the SIT12 training package which is regularly updated. Within each training package, there are full courses and qualifications such as Certificates I, II, III, IV and Diploma and Advanced Diploma. There are also skill sets in the SIT12 training package which include:

- Customer Service;
- Customer Service Management;
- Espresso Machine Operation;
- Essential Business Skills for a Restaurant Manager;
- Food Handling;
- Food Safety Supervision;
- Mentoring and Supervision;
- Responsible Service of Alcohol;
• Sommelier; and
• Visitor Information Services.

RCA advises that one of the challenges that tourism and hospitality workers often experience is how to present the industry skills and qualifications they have acquired in a consistent format that can be easily and efficiently understood by prospective employers. This can be a barrier to some workers in communicating to businesses that they have expertise and experience in a particular role. The passport resource available through www.discoverhospitality.com is designed to enable workers to overcome this barrier by helping to present their skills and qualifications in a clear, consistent format for businesses.

RCA advises that this is a National initiative with extensive promotion. Schools have been written to regarding the resource, and information brochures have been distributed to businesses. RCA is helping to promote the resource in the MPPI region and in the other TEP regions.

Responsible owner(s)

RCA is taking lead responsibility for this strategy.
Strategy 10: Develop a regional tourism and hospitality training solution to engage under-represented labour sources

Overview

This strategy involves delivering a cost-effective ‘pathway’ training solution that provides participants with the basic skills required to work in the tourism and hospitality industry in the MPPI region. The pathway will be modelled on the Certificate II in Hospitality that Newhaven College engaged Hospitality Training Australia to deliver at Newhaven College Boys Home Road Campus on Phillip Island. At the moment, the course is only offered to Newhaven College students and parents/friends of the College.

In the short-term, this strategy involves DPI and BCSC engaging with Newhaven College and Wonthaggi Secondary College to consider running a similar program in the region in 2014.

In the medium to long-term, DPI and BCSC may seek to broaden the scope of people and the training that is offered to groups, such as unemployed young people and mature aged workers. MPSC and MPRTB may also seek to expand the course to the Mornington Peninsula.

As part of this strategy, RCA is also interested in promoting the Skills Pathway available through www.discoverhospitality.com to local workers and tourism and hospitality businesses. The Skills Pathway offers three Certificate III competency-based hospitality apprenticeships.

Objective

This strategy aims to assist tourism and hospitality businesses in accessing a range of prospective but currently under-represented labour sources, such as secondary school students, parents returning to work and mature aged workers. The strategy assists labour sources to obtain the required base level skills and competencies to work in the tourism and hospitality industry and, in doing so, provide a pathway for them to be employed within the industry.

This strategy seeks to address root cause three, namely the lack of appropriately tailored training opportunities for under-represented labour cohorts.

Background

Certificate II in Hospitality run by Newhaven College

In 2013, Newhaven College engaged Hospitality Training Australia to deliver the Certificate II in Hospitality course to students and parents and friends of the College. The course ran for 12 weeks, with classes running from 3.30pm to 6pm one night a week.

The Certificate in Hospitality (Compliance, Coffee, Bar and Waiting) is a low-cost training course that has been identified by local stakeholders as an effective program that meets the training needs of the region. It provides students with a certificate in Responsible Service of Alcohol (RSA) as well as the opportunity to complete a Level 2 First Aid certificate.
Preliminary feedback indicates that this course has been successful in providing local students and their parents with the necessary skills and confidence to obtain employment in the tourism and hospitality industry in the region.

There is an opportunity to expand the scope of the people and the training that is offered on Phillip Island and to extend it to the Mornington Peninsula. In doing so, it has the potential to evolve into a recognised tourism and hospitality ‘pathway’ in the region.

**Skills Pathway**

The Skills Pathway is a current project which was recently launched by the RCA offering three Certificate III competency-based hospitality apprenticeships. The Skills Pathway is available through [www.discoverhospitality.com](http://www.discoverhospitality.com).

Competency-based means that, when an apprentice has completed certain units of competency and has been assessed as competent, they can progress to the next wage level rather than having to wait until the next anniversary date based on when they started their apprenticeship. This means, in theory, that an apprentice can progress to the next wage level in less than 12 months and also complete their apprenticeship in less than the traditional timeframe based on the performance in the workplace and progress through training.

The three qualifications available under the Skills Pathway are:

- Certificate III in Commercial Cookery;
- Certificate III in Hospitality (front-of-house apprenticeship); and

There is also an Apprentice Supervision skill set as part of this Skills Pathway project.

The RCA is partnering with a range of training providers on this project. In Victoria, William Angliss Institute is their training provider.

**Responsible owner(s)**

DPI and BCSC will review with local secondary schools and the provider to consider running the Certificate II in Hospitality course again. MPSC and MPRTB will explore the feasibility of extending this type of course to the Mornington Peninsula.

The RCA will promote the Skills Pathway.
Strategy 11: Support interested businesses to participate in the labour sharing arrangement being considered across other regions in Australia

Overview

This strategy involves supporting interested tourism and hospitality businesses in the MPPI region to participate in the pilot labour sharing arrangement that is being considered by SSA. This should help to improve the capacity of tourism and hospitality businesses in the MPPI region to access appropriately skilled labour during peak season by offering a more attractive employment proposition to prospective workers through a pathway that enables year-round work opportunities.

Objective

This strategy seeks to address a major impediment to recruitment in the tourism and hospitality industry, which is the uneven demand for labour caused by the seasonal nature of employment in the industry, and the challenges this presents in creating employment that is necessary to attract and retain quality workers.

This strategy will help connect interested businesses in the MPPI region with the labour sharing arrangement with other regions that have a different demand profile. This should help MPPI businesses to work with businesses in other regions to provide employment opportunities over the course of year and thereby increase their appeal to quality workers.

This strategy seeks to address root cause four, namely uneven nature of demand leading to labour shortages and the need for targeted business and regional workforce planning strategies.

Background

The uneven demand for labour across tourism seasons poses a significant problem for businesses and workers in the MPPI region. Workers are hesitant to enter an industry that cannot guarantee regular, year-round employment. Those workers who do accept the seasonal nature of demand risk having their tourism and hospitality skills atrophy in the off-peak season. There is also a risk that employees who work in non-tourism sectors during off-peak seasons will be poached by competing industries.

Businesses are also encumbered by seasonal variation in labour. Businesses must devote additional resources to make seasonal employment competitive with year-round employment and engage in extended labour search every season to replace staffing attrition. Businesses are also less able to invest in the long-term of their workers if their workers are absent for months of a year. These challenges are not limited to the MPPI region and appear to be experienced by businesses across a number of TEP regions, including the Red Centre, Broome and Kangaroo Island.

A potential solution for businesses to manage these challenges is to enter into a labour sharing arrangement with businesses in other regions with a complementary demand profile. Sharing workers between businesses with different demand profiles provides workers with enhanced job security, experience and exposure to different business models. It also helps employers manage their labour demand and reduces costs and time involved in recruiting and training.
In response, SSA is working with EC3 Global, an international tourism and environmental management advisory group, to identify interested tourism and hospitality businesses across the TEP regions to understand their labour needs and develop a list of possible participants in a labour sharing arrangement. This will help to inform any business case for the development or otherwise of a labour exchange pilot.

**Responsible owner(s)**

SSA is managing this project. There may be an opportunity to work with the RSC to engage interested businesses in the MPPI region if any proposal is developed.