

Servicing Our
Growth



Recommendations
from the
Tourism and Hospitality
Taskforce

Acknowledgements

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Chair's Foreword

There is no doubt that systemic improvement in workforce development is necessary for Tasmanians collectively and individually to fully harness the economic and social benefits of the Tourism and Hospitality industry. The Tourism and Hospitality Workforce Development Taskforce was established to map a clear path to this outcome and it has pleasure in presenting this report.

In arriving at the recommendations within it, the Taskforce considered a range of activities to facilitate what is essentially a supply chain with labour supply at one end and workforce demand at the other.

Underpinning the recommendations is the core principle of realigning activities to meet current and emerging workforce demand. While this principle appears logical it is not currently embedded within the system- it can be and it must be.

Industry as a key beneficiary of government investment in workforce development must take proactive steps to be involved, not at the fringes but at the heart of the system. In doing so there comes responsibility and accountability, not the least of which is being able to offer rewarding jobs and careers to Tasmanians. For its part, Government is a key partner and enabler but at the same time must be diligent in ensuring that its investment in this area provides an appropriate level of return for Tasmania.

I would like to thank my fellow Taskforce members for their very valuable contributions, Lisa Punshon as secretariat for her enduring passion and commitment, and our consultant Aaron Devine for bringing his considerable knowledge and skills to the table.

Dr James Cretan

CHAIR

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Executive Summary

Purpose

The purpose of this report is to make recommendations that address the current and future workforce capacity and capability requirements to enable the Tasmanian tourism and hospitality sector to maximise its opportunities for industry growth and its contributions to the Tasmanian economy.

Methodology

In producing its recommendations, the Taskforce has:

- Reviewed existing plans and reports related to the tourism and hospitality sector and its workforce
- Conferred with peak industry bodies
- Consulted with Tasmanian Government representatives
- Engaged with enterprises and employers, and
- Engaged with Registered Training Organisations (RTOs)

Recommendations

The recommendations have been aligned to the report's three foundations for the future. These are:

1. Industry Leadership
2. Labour Supply, and
3. Research and Accountability

Based on its research and consultations, the Tourism and Hospitality Workforce Taskforce makes the following recommendations.

Industry Leadership – TasTAFE including “Drysdale”

- 1. RECOMMENDATION – In accordance with Section 58(2) of the *Training and Workforce Development Act 2013*, TasTAFE establish a new Tourism and Hospitality Workforce Development corporation, which will operate as a wholly owned subsidiary of TasTAFE, and be governed by an Industry Board.**

Industry Leadership – Workforce Development Priorities

- 2. RECOMMENDATION – The Corporation's Annual Tourism and Hospitality Workforce Plan shall be submitted to the Tasmanian Government (Skills Tasmania) for approval. Once approved, this plan will be the basis of Government funding and policy development priorities for the coming financial year.**
- 3. RECOMMENDATION – That the annual Tourism and Hospitality Workforce Development Plan should:**
 - a. Be developed by the corporation and submitted to Skills Tasmania for approval.
 - b. Outline, by region and offering, the training and workforce development programs to be offered.

- c. Recommend the level of contestable funding and not reduce current levels of contestable funds available to private Registered Training Organisations
 - d. Support new and existing workers
 - e. Include agreed key performance measures and targets
 - f. Outline expected student, industry and government financial contributions
 - g. Establish, in conjunction with Government, KPIs for non-accredited training to measure its success and value
 - h. Include industry workforce research and workforce development priorities
- 4. RECOMMENDATION – The Corporation shall have a separate funding agreement, stapled to the TasTAFE Deed of Purchasing Arrangement.**
- 5. RECOMMENDATION - The User Choice funding model for apprenticeships and trainees remain unchanged.**

Labour Supply

- 6. RECOMMENDATION – The THA and TICT jointly develop a promotional campaign, integrated with existing promotional campaigns and T21 strategies, which targets both enterprises and job seekers, highlighting the industry’s career opportunities. This structured workforce promotional plan is to be funded by Government, and supported by Industry.**
- 7. RECOMMENDATION - Skills Tasmania and the Department of Education, working with the Corporation, develops information and promotional materials to increase understanding and take-up of School Based New Apprenticeships (SBNA). Dedicated funding from Government to the Corporation to support the promotion of SBNA should be considered.**
- 8. RECOMMENDATION – The Corporation prioritises investigating the establishment of a pathways ‘Industry College’.**
- 9. RECOMMENDATION – Skills Tasmania immediately work with RTO’s to investigate a shorter and alternative Cookery course with pathways into the Certificate III in Commercial Cookery.**
- 10. RECOMMENDATION - The Drysdale Premium Cookery Initiative: Grown in Industry, and the Industrylink Gold Standard Apprenticeship Model in Commercial Cookery continue to be supported as a trial by Skills Tasmania and that a comprehensive evaluation of their outcomes and Government investment value be undertaken.**
- 11. RECOMMENDATION – Skills Tasmania working with the Corporation supports a specific workforce development project to develop strategies to directly support new enterprises’ recruitment, training and ongoing employment.**

- 12. RECOMMENDATION – That the newly created Corporation develops a Labour Supply Strategy as a part of its three-year strategic plan.**
- 13. RECOMMENDATION – A structured research program identifies the true completion rates for chefs, cooks, bakers and pastry cooks and food trades, the reasons for non-completion, and the reasons why chefs, cooks, bakers, pastry cooks and food trades exit the industry.**
- 14. RECOMMENDATION – The Corporation and the Department of Education investigate VET in Schools Programs’ quality, value and alignment to industry needs. The Corporation will oversee formal certificate vocational training programs, either as the RTO, or through direct supervision and quality management.**
- 15. RECOMMENDATION – Investigate, for the purposes of retention and engagement, a specific schools program that enables students to engage in tourism and hospitality training, separate from the formal vocational training system.**
- 16. RECOMMENDATION - An application be made to Skills Tasmania for a *Training and Work Pathways Program 2017* to support research and where appropriate structured programs of unaccredited and accredited training, mentoring and case management to support the transition of long term unemployed into tourism and hospitality training and employment.**
- 17. RECOMMENDATION - The Corporation undertakes a research program that investigates the motivations of, and impediments to, Tasmanians working in the tourism and hospitality and the importance of qualifications to individuals.**

Background

The Aim

Servicing Our Growth was commissioned by the Department of State Growth on behalf of the Premier's Visitor Economy Advisory Council to advise government, industry and training providers about meeting the labour and skills requirements for Tasmania's tourism and hospitality sector. This report acknowledges and builds on the *Tasmanian Tourism and Hospitality Industry Workforce Development Plan* and the *Tourism and Hospitality Workforce Audit*.

The Opportunity

The Tasmanian Tourism and Hospitality Sector is experiencing an investment and employment boom. The industry is experiencing strong growth and aims to be generating a visitor expenditure of \$2.5 billion per annum by 2020, with a target of 1.5 million visitors. Progress towards this target is on track, with Tasmania attracting 1.24 million visitors for the year ending December 2016, which is a 7 per cent increase on the previous year.

Robust workforce capacity and capability underpins and enables industry growth. Growth can be constrained and unsustainable where this is lacking. Acknowledging this, industry is seeking to work even more collaboratively with Government and the training system to prosecute new approaches to leading, funding and developing workforce capability. Proactive industry peak associations, including the Tourism Industry Council Tasmania (TICT) and the Tasmanian Hospitality Association (THA) support productive leadership and collaboration to realign training to directly support industry in building jobs and Tasmanian prosperity.

The Challenge

In the face of Industry growth, tourism and hospitality enterprises are already experiencing skills and labour shortages, which, without intervention, will be exacerbated in the future. While skills and labour shortages are not unique to Tasmania, it is imperative that proactive strategies are implemented to increase both the supply and retention of labour supply, as well as the skills of the workforce.

The *Tasmanian Visitor Economy Strategy 2015 - 2020* (T21) sets a vision of Tasmania as a world-leading destination of choice for visitors, enabled by supporting industry, business, community and education sector contributions. The priority of *Building capability, capacity and community* captures the importance of building a high-quality workforce for the future to achieve this vision.

The preliminary findings of the *Tourism and Hospitality Workforce Audit* (June 2016) suggests that there may be some problems in skills training, particularly in vocational education and training (VET). The consequent *Tasmanian Tourism and Hospitality Industry Workforce Development Plan* (November 2016) then documented priority workforce capability and capacity challenges. The Plan highlighted that industry, governments and education and training providers need to closely collaborate on actions to provide an available and suitable skilled workforce.

The Foundations of the Future

Industry with Government must commit resources and leadership so that T21 aspirations are achieved. Industry recognises that its growth and prosperity are linked to the productivity of its workforce, which, in turn, is directly linked to employee skills and capabilities. While some strong positive examples of industry leadership of training were evident during consultations, these were not systemic. Taskforce consultations affirmed an industry determination to assume both greater leadership, and commensurate greater accountability for the development of the workforce. This includes industry: leading policy development; outlining workforce development priorities; investigating strategies to increase labour supply, improved alignment of training places with shortages; and supporting and driving increased training quality.

The Taskforce recommends the following strategic areas as the foundations of reform

1. Industry Leadership
2. Increasing labour supply
3. Increasing research and accountability

Industry Leadership

Drysdale is part of the public provider TasTAFE, the largest vocational education and training provider in Tasmania. Drysdale in various forms and under different organisational iterations is a known brand within the Tasmanian Tourism and Hospitality Sector. TasTAFE through Drysdale specialises in delivering Tourism and Hospitality qualifications from the Campus in Hobart's CBD, and in Launceston and Devonport. The Taskforce considers changes to Drysdale governance, operations and funding critical to addressing labour and skills shortages.

While the Taskforce noted some areas of strong engagement and support, (for example the Eco-guiding program), industry alignment is inconsistent, with some areas being strongly criticised for insufficient industry engagement and alignment. Additionally, partly due to remnant *Tasmania Tomorrow* type thinking, industry believes that Drysdale is currently more focussed on educational participation and student engagement than on industry workforce development and skills priorities. Industry requires Drysdale to change its focus and focus greater efforts on industry engagement, contemporary industry knowledge, relationships and responsiveness.

A new Industry-Led Corporation

Section 58(2) of the *Training and Workforce Development Act 2013* allows TasTAFE, with the approval of the Treasurer, to formulate a company. These powers should be invoked to establish a new Corporation as a wholly owned subsidiary of TasTAFE, with a separate brand and its own board. The naming and branding of the Corporation would rest with the new Board. This Corporation will lead the broader workforce development needs of the Tourism and Hospitality Sector.

This board constitution should be:

- Be appointed by the Minister for Tourism, Hospitality and Events, in consultation with the Minister for State Growth and Minister for Education.
- Have an independent remunerated Chair appointed by the Minister
- Have membership of no less than seven members, (including the Chair), and have regional and sectoral representation from the tourism and hospitality sector. The THA and the TICT should each recommend two potential candidates to the Minister to allow for the appointment of four ordinary members. The remaining two positions should be existing Non-Executive Directors of the TasTAFE Board.

The new corporation must:

- Comply with the directives and instructions of the Minister for Tourism, Hospitality and Events, the Minister for Education and the TasTAFE Board
- Establish an Operating Agreement with TasTAFE that outlines TasTAFE expectations, establishes efficient shared services and reporting responsibilities and ensure the Corporation operates in an efficient and effective manner
- Report twice yearly to the TasTAFE Board and the Minister for Tourism, Hospitality and Events on the activities of the Corporation
- Establish, lead and manage the functions of the RTO, ensuring quality training supports industry workforce development priorities and individual's career aspirations
- Appoint, lead and direct the CEO
- In consultation with the TasTAFE Board, develop a three-year Strategic Plan, aligned with *T21 The Tasmanian Visitor Economy Strategy 2015-2020* for the endorsement of the Minister for Tourism, Hospitality and Events
- Develop for Government and approval, an Annual Tourism and Hospitality Workforce Plan that outlines the accredited and non-accredited training; expected fees and charges; and workforce research and workforce development priorities of the industry for the coming financial year
- Reinvigorate campuses as industry centres of excellence by encouraging world class physical training environments, industry engagement, entrepreneurialism and innovation.
- Promote careers and employment and educate enterprises on workforce development
- Establish partnering arrangements with other RTOs, organisations and institutions that support efficiency and effectiveness

1. RECOMMENDATION – In accordance with Section 58(2) of the *Training and Workforce Development Act 2013*, TasTAFE establish a new Tourism and Hospitality Workforce Development corporation, which will operate as a wholly owned subsidiary of TasTAFE, and be governed by an Industry Board.

Industry Leadership of Training Funding

While other jurisdictions are dealing with some unscrupulous market behaviour, the Taskforce recognises Skills Tasmania's good governance of its sector, including through a well-considered purchasing framework, and a clear focus on protecting consumers and taxpayers.

While Skills Tasmania has been willing to explore solutions to industry and enterprise identified workforce capacity and capability issues, the Taskforce felt that the current funding system creates artificial barriers and piecemeal approaches. Other issues that influence current funding models included the:

- Relatively small size of the Tasmanian market
- Current labour shortages and challenges
- Government's commitment to ensuring the viability of the public provider
- Geographical dispersion of the Tasmanian training market

- Disproportionate focus on new labour force entrants gaining national qualifications at the expense of other industry training priorities noted in the Tourism and Hospitality Workforce Development Plan.

The Taskforce recognised that the maturity of the THA and the TICT as industry advisory organisations provides an opportunity to change the funding model to ensure greater alignment with industry needs. The Taskforce commends the efforts of the THA and their strong policy advocacy, development of position papers and industry engagement. Industry believes that it is best positioned to focus resource allocations to address skills shortages and their broader training needs, rather than student demand.

The funding framework needs to adapt to respond to industry's call for skills sets, unaccredited training, customer service training and existing worker training. For example, Taskforce consultations found industry support for THA's '*The great customer experience program*', much of which occurs outside the accredited training system. Industry believes that with it providing guidance and leadership on funding priorities the visitor experience and industry productivity will be enhanced. This will lead to increased job creation and community wealth.

The recommended three year strategic plan is the mechanism for industry to proactively outline a road map of reform to address its workforce challenges and also to stage greater engagement and eventual delegation from Government to lead and manage the workforce development function. While the new corporation will be a training provider in its own right, the strategic plan must focus on building industry and enterprise capability into the medium and longer term.

In support of the strategic plan, the annual *Tourism and Hospitality Workforce Plan* should outline the accredited and non-accredited training priorities; expected student and industry fees and charges; workforce research priorities and workforce development projects for the coming financial year. The annual *Tourism and Hospitality Workforce Plan* shall outline the entire annual priorities of industry and suggested purchasing parameters, including levels of contestability. This plan will be provided to Skills Tasmania to seek their approval, feedback and if necessary amendment. Appropriate time frames to allow for student recruitment must be at the forefront of timelines for the approval of the plan.

It is important to note that the Taskforce recognises the contributions and competitive innovation of private training providers, and does not intend to reduce their role, or their access to training funds. For example, Industrylink, which currently trains one third of cookery apprentices was well regarded as a quality provider of flexible training by those consulted. The activities and ideas of private training providers and workforce development organisations should be considered in the scope of an annual Tourism and Hospitality Training Plan.

The taskforce recognises that a level of competition is necessary and needs to be balanced with the need for a well-funded public provider, who must remain the foundation of the training system. It is important that Skills Tasmania and the Corporation ensure that in its first two years of operation the current percentage of funding allocated to private organisations is not diminished.

A funding model that places industry at the centre of decision making is not without risk, and requires ongoing planning and monitoring to ensure a framework for quality education and training and maximum value for Government funding. This will require the direct involvement and support of

Skills Tasmania, and the following KPI's should be considered by the new Corporation and Skills Tasmania in their strategic planning and reporting.

Indicator	Mechanism
% of students who undertake training that transition into employment	NCVER data
Number of Jobs with Critical and Significant Labour shortages	Enterprise Survey
No of School Based New Apprenticeships	Skills Tas data
Unit and Qualification completions	Skills Tas data
Industry/ Enterprise Satisfaction with quality of training	ASQA survey
Student Satisfaction with quality of training	ASQA survey
Industry contribution – dollars and in kind support	Financial accounts
% of students who transition into further study	NCVER data
Financial Sustainability	Financial accounts
Educational Quality and compliance with ASQA standards	Internal and External audit

In Summary, the Taskforce proposes that Skills Tasmania will have oversight of the industry led and industry accountable funding model through the mechanism of an *annual Tourism and Hospitality Training Plan*. The Plan must look beyond short term sectoral issues and invest fairly in the interests of the entire industry.

- 2. RECOMMENDATION – The Corporation’s annual *Tourism and Hospitality Workforce Development Plan* shall be submitted to the Tasmanian Government (Skills Tasmania) for approval. Once approved, this plan will be the basis of Government funding and policy development priorities for the coming financial year.**
- 3. RECOMMENDATION – That the annual *Tourism and Hospitality Workforce Development Plan* should:**
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 - j. Outline, by region and offering, the training and workforce development programs to be offered
 - k. Recommend the level of contestable funding and not reduce current levels of contestable funds available to private Registered Training Organisations
 - l. Support new and existing workers
 - m. Include agreed key performance measures and targets
 - n. Outline expected student, industry and government financial contributions
 - o. Establish, in conjunction with Government, KPIs for non-accredited training to measure its success and value
 - p. Include industry workforce research and workforce development priorities
- 4. RECOMMEDATION – The Corporations shall have a separate funding agreement, stapled to the TasTAFE Deed of Purchasing Arrangement.**
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Labour Supply

Promoting employment in tourism and hospitality

Increasing the labour supply to meet growth is the critical issue for industry, one that plagues many Australian industries and presents social, as well as a training challenges. There is no simple short term solution. However, the tourism and hospitality sector must position itself in the labour market as an industry of choice that seeks, retains and rewards skills and talent. This will only be achieved through planned and proactive industry promotion.

While, recognising the good work of some enterprises, and of the THA in engaging and promoting the industry to schools, the Taskforce considers that the industry generally is not doing enough to proactively promote employment and career opportunities. Indeed, consultations revealed that many are overly focussed on the negatives impacting labour supply, rather than on the positive opportunities that the industry presents. A comprehensive workforce promotional plan that systematically addresses industry attraction to labour markets is required.

Entry Pathways for School Students

School Based New Apprenticeships (SBNAs) remain a valuable and viable option for both students and enterprises. Despite their success in other States, feedback from THA representatives indicates that they could be better utilised to assist increasing the labour supply in Tasmania. The THA support for SBNAs in channelling students into training and paid employment should be more strongly supported by the industry generally. Skills Tasmania and the Department of Education, together with the THA, are best positioned to promote SBNAs.

High quality, industry and community valued pathways into tourism and hospitality as first-choice careers are critical to industry growth and renewal. Establishing Tourism and Hospitality as a valued career path is critical for the industry. The Corporation, through a new board, could investigate an integrated quality training pathway from year 11 and 12 into the industry, under the banner of an 'Industry College'.

The 'Industry College' would be led and governed by industry, as either a private school or under special arrangements with the Department of Education. College provisions would include school fees and selective entry; recruiting the best and brightest students from Tasmania who are seeking a career in the industry. The Tasmanian Certificate of Education (TCE) curriculum would be contextualised to tourism and hospitality, and embedded in diploma level qualifications. Classes and schedules should reflect industry practice and culture to prepare students for fulltime work.

Industry would directly support the College through School Based New Apprenticeships, guest lecturers and managerial pathways. Students could graduate from The Industry College with the TCE; a completed SBNA, a completed Diploma or Advanced Diploma of Tourism/ Hospitality/ Events and employment within the industry. An articulation arrangement with the University of Tasmania should be established to allow degree level outcomes for graduates. The Industry College should become the breeding ground for the next generation of Tasmanian industry leaders and entrepreneurs.

Entry Pathways for the Long Term Unemployed

Tasmania has lower levels of employment participation and high levels of long term unemployment than some other jurisdictions. Current and future growth provides both Government and industry opportunities to transition currently workforce-disengaged, and disadvantaged Tasmanians back into meaningful work. Enterprises will need dedicated support in supporting transitioning welfare-to-work staff. Alternative training and social support for these workers needs to be developed, funded and supported by Government and industry. Engaging this cohort of Tasmanians into meaningful real jobs and employment is worthy of further investigation and action. Identifying existing programs of support and the impediments for these potential workers engaging with the industry is an important project for the Corporation.

Alternative and Short Courses

The greatest labour shortages for enterprises remains chefs, cooks, bakers, pastry cooks and food trades assistants. Post Workforce Audit projects have been examining possible solutions. Industry considers that, for a significant segment of Tasmanian enterprises, the current Certificate III in Commercial Cookery units of competency and skill requirements are overly broad. TasTAFE and Industrylink are investigating alternative models, including an institutional commercial cookery pathway, as well as a shorter, more focussed qualification for cooks working in the hotels and club segment of the market. Examples include the Grown in Industry Certificate III in Commercial Cookery, designed in partnership with Tasmania's hospitality industry, as a practical, hands-on course leading directly to apprenticeships with business partner employers. Industry representatives also recognised the Industrylink Gold Standard Apprenticeship Model in Commercial Cookery. These alternatives programs should be prioritised for investigation and potential investigation.

The shortage of chefs remains a critical issue. Industry representatives consulted were also concerned about whether the current Tasmanian funding level for chef training is adequate to ensure high quality teaching and learning. Skills Tasmania has responded positively to this feedback by looking to supporting additional investment in pilot programs for high end commercial cookery programs. Greater funding support for the Certificate II in Kitchens Operations is also worth further consideration.

New Enterprises

The growth and capital investment in Tasmania will soon see a number of new tourism and hospitality enterprises seeking staff. Concern exists in the industry that these new ventures will poach staff from other existing enterprises, exacerbating their skills shortages. To lessen the workforce churn which will impact smaller enterprises, The Corporation must proactively support these significant new enterprises, the scale of which warrants holistic engagement, training and upskilling solutions. Innovative teaching and learning models, off campus, that embed and contextualise training to the operating procedures of these new enterprises should be established. A specific unit within the Corporation should be considered to meet these needs, and pending its establishment resources applied to preparing for these new enterprises.

- 6. RECOMMENDATION – The THA and TICT jointly develop a promotional campaign, integrated with existing promotional campaigns and T21 strategies, which targets both enterprises and job seekers, highlighting the industry’s career opportunities. This structured workforce promotional plan is to be funded by Government, and supported by Industry.**
- 7. RECOMMENDATION - Skills Tasmania and the Department of Education, working with the Corporation, develops information and promotional materials to increase understanding and take-up of School Based New Apprenticeships. Dedicated funding from Government to the Corporation to support the promotion of SBNA should be considered.**
- 8. RECOMMENDATION - Industry prioritises investigating the establishment of a pathways ‘Industry College’.**
- 9. RECOMMENDATION – Skills Tasmania immediately work with RTO’s to investigate a shorter and alternative Cookery course with pathways into the Certificate III in Commercial Cookery.**
- 10. RECOMMENDATION - The Drysdale Premium Cookery Initiative: Grown in Industry, and the Industrylink Gold Standard Apprenticeship Model in Commercial Cookery continue to be supported by Skills Tasmania and that a comprehensive evaluation of their outcomes and Government investment value be undertaken.**
- 11. RECOMMENDATION – Skills Tasmania working with the Corporation supports a specific workforce development project to develop strategies to directly support new enterprises’ recruitment, training and ongoing employment.**

Research and Accountability

Taskforce consultations have highlighted several areas which industry representatives believe require further research. These include the:

- Causes and explanations of training completion rates.
- Quality, models and industry alignment of VET in Schools programs.
- Importance of qualification outcomes for industry, and for the individuals who acquire them.

Completion Rates

Data collection, integrity, and analysis will be critical for future corporation planning and decision making. While Skills Tasmania and the THA have identified low qualification completion rates for chefs, cooks, bakers, pastry cooks and food trades, the true completion rates and the explanations behind them require further research. Anecdotally, industry representatives argued that due to shortages, apprentices are churning more regularly through different employers, and this has artificially increased non-completion rates. Privacy arrangements have thwarted efforts to gain access to individual students to validate this argument. Focussed research needs to investigate and report on true completion rates, the reasons for non-completion by apprentices, and the reasons why qualified chefs exit the industry.

Schools Programs

Currently there is a high level of hospitality and tourism training in schools and colleges. However, training quality and industry alignment are variable. In 2015, approximately 1000 year 11/12 students undertook some kind of VET qualification in this area. It is recognised that young people undertake VET in Schools for a range of reasons, other than securing jobs and careers directly related to their studies. Industry must continue to encourage both those students already committed to tourism and hospitality careers, and those with other VET in School motivations, to experience and trial working in the sector.

While many schools are providing quality programs linked to industry needs and career paths, industry is also concerned about whether VET in Schools programs produce industry standard outcomes. In partnership with the Department of Education, and Skills Tasmania, the Corporation, could investigate the alignment and quality and value of VET in Schools Programs to industry needs. The scope of the investigations could also include considering the creation of a schools' program that allows for students to engage in tourism and hospitality training separate from the formal vocational training system for the purposes of retention and engagement, while shifting formal certificate Vocational Training programs under the oversight of the Corporation either as the RTO or through direct supervision and quality management.

Qualifications for Industry and Qualifications for Individuals

Taskforce consultation highlighted the competitive labour market realities that require the tourism and hospitality sector to increase its employment attraction and retention vis a vis other industries. A tension exists between the priorities and aspirations of individuals and the practical needs of industry and individual enterprises. For example, while quicker and lower cost skills sets may be industry's preference, they are less attractive to students seeking the portability of full qualifications. These issues are critical, both now and into the future, for an industry that needs to attract the volume of workers with the right talent and capabilities necessary for industry growth and prosperity. The Taskforce believes that research into the motivations and importance of qualifications, for both industry and individuals in Tasmanian is worth further consideration.

- 12. RECOMMENDATION – That the newly created Corporation, will develop a Labour Supply Strategy as a part of its three-year strategic plan.**
- 13. RECOMMENDATION – A structured research program identifies the true completion rates for chefs, cooks, bakers and pastry cooks and food trades, the reasons for non-completion, and the reasons why chefs, cooks, bakers, pastry cooks and food trades exit the industry.**
- 14. RECOMMENDATION – The Corporation and the Department of Education investigate VET in Schools Programs’ quality, value and alignment to industry needs. The Corporation will oversee formal certificate vocational training programs, either as the RTO, or through direct supervision and quality management.**
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- 17. RECOMMENDATION - The Corporation undertakes a research program that investigates the motivations of, and impediments to Tasmanians working in the tourism and hospitality and the importance of qualifications to individuals.**

Conclusion

In making its recommendations to strengthen industry leadership of tourism and hospitality training in Tasmania, the Taskforce recognises that should the recommendations of this report be accepted by Government, that industry will reap the rewards or taste the bitterness of failure from their own planning, engagement and leadership of the sector.

Winston Churchill proposed that, *A leader is one who knows the way, goes the way, and shows the way.*

- Industry *knows the way*, guided by the THA and the TICT peak bodies
- Industry *goes the way*, building, enterprise by enterprise, a booming tourism and hospitality sector that employs Tasmania’s workforce, and grows its contribution to Tasmania’s economy
- Industry already *shows the way*, engaging with Government and education and training organisations to align programs to industry needs and career opportunities.

In presenting these recommendations, industry is also prepared to lead the way, and to be accountable for the outcomes.

Acronyms and Glossary

- Industrylink – a Tasmanian Registered Training Organisation
- RTOs – Registered Training Organisations
- School Based New Apprenticeships – allows year 10, 11 and 12 students to undertake a nationally recognised qualification as an apprentice or trainee while still attending school
- Skills Tasmania - Tasmania's State Training Authority
- TasTAFE – the government owned RTO, and the largest provider of vocational education and training in Tasmania
- THA – Tasmanian Hospitality Association, the peak industry body for hotels, restaurants, cafes, pubs and clubs in Tasmania.
- TICT - Tourism Industry Council Tasmania - the peak body representing the Tasmanian tourism industry
- Tourism and Hospitality Workforce Audit – a baseline workforce audit of the Tasmanian tourism and hospitality industry, the preliminary findings of which inform the state- wide workforce development plan for the industry.
- T21 The Tasmanian Visitor Economy Strategy 2015-2020 T21 - the partnership agreement between the Tasmanian Government and the Tasmanian tourism industry represented by the Tourism Industry Council Tasmania (TICT), that demonstrates a shared commitment to the growth and development of Tasmania’s visitor economy.

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Terms of Reference

Background –

The Tasmanian Tourism and Hospitality Sector is experiencing an investment and employment boom. The industry is experiencing strong growth and aims to be generating a visitor expenditure of \$2.5 billion per annum by 2020, with a target of 1.5 million visitors. Progress towards this target is on track, with Tasmania attracting 1.15 million visitors in 2014-15, which is an 8 per cent increase on the previous year.

As a result of this growth, tourism and hospitality enterprises are experiencing skills and labour shortages and this presents an impediment to ongoing growth of the sector, profitability and potentially impact a high-quality visitor experience. While skills and labour shortages are not unique to Tasmania, it is imperative that proactive strategies are implemented to seek to address where possible the impact of these shortages and increase labour supply and the quality of skilled supply.

Building on the “Tourism and Hospitality Workforce Audit and Plan” undertaken by the Department of State Growth, which has completed an audit of the skills issues facing the Tasmanian industry, “Servicing our Growth” is being commissioned, to provide advice to Government, Industry and Training providers to ensure that Tasmania can meet the skills shortages and challenges identified in the Audit and Plan and meet visitor expectation.

This project will:

1. Engage and consult with industry peak associations, enterprises, government and training organisations to outline the findings of the Tourism and Hospitality Workforce Audit, validate those findings, and identify any additional areas for consideration.
2. Work with industry to develop solutions that will increase labour supply to the Tourism and Hospitality industry and develop recommendations to Government on policy changes and programs necessary to achieve increase labour supply.
3. Engage industry on mechanisms to increase industry leadership on Government funded Training and Labour programs to ensure alignment with the current and future skills.
4. Examine the Government investment model for skills and labour programs, its value and its ability (including identifying any impediments to reduce (or resolve) and labour and skill shortages.
5. Develop a series of measurable key performance indicators that can be utilised to monitor performance against the objectives of the taskforce.
6. Develop a draft report and action plan for consideration by the Workforce Taskforce by 27 April 2017.
7. Prepare a final report and action plan for the Workforce Taskforce by 11 May 2017