



ACT
Government

What We Heard Report

Skills to Succeed Implementation

Experience Industry Round Table
With Canberra Region Tourism Leaders Forum

1 November 2022

Consultation purpose

Launched in 2022, *Skilled to Succeed* is the ACT Government's skills and workforce agenda that strives to ensure Canberrans have the right skills for in-demand jobs now and into the future. This agenda focuses on four priorities:

- Delivering skills inclusively to provide all Canberrans a foundation for lifelong learning
- Build a more responsive, flexible and future-focussed skills system
- Assisting employers to build, attract and retain the right workforce
- Strengthening skills sector foundations

To deliver this agenda, the ACT Government is developing Industry Plans for the Care, Technology, Construction, Experience, and Renewables and Sustainability sectors. These Plans will identify actions for government and industry to ensure our training and skills system supports Canberra's future workforce. To underpin the development of these plans, the ACT Government has been hosting roundtables with industry stakeholders to hear their views on how the skills sector can support the growth of their industry now and into the future.

On 1 November 2022, representatives from ACT Government attended the Canberra Region Tourism Leaders Forum to hold a discussion with stakeholders from the experience industry.

This paper captures the essence of what we heard at this forum.

What we heard

Participants from different parts of the sector, including tourism, events venue operation, retail, sports and recreation, cafés and restaurants, museum and heritage activities, social enterprise and other hospitality subsectors, had a robust discussion on the issues facing the sector and ideas on addressing the issues.

Five key themes emerged over the course of the discussion. These themes are interconnected and together provided a picture of what the industry is currently experiencing as well as opportunities for improvement in the future.

Key themes

Course completion

01

Apprenticeship and traineeship completion rates are relatively low in the experiences industry.

Low rates of learners completing their qualifications lead to an under-skilled workforce with employers filling the gap through providing considerable on the job training.

Learner perceptions

02

Learners are questioning the benefits of completing qualifications.

Learners are questioning the relevance of completing qualifications as they are able to gain industry employment without full qualifications. Many learners enter the hospitality industry to gain short term employment while others choose to have long term careers. An ideal VET market will offer different courses based on different learner career pathways.

Attraction and retention

03

Worker attraction and retention is a key challenge for the industry.

Attracting and retaining workers in the ACT is a challenge and is exacerbated by increased preferences towards flexible working since the pandemic. One approach to improve attraction and retention into roles is to value employees and instil a sense of purpose in roles.

Skills shortages

04

Skills shortages are prevalent and are negatively impacting training and development.

Skills shortages are resulting in businesses being unable to backfill workers and as a result unable to provide time for formal training and development.

Diversify training options

05

Diversity in training products will enable fit-for-purpose training to address both business and learner needs.

Training products designed to address the needs of business, such as customer service skills, will support industry growth alongside improving employment outcomes through upskilling. Combinations of a series of short courses addressing the predominate needs of business will reduce the need to spend time providing in-house training.

The discussions surrounding these themes are presented below.

01 Course completion

Attendees noted that, from the Discussion Paper (Attachment A), the course completion rates across the industry are low. Participants discussed:

- Certificate III or IV courses may have lower completion rates because students are not fully aware of what is entailed in the courses they are signing up to in the first instance. One participant commented that education providers' marketing does not promote what courses are about and as a result, is potentially not attracting the most appropriate students.
- Completion is likely to be higher among those who are serious about building a career in the industry.
- Longer courses have less utility for entry-level workers. Offering more short courses may be of greater utility to some entry-level workers and increase completion rates.
- Evident skills shortages are leading to firms hiring people who may not yet have completed their Certificate III or IV courses, which could contribute to people exiting these courses early. Participants stated that they are willing to employ people who have even completed a small portion of their courses due to skills shortages, and subsequently provide substantial on the job training.
- Industry is seeing a drop in class sizes creating a disincentive for industry professionals to become involved in the sector as teachers.
- There may be practices in higher education to support completion rates that could be applied to vocational education and training. For example, universities are incentivised to maximise student completion.

02 Learner perceptions

- There is benefit to engaging directly with learners in the vocational education and training system to further understand their behaviour. For instance, the following questions are of interest:
 - What value do they place on undertaking and completing courses?
 - Is a qualification regarded as something to attain a job or to acquire skills?
 - What are the reasons for students exiting training prior to completion?
- There is a trade-off between work and study to the learner/employee. The attitude of employers towards training and development is an important factor for whether learners complete their courses. For instance, employers may encourage staff through increased pay to reduce their study load to increase their working potential.
- There could be benefit to creating partnerships and/or agreements with industry and education providers that outline the joint commitments to supporting workforce skill development and career progression.

03 Attraction and retention

- Attracting staff from outside of the ACT can be difficult as the cost of living is high and accommodation can be difficult to secure.
- On the other hand, there are other factors that can serve as incentives for attracting people to the ACT. Canberra is classified as a Category 2 dedicated regional area for migration purposes and applicants with regional visas have access to priority processing. This acts as an incentive for attracting skilled migrants to the ACT.
- Firms that have a clear sense of purpose tend to be more successful in attracting employees. Employers could review their value proposition and philosophical principles to attract and retain staff by promoting a sense of purpose in their staff. Examples of firms in the retail sector were flagged as having clear and well-known values and principles that support staff attraction and retention. That is, workers are attracted because they personally believe in or align with the brand of the business.
- Participants expressed concern that the sector would seem less attractive compared to others, as it has fewer options for remote work, which has become much more common as a result of the pandemic.
- Hosting events for employers to meet potential employees could assist in streamlining matching of skills with labour demand.

04 Skill shortages

- Attendees agreed that skill shortages exist across the experience industry. Compared to previous years, there has been a smaller pool of applicants to recruit from. In some cases, employers are lowering their expectations on the range of skills they seek to fill a position.
- Employers are having to dedicate more time to on-the-job training, which is leading to less time being available to focus on other aspects of the business or the ability to backfill to provide formal training and development to staff.
- Employers are seeing shortages particularly for managerial positions within the experience industry.
- The COVID-19 pandemic has also had a significant impact leading to a drain of talent out of the industry.
- In the arts sector, there is a lack of workers available to construct stages and art installations, which can limit the number of exhibitions and events that can be held.

05 Diversify training options

- Participants expressed a general preference for shorter, more practical training or micro credentials. Suggestions put forward included short three- or five-day courses that teach safety, basic customer service and communication training, including public speaking and customer interactions. Another suggestion was to provide module by module qualifications that collectively equate to a certificate overtime. Such courses could be better suited to mature workers with prior learning, entry level positions and those not intending to follow a career pathway in the industry.

- This style of courses would be more suitable for those workers who are likely to be transient while full qualifications may be more suitable to those that intend to establish a longer-term career pathway in the industry.
- For those learners seeking longer term career pathway in the industry, interdisciplinary study options, like double degrees in the tertiary sector, could broaden students' skillsets and allow them to better fit a larger range of job descriptions.
- Social enterprises aiming to provide access to training for disadvantaged employees would benefit from a more streamlined pathway rather than having to connect with employment services.

Next steps

The insights from this roundtable will inform the experience industry action plan. We will stay connected with the participants of the Forum as we develop the plan and will test a range of actions in future meetings. The plan is expected to be released in early 2023.

If you would like to provide any additional feedback, please use this [form](#). If you have any issues accessing the form, please paste in the following address in your web browser:

https://surveys.skills.act.gov.au/jfe/form/SV_8ic9HTS9kvAOXoG.

Please share this form with others in your industry who may wish to provide input. All input is greatly valued, and we thank you for your participation in this forum.

Attachment A

Discussion Paper (distributed to the attendees beforehand)



<p>Background</p> <p>Skilled to Succeed is the ACT Government's skills and workforce agenda to ensure Canberrans have the right skills for in demand jobs now and into the future. Our priorities are to deliver a skills and workforce agenda which is:</p> <ul style="list-style-type: none">• inclusive and provides Canberrans with a foundation for lifelong learning• responsive, flexible and future-focused• proactive in helping employers build, attract and retain the right workforce• built on strong and sustainable skills sector foundations. <p>To deliver this agenda, the ACT Government will develop Industry Plans for the Care, Technology, Construction, Experience and Renewables and Sustainability industries. The purpose of these Plans are to identify actions to develop a fit for purpose vocational education and training sector to support our future workforce.</p> <p>To support the development of these Plans, the ACT Government is hosting roundtables with stakeholders from each industry. This discussion paper is intended to support and inform discussion at the Experience industry roundtable on 1 November 2022.</p> <p>Scope</p> <p>The purpose of this discussion paper is to provide stakeholders with key data and insights on the Experience industry to stimulate thinking on the role of Vocational Education and Training (VET) in shaping the future of jobs and skills in the ACT Experience industry..</p> <p>The questions in this paper will guide discussion at the roundtable and focus on:</p> <table border="0"><tr><td><input checked="" type="checkbox"/> Qualification types and content</td><td><input checked="" type="checkbox"/> Level of consultation/engagement with industry</td></tr><tr><td><input checked="" type="checkbox"/> Delivery of qualifications</td><td><input checked="" type="checkbox"/> Skilled migration pathways</td></tr><tr><td><input checked="" type="checkbox"/> Quality and fit-for-purpose of courses</td><td><input checked="" type="checkbox"/> Accessibility and equity</td></tr></table>	<input checked="" type="checkbox"/> Qualification types and content	<input checked="" type="checkbox"/> Level of consultation/engagement with industry	<input checked="" type="checkbox"/> Delivery of qualifications	<input checked="" type="checkbox"/> Skilled migration pathways	<input checked="" type="checkbox"/> Quality and fit-for-purpose of courses	<input checked="" type="checkbox"/> Accessibility and equity	<p>Discussion questions</p> <ol style="list-style-type: none">1 What skills do workers need to be 'job-ready' and what skills do you expect to train on the job?2 Think about the training your staff attend now. How suitable is this training for your business needs?3 With the increased use of technology, such as QR codes in hospitality, what skills do workers need?4 What skills might support older workers in their career pathways? How could these skills best be met through vocational education pathways?5 What works well with the current training market? What would you like to see more of, and what changes need to take place?6 What are the barriers to apprentice and trainee completion?
<input checked="" type="checkbox"/> Qualification types and content	<input checked="" type="checkbox"/> Level of consultation/engagement with industry						
<input checked="" type="checkbox"/> Delivery of qualifications	<input checked="" type="checkbox"/> Skilled migration pathways						
<input checked="" type="checkbox"/> Quality and fit-for-purpose of courses	<input checked="" type="checkbox"/> Accessibility and equity						

ANO Employment snapshot

19,304 Total number employed in Experience industry in 2021

Growth in Employment

39% Last 10yrs **17%** Last 5yrs **22%** Avg 5yrs (All industries)

Largest Growing Occupations



Source: ABS census 2021

Experience - Employment Snapshot (2021 census)

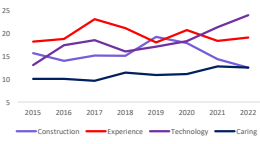
Employment by sub-industry



Employment by occupation

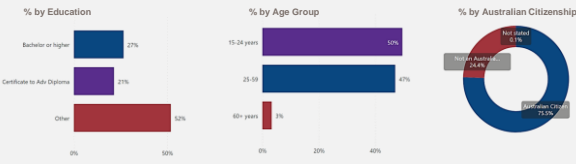


Employment (000) by Industry in the ACT

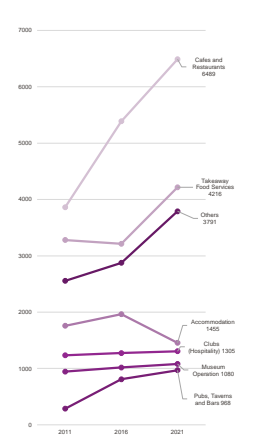


Source: ABS, Labour Force, Detailed, August 2022 data (seasonally adjusted by the National Skills Commission)

Employment by Occupation

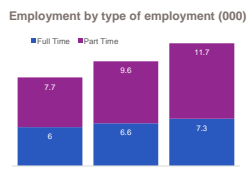
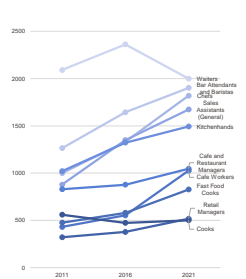


Employment by top sub-industries



Source: ABS census 2021

Employment by top occupations



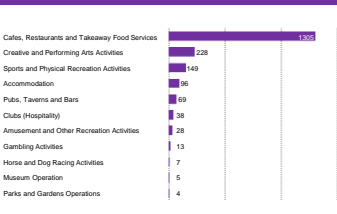
Industry snapshot

1,942 Total number of businesses in Experience industry in 2021

Contribution to ACT economy

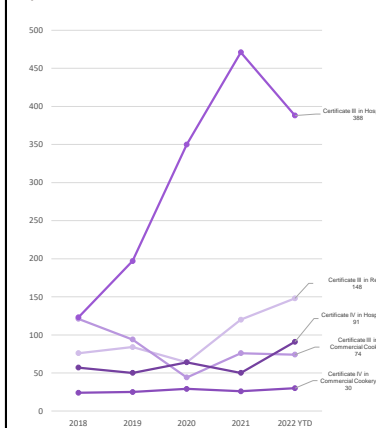
2.7% of Gross Value Added **7.9%** of total employment

Number of business by sub-industry



Source: ABS 2021

SKO Student Commencement (Apprentices and Trainees) by top 5 qualifications



Source: AVETARS

Active Apprentices & Trainees (A&Ts) October 2022

Qualification	Number of A&Ts	Short courses (examples)
Certificate III in Hospitality	580	Provided by CIT
Certificate III in Retail	264	Bar Service
Certificate IV in Hospitality	163	Responsible Service of Alcohol
Certificate III in Commercial Cookery	117	Responsible Gambling Services
Certificate IV in Commercial Cookery	55	Customer Service Skillset
Advanced Diploma of Hospitality Management	28	Supervising Food Safety
Diploma of Hospitality Management	24	Hospitality Compliance
Certificate III in Screen and Media	21	Basic Food Hygiene
Certificate III in Fitness	20	Social media for small business
Diploma of Screen and Media	14	Provided by Private Registered Training Organisations (RTOs)
Certificate III in Sport and Recreation	8	Responsible Service of Alcohol
Certificate III in Travel	8	Responsible conduct of gambling
Certificate III in Kitchen Operations	7	Food safety supervisor
Certificate III in Pastisense	6	Basic food safety
Certificate IV in Fitness	5	Hospitality compliance
Certificate III in Events	2	Customised Customer Service Training
Certificate III in Tourism	1	Establish an Artisan Food or Beverage Business Skill Set
Certificate III in Hospitality (Restaurant Front of House)	1	Food Safety Supervision
Grand Total	1330	Hospitality Compliance Skill Set
		Kitchen Management
		Supervision of Cookery Apprentices

Student Completion by top 5 qualifications

Qualifications	4 year completion rate*
Certificate III in Retail	54%
Certificate III in Hospitality	51%
Certificate IV in Hospitality	37%
Certificate III in Commercial Cookery	28%
Certificate IV in Commercial Cookery	22%

*students who successfully completed the course as a percentage of students that commenced in 2018

What we've heard

Quality of training – employers report that further training is often provided by employers to develop the skills needed for the job

The **hospitality industry** is facing significant **skills shortages** – not just employees but also apprentices and trainees

There is a need for more **skilled migrants** and establishing a direct student pathway will support the hospitality sector

Many workers have **left the industry** during COVID and will not be returning

Megatrends



Impactful technology

Technological advances are changing the Experience industry. Technologies such as virtual assistance (Chatbots), mobile apps, instant messaging, and video chats allow staff to connect and communicate in real-time with clients and deliver more personalised services. At the same time, QR codes that facilitate bookings and ordering empower customers and disrupt job roles. Many of these technologies became more prominent during the COVID pandemic, which had massive impacts on the industry.



Demographic change

The world is experiencing rapid and massive demographic change, such as an ageing workforce. This means businesses are facing the challenge of ensuring workers can use technology effectively. Moreover, this challenge has the potential of causing stigmatisation of older workers.



Climate and resource security

The megatrend of climate and resource security describes the growing pressure on critical resources especially food and clean water. The Experience industry could play a major role by adopting efficient and sustainable measures to manage the resource scarcity. Climate change can also have an impact on global supply chains, which may place more focus on services and products provided locally by the Experience Industry. Tourism and visitation could also be impacted by extreme weather events such as bushfires and floods.



Shift towards a gig-style economy

The gig economy includes companies such as Uber Eats, Deliveroo and Menulog etc transform the hospitality industry. This megatrend will continue to have an impact on the industry both in terms of business structure and workforce management.

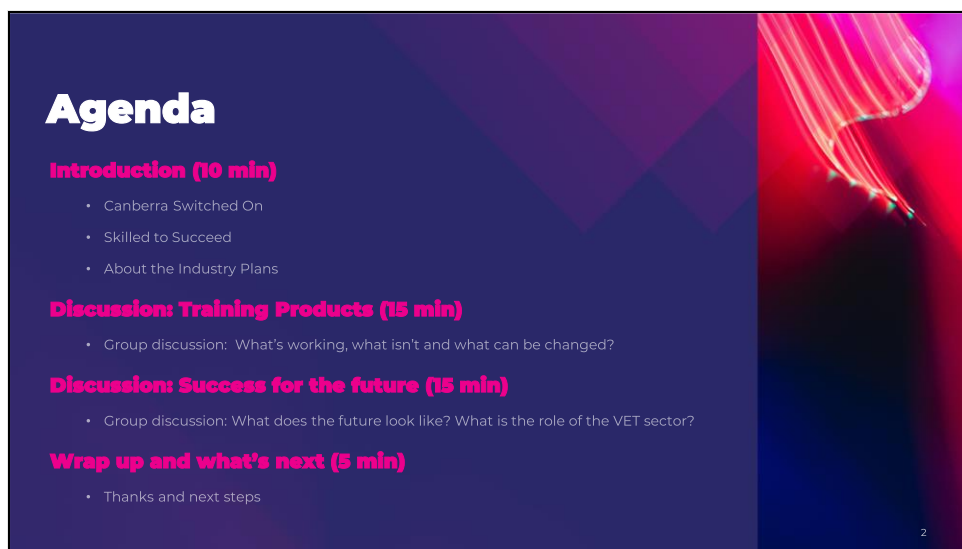


Demand for work-life balance

Work-life balance is of increasing importance to the workforce. Trends such as hybrid working have shifted the nature of work in the post-pandemic workplace. Flexibility in work, such as flexible rostering, is an emerging trend.

Attachment B

Presentation



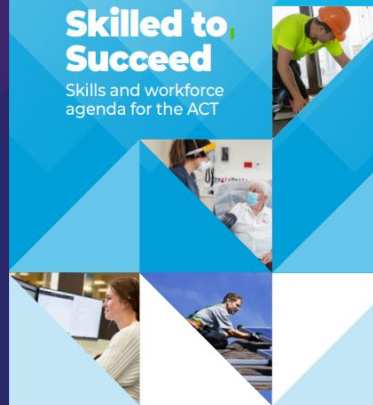
Skilled to Succeed

- **Priority 1** – Delivering skills inclusively to provide all Canberrans a foundation for lifelong learning
- **Priority 2** – Building a more responsive, flexible and future-focused skills system
- **Priority 3** – Assisting employers to build, attract and retain the right workforce
- **Priority 4** - Strengthening skills sector foundations



Skilled to Succeed

Skills and workforce agenda for the ACT



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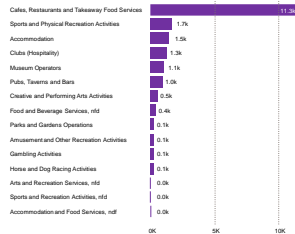
Largest Growing Occupations



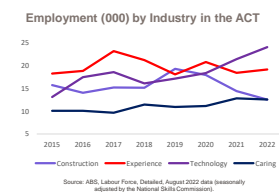
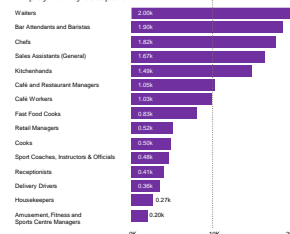
Source: ABS census 2021

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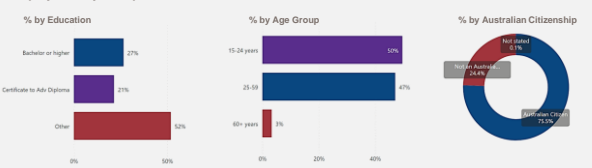
Employment by sub-industry



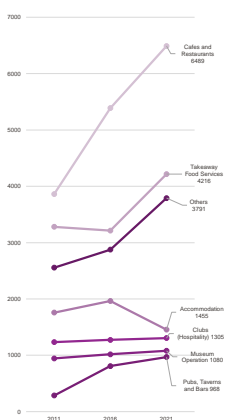
Employment by occupation



Employment by Occupation

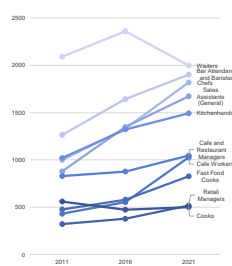


Employment by top sub-industries

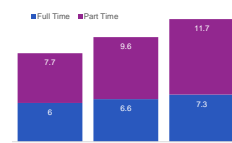


Source: ABS census 2021

Employment by top occupations



Employment by type of employment (000)



Industry snapshot

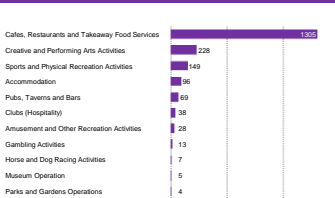
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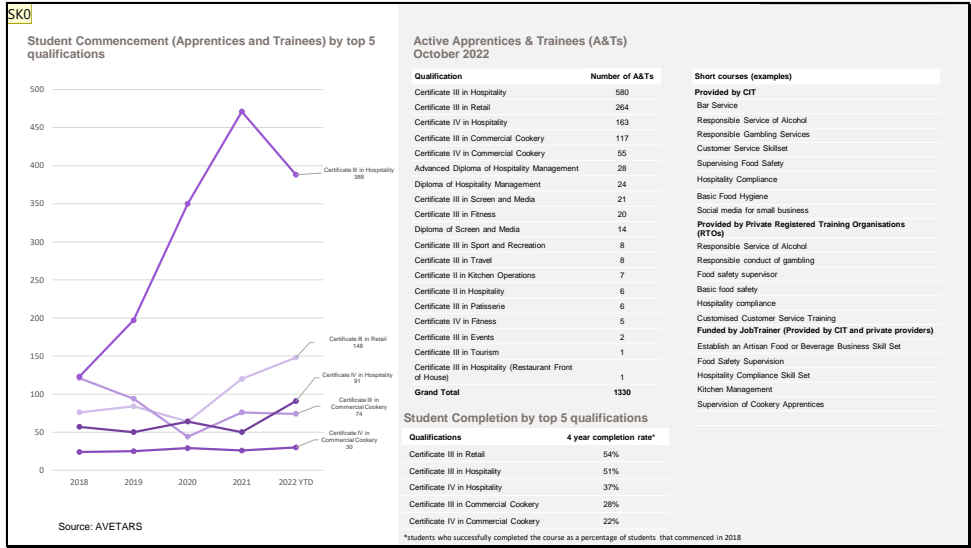
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Number of business by sub-industry



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Shift towards a gig-style economy

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Demand for work-life balance

Work-life balance is of increasing importance to the workforce. Trends such as hybrid working have shifted the nature of work in the post-pandemic workplace. Flexibility in work, such as flexible rostering, is an emerging trend.

7

Roundtable objective

Hear your views on how the VET sector can support the growth of the experiences sector now and into the future.

Inform the development of an Experiences Industry Plan for developing, attracting and retaining a skilled workforce.

8

Discussion

Training products: Are they meeting your needs? What can be improved? What needs to change?

9

Discussion

Success for the future:

What does the future look like?
How can the VET sector support the future of the experiences industry?
What actions can the Government take? What actions can Industry take?

10

Next steps

- We will provide you with a report on what heard
- Stay connected in developing the plan together
- The Plan will be published next year

11

Attachment C

List of attendees

Organisation	Advisory Board member
ACT Small Tour Operators Collective	Marg Wade
Canberra Business Chamber	Graham Catt
Canberra Centre	Gary Stewart
Canberra Convention Bureau	Michael Matthews
Canberra Convention Centre	Stephen Wood
National Capital Attractions Association	Russell Jackson
Talkforce Media	David Marshall
University of Canberra	Dr Brian Weir
Café Stepping Stone	Vanessa Brettell
Tennis ACT	Kim Kachel
Australian Museums and Galleries Association	Katie Russell
Collector Wines	Emma Shaw
Cultural Facilities Corporation	Gordon Ramsay
ACT Government attendees	
Kate Starick	Stephanie Wilson
Karen Stewart-Moore	Sol Cortes
Mark Harriott	Nazia Ahmed