WORKFORCE DEVELOPMENT PLAN

Prepared for Tourism Greater Geelong and The Bellarine

ACKNOWLEDGMENT OF COUNTRY

Urbis Acknowledges the Wadawurrung people, the Traditional Owners and Custodians of the Greater Geelong & The Bellarine Region. We Acknowledge their continuing connection to the land through Culture and community and we pay our respects to Elders past, present and future.

**Wadawurrung Country*

CONTENTS

This report was issued in December 2022, with updates made in October 2023.

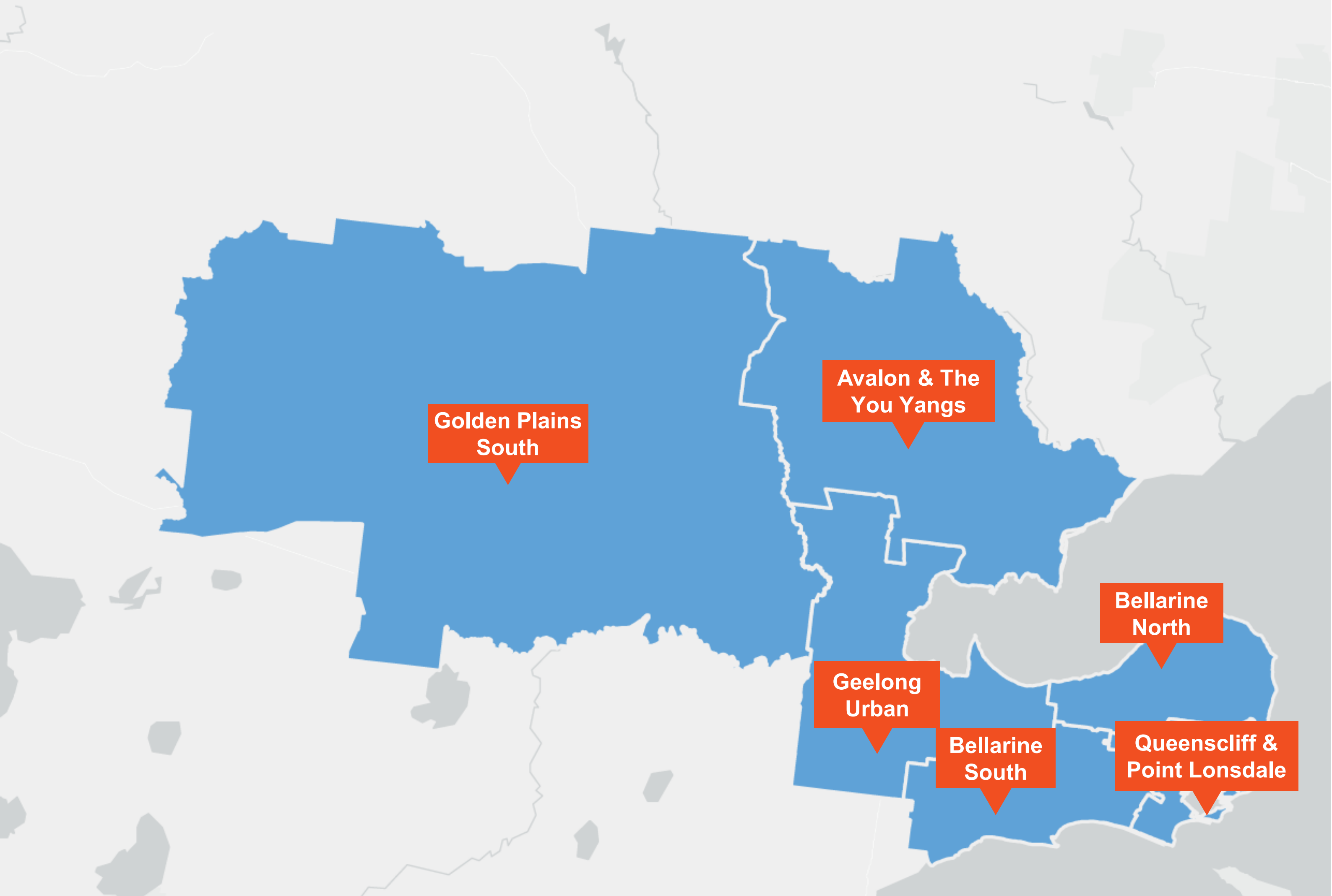
THE SUSTAINABLE DESTINATION MASTER PLAN

The **Sustainable Destination Master Plan** has been informed through a comprehensive approach which draws together findings across three reports, addressing a number of challenges that have been identified across Greater Geelong and The Bellarine (the region). The region is made up of six sub regions, all part of Wadawurrung Country, identified below.

The Purpose of the Sustainable Destination Master Plan is to deliver a stronger, more resilient visitor economy for the future through identifying key Strategic Directions and Priority Projects. Key actions have been detailed as to whether they are short, medium or long term and Tourism Greater Geelong and The Bellarine's involvement; to deliver, partner or advocate for the outcomes.

Each report seeks to address sustainability, with a different focus and purpose. The outcomes of these reports also align with the United Nations Sustainable Development Goals, which provides a call to action across 17 key goals encouraging peace and prosperity for people and the planet. These reports specifically address eight of these goals.

A critical component of this study was engaging with stakeholders from the region to understand the current issues and importantly the future directions and aspirations. The outcomes of the stakeholder discussions alongside detailed research have formed the basis of each report, insights from which form the Sustainable Destination Master Plan (SDMP).



Sustainable Destination Master Plan

\+

Advocacy Plan

You are here

Priority Visitor Market Guide

Purpose: To create a sustainable year-round visitor market by focusing on key target markets.

This Guide draws together findings through engagement, as well as a review of current visitors drawn to the region, to identify the markets seen as key opportunities for the future.

Destination Development Plan

Purpose: To deliver key strategic actions that will drive sustainable change and create a year-round visitor market.

This Plan considers the key aspirational markets for the future, identified through the Priority Visitor Market Guide, as well as looks at key catalytic investment that is proposed or should be targeted to enhance Geelong and The Bellarine as a diverse tourism region in the future.

Workforce Development Plan

Purpose: To create a workforce that is largely localised and energised by a career in the tourism sector.

This Plan addresses the workforce challenges currently impacting the ability to support the required tourism jobs across the region. This Plan identifies key actions that the region can take forward to create a more sustainable and local workforce to support a growing sector in the future.

United Nations Sustainable Destination Goals Addressed

A SUSTAINABLE WORKFORCE DEVELOPMENT PLAN

The Workforce Development Plan plays an important role in producing sustainable outcomes that meet the ambitions of the UN Sustainable Development Goals. The plan seeks to guide Tourism Greater Geelong and The Bellarine and the broader region in growing a workforce that has a high skills paradigm, improving employment certainty, and utilising emerging technologies and infrastructure to drive productivity improvements. Ultimately this will support a workforce that is part of the community in a meaningful way, and delivers strong social, economic and environmental outcomes throughout the region. Specifically, the Workforce Development Plan is anticipated to achieve outcomes related to three Sustainable Development Goals.

4 QUALITY EDUCATION

TARGETS ADVANCED

- Improving educational outcomes for vulnerable communalities.
- Increasing the number of youth and adults with relevant skills for employment, decent jobs and entrepreneurship.
- Ensuring learners acquire knowledge and skills to promote sustainable development.

8 DECENT WORK AND ECONOMIC GROWTH

TARGETS ADVANCED

- Achieve higher levels of economic productivity through high-value added and labour-intensive sectors.
- Support decent job creation and encourage micro-, small- and medium-sized enterprise development.
- De-couple economic growth from environmental degradation.
- Implement policies to promote sustainable jobs and promote local culture and products.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

TARGETS ADVANCED

- Support domestic innovation across industries.
- Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human wellbeing.
- Innovative places of work and industry development using new technology.

17 PARTNERSHIPS FOR THE GOALS

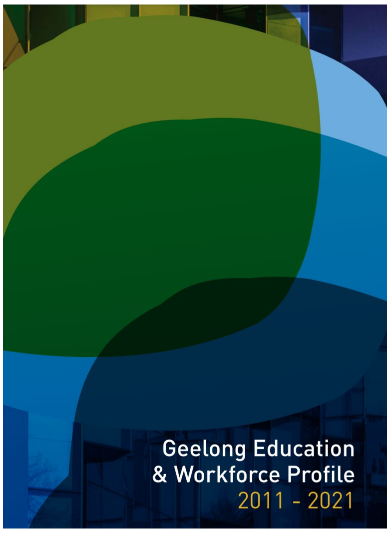
TARGETS ADVANCED

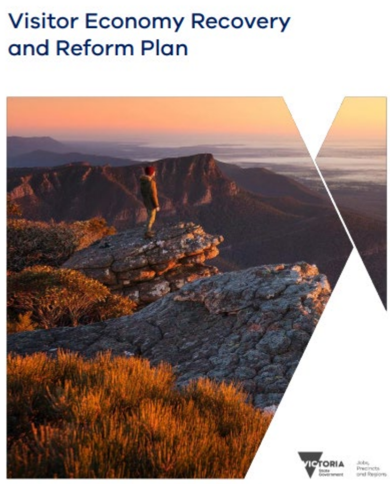
- Improve domestic and local resource mobilisation
- Promote the development, transfer, dissemination and diffusion of environmentally sound technologies
- Enhance policy coherence for sustainable development
- Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

REFERENCE MATERIAL

In undertaking the preparation of the Workforce Development Plan, we have had regard to a range of reference documents, including:

- You Yangs Precinct Master Plan, June 2021
- Tourism Australia Corporate Plan, 2021/22 - 2024/25
- TGGB Corporate Plan, 2021-2025
- Combined Qualitative Report *'Understanding the Spirit of Tasmania Traveller',* 2021
- TGGB Tourism Development Plan Summary, 2019
- Domestic Travel to Geelong and The Bellarine, 2021
- TGGB Tourism Development Plan, 2019-2022
- Geelong Education & Workforce Profile, 2011-2021
- How the visitor economy of the Geelong and The Bellarine region is expected to recover from the COVID recession, 2021
- Impact of Snap Lockdowns
- Impacts of the COVID recession presentation, 2021
- Pandemic impact on travel to Geelong and The Bellarine, 2021
- University and TAFE 2022 course guides
- Visitors to Geelong and The Bellarine, 2021
- Visitor Economy Workforce Planning & Skills Review, 2021
- National Skills Commission – State of Australia's Skills, 2021
- National Skills Commission – Skills Priority List, 2021
- National Skills Commission – Skills Priority List Occupation Reports, 2021
- National Skills Commission - Skills shortages and labour market tightness: a global perspective, 2022
- IMF World Economic Outlook
- REMPLAN Economy, 2022
- GC2018 Visitor Study, 2018
- Griffith University – The economic impacts of the Gold Coast 2018 Commonwealth Games, 2018
- RBA Statement on Monetary Policy, May 2022
- ABS - Consumer Price Index
- ABS - National Accounts
- TGGB Website and E-resources
- Decisive Consulting - Visitor Economy Recovery report, 2021
- Available business cases and economic impact assessments for major infrastructure initiatives
- Nous - Visitor economy workforce planning and skills review, 2021
- Labour Market Insights – Employment Projections, 2022
- Department of Employment and Workplace Relations: Skills Shortages
- Department of Employment and Workplace Relations: National VET Data
- Centre for Population: National population estimates
- Tourism Research Australia – National Visitor Survey, 2022
- Deloitte Access Economics – Australian Tourism Labour Force Report: 2015-2020, 2015





EXECUTIVE SUMMARY

WORKFORCE DEVELOPMENT PLAN

A diverse, dynamic and sophisticated tourism sector requires the support of a large and multifaceted workforce to be sustainable.

Greater Geelong and The Bellarine Peninsula continues to emerge as a vibrant, dynamic and unique tourist destination seeing significant growth. To deliver the products and services that will be demanded from both visitor growth and new visitor markets, a workforce must be developed that grows in both size and skills. By ensuring a strong pipeline of workers, opportunities and skills development, the region will be able to share the benefits of a strong local tourism sector as they live and work in this vibrant region.

Tourism has an important role to play in the recovery of the workforce post-COVID. For Geelong and The Bellarine, the Tourism industry delivered 5.3% of gross regional product and 7.2% of employment in the 2019-20 financial year. It is likely that as the industry grows, so will its importance as a generator of jobs and economic activity.

The Workforce Development Plan considers the future employment needs of the tourism sector and sets out a roadmap for sustainable growth and to create a diverse workforce in the future. In this report we analyse the current jobs and skills landscape, the supply of labour within the region, and the industry's trajectory over the next 10 years. The need for a considered approach to employment growth is clearly demonstrated, with a 'business as usual' scenario seeing unfilled positions.

A sustainable tourism sector serves the needs of both visitors and the local population. This Workforce Development Plan emphasises ways in which the local community can be included and reap benefits from growth in the sector. This includes opportunities to tackle youth unemployment and increase participation amongst First Nations People in the sector. Past learnings and current trends are considered to ensure that regionally-specific strategies drive positive local outcomes.

Locals should be inspired and empowered to have a meaningful career in tourism.

WORKFORCE REQUIREMENTS OVER THE NEXT TEN YEARS

The tourism workforce demand in Greater Geelong and The Bellarine is expected to grow significantly over the next 10 years as a result of increases to visitation expected for the region.

Both at present and in the future, there is a clear mismatch in the labour market with the supply of labour not reflecting the needs of employers, both within industries and across skills. Without a considered approach to the development of the workforce, shortages of workers are anticipated to total between **585 to 1,410 by 2032**. Further to this, key skills gaps will emerge across the region in a business-as-usual growth scenario, where the total supply of workers is estimated to be 8,190. If not resolved, these shortages have significant flow-on impacts on both visitors and the community.

A core driver of this mismatch in supply and demand are the differences between the wants and needs of employers and employees. Three key misalignments have been identified:

01

Part-time and seasonal roles primarily cater to a short-term workforce

02

Skills offered and skills required are often mismatched, perpetuating inefficiency

03

Focus on a younger workforce can contribute to negative industry perceptions

KEY WORKFORCE STATISTICS

4,030 – 4,855

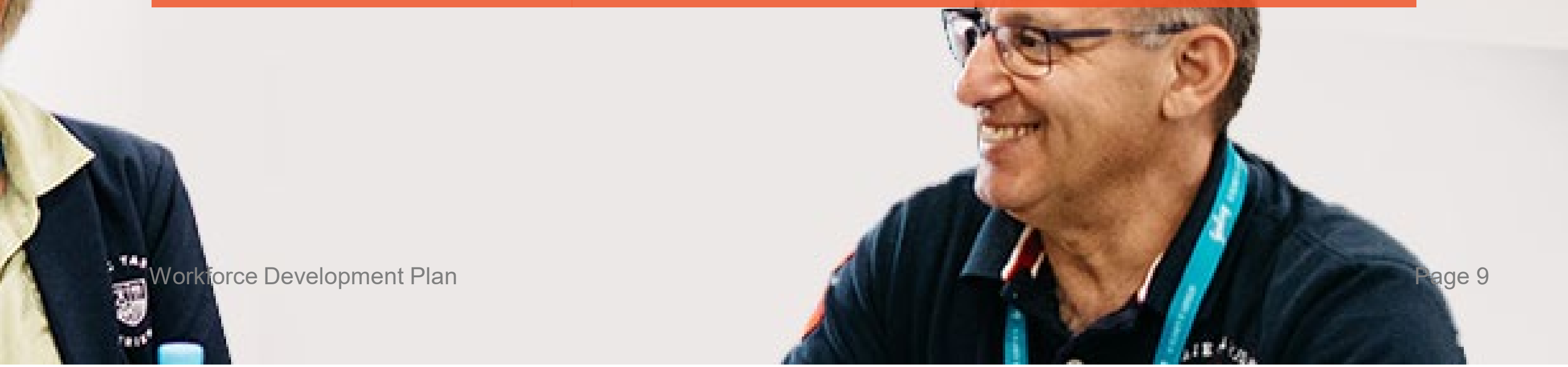
Additional direct jobs in the region to deliver on up to $1billion of additional tourism spending

3,590

Additional workers in the tourism industry due to natural population and worker growth in the region

TOP 5 SKILLS IN SHORTAGE IN 2032

1. **Sales Assistants and Salespersons**
2. **Hospitality Workers**
3. **Food Preparation Assistants**
4. **Food Trades Workers**
5. **Retail Managers**



TOURISM IS A SECTOR STILL RECOVERING FROM THE SHOCK OF COVID-19

Value of tourism

Tourism plays a significant role in Victoria both socially and economically. In 2018-19, the most recent pre-COVID financial year, tourism contributed a 3.3% direct share of Gross State Product. This decreased to 2.3% in 2020-21, during which the industry is estimated to have shrunk by 63.7% to $10.7 billion compared to 2018-19 (Business VIC, 2021).

The magnitude of COVID-19's disruption was disproportionate amongst Victoria's regions due to the important role of international visitation. This was experienced in the region, where gross regional product shrunk by 17.7% in 2019-20 (Business VIC), and visitor spending went fell by 38% (Decisive Consulting,2021).

Impact on travel

While COVID-19 had a significant impact on most industries, the pandemic's effect on tourism has been extremely damaging. In Australia, international and domestic tourism losses between March 2020 and December 2021 totaled $146.6 billion (Tourism Research Australia, 2021).

Declines in visitors across all regions saw visitors to and within the state declining by 39% to 30.7 million from the year ending June 2019 to the year ending June 2020.

Changing patterns

The pandemic has resulted in shifting tourism patterns, with domestic-led travel becoming more popular and common. Domestic expenditure, including day trips and overnight travel, comprised 98% of total tourism in Victoria in the year ending December 2021 (Victoria State Government, 2022). However, this came with lower average spending as domestic tourists spend less per-trip than international visitors.

Employment

The tourism industry is a crucial employer within Victoria, comprising a 7.8% share of the state's total employment in 2018-19 (Visit Victoria, 2020). Across the state, tourism suffered a loss of 53.7% compared to 2018-19 (State Government of Victoria). Losses in employment in the region were more acute, estimated to be approximately 70% of the total workforce (TGGB, 2021).

International education

There is a strong relationship between international education and tourism. International education is crucial to Victoria's visitor economy, with travel for education accounting for 41% of all international visitors to the state pre-COVID (DJPR, 2019).

International students also draw further visitation, with 14% of international visitors to Victoria visiting an overseas student studying in Australia in 2019.

Additionally, international students serve as skilled workers in Australia's tourism industry, filling in labour gaps where there is a shortage of domestic workers. Employing international students has been seen as mutually beneficial over the short-term for both businesses and students and drives additional spending into the economy.

The absence of international students as a result of COVID-19 has revealed an overreliance on this workforce. Hybrid education offers have seen visitor patterns in education change, however the level to which this is ongoing is still unknown. Regardless, with open boarders this will see a normalisation of these flows back to the region over time.

With around 4,000 international students in Geelong and The Bellarine typically, the impact from the removal of this group has had an impact that has been two-fold.

Four strategic directions will see the tourism workforce in the region develop into a mature, multi-faceted and purposeful one that services the needs of workers, visitors and the local community.

01

Local workforce retention

- Creating local pathways into the workforce
- Encouraging and promoting tourism sector workers to both work and stay in the region
- Aligning the needs of the local workforce and the community

02

Creating careers

- Changing perceptions of tourism as a short-term job towards it being a career
- Ensuring training, development and innovation are championed in the industry

03

Delivering skills to support the industry

- Improving skills offered in the region
- Ensuring a pipeline of adequately skilled workers can meet demand
- Developing the skills of the future in the region

04

Collaborating for the best outcome

- Demonstrating the ability for adjacent industries to support tourism
- Providing lateral on-the-job opportunities to other workers
- Ensuring a network of tourism workers and operators can benefit from each other

What does success look like?

The Workforce Development Plan sets out a number of actions that address existing and future workforce challenges and opportunities, including:

- Delivering a larger and more diverse workforce pipeline that is appropriately skilled to meet visitation growth.
- Developing perceptions of the tourism industry as one that provides a meaningful, life-long career.
- Ensuring the workforce and its development contributes meaningfully and is part of the local community.

There are a number of metrics that can be used to measure the performance of the workforce, including role vacancy data, employment numbers, average length of employment and affordability for tourism workers. In addition, feedback can also be sought through sentiment-based surveys.

With reference to this Plan, some specific performance measures have been identified for each of the Strategic Directions as follows:

Strategic Directions	Performance Measure
Local workforce retention	• Workforce growth, expected to total up to an additional 4,300 by 2032 • Employee turnover reductions • Increased proportion of workers who live and work in the community full-time, particularly increases in youth and underrepresented worker cohorts • Preventing worker leakage to external tourism regions
Creating Careers	• Changes in the average time workers are employed in the tourism sector • Individuals enrolling from entry-level to advanced qualifications in tourism-related skills • Survey findings that measure perceptions of tourism work and longevity in the industry - from employers, employees and those interested in tourism
Delivering skills to support the industry	• Increases in enrolment within tourism-related degrees or training • Increased graduation from tourism-related courses • Employer-reported skills shortage changes • Development of new courses and role types
Collaborating for the best outcome	• Number of industry-wide events, seminars and meetings held • Survey data on perceptions of industry collaboration • Business entry and exit data changes

ENGAGEMENT WITH BUSINESS

Urbis have engaged in a number of one-on-one discussions with key members of Tourism Greater Geelong and The Bellarine. In addition, an online survey was also put to all members from 16th to the 25th of May.

The intention of the engagement process was to ensure targeted and strategic participation to bring to light the key issues and opportunities facing the region across the tourism sector.

The outcomes of this process have been used to inform the vision and strategic outlook for the region and relate to all components of the Sustainable Destination Master Plan.

Stakeholders directly consulted included:

Stakeholder findings highlighted key workforce issues for the region. Namely, these include:

- The casualisation of the workforce
- Workforce shortage in the tourism sector
- Student and skills integration
- Affordability and availability of accommodation for workers
- Safety, health and well-being issues
- Connectivity and transport infrastructure shortages

WHAT WE'VE HEARD

There are a number of areas that are limiting the breadth and depth of the workforce at present for the Geelong and The Bellarine.

The benefits of working in tourism are misunderstood and/or unknown

Rental accommodation misaligned with worker affordability

Low take-up of education

Workforce shortage in the sector

Transport frequency and connectivity can be a challenge for workers

There is a high reliance on international students

Strong seasonality makes workforce retention difficult

People do not see tourism as a career

Packaging on-the-job and formal training

The types of employment opportunities are changing

Businesses and workers need more support

Workforce | Tourism | Students | Accommodation | Well-being | Transport

The Challenges	Description
Workforce	**The casualisation of the workforce** ▪ Stakeholders have identified that seasonality results in difficulties for businesses to be sustainable and maintain long-term employment. It was noted that tourism and hospitality are regarded as steppingstones rather than a long-term career option. Consequently, there needs to be a shift in the narrative towards tourism away from being seen as a highly casualised sector. ▪ Supporting full-time employment alongside training and development opportunities is often a challenge. This is particularly true across resource-stretched micro and very small businesses, who amount for over 75% of all active tourism operators.
Tourism	**Workforce shortage in the tourism sector** ▪ The region possesses critical shortages in skills and supply across the tourism sector as well as for ancillary services. ▪ There is substantial population growth expected for the region, seeing an increasingly young workforce cohort within Greater Geelong and The Bellarine. The importance of capitalising on this population to fill workforce shortages across the region was highlighted. This includes a need to manage employee retention by skilling the workforce in growing sectors within the region.
Students	**Student and skills integration** ▪ International students form an integral part of the tourism workforce with the loss of international students during COVID-19 further exacerbating employment and skill shortages. ▪ There is a need to 'shift the dial' on youth unemployment and ensure students have basic skills. ▪ Better partnering with educational institutions and industry is needed to grow the workforce opportunities.
Accommodation	**Affordability and availability of accommodation for workers** ▪ The unaffordability and availability of accommodation for workers have added to workforce shortages. A challenge in attracting workers to the region includes high rent of residential accommodation and low residential stock. Businesses that operated in the sector thus rely predominantly on a local workforce.
Well-being	**Safety, health and well-being issues** ▪ Stakeholder findings emphasised that businesses need digital adaption. Adapting to online, smart cities, and tech coverage is critical to making the region a global city to attract labour.
Transport	**Connectivity and transport infrastructure shortages** ▪ Stakeholders highlighted the necessity for investment to steer towards permanent, and not temporary solutions. This includes transport infrastructure shortages. It was commented that the population has outstripped the current capacity of transport.

CURRENT EDUCATIONAL PATHWAYS

PREVIOUS INTERVENTIONS

Previous programs and initiatives to bolster the tourism and hospitality industry have been, for the most part, ineffective on a global scale.

Marketing campaigns are short-term solutions

Comprehensive marketing campaigns have been ineffective in providing long-term solutions to filling labour and skills shortages in tourism careers, instead fulfilling short-term labour vacancies. On the other hand, long-term positioning of the tourism industry as an attractive career have seen increased active participation and boosted the tourism workforce.

Industry training is poorly targeted

Industry-led training and development programs continue to see lower success rates. This is often related to programs not aligning with local industry needs.

- A recent local example saw industry-led training courses for entry-level skills such as beginner barista courses, delivered within the region with low to no turnout. For more advanced sommelier training, conversely, the courses were oversubscribed.

Evidently, there is need for a more targeted and holistic assessment of the training needs and modes that are best delivered locally.

Leveraging the international workforce

International workers in tourism can be sourced through skilled labour migration programs to fill shortfall areas. As a response to COVID-19, efforts have been placed on increasing the number of skilled migrant visas approved, as well as temporarily relaxing the previous maximum of 20 hours of work a week for international students.

A higher success rate is seen where the relative attractiveness of the tourism sector is improved. This has been done recently through improvements to working conditions and city livability, which saw increased success in attracting and growing a tourism workforce.

As discussed, The Geelong and The Bellarine region has suffered from a loss of international student workers, who were relied upon as a consistent market for labour. While longer-term workforce pipelines should be developed, the re-emergence of the student population will see acute shortages somewhat alleviated. While previous programs have utilised the international student population to directly support business operation via jobs boards and university jobs centers, focus should be turned to long-term conversion of jobs in this market to provide a long-term solution.

VET programs are not well-leveraged

Vocational education and training (VET) programs that are effectively leveraged, present a strong value proposition. However, tourism regions with a low supply of local providers attain a lower take-up rate for VET courses. VET programs with low industry support make it difficult to provide the future workforce with adequate practical skills, paid work and professional networks. It is imperative that the relationship between industry and educational institutions is strong in order to roll out and maintain effective VET programs.

Unclear industry standards lead to inconsistencies

Operators conducting in-house training often results in unfavorable outcomes as skill standards and operational abilities become inconsistent amongst the broader tourism industry. This reduces the efficiency level at which skills are transferrable, if different skills and processes are required at each business. Online and digital training modules have been developed by Tourism Greater Geelong and The Bellarine to help reduce discrepancies across the industry, however this has not fully alleviated the issue.

UNDERSTANDING THE EDUCATIONAL PATHWAYS

Opportunities to further educate towards the path of a career in tourism or hospitality is relatively limited in Geelong and The Bellarine. Most of such courses are facilitated by The Gordon Institute of TAFE, as well as smaller training schools, which provide short courses for quick upskilling, as well as certifications and diplomas.

Short courses

As per the Victorian Commission for Gambling and Liquor Regulation, all licensees and staff involved in the supply of alcohol must complete a Responsible Service of Alcohol (RSA) training course. This can be done in-person or online. The mandatory nature of this course both increases formal training and ensures that this training is uniform.

Other short courses surrounding hospitality such as food handling and coffee making do not have these same rules, and consequently there is less supply of and demand for these courses.

Hospitality and tourism qualifications

There are limitations in the variety of courses that can be studied in the field, in addition to the level of qualification. Offering various targeted courses in tourism allows for specialised development in the skills necessary for a career in tourism. Hosting limited qualification levels locally decreases the ease of access to professional development.

As shown overpage, in Geelong, students are limited by the level of qualification attainment they can achieve in tourism and hospitality-related disciplines based on the current offer. Furthermore, the fact that such courses are offered in Melbourne has the potential to draw employees out of the region.

Courses with transferrable skills

Given that hospitality and tourism is a dynamic industry with a variety of skill requirements, course offerings such as a Diploma of Accounting or a Bachelor of Business provide students with skills that can be applied to aspects of the tourism industry.

These more versatile qualifications span a range of different levels (from Certificates to Bachelor Degrees) and therefore have a wider range of options in terms of qualification, specialisation and educational institution. However, an issue lies with the lack of engagement with the tourism industry. Ideally, where transferrable skills are taught within the secondary or tertiary education setting there would be a touchpoint or opportunity to engage with the tourism sector, thus promoting this career option early.

Innovative and emerging industry training

Pathways are emerging through the combined efforts of industry and education institutions in the region. These pathways will service innovative and new industries expected to emerge over the coming years. One such example is the development of a - Health, Wellness and Bathing diploma which has been facilitated through a government grant and is being developed and delivered by Chisholm University. This takes a forward-looking approach at upskilling into emerging health, wellness and indulgence offerings and promotes this component of the sector as having greater career aspirations and pathways for growth.

SKILLING THE BAY INITIATIVE

- Within the Geelong region, The Gordon Institute of TAFE currently leads the 'Skilling the Bay' initiative, which focuses on education, employment and skills development initiatives to support business and the emerging workforce in the region.
- While the initiative has a large focus on building STEM skills supporting small to medium businesses and engaging students to explore particular industries, there does not seem to be any targeted focus on hospitality and tourism.
- There are gains that can be made from investment into increased post-secondary education and offering skills workshops and industry insights at The Gordon Skills and Jobs Centre.
- While this initiative focused on general professional skills, health care and support services, it shows the ability to create more localised and targeted initiatives which could extend to the tourism and hospitality sector.

LOCAL SKILLS AUDIT

	The Gordon Institute of TAFE	Veritas Institute Geelong	RSA, RSG, RSF Courses Geelong	Deakin University	Marcus Oldham College	Gen U Training	Online Offerings	Industry-led skills training
Short courses								
New Entrant Training for Liquor Licensees	✔							
Food Handling	✔		✔			✔		✔
Responsible Service of Alcohol	✔		✔			✔	✔	
Espresso 1, 2 & 3	✔							✔
Food Safety Supervisor	✔							
Customer Service Training								✔
Hospitality or tourism as a direct focus								
Certificate III in Hospitality	✔							
Certificate III in Tourism	✔							
Diploma of Hospitality Management	✔	✔						
Advanced Diploma of Hospitality Management		✔						
Certificate III in Patisserie	✔							
Certificate IV in Patisserie	✔							
Certificate III in Commercial Cookery	✔	✔						
Certificate IV in Commercial Cookery	✔	✔						
Skills transferrable or useful to hospitality and tourism								
Bachelor Degree's				✔	✔			
Diplomas	✔			✔	✔			
Certificate III's an Certificate IV's	✔							

Sources: *University and TAFE course guides, Tourism Greater Geelong and The Bellarine Website, Independent online course guides*

CURRENT AND FUTURE EMPLOYMENT LANDSCAPE

THE REGIONS EMPLOYMENT LANDSCAPE

Tourism as an industry is a broad and complex ecosystem of workers and industries that deliver a variety of products and services, including accommodation, food and beverage, and experiences. As a result, there is a significant proportion of the workforce that services both the community and visitors. To understand the current state of the workforce across the region, input-output modelling has been used to consider the proportion of **direct tourism employment** attributable to the region (An explanation of this approach is identified in Appendix A).

The number of direct jobs in tourism provides a baseline estimation of total employment resulting from tourist activity. Beyond these estimates lies a network of jobs and roles that are required in the region to ensure the ongoing success of the industry.

Across the region, an estimated 2,500, or 50% of jobs were in the accommodation and food services industry. A further 1,120 (22%) are in retail trade. Direct employment related to Services*, which include all service industry jobs that support tourism activity such as health, administrative and education workers, totals 580 (12%).

Sub regional employment by industry

Golden Plains South	2%
Accommodation & Food Services	45
Retail Trade	19
Transport, Postal & Warehousing	7

Geelong Urban	74%
Accommodation & Food Services	1,778
Retail Trade	882
Arts & Recreation Services	238

Bellarine South	10%
Accommodation & Food Services	316
Retail Trade	80
Arts & Recreation Services	41

Avalon & The You Yangs	6%
Accommodation & Food Services	126
Retail Trade	73
Transport, Postal & Warehousing	38

Bellarine North	5%
Accommodation & Food Services	138
Retail Trade	53
Arts & Recreation Services	20

Queenscliff & Point Lonsdale	3%
Accommodation & Food Services	97
Arts & Recreation Services	21
Retail Trade	12

Direct employment within the tourism sector has been broken down by sub region to better understand the types and concentration of tourism jobs across the region. As expected, a significant proportion of jobs are focused within the Geelong Urban region, indicating its important role particularly across accommodation and retail.

Sub regional differences can also be seen with some regions outside Geelong Urban having a higher proportion in Accommodation and Food Services, as well as Transport, Postal & Warehousing in the Avalon and the You Yangs.

Source: REMPLAN, Urbis. 2021 Estimates

**The 'Services' category includes all other service jobs (refer Appendix B)*

Sub Regional Overview

GEELONG URBAN

Workforce Challenges

Geelong Urban has a significant investment pipeline that will grow workforce demands to 2032. In particular there will be challenges related to increased patronage in food services, accommodation and arts and cultural events. The current baseline growth in the workforce for these sectors will not be sufficient to meet the needs of industry, and hence drawing in additional staff and training will be of high importance. Geelong Urban will be a base from which travellers connect to other regions, seeing a need to grow transport operators.

Estimated Tourism Employment	74%
Accommodation & Food Services	1,778
Retail Trade	882
Arts & Recreation Services	238

Geelong Urban is the dominant place of employment across all industry types, however, has a proportionally larger share of the following:

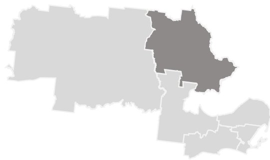
- Arts and museum services
- Education and training
- Health care and social assistance
- Administrative and support services

Future Workforce Gaps

Future skills gaps are expected to include:

- Arts, culture and accommodation managers
- Entry-level retail and accommodation workers
- Transportation operators

AVALON & THE YOU YANGS



Workforce Challenges

With Avalon Airport and significant nature-based offers, Avalon & The You Yangs has distinct workforce challenges over the next year. Skills will be required in areas of transportation and logistics above baseline growth in the sector. Further to this, sports and recreation activity guides and staff will be needed given expected growth in nature-based tourism. While no developments are in the pipeline, it is also anticipated that staffing additional accommodation offers will be difficult given historically low supply in the region.

Estimated Tourism Employment	6%
Accommodation & Food Services	126
Retail Trade	73
Transport, Postal & Warehousing	38

With the unique role and offerings of Avalon & The You Yangs, the region has a proportionally larger share of the following areas:

- Transport and logistics
- Wholesale trading services
- Outdoors recreation activities

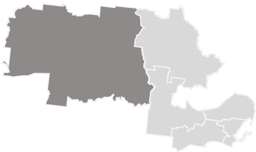
Future Workforce Gaps

Future skills gaps are expected to include:

- Procurement and fulfillment specialists
- Aviation staff
- Warehousing manual labourers

Sub Regional Overview

GOLDEN PLAINS SOUTH



Workforce Challenges

Golden Plains South does not have a significant tourism visitation workforce and is therefore unlikely to experience as acute a challenge in these traditional areas. With expected growth in the agri-tourism opportunity in the region, workforce challenges are likely to arise in logistics, farm-gate tourism operators and in attracting the unique skillsets required to operate immersive experiential offers. Further to this, during festival events, a surge in capacity requirements may see challenges in the short to medium term.

Estimated Tourism Employment	2%
Accommodation & Food Services	45
Retail Trade	19
Transport, Postal & Warehousing	7

As part of the agri-tourism offer in the region, and with little high-volume accommodation, Golden Plains South has a proportionally larger share of workers in the following areas:

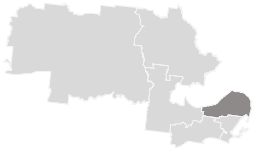
- Agriculture and farming services
- Wholesale trading services
- Outdoors recreation activities

Future Workforce Gaps

Future skills gaps are expected to include:

- Farm gate service operators
- Supply chain transportation workers
- Surge staff for events

BELLARINE NORTH



Workforce Challenges

Bellarine North has a holistic tourism offer, requiring the full suite of skills and workforce needs in the area. As a result, there will be challenges in fulfilling accommodation, food and retail workers, as the region competes with Geelong Urban and Bellarine South for both talent and convenience for workers. Beyond this, the retail core in the area will require some specialist operators along with logistics for agri-businesses.

Estimated Tourism Employment	5%
Accommodation & Food Services	138
Retail Trade	53
Arts & Recreation Services	20

With a strong accommodation and recreation base, Bellarine North has a proportionally larger share of the following:

- Retail managers and operators
- Accommodation and food service workers
- Procurement and logistics specialists

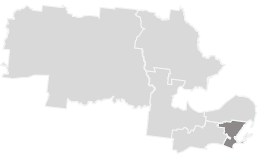
Future Workforce Gaps

Future skills gaps are expected to include:

- Procurement and logistics specialists
- Retail managers and operators
- Entry-level accommodation and food service workers

Sub Regional Overview

QUEENSCLIFF & POINT LONSDALE



Workforce Challenges

Queenscliff and Point Lonsdale offer unique services and experiences to tourists in the area. Of particular note are the ferry services, as well as a series of historical sites and Cultural activities. As a result, there will be workforce challenges in ensuring the right skills are available for operators in the area, including in the passenger transportation space and in heritage tourism operations. Furthermore, a lack of additional accommodation supply will keep issues of supply in this space minimal in the area.

Estimated Tourism Employment	3%
Accommodation & Food Services	97
Arts & Recreation Services	21
Retail Trade	12

With unique services and offers in the region, Queenscliff and Point Lonsdale have a proportionally larger workforce relating to:

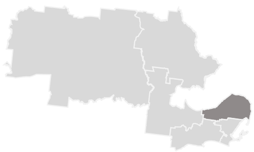
- Passenger transportation operators
- Supply chain and logistics workers
- Cultural and other arts tourism operators

Future Workforce Gaps

Future skills gaps are expected to include:

- Passenger transportation drivers, especially naval
- Supply chain and logistics specialists
- Tour guides and arts and cultural service coordinators

BELLARINE SOUTH



Workforce Challenges

Bellarine South has a holistic tourism offer with a particular focus on the beaches and natural seaside environments that continue to draw tourists to the area. As a result, there will be challenges in fulfilling accommodation, food and retail workers as well as a need for specialist recreation, retail and accommodation operators. A core challenge in the area will be its connectivity and access to labour markets in Geelong Urban, as well as ensuring workers can live, work and operate their businesses in an increasingly expensive area.

Estimated Tourism Employment	10%
Accommodation & Food Services	316
Retail Trade	80
Arts & Recreation Services	41

With a strong accommodation and recreation base, Bellarine South has a proportionally larger share of the following:

- Accommodation and food service workers
- Arts and recreation operators
- Hiring and other wraparound services

Future Workforce Gaps

Future skills gaps are expected to include:

- Sports and recreation specialists
- Entry-level accommodation and food service workers
- Ancillary service workers, including accountants and stock managers

CONSIDERATIONS FOR FUTURE EMPLOYMENT

The tourism industry is rapidly evolving and maturing at a national and local level. The future needs of employers will be varied across the region, however, will necessitate increased levels of skills, training and experience. Three key theme's have been identified that relate to the current workforce challenges for the region, which echoed through the stakeholder discussions. This related to the need for the industry to elevate its skills base through locally-specific development thereby promoting retention in the industry. The three key themes are explained further.

1

Long-term structural shifts in the national workforce

The National Skills Commission (NSC) indicated that nationwide, there is an ongoing long-term structural shift in the types of skills needed as Australia becomes increasingly service-based. Furthermore, in their recent report, '*The State of Australia's Skills*' (2021), the NSC also identified:

- There has been difficulty in filling vacancies in the sector with lower application rates experienced for advertised roles.
- A mismatch between skills required and skills held by the unemployed.
- The necessary skills of emerging significance against the backdrop of automation in the labour force as the 'Four C's' - care, computing, cognitive and communications skills.
- The NSC suggests that while hospitality, food services and tourism is highly automatable, the industry is projected to experience relatively high growth to 2028.

The findings from this report suggests that adapting to technological advancements within the industry while focusing on developing the 'Four C's' can contribute to a well-rounded tourism workforce pipeline.

2

The industry-specific skills of the tourism workforce are not uniform

To develop a fully operational tourism and hospitality workforce, it is important to ensure that the technical skillset of the workforce is appropriate. A key issue within the Victorian tourism industry is that training access varies across the state. For example, enrolments in baking qualifications are well above the rest of the state, with around 300 enrolments per 100,000 people, while other tourism qualifications in the region have experienced lower enrolment as compared to the state average (Nous, 2021).

The data therefore suggests that it is important for Geelong and The Bellarine to improve on providing enrolment opportunities where there are local shortfalls, or utilising potential skills mismatches in neighbouring regions to increase the labour force pool.

3

Localised focus on preparing the future workforce

Echoing the sentiments of the National Skills Commission, the Geelong Education and Workforce Profile (Skilling the Bay Advisory Group, 2020) emphasises the importance of preparing the overall workforce. The report highlights the changing nature of employer demand for a higher skilled workforce, and the focus on preparing the future workforce in Geelong and The Bellarine through education, employment and skills development.

These recent studies have been COVID-impacted and therefore reflect a mixture of short- and long-term concerns. The re-engagement of both the domestic and international market with tourism has seen an increase in the work needed to fulfill positions, however this has been met with low international worker and non-local student flows. A temporary loosening of the 20-hour maximum for non-local students has, however, seen some impact in the ability for students to fill more permanent positions. Nonetheless, the consensus across literature is that these issues were emerging before the shock of the pandemic, and hence will continue over the long-term if not addressed.

THE KEY OCCUPATIONS FOR THE REGION

The proportion of occupation types within each industry was also estimated to understand the job requirements of the workforce (refer to Appendix B for a detailed explanation of this approach). A relatively even spread of occupation types across the tourism sector indicates the need for a robust, flexible and multi-dimensional workforce. This also reflects a need for breadth and depth of skills across the workforce, from entry-level jobs with no required formal qualification, to tertiary-qualified positions in chiefery, management and accounting. Within each occupation, there are current and emerging tensions that will permeate the workforce over the next 10 years.

Immediate gaps

- **Shortage of workers** in logistics and fulfillment roles, office administrative staff/
- **Shortage of technical skills**, particularly in chiefery, food services and stagehands.

Long-term challenges

- **Leakage of skilled workers** in management roles, transferrable professional roles and administrative or office staff/
- **A poor skills pipeline** across food and accommodation technicians and sales workers

Industry alignment to occupation

Industry Sector	Managers	Professionals	Technicians and Trades Workers	Community and Personal Service Workers	Clerical and Administrative Workers	Sales Workers	Machinery Operators and Drivers	Labourers
Accommodation & Food Services	Medium	Low	Low	Low	Medium	Medium	High	Low
Retail Trade	Medium	High	Medium	Low	Medium	Medium	Low	Low
Arts & Recreation Services	Medium	High	Medium	Low	Medium	Medium	Low	Low
Services	Medium	High	Medium	Low	High	Low	Low	Low
Transport, Postal & Warehousing	Medium	Medium	Low	Low	High	High	Low	Low
Manufacturing	Low	High	Low	NA	Medium	Low	NA	Low
Wholesale Trade	Low	High	Low	Low	Low	NA	NA	Low
Agriculture, Forestry & Fishing	Low	Low	High	Medium	Low	NA	NA	Low

Source: REMPLAN, ABS, Urbis. 2021 Estimates
The 'Services' category includes all other service jobs (refer Appendix B)

MAJOR PROJECTS CONTRIBUTING TO FUTURE EMPLOYMENT NEEDS

With strong population growth and more focus on development of the region, there are a number of major catalytic projects either recently completed, under construction, approved or proposed that will be a key driver of employment needs over the next ten years. Some of these are listed here. **The existing pipeline of projects is anticipated to contribute up to 10% of predicted employment growth in the tourism sector, and underpins further growth across the region.**

2023

Geelong Arts Centre Redevelopment | $140M
Geelong Arts Centre is anticipated to add 600 construction and 300 ongoing jobs to the tourism and service industries next year.

Oct 2022

Spirit of Tasmania | $135M
Now complete, the Spirit of Tasmania brings with it 145 jobs to the local economy.

2023

GMHBA Stadium Redevelopment | $142M
The stage five redevelopment of GMHBA stadium will significantly increase capacity to host over 40,000 people on completion next year.

2023

Revitalising Central Geelong| $38M
Currently underway, this plan will seek to enhance the social and economic sustainability of Central Geelong across a number of key projects. This will provide employment opportunities across the spectrum of operational, services and tourism.

2026

Convention & Exhibition Centre | $294M
The new Geelong Convention and Exhibition Centre is expected to generate 600 jobs during the construction phase and 270 ongoing jobs upon completion to the region in 2026.

2027-2032

Geelong Gallery Upgrade | $114M
Geelong Gallery is anticipated to provide 1,200 direct and indirect construction jobs and 23 ongoing jobs on completion.

The ongoing employment created by the key tourism-servicing projects has been estimated across a baseline, medium and high growth scenario. Under the high-growth scenario, the existing catalytic project pipeline may generate an equivalent of 467 FTE jobs directly by 2032. This is approximately 10% of predicted employment growth in the sector. *Refer Appendix C for case studies.*

DEMAND IS EXPECTED TO RISE TO BETWEEN 6,600 AND 8,450 IN 2032

Workforce demand has been calculated to understand workforce needs by 2032. For each dollar predicted to be spent, the industry that this spending will flow to, and therefore the employment inferred by that spending, has been calculated.

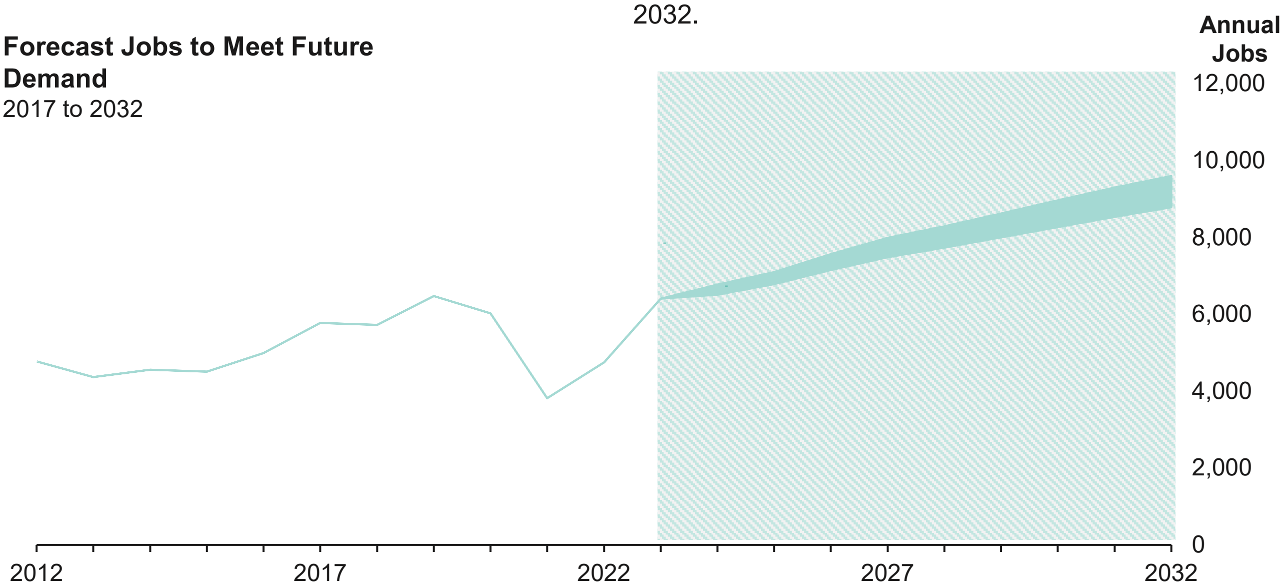
COVID-19 has seen a shift in the spending profile for the region, shifting away from education toward accommodation, food, retail and arts and Culture. It is expected that this spending will normalise with the return of pre-COVID tourism activity by 2026.

Future demand for jobs has therefore been forecast to grow:

- From 6,400 in 2023 to 8,780 under a baseline scenario.
- To 9,600 under a high growth scenario in 2032.
- This represents a growth of between 36% and 48%, respectively, from the previous 2019 high.

The strategic investment planned for the region is expected to see spending, and hence jobs demanded, dominated by accommodation, food services, retail and arts and recreation through to 2032.

Forecast Jobs to Meet Future Demand
2017 to 2032



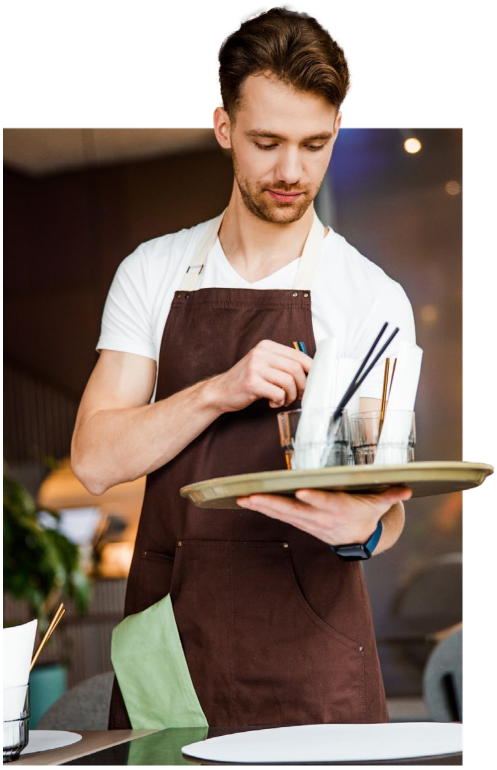
Source: REMPLAN, ABS, TRA, Urbis.

How has this been assessed?

The expected growth in the workforce through to 2032 has been modelled under three scenarios; baseline, medium and high growth. This considers:

- The growth in the visitor market, expected real spending of each visitor type, the impact of major projects in the region as showcased previously, and visitation and overnight stays outlined in Appendix B.
- Given significant growth in visitation, a supporting increase in the workforce will be needed to deliver the level of services and products required.
- The resultant forecast is equivalent to an increase in employment of between 36-48% from the 2019 estimate, which totalled 6,470.
- Prior to COVID-19, the average annual increase in jobs demanded was 4.4%, compared to post-2023 growth estimated at 3.6% in the baseline and 4.6% in the high-demand scenario.

This strong growth across all scenarios is a result of the promising future of tourism in the region and demonstrates the importance of the sector to the regional economy over the next 10 years.



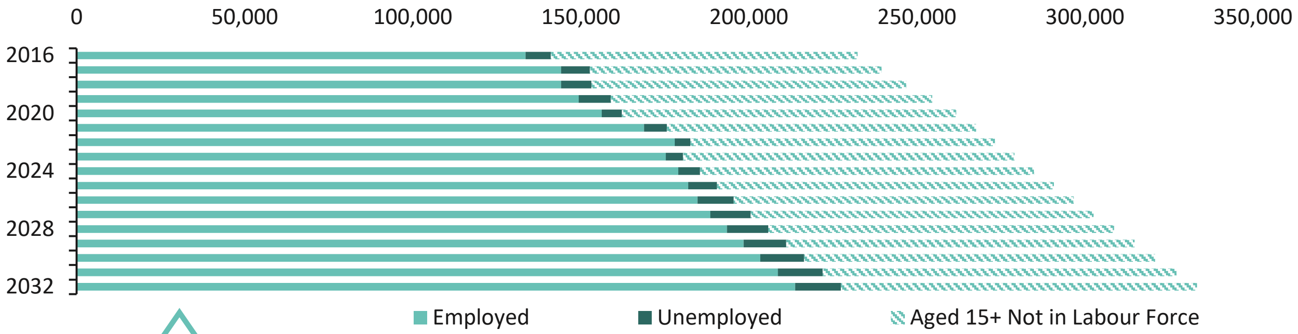
LABOUR FORCE SUPPLY IN TOURISM IS EXPECTED TO REACH 5,700 BY 2032

When we turn from demand to supply, the story is different, reflecting an imbalance within the workforce.

What's driving labour force growth?

- Growth in labour supply has been estimated via expected growth in the labour force. A mixture of federal, state and local growth forecasts have been utilised to consider both total labour force increases and the proportion of tourism workers expected in 2032 (refer Appendix B).
- **There is expected to be approximately 215,000 employed residents in the surrounding Geelong labour market region, of which around 8,190 should be in the tourism industry based on industry benchmarks.**
- The Geelong and Bellarine is expected to experience higher percentage growth in the labour force growth as compared to the rest of Victoria. This is a result of the continued decentralisation of workers and increases in the number of Australian's who are choosing to have a lifestyle 'sea change' as they start families, enter the second stage of their careers and are looking for more affordable housing options.
- The majority of those who will work in the local tourism industry will be predominantly residing in the surrounding Labour Market Region.
- The chart below distributes the employed residents into the estimated number attributable to tourism industries. Of the 8,190 projected for 2032, over one third are likely to be aligned to accommodation and food services employment, and a further 1,830 to retail employment.
- Compared to demand for tourism jobs, there is an undersupply forecast for tourism workers in key industries within the local labour market through to 2032. Particular shortages are observed in accommodation and food services, and retail trade.

Total Labour Force Supply Forecast – 2016 to 2032
Geelong SA4 Labour Market Region



Estimated Tourism Allocation – 2032
Allocation using modified 2019, 2021 and 2023 REMPLAN benchmarks

Accommodation & Food Services	3,200	Retail Trade	1,830	Services	980
Arts & Recreation Services	630	Transport, Postal & Warehousing	1,080	Manufacturing	190
Wholesale Trade	130	Agriculture, Forestry & Fishing	150	Σ Total	8,190

Source: REMPLAN, ABS, Victorian Government, TRA, Urbis.

INDUSTRY NEEDS TO 2032

Tourism in Greater Geelong and The Bellarine is expected to return quickly back to its pre-pandemic state and then grow by a further $1.1 billion more in annual tourism spend. To do so, the industry will need to ensure that the demand for workers is met by the needed supply and skills.

By comparing the local labour force in the tourism industry to the demand for workers, the relative supply of workers in 2032 into tourism has been calculated.

The key outcomes of this analysis are:

- The total number of tourism workers needed in the region in 2032 is between 8,780 and 9,600 depending on a baseline or high-growth scenario.
- Without intervention, the total workforce gained locally is estimated to be 8,190.
- Across most industries, there will be a shortage of workers without further effort into workforce growth including re-training and upskilling.

Adjacent demonstrates the level to which each industry is anticipated to face a shortage, based on the local workforce. Notably, the key investment and growth areas of Accommodation and Food Services, Retail Trade and Arts and Recreation Services will be in shortage across the region. Even within industries that are expected to be fully supplied with workers, it is anticipated that there will be skill mismatches (page 33).

While business as usual growth is anticipated to lead to issues in the supply of workers, and hence an inability of the region to reach its full potential, the following opportunities are present over the next ten years to increase supply:

- Better improve participation in the workforce of at-risk and unemployed locals. This includes those in youth unemployment (6.3% in 2022) and minority groups.
- Increase the proportion of workers in each industry that want to and are supported in working in the tourism sector.
- Encourage pathways to transition for older workers or workers wishing to change careers.
- Create clear pathways and courses through secondary and tertiary education that cater to the varied industry and workforce needs.

These will not only improve tourism outcomes but have flow-on community benefits.

Without a sustainable and suitable workforce development strategy, the tourism industry will not be able to fulfil its potential in the region.

Demand and supply in 2032

Legend: Baseline; High tourism

Industry	Baseline – Locally Supplied	Baseline – Shortage	High tourism – Locally Supplied	High tourism – Shortage
Accommodation & Food Services	4,210 (LS)	-995	4,600 (LS)	-1,390
Retail Trade	2,060	-225	2,250	-415
Services	850	Nil	930	Nil
Arts & Recreation Services	800	-180	880	-255
Transport, Postal & Warehousing	610	Nil	670	Nil
Manufacturing	150	Nil	165	Nil
Wholesale Trade	75	Nil	85	Nil
Agriculture, Forestry & Fishing	15	Nil	20	Nil

Source: REMPLAN, ABS, Victorian Government, TRA, Urbis.

SKILLS NEEDS TO 2032

Considering employment by industry does not capture the full extent of workforce needs over the next 10 years, it is just as important that the skills needed to support the growth of the industry are known, so that expected shortages can be alleviated.

By benchmarking the occupations within each industry in the region, the skills required and supplied have been estimated. This has informed the table below, which demonstrates the skills shortages in 2032 across the region and particular skills required in each sub-region.

Notably, across the 15 most acute skills shortages, over 75% relate to accommodation and hospitality workers. This is a result of their demand across industries and the differences between local supply and workforce demand. It is important that over the next 10 years there is effort put into ensuring a pipeline of workers across basic skills (such as hospitality workers) all the way through to managers, as all of these are needed to deliver an effective tourism offer.

Top 15 Skills Shortages	Geelong Urban	Bellarine South	Bellarine North	Queenscliff	Avalon & You Yangs	Golden Plains South
Hospitality Workers	●	●	●	●	●	●
Sales Assistants and Salespersons	●	●	●	●		
Food Preparation Assistants	●	●	●			
Food Trades Workers	●		●		●	●
Accommodation and Hospitality Managers	●	●	●	●	●	●
Retail Managers	●	●	●			
Cleaners and Laundry Workers	●	●	●	●	●	●
Checkout Operators and Office Cashiers	●	●	●		●	
Sports and Fitness Workers	●	●			●	●
Horticultural Trades Workers		●	●		●	●
Receptionists	●	●	●	●	●	●
Arts Professionals	●	●		●		
Freight Handlers and Shelf Fillers	●			●	●	●
Hospitality, Retail and Service Managers	●	●	●	●	●	●
Media Professionals	●					


OPEN

WORKFORCE DEVELOPMENT PLAN
STRATEGIC DIRECTIONS

WORKFORCE DEVELOPMENT PLAN – STRATEGIC PILLARS

As the Greater Geelong and The Bellarine region recovers from a once-in-a-lifetime shock due to the COVID-19 pandemic, there is a unique opportunity to regrow the tourism industry and its workforce in a new and purposeful way. The key workforce issues that had been affecting the industry pre-COVID should be tackled.

Over the next 10 years, the region should strive to support a thriving and diverse workforce ecosystem. To develop this workforce, support and guidance of industry is key to marry the needs of the community, employers and workers. Four key pillars have been identified that will promote the creation of a sustainable workforce over the next ten years, each of which have distinct short, medium and long-term strategies that should be rolled out.

Each pillar will address the following elements:

Casualisation of the workforce	The reliance on a casualised workforce, primarily sourced from the non-local student population
Skill shortages	Skills shortages across high-skilled occupations and key auxiliary services
Staff Attrition	High workforce turnover, with tourism seen as a job, not as a career
Partnerships	A lack of collaboration between training institutions, employers, government and workers
Affordability	Increasing cost pressures on key worker populations, including accommodation

The goal of these strategic pillars is to provide a holistic overview of the toolkit that the tourism sector in the region needs to develop a thriving and sustainable workforce to support a growing tourism market. Ultimately, the workforce will be sustained through its social standing in the community, strong outcomes for workers and delivery of high-quality product to consumers via appropriate training and collaboration.

Note these five are not stand-alone pillars and the actions leverage each other, helping outcomes be achieved. There is no hierarchy or order of priority across the list below.

"Create a large, highly skilled and locally integrated workforce of the future".

STRATEGIC DIRECTIONS

01

RETAINING A LOCAL WORKFORCE

Support a workforce that lives, works and is a pivotal part of the local community.

Role in Delivery: Tourism Greater Geelong and The Bellarine to partner and advocate for local housing solutions, support community buy-in and ensure opportunities for naturalisation into the Geelong and Bellarine community.

02

CREATING CAREERS

The Geelong and Bellarine region's tourism industry will become one where tourism is a career, not just a job.

Role in Delivery: Tourism Greater Geelong and The Bellarine to market, advocate and partner to demonstrate the career opportunities in tourism for all people of all ages and life stages.

03

DELIVERING SKILLS TO SUPPORT THE INDUSTRY

Creating a training and skills ecosystem that ensures all key skills needed for a thriving tourism industry are provided to employees who need it. This includes providing opportunities to employees and building the capability of employers to support career development opportunities.

Role in Delivery: Tourism Greater Geelong and The Bellarine to partner and advocate for renewal and innovation in training and education.

04

COLLABORATING TO GET THE BEST FOR INDUSTRY

Growing a network of businesses, education institutions, stakeholders and workers that collaborate across the region to maximise tourist offerings.

Role in Delivery: Tourism Greater Geelong and The Bellarine to facilitate discussion, collaboration and program development across the region both directly and through partnerships.

01 LOCAL WORKFORCE RETENTION

OVERVIEW

Tourism is an exciting industry that brings with it a vibrant work and community ecosystem. Over the next 10 years, the region should be ambitious in demonstrating the opportunities inherent and support the development of sustainable staffing and operations. Key to this is the attraction and retention of talent and passion in the community, supported through the buy-in of locals both within and outside of the tourism sector. Ultimately, this will have been achieved if local jobs are filled by those living in or connected to the region, and who are perceived not only to work within, but also contribute to the community.

ACTIONS

The tourism industry is still recovering from COVID-19 impacts. This expresses itself through the current labour shortage across the region, with the Geelong and Bellarine region being beyond full employment.

1.1 To help address this, a focus must be on encouraging more workers to stay and work locally by:

- Partnering with universities and Councils to transfer some of the existing accommodation or housing supply to key worker accommodation. Opportunities include under-utilised student accommodation and any of the 2,000 Airbnb rentals underutilised during off-peak periods.
- Advocating for and supporting the restart of non-local student flows to help fill local jobs requirements.

The cost of living and availability of local opportunities will drive the decisions of workers to stay and work in the region. Therefore appropriate housing and community buy-in to tourism businesses will be important.

1.2 To address this, solutions to housing and accommodation pressures, alongside ongoing work opportunities should be advocated for by:

- Ensuring there is a conduit between council and industry that relays ongoing or emerging issues for relating to living and working in the region.
- Advocating for government subsidised accommodation to encourage additional affordable housing options for workers.

Supporting liveability and sustainability in the visitor activity of the region will be crucial to maintaining a pipeline of workers in the region. This must include integration of the tourism workforce with the community to promote a stronger product and a socially sustainable workforce.

1.3 To address this, a sustainable housing pipeline for key workers and the benefit of the tourism workforce to the region should be promoted by*:*

- Partnering with stakeholders to market the Geelong and Bellarine region as an ideal location for potential employees to live and work.
- Advocate for improvements, both current and in the pipeline, that seek to make the region a more functional tourism destination.
- Advocate for increases to wages and working standards by working with local businesses and through advocacy to government. The unique lifestyle offered both in the region and the sector should also be relayed.
- A targeted approach should also be taken to advocating for the development of affordable accommodation. From a labour market perspective, this will have a spinoff benefit of attracting the currently underrepresented backpacker market as both tourists and a source of labour.

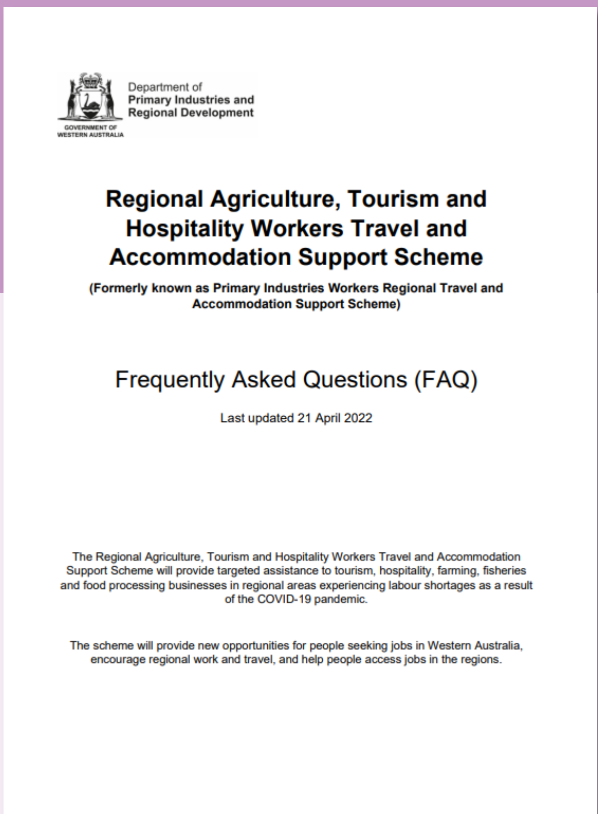
WHAT WE'VE LEARNT FROM OTHER DESTINATIONS

Western Australia

The Western Australian government launched the Regional Agriculture, Tourism and Hospitality Workers Travel and Accommodation Support Scheme in 2021, encouraging regional work and travel. The Scheme is targeted towards anyone relocating to regional Western Australia to work in roles including tourism and hospitality.

What can we learn from this Scheme?

- The scheme provides an allowance of:
  - $40 per night for accommodation, for a maximum of 12 weeks for those with Australian working rights (not including Working Holiday Maker), and 6 weeks for Working Holiday Maker visa holders.
  - A one-off travel allowance.
- The scheme incentivises seasonal work for key industries in need of labour by offering a cash bonus for working in the region.
- While the program does not support the longevity of careers required in Geelong and The Bellarine, the scheme provides a structure for subsidising accommodation, rather than a supply perspective. This may be useful in developing a pipeline of workers that may consistently work during peak season.



GOVERNMENT OF WESTERN AUSTRALIA

Department of Primary Industries and Regional Development

Regional Agriculture, Tourism and Hospitality Workers Travel and Accommodation Support Scheme

(Formerly known as Primary Industries Workers Regional Travel and Accommodation Support Scheme)

Frequently Asked Questions (FAQ)

Last updated 21 April 2022

The Regional Agriculture, Tourism and Hospitality Workers Travel and Accommodation Support Scheme will provide targeted assistance to tourism, hospitality, farming, fisheries and food processing businesses in regional areas experiencing labour shortages as a result of the COVID-19 pandemic.

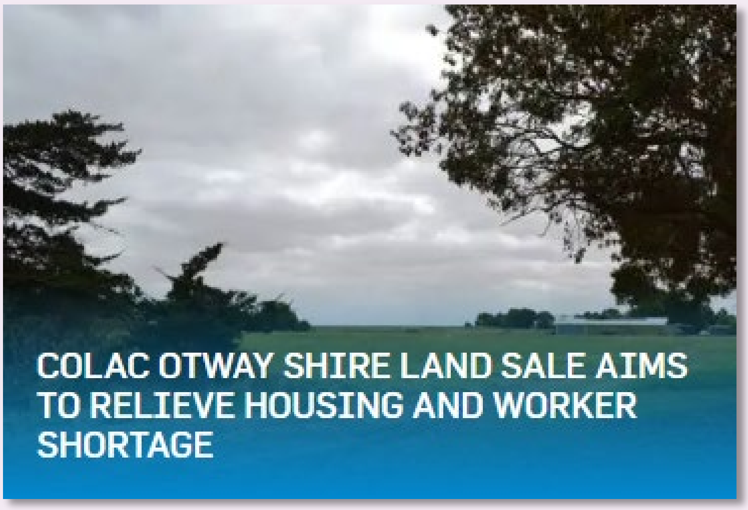
The scheme will provide new opportunities for people seeking jobs in Western Australia, encourage regional work and travel, and help people access jobs in the regions.

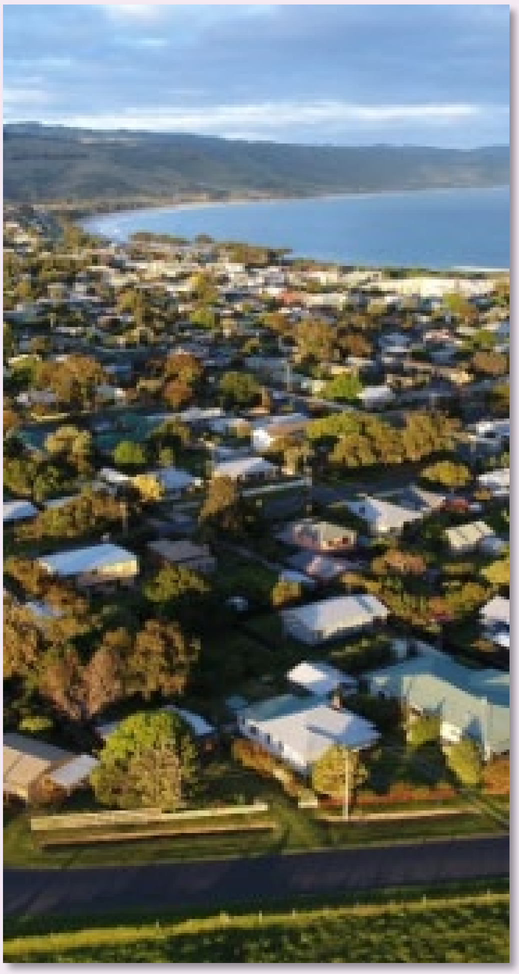
WHAT WE'VE LEARNT FROM OTHER DESTINATIONS

A local example of the cost of living affecting key worker populations - Surf Coast

In mid-2021, the G21 municipalities of the Surf Coast and Colac Otway signalled a key worker emergency, given that the supply of existing and new housing stock is largely owned by holidaymakers and investors in the short-stay accommodation market.

The Council highlighted the region's city of Lorne as a case study, showcasing how high staff turnover, lack of the international backpacker and non-local student workforce (95 of their seasonal workforce) and lack of suitable accommodation, has led to the labour crisis.





WHAT WE'VE LEARNT FROM OTHER DESTINATIONS

International long-term solutions - London

In December 2021, the Greater London Authority (GLA) announced that all key workers were eligible to be prioritised for affordable housing.

What did this mean?

- The London Plan 2021 requires that a minimum of 30% of affordable housing to be delivered as intermediate homes meeting the Mayor's definition of genuinely affordable.
- The policy recommends giving priority to key workers in the allocation of intermediate housing; affordable housing for those who cannot afford to rent or buy a home that meets their needs in the open market but are not likely to access low-cost rent housing.

Intermediate tenures include:

- Shared ownership: purchasing a share of the house's equity, while paying rent on the remaining share
- Discount market rents and sales: must be at least 20% below open market equivalent to qualify under the government's definition of affordable housing.

>02 CREATING CAREERS

OVERVIEW

The Geelong and The Bellarine region have an exciting opportunity to position the industry through a career lens both amongst locals who may work in the industry, and as part of a global reach which harnesses trends in the importance of work-life balance. Considering work in the tourism sector as a job, rather than a career, is a chronic issue across Australia's tourism workforce. Often, jobs are filled by a casual workforce that do not anticipate medium to long-term employment in the sector. This has meant that there is a high turnover of staff, and an exacerbation of skills shortages in senior positions such as managers of hotels and high-skilled administrative staff. Larger employers moving into the region will likely assist with career creation somewhat, however there is an impetus for a career-based lens to be placed on this sectors development over the next 10 years.

ACTIONS

The tourism industry in the region can be marketed as an opportunity not just for a 'sea-change', but for a career shift.

2.1 To implement this, there should be a focus on expressing the opportunities available in the region to a wide market, focusing on the unique work-life mix the industry supports by:

- Promoting the benefits of working in tourism through information packages that target career progression stories in the industry.
- Migration is another underutilised source of labour in the region despite it being a key component of population growth within Australia. There is a need to partner with international organisations, to produce and distribute marketing material aimed at attracting this demographic.
- Advocating for changes to the visa priority list to align with skills needs that are critical in the tourism sector.
- *Where have we seen this before? The* successful 'Best Jobs in the World' campaign, shown overpage, did exactly this.

A renewed focus should be placed on developing a pipeline of opportunities for work placement and workforce attraction to the region that is based on a clear life-long progression in the industry.

2.2 Focus on collating and aligning tourism opportunities in the region with current labour market expectations, needs and trends and expressing these opportunities broadly by:

- Advocating for clear, localised unemployment pathways into the industry, which include training and development delivered 'on the clock', as well as demonstrate clear progression pathways.
- Addressing the issue of job security because of seasonality, through partnering with regions that experience opposite seasonality (i.e. winter tourism) in order to retain a fully-employed workforce. This will provide employees with diversity of atmosphere, while also maintaining year-long, full-time equivalent employment.

ACTIONS

Embedding the paradigm shift of tourism as a career into workplaces and education institutions will deliver a pipeline of lifelong tourism workers.

2.3 This can be achieved by supporting grassroots, community-based career training and education into the local tourism industry by:

- Partnering with educational institutions and industry leads to engage high school and first year VET and university students about the opportunities and pathways in the tourism industry including the unique value proposition of tourism work.
- Delivering and partnering to provide training for business owners and managers on enabling businesses to create positive workplace cultures that support career growth and development.
- Advocate for a broad-ranging educational campaign delivered by agencies such as Tourism VIC and key industry leaders to change perceptions toward tourism jobs. Perception changes should be targeted toward positive and realistic framing for employers and employees as to what a tourism career entails.
- Facilitate industry-wide dialogue to create opportunities for career growth and progression via local businesses and opportunities that are tied back to the community.
- Partner and advocate for engagement with regions that have high levels of at-risk and unemployed residents to support sustainable pathways into entry-level tourism roles.

WHAT WE'VE LEARNT - THE BEST JOBS IN THE WORLD CAMPAIGN

In March 2013, Tourism Australia, along with state and territory tourism organisations and partners, launched the 'Best Jobs in the World' global youth campaign.

The campaign encouraged temporary migration to mitigate the cycle of skill shortages in key positions. The campaign resulted in significant publicity with more than 8,500 news articles worldwide generating over $44 million worth of media coverage.

Why was this campaign successful?

- The Campaign targeted the international youth market (UK, Europe, USA, Japan, New Zealand, South Pacific, Ireland and Nordic regions, Southeast Asia, China and South Korea), providing an effective and rapid platform to assist in filling shortages.
- The campaign focused on enhancing the attractiveness of the sector for skilled migrants. This resulted in 620,000 applications from 330,000 individuals in 196 countries, with 46,000 video entries during the six-week Campaign.
- An online jobs board was created providing businesses with the opportunity to upload an unlimited number of job vacancies, free of charge, to Monster.com, a highly visited employment site.
- The campaign demonstrated the need for an international presence and attractiveness not just to grow tourism demand, but to capitalise on a destination brand to grow employment.

"The prospect of growth in visitation opens the chance for simultaneous growth in the tourism labour force. One of the challenges in various tourist districts globally is the growing need for labour which is often limited by local labour capacity, ultimately restraining growth."

03 DELIVERING SKILLS TO SUPPORT THE INDUSTRY

OVERVIEW

Despite perceptions of tourism work as ‘entry-level’, there is a strong need for deep skills across the industry. These skills include fulfilling management, procurement, accounting and highly developed customer service and other service roles. Both within Geelong and The Bellarine and across Australia there are acute shortages across a variety of roles and skillsets, with a 74% drop in the number of applicants per vacant position within the industry over the past year. To ensure quality product and longevity of the workforce, nurturing skills growth across all role types will be vital.

ACTIONS

The region requires existing skills and work shortfalls to be filled.

3.1 To address this there needs to be a focus on connecting relevant stakeholders and businesses to latent capacity immediately available by:

- Partnering with local governments in neighbouring regions to leverage and attract excess labour supply.
- Delivering a comprehensive marketing campaign targeted towards those not currently in the workforce or looking for a career change. Geelong and The Bellarine currently has an unemployment rate of 2.2%, and a youth unemployment rate of 6.3%), indicating capacity for local labour solutions.

A focus should also be placed on developing a network of skills training and delivery that meets the skills needs of business and the workforce.

3.2 To address this, there needs to be a focus on ensuring that relevant training and development pathways are available for workers across all career and life stages by:

- Partnering with training institutions and industries for a targeted older workforce transition program that delivers growth and variety of skills in the tourism workforce. This will also allow for currently untapped skills to be brought into the industry.
- Partnering with businesses to develop progressive human resources campaigns and improve internal management systems. Establishing and promoting such systems will provide prospective employees with certainty around their future in the tourism industry and develop a clear understanding of progression in a tourism career.
  - An issue surrounding the tourism and hospitality sector is the industry culture and management development. Initially identified in the *British Columbia, Canada, Workforce Development Plan* (2012), these issues remain prevalent in the industry worldwide in 2022 and has been noted through primary research as an ongoing issue in the industry.
- *Where have we seen a positive initiative? The* existing skills development initiatives detailed in Queensland’s Annual VET Investment Plan show adjacent have addressed this.
- Partnering with industry and education institutions to develop on-the-job, paid training opportunities to attract mid-career individuals. This will engage a diverse-in-experience workforce in order to grow the industry’s reputation and sustainability.

ACTIONS

Long-term skills development must ensure a skills pipeline from high-school through to late career that can accommodate the development of an individual from entry-level through to retirement.

3.3 To achieve this, local and state institutions must be catalysed to develop a diverse set of career pathways and training that begin in high school by:

- Partnering with educational institutions and industry leads to engage high school and first year VET and university students in skills development opportunities and pathways. Include consistent feedback loops to gauge the evolving needs of industry and the workforce, and iterate the approaches taken as required.
- Partnering with Deakin University and/or Gordon Geelong Institute of TAFE to develop courses and provide facilities focusing on tourism and hospitality. As the local educational institutions, it is important they have an involved presence in the regions tourism industry to create a stronger link between education, the industry, the workforce and the community.
- Advocate for the development of specialised tourism academies which deepen the training and development opportunities for workers.
- Partner with institutions and businesses to develop modern, technology-based training in tourism, preparing and upskilling the emerging workforce and providing opportunities for micro-skilling.

QUEENSLAND'S ANNUAL VET INVESTMENT PLAN

To deliver the long-term need for training, education and skills development there must be a focus on maintaining links between education and industry to deliver job-ready graduates.

The vocational education and training (VET) sector plays a vital role in creating jobs for a sustainable tourism economy. Queensland has set out to prioritise high visitor satisfaction and the sustainable growth of the tourism industry by ensuring the future workforce attains the necessary skills to deliver high-quality services.

They have done so through the Annual VET Investment Plan which focuses on:

- Training the future workforce with more than $40 million of targeted spending for tourism skills courses. This includes free TAFE opportunities for Year 12 graduates in high priority courses like Hospitality, Kitchen Operations, and commercial cookery apprenticeships.
- The need to provide meaningful career pathways.
- Training pathways extend from introductory streams such as VET in Schools opportunities all the way through to workforce development aligned to higher level and more niche qualifications.

Queensland's Annual Vet Investment Plan also considered how to effectively meet labour and skills needs through the better use of local labour and under-represented groups. Strategies implemented to achieve this were:

- Providing Aboriginal and Torres Strait Islander people with the required skills to transition into the workforce.
- Higher concessional subsidies to encourage people with disability to undertake vocational qualifications.

The Queensland Audit Office has concluded that Queensland's Annual VET Investment Plan contributed to successful learning and employment outcomes for the industry. Furthermore, it improved the way businesses access training and apprenticeships.

04 COLLABORATING FOR THE BEST OUTCOME

OVERVIEW

The 10 year Destination Master Plan seeks to make Greater Geelong and The Bellarine into a vibrant, well-connected and unique destination with a broad offering across multiple visitor types year-round. To successfully achieve this outcome there must be a strong collaboration between industry, education, government and the community to ensure this industry development is sustainable and palatable. For the workforce, this will also involve the sharing of resources and knowledge to lift industry skills and opportunities and deliver the highest value product to the market.

ACTIONS

The region requires the establishment (and re-establishment) of collaborative programs across the region.

4.1 There needs to be a focus on being a conduit to the establishment of communication channels and forums for industry and stakeholders by:

- Establishing a common purpose across industry, education institutions and community relating to the outcomes sought from tourism and how best to optimise existing and future opportunities.
- Establishing a regular forum for industry, education institutions and community where discussions on programs, needs and opportunities can be had.
- Delivering an employment portal that allows tourism businesses in the regions to advertise position openings and market their businesses as prospective workplaces. Unlike more traditional employment portals, this should be established at the grassroots level to ensure buy-in from community and provide the best chance of reach and impact.
  - A similar concept was rolled out in Northern Ireland in early 2022, where businesses were invited to advertise positions for free as part of a larger hospitality and tourism hiring campaign.

Developing a consistent approach to partnerships and collaboration across the sector will ensure that networks and knowledge accumulates over time.

4.2 This should be enacted through a focus on facilitating broader engagement and collaboration opportunities by:

- Partnering and advocating for the development of programs and opportunities for First Nations people. This partnership should encourage Culturally safe tourism practices and the unique knowledge of the Traditional Owners peoples to permeate the broader industry in the region.
- Advocating for industry partners to create placements and other work experience opportunities for students in various disciplines such as business, art, history, and environmental science.

ACTIONS

The key goal for collaboration over the longer term is the development of a supportive, inclusive and impactful network that continually improves the tourism workforce and offer in the region.

4.3 To achieve this, it is important to maintain and further develop existing goodwill with industry, institutions, government and community and facilitate further engagement by:

- Delivering a strategic review of the Destination Master Plan close to the conclusion of the strategic timeline. This should examine successful outcomes and learnings, and re-evaluate the state of the industry. This review will give a strong evidence base for beyond the 10 year timeline set for this current plan.
- Advocating for readily available college or university courses within the regions which incorporates practical placements and internships with regional businesses.
- Partner with institutions and businesses to develop tourism-focused collaborative workspaces. Similar to WeWork, or not-for-profit support services like The Pod, these spaces and networks can be utilised by tourism operators and businesses who may require high-quality, skilled labour but for short periods of time, such as annual accountant services or financial advisors.
- Developing a broad workforce identity through education and workplace engagement outside the region. Melbourne is only a 1 hour drive from Geelong, and it is therefore feasible for work placement opportunities to occur between the regions. Potential benefits include:
    - Growing knowledge and awareness of the region.
    - Providing networking opportunities for those in both cities working in the tourism and hospitality industries.
- Advocate for a qualifications and experience tracking service to ease information sharing across on-the-job, formal and informal training and skills over a career.

TOURISM & HOSPITALITY
WORKFORCE DEVELOPMENT PLAN TASMANIA (2016)

Tasmania has faced similar challenges in relation to the growing need for labour and skills. Currently, Tasmania's tourism is seeing record visitor numbers. In order to deliver a consistent and sustainable product, the industry acknowledged the need to be supported by an expanded workforce with appropriate skills.

Strategic themes in the Tourism and Hospitality Workforce Development Plan for Tasmania (2016) included:

- Enhancing partnerships between government, industry, and educational providers
- Attracting labour to the industry
- Skilling the current workforce.

There was an emphasis on the partnership between registered training organisations, the department of education, and the University of Tasmania. These partnerships focused on skilling the workforce through aligning training products to industry needs.

Priority measures concerning skilling the workforce included implementing a consistent training culture that meets industry needs. The Tourism and Hospitality Workforce Development Plan for Tasmania (2016) has supported short, medium and long-term outcomes.

This included the "Ticket to Tourism" program, which improved the transition of prospective vocational training students into the industry workforce through tracking of training and experience.

After 5 years of operations, the strategy has delivered a high level of cooperation and collaboration in the sector and seen strong outcomes for workforce development and the tourism industry offer.


Tasmanian Tourism and Hospitality Industry Workforce Development Plan

November 2016

IMPLEMENTATION

IMPLEMENTING THE ACTIONS

Any action is only as good as ensuring a realistic implementation plan is put in place. Each of the actions identified across the Four Strategic Directions, have been assessed under a Deliver, Partner or Advocate platform, as explained below. Furthermore, an indicative timeframe for each has also been identified.

The outcomes of the implementation plan are an indication and are not based on financial analysis including feasibility testing which would be the next stage following the endorsement of the Sustainable Destination Master Plan.

Platform	
Deliver	Projects that Tourism Greater Geelong and The Bellarine would manage and deliver directly.
Partner	Projects that Tourism Greater Geelong and The Bellarine will deliver in conjunction with the Wadawurrung Traditional Owners, local and state agencies, land-owners, community groups and other relevant stakeholders.
Advocate	Private actions that can be optimised to deliver public benefit and further workforce outcomes.

Timeframe		
Short term	0-3 years	◔
Medium term	3-5 years	◑
Long term	5-10 years	●

ACTIONS AND IMPLEMENTATION

No.	Action	Deliver	Partner	Advocate
1. Local workforce retention				
1.1	Encouraging more workers to stay and work locally		●	●
1.2	Provide solutions to housing and accommodation pressures			●
1.3	Develop a sustainable housing pipeline for workers			●
2. Creating careers				
2.1	Express the opportunities available in the region	●	●	●
2.2	Collate and align tourism opportunities to expectations	●	●	
2.3	Support grassroots, community-based career training	●	●	●
3. Delivering skills to support the industry				
3.1	Connecting relevant stakeholders and businesses	●	●	
3.2	Ensure relevant training and development pathways exist		●	
3.3	Catalyse and develop a diverse set of career pathways and training		●	●
4. Collaborating for the best outcome				
4.1	Be a conduit to the establishment of communication channels and forums	●	●	
4.2	Facilitate broader engagement and collaboration opportunities		●	●
4.3	Maintain and further develop existing goodwill between all stakeholders	●	●	●

Timeframe	
◔ **Short term**	0-3 years
◑ **Medium term**	3-5 years
● **Long term**	5-10 years

Stakeholders[1]	Timing	Challenges addressed
Tourism Greater Geelong & The Bellarine, City of Greater Geelong, Universities, TAFE, Federal government	Short Term	
Tourism Greater Geelong & The Bellarine, Community groups, local businesses, Geelong Chamber of Commerce, State and Federal government	Medium Term	
Tourism Greater Geelong & The Bellarine, Community groups, local businesses, Geelong Chamber of Commerce, State and Federal government, affordable accommodation providers, various councils, G21, Department of Transport	Long term	
Tourism Greater Geelong & The Bellarine, Geelong Chamber of Commerce, Visit Victoria, international tourism agencies, Federal Government, Tourism Australia, international partner universities, multinational firms within Geelong	Short Term	
Tourism Greater Geelong & The Bellarine, Geelong Chamber of Commerce, Visit Victoria, National Skills Commission, employment agencies, counter-seasonal tourism destination, local operators	Medium Term	
Tourism Greater Geelong & The Bellarine, Universities, TAFE, Department of Education and Training, Geelong Chamber of Commerce, Visit Victoria	Long term	
Tourism Greater Geelong & The Bellarine, sub regional Councils, Visit Victoria, National Skills Commission, employment agencies, TRA, Universities, TAFE, youth employment providers	Short Term	
Tourism Greater Geelong & The Bellarine, Universities, TAFE, Department of Education and Training, Geelong Chamber of Commerce	Medium Term	
Tourism Greater Geelong & The Bellarine, Universities, TAFE, private colleges, Department of Education and Training, Geelong Chamber of Commerce	Long term	
Tourism Greater Geelong & The Bellarine, Universities, TAFE, private colleges, Department of Education and Training, Geelong Chamber of Commerce, community groups	Short Term	
Tourism Greater Geelong & The Bellarine, Wadawurrung Traditional Owners, Universities, TAFE, private colleges, Department of Education and Training, Geelong Chamber of Commerce	Medium Term	
Tourism Greater Geelong & The Bellarine, Wadawurrung, Traditional Owners, Universities, TAFE, private colleges, Department of Education and Training, Geelong Chamber of Commerce, community groups, sub regional Councils, sub regional employers	Long term	

DELIVER, PARTNER, ADVOCATE

APPENDICES

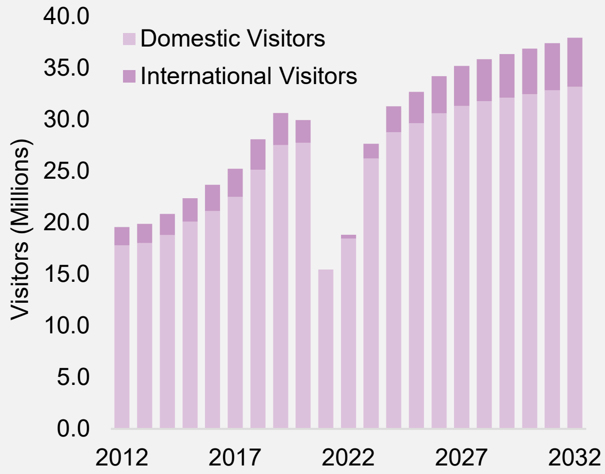
APPENDIX A: VISITOR PROJECTION SCENARIOS

With an understanding of key projects, here we look at visitor and spending projections for the region.

Baseline Scenario:
Market Share of State

Urbis has conducted visitor forecasts for Australia and by State, distinguishing between domestic purpose of visit and international country of origin. These have then been allocated down using market shares from TRA to the Geelong and Bellarine tourist region. Intrastate visitation has been separately determined using relevant metrics such as population for VFR travel. The baseline impact of major tourism related projects in the pipeline has also been added on top, reflecting a safe level of occupancy and demand.

Historical and Forecast Visitors to Victoria
2012 - 2032



Medium Scenario:
Incorporating Infrastructure Upgrades and Targeted Future Investment

Building upon the Baseline Scenario for growth, we have inflated the growth related to major tourism related projects (previous page) within the Geelong and The Bellarine Tourism Region pipeline for the medium scenario. The share of State visitors has also been inflated to match regions around the State that are currently more attractive destinations. Visitor nights have increased slightly.

15
ANALYSED PROJECTS
Known Supply of $2.5B+
(see previous page)

High Scenario:
If Existing Infrastructure Pipeline is Bolstered in the Longer Term

The high scenario for growth looks at the upper range of growth potential given the analysed supply of investment and investment that could occur beyond this. This is done by taking a higher scenario for “stickiness”, inflating the visitor nights figure to the highest band seen in analysis of historical trends for the region.

Source: G21, Cordell, City of Greater Geelong

Tourism plays a major role in the regions economic landscape. In 2019, tourism accounted for over $1b in direct and indirect spending in the local economy and supported over 5% of the total labour force directly.

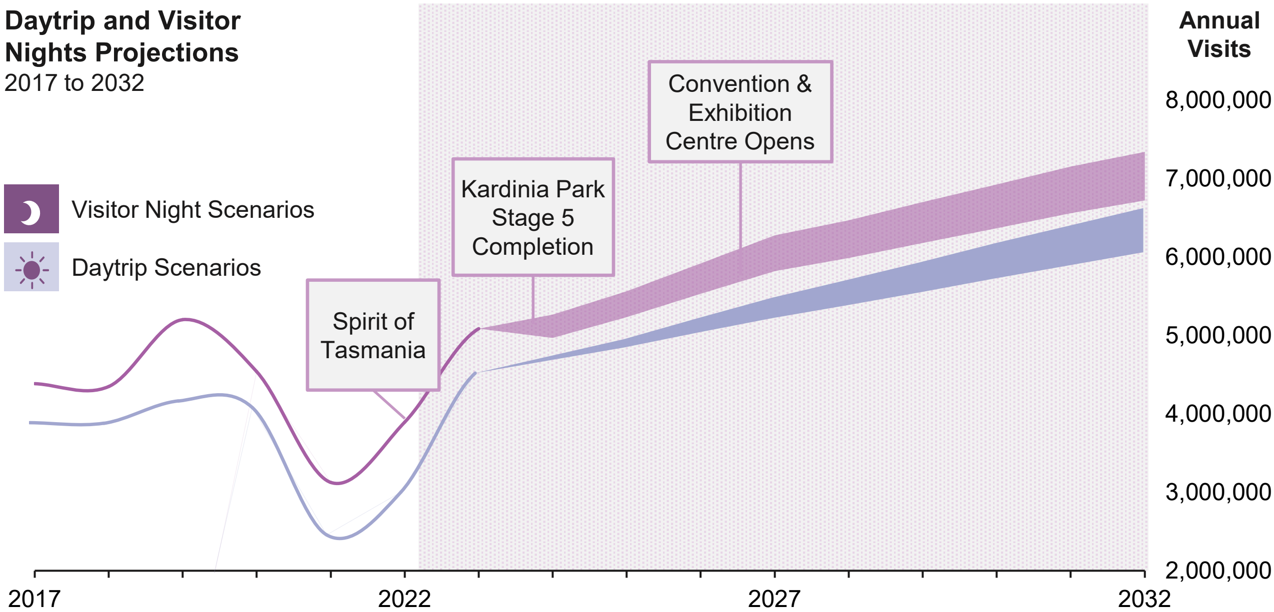
With significant investment in projects such as the Spirit of Tasmania, the Geelong Convention and Exhibition Centre and a bolstered cultural precinct, the region will see higher levels of visitation across the next ten years and beyond. Furthermore, the proximity to Melbourne, the supply of additional accommodation and improved transport connections, will make this a regional Hub destination for international visitors.

The graph below identifies the influence of key investment on visitor levels under three scenarios over the 10-year horizon.

- **Under a baseline scenario**, compared to 2019, visitor nights are expected to increase by around 40% and daytrips by 20%.
- **The high growth scenario** assumes the region can harness the catalytic impacts of the significant investment by increasing its functionality and attractiveness, to increase by 40% in daytrips and 50% in visitor nights.

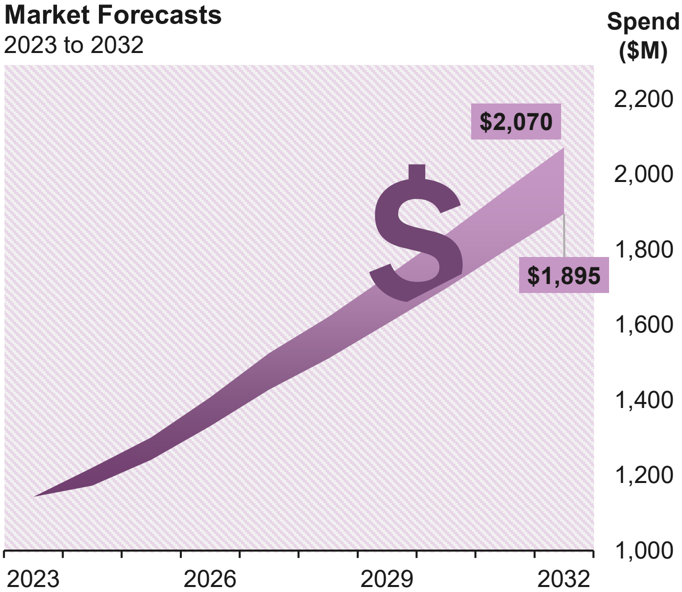
Tourism will re-emerge as a dominant contributor to the economy over the next 10 years, spurred on by known investment and further enhancement of the regions offers.

Daytrip and Visitor Nights Projections
2017 to 2032



Source: ABS, TRA, State Budget 2021-22, Cordell, City of Greater Geelong; Urbis

Visitor Spending Market Forecasts
2023 to 2032



Source: ABS, TRA, State Budget 2021-22, Cordell, City of Greater Geelong; Urbis

Growth in visitation will see spending across the region increase year on year through to 2032. It is anticipated that an increase of an additional ~$1.1 billion above the previous 2019 high, will be seen under the high growth scenario.

Tourism spending growth will be underpinned by new offers across the region. It is expected to outstrip growth in other areas of the economy, given unprecedented investment in the capacity for tourism delivery.

Spending patterns have also changed markedly since 2019. The average spend has increased post-COVID, with an increased proportion of it realised in services accommodation and retail.

APPENDIX B: CURRENT TOURISM EMPLOYMENT IN GREATER GEELONG AND THE BELLARINE

The REMPLAN input-output model correlates Tourism Research Australia data on spending, occupation and tourism behavior with ABS employment and place of work data to estimate the proportion of all jobs in an area that are directly related to, or supported by, tourism activity. The employment by industry sector for 2023 has been estimated for the region, with a total of **5,023** jobs currently supported directly through tourism activity.

The number of jobs in this analysis are **direct** jobs, meaning the relate to a point-of-service with a customer or tourism operator directly. These roles include chiefery, operating a tourism business, and being a tour guide. Therefore, this is a baseline estimation of the total number of jobs and businesses in tourism. Beyond these estimates lies a network of jobs and roles that are required in the region to ensure the ongoing success of the industry. This includes indirect employment through the supply chain and the important role that population servicing jobs, including medical and educational institutions, play.

Industry Sector	Jobs	%
Accommodation & Food Services	2,500	49.8%
Retail Trade	1,119	22.3%
Arts & Recreation Services	346	6.9%
Transport, Postal & Warehousing	272	5.4%
Administrative & Support Services	254	5.1%
Education & Training	200	4.0%
Manufacturing	115	2.3%
Wholesale Trade	78	1.6%
Other Services	59	1.2%
Rental, Hiring & Real Estate Services	34	0.7%
Health Care & Social Assistance	27	0.5%
Agriculture, Forestry & Fishing	13	0.3%
Information Media & Telecommunications	5	0.1%
Ownership of Dwellings	1	0.0%
Mining	0	0.0%
Electricity, Gas, Water & Waste Services	0	0.0%
Construction	0	0.0%
Financial & Insurance Services	0	0.0%
Professional, Scientific & Technical Services	0	0.0%
Public Administration & Safety	0	0.0%
Total	**5,023**	**100.0%**

"This table shows the number of jobs in each industry sector in Bannockburn-Geelong-Queenscliff [the Greater Geelong and The Bellarine Region] which service demand generated by tourists to the area." (REMPLAN, 2023)

To simplify the analysis, service industry jobs have been clustered into a 'Services' category. This category includes:

- Administrative & Support services
- Education & Training
- Other Services
- Health & Social Assistance
- Rental, Hiring & Real Estate Services
- Information Media & Telecommunications

This category therefore captures the direct service spending associated with delivering tourism products across the region.

APPENDIX B: GREATER GEELONG AND THE BELLARINE OCCUPATION BENCHMARKS

The following table has been used to transform the number of workers in an industry (INDP – 1 digit level) to their occupation (ANZSCO Major Group) based on the regional number of individuals within each industry that hold a position of a relevant occupation type. Proportions were calculated based on the regional industry total and occupation total. Only industries that are relevant to the tourism industry in the region have been included.

	Managers	Professionals	Technicians and Trades Workers	Community and Personal Service Workers	Clerical and Administrative Workers	Sales Workers	Machinery Operators and Drivers	Labourers
Agriculture, Forestry and Fishing	50.6%	4.2%	8.1%	0.4%	4.4%	1.7%	5.1%	25.6%
Mining	13.9%	10.5%	26.2%	1.3%	4.5%	0.0%	35.2%	8.4%
Manufacturing	15.1%	9.2%	28.7%	1.8%	8.0%	6.9%	12.8%	17.5%
Electricity, Gas, Water and Waste Services	14.6%	15.8%	18.1%	0.4%	23.0%	4.2%	17.4%	6.5%
Construction	11.0%	2.5%	54.4%	0.1%	7.5%	1.4%	7.2%	15.9%
Wholesale Trade	19.6%	11.8%	7.8%	0.4%	14.4%	23.3%	15.5%	7.2%
Retail Trade	15.2%	5.2%	5.9%	0.9%	6.7%	53.7%	4.8%	7.7%
Accommodation and Food Services	15.6%	0.7%	12.7%	29.1%	2.7%	14.6%	1.1%	23.5%
Transport, Postal and Warehousing	10.4%	6.2%	5.4%	3.5%	17.6%	4.2%	45.6%	7.0%
Information Media and Telecommunications	15.3%	32.8%	18.6%	0.8%	15.8%	13.3%	1.2%	2.2%
Financial and Insurance Services	14.8%	33.7%	1.3%	0.5%	44.8%	3.6%	0.6%	0.6%
Rental, Hiring and Real Estate Services	11.8%	9.1%	4.6%	1.5%	21.6%	43.7%	3.3%	4.4%
Professional, Scientific and Technical Services	10.8%	49.4%	13.3%	0.3%	22.0%	2.0%	0.4%	1.8%
Administrative and Support Services	8.0%	9.1%	13.1%	9.4%	13.2%	1.4%	3.4%	42.5%
Public Administration and Safety	10.0%	18.4%	4.8%	38.4%	21.8%	0.6%	1.5%	4.6%
Education and Training	7.4%	62.0%	3.3%	14.1%	10.3%	0.4%	0.6%	1.9%
Health Care and Social Assistance	4.6%	41.1%	3.8%	31.9%	12.8%	0.5%	0.6%	4.8%
Arts and Recreation Services	17.5%	19.0%	12.7%	27.0%	8.7%	5.8%	1.0%	8.4%
Other Services	7.6%	8.0%	48.2%	15.9%	9.0%	1.6%	1.3%	8.5%

"The data presented in the above table and graph is based on the Australian Bureau of Statistics (ABS) Tourism Satellite Account, and ABS Place of Work employment data, and represents the estimated typical distribution of a dollar spent by a tourist in Bannockburn-Geelong-Queenscliff." (REMPLAN, 2022)

APPENDIX B: LABOUR FORCE ESTIMATION METHODOLOGY

Labour Market Regions have been defined by the ABS as the existing Statistical Area 4 geographies. The Greater Geelong and Bellarine Peninsula is covered by the Geelong Labour Market Region, which also covers the Shire of Surf Coast. By projecting out this population here we can quantify the supply of labour to fill forecast demand.

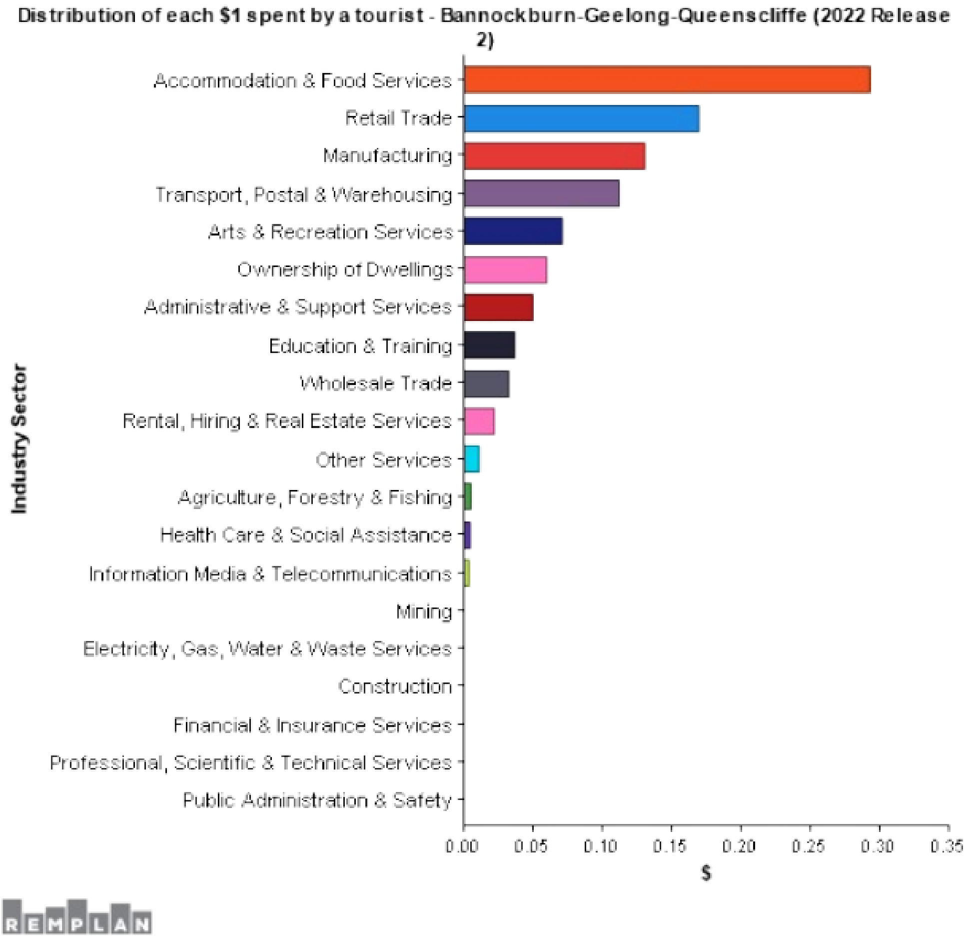
To do this we implemented a number of steps:

- Forecast the population and migration patterns for the State including overseas and interstate arrivals and departures, as well as deaths and births.
- Allocated down population growth to the Geelong Labour Market Region and checked longer term growth against official Victoria in Future 2019 (VIF) projections and knowledge of future infrastructure.
- Use VIF2022 and forecast.id to distribute population growth by age. Take the population over 15 and apply participation rates in line with historical trends to determine the labour force figure.
- Reach the long-term unemployment rate by 2027 and hold it until 2031 to be the employed group.

"The data presented in the above table and graph is based on the Australian Bureau of Statistics (ABS) Tourism Satellite Account, and ABS Place of Work employment data, and represents the estimated typical distribution of a dollar spent by a tourist in Bannockburn-Geelong-Queenscliff." (REMPLAN, 2022)

APPENDIX B: TOURIST SPENDING BY INDUSTRY 2022 – REMPLAN OUTPUT

The following is the distribution of the spending of each dollar that is spent within the Greater Geelong and The Bellarine region (Bannockburn- Geelong- Queenscliff) in 2022. The output table that relates to this spending is included below.

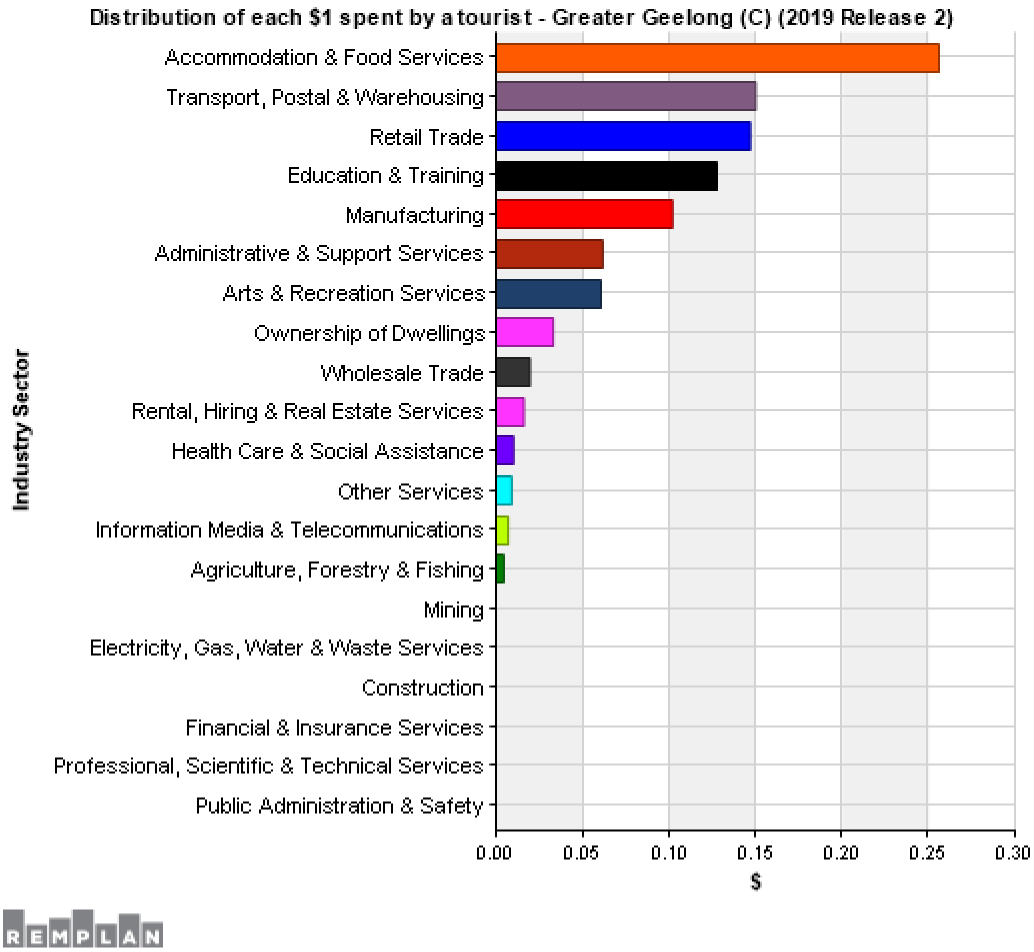


	Greater Geelong and The Bellarine per-dollar distribution	
Industry Sector	$	%
Accommodation & Food Services	$0.29	29.3%
Retail Trade	$0.17	17.0%
Manufacturing	$0.13	13.0%
Transport, Postal & Warehousing	$0.11	11.2%
Arts & Recreation Services	$0.07	7.1%
Ownership of Dwellings	$0.06	5.9%
Administrative & Support Services	$0.05	5.0%
Education & Training	$0.04	3.7%
Wholesale Trade	$0.03	3.2%
Rental, Hiring & Real Estate Services	$0.02	2.2%
Other Services	$0.01	1.1%
Agriculture, Forestry & Fishing	$0.01	0.5%
Health Care & Social Assistance	$0.00	0.4%
Information Media & Telecommunications	$0.00	0.4%
Mining	$0.00	0.0%
Electricity, Gas, Water & Waste Services	$0.00	0.0%
Construction	$0.00	0.0%
Financial & Insurance Services	$0.00	0.0%
Professional, Scientific & Technical Services	$0.00	0.0%
Public Administration & Safety	$0.00	0.0%
Total	$1.00	100.0%

"The data presented in the above table and graph is based on the Australian Bureau of Statistics (ABS) Tourism Satellite Account, and ABS Place of Work employment data, and represents the estimated typical distribution of a dollar spent by a tourist in Bannockburn-Geelong-Queenscliff." (REMPLAN, 2023)

APPENDIX B: TOURIST SPENDING BY INDUSTRY 2019 – REMPLAN OUTPUT

The following is the distribution of the spending of each dollar that is spent within the Greater Geelong and The Bellarine region in 2019. The output table that relates to this spending is included below.



	Greater Geelong and The Bellarine per-dollar distribution	
Industry Sector	$	%
Accommodation & Food Services	$0.26	25.6%
Retail Trade	$0.15	14.7%
Transport, Postal & Warehousing	$0.15	15.0%
Education & Training	$0.13	12.7%
Manufacturing	$0.10	10.2%
Administrative & Support Services	$0.06	6.1%
Arts & Recreation Services	$0.06	6.0%
Ownership of Dwellings	$0.03	3.3%
Rental, Hiring & Real Estate Services	$0.02	1.6%
Wholesale Trade	$0.02	1.9%
Health Care & Social Assistance	$0.01	1.0%
Information Media & Telecommunications	$0.01	0.7%
Other Services	$0.01	0.9%
Agriculture, Forestry & Fishing	$0.00	0.4%
Construction	$0.00	0.0%
Electricity, Gas, Water & Waste Services	$0.00	0.0%
Financial & Insurance Services	$0.00	0.0%
Mining	$0.00	0.0%
Professional, Scientific & Technical Services	$0.00	0.0%
Public Administration & Safety	$0.00	0.0%
Total	$1.00	100.0%

"The data presented in the above table and graph is based on the Australian Bureau of Statistics (ABS) Tourism Satellite Account, and ABS Place of Work employment data, and represents the estimated typical distribution of a dollar spent by a tourist in Bannockburn-Geelong-Queenscliff." (REMPLAN, 2022)

APPENDIX B: TOURIST SPENDING BY INDUSTRY DIFFERENCE BETWEEN 2019 AND 2022

The following is the distribution of the absolute and proportional difference of the distribution of tourism spending of each dollar within the Greater Geelong and The Bellarine region between 2019 and 2022.

	Greater Geelong and The Bellarine 2022 spending differential	
Industry Sector	$	%
Accommodation & Food Services	$0.03	3.70%
Administrative & Support Services	-$0.01	-1.10%
Agriculture, Forestry & Fishing	$0.01	0.10%
Arts & Recreation Services	$0.01	1.10%
Construction	$0.00	0.00%
Education & Training	-$0.09	-9.00%
Electricity, Gas, Water & Waste Services	$0.00	0.00%
Financial & Insurance Services	$0.00	0.00%
Health Care & Social Assistance	-$0.01	-0.60%
Information Media & Telecommunications	-$0.01	-0.30%
Manufacturing	$0.03	2.80%
Mining	$0.00	0.00%
Other Services	$0.00	0.20%
Ownership of Dwellings	$0.03	2.60%
Professional, Scientific & Technical Services	$0.00	0.00%
Public Administration & Safety	$0.00	0.00%
Rental, Hiring & Real Estate Services	$0.00	0.60%
Retail Trade	$0.02	2.30%
Transport, Postal & Warehousing	-$0.04	-3.80%
Wholesale Trade	$0.01	1.30%

Notably, the primary changes in spending are driven by a lower proportion of tourism spending in the education & training and transport, postal & warehousing industries. Urbis has taken the mid-point of spending differences as the ‘new normal’ spending profile. Further to this, tourism spending in education & training has been maintained at 2022 levels as a result of the changing face of tourism toward food, accommodation, arts and retail sectors.

APPENDIX B: EMPLOYMENT GENERATED BY TOURISM SPENDING – METHODOLOGY

Demand-induced spending has been calculated to understand the level to which tourism visitation will impact the regions economy. Tourist spending by industry has been used to apportion the level to which employment will be driven in each industry sector directly supported by tourism.

The table below shows the direct spending required per industry to support a single job. These 2023 figures are based on regionally specific levels of spending within the region, and has been calculated based on ABS place of work and expenditure per industry data. As these benchmarks for employment are based on 2021 figures, real spending (which takes out inflation) has been used to model the level to which spending increases through to 2032 will see jobs being created. As shown in the table below, there are significant differences across sectors as to the spending required to generate a job. As a result, the quantum of jobs created in each industry differs significantly even where spending may be similar. Occupation benchmarks (see page 49) have been applied to the predicted number of direct jobs created to understand this dimension of the workforce supply.

The total jobs predicted within this modelling exclude second-round employment impacts. As the tourism sector has significant flow-on impacts throughout the economy, these figures are therefore a conservative estimate of the number of jobs catalysed by tourism growth in the region.

Furthermore, the total jobs estimated do not account for emerging industries and tourism types. Eco-tourism, for example, may see increases in jobs required within scientific and technical services in order for citizens science to be a fully operational offer. As a result, the total number of jobs created over time is likely to differ positively, seeing increased demand and proportions of workers either directly or indirectly employed as a result of this growing sector.

EMPLOYMENT BENCHMARKS FOR EMPLOYMENT GENERATED BY TOURISM SPENDING

Industry	Dollars per direct job supported	Estimated number of jobs supported in 2032 (baseline – high)
Accommodation & Food Services	$ 97,000	4,210-4,602
Retail Trade	$ 125,000	2,056-2,248
Manufacturing	$ 935,000	151-166
Transport, Postal & Warehousing	$ 341,000	611-668
Arts & Recreation Services	$ 169,000	806-881
Administrative & Support Services	$ 162,000	523-572
Ownership of Dwellings*	$ 38,311,000	*
Wholesale Trade	$ 345,000	76-84
Rental, Hiring & Real Estate Services	$ 2,293,000	10-11
Education & Training	$ 151,000	117-128
Other Services	$ 152,000	82-90
Agriculture, Forestry & Fishing	$ 342,000	16-18
Health Care & Social Assistance	$ 136,000	102-112
Information Media & Telecommunications	$ 573,000	17-19

*Ownership of dwellings has been included in rental, hiring and real estate services for reporting purposes.
Benchmarks based on REMPLAN, 2023.

APPENDIX C: KEY DEVELOPMENT CASE STUDIES

GEELONG CONVENTION & EXHIBITION CENTRE

VALUE: $294M
COMPLETION: Q3 2026

What does this involve?

Managed and operated by the Melbourne Convention and Exhibition Centre Trust, the development of the upcoming Geelong Convention and Exhibition Centre is anticipated to include a 200-room luxury hotel and commercial spaces, 1,000 seat plenary venue and 3,700 sqm of multipurpose space when completed in 2026.

How will this benefit The Greater Geelong & Bellarine region?

It expected that this development will generate 600 jobs during the construction phase and 270 ongoing jobs upon completion to the region.

GEELONG ARTS & CULTURE REVITALISATION

VALUE: $140M
COMPLETION: 2023-27

What does this involve?

Urban Geelong's Arts & Culture offering is set to undergo a major revitalisation with expansion underway for Geelong Arts Centre (completing late 2023) and a business case being prepared to upgrade Geelong Gallery (anticipated completion Q2 2027) to add extra exhibition and programming space. Geelong Arts Centre, funded by the state government, is set to expand in capacity providing a 500-seat and 250-seat theatre space, black box theatre, an outdoor atrium, and more dining options.

How will this benefit The Greater Geelong & Bellarine region?

The upcoming Geelong Arts Centre is anticipated to add 600 construction and 300 ongoing jobs to the tourism and service industries. Upon completion of the Geelong Arts Gallery revamp, there are anticipated 1,200 direct and indirect construction jobs to be added along with a net induced tourism spend of $73.4M. It is anticipated that visitation to the gallery will increase up to 350,000 people per annum by 2035.

APPENDIX C: KEY DEVELOPMENT CASE STUDIES

THE SPIRIT OF TASMANIA

VALUE: $135M
COMPLETION: Q4 2022

What does this involve?

Completing in October of 2022, The Spirit of Tasmania will move Station Pier in Port Melbourne to its new home in Corio Quay on the edge of Central Geelong. The brand-new Quay terminal is set to be equipped with cutting-edge technology, high-end facilities and passenger lounge along with ample parking.

How will this benefit The Greater Geelong & Bellarine region?

The move away from the congestion in the Port Melbourne area to Geelong aims to provide the service with the opportunity to simultaneously expand its freight offering and improve the passenger experience. This presents growth in freight & export opportunities for Victoria along with boosting expenditure on tourism by $57 million in the TGGB region and $174 million in Victoria by 2029-30.

COVID-19 AND THE POTENTIAL IMPACT ON DATA INFORMATION

The data and information that informs and supports our opinions, estimates, surveys, forecasts, projections, conclusion, judgments, assumptions and recommendations contained in this report (Report Content) are predominantly generated over long periods, and is reflective of the circumstances applying in the past. Significant economic, health and other local and world events can, however, take a period of time for the market to absorb and to be reflected in such data and information. In many instances a change in market thinking and actual market conditions as at the date of this report may not be reflected in the data and information used to support the Report Content.

The recent international outbreak of the Novel Coronavirus (COVID-19), which the World Health Organisation declared a global health emergency in January 2020 and pandemic on 11 March 2020, has and continues to cause considerable business uncertainty which in turn materially impacts market conditions and the Australian and world economies more broadly.

The uncertainty has and is continuing to impact the Australian real estate market and business operations. The full extent of the impact on the real estate market and more broadly on the Australian economy and how long that impact will last is not known and it is not possible to accurately and definitively predict. Some business sectors, such as the retail, hotel and tourism sectors, have reported material impacts on trading performance. For example, Shopping Centre operators are reporting material reductions in foot traffic numbers, particularly in centres that ordinarily experience a high proportion of international visitors.

The data and information that informs and supports the Report Content is current as at the date of this report and (unless otherwise specifically stated in the Report) does not necessarily reflect the full impact of the COVID-19 Outbreak on the Australian economy, the asset(s) and any associated business operations to which the report relates. It is not possible to ascertain with certainty at this time how the market and the Australian economy more broadly will respond to this unprecedented event and the various programs and initiatives governments have adopted in attempting to address its impact. It is possible that the market conditions applying to the asset(s) and any associated business operations to which the report relates and the business sector to which they belong has been, and may be further, materially impacted by the COVID-19 Outbreak within a short space of time and that it will have a longer lasting impact than we have assumed. Clearly, the COVID-19 Outbreak is an important risk factor you must carefully consider when relying on the report and the Report Content.

Where we have sought to address the impact of the COVID-19 Outbreak in the Report, we have had to make estimates, assumptions, conclusions and judgements that (unless otherwise specifically stated in the Report) are not directly supported by available and reliable data and information. Any Report Content addressing the impact of the COVID-19 Outbreak on the asset(s) and any associated business operations to which the report relates or the Australian economy more broadly is (unless otherwise specifically stated in the Report) unsupported by specific and reliable data and information and must not be relied on.

To the maximum extent permitted by law, Urbis (its officers, employees and agents) expressly disclaim all liability and responsibility, whether direct or indirect, to any person (including the Instructing Party) in respect of any loss suffered or incurred as a result of the COVID-19 Outbreak materially impacting the Report Content, but only to the extent that such impact is not reflected in the data and information used to support the Report Content.

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