

18 March 2016

Mr Andrew Laming MP

Chair

House of Representatives Standing Committee on Education and Employment

c/o Committee Secretary

PO Box 6021

Parliament House

Canberra ACT 2600

Dear Mr Laming,

**Re: Inquiry into innovation and creativity: workforce for the new economy**

I write to make a submission on behalf of the Tourism & Transport Forum Australia (TTF) to the Standing Committee on Education and Employment's Inquiry into innovation and creativity: workforce for the new economy (the Inquiry). TTF commends the Federal Government on undertaking this Inquiry.

TTF is the peak national body for the tourism, transport and aviation sectors across Australia. We are a CEO forum representing some of the leading institutions and corporations in the Australian visitor economy. Our membership spans accommodation and transport providers, airlines and airports, restaurants and retailers, business and major events organisers, property developers, investors and land managers, amusement and cultural attractions, and professional services. TTF utilises its expertise and networks to develop and advocate public policy for the sustainable long-term growth of the visitor economy.

The tourism and transport industries across Australia face perennial labour and skills shortages, especially in regional and remote destinations. While it appears the ability for tourism businesses to hire workers has improved over recent years, they are not finding the appropriately skilled people they need to operate effectively. At the same time, the transport industry is facing its own challenges with the continued shift towards automation, an ageing, male-dominated workforce, and a number of occupational shortages. This is ultimately affecting the productivity and competitiveness of both sectors.

This submission has been informed by Deloitte Access Economics' *Australian Tourism Labour Force Report: 2015 – 2020*, commissioned by Austrade and published in October 2015, and the Transport and Logistics Industry Skills Council's *2015 E-Scan* published in April 2015. TTF recommends the Committee consider both reports as part of this Inquiry.

### *The role for Government*

While larger businesses are somewhat better equipped to counteract the labour and skills shortages being experienced in their industry through the provision of their own training and development initiatives, small to medium enterprises (SMEs) – which make up the majority of the tourism and transport industries – are the organisations that require additional support from Government. Lifting the productivity of SMEs will ensure a rise in productivity and competitiveness across Australia.

There is also a role for Government in bridging the disconnect that appears to exist between training organisations, employers and students. Currently, there is a misalignment between the skills, and predominantly experience, of graduating students, and the skills and experience required in an employment position. Hence, there is a need to ensure that the training framework is flexible enough to respond to industry's current and emerging needs, and there is a role for Government in facilitating the collaboration between employers and training organisations to achieve this.

Addressing tourism and transport employment also needs to occur in the context of wider social and economic policies and indicators, such as housing, transport, education and competing employment opportunities. Engaging with big data and using data analytics to extract indicative information from the wider social and economic space that can inform approaches to work will be a critical step for Government.

### *Tourism and transport driving the future economy*

The visitor economy, encompassing all sectors that make up tourism, transport and travel, is an industry of the future national economy that has the potential to carry Australia out of the shadows of the mining boom into a new era of growth, being dubbed the 'Ideas Boom' by the Federal Government. The visitor economy, along with the other rising industries of agribusiness, financial services, international education and information technology, are the sectors that will drive Australia's future economy.

The Australian economy is currently experiencing a structural shift away from the resources and mining sector, with workers previously employed in these sectors moving into new industries. However, as these new workers do not have the skills and experience often required for their new roles, ensuring that they develop the required experience and see a career in the industry as a viable prospect will be a key challenge over the coming years.

Directly employing about 1.7 million Australians, with many more jobs generated in supporting and value-adding industries, the sectors that will contribute the most to Australia's economic prosperity, and the key industry groups that represent them, have banded together to form the new Future Economy Forum. The Forum has an ambitious target to double employment across its sectors and supporting industries over the next 20 years. However, the right Government support and policy settings will need to be in place for this growth to be achieved.

This is why the Future Economy Forum has been established – to work with Government to ensure the key sectors of the visitor economy, agribusiness, financial services, international education and information technology are able to grow and provide strong employment opportunities in the future.



### *Importance of the visitor economy*

Tourism is the country's largest service export industry and a significant employer, employing almost twice as many people as the mining industry. It generates expenditure of over \$100 billion every year – more than all of Australia's primary industries combined. The national tourism industry employs a total of 925,000 workers, 534,000 directly and 391,000 indirectly<sup>1</sup>. This accounts for 8.1% of Australia's total employment.

Many of these jobs are in regional and remote destinations, as tourism is often the lifeblood of many towns outside city centres. Indeed, the importance of regional tourism cannot be underestimated. With some \$42 billion or 45% of tourism expenditure in Australia in regional areas, tourism is of considerable importance to many of Australia's regional communities<sup>2</sup>.

The Federal Government has set an ambitious target to grow overnight visitor expenditure to between \$115 billion and \$140 billion by 2020. According to TTF calculations, this translates to between approximately 670 million and 815 million total visitor nights being spent by approximately 94 million to 116 million total visitors in Australia in 2020<sup>3</sup>. In the year ending September 2015, 92 million total visitors spent 560 million total visitor nights in Australia<sup>4</sup>. In terms of visitor expenditure, Australia is on track to achieve the lower end of the Tourism 2020 target of \$115 billion in overnight spend by 2020. As at 30 September 2015, overnight visitor spend reached \$91.7 billion, up 8.6%, year on year<sup>4</sup>. Servicing this visitor growth effectively will require businesses to have access to a pool of appropriately skilled labour.

Tourism is also an incubator for the Australian workforce, with tourism and retail providing nearly 70% of the opportunities for people to gain their first employment experience. However, nearly all of the Government focus on youth workers tends to centre on underemployment or unemployment. Better understanding and capitalising on youth employment can provide many additional benefits for industry, including the potential for a major injection of innovation, digital knowledge, entrepreneurship and enthusiasm. Industry posits that a large part of the innovation and creativity sought by this Inquiry, could be provided by more fully engaging youth and younger workers.

Deloitte's report on Australia's economic future<sup>5</sup> highlighted that the tourism industry would be one of the 'fantastic five' industries that will spearhead Australia's economic growth over the next two decades. However, the report warned that in order for the industry to attain its potential, increased skilled labour supply will be needed. Government investment in tourism therefore needs to match its rhetoric around its economic value, as skills shortages have the potential to cripple this vital contributor to the national economy.

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<sup>1</sup> ABS (2014), Tourism Satellite Account 2013-14 and TRA (2015), State Tourism Satellite Accounts 2013-14

<sup>2</sup> International and National Visitor Surveys, December quarter 2014, TRA 2015

<sup>3</sup> Calculations rely on Tourism Research Australia forecasts (Tourism Forecasts, autumn 2014, Tourism Research Australia, published in June 2015) of international and domestic visitor expenditure. Forecasts have been indexed at a 2.5% rate of inflation. Expenditure, visitor nights and visitor arrivals have been scaled proportionately to meet the nominated targets and have been rounded.

<sup>4</sup> Tourism Research Australia, International and National Visitor Survey, year ending September 2015

<sup>5</sup> Deloitte Access Economics, Positioning for Prosperity? Catching the Next Wave, 2014

### *Importance of the transport industry*

Australia's transport industry plays a key enabling role in our economic activity, and is inherently the enabler of tourism and travel. According to the Transport and Logistics Industry Skills Council<sup>6</sup> (TLISC), the transport industry<sup>7</sup> comprising road transport, aviation, rail, maritime and ports, employed 447,200 people in 2013 and contributed \$61.5 billion in economic value-added in 2014/15.

Employment in the transport industry is forecast to grow to 470,200 people by 2018, with the largest job growth expected in road transport (5.6%) and maritime and ports (4.7%). Job growth in aviation and rail between 2013 and 2018 is estimated at 2.4% and 2.2% respectively. By every measure in every mode, transport activity continues to increase and will do so into the future.

### *Labour and skills issues – tourism*

The tourism industry is currently facing labour and skills shortages, especially in regional and remote locations, and research<sup>8</sup> indicates that these shortages will only increase. Half of Australia's tourism businesses experience recruitment difficulties, with a vacancy rate of 7% and turnover rate of 66%.

The industry is currently facing a shortage of 38,000 workers and this shortage is forecast to increase almost fourfold by 2020 to 123,000 workers. Of this shortage, almost half will be for skilled workers. Cleaners, chefs and cooks are the three occupations with the most commonly reported deficiencies across qualifications, skills and work experience, with the most demand for kitchenhands, waiters, bar attendants, baristas and chefs.

Deloitte Access Economics' *Australian Tourism Labour Force Report* identified that there has been a large increase in the number of businesses identifying skills deficiencies, with 69% reporting skills deficiencies among their staff. This has increased from 50% reported in the *Tourism Labour Force Report 2011*. Skills deficiencies are also the top employment difficulty being experienced by tourism businesses, followed by recruitment (51%) and retention (36%).

The most critical reason for skills deficiencies among tourism employees is a lack of suitable experience in tourism. A misalignment between the applicant's skills and the requirements of the role was also identified as a critical reason. Interestingly, neither a lack of access to training, a lack of quality training or high drop-out rate from training are identified in the Report as contributing to a lack of skills.

The *Tourism Labour Force Report 2015* concludes that training ranking as the least significant for skills shortages implies it is not a lack of availability of high quality training that is holding back the sector, but rather the lack of experience or 'tourism readiness' of the average worker. Given retention is less of a problem than it was in 2011, these workers may gain the required experience over time. However, this will require businesses to continue to invest in retaining and developing their current workforce.

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<sup>6</sup> Transport and Logistics Industry Skills Council, 2015 E-Scan, April 2015

<sup>7</sup> This includes both passenger and freight transport

<sup>8</sup> Deloitte Access Economics, *Australian Tourism Labour Force Report: 2015-2020*, October 2015



Looking at the Tourism Labour Force Report's projections to 2020, skilled worker demand is expected to be strongest among chefs, and café and restaurant managers. The top five occupations by projected skills shortages – café and restaurant managers, automobile drivers, chefs, waiters and kitchenhands – will account for a shortfall of 15,961 workers, or 52% of the total skilled shortage forecast by 2020.

On a state level, the Northern Territory (69%), the Australian Capital Territory (60%) and New South Wales (56%) reported the highest level of recruitment difficulties. South Australia (75%), the Australian Capital Territory (71%) and New South Wales (71%) are experiencing the greatest skills deficiencies.

### *Labour and skills issues – transport*

The transport industry is constantly evolving. New technology and a shift towards automation, combined with a re-ignition from Governments to invest in transport infrastructure as well as increased competition to improve the customer experience, are all impacting the current and future structure of the industry. As identified by the TLISC, the transport industry faces a future where it needs a better-skilled workforce working smarter and more efficiently using nation-wide infrastructure able to cope with a significant and growing freight and passenger task.

According to the TLISC, the transport sector faces several issues in its workforce development needs. The transport industry still remains heavily male-dominated. On average across the road transport, aviation, rail, maritime and ports sectors, only one in five workers is female<sup>9</sup>. Further, an ageing workforce (on average ageing at a rate of 1.9 times faster than all industries) plus an image problem in attracting and retaining high-quality new entrants is hampering efforts to upgrade the skills base and reap the full benefits of computerised technologies.

The growth and take-up of innovative technologies in the transport industry is resulting in a skills transition across all sectors. For example, the move towards automation in signalling means that signalling engineers need to be retrained to utilise their IT skills rather than operational skills. Increasing automation is driving demand for workers with a higher-level skills set. From a rail perspective, there are a number of occupational shortages that require high-level skills such as supervisor, team leader, railway signal technician, and rail signalling engineer.

On a sector-specific basis, the TLISC has identified that road transport's workforce development needs are increasingly influenced by regulatory requirements and a conflict between innovation that increases efficiency and reduces costs, but is counteracted by road congestion, route planning issues and incomplete network integration. Truck drivers with varying licences continue to remain in demand.

The aviation sector's growth means that there is an ongoing need for pilots, baggage handling and ground crew staff. Attraction and retention are difficult and require a greater commitment to raising skill levels and building careers paths, especially in the face of growing international competition for skilled labour.

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<sup>9</sup> Transport and Logistics Industry Skills Council, 2015 E-Scan, April 2015

The international competition facing the maritime and ports sector is also strong, particularly for skilled port workers, with regional and remote ports facing the most difficulties in recruitment. Marine engineers and deck hand/integrated rating are also in shortage. From a skills perspective, there is a lack of availability of ship-based training berths for new entrants as well as a tension between the skilled labour supply offered by training organisations and industry demands.

Indeed, the TLISC reported that Registered Training Organisations (RTOs) for the transport industry have identified the ever-changing regulatory requirements in the VET framework and in the industry itself as their biggest challenge. This in turn making it difficult for them to attract enough trainers and assessors with the relevant industry knowledge and experience.

Due to a lack of adequately skilled domestic labour and strong competition for skilled workers, the transport industry is reliant on international recruitment. However, there is fierce international competition in aviation and maritime as well as a number of ports-related occupations. This makes the Government's focus on visa reform paramount to the transport industry as it enables businesses to better access, attract and retain overseas workers.

### *Recommendations*

It is critical that the labour and skills issues identified above are addressed in order to enhance the visitor experience and increase the global competitiveness of Australia's tourism and transport industries. Successfully addressing the issues raised will require a multifaceted approach, reflecting the different circumstances and needs across the various sectors that make up both the visitor economy and transport industry.

### ***Visa reform***

While the majority of workers in the tourism and transport industry are domestic, and these industries will continue to employ Australians first, this is not always possible. The tourism industry therefore relies on alternative labour streams such as mature-age, youth and overseas workers, while the transport industry is becoming increasingly reliant on sourcing skilled workers from overseas. The Government is able to assist businesses to better access overseas workers by removing regulations that act as a barrier through the streamlining, expansion and creation of targeted programs and visa reform.

TTF recommends the Federal Government expands the skilled occupation list to include more tourism and transport jobs to ensure the adequate supply of appropriately trained staff, expands the skilled visa streams, including 457 visas, and reforms the Working Holiday Maker and Work and Holiday visas and seasonal worker programs. These measures will enable businesses to better attract and retain skilled workers who meet the needs of the tourism and transport industries.

### ***International education***

The Federal Government should also consider the potential of international students in meeting the skills and labour requirements of the tourism and transport industry. While Australia's success in attracting international students has continued to grow, its student retention strategies could be improved through appropriate visa arrangements.

For example, international students outnumber domestic students in terms of enrolments into Hotel Management and Business Schools, limiting the longevity of Australian employment opportunities. Currently, policy settings mean that the majority of international students depart Australia after completing their studies – taking away with them the training, skills and experience they have gained while in Australia. This is a significant skills, knowledge and labour loss and should be addressed by the Government through appropriate retention strategies.

### ***Government support of industry initiatives***

An ample opportunity also exists for the Government to work in partnership with industry to raise the profile and image of the tourism and transport industries as exciting, rewarding careers with many prospects and benefits. Both industries are currently being hampered by an image problem, whether it is the tourism industry being perceived as low-paid, part-time and transient, or the transport industry being perceived as male dominated and increasing in its technical complexity. TTF therefore recommends that the Federal Government works with industry to promote tourism and transport in order to attract more workers, develop strategies to address negative or misconceived perceptions and better demonstrate career pathways in both sectors.

Individual businesses already go to great lengths to both train their staff and promote the industry in which they operate. For example, an average of 15 hours of training is given per employee across all positions in the accommodation sector<sup>10</sup>. Also in the accommodation industry, for example, Tourism Accommodation Australia is holding a Hotel Career Expo in May 2016 aimed at attracting more Australians into long-term careers in the hotel and hospitality sectors. The Expo is an industry-led initiative, supported by hotel representatives from some of NSW's leading accommodation establishments and will be an important step in educating people about the travel opportunities, world-class training, and diverse career pathways that are available through a career in the hotel industry.

A number of operators also go above and beyond simply training their staff, undertaking initiatives that promote diversity, equal opportunity and community development. AccorHotels, which employs over 10,000 staff nationally, was one of the first Australian businesses to join the Federal Government's Employment Parity Initiative with a commitment to creating over 660 new Indigenous employment outcomes by 2018. Currently its Indigenous workforce represents 4% of all employees with the goal of reaching 7% by 2018. In 2016, AccorHotels will implement 27 Indigenous job ready employment programs across the nation as well as continue to invest in building the strength of the 45 Indigenous leaders within the business through its AccorHotels Academie. This is in addition to its employment initiatives targeted at increasing the number of youth, mature-age and female workers across their national workforce.

Voyages Indigenous Tourism Australia currently has an Indigenous workforce of 345 people, representing 36% of the workforce, and a vision to create a 50% Indigenous workforce at Ayers Rock Resort by the end of 2018. In 2016, Voyages will commence around 200 new Indigenous employees and up to an additional 160 trainees will undertake residential, enterprise-based training through the Voyages National Indigenous Training Academy.

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<sup>10</sup> Labour Trends in Accommodation Survey, AEC Group, 2013



Beyond this, Voyages is also committed to increasing business and employment opportunities for local communities. As well as running local employment programs, it also supports local artists, performers and other businesses to provide goods and services to the tourism properties. Voyages also runs a regular school to work transition program for APY Lands students.

Despite the number of industry initiatives however, the Government cannot just rely on industry to address the labour and skills issues being experienced in Australia. The role of Government is pivotal and cannot be underestimated. This especially relates to the Government working in partnership with industry and providing support for industry initiatives.

### **Case study: Keolis Downer's Driven Women Program**

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*Keolis Downer is the operator of Melbourne's tram network – the biggest in the world. Its workforce includes 1,200 drivers who are mostly male. In 2013, Keolis Downer identified a systematic issue with the number of women applying for Yarra Tram roles. Women only made up 12% of applicants and this rate had been consistent for over a decade. To diversify and broaden the talent pool of employees and potential employees, Keolis Downer developed the Driven Women campaign. Keolis Downer firstly set out to understand the barriers to accessing its roles. Through running external and internal focus groups, it discovered that perceptions of low pay, unsafe and lonely work environment, and monotonous and boring work were the key issues. In response, Keolis Downer developed a sourcing and recruitment brand and strategy focussed specifically at attracting women, debunking these myths and using women in its workforce to help host and facilitate 'open days' for potential applicants. In the past two years, Keolis Downer has seen a nine fold increase in women applying for driver roles. Beyond drivers, there has also been a 38% increase in women in Keolis Downer's total workforce since July 2014 as well as an increase of women in the executive team from one at the start of 2015 to four in August 2015. Following the success of the Driven Women Program, Keolis Downer was recognised as a winner of the 2015 Career Development Association of Australia Employer of the Year.*

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### **Government programs**

In developing strategies to support innovation and creativity, the Federal Government should also consider its role in helping employers provide the skills and experience their workers need for the jobs of today and the future. This should involve evaluating the success of previous and current Government programs, such as the Industry Skills Fund. The Government should also determine whether sector-specific programs, such as the Skills and Training Initiative for the automotive industry, could be extended to other industries that are experiencing change to assist their workers to transition to new jobs.

Given the national structural shift away from mining and resources, there is an opportunity for the Government to facilitate the transition of these workers into industries of the future economy, such as tourism and transport.



### ***Develop transferrable skills and Asian capability***

Industry has recommended that tourism and transport training organisations consider focusing more on developing transferrable skills and Asian capability among students across all their courses. Given the rise of the Asian upper-to-middle class, Australia will be welcoming more visitors and servicing more consumers over the coming years.

However, despite its status as one of Australia's fastest growing inbound markets, there are few accredited 'China ready' training programs. Many programs also target Asian markets generally as if they were homogenous, not recognising that each market has its own customs, needs and requirements. There is a strong case to segment rather than cluster relevant training programs as developing a worker's skills in better welcoming and servicing consumers from Asian markets will be vital not only for the tourism and transport industries, but also more broadly.

Other transferrable skills, such as procurement, also have cross-industry relevance and will be important in facilitating the structural shift away from mining and resources.

Procurement, tender writing and tender evaluation skills are especially vital for the public sector workforce, to ensure policy outcomes are clearly communicated and achieved. With constant innovation in the transport sector and a new appetite from Federal, State and Territory Governments to support economic growth through transport infrastructure, the need for matching procurement, evaluation and risk assessment skills as well as technical skills to undertake assurance work will be important.

For example, the \$460 million Newcastle Urban Transformation and Transport Program being led by UrbanGrowth NSW demonstrates the growing innovation in the transport industry. The Program is a unique project for Australia, which will require a whole new set of skills and experience that will likely necessitate the upskilling of domestic workers as well as sourcing workers with these skills and experience from overseas. Projects like this are valuable in building Australia's knowledge economy and supporting further innovation as part of the Federal Government's 'Ideas Boom'.

### ***Addressing tourism-specific issues***

As businesses may have limited capacity to address skills deficiencies themselves due to the prevalence of SMEs in the industry and highly seasonal factors, achieving significant change in the labour market will require a higher level of Government and industry intervention.

While the Government attempted to provide a solution to the nation's labour force challenges by taking a regional approach through the development of various Tourism Employment Plans, the success of each Plan has been varied. Although each Plan provided a good overview of the core regional issues present in the tourism labour force and recommended actions and targeted policies to address them, the implementation of these actions has often been haphazard. One of the reasons for this is the reliance on industry-led implementation of actions, with limited support and coordination from Government.

The Deloitte Report indicated that tourism businesses primarily attribute a lack of skills to insufficient experience and workers' skills not being aligned to the position. Hence, there is a need to ensure that any training is sufficiently tailored to the tourism sector's needs. However, it is also important to recognise that there appears to be a disconnect between

training organisations, employers and potential workers that may be contributing to a negative 'catch 22' situation.

A number of tourism training organisations have reflected an unwillingness from employers in the tourism industry to offer their graduates placements. This can be somewhat attributable to the perceptions of employers to new graduates, who may see them as inexperienced, short-term employees that will require a considerable investment and therefore may not be willing to invest in their training and development.

There is also often a disconnect between the worker experience and skill expectations of employers for certain roles, especially entry-level or low-level roles, which results in either the perception of the wrong candidates applying for the role or no candidates applying at all. Further exacerbating the situation is a certain unwillingness from some students to take entry-level jobs in the industry. The importance of 'fit' in terms of the right person for the right job and the right location is therefore critical.

The industry has identified that students are graduating with limited or non-relevant practical experience, or the inability to translate their skills into the professional landscape. In the workplace, students are faced with real world/people scenarios that are sometimes out of their scope. As a result, many businesses have in-house induction, training and staff development programs, which can sometimes achieve better practical results than tertiary education.

A role exists for Government to help bridge the disconnect between training organisations, employers and potential workers through promotion of more work experience, facilitating industry and training provider collaboration to develop packages that better equip workers for on-the-job experience and assisting employers with training and development.

### Case study: Crown College

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*Crown recognises that training and development is integral to the continuing success of its businesses. For this reason, it has committed over \$12 million to developing and operating Crown College in Melbourne and Perth, which is one of the most successful, innovate learning and development facilities in the gaming industry. Crown's learning programs help its employees develop the skills needed for a rewarding career in the tourism industry. In financial year 2015, Crown College provided approximately 385,000 hours of training to employees in Melbourne and Perth. Today, Crown Resorts has approximately over 1000 employees enrolled through Crown College undertaking qualifications from Certificate III through to Diplomas. This also includes 70 apprentices who are undertaking a Certificate III in Commercial Cookery. Since inception, Crown Resorts has graduated over 7,200 apprentices and trainees. Testament to Crown's commitment to all its employees, Crown has been recognised with a number of awards for employment best practice. In September 2015, Crown Perth was again recognised as Employer of the Year at the Australian Training Awards, winning the award three times in the last five years; an achievement not attained by any corporation in the history of the awards.*

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### ***Addressing transport-specific issues***

As with tourism, there are a number of existing and emerging trends occurring in the transport industry that warrant Government attention. The Government should work closely with industry to consider established transitions, such as those towards automation and computerised technologies, identify emerging mega trends that will impact the industry as well as new global developments that will change business in Australia; and then gear education, training and development programs towards meeting the skills that will eventuate from these trends and be required to successfully capitalise on them.

Government effort should also be directed towards managing the transport industry's skills requirements by reducing peaks and troughs created by significant projects. The Federal Government in coordination with State and Territory Governments as well as training organisations should actively plan for major transport projects, such as the Sydney and Melbourne Metro. Workforce skills planning should be a key component of each project plan, clearly articulating the occupations, skills and experience that will be needed to deliver a project to help better meet the project requirements.

While it may be a challenge to envision the new roles and associated skills required of the future workforce, it is important to ensure that preparations for the future are not hampered by a purely reactive training approach from education providers, Government and industry. A visionary mode of thinking and planning is needed to truly realise the innovation and creativity from the workforce of the new economy.

A good example of proactive skills planning is the Barangaroo Skills Exchange (BSX), which was established to focus on the skilling and training of workers during the construction phase of the Barangaroo Project. The BSX is an industry partnership between Lendlease, TAFE NSW and the Construction and Property Services Industry Skills Council, supported by the Barangaroo Delivery Authority and the Commonwealth Department of Education and Training. TAFE Institutes work with private providers to ensure training solutions are relevant, fit for purpose and cost effective, providing highly customised solutions for employers and workers. Since its establishment, the BSX is leaving a learning legacy that is redefining the way workplace training is being delivered in the construction industry.

### ***Conclusion***

Further effort on the part of both the tourism and transport industry, in partnership with Federal, State and Territory Governments, and training organisations will help support the development of skills for existing workers, attract new workers and demonstrate that both tourism and transport provide a viable career.

Should you have any questions or wish to discuss this submission in further detail, we remain available at your convenience.

Kind regards

**Margy Osmond**  
Chief Executive Officer