RESET REPORT 2

The training needs and proposed development program for the visitor economy businesses of Melbourne's West.

This preliminary report was written by researchers from the School for the Visitor Economy at Victoria University, Melbourne in collaboration with Western Melbourne Tourism and Victoria Tourism Industry Council (VTIC). The report will be built on as more data and insights are gleaned during the research process.

Version 01

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Acknowledgements

Western Melbourne Tourism Inc (WMT) is an association incorporated for the purposes of promoting and developing the tourism sector across Melbourne's western metropolitan region. WMT operates on a membership model primarily funded by the cities of Hobsons Bay, Wyndham, Maribyrnong, Moonee Valley, Brimbank, and Melton. It is overseen by an independent board with representation from these six western metropolitan councils, as well as Parks Victoria and Victoria University and representatives from the region's tourism industry.

Victoria Tourism Industry Council is Victoria's peak tourism body and is the leading advocate for Victoria's tourism and events industry. It represents over 2,000 businesses and supports members to connect and keep informed on the latest research, policy development and impacts that shape the Victorian visitor economy.

Authors

Gabrielle Lindsay-Smith (Lead Author), Joanne Pyke (Lead Chief Investigator), Ancy Gamage, Colin Drake, Riccardo Natoli, Thu-Huong Nguyen, Felicity Trembath and Terry de Lacy.

Contributors

Tania Milani (VUP), Chris Porter (VTIC), Richard Ponsford (WMT).

CONTENTS

1. INTRODUCTION AND METHODS

As described in Report one, the tourism, hospitality and events sectors have been heavily impacted by the COVID-19 pandemic. Huge financial losses, employee redundancies and continuous emotional strain have impacted the majority of the industry across Australia and in the West of Melbourne in particular.

Report one of this project noted the most significant impact after financial losses was the loss of jobs, with 14% of accommodation and food services jobs being lost between 14 March 2020 and 27 February 2021. As the industry in Western Melbourne opens up, after lockdown number six (following 260 days in lockdown over 2020 and 2021), the major challenge facing businesses is staffing.

Report one also noted that staffing in Victoria was an existing problem prior to the COVID-19 pandemic. In 2015, approximately 50% businesses reported recruitment difficulties, 36% experienced retention challenges and 65% suffered skill deficiencies (Deloitte Access Economics, 2015). In the latter case, skill deficiencies were mainly attributed to employees' lack of suitable experience in tourism. This lack of experience in the sector implies that the average worker is not 'tourism ready'. Cleaners, chefs and cooks were the three occupations with the most commonly reported deficiencies prior to the pandemic with regard to qualifications, skills and work experience (Deloitte Access Economics, 2015).

Staffing shortages have become more significant as the pandemic continues, as many employees have left the sector to secure work in more stable industries or in other states less impacted by lockdowns. A report by Tourism Research Australia, using data from the ABS Business Conditions and sentiment Survey showed that in December 2020, 33 % of accommodation and food services business were finding it difficult to find staff, rising to 38 % by June 2021 (Tourism Research Australia, 2021, p. 29). Furthermore, a report by SEEK.com.au on the change in job ads listed from June to August 2021 compared to June to Aug 2019 highlighted job ad growth in tourism, hospitality and events jobs of between 4% and 28 %. Similarly, advertisements for chefs' positions have risen by between 15% and 43% for various types of chefs (Pizza chef ads rose the most, followed by breakfast and executive chef positions) (SEEK, 2021).

In this context, the RESET project was designed in late 2020 with a key goal to 'address employment, skills and capability gaps through reviewing skills and capability gaps and, develop, implement and evaluate innovative and accessible training to build industry capability'. The industry operational environment, however, has been highly unpredictable and volatile with three further lockdowns imposed over the course of 2021. There has also been a substantial response from the Victorian state government to support the survival and recovery of tourism, hospitality and events businesses with one of the key strategies being to deliver accessible and affordable training to small and medium- sized businesses (SMEs). Thus, the attention of this project has been drawn to identifying and responding to the most urgent and pressing needs faced by tourism businesses that have not been addressed elsewhere. Labour shortages have emerged as the key issue for businesses in the reopening phase and thus, the program development phase of the RESET project will be to deliver rapid 'work-ready' programs to increase the supply of labour to the industry as vaccination targets are reached and businesses gradually resume operations. This report provides the basis for this plan in three sections:

1. Outline the current skill and development needs of the visitor economy in Melbourne's west
2. Summarise existing programs that already meet some of the need
3. Document a proposed pilot-program designed to address unmet needs of the West moving out of the lockdown period.

This report is informed by the RESET report number one, a rapid review of the relevant literature and consultation with the key industry partners VTIC and WMT for key training opportunities being offered across Melbourne for small businesses. Further, a key component of the RESET Project data collection has been a tourism industry survey assessing skills and training needs in the region was administered online using Qualtrics between September 1 and November 10, 2021, and 266 participants from Melbourne's west completed some or all of the survey. Finally, this report also incorporates some key findings from an initial analysis of 11 interviews conducted with tourism stakeholders from the visitor economy in Melbourne's west that were undertaken between the beginning of October 2021 and the beginning of November 2021. A full analysis and interpretation of all the interviews will be incorporated in future reports.

Tourism skill requirements from the survey were analysed descriptively in SPSS 27 and relevant themes that have emerged from the interviews so far were drawn from researcher notes and discussions between the three researchers undertaking the interviews.

2. RESULTS

2.1. Business characteristics of survey respondents

There was a strong response rate from each of the six Local Government Authorities (LGAs) in Western Melbourne, with only Brimbank having less than 40 representatives surveyed therefore providing strong representation from across the region. Each of the main sectors in the visitor economy also received good representation, with food and beverage being most highly represented at 31%, followed by accommodation (14%) and tours and transport (13%) (see Table 1). A greater proportion of large businesses completed the survey than the Victorian average, with nine percent rather than only one percent. The majority of the respondents (83%) represented privately owned businesses (see Table 1). Table two shows the demographic characteristics of respondents. There was a high proportion of respondents from Australian or British backgrounds (73%), but the remainder were from diverse ethnicities including Chinese, Vietnamese, Indian and Greek. There was a diverse representation of ages also. See Table 2 for more detail.

Table 1. Business characteristics of survey respondents (n=266)

		N	%
LGA Western LGAs			
	Moonee Valley	47	18%
	Hobsons Bay	42	16%
	Maribyrnong	47	18%
	Wyndham	49	18%
	Melton	52	20%
	Brimbank	29	11%
Sector	Accommodation	38	14%
	Attractions	27	10%
	Food/Beverage	83	31%
	Tours/Transport	34	13%
	Other	35	13%
	Events	22	8%
	Retail	26	10%
Firm size	Micro or sole trader	101	42%
	Small	49	21%
	Medium	67	28%
	Large	21	9%
Business Type	Government owned business	11	5%
	Privately owned business	194	83%
	Combination of the above	12	5%
	Other	17	7%

Table 2. Respondent demographic characteristics (n= 266)

		N	%
Respondent position (n=238)	Manager	75	32%
	Business Owner	112	47%
	CEO	39	16%
	Other	12	5%
Ancestry (n=268)	British	146	54%
	Australian	51	19%
	Vietnamese	5	2%
	Indian	5	2%
	Italian	7	3%
	Chinese	25	9%
	Greek or Maltese	7	3%
	Irish	5	2%
	Other (Includes Croatian, Korean, Macedonian, Pacific Islands, Scottish, South African, Ukrainian)	14	5%
	Prefer not to say	3	1%
Main language spoken at home (n=209)	English	189	90%
	Vietnamese	3	1%
	Punjabi	0	0%
	Hindi, Urdu or Gujarati	3	1%
	Greek or Maltese	3	1%
	Italian	1	0%
	Mandarin	5	2%
	Cantonese	2	1%
	Other	2	1%
Gender (n=212)	Male	123	58%
	Female	85	40%
	Prefer not to say	4	2%
Age (n=212)	Less than 40 years old	83	39%
	40 - 49 years old	75	35%
	50 to 59 years old	36	17%
	60 or more years old	17	8%
	Prefer not to say	1	1%

2.2. Impact of COVID on revenue and staffing

Figures 1-3 below show the challenges visitor economy businesses in Melbourne's west have experienced during the COVID-19 pandemic in terms of revenue loss and staffing. Figure 1 shows that there have been widespread and extreme financial impacts of the pandemic, with 50% of respondents losing more than 30% of their revenue over the course of the pandemic. However, it also shows that a proportion of businesses (10%) have also been better off financially, resulting in a two-tiered impact. The severe impacts of the pandemic are also demonstrated in responses around business confidence. More than half (55%) of the respondents were 'somewhat' to 'extremely' worried about their business prospects in the next 12-months (see Figure 7A).

*Figure 1. Change in revenue during COVID-19 pandemic (n= 230)*
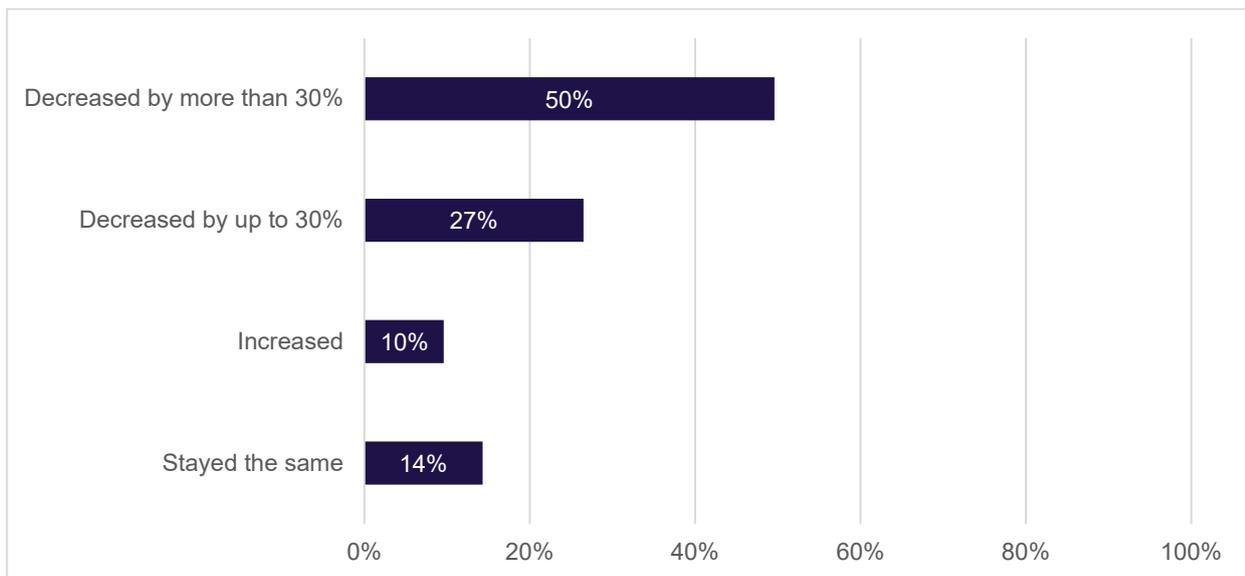

Figure 2. Staffing changes because of the COVID-19 pandemic
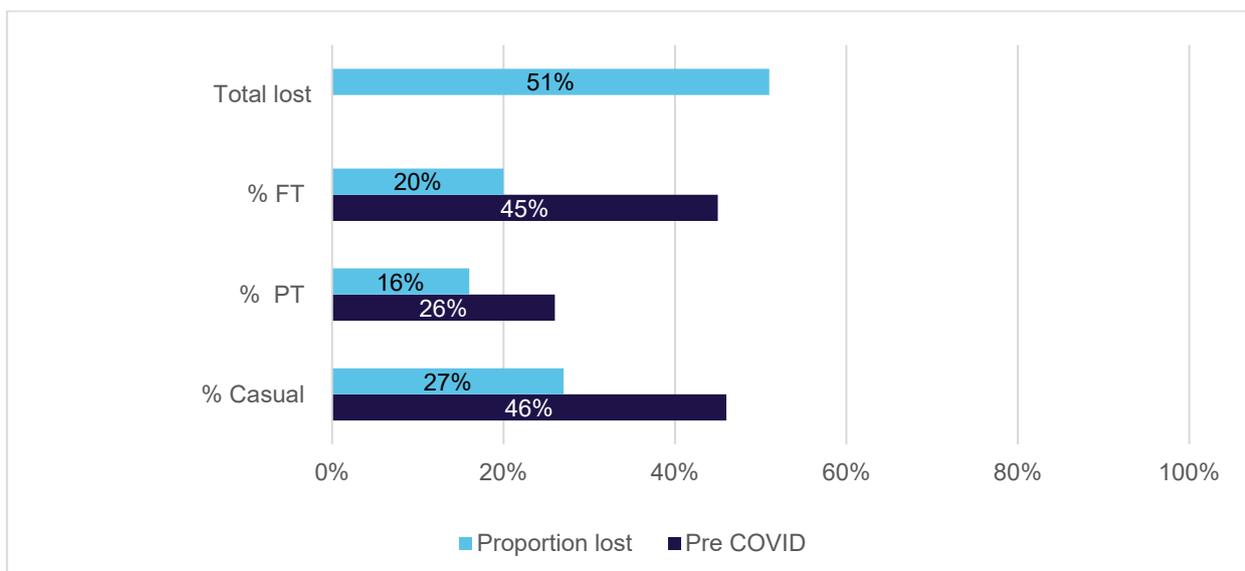
In relation to staff, casual staff were the most likely to lose their jobs and businesses have had to make approximately 51% of their staff redundant (Figure 2).

Figure three shows that during the last six months, businesses have had mixed experiences with recruitment. In general, full-time staff have been more challenging to recruit than casuals. However, it is also important to note that many businesses have not been in the position to recruit staff in the last six months. The most difficult skills to recruit during the pandemic were hard skills such as cooking and cleaning. Further analysis of 101 free text responses indicating which specific skills had been a challenge to recruit showed that 18% were chefs of cooks, 16% were front of house or customer service, 13% were management, and barista skills, specialist technicians and IT skills accounted for 6% each. Figure 5 shows the key skills that have been challenging to recruit by sector, for those with at least 15 responses. Results show that the recruitment challenges differ across the sectors. For example, hard skills have been the greatest challenge for the food and beverage, attractions and accommodation sectors and management skills have been more of a challenge for the tour and transport sector and events sectors (see Figure 5 for more detail).

*Figure 3. Difficulty recruiting staff in the last 6-months*
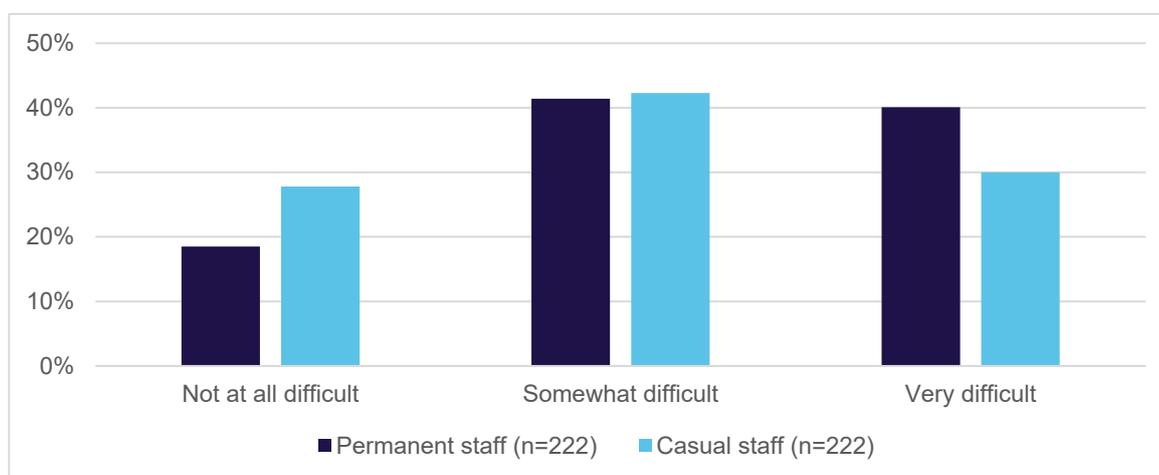
*Figure 4. Most difficult skills to recruit (last 12 months)*
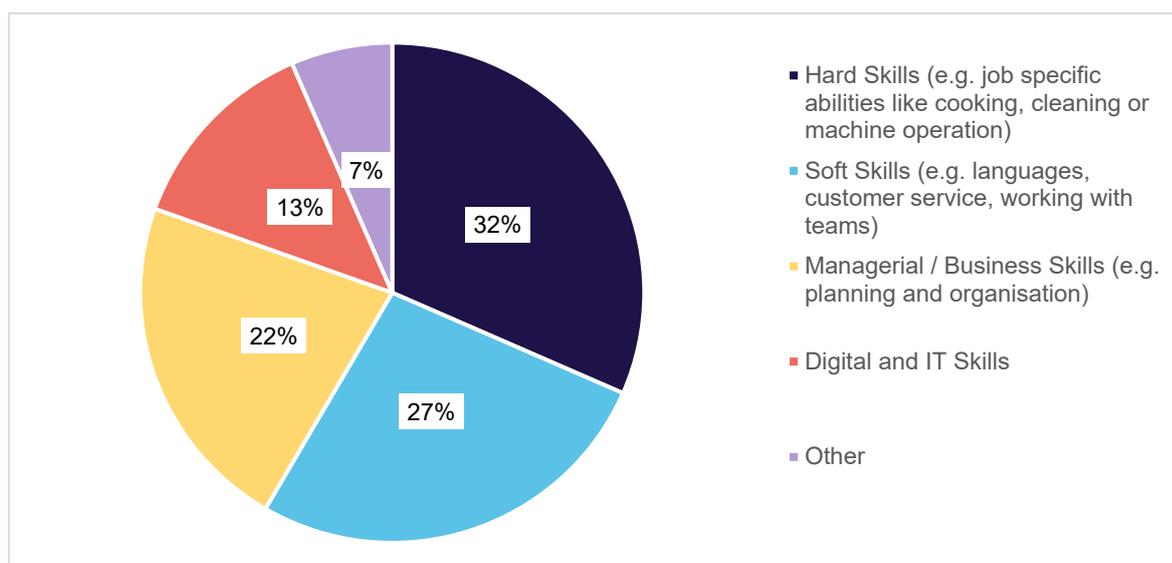
Figure 5. Skills that were difficult to recruit (last 12 months)
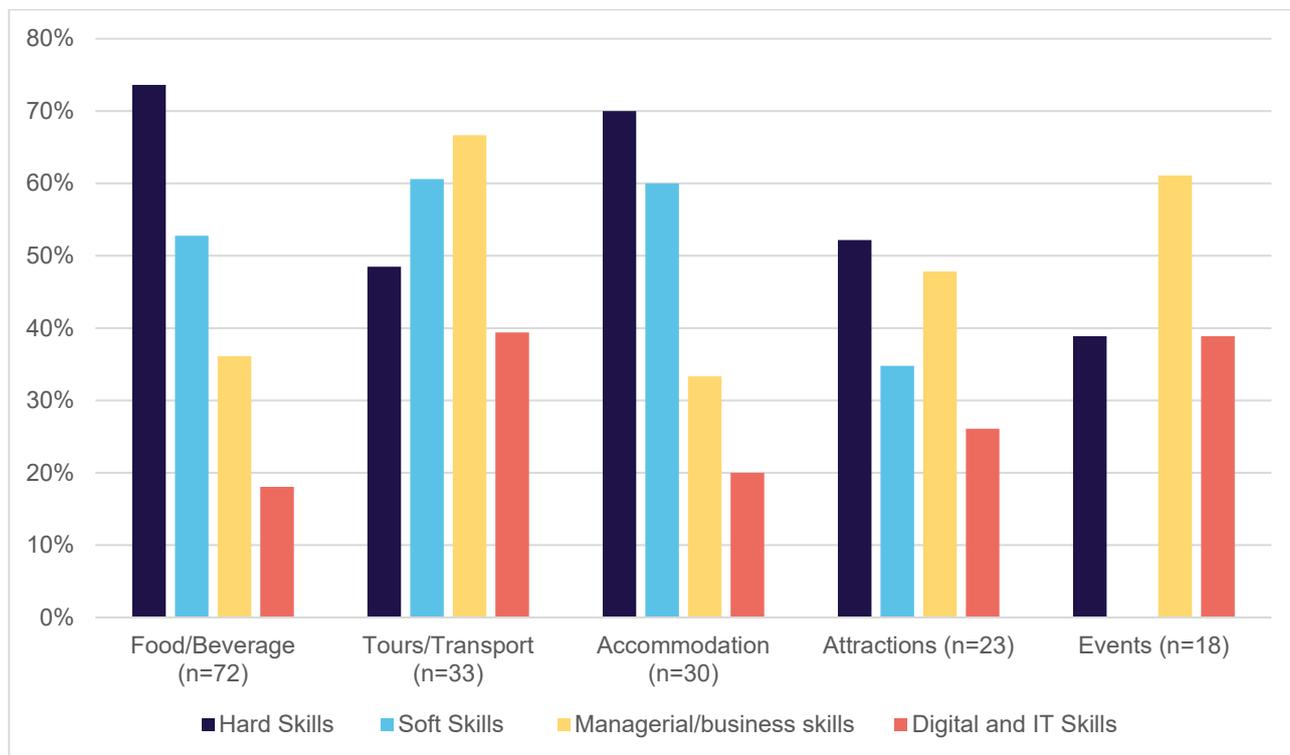
Most importantly, Figure 7C shows that businesses are worried or very worried about their ability to recruit staff in the next 12 months. The interviews so far have shown that this is because experienced staff have left the industry or moved interstate to attain jobs in areas left impacted by lockdowns. The flip side is that high school students, typically working in hospitality as casuals, have not been trained in the last two years due to lockdowns, leaving a large gap in staff for various hospitality and tourism jobs, as demonstrated in the quotes below.

> *"Everyone in the industry for hospitality or visitor economies staff or the local restaurants can't get staff… they've all gone. They've given up. They've gone to Queensland…they've gone to regional Vic, or they just changed their vocation. They've just gone" (LGA representative)*

> *"We also haven't had anyone new for like two years get trained up, the 16 year olds, so now we just get the 16 year olds, or 18 year olds with no experience, but we need them at a certain level because we're busy" (business owner).*

Two other key reasons that have been attributed to difficulties finding staff during the pandemic have been the lack of international students and that many businesses have found that potential employees are reticent to return to work because the most recent government support packages are not necessarily tied to an employer (i.e., Disaster payments), and have afforded adequate income without the need to return to work. This was less the case with JobKeeper, when funds were tied to an individual's employment status as shown in the quote below

" The federal government stepped in with a JobKeeper, which was a big boost for small business… anyone who was stood down got put back on, everyone got through it. It was good… When they changed it to disaster to payments, I think that probably had more consequence than they probably thought, cos they artificially paid people money. And then all of a sudden people didn't want to go to work, so it was like encouraging someone not to work…Everyone's been paid to do nothing. And now that we've opened up, people are like, "we don't want to go to work all week"… Yeah. So that part distorted the (job) market" (Café owner).

With the government support being rolled back on the 18th of November 2021, it is likely that some of these individuals will return to the workforce. Given all of the surrounding conditions, such as the absence of international students and backpackers, it is unlikely that this will create enough supply of staff to meet present demand. Between 61% and 78% of the businesses across the six LGAs are planning to recruit staff in the next 18 months. When this data is broken down by sector, between 53% and 92% of the businesses plan to recruit, with retail being the least likely to recruit and attractions being the most likely to recruit (see Figure 6 below).

Figure 6. Whether businesses are planning to recruit staff in the next 18 months by A) Sector and B) LGA.
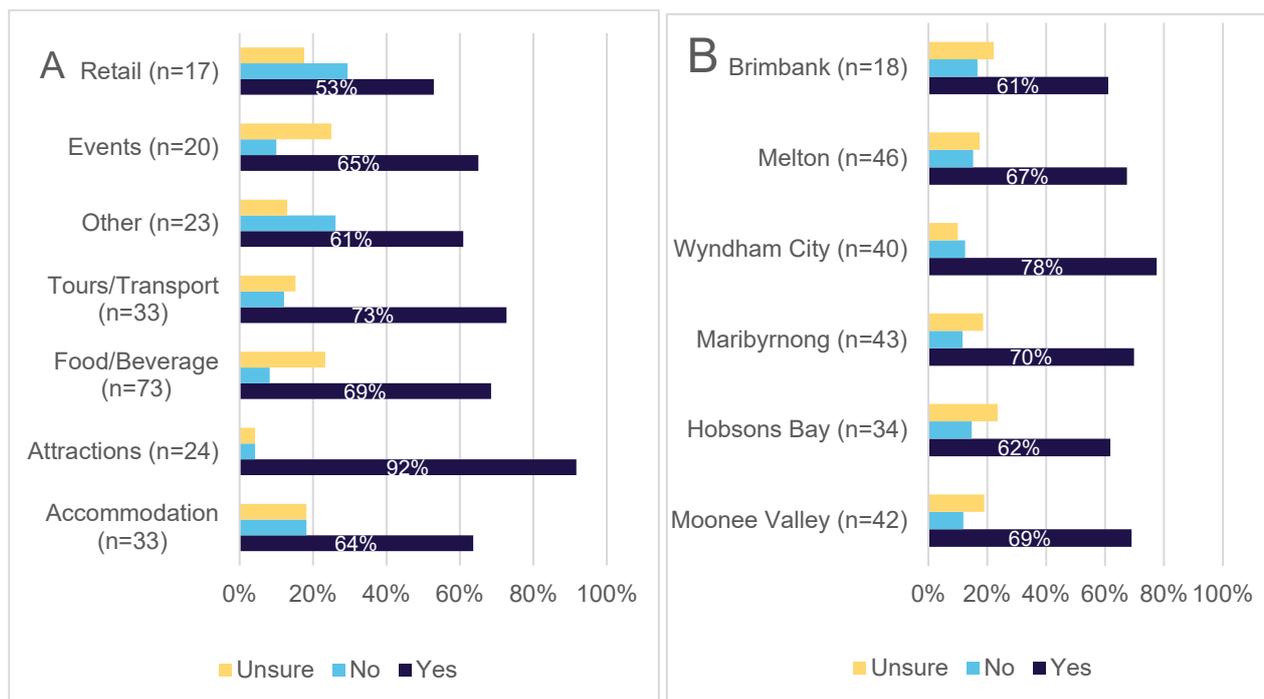
Figure 7. Respondents' confidence in the next 12-months in A) their business prospects, B) retaining staff and C) attracting and retaining appropriately skilled staff.

A

- Somewhat-Extremely worried
- Neither confident nor worried
- Somewhat-extremely confident

A:
- 55%
- 15%
- 30%

B:
- 44%
- 21%
- 35%

C:
- 48%
- 25%
- 27%
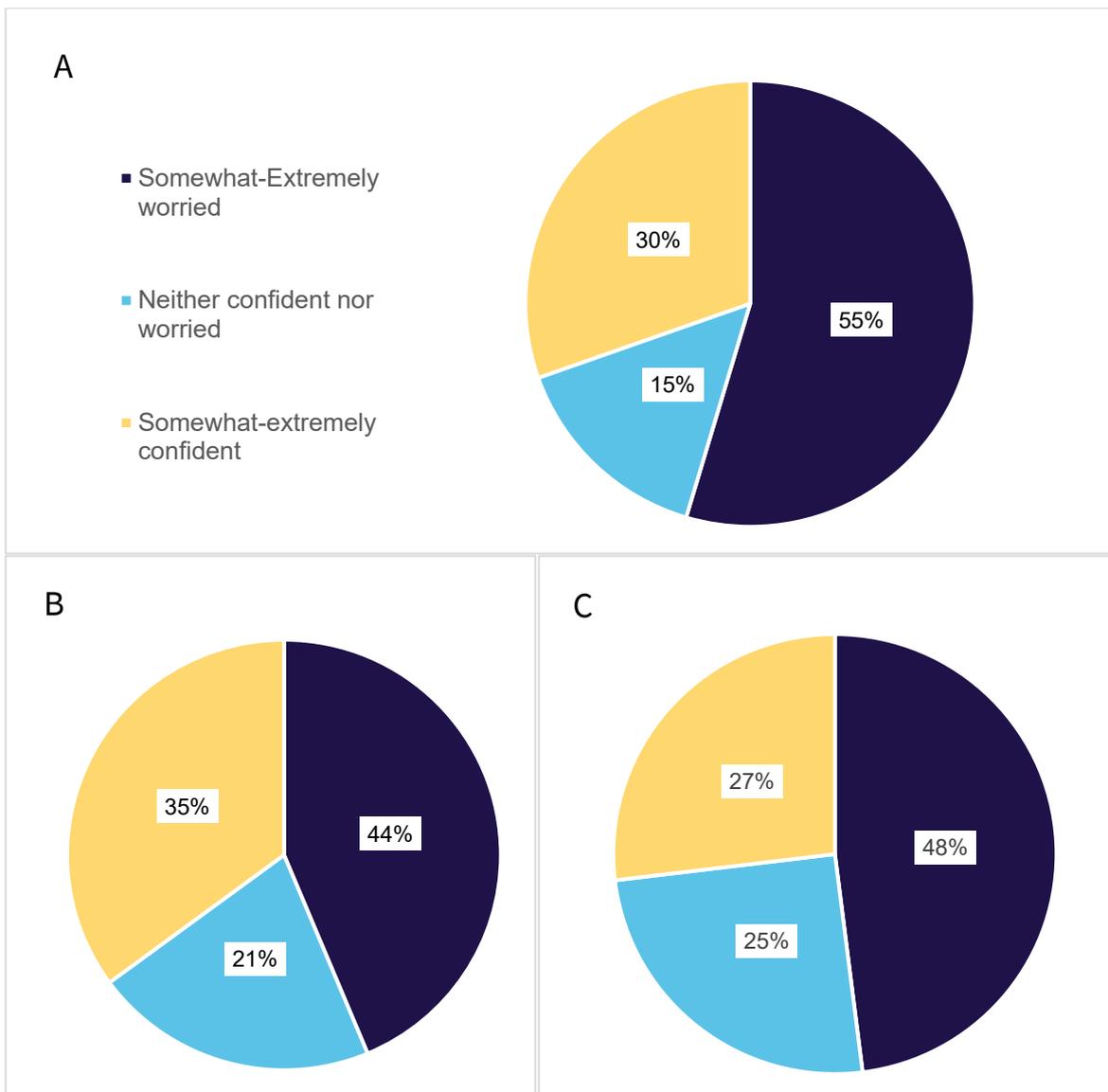
Response rates for each graph above A) N= 227, B) N=222; C) N=223.

Given COVID-19 has had variable impacts across the industry findings have been analysed by sector. The results are shown in Figure 8 and Figure 9 below. The figures shows that the food and beverage sector is the most worried about their ability to attract staff in the next 12-months, followed by accommodation. However, the retail sector has the greatest proportion of respondents who are worried about retaining staff, followed by food and beverage. It should be noted however that the retail sector only had 17 respondents, meaning that the findings may not be representative of the whole sector.

Figure 8. Confidence attracting appropriately skilled staff next 12-months

Retail (n=17)
Events (n=20)
Tours/Transport (n=33)
Food/Beverage (n=73)
Attractions (n=23)
Accommodation (n=33)

■ Somewhat-extremely confident ■ Neither confident nor worried ■ Somewhat-Extremely worried
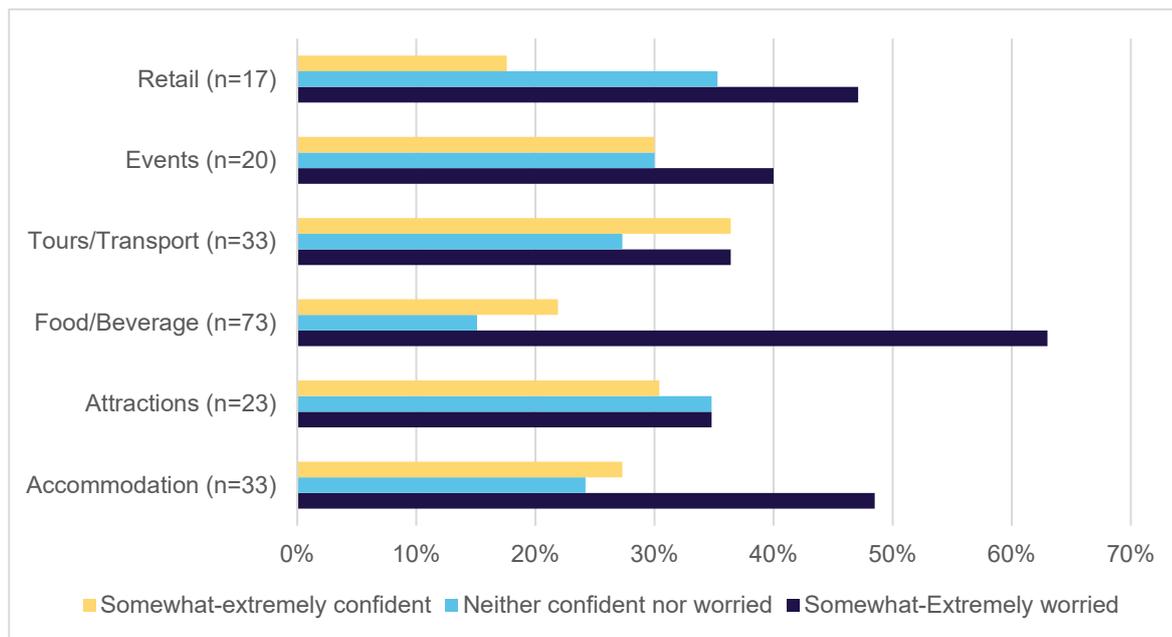
Figure 9.Confidence retaining appropriately skilled staff next 12-months

Retail (n=17)
Events (n=20)
Tours/Transport (n=33)
Food/Beverage (n=73)
Attractions (n=23)
Accommodation (n=33)

■ Somewhat-extremely confident ■ Neither confident nor worried ■ Somewhat-Extremely worried
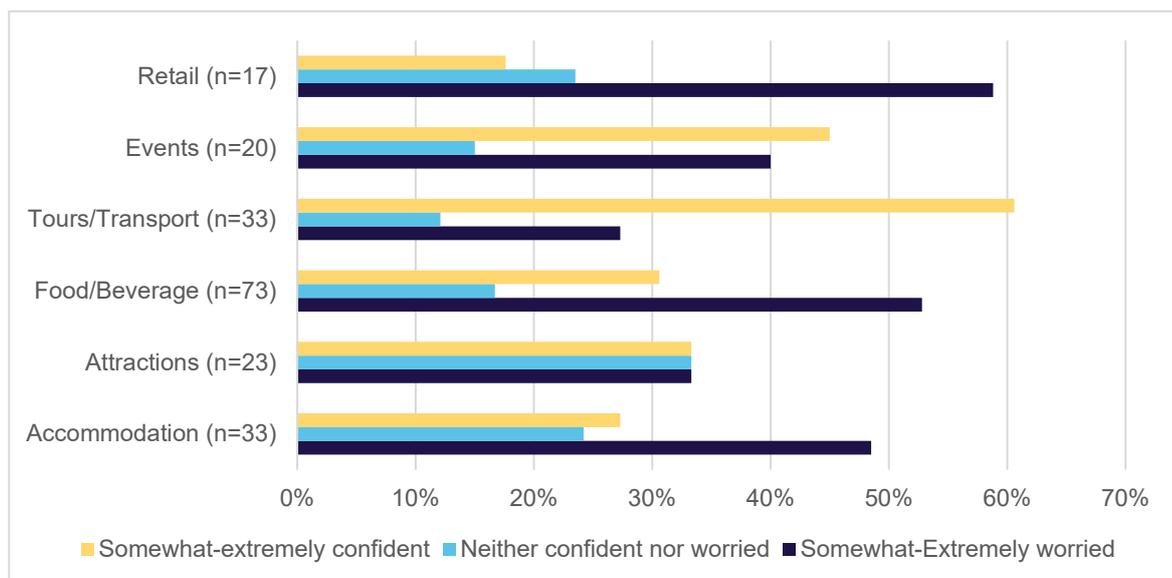
3. AVAILABLE OPPORTUNITIES FOR INDUSTRY DEVELOPMENT

Previous research undertaken by the VU School for the Visitor Economy has indicated that important areas for tourism development were in resilience and recovery, leadership, and digital skills. Thus, a rapid review of the internet for the development options available for visitor economy businesses was undertaken on June 29, 2021, searching for the key-words leadership, resilience, digital skills and recovery. Twenty-nine relevant training opportunities were identified in the scan. A summary of the available training options is outlined below.

At the time of the scan, a range of training providers were offering training, primarily on-line, of short duration and at low cost. Some examples include the Accommodation Association, Business Victoria partnering with various external agents, Deakin and Griffith Universities, the Institute of Excellence, the Victorian Chamber of Commerce (VCCI) and the Victoria Tourism Industry Council (VTIC). Only 30% of the courses were specific to tourism businesses.

One third of the opportunities were self-paced and 41% were either less than three hours or between 1-2 days in length. All except one course were less than $100 and 62% were free. Of the courses in the scan, 80% were being offered online, and three of the courses face to face and three were offered as blended learning.

Figure 10. Summary of length of courses identified in rapid scan (n= 29)
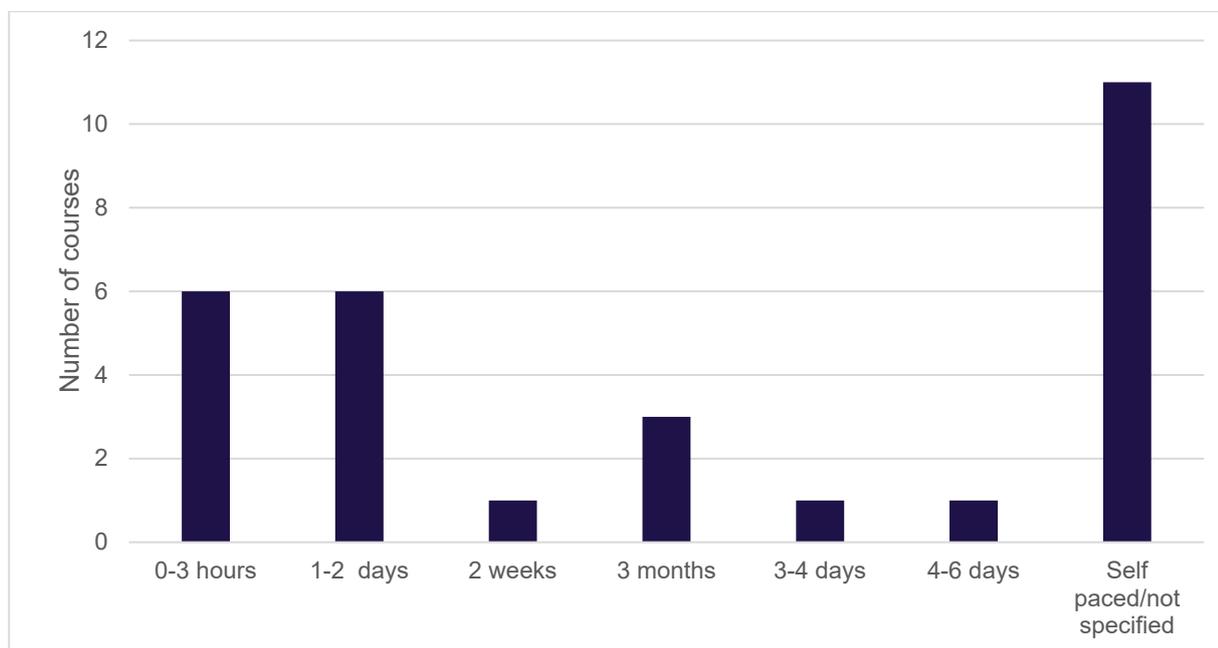
The main foci of the training that was offered at the time of the scan was around digital skills, which made up 55% of the courses. The types of digital training that were on offer were to upskill digital skills or digital marketing. In the digital skills category, two courses focused on gathering or analysing data on visitation their websites (e.g., Google analytics) and three focused on search engine optimisation for businesses. The remaining ten courses focused on digital marketing (e.g., using social media and other platforms to market a business).

Five courses focused on leadership and four were on recovery and resilience. Only one of courses focused on HR skills and this was the most expensive of the offerings at between $600 and $1000. Communication skills and customised training were two other training options identified.

Finally, none of the courses were designed to cater for the unique needs of business owners from. This scan highlights that there is a comprehensive spread of free or low-cost training available for business owners and managers in the fields that our past research has identified to be important. However, given the cultural diversity of the population in Melbourne's West and the loss of staff from visitor economy businesses across the region, our research has shown that the biggest current need is for accessible training for job seekers to get them into the visitor economy and help businesses grow their workforces again. Ensuring there are programs for culturally and linguistically diverse business owners and staff is also vital.

4.   PROGRAM PROPOSAL

4.1. Visitor economy specific rapid training programs with industry linkage – *The Visitor Economy Work-Ready Suite*

Given the wider context described above, the program proposed for implementation is a rapid work-ready training program designed specifically to meet the immediate needs of visitor economy employers. The aim will be to create meaningful on-the-ground, work-ready training, so attendees can move straight into an entry level position after one to two weeks. The aim is to provide jobseekers a 'foot in the door' to entry level positions and to supplement a depleted workforce.

The program will include accredited and non-accredited subjects that are taken from within existing VU Polytechnic courses as well as the design of new programs customised specifically for the needs of the market. Existing award training packages and skillsets require either a large time commitment (at least 6-months) or focus too strongly on a niche skillset without necessarily delivering the spread of entry level skills that are urgently needed during this period of reopening by the industry.

The bundles can be delivered as single, stand-alone programs or combined depending on the candidate and industry partners skills need to complete a full *Visitor Economy Skillset*. The four skillsets are:
1. Front-of-house work-ready bundle
2. Back-of-house work-ready bundle
3. Events work-ready bundle
4. Tourism and travel work-ready bundle

Target cohort

Candidates will be jobseekers who are currently unemployed and looking to enter the workforce and sector quickly, existing higher and vocational education students looking to find casual employment while continuing study, and potential new starters within industry who need fast upskilling. As RESET has identified, the business and population of the West of Melbourne are particularly diverse, options for engaging culturally and linguistically diverse groups in this program will be explored.

Delivery location/target location

Training will be delivered at VU Polytechnic's Footscray Nicholson (FN) campus. This location provides easy access to cohorts from the West of Melbourne. VU Polytechnic's FN campus is equipped with industry leading equipment, including a full training restaurant and commercial kitchens.

Training may also be conducted on-site by nominated industry partners if desired, as long as the partner can provide access to the appropriate equipment and other necessary requirements.

Industry partners for employment and recruitment support

A number of industry partners have already identified their support for the pilot, agreeing to provide in kind support with some or all of the following tasks; guaranteeing interviews following the training, marketing and recruitment support reviewing learning and teaching materials or possible employment opportunities. The partners are listed below:

- LUCAS Restaurants
- Delaware North
- Riverland Group
- Accord Hotels
- Quest Apartments

Industry partners for recruitment support and advocacy

- VTIC
- Western Melbourne Tourism
- Local Council (Brimbank)

Outlined below is a summary of the key components of each of the packages. However, it must be noted that they have not yet been finalised and are awaiting review by industry partners and potential modification. The packages will be continually reviewed and amended throughout the course of the RESET project by regular evaluation by the researchers and key stakeholders from the RESET project (e.g., industry partners, LGAs and participants) to ensure they meet the needs to the Visitor Economy in the West.

4.2. Work ready package outline.

1) Front-of-house work-ready bundle component (7 days)

Program				
1	Food handler's course	13	Introduction to bar equipment
2	Theory knowledge for safe food handling	14	Preparing mixed drinks, soft drinks, cocktails
3	Practical observation – in kitchen	15	Cleaning requirements
4	Food and beverage service skills:	16	Liquor knowledge: spirits, liqueurs, beer, wine
5	Equipment identification	17	Barista skills
6	Manual handling- chair trolley and large tables	18	Resume and cover letter preparation
7	Setting tables	19	Cover letters
8	Taking food orders	20	Mock interviews
9	Serving plated food	21	RSA
10	Plate clearing		
11	Sequence of service		
12	Food and beverage service skills:		

2) Back-of-house work-ready bundle

	Program
1	Communicating effectively
2	Working effectively and respectfully within a team
3	Safe work practises
4	Hygiene and safe food handling
5	Cleaning kitchens
6	Storing and maintaining food quality
7	Knowledge and use of kitchen equipment
8	Safe knife use
9	Simple food preparation and presentation
10	Basic knowledge of "special dietary requirements"
11	Food service operations

3) Events work-ready bundle (5 days)

	Program
1	*Customer Service* (SITXCCS007 course code)
2	*RSA*
3	One Day -*Front of House* (food and beverage service)
4	Elements of: *Manage front of house services (*e.g., all aspects of preparing a venue including briefing and supervising staff, interacting with patrons, opening and closing procedures, resolve problems that typically arise in the context of managing front of house services, working cooperatively with others)
5	Elements of: *Plan in-house functions and events including:* liaising with clients, interpreting client brief, developing event concept, theme and format, liaising with event staff and suppliers and preparing and distributing operational documents.

4) Tourism and travel bundle (5 days)

	Program
1	*Customer service skills and effective communication skills* • Customer profiling • Methods of communication • Cultural influences on communication • Organisational standards • Ethical behaviors • Policies and procedures • Providing service to customers • Meet and greet • Customers with disabilities or other special needs • Establishing Rapport
2	*Problem solving and conflict management*

	Responding to customer complaints	

3	*Domestic and New Zealand Visitor information and selling technique*
	     • Identifying your visitors (demographic)
	     • Required visitor information
	     • Activities in the area
	     • Different styles of accommodation
	     • Art, heritage & festivals
	     • Local attractions
	     • Social – restaurants, pubs clubs, sporting events shopping
	     • *Selling techniques*
	     • Identifying customers' needs and suggesting products
	     • Selling additional products
	     • Explaining and promoting features and benefits
	     • Using selling techniques
	     • Enhance the quality of services to customers	

4	*Computer reservations system and insurance*	
5	*Resume preparation, Cover letters and mock interviews*	

5.   CONCLUSION AND REFERENCES

5.1. Conclusion

The purpose of this report is to identify current skill and development needs of the visitor economy in Melbourne's west, using data from RESET Report One, as well as data obtained from Western Melbourne visitor economy businesses during the first phase of the RESET project.

In section three of the report, the skill needs were compared with current training opportunities that are available for the industry, focusing on skill development for business owners and managers. The comparison highlighted that there has been a good response by the Victorian State Government to the training needs for business owners and managers in the support of free or low-cost training for businesses. The main observations we noted were that there were fewer options that were visitor economy specific, and nothing was identified that specifically targeting diverse cohorts.

Overall, the data collected during the RESET project and analysed in this report demonstrates that the greatest need for the industry is to upskill job seekers to fill a huge workforce shortage that has grown since the pandemic as many experienced staff have moved on to other industries.

The final section of this report outlined a proposed four-part visitor economy training package to be delivered through the VU Polytechnic. Each part can be which can be undertaken in ad a one-off to allow job seekers to move into the Tourism Hospitality and Events sector to help address this unmet need in the industry. The package already has significant industry support and the VU Polytechnic are seeking additional funding support to deliver the program through the Workforce Skill Set Funding (WSSF 2021) project.

We propose to evaluate the progress of this program and make suggestions for refinement over the course of the RESET project.

5.2. References

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APPENDIX 1. RAPID TRAINING REVIEW RESULTS

Course	Training Provider /Facilitator	Length	Cost	Focus theme	Tourism specific	Considers cultural diversity?	Online/ Face to face/ blended
Professional Resilience: Building Skills to Thrive at Work	Business Victoria-Deakin University	1-2 days	FOC	Business recovery	N	N	Online
Customized Business Training	Victorian Chamber of Commerce & Industry (VCCI)	Self-paced / not specified	FOC	Customized business training	N	N	FTF
Non-Techie SEO for Small Business	The Institute of Excellence	Self-paced / not specified	$49	Digital/ SEO	N	N	Online
Effective Digital Marketing	Business Victoria -Australian Information Industry Association	0-3 hours	FOC	Digital Marketing	N	N	Online
How to Plan and Execute an Effective Digital Marketing Strategy	The Institute of Excellence	Self-paced / not specified	$49	Digital Marketing	N	N	Online
COVID-19 Business webinar on digital engagement	Business Victoria - VCCI	0-3 hours	FOC	Digital skills	N	N	Online
Data Essentials	Business Victoria - University of Melbourne	1-2 days	FOC	Digital skills	N	N	Online
Digital Discovery	Deakin University & FutureLearn	1-2 days	FutureLearn Subscription $30pm	Digital skills	N	N	Online
Fundamentals of Digital Marketing	Business Victoria -Advertising Bureau accredited	4-6 days	FOC	Digital skills	N	N	Online
Make sure customers find you online	Business Victoria -Google	0-3 hours	FOC	Digital skills/SEO	N	N	Online
Digital skills: Social Media	Business Victoria - Accenture	2 weeks	FOC	Digital skills/Social Media	N	N	Online

Course	Training Provider /Facilitator	Length	Cost	Focus theme	Tourism specific	Considers cultural diversity?	Online/ Face to face/ blended
Measuring your Effectiveness with Google Analytics	The Institute of Excellence	Self-paced/not specified	$49	Digital/SEO	N	N	Online
Various Talent Management Courses e.g., Attracting & Retaining Talent, Building & Developing Talent	Australian HR Institute (AHRI)	1-2 days	$600-$1,000	HR skills	N	N	Blended
Transformational Leadership	Business Victoria -Australian Information Industry Association	0-3 hours	FOC	Leadership	N	N	Online
Leaders in Lockdown	Business Victoria -Latrobe University	1-2 days	FOC	Leadership	N	N	Online
Leading Strategic Innovation: How to lead with purpose	Business Victoria -Deakin University	1-2 days	FOC	Leadership	N	N	Online
Innovation and Entrepreneurship	Business Victoria -University of Melbourne	3-4 days	FOC	Leadership/Innovation/ Entrepreneurship	N	N	Online
Business Recovery & Resilience Mentoring Program	Victorian Chamber of Commerce & Industry (VCCI)	3 months	FOC	Recovery & resilience mentoring	N	N	FTF
Managing Customer Expectations, A Guide for the Hospitality Industry	Business Victoria - Restaurant & Catering Association	0-3 hours	FOC	Communication skills	Y	N	Online
Tourism Digital Barkeeper	VTIC & Tourism Tribe	3 months	FOC	Digital marketing	Y	N	Blended
Instagram Marketing for Tourism	The Institute of Excellence	Self-paced/not specified	$99	Digital marketing	Y	N	Online
Digital Coaching Program	VTIC & Tourism Tribe	0-3 hours	FOC	Digital marketing	Y	N	FTF
Social Media Awareness	Accommodation Association	Self-paced/not specified	$39	Digital skills/social media	Y	N	Online

Course	Training Provider /Facilitator	Length	Cost	Focus theme	Tourism specific	Considers cultural diversity?	Online/ Face to face/ blended
Harness the Power of Social Selling	Accommodation Association	Self-paced/not specified	$89	Digital skills/social media/sales	Y	N	Online
Business Leadership	Accommodation Association	Self-paced/not specified	$89	Leadership	Y	N	Online
Tourism - Ready for Recovery	Griffith University	Self-paced/not specified	FOC	Recovery & resilience	Y	N	Online
Quick Wins- What You Need to Be Doing Right Now to Ignite Your Tourism Business	The Institute of Excellence	Self-paced/not specified	$49	Recovery & resilience	Y	N	Online
Prime Mentoring Program	VTIC & DTM Tourism	3 months	FOC	Recovery & resilience	Y	N	Blended
Covid-19 Return to Work	Accommodation Association	Self-paced/not specified	$29	Safe work practices/operating procedures	Y	N	Online