
2017-2020 KANGAROO ISLAND WORKFORCE PLAN REPORT

Date: December 2017

1. Introduction

The 2017-2020 Kangaroo Island (KI) Workforce Plan was developed in light of significant development projects approved or in the planning stages on Kangaroo Island over the next 2 -5 years and having had discussions with current employers about their challenges in recruiting and retaining staff now and into the future given their own expansion plans.

With over \$171m of developed planned or approved on the Island, a number of local businesses planning or undertaking expansion and the commencement of Qantas flights coming directly from Melbourne into Kangaroo Island and flights via Adelaide, there are opportunities for workforce growth.

The success of this Workforce Plan will be to ensure there continues to be:

- Provision of a “one stop shop” via ATEC for developers to discuss their employment needs so as to ensure that suitable applicants will be available for positions, where possible, and drawn from the Island or the region;
- Support for businesses already operating on the Island through the Transformation Project to ascertain their potential for growth and how this translates to workforce needs.

The Department of State Development is undertaking an engagement process to better understand demand and need for jobs and skills in non-metropolitan South Australian regions. The information gained via the survey conducted by the Department and gained via this workforce planning project will be contribute to supporting decisions regarding support for KI into the future. There are also complementary projects being conducted by the Office of the Commissioner for KI addressing housing needs and other social issues related to a growing population.

2. Findings

The headline finding for Kangaroo Island’s workforce is,

“...business development/growth for Kangaroo Island is directly tied to the development and growth of available ‘talent.’ Workforce is a threat to growth. Kangaroo Island must also find ways to stand out in a thriving talent economy with world-class employer reputations capable of attracting and retaining the most talented workers with the promise and delivery of an enjoyable employee and entrepreneurial experience.”

Kangaroo Island's economic development opportunities and social issues are well documented. There are significant targets for tourist numbers and farm-gate sales with strong branding and recognition locally, nationally and internationally. Networks across the island are very strong with a shared understanding of the developing opportunities and preservation of the pure environment, wilderness and wildlife. There is a need for infrastructure, services and experiences to match growth as well as capability development for businesses to be able to benefit from the relationships the Government are establishing with China and India for example. The tourism and hospitality service sector (accommodation, cafes and restaurants) is growing with the island seen as iconic international tourist destinations and a third of all visitors to Kangaroo Island come from overseas.

The region also has a strong and diverse primary industries sector encompassing cropping, grazing, horticulture, forestry, fishing, aquaculture and value added products such as wine, cheese, marron, olive oil, free-range chickens and Ligurian honey. The island's clean, green reputation underpins these industries.

It can be difficult to determine the type of job opportunities available with under employment, low incomes and workforce retention all issues identified via the project. Businesses are concerned about issues such as: how to fill the jobs emerging, finding the right skills sets for these jobs and planning and developing their workforces over the next few years including attraction, recruitment, retention, skill and labour shortages.

There are a number of existing development needs being addressed for businesses through the Commissioner for Kangaroo Island's Transformation Project which is supporting businesses to benefit from the growth opportunities on the Island. For 2015 there were 996 students in the total VET collection who resided in Kangaroo Island. Farming training and aged care was the most popular with tourism and hospitality less so. Whilst the numbers of people in training are quite high, there needs to be a better match between the available job roles and skills required with the education and training offered. Non-accredited training may be filling the gap for tourism and hospitality however training, both formal and informal, should mirror growth areas and future opportunities.

There is a significant list of current and future critical job roles (Appendix 3) across all sectors, however the forecasted demand means that generally a few people are needed for each job role except for a couple of the job roles where many people are needed. Whilst an earlier report identified potential numbers of jobs and nature of jobs against each of the developments, in general developers are not ready to discuss their needs in more specific detail. At this stage, 330 people are estimated to be needed to fill job roles over the next 3 years on Kangaroo Island.

The project identified a perception that Kangaroo Island also has a pressing need to double the volunteer workforce especially to cover emergency services areas with 200 people needed.

The majority of Kangaroo Island workforce issues and gaps relate to attraction and retention of staff for current and future workforce needs. With the proposed number of jobs arising from the new developments and expansion activities of current businesses and the low unemployment rate the Island will not be able to fill within its current base the jobs that will be required.

A central place for information on all current and future workforce development strategies, solutions and programs including numbers and types of jobs would be beneficial. Potential talent must be able to find all the resources they need to learn about the region's job opportunities, amenities, relocation resources and more in one singular space. These sites could showcase job openings, lifestyle amenities, and testimonials of professionals and youth currently working and living on the Island. Information on workforce trends, workforce skill needs and gaps, together with branded events in target markets, lifestyle media press trips, social media influencer and ambassador programs, would form part of the attraction strategy. Workforce development solutions could include:

- Developing work ready job seekers
- Undertaking media and marketing strategies including social media
- Actively promoting Kangaroo Island employer brands
- Recognising world-class skills and capabilities
- Supporting business growth, entrepreneurship, innovation and startups

The Kangaroo Island Workforce Plan addresses current and future workforce gaps with validated, consolidated and prioritised goals and actions. Thanks goes to members of the Commissioner's Local Advisory Board on Economic Growth, KI business and industry associations, employers, ATEC, TAFESA and the Department of State Development for their advice, input and support for this project.

3. Goals

The Kangaroo Island Workforce Plan outlines the following goals for the next 3 years:

1. Kangaroo Island attracts and retains a committed workforce, where employers are identified as 'Employers of Choice', new comers and partners are welcomed, KI careers and experience is recognised around the world.
2. Kangaroo Island's latent workforce is fully utilised, including those who are underemployed, and the whole workforce is upskilled to meet current and future needs.
3. Specific industry workforce development solutions are developed and implemented for current and future critical job roles with a focus on transferability of skills.
4. Startups and scaleups thrive on Kangaroo Island, creating jobs, export opportunities and encouraging an optimistic, entrepreneurial mind set.
5. Barriers to workforce attraction, retention, utilisation and upskilling are addressed for Kangaroo Island.

4. Outputs and Methodology

4.1 Stage 1

For stage 1 of the project (January – March 2017) the output was to develop an action plan of the issues and activities that will need to be undertaken to develop a workforce plan for the Island. The action included:

- Existing evidence, information and references
- Specific actions to be undertaken to create the necessary data requirements to assess needs
- Suggested methodologies, including engagement strategies
- Timeframes
- Specific expertise that may be required
- A clear structure for the workforce plan for the Island

In the stage 1 component, development of an action plan, the following system for workforce planning was applied as a stocktake to see what is already in place and what else needs to be done to guide the further work in developing the Workforce Plan.

This system is titled TAKE ACTION:

The full picture

At this time (current workforce)

Know what you want (future workforce)

Evaluate the gaps

Address the gaps (workforce development strategies)

Co-design solutions (with stakeholders)

Timelines and targets

Inspire (for implementation)

Ongoing review

Next workforce (next plan)

The system provided a structured approach to workforce planning and for the action plan purposes, helped to identify the pathway to addressing actions and other issues appropriate to the workforce plan. A starting point is always to capture and analyse existing evidence, consulting with the Office of the Commissioner for Kangaroo Island, the Department of State Development, TAFESA and ATEC. This provided input into the key issues to which actions and recommendations were developed and validated through further consultation where appropriate.

The project commenced with a desktop research component to gain an understanding of the full picture including, the current workforce, any existing gaps and insights into the future workforce. Much existing literature, reports and research was reviewed (see References) and this led to the stage 1 action plan development. Based on an analysis of this input, a strategy for gap filling was identified to fill in what we needed to know as well as engaging wider stakeholders. This strategy was then confirmed through discussions with the Office of the Commissioner for Kangaroo Island, the Department of State Development, TAFESA and ATEC, refining actions, communication, methodology, priorities, recommendations, resources and timelines.

Twelve Actions and Recommendations resulted from Stage 1 and are outlined below:

1. Local Economic Growth Advisory Board to support the Kangaroo Island Workforce Plan 2017 – 2021 with short, mid (3 years) and long term (5 years) actions.
2. Exploration of the Kangaroo Island brand extending to ‘employers’.
3. Draw out of information to gain an understanding of the current and potential workforce including data, self-assessments and interviews undertaken by Sue Arlidge for the Kangaroo Island Transformation Project Stages 1-2.
4. One on one meetings and sample survey across Small Medium Enterprises on workforce profile, gaps, issues and future plans.
5. Build an explicit list of gaps/issues for the KI workforce and allocate priorities; Identify critical job roles and capabilities – current and future as well as industry specific gaps/issues.
6. Clustering of workforce development strategies into themes, for example this could include attraction, recruitment, retention, upskilling, transition and other issues.
7. Annually identify the number of job roles to be filled and opportunity for trainees and apprentices – consider a target for Australian Apprenticeships including School Based Apprentices.
8. Employment and Training Directory – to be updated and include all development opportunities for example non-accredited, industry based.
9. Consider partnerships including universities & entrepreneurs for a startup accelerator, scale up &/or growth hack program including coaching & mentoring.
10. Explore overarching goal to develop a “Centre of Excellence in Tourism and Hospitality” and develop a business case.
11. Determine governance structure of the Kangaroo Island Workforce Plan.
12. Design a vision for Kangaroo Island 2022-2025 with a workforce to match.

4.2 Stage 2

Stage 2 from June – November 2017 began with agreement on an approach and project plan plus a presentation to the Local Advisory Board for Economic Growth on 26 July 2017. On 9 August 2017, the Kangaroo Island Jobs and Skills Stakeholder Session identified specific issues linked to Industry Leaders Group priorities.

Employers, associations and businesses owners were invited to meet with consultants, Workforce BluePrint, on-on-one, in small groups or over the phone, to explore current and future workforce requirements that will feed into the development of a workforce plan for the Island. An employer survey (Appendix 1) gained 30 responses and Youth Affairs Council of South Australia (YACSA) facilitated discussions on questions (Appendix 2) with young people to feed into the workforce plan. Stakeholders were invited to the Kangaroo Island Workforce Plan Workshop on 13 October 2017 to review the findings of the project, validate the themes and priorities, and contribute to the design of workforce development strategies and recommendations.

The output built upon the action plan and developed a final workforce plan addressing issues such as:

- The required job profiles for the future and number in each profile area

- The demographic to attract to these positions including recruiting from the broader region
- the strategies for worker attraction and retention
- the level of skills currently available against these job profiles and skills needed for the future
- How to address the skills gap
- the capability of developers and current employers to address their workforce needs and provide support to them where required
- Innovative opportunities for the Island to promote itself as a centre of excellence particularly in tourism and hospitality
- Funding and timeframe issues for various workforce strategies

5. Evidence and Feedback

5.1 Consultations

Meetings, phone calls and interviews with employers, business and industry associations and government agencies were held across the island, which provided insights into current problems and strengths of the KI workforce.

Common feedback indicated that many employers struggle to fill roles on the island and retention can be challenging particularly in specialised fields and remote areas. The pool of job seekers is small and although they may have qualifications there are other barriers such as lack of drivers licence and transport, compliance with employment conditions, dropping out or not turning up. Employers reflected that it was hard to find the right people with a positive attitude and it is perceived that lifestyle is often chosen over a career or job. For some employees the preference is for part time work, others stay for summer and go elsewhere for winter. Employers can experience high staff turnover with concerns about island development impacting on retention.

The lack of the right accommodation and facilities is an issue with some jobs located in places seen as too far to drive. Some industry sectors, such as hospitality is not seen as a career, casual staff don't want to transition to permanent part-time, and availability of staff on weekends due to sporting commitments means that employers can be understaffed. Staffing, particularly on the western side of the island is very difficult as there is just not a big enough pool of people, and there is evidence of people juggling multiple jobs. More counselling services on the island would support better work life balance and mental health. In tourism and related sectors, businesses identified that they need support to cope with the increased activity and visitors. Bilingual skills are not generally pursued due to the cost.

There is a view that older people running businesses are wanting to slow down and younger people don't want to take them on. A perception from youth is that job opportunities are limited so they leave the island. Some businesses don't invest in upskilling their staff which is important when all of the workforce needs to be multi skilled. Outside of government, it is seen that there is a lack of professional roles available.

Raising the profile and credibility of working on Kangaroo Island is a sound approach. There are examples of great employers providing additional leave for personal appointments, bonuses, social activities, housing and support.

At the Kangaroo Island Jobs and Skills Stakeholder Session on 9 August 2017, many issues were identified in relation to:

- Transport - need for public transport options; driver's licence is a necessity so access to driving tests and support for log book hours is needed; access to specific training such as heavy vehicle licence.
- Youth Employment - basic skills required and active application of skills learned, from young people themselves, sharing skills and mentoring others; support for LLN and adjustments to training programs for people with disabilities; school leavers with practical skills and increased local work experience plus links to business and stakeholder groups.
- Supporting Local Business - encourage a multi-skilled “do anything employee”; access to training and funding support; willing to try work placement; mature aged support; balance life and a business; encourage a care taker model when business owners want/need to go away; look at alternative workforces e.g. retirees.
- Tourism, Hospitality and Retail - help and strategies needed to manage seasonal income; improve connections to businesses; more non-accredited courses and workshops; customer service can be hit or miss; need retention strategy for when work slows down; Open All Year - need more of this; look at alternative markets such as conferences; transport and facility costs; use if island-time as a selling point; businesses referring other businesses.
- Aged Care - job seekers need help with the “add-ons” e.g. DCSI checks, CSE, First Aid, drivers licence, driver accreditation; increased knowledge of what is available in this industry area; opportunities for self-employment; need job seekers who are ready to be employed tomorrow; more support/collaboration around sharing of employees; high employment area; managing work placement can be difficult.
- Primary Production - practical experience required for this kind of work; WHS training around dangers; promote and encourage taking advantage of unique opportunities; own transport and drivers licence is imperative; networking through sport to Agriculture jobs; physical impacts of the work; multi-skilled and multi-purpose; use of back packers, risks, isolation; increased diversification by farms has provided more opportunities but must be multi-skilled to take this up; seasonal workforce - opportunity for a KI seasonal agriculture calendar.
- Impacts of Technology – issues with keeping up with it all; need more ACE and short courses or other ways to increase skills; risks with online safety; need reliable services and phone coverage; retraining of staff and transition/support to new skills; Facebook use is high on KI; industry needs to keep up with trends.

5.1.1 Workforce Development Strategies

Solutions suggested from the interviews, meetings and workshops ranged from more non-accredited training, to providing variety of experience across roles, encouraging Australian Apprenticeships that may be shared across employers, partnerships with providers such as TAFESA and The Regency International Centre for upskilling and tapping into school, VET and University students over the summer season. Some employers are tapping into the Job Accelerator Grant which could have special arrangements for Kangaroo Island employers by lowering the minimum hours employed per week. This would assist employers to take on and retain new staff balancing the issue of seasonal hours.

Staff perks could include discounted travel on and off the island, paying above award, covering ferry costs with extra ferries around Christmas and Easter breaks, providing free or cheap accommodation, additional leave including for your birthday, end of year bonuses and in house training. Local role models who are employers, entrepreneurs, employees and young people should be profiled increasing awareness of career pathways and job roles. Development activities could include small business management short course, getting on top of finances, budgeting, invoicing, and basic business practices. Managing human resource documentation, client relationship management system setup and training to help automate marketing, Wechat/Webo, retargeting, transferring to the cloud, using social media scheduling tools, Google tools, sites such as Canva and setting up/maintaining an online shop are areas where businesses need support and resources.

Information gathered through the Kangaroo Island Workforce Plan Employer Survey, from young people via YACSA and the Department of State Development surveys, complemented the face to face sessions, interviews and meetings.

5.2 Survey Results

5.2.1 Employer Survey

With 30 responses from employers received from the Kangaroo Island Workforce Plan survey, the results provided interesting insight. When asked in which industry does your business/organisation primarily operate, responses were as follows:

Tourism and Hospitality - 10
Accommodation and Food Services - 9
Agriculture - 3
Other - 3
Rental, Hiring and Real Estate Services - 2
Arts and Recreation Services - 1
Construction - 1
Wholesale Trade - 1

Current employee numbers ranged from 1 to 55 with generally more casual or temporary contract than permanent employees. Across the 30 businesses, there were four that each employed 1 apprentice/trainee. Arts and Recreation Services had 15 unpaid workers including volunteers. There were more female than male employees in this sample and the age distribution in total numbers (308 people) is detailed below:

15-19 years = 20
20-29 years = 85
30 - 39 years = 52
40-49 years = 48
50-59 years = 63
60-69 years = 37
70 years+ = 3

There are 151 employees over 40 years and 157 people under 40 years of age in the survey sample. Three of the businesses had employees in the Seasonal Worker

Program and six employed migrant workers and visa holders. The percentage of current workforce turnover ranged from 0 - 100% with an average around 10-20%.

Current workforce issues included:

- Advanced digital media and technology, social media and online bookings
- Cost of staff, penalty rates and back packers coming over to the island
- Finding quality skilled invested staff that match our profile, live on KI and understand the country environment
- Finding staff with appropriate skills for short-term casual agricultural work
- Lack of accommodation and housing for workers that come from off the island to live and work here
- Inability to replace employees that aren't the right fit - lack of suitable local replacements
- Lack of local skilled workers willing to travel - distance to travel to place of employment a barrier, paying travel time is an issue
- Lack of competition in subcontractor trades and or lack of locally available trades
- Localised skills and work ethic issues continue to make recruiting locally difficult
- Recruiting volunteers
- Remote location - difficult to attract and retain staff, even more difficult in certain roles
- Seasonal hours, availability and work - not busy enough on a constant basis
- Trained staff for reception and maintenance
- Willingness to actually work - Islanders don't want to work weekends, specifically Saturdays due to sport
- Work life balance

Responses to the questions on current critical job roles fed into the list outlined in Appendix 3 as did the expectations around increasing, decreasing or no change to employee numbers over the next 3 years. Two thirds of businesses expected to increase their numbers over year 1, 2 and 3 by around a third from current numbers. No responses were recorded for reducing employee numbers.

Skill gaps and areas for development covered:

- Advanced digital media and marketing, website development and maintenance, computer skills such as excel, wordpress, online bookings, social media, onsite maintenance
- Availability of tradesmen and materials
- Carpenter, Concreter, Gyprocker, Painter, Tiler, Roofer, Workplace Health and Safety, Project Management and Contract Management
- Cost control
- Coxswain qualified farm workers
- Experience in beekeeping
- Filleters/processors
- Forestry operations
- Head Housekeeper
- Human Resource Management
- IT systems
- Professional photography and holiday accommodation presentation
- Sales and service

When asked, how easy has it been to recruit employees at your work site in the past year, 8 said Very difficult, 8 Difficult, 13 Neither easy nor difficult, 1 Easy. Over the next three years, employers thought that it would get slightly more difficult to recruit new employees.

Suggestions on workforce development solutions were:

- A central location to source available staff
- A cheaper and easier way to advertise for new staff. The local paper is expensive so more professional setup of Facebook job pages for KI would be handy.
- Address housing shortages as we will need to recruit people off island with skill sets we require
- Attracting skilled tradesmen and their families to move to KI in the areas where there is a skill shortage
- Better advertising, access to sales skill development
- HACCP
- IT support i.e. an IT consultant who can troubleshoot problems- very hard to find on KI
- Make living on the island more attractive with improvements with health care/entertainment, shopping etc.
- Review of recent proposed changes to sponsorship/visa regulations for overseas employees
- Rezoning KI to remote location and open up the tax incentives offered similar to those working in North Western Australia, NT and TNQ would allow us to better compete in attracting workers to the island.
- Shared job/skills data base
- Subsidised travel for residents to attract more people to the island
- Temporary accommodation village for new staff
- Training courses for our Front of House staff in service/customer relations, island tourism, sales etc.
- Working on the Island requires a certain mindset and commitment to the Island Community. Finding the right personnel is difficult. The implementation of a psychological strategy to assess suitability for Island employment would be very beneficial.

A respondent said,

One of our biggest issues is with ticketed boat operators. Takes a long time to train up and expensive to get qualified and often is off island at our cost. New industry requirements rules making it even harder (course longer). Although there have been courses run on Island at certain times, which has been good. Hope this funding continues. Would love to see school apprentices come through in hospitality and particularly in the seafood fish processing area. Any KI 'great place to live' type messaging would be good also to help attract senior staff such as Farm Managers.

Another suggested,

Training in all areas of tourism and hospitality considering the value of tourism to KI and/or initiatives to attract tourism professionals to KI Programs and initiatives that help to educate and inspire the young to chase and desire a career goal that they are passionate about Online job sharing/recruiting platform for seasonal labour/work needs legitimate/recognised KI Backpacker for work scheme (unique to KI?).

Other issues impacting on the workforce as highlighted by respondents included a mix of practical issues and comments. Lack of accommodation and housing was raised,

There is no accommodation for people wanting to come to KI to 'try' before they move permanently to KI, it is all (purchase a house) or nothing. The number of rental properties particularly when major building projects are undertaken is incredibly difficult to assist in housing our workforce.

Transport and roads, as well as the distance to drive to work came up,

There is no public transport so it is hard for juniors or apprentices to travel as many of them do not have a car and depend on their family to drive them to work.

A lack of mechanical or marine type services on site or a shop (or fuel) in American River was considered by one person as a problem that would make it hard to attract people as it is hard and expensive to get in. Getting cleaning services undertaken by a reliable workforce was seen as a problem, hence the identification of cleaner on the critical jobs list. For the volunteer workforce, getting the time free to volunteer was identified as a challenge.

A perception from one employer that,

People that are unemployed on the island do not have the social skills and dedication to actually turn up for work or fit our positions. We will need to look at recruiting off island so it needs to be more attractive for potential employees to live here.

Small workforce pool with sometimes limited experience was noted against another response where the employer stated that the number one aim is to employ 100% local.

Employees can experience a feeling of isolation and employers need to build their knowledge about advertising and workforce attraction platforms especially for targeted skills.

When asked for any other comments, the following responses were recorded,

I recently had a junior position for weekends and school holidays only 1 person applied. So many life skills can be learned in our business. For positions available, not one person applied!! It just seems people on the island don't want jobs and any that do are just not suitable in this industry, very sad.

I've had plenty of interest for the jobs I've advertised but few takers from people with families who see the island as too expensive and isolated.

Tourism KI is a great resource. I've really appreciated their help for small operators such as myself.

In the accommodation industry there is a need for quality house cleaning. It is one of the biggest hurdles faced.

5.2.2 Youth Survey

The Youth Affairs Council of South Australia facilitated small group discussions with year 10 students from KICE's Kingscote and Parndana campuses, plus provided an online survey targeting year 11 & 12 students to gauge feedback on the Kangaroo Island workforce situation for young people.

When asked about the employment opportunities and industries available on Kangaroo Island, young people identified tourism, hospitality, customer service, retail, farming, small business and care (e.g. aged care, child care etc.). The employment opportunities and industries that appealed to young people in the focus group were hospitality, tourism, being a mechanic, health and fitness, agriculture, veterinary, geology/archaeology.

Young people identified that not all the courses needed for work are available on the island, training opportunities are infrequent and more expensive - trainers come to the island for a course but aren't based here. Young people perceived that they have to go to the mainland for specific courses and some of these courses have age and entry requirements or need prior learning which restricts access. One young person said that with on the job training you pretty much learn customer service skills in every work place.

When commenting about knowing about what jobs are available, aside from the paper and through people you know, one young person said:

There's a job page on Facebook but there's nothing on there and people don't update it very much.

Young people described the challenges/barriers for young people to get a job in the region as being hard to fit in work, school, and other commitments such as sport. Also, transport was an issue as most young people are reliant on a family member to drive them to and from work which can cause conflict or be hard to organise with parents.

Not many employment opportunities in Parndana, mainly Davo's (small shop/supermarket) or farming.

Of the nine students in the KICE Kingscote Campus focus group, 8 have a job or have been employed and 1 person did not have a job. Those who are currently working have roles across cafes, wineries, wildlife park, manufacturing and automotive repairs, service stations, farms, retail and customer service, cleaning, farmers market stall, tourism, hardware and food. In the Parndana focus group, 8 people have a job or have been employed, 1 person does not have a job, but it currently doing work experience.

It's very common for young people to have part time jobs because we're bored and don't have much to do, so we just work.

Ways that young people got their job ranged from family business or connections, volunteering, cold calling, via Facebook and through networks. Young people also noted that regarding shifts, their hours dropped over winter. When asked what are the employers like, responses covered, pretty relaxed and good, very flexible with hours/shifts through to terrible with pay rates and amounts, forgetful and sometimes too many hours. Work experience was seen as important to see what you do and don't like.

If young people needed to relocate off island for study or work, the support they considered they would need included somewhere to stay, maybe a loan or something to cover costs, a scholarship or a grant to help with moving/ transition costs, and ferry to be cheaper.

The question of what are you looking for in a job had answers such as money, friendliness, positive work environment, enjoyment, experience, good colleagues and boss, something I'm passionate about or to look forward to every day, a nice lifestyle and not always having to work weekends. Jobs that people wanted when they finished school were different to what they have now, for example diesel mechanic and with machinery, working internationally in wildlife parks with animals, running restaurants and cafes, as a psychologist, in aged care/nursing, sport and as a marine biologist. Tourism was an area identified as growing and a possible future area for employment.

There was a general consensus that the jobs they want to pursue in the future are not available on the island. The majority of young people relayed that they had to go off island in order to pursue their desired career. No ideas or aspirations were raised by participants to start their own business in Kingscote and in Parndana although some suggested that perhaps they would buy a farm and do horses-stables and riding school, a mobile mechanic, sport psychology, and a café on a big property/ farm where tourists could come in. Via the online survey, starting your own business ideas included a cafe, clothing boutique, health/OT clinic, beauty, hobby farm, and juice/smoothie bar.

I think it would be a lot easier if we could go to the mainland and probably start a business - I would have more of an idea about what to do then.

Businesses struggle on KI because it's not a big enough population for everything. It's okay in summer. And that's why there are not many jobs over here, cos we can't afford them. We don't get enough money during summer to cope, to sustain you over the winter period.

An online survey run by YACSA gathered 22 responses from 16-18 year olds where 19 have a job and 3 do not. Young people responding said that they are interested in hospitality, health, farming/fishing, teaching/education, tourism, retail, arts and recreation services. Job and training opportunities that they would like to see on the island included:

- More environment and tourism opportunities. Also there isn't choice for young people.
- More opportunities to work with wildlife for youth.
- More affordable courses!
- More frequent TAFE courses that focus on KI's main job opportunities.
- Specific training in Beauty, Construction, Barista Training and RSA.

What do you need from a workplace / employer?

- Good hours, good pay and good working environment
- To be trusted, and an even wage that suits the age appropriate hours
- Easy to talk to, direct and simple
- Experience in the workplace industry
- More hours!

- Happy/ friendly work environment
- Friendly and fair
- Money and a safe place
- Advice and support about future endeavours

5.2.3 Department of State Development Survey

The Department of State Development captured feedback and survey responses from job seekers, employers and the general public.

Job Seekers

Job seekers reported that the main difficulty in finding work was 'no vacancies in line of work' and considered "too old by employers". This group saw that the types of skills needed included information technology, self management, technology, trade, transport, plant and machinery operation skills. 33.33% of respondents have a Certificate III or IV and areas of learning most enjoyed were community services, hospitality, art, business studies and health. Suggestions about the help needed to find work focused on employers understanding the skills older people have to offer, work experience in higher roles, an island area specific job search with information on available job vacancies. 80% of the job seekers responding are female, with more mature people undertaking the survey.

No work exists in my area of expertise (Marketing) in the region, therefore looking to retrain to start a small business & employ/generate opportunity for others however necessary qualifications are structured in a way that make it impossible for regional students to participate.

Employers

From the employer's perspective, jobs are in retail, accommodation and food services, agriculture, administrative and support services, and construction primarily across small businesses. Seven out of the nine employers expected to increase employee numbers over the next two years who also stated it has been very difficult - difficult to recruit employees in the past year. The types of skills identified as difficult to retain or recruit are communication, planning and organising, self management, trade and problem solving skills. Occupations that were difficult to retain or recruit were house maids, concreter, mechanic, beauty therapist, transcriptionist and general farm hand.

General Public

General public responses (14), when asked in your region, what skills do local employers need in their businesses the following responses were received: selected communication, marketing, financial, planning and organising, teamwork and technology.

Customer service and hospitality skills, local knowledge about the island because of the huge number of tourists coming to the island

Local job seekers need these skills to find work - communication, learning, problem solving, self management, teamwork, information technology and trade skills. Industries that offer future opportunities for the local economy were noted as Health Care and

Social Assistance, Accommodation and Food Services, Agriculture, Administrative and Support Services, Construction, Education and Training.

Answers to the question, what would help the growth of jobs and skills in your region were:

- Adequate supply of accommodation in and around townships with services
- Approval for developments - business idea development . Trainers employed locally
- Improved access to training and internet/Wi-Fi
- More training provided on island or funding for people to leave the island for training
- Stronger businesses and more industries

There are jobs here on the island if you want to work and don't mind part-time/casual work. Being a holiday destination you can clean holiday homes or garden. The skills required are really 'wanting to work' and 'working hard and honestly'

KI needs qualified VET/RTO trainers and training facilities for jobseekers... it is imperative that training be offered, so jobseekers may obtain skills and qualifications and be able to apply for positions as they become available. If a position requires a skill, you cannot place an unskilled person in the job and expect them to know how do it. The SA Government needs to invest some time and money into providing RTO services to the KI community. There also needs to be government assistance for new business start ups. There are plenty of people on KI with business ideas, but without any idea how to start the business or set it up. A Small Business Management/Start Up course would assist this process.

Overall, from the survey responses there seemed to be a mismatch between what skills job seekers thought were important and employers' views. Job seekers tended to identify more technical skills as a priority whereas employers focussed on broader skills, behaviours and attitudes.

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Appendix 1 - Kangaroo Island Workforce Plan Survey Questions

As part of the Kangaroo Island Transformation Project and working with businesses that see growth opportunities through the over \$171m of developments in the planning and approved stages and the consequent 300 plus new employees needed, a range of workforce issues has emerged. Businesses are concerned about issues such as: how to fill the jobs emerging, finding the right skills sets for these jobs and developing their workforces over the next few years including attraction, recruitment and retention strategies , underemployment and labour shortages.

This is your opportunity to provide specific feedback and input into a Workforce Plan for Kangaroo Island securing our future workforce. Responses will be kept confidential and thank you for your participation.

Firstly a little bit of information about your organisation:

Name:

Organisation:

Address:

Contact person/email:

In which industry does your business/organisation primarily operate?

Accommodation and Food Services

Administrative and Support Services

Agriculture

Arts and Recreation Services

Construction

Education and Training

Electricity, Gas, Water and Waste

Financial and Insurance Services

Health Care and Social Assistance

Information Media and Telecommunications

Manufacturing

Mining

Professional, Scientific and Technical Services

Public Administration and Safety

Rental, Hiring and Real Estate Services

Retail Trade

Tourism and Hospitality

Transport, Postal and Warehousing

Wholesale Trade

Other (please specify)

How many employees are currently working at your work site? (please provide an estimate. If none, please enter "0")

Total number then split between:

Permanent / ongoing

Casual

Temporary contract

Apprentices/trainees

Unpaid workers, including volunteers

What is the current profile of your workforce?

Gender F/M – number split

Age – number in each cohort (check ranges)

Seasonal Worker Program – numbers

Visa Holders and Migrant Workers - numbers

What is the turnover % of your workforce in the past year?

% number

Have you registered for the Job Accelerator Grant for recent recruits?

Yes/No

What are your current workforce issues and gaps?

Free text

What are your current critical job roles? Critical job roles are those that are hard to attract and recruit for, take a long time for someone to develop the required knowledge, or you need someone in that role for compliance/regulation purposes.

Free text

What are your current critical skills gaps and areas for development?

Free text

Do you expect to increase or reduce the total number of employees at your work site over the next 1-3 years?

Increase employee numbers

No change in employee numbers

Reduce employee numbers

Don't know

If you expect to increase, what will be the numbers of employees in:

One year from now

Two years from now

Three years from now

What job roles do you expect to recruit/replace over the next 3 years? NB. Please include job role title and employment status (Permanent / ongoing, Casual, Temporary contract, Apprentices/trainees, Unpaid workers, including volunteers).

Free text

How easy has it been to recruit employees at your work site in the past year?

Very easy

Easy

Neither easy nor difficult

Difficult

Very difficult

From your perspective and thinking about from now to the next 3 years, how easy will it be to recruit employees at your work site?

Very easy

Easy

Neither easy nor difficult

Difficult

Very difficult

What workforce development solutions and strategies would you like to see put in place for your workforce, industry sector or across Kangaroo Island more broadly?

Free text

Are there any other issues impacting on your workforce (for example transport, housing, infrastructure, services etc.)?

Free text

Any other comments you'd like to make?

Free text

Thank you for completing the survey as it will feed into the Kangaroo Island Workforce Plan to 2020.

Appendix 2 - Questions for Young People - facilitated by YACSA

As part of the Kangaroo Island Transformation Project and working with businesses that see growth opportunities through the over \$171m of developments in the planning and approved stages and the consequent 300 plus new employees needed, a range of workforce issues has emerged. Businesses are concerned about issues such as: how to fill the jobs emerging, finding the right skills sets for these jobs and planning, and developing their workforces over the next few years including attraction, recruitment, retention, underemployment and labour shortages.

These set of questions have been developed to see what young people on the island think about current and future job opportunities, employment and training programs.

Firstly, could you please indicate:

Date:

Time:

Location:

How many young people are providing feedback on the questions?

Are people at school or post school?

Now to the questions:

1. Are you currently working? Yes/No

If yes, what is the job role that you are undertaking? And industry sector?

2. Is your job role:

- Permanent / ongoing
- Casual
- Temporary contract
- Apprentices/trainees
- Unpaid including volunteering

3. How easy is it to find a job on Kangaroo Island?

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult

4. What types of jobs are available for young people, including Australian Apprenticeships and School Based Apprenticeships? In which industry sectors?

5. Are there any barriers to gaining employment? If yes, what are the barriers?

6. What are some of the job roles available on Kangaroo Island over the next 3 years? Where are the opportunities? How do you find out about them?
7. What has been your experience with employers on the island?
8. How could employers attract more young people to work for them?
9. Do you see entrepreneurial opportunities on the island? This might include exploring your own business idea, being an entrepreneur for an employer, or contributing to social innovation? Is this an area of interest to you?
10. Could you provide some feedback on training and development opportunities? What is offered and is it of interest to you? What would you like to see on offer?
11. Into the future, what might be some of your future education, training, employment and entrepreneurship plans or goals?
12. What would you like to see in the Kangaroo Island Workforce Plan to support young people?

Appendix 3 – Critical Job Roles for Kangaroo Island

NB. For Small Medium Enterprises two thirds are planning a year on year increase of a third and for most of the development projects, numbers of job roles are unknown.

The numbers outlined below are an estimate based upon current evidence and information.

Job role	Entrepreneurial opportunity – Yes/No Priority	Estimated Numbers over 3 years
Accountants	Yes	2
Animal handlers/professional presenters		4
Auto/diesel mechanics	Yes High	3
Beekeepers	Yes	3
Bookkeepers (accredited)	Yes	3
Cafe & Sales Centre, Shop Assistants, Retail Manager		12
Chefs and Cooks		7
Cleaners	Yes High	15
Coxswain		2
Digital Media/Technology/Website Development	Yes	3

Disability roles: Case Workers Coordinators Speech Pathologists Support Workers Team Leaders	High	30
Events Managers	Yes	3
Farm Workers (qualified) and Machinery Operators		8
Filleters/ Processors		5
Forestry Operations		122
Front of House and Cellar Door Sales		25
Hairdresser	Yes	2
Hospital roles: Aged Care Allied Health Clinical staff Director of Nursing GPs Managers Paediatrician RNs SA Ambulance	High	All roles are critical - replacement is managed by the Hospital and the Department
Maintenance	Yes	4

Production, Duty/Operations Management, Sales, Supervisors (Food, Hospitality and Tourism)		30
Reception and Front Desk		5
Real Estate (licensed)	Yes	2
School Support Officer		2
Tour Guides (accredited)	High	14
Trades roles: Carpenter Concreter Gyprocker Painter Tiler Roofer	Yes	12*
Treasurer / Secretary	Possible volunteer roles	3
Vehicle Operators/Bus Drivers (accredited)	Yes High	8
Vet	Yes	1
TOTAL estimated		330
Volunteers & Emergency workforce (currently KI has half of what is needed)	High	200 (150 needed for KICFS alone)

*Additional trades may be required for future building and construction developments:

1. Surveyor
2. Earthworks
3. Excavator driver
4. Front end loader
5. Truck driver
6. Steel fixing (concrete)
7. Concrete plant batch operator
8. Concrete pump operator
9. Concrete finisher
10. Concrete screeding
11. Concrete labourer
12. Plumber
13. Electrician
14. Steel frame erector/1st fix carpenter
15. Brick layer/cladding fixing
16. Renderer
17. Insulation installer
18. Gyprock fixer/flusher, Cornice fixer
19. Alarm installer
20. NBN installer
21. 2nd Fix carpenter
22. Waterproofer
23. Carpet layer
24. Painter
25. Cabinet maker
26. Paver

27. Landscape gardener
28. Roller door installer
29. Air-conditioning/refrigeration mechanic
30. Curtain and blind installer