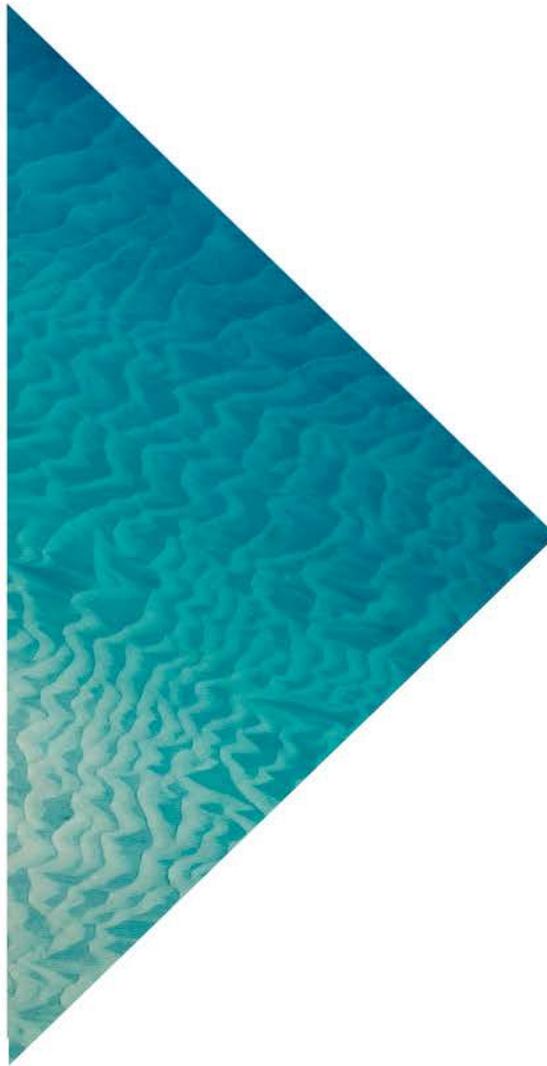




QUEENSLAND
TOURISM INDUSTRY
COUNCIL

The Voice of Tourism

Report for the
Department of Education and Training
Chef shortage: Industry consultation
December 2017



Queensland Tourism Industry Council

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INTRODUCTION

The demand for cooks and chefs in Queensland is increasing and shows no signs of slowing down. This scoping document has been developed to identify the challenges associated with attraction, recruitment, and retention and training quality of the workforce.

The Queensland Tourism Industry Council (QTIC) consulted with more than 60 professional chefs and human resource managers from the Gold Coast¹ and Cairns² regions through forums to identify current challenges and develop strategies to alleviate the skill shortage and pressure on industry.

VACANCIES

Difficulty recruiting cooks and chefs is a continuing challenge and it is forecast that an additional 15,400 across Australia will be required by 2022. (Department of Employment , 2017)

As at 24 November 2017, SEEK advertised 647 vacancies for Cooks and Chefs across Queensland. Of these vacancies, 62% were for full time positions, whilst 23.8% were casual and/or vacation positions. In terms of geographic spread, 77% of vacancies were located in Brisbane, Gold Coast and Sunshine Coast which coincides with the upcoming South East Queensland's peak tourism season.

In total, 90 vacancies were located in the Far North and Tropical North Queensland regions, which is notable as they are moving into their off peak season. Refer to APPENDIX H – SEEK VACANCIES.

Although SEEK is one of the largest employment agents in Australia, recruitment for the tourism, hospitality and events industry is evolving with employers recruiting through social media. Employers are using social media networks and/or groups to promote job vacancies. A few examples are listed below;

Facebook

- <https://www.facebook.com/groups/hospitalitynetwork/>
- <https://www.facebook.com/HNAustralia/>
- <https://www.facebook.com/groups/HNGoldCoast/>
- <https://www.facebook.com/groups/964490380246681/>

Instagram

- https://www.instagram.com/hospitality_jobs/
- <https://www.instagram.com/explore/tags/chefjobs/>

Another new recruitment technique moving into the industry is based on a model used mostly within the trade sectors such as HiPages.

Businesses are setting up websites that allow hospitality contract staff to bid for work with employers. An employer will advertise a shift (min 3hrs) that contractors can bid for. Once chosen, a contractor completes the assignment and the business manages all the payments. A couple of examples are listed below;

- <http://www.squaddle.com/>
- <https://www.sidekicker.com.au>

These businesses may lead to an increased casualised and/or contracted workforce.

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ATTRACTION

Challenges

Across the two regions similar challenges are identified in regards to the perception and image of the job role and working environment. For example, the key challenges include:

- chefs work hours that exceed the relevant award;
- chefs are indignant;
- remuneration is inadequate compared to other trade industries or higher education graduates; and
- qualified chefs are not equal with other trade or higher education graduates.

This negative image of the industry may be an inherited perception from parents and other key influencers including the media, friends and school teachers or from a personal experience.

Chefs across the forums noted that secondary schools play a pivotal influencing role in the promotion and provision of information of all career opportunities to secondary school students. Employers in both regions highlight a decrease in the number of secondary students undertaking school based apprenticeships (SBA) and traineeships (SBT) within the tourism industry. Employers in both regions have participated in school expos promoting SBA and SBT opportunities with minimal interest from students. Employers identify this outcome is not exclusive to the tourism industry with other trade industries are receiving a similar result.

Opportunities

Employers participating in the forums outline a number of promotional opportunities that could be employed to overcome the challenges including:

- Promote the job role as a life-long career.
- Promote good news stories including school based trainees/ apprentices, mature aged apprentices, newly qualified chefs, experienced professional chefs/cooks.
- Follow the career of a professional chef to promote the varying workplace opportunities such as:
 - ski resort, island resort, inner city, regional and remote
 - intrastate, interstate and international career opportunities
- Promote the fun and active lifestyle, the opportunity for engagement with friends and family, the sense of community within workplace and fellow colleagues & chance for travel.
- Promote incentives, this will vary between employers but could include:
 - Non-financial benefits to working in the industry
 - discounted accommodation, food and beverage (this may include international and domestic travel)
 - wage subsidies.

In discussing the priority target market to reach, the forums consider that the promotion should be targeted toward:

- Schools (primary and secondary)
 - workshops, food education, industry visits
 - promote celebrity chefs, ensuring that the demographic of chef meets the aspirational goals of the target market(s).
- Apprentices and professionals from other states

- promote sunny Queensland, cost of living, relaxed lifestyle.

To reach the target market, promotions have the best chance of reaching the target audience through social media including:

- Snapchat
- Instagram
- Facebook
- Digital Competitions.

Furthermore, there is also the opportunity to host professional events to develop a culture of family and community through programs such as the YouTube series "[Drink With Chefs](#)".

RECRUITMENT

Challenges

Employers from Cairns and the Gold Coast identified a number common challenges in the recruitment of qualified chefs, outlined below:

- A number of qualified chefs are moving back to mines.
- There are a reduced number of applicants.
- Applicants lack the required experience or skills.
- Applicants lack suitability for the job role.
- Applicants' qualification is competency based and not duration based.
- Applicants have attitude issues or lack the strong work ethic required.
- Recruitment is lengthy and complex process.
- Unwillingness of successful candidates to undertake shift work.
- Working hours deter interest and participation.
- Backpackers exaggerating their resumes, experience and capability.
- Quality of training does not meet industry needs.
- Experience is valued above qualification.
- Decreased interest in secondary students taking up school based apprenticeships and traineeships.

Opportunities

Participating employers identify that modifying internal organisational culture is necessary to include the promotion of "Best Practice Standards" for staff that may include:

- Mental health and well-being;
- Drinking plenty of fresh water;
- Healthy eating ;
- Working regulated hours;
- Offering dedicated eating and rest areas;
- Flexible working hours that leads to work life balance;
- Providing non-financial rewards and incentives.

Other opportunities that can be employed to promote the recruitment of qualified, suitable chefs may include:

- Targeting southern states to recruit professionals and apprentices;
- Appealing to and targeting females;
- Appealing to and targeting seasonal travellers;
- Promoting awards and incentives;
- Increase the financial dispersion between pay grades for job roles;
- Focus on SBT, SBA and mature aged apprentices.

RETENTION

Challenges

High staff turnover is experienced across both regions however, the reasons behind the turnover varies and is examined below:

- 457 Visa Complications, including cost of nominations are lost when sponsored employee leaves the employer once onshore.
- Applicants are becoming increasingly demanding, particularly younger individuals accepting their first or second paid role.
- Existing kitchen teams follow head/ executive chef to new employer(s)
- Difficulty recruiting and retaining 1st year and 2nd year apprentices;
- Financial difficulties faced by apprentices on apprenticeship wages;
 - Wage support is available through the current income contingent trade support loan, indexed by the CPI³.
 - This increases pressure on apprentices and graduates to repay future loans.
- Recently recruited chefs changing employers quickly and not giving the workplace a chance due to the large number of roles available.

It was noted that due to the significant number of vacancies, qualified chefs with varying experience levels can gain employment above their experience level and corresponding pay-grade. The long term implications are many and needs to be researched further.

Opportunities

Employers from both regions recommended the following retention strategies:

- Recruiting industry mentors:
 - Government registered
 - Financial incentive provided to mentors
 - Independent from employers
 - Pastoral care provisions.
- Increase the number of mature aged apprentices.
- Multi-hire across business - this is suitable to large employers only.
- Roster for work life balance;
 - 38 hr week / 4 day week
 - Rotating roster for weekends
 - Flexibility for individual needs.
- Increase the use of 187 Visas Regional sponsored migration scheme visa.
- Offer wage subsidy to apprentices;
 - Current wage subsidies are for employers only and are available for short term recruitment purposes only
 - Cash based incentives to recruit new apprentices.
 - Offer further training with promotions;
 - Promote culture, and care for staff well-being.

TRAINING

Challenges

Quality of training and skills acquired is considered to vary across regions. This may be due to the limited number of training providers available in Far North Queensland compared to the supply within the Gold Coast region. This raises concerns regarding the modules and delivery of training across the state.

It was identified in Cairns that Australian qualifications and international qualifications are incompatible due to duration and routines within a live kitchen. Holiday worker visa holders in Cairns can struggle to keep up with Australian kitchen routines due to shorter, less intensive training.

Cairns identified a potential conflict of interest with a business that under the Group Training Organisation contract not only employs the apprentice, but is also the Australian Support Network that manages the apprenticeship contract whilst also delivering the training as the RTO.

The concerns raised include:

- Handling of student and employer complaints
- Who is accountable and/or responsible in these circumstances.

Broadly, both regions agree that kitchens are extremely time poor and applicants need to be sufficiently trained to a consistent standard in order to positively contribute. Both regions identify that applicants holding the same qualification can have skill levels that significantly differ – beyond what is normal given individual differences.

Cookery training in schools is also identified as inconsistent due to the varying skills and the commercial kitchen experience of teachers delivering the training. The inconsistency and unrealistic experiences that students may receive through on-campus school delivery can be a deterrent to students that had an initial interest in a career as a chef.

Opportunities

Employers from both regions recommend the following training strategies:

- Duration of training become time based to a mandated three years.
- Apprentices are provided an option to move employers each year as they progress through the apprenticeship. This will provide apprentices with differing skills and experience they would not gain completing the apprenticeship with the same employer.
- Real industry work experience to be attached to training.
- Training at school must be completed by an experienced, qualified professional chef that has industry experience.

Employers stated that schools should offer qualifications no higher than certificate I. It was recommended that taster programs be offered at school to years 6, 7 and 8. Employers expressed interest to be involved and/or lead these programs.

IDEAL APPRENTICESHIP MODEL

Employers were asked to identify the ideal apprenticeship model. Many ideas were discussed and are outlined below:

- Incentivise new apprenticeships through measures such as:
 - Back to work incentives moved to employee instead of employer⁴⁵
 - Wage subsidy
 - Hire a 1st year incentive for employers
- Apprenticeship incentives for:
 - Mature aged, and school based apprentices
- Savings program that provides a balloon payment to apprentices at the end of the apprenticeship
- Flexible block day release
 - 4 days with employers, 1 day with RTO
- Tool bonus to set up apprentice for work
- Move employers each year of apprenticeship
- 3 year mandated duration
- Start early during high school i.e. School Based Apprenticeship
- Ticketed/licensed job roles
 - Connected to chef pathway.

BENEFITS OF BEING A CHEF

Employers were asked to identify the advantages of the job and what led them to become a chef in industry. The most common responses include:

- Travel;
- Career progression;
- Express creativity;
- Universal skills;
- Active job;
- Job security;
- Experience different cultures;
- Experience diversity;
- Increasing shift flexibility ;
- Endless opportunities.

As some of the key driving forces behind engagement in the career, these should be considered when developing models or establishing promotional campaigns.

4 APPENDIX D - BACK TO WORK - SOUTH EAST QUEENSLAND GUIDELINES FOR FUNDING

5 APPENDIX E - BACK TO WORK - REGIONAL QUEENSLAND GUIDELINES FOR FUNDING

RECOMMENDATIONS

Marketing campaign that targets the broader Queensland community

The first recommendation from industry is to develop a campaign that highlights the career as an aspirational opportunity. The campaign should:

- Demonstrate the rewarding career pathways for any gender and age.
- Idealise and showcase the aspirational opportunities working in the tourism industry
- Promote what the work life balance can look like for chef.
- Promote the active lifestyle of a chef.
- Promote the diversity of experiences as a chef including, but not limited to:
 - Travel
 - Cuisine
 - Culture
 - People.
- Promote multi-hire and mobility across sectors in off seasons.
- Develop a marketing and promotional strategy that includes, creation of digital media to;
 - Promote the career as fun and rewarding
 - Follow the career of a professional chef.
- Follow the life of apprentices (school based apprentice, apprentice, mature aged apprentice).
- Follow the life of employers and the commercial kitchen environment.
- Digital media may include: digital images, digital video, video game, web pages and websites, including social media, data and databases, digital audio.
- Target Promotions to;
 - Secondary Schools
 - Workshops, food education and industry visits.
- Commence education at lowest levels of secondary schools.
- Promote school based trainee and apprentices as the only method of delivery for secondary school students
- Apprentices and professional from intra and interstate
- Promote sunny Queensland, lifestyle and affordable cost of living
- Employee incentives, Australian apprenticeship incentives supporting payments to participants:
 - Living away from home
 - Youth allowance, Austudy, or Abstudy
 - Trade support loans
- Employer incentives
 - Australian apprenticeship incentives supporting payments to employers
 - payroll tax exemptions⁶
 - payroll tax rebate⁷.

⁶ APPENDIX F – EXEMPT EMPLOYEES FOR PAYROLL TAX

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Develop a 'Best Practice Guide' for the commercial kitchen environment

A guide for employers in the commercial kitchen is requested by attendees, this should include best practice to:

- Recruitment
- Attraction
- Retention.

Increase traineeships and apprenticeships

- Remove the VET in Schools (VETiS) SIT20416 Certificate II in Kitchen Operations from the Queensland Subsidy list.
- School Based Traineeships and Apprenticeships are the preferred delivery model for secondary students
- Provide sufficient funding that enables quality training
- Increase awareness and broader adoption of existing programs including but not limited to;
 - Pre-apprenticeship
 - Registered Trade Skills Pathway Program
- QTIC to work with the QLD, Department of Education to identify and improve the apprenticeship model.

Develop a culture of community

Through creating a culture of community the industry can combat a number of the negative perceptions. This could be achieved through:

- Hosting professional events for example 'Drinks with Chefs' (Chefs Mentor Chefs)
- Professional Chef Leaders recruited to mentor apprentices (regionally).

Investigate opportunities to fund financial incentives for new cookery apprentices

There is currently a lack of incentives for individuals to embark on a career as a chef. Incentive programs should consider opportunities to:

- Provide additional financial incentives to cookery apprentices;
- Extend the duration of incentives.

Enhance training quality

Consistent quality of delivery is important, the following should be considered:

- Further consultation with industry;
 - Duration of training
 - Mandated 3 years
- Minimum hours required on the Job
- Remove the SIT20416 Certificate II in Kitchen Operations from the Queensland Subsidy list
- School delivery restricted to non-accredited programs
- Flexible block day release
 - Four days working, 1 day at the RTO
- Employer rotation through each of Apprenticeship
- Ticketed/licensed job roles
 - Connected to chef career path
- QTIC Review Pre-Qualified Supplier Applications.

CONCLUSION

The demand for cooks and chefs in Queensland is increasing and trends indicate that it will not slow down. Action is required to entice new apprentices into the industry and reinvigorate apprentices that have withdrawn. Priority actions include:

- Development and implementation of a marketing campaign that targets the broader Queensland community;
- Develop a marketing and promotional strategy;
- Develop a best practice guide for the commercial kitchen environment;
- Increase traineeships and apprenticeships;
- Develop a culture of community;
- Investigate opportunities to fund financial incentives for new cookery apprentices;

APPENDIX A – CAIRNS CONSULTATION

ISSUES			
PROMOTION	RECRUITMENT	RETENTION	TRAINING
<ul style="list-style-type: none"> Perception of the job role Servant role Perception higher ed qualifications vs VET qualifications Modern Award compared to other trade industries Poor promotion of career pathways Promote to year 7 & 8 students Poor parental involvement Awareness of hospitality pathways and VET careers coordinators (in school) 	<ul style="list-style-type: none"> Decrease of student take-up (school based apprenticeships) Moving back to mines Quality of training and/or qualifications Lacking experience /suitability Shift work and hours deter participation in industry Backpackers/fake resume 	<ul style="list-style-type: none"> Completion of 1st a year and move to 2nd year is quite challenging Changing jobs quickly, not giving a workplace a chance Grow through chef stages too quickly due to shortages (increase in pay and grade level) 	<ul style="list-style-type: none"> Duration to long Start training in 7 & 8 levels Aus qualifications vs overseas qualifications and skills levels are very different. Kitchen routines are very different. Small companies may not have a supervisor for apprentice. Employer, AAC and RTO all the same business. (Skills360 and MEGT) <ul style="list-style-type: none"> Students have no one to complain to as they are the same organisation No one is accountable.
STRATEGIES			
PROMOTION	RECRUITMENT	RETENTION	TRAINING
<ul style="list-style-type: none"> Lifelong Skills / Career Good news stories of current SBT and mature aged Follow career of a professional (Ski resort – dancing on tables) Promote travel, fun, cooking for friends and family Make it a cool profession Incentives 	<ul style="list-style-type: none"> Award/incentive adjustment <ul style="list-style-type: none"> Increase spread between job roles Focus on seasonal traveller Focus on SBT and mature aged apprentices 	<ul style="list-style-type: none"> Industry mentors; <ul style="list-style-type: none"> Government registered Financial incentive for mentors Independent from employer Pick apprentice up from home Build confidence Mature aged apprentices Multi-hire across business Roster for work life balance <ul style="list-style-type: none"> 38 hr week 4 day week Flexible rostering for individual needs 	<ul style="list-style-type: none"> Cert I at school only Increase SBT No certificate at school – only non-accredited taster programs Lessons at school must be with a qualified chef

ADVANTAGES OF OCCUPATION	“IDEAL” APPRENTICESHIP MODEL
<ul style="list-style-type: none"> Opportunity to travel Opportunity to progress Express creativity Universals skills Active, “on-you-feet” work Job security Experience culture Experience diversity Increasing shift flexibility Endless opportunities e.g. cruise ships, hotels. 	<ul style="list-style-type: none"> Incentives for the student <ul style="list-style-type: none"> Back to work funds moved to student instead of the employer Hire a 1st year incentive Incentives for mature aged Savings program to a balloon payment at the end of the 4 years. Tool bonus Flexible block day/release Move employers every year.

APPENDIX B – GOLD COAST CONSULTATION

ISSUES			
PROMOTION	RECRUITMENT	RETENTION	TRAINING
<ul style="list-style-type: none"> • Chefs have a damaged image – Old angry man stereotype • On the contrary, industry can be wrongly perceived as glamorous • 	<ul style="list-style-type: none"> • Minimal applicants • Under-qualified applicants – e.g. QLD certification is competency-based (not duration-based) • Recruitment is a lengthy and complex process • Experience is valued above qualification • Too many variables (e.g. Availability) • Attitude issues 	<ul style="list-style-type: none"> • High-staff turnover • 457 visa complications <ul style="list-style-type: none"> ◦ Cost of nominations are lost when a person leaves workplace once onshore • Applicants are becoming increasingly demanding (particularly younger). • Poaching / teams will quit and move together 	<ul style="list-style-type: none"> • Cert III Catering Operations not sufficient – must be Cert III Commercial Cookery to be considered a chef • Quality training lacking • Kitchens are extremely time-short so applicants need to be sufficiently trained • Difficulty recruiting 1st year • Difficulty retaining to 2nd year apprentices • Career promotions are made too quickly due to shortage
STRATEGIES			
PROMOTION	RECRUITMENT	RETENTION	TRAINING
<ul style="list-style-type: none"> • School programs • Workshops • Food education • Industry Visits • QLD Lifestyle (e.g. real estate – move from southern states to warm QLD where the cost of living is cheaper) • Travel opportunities • Celebrity chefs <ul style="list-style-type: none"> ▪ Mindful of chef used to be relevant for VETIS • Social Media • Appeal to all demographics 	<ul style="list-style-type: none"> • Ditch the hierarchy?? • Culture change – sustainability, open to flexibility, CSR focus • Better working conditions; i.e. Best Practice <ul style="list-style-type: none"> ▪ Mental health ▪ Fresh water ▪ Healthy eating ▪ Regulated Hrs ▪ Dedicated eating area • Appeal to female demographic • Recruit from Sydney & Melbourne market 	<ul style="list-style-type: none"> • Minimum 12-24 months to make a positive impact • 187 visas <ul style="list-style-type: none"> ▪ Regional sponsored migration Scheme visa • Offer wage subsidy <ul style="list-style-type: none"> ▪ Current wage subsidies are for short term recruitment purposes only • Cash-based incentives • Increase salary with promotions • Offer further training with promotions • Promote culture, and care for staff well-being 	<ul style="list-style-type: none"> • Appeal to hands-on learners • Change back to duration-based, minimum 3 years (QLD) • RTO's need to offer work experience • Experience wins

ADVANTAGES OF OCCUPATION	"IDEAL" APPRENTICESHIP MODEL
<ul style="list-style-type: none"> • Opportunity to travel • Opportunity to progress • Express creativity • Universal skills • Active, "on-you-feet" work • Job security • Experience culture • Experience diversity • Increasing shift flexibility • Endless opportunities e.g. cruise ships, hotels. 	<ul style="list-style-type: none"> • Four days working, 1 day at RTO • 3 years completed minimum • Start early (during high school) • Wage subsidy • Ticketed / licensed job roles <ul style="list-style-type: none"> ◦ Connected to chef pathway • Diversity

APPENDIX C – AUSTRALIAN APPRENTICESHIPS INCENTIVES PROGRAMME SUMMARY

Trade Support Loans are loans paid in instalments totalling up to \$20,420 over the life of an Australian Apprenticeship. The loans are intended to assist apprentices with everyday costs while they complete their apprenticeship. Eligible Trade Australian Apprentices may apply (opt-in) for regular instalments according to their needs.

PAYMENT	CERTIFICATE II EMPLOYER INCENTIVE	CERTIFICATE III/IV
Commencement Incentive – National Skills Needs List occupations (NSNL) ‘New worker’ and ‘Existing worker’ <ul style="list-style-type: none"> Full-time, part-time Australian Apprentices and Australian School-based Apprentices ‘ 	NA	\$1,500
Recommencement Incentive - NSNL ‘New worker’ and ‘Existing worker’ <ul style="list-style-type: none"> Full-time, part-time Australian Apprentices and Australian School-based Apprentices ‘ 	NA	\$750
Completion Incentive – NSNL ‘New worker’ and ‘Existing worker’ <ul style="list-style-type: none"> Full-time, part-time Australian Apprentices and Australian School-based Apprentices 	NA	\$2,500
Nominated Equity Groups <ul style="list-style-type: none"> Commencement Incentive - ‘New worker’ full-time and part-time Commencement Incentive – ‘Existing worker’ full-time and part-time 	\$1,250 NA	NA NA
Support for Adult Australian Apprentices <ul style="list-style-type: none"> Employers may be eligible for \$4,000, once the Australian Apprentice has successfully completed 12 months of training. 	NA	\$4,000
Rural and Regional Skills Shortage Incentive	NA	\$1,000
Mature Aged Workers Incentives (45 and over) <ul style="list-style-type: none"> Commencement Incentive Retention Incentive 	\$750 \$750	\$750 \$750
Australian School-based Apprenticeship Incentives <ul style="list-style-type: none"> Commencement Incentive 	\$750 \$750	\$750 \$750

PAYMENT	CERTIFICATE II	CERTIFICATE III/IV
<ul style="list-style-type: none"> Retention Incentive 		
Assistance for Australian Apprentices with Disability <ul style="list-style-type: none"> Disabled Australian Apprentice Wage Support (Part-time paid at a proportion of the full-time rate) 	\$104.30 per week	\$104.30 per week
PAID TO THE RTO		
Off-the-job Tutorial, Mentor and Interpreter Assistance	\$38.50 per hour (up to \$5,500 per year)	\$38.50 per hour (up to \$5,500 per year)
PAID TO THE AUSTRALIAN APPRENTICE		
Living Away from Home Allowance <ul style="list-style-type: none"> First Year Second Year Third Year 	\$77.17 per week \$38.59 per week \$25.00 per week	\$77.17 per week \$38.59 per week \$25.00 per week
Trade Support Loans – NSNL and Agriculture and Horticulture Australian Apprentice payments (Up to a lifetime limit of \$20,420) <ul style="list-style-type: none"> First Year Second Year Third Year Fourth Year 		\$680.67 per month up to \$8,168 \$510.50 per month up to \$6,126 \$340.33 per month up to \$4,084 \$170.17 per month up to \$2,042

Table 1 – Australian Apprenticeship Incentives Summary

Please note: Loans will be indexed by the Consumer Price Index and repaid through the taxation system, similar to the way HELP loans are repaid. Apprentices who successfully complete their apprenticeship will receive a 20 per cent discount meaning that the amount they borrowed will be reduced by 20 per cent.

The loan is repayable through the tax system once apprentices are earning a sustainable income, (\$55,874 for 2017-18).

(Australian Apprenticeships, 2017)

APPENDIX D - BACK TO WORK - SOUTH EAST QUEENSLAND GUIDELINES FOR FUNDING

<p>Employer Support Payments (\$15,000) For a Jobseeker previously unemployed 52 weeks or more</p>	<p>Youth Boost Payments (\$20,000) For a Jobseeker previously unemployed (minimum four weeks) and aged between 15-24 years</p>
<p>Payments are made directly to the eligible employer, in three parts:</p> <ul style="list-style-type: none"> • Initial payment of \$4,500 after four weeks of continuous employment and approval of the initial payment application. • Second payment of \$5,250 after 26 weeks of continuous employment with the same employer and approval of the second payment application. • Final payment of \$5,250 on completion of 52 weeks of continuous employment with the same employer and approval of the final payment application. 	<p>Payments are made directly to the eligible employer, in three parts:</p> <ul style="list-style-type: none"> • Initial payment of \$6,000 after four weeks of continuous employment and approval of the initial payment application. • Second payment of \$7,000 after 26 weeks of continuous employment with the same employer and approval of the second payment application. • Final payment of \$7,000 on completion of 52 weeks of continuous employment with the same employer and approval of the final payment application.
<p>N.B. Claims cannot be made for second or final payments (later payments) unless there is an approved initial payment application for that employee lodged by the same employer.</p>	

(Queensland Government, 2017)

APPENDIX E - BACK TO WORK - REGIONAL QUEENSLAND GUIDELINES FOR FUNDING

Employer Support Payments (\$10,000) For a Jobseeker previously unemployed between four and 52 weeks	Employer Support Payments (\$15,000) For a Jobseeker previously unemployed 52 weeks or more	Youth Boost Payments (\$20,000) For a Jobseeker previously unemployed (minimum four weeks) and aged between 15-24 years
<p>Payments are made directly to the eligible employer, in two parts:</p> <ul style="list-style-type: none"> Initial payment of \$4,000 after four weeks of continuous employment and approval of the initial payment application Final payment of \$6,000 after 52 weeks of continuous employment with the same employer and approval of the final payment application 	<p>Payments are made directly to the eligible employer, in two parts:</p> <ul style="list-style-type: none"> Initial payment of \$6,000 after four weeks of continuous employment and approval of the initial payment application Final payment of \$9,000 after 52 weeks of continuous employment with the same employer and approval of the final payment application 	<p>Payments are made directly to the eligible employer, in three parts:</p> <ul style="list-style-type: none"> Initial payment of \$6,000 after four weeks of continuous employment and approval of the initial payment application Second payment of \$7,000 after 26 weeks of continuous employment with the same employer and approval of the second payment application Final payment of \$7,000 after 52 weeks of continuous employment with the same employer and approval of the final payment application
<p>N.B. Claims cannot be made for second or final payments (later payments) unless there is an approved initial payment application for that employee lodged by the same employer.</p>		

(Queensland Government, 2017)

APPENDIX F – EXEMPT EMPLOYEES FOR PAYROLL TAX

Exempt employees for payroll tax

Wages you pay to apprentices and trainees may be exempt from payroll tax.

To be regarded as an apprentice or trainee for payroll tax purposes, the employee must sign a [training contract](#) with their employer to undertake an apprenticeship or traineeship declared under the *Further Education and Training Act 2014*.

Apprentices

An apprentice is a person who is trained in a skilled trade and will, on completing training, become a qualified tradesperson (e.g. electrician, plumber, cabinet-maker, auto mechanic).

Exempt wages

Wages paid to apprentices are exempt if:

- the apprenticeship contract has been signed by the employer and apprentice, and the contract registered under the Further Education and Training Act and
- the wages are paid in the course of the apprenticeship.

Non-exempt wages

Wages paid to apprentices are not exempt if:

- they are for periods before or after the apprenticeship
- they are for roles or duties other than those specified in the apprentice contract (where the apprentice has multiple roles or duties).

(Queensland Government, 2017)

APPENDIX G – APPRENTICE AND TRAINEE REBATE FOR PAYROLL TAX

Apprentice and trainee rebate for payroll tax

If your apprentice and trainee wages are exempt from payroll tax, you can also claim a payroll tax rebate that reduces your payroll tax amount for the particular liability (periodic, annual or final return).

A 50% rebate is available from 1 July for these financial years:

- 2016-17
- 2017-18.

The rebate is automatically calculated when you enter your apprentice and trainee wages and lodge a return in [OSRconnect](#).

For 2016-17 and 2017-18, you can work out the rebate by multiplying 50% of the total wages paid to apprentices and trainees by 4.75% (payroll tax rate) for each return period in the applicable financial years.

(Queensland Government, 2017)

APPENDIX H – SEEK VACANCIES

REGION	FULL TIME	PART TIME	CONTRACT/TEMP	CASUAL/VACATION
Queensland	402	63	28	154
Brisbane	181	20	12	58
Gold Coast	82	22	6	45
Bundaberg and Wide Bay	2	2	0	1
Townsville and Northern Region	30	2	4	11
Cairns and Far North Region	25	8	0	10
Mackay and Coalfields	9	0	0	4
Outback	7	1	1	0
Toowoomba a Darling Downs	12	2	0	2
Rockhampton	5	1	3	5
Sunshine Coast	49	6	1	18

Table 2 – SEEK Vacancies

(SEEK, 2017)

APPENDIX I – DRAFT REPORT CONSULTATION

The final draft report was sent to QTIC and ATAP members for consultation. The following responses were received.

There are a number of chefs about, but very few that are reliable and have any work ethics. Lots of bogan types that call themselves chefs but in truth, many are not even good cooks.

We need to ensure a better general type of person is trained with a much improved career path to enhance their job satisfaction overall.

At present they are stranded on a cert 3 in Cookery for eternity, with little or no chance of career advancement.

AquaVue

This is an interesting topic that we the accommodation people on this island always discuss week in week out.

Because there is always shortage of Chefs, cleaners, admin workers.

In Tourism alone, there should be some sort of pool where if there is a shortage of staff in that capacity, then they should be able to pluck them out of this pool, easy.

However, if this continues and there is an urgency of employees in that trade, we the Tourism Industry should think of employing people who are well qualified from places like PNG, who are pretty close to QLD territories. I can name a group of Chefs who are well qualified from Port Moresby area. This people can come into Australia like the fruit pickers and do a certain number of months and go back, but put them on a rostered basis. But considering the politics part of it and their visa.

The knowledge is there, its just a matter of organising.

Just a suggestion.

Fletcher Christian, Norfolk Island

Thanks for inviting us to participate in this. I have read the scoping document and think that it has captured our thoughts and ideas very well. It was particularly interesting to see that the south eastern part of the state faces similar challenges.

Pullman Cairns International

Great work pulling this together, my feedback would be that it looks like a great start - my only concern is that it will be the "old school hotel" chefs that engage with this, which in my opinion would hold everything back as it has done within the Tafe system (once again my opinion!) I think that one of the biggest challenges will be getting "real world" current chefs to spend time on making change - not sure how this can be done, but I for one want to help instigate change! I think that the team behind Drinks with Chefs could be a great conduit with some backing.

Spicers Retreats

We have a small restaurant attached to a motel

Over the Christmas break I advertised for a chef and had 2 good replies 4 ok and 2 mostly not.

I was surprised by getting 2 good and when I did research found that they had moved to the area as it was cheaper to live and easier to get around and where hoping to get jobs where they were not expected to work such long hours .

Thought this was interesting as we were looking into applying for an overseas visa worker.

just thought it was worth the share.

Motel Oasis

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