

Queensland Fitness, Sport and Recreation Industry

Industry Skills Report

Fitness | Sport | Outdoor Recreation | Community Recreation



October 2008

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Introduction

The Fitness, Sport and Recreation Skills Alliance Report for September 2008 has been prepared by Recreation Training Queensland (RTQ). The report looks at workforce development issues across the Queensland Fitness, Sport, and Recreation Industry and has been informed through:

- consultation with the peak industry bodies
- interviews with Skills Alliance partners (partner list available at Appendix 1)
- interviews with industry stakeholders
- surveys completed by industry stakeholders
- consultation with government agencies
- desktop research.

The workforce development issues that confront the four sectors of the industry have not changed fundamentally since the Industry Skills Plan 2007–2009 produced by RTQ in May 2007. A cumulative record of industry feedback to RTQ on workforce development issues can be found at Appendix 2.

The fitness, sport and recreation industry continues to experience strong growth. Drivers of industry growth in Queensland include:

- the accelerating trend of chronic disease (eg. obesity, diabetes, cardiovascular disease)
- growing community awareness of the need to increase physical activity levels for improved health and wellbeing
- demand from the growing ageing population for physical activity services
- strong international and domestic tourism market
- increasing population
- government investment in physical activity strategies and infrastructure
- a strong economy.

While Queensland enjoys full employment and a resource boom, business and consumer confidence has fallen due to rising interest rates, inflation, oil and commodity prices as well as the growing threat of global recession in the wake of the US sub prime mortgage crash. The Fitness, Sport and Recreation Industry would feel the effect of any tightening of the discretionary spending budget.

Workforce snapshots

Fitness – the sector is characterised by strong employment demand, a shortage of good quality candidates for jobs, high staff turnover, low wages, predominantly part time and casual work and widespread concern by employers at the poor standard of training and assessment provided by some short course training providers.

Outdoor recreation – the sector is characterised by a low number of training providers, issues with the high cost of delivering training, barriers to the more widespread delivery of RPL, low pay, irregular working hours, high staff turnover and a shortage of qualified activity leaders.

Sport – the sector is characterised by its heavy reliance on volunteers, high worker and volunteer turnover, increasing difficulty attracting and retaining volunteers, low pay, predominantly part time and casual work and difficulty accessing sufficient funding.

Community recreation – the sector encompasses activities from all other sectors and as such shares many of the issues of the other sectors with priority skills areas in volunteer management, sourcing funds and business management.

Overlaying these sector-specific issues is the whole-of-industry need for skills in:

1. workforce development, and
2. strategic and operational business planning.

In a series of workshops in Brisbane, Townsville and Cairns scheduled for October 2008 RTQ will release a workforce development information kit. The free kit comprises best practice information and self assessment tools covering the topics of: Recruitment and Selection, Mentoring, Developing Effective Teams, Worker Support, Worker Wellbeing, Worker Performance, Performance Appraisal, Goal Setting, Organisational Change and Retention.

RTQ is also helping the industry meet its strategic and operational planning needs by promoting the Small Business Solution business mentoring service to employers and senior managers. To date RTQ has referred around 30 industry organisations to the Small Business Solutions service. Letters of appreciation from two such organisations are included in Appendix 3 to highlight the benefit to industry of receiving training in business management.

Industry growth – drivers and barriers

Economy

Increasing costs of living and rising interest and inflation rates have seen Australian consumer confidence levels fall during 2008. The Roy Morgan Consumer Confidence Rating hit a 17-year low of 90.1 in early August 2008. According to the St. George Bank / Commerce Queensland Pulse Survey of Business Conditions business confidence fell sharply in the June 2008 quarter due to higher interest rates, oil prices and inflation, coupled with the ongoing uncertainty in global markets. More than 71 per cent of survey respondents expect national economic conditions to deteriorate in the coming year.

There is also increasing concern regarding the threat of a global economic recession stemming from the collapse of the US sub prime mortgage market and recent flow-on effects on global stock markets. The respected economic analyst George Soros predicts that ‘the world is facing its worst financial crisis since the second world war’.

The Governor of the Reserve Bank of Australia, Glenn Steven’s stated on 17 September 2008 that he has ‘quiet confidence the [Australian] economy will cope well with the shocks we are facing’. There are a number of positive indicators for Queensland that may help buffer the State from some of the effects of the global economic slow-down, including the State’s strong population growth and low unemployment figures.

Ultimately, the products and services offered by the fitness, sport and recreation industry are highly price-sensitive. They are discretionary items in household budgets and are often the first items cut when the economic cycle spirals downward.

While it is difficult to predict the extent of the expected economic slow-down, it is likely that any change for the worse in the State’s economy will be felt by this industry. The commercially-oriented sectors of the industry (e.g. fitness and outdoor recreation) offering services at full-cost are likely to feel reductions in consumer spending directly and acutely. Community-based sport and community recreation sectors will also experience reductions in community participation as households loose their capacity to fund family (and often children’s) participation in sport and recreational activities. Competition between sectors and sports will likely increase, programs and services will be cut and associated job opportunities lost – and all at a time of increasing obesity rates and associated pressures on state and national health systems.

Tourism

According to the Sustainable Tourism Research Centre (STCRC) the number of Queenslanders directly employed in tourism has grown at twice the national average over the past few years. 119,000 Queenslanders were directly employed in tourism in 2006/07, an increase of 15 percent since 2003/04 compared with the national average

of eight percent (Domestic tourism snapshot year ended June 2008 Tourism Queensland).

The latest international visitor figures for the year ending June 2008 have revealed a 2.8 percent decline in Queensland's visitor numbers. However, visitor expenditure was up, with international visitors to Queensland spending \$3.9 billion, an increase of 7% (*International Tourism snapshot year ended June 2008 Tourism Queensland*).

The long term outlook for international tourism in Australia is very positive with international visitor arrivals to Australia forecast to grow at an average annual rate of 4.9% from 2008 to 2017 (*Tourism Forecasts August 2008, Source: Tourism Forecasting Committee Forecast 2008 Issue 1 Tourism Research Australia Canberra*).

Adventure tourism is a major component of the Queensland tourism 'experience'. That is, outdoor recreation represents part of the 'content' of Queensland tourism offerings. Growth in tourism jobs will translate into increased demand for workers with outdoor recreation activity skills. The tourism industry has recognised the importance of adventure tourism and through its Queensland Adventure Tourism Action Plan 2008 – 2011 (part of the State Government's \$48 million, ten-year Queensland Tourism Strategy - QTS) has set out to secure the best possible economic and employment returns from the adventure tourism market.

The Adventure Tourism Action Plan recognises that a number of strategic priorities need to be pursued in order to sustain adventure tourism. In terms of the workforce development needs agenda for the outdoor recreation sector the following strategic priorities from the Adventure Tourism Action Plan are significant:

Encourage development of sustainable product that delivers a Queensland-style adventure experience:

- Ensure the long-term sustainability of the adventure tourism sector by encouraging the adoption of sustainable business practices
- Identify and facilitate the development of new tourism adventure product and packages
- Advocate climate change adaptation and mitigation initiatives for the industry, especially for the dive and snorkel segment
- Encourage training and development opportunities to strengthen the professionalism and safety standards of the adventure tourism sector
- Encourage the adoption of Adventure Activity Standards.

(Queensland Adventure Tourism Action Plan 2008 – 2011)

By making training and development and support for the Adventure Activity an industry strategic priority Queensland Tourism has set a quality benchmark for the Outdoor Recreation industry. Meeting that benchmark will require opportunities for the development of specific technical and activity skills along with greater opportunities for workers to access recognition of prior learning (RPL).

Population

The Queensland lifestyle attracts people from around Australia and overseas. Our state had the largest annual population increase of all states during the past six years. When Queensland's population reached 4.18 million at the end of June 2007 it meant that one in five Australians was a Queenslander.

Queensland population statistics

- Queensland was the largest growing state or territory in the year to June 2007 an increase of 90,500 people followed by Victoria (76,900) and New South Wales (71,900).
- Western Australia was the fastest growing state or territory in the year to June 2007 with an increase of 2.3%, just ahead of Queensland's growth rate (2.2%) and well ahead of the national average (1.5%).
- In 2006-07, Queensland experienced the largest net interstate migration of all states and territories (27,000 people), up 7.1% over the previous year (25,200 people).
- Net interstate migration accounted for 19.9% of Queensland's total population growth during the year to June 2007.
- Net overseas migration was 33,500 people in 2006-07— 8% higher than the previous year's figure of 33,000.
- Based on preliminary estimates, the number of births in Queensland reached a new high of 54,600 for the year ending 30 June 2007 and was 0.7% higher than the previous year's figure of 54 200.

(The Australian Bureau of Statistics (ABS) Australian Demographic Statistics, June Quarter 2007 in December 2007 cat. no. 3101.0).

The rapidly growing Queensland population is good news for organisations in the Queensland Fitness, Sport and Recreation Industry. As a service industry more people means more customers. However, with opportunities come challenges. Strategic and operation planning skills will be required to anticipate and meet evolving customer needs. Marketing and activity programming skills will be required to meet the needs of consumers. Workforce development skills will also be required to develop the staff and volunteers organisations must have if they are to achieve their strategic goals.

Health

Government policy at the state and national level is a major demand driver for fitness, sport and recreation services. There is bipartisan government acknowledgement of:

- the benefits of sport and recreation
- the urgency of increasing the physical activity levels of Australians to prevent and manage the accelerating trend of chronic disease

- the need to support programs to improve physical activity levels.

The issues of obesity, ill-health and the workforce participation of older Australians is particularly relevant given the cost Australia's ageing population is anticipated to place on the health system and given the government's strategy of encouraging mature age workers to continue on in the workforce.

The contribution the sport and recreation industry can make to managing health issues such as the overweight and obesity epidemic will have a direct effect on levels of health spending and workforce productivity. A report by Access Economics commissioned by Diabetes Australia looking at health care costs and lost productivity in the workplace estimated the yearly financial cost of obesity in Australia to be \$3.767 billion (Economic Costs of Obesity 2006). The report estimates that costs rise to \$21 billion when a financial value is assigned to the overall loss of a healthy life.

Sector issues

Fitness

Fitness is the fastest growing sector of the Queensland Fitness, Sport and Recreation Industry. ABS statistics show the occupation of fitness instructor as the largest occupation group within the Australia Sport and Recreation Industry with 13,800 persons employed (*4148.0 - Employment in Sport and Recreation, Australia, Aug 2006*).

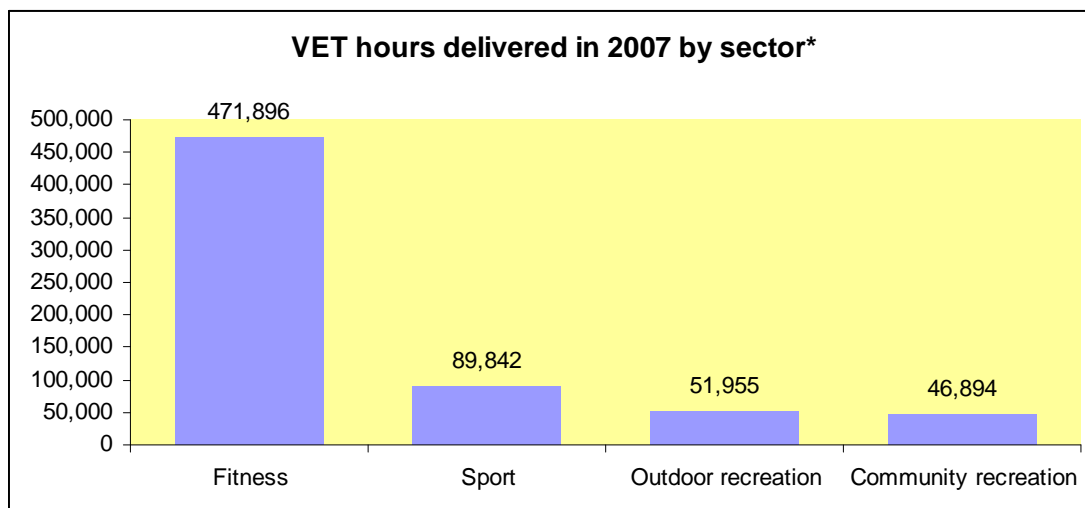
Workforce characteristics

Nationally the Fitness industry is characterised by a young workforce (median age of 32 years) working mainly part time, casual and contract hours, with only 32% working full time

- Employment growth for Fitness Instructors to 2010-11 is expected to be **STRONG**. Employment in this large occupation rose very strongly in the past five years, and in the long-term (ten years).
- Fitness Instructors have a relatively low proportion of full-time jobs (32 per cent). For Fitness Instructors working full-time, average weekly hours are 43.5 (compared to 39.7 for all occupations) and earnings are low - in the first decile. Unemployment for Fitness Instructors is below average.
- The vacancy level for Fitness Instructors is **VERY HIGH**. Vacancies arising from job changing (Fitness Instructors changing employers) are expected to provide 31 per cent of vacancies, compared with 63 per cent from job openings (Fitness Instructors leaving the occupation) and 6 per cent from new jobs (employment growth).

(Australian Jobsearch website)

The fitness sector also represents the industry's most competitive training market attracting numerous private and public training providers. Fitness courses (Certificate III, IV and Diploma) represent by far the most popular courses from the sport and recreation training package for both public and private RTOs.



**Includes total hours delivered in certificate and diploma courses by public RTOs and private RTOs receiving recurrent VET funding. Period represented is the 2007 calendar year. Note that the Diploma of Event Management course (178,851 hours) has not been included in this graph.*

Sector summary

- High staff turnover is a characteristic feature of the fitness sector. Industry stakeholders have offered a range of reasons for this including the following:
 - The tight employment market (higher wages and better career opportunities available outside the sector)
 - Low wages – the sport and recreation industry offers the third lowest full-time, average weekly earnings across all industries (ABS 2006)
 - Widespread use of contract based earning arrangements mean that fitness workers as self employed contractors must have highly developed sales skills as well technical skills
 - Perception of limited career options (after Certificate III Fitness Instructor and Certificate IV Personal Trainer the occupational outcomes and pathways are less defined)
 - Some people work in the sector as a part-time option while gaining qualifications in another area, never intending to remain in the industry on a long-term basis
 - It can be a stressful occupation continually encouraging people to adopt and maintain active healthy lifestyles, and because of the day in day out requirement for high level physical activity
 - Some people enter the industry with high expectations of earning good money but lack the technical skills, business or sales skills to achieve anticipated earnings
 - Some short courses are producing students that do not have the minimum technical skills to competently work in the sector – some of these graduates find work but become disillusioned because reality doesn't match taught expectations and leave the industry or have difficulty finding employment because of their skill level
 - An increasing number of employers are apparently reluctant to employ graduates from certain training providers.

- Some people graduating with sound skill levels can become professionally frustrated working for fitness centres which insist that staff adhere to a ‘one size fits all’ fitness program for all clients.
- While the sector is experiencing rapid growth the skills shortage situation cannot be solely attributed to a lack of new graduates. Industry employers rather describe the problem as a lack of good candidates.
- Sector employers profile the ideal candidate as one that:
 - Has been trained by a reputable RTO
 - Has at least some industry experience (minimum 6 months)
 - Has a realistic notion of what is involved in working in the industry
 - Has the communication skills and personality needed to build relationships with clients.
- Employer opinion differs on what constitutes acceptable skill levels for workers – this could be due to staffing difficulties experienced by some employers especially in the smaller population centres (they are willing to accept less skilled entrants) and because some employers prefer to provide induction training to all new staff as matter of course to ensure customer service standards are not impaired.
- The fitness sector continues to report a shortage of aqua instructors and other specialised fitness personnel such as children trainers and older adult trainers. This shortage is due to factors such as irregular and competing working hours, low pay, etc.
- Queensland has seen strong growth in the number of trainees commencing a Certificate III in Fitness. In 2007 trainee numbers at Certificate III level surged by over 160% from 76 to 192 trainees. School based trainees made up around 54% of this total.
- The fitness sector is moving towards becoming a single qualification industry. Graduates seeking to enter the sector typically enroll in a Certificate IV in Fitness. Few Queensland RTOs now deliver a Certificate III in Fitness as a stand alone course, most preferring to include the Certificate III within the delivery of the Certificate IV. The likely removal of the Diploma of Fitness from the training package and reorganization of the Certificate IV to accommodate some Diploma units would further consolidate the trend towards a single qualification.
- In 2008 Skills Australia identified the Certificate III and IV in Fitness as priority occupations in the Productivity Places Program (PPP).

Fitness Training Package Review

RTQ has attended a number of industry meetings between representatives of Service Skills Australia, Fitness Australia, Fitness Queensland, industry employers and registered training providers at which the future of the Diploma of Fitness was the main topic of discussion.

In Queensland it appears to be training providers delivering the diploma that have been the most vocal supporters for retaining it. Sunshine Coast Institute of TAFE (SCIT) the lead institute for fitness, sport and recreation in Queensland has presented a detailed case for retaining the diploma. Their case includes documented evidence of allied health employment outcomes for diploma graduates and articulation pathways to higher education.

Though unable to comment on the situation nationally RTQ can observe that the Diploma of Fitness in Queensland does lead to genuine employment outcomes in the allied health sector for graduates. While these employment outcomes may initially have been generated by the industry engagement efforts of SCIT to secure local employment for graduates rather than a spontaneous state-wide employment demand, it cannot be denied that the Diploma of Fitness in Queensland is developing links between Fitness VET graduates and the allied health sector.

As mentioned elsewhere in this and previous reports RTQ is aware that some employers refuse to employ graduates from certain short course training providers or are resigned to investing in additional training to make graduates job ready. The fitness sector will struggle to grow its professional image and create links with allied health while training quality remains an issue. The Diploma of Fitness was seen by many industry stakeholders as an important quality benchmark for the industry.

The failure by Fitness Australia to adequately articulate its reasons for seeking the removal of the diploma coupled with the lack of transparency in the training package review process has created high levels of frustration between the parties involved in the Diploma of Fitness debate. This frustration has led to personal stress, the questioning of the motives behind the parties involved and generally complicated and prolonged the review process.

Fitness Australia recently informed RTQ that the reason for the withdrawal of the diploma was that diploma graduates would be encroaching onto the territory of the allied health professions without the appropriate training. Fitness Australia recognised that Queensland had developed good employment outcomes for diploma students with allied health professionals but was concerned that nation wide Diploma of Fitness graduates working in the allied health arena may be operating beyond their skill levels. Instead Fitness Australia favours the development of Vocational Graduate Certificates to cover a number of discrete health areas such as Cardiological and Musculoskeletal.

Fitness sector skills shortages

Fitness businesses report skills shortages in well-trained Certificate IV holders (personal trainers) and Certificate III holders (group instructors) as well as qualified aqua instructors and trainers for children and older adults. Employers also report the following lack of skills in candidates – communication skills (often described as ‘having a good personality’) sales skills and administrative skills.

RTQ has identified a strategic need for business management skills for managers and employers in the fitness sector. The fitness, sport and recreation industry has excellent

prospects for strong growth. Converting opportunities into real business outcomes will require the type of strategic planning skills found in the Certificate IV in Small Business Management.

Apart from of a smaller number of applicants for positions in regional areas (which might be expected in a smaller population centres) especially in areas where the resources industry is attracting most workers there does not appear to be any significant regional influence on skills needs for the fitness industry.

Skill shortages

Skills need	Qualification	Region	Training response
Fitness instructor	Certificate IV in Fitness	Statewide	Increase public training places to keep pace with: <ul style="list-style-type: none"> • sector growth • staff turnover Seek to offer through PPP
Group instructor	Certificate III in Fitness	Statewide	As above
Aqua instructors	Certificate III skill set	Statewide	Seek to offer through PPP
Children trainer	Certificate III skill set	Statewide	Seek to offer through PPP
Older adult trainer	Certificate III skill set	Statewide	Seek to offer through PPP
Business management	Certificate IV Small Business Management	Statewide	Offer through Small Business Solutions

Outdoor recreation

Substantial growth in recent times is being experienced in this sector with developments in adventure tourism, personal development programs, experiential learning and corporate adventure training.

Workforce characteristics

Nationally the Outdoor Recreation sector is characterised by a young workforce (median age of 32 years) working mainly part time casual and contract hours, with only 32% working full time.

- Employment growth for Outdoor Activities Instructors to 2010-11 is expected to be **STRONG**. Employment in this large occupation (25,200 in February 2006) rose very strongly in the past five years, and in the long-term (ten years).
- Outdoor Activities Instructors have a relatively low proportion of full-time jobs (32 per cent). For Fitness Instructors working full-time, average weekly hours are 43.5 (compared to 39.7 for all occupations) and earnings are low - in the first decile. Unemployment for Outdoor Activities Instructors is below average.
- The vacancy level for Outdoor Activities Instructors is **VERY HIGH**. Vacancies arising from job changing (Outdoor Activities Instructors changing employers) are expected to provide 31 per cent of vacancies, compared with 63 per cent from job openings (Outdoor Activities Instructors leaving the occupation) and 6 per cent from new jobs (employment growth for Outdoor Activities Instructors).

(Australian Jobsearch website)

Sector summary

- Outdoor Recreation activities are expensive to run as they involve expensive equipment, transportation to suitable sites, low participant to guide ratios, and expensive public liability and professional indemnity insurance. For the same reason outdoor recreation training is expensive to deliver to students.
- RTQ and the Queensland Outdoor Recreation Federation has identified a skills shortage exists in the area of management skills. This situation has been exacerbated through the closure of the Graduate Diploma and Masters of Outdoor Recreation / Education at Griffith University and the fact that until recently no Queensland RTO was delivering the VET Diploma of Outdoor Recreation.
- DETA has responded to the closure of higher education courses and lack of delivery of the Diploma of Outdoor Recreation by funding delivery of the

Diploma of Outdoor Recreation through a cadetship program under the project management of RTQ and QORF.

- As employment in the Outdoor Recreation industry does not require formal qualifications there tend to be many experienced but unqualified workers.
- A number of accreditation schemes (National Outdoor Leaders Registration Scheme, Adventure Activity Standards) are gaining industry support and driving demand for formal qualifications and skill sets. RTQ is currently working on a project to streamline the RPL process for the sector.
- The Queensland Outdoor Recreation Federation (QORF), with funding from the Department of Sport and Recreation, is in the process of developing the Adventure Activity Standards (AAS) for the Outdoor Recreation/Adventure industry. Activity standards are minimum, voluntary guidelines for leaders conducting group outdoor adventure activities, covering aspects of planning, equipment handling, legal considerations and environmental considerations.
- Implementation of the Queensland Adventure Activity Standards is expected to drive increased demand for training for core skills and activity specialisation as described by NOLRS.
- The Outdoor Recreation sector has high turnover rates due to low wages, irregular work and the physically demanding nature of the work itself.
- The project Road Map to Country - Enabling Skills to Enable Community is being led by Service Skills Australia with funding from the Department of Education, Employment and Workplace Relations (DEEWR). The project will build capacity in remote indigenous communities of Torres Strait and Doomadgee by developing a training programme to support small businesses development in adventure tourism to Certificate III level qualifications. RTQ is a member of the project steering committee.
- With the exception of the Diploma of Outdoor Recreation, whole qualifications seem to require more commitment than employers and employees in the sector are able to give.
- RTOs find it difficult to make money delivering full Outdoor Recreation qualifications. The small class sizes enrolling threaten the viability of RTOs.
- Skill sets in line with the activities under the National Outdoor Leaders Registered Scheme (NORLS) offer a realistic training product for the sector.
- The activities offered by the sector make up large part of the tourism offering, as recognised in the Adventure Tourism Action Plan, yet there is little support in the way of funding for employees and employers to access training.
- The sector has a number of voluntary organisations such as Scouts, Guides and Duke of Edinburgh which have limited access to training funds.

- Certificates II, III, IV and Diploma of Outdoor Recreation were included as priority occupations in the Productivity Places Program (PPP).

Outdoor recreation sector skills shortages

The outdoor recreation reports difficulty sourcing qualified Certificate IV activity leaders. There is also a clear need for skills sets covering the more commercially prominent activities such as Bushwalking, Abseiling, Canoeing and Challenge ropes. The industry has a clear strategic need to encourage uptake of the Diploma of Outdoor Recreation qualification by experienced workers to develop the higher level management and activity skills the sector will require if it is to prosper.

The Queensland Outdoor Recreation Federation (QORF) has raised the issue of loss of the Graduate Diploma in Outdoor Education and Masters in Outdoor Education in curtailing the capacity of individuals to access higher level qualifications and skills. Currently of all the sectors in the Fitness, Sport and Recreation, outdoor recreation is the only sector without a dedicated higher education qualification available for study in Queensland.

RTQ has identified a strategic need for business management skills for managers and employers in the outdoor recreation sector. The fitness, sport and recreation industry has excellent prospects for strong growth. Converting opportunities into real business outcomes will require the type of strategic planning skills found in the Certificate IV in Small Business Management.

Skills need	Qualification	Region	Training response
Activity leader	Certificate IV in Outdoor Recreation	statewide	Increase training places and RPL to keep pace with: <ul style="list-style-type: none"> • sector growth • staff turnover. Seek to offer through PPP
Activities: <ul style="list-style-type: none"> • Bushwalking • Abseiling • Canoeing • Ropes challenge 	Skill sets from Certificate III and IV in Outdoor Recreation to met AAS and NOLRS guidelines	statewide	Seek to offer through PPP
Management	Diploma of Outdoor Recreation	statewide	Seek to offer through PPP
Training and assessment	TAA	statewide	Seek to offer through PPP
Business management	Certificate IV Small Business Management	statewide	Offer through business mentor delivered training service such as Small Business Solutions

Sport

The majority of sporting activities in Queensland are offered by non-profit, volunteer-based sporting clubs. These sports clubs are usually affiliated with regional, state and national sporting associations that administer competitions and membership, help promote the sport and represent members to government. The peak industry body for sport in Queensland is the Sports Federation of Queensland.

Workforce characteristics

Nationally the Sport industry is characterised by a young workforce (median age of 24 years), primarily males (61%), working mainly part time casual and contract hours, with only 38% working full time. The Department of Education, Employment and Workplace Relations provides labour market on the following occupational roles at a national level

Sportspersons, Coaches and Sporting Officials

- Employment growth for Sportspersons, Coaches and Sporting Officials to 2010-11 is expected to be strong. Employment in this large occupation (24,600 in February 2006) rose moderately in the past five years, and rose strongly in the long-term (ten years).
- Sportspersons, Coaches and Sporting Officials have a relatively low proportion of full-time jobs (38 per cent). For Sportspersons, Coaches and Sporting Officials working full-time, average weekly hours are 46.5 (compared to 39.7 for all occupations) and earnings are below average - in the third decile. Unemployment for Sportspersons, Coaches and Sporting Officials is average.
- The vacancy level for Sportspersons, Coaches and Sporting Officials is very high. Vacancies arising from job changing (Sportspersons, Coaches and Sporting Officials changing employers) are expected to provide 58 per cent of vacancies, compared with 36 per cent from job openings (people leaving the occupation) and 6 per cent from new jobs (employment growth).

Sport and Recreation Managers

Employment growth for Sport and Recreation Managers to 2010-11 is expected to grow slightly. Employment in this medium occupation (8400 in February 2006) rose strongly in the past five years, and rose moderately in the long-term (ten years).

- Sport and Recreation Managers have an above average proportion of full-time jobs (85 per cent). For Sport and Recreation Managers working full-time, average weekly hours are 45.9 (compared to 39.7 for all occupations) and earnings are average - in the fifth decile. Unemployment for Sport and Recreation Managers is average.

- Sport and Recreation Managers are employed across several industries including: Sports; Accommodation; Government Administration; and Other Recreation Services.
- The vacancy level for Sport and Recreation Managers is average. Vacancies arising from job changing (Sport and Recreation Managers changing employers) are expected to provide 60 per cent of vacancies, compared with 37 per cent from job openings (people leaving the occupation) and 3 per cent from new jobs (employment growth Managers)

(Australian Jobsearch website)

Sector summary

- Large numbers of volunteer workers, and predominantly casual and part-time employment opportunities, particularly in regional areas (21% of all Australian volunteers worked in sport/recreation - *Giving Australia: Research on Philanthropy in Australia, 2005*)
- Skills needs consistently reported in areas of business management and marketing, risk management, volunteer management, governance, coaching and officiating.
- Decision to reduce the maximum annual amount available to sport and recreation organisations funded through the Sport and Recreation Development Program (SRDP) was reversed following a media campaign questioning the cut to Swimming Queensland's SRDP funding given the exceptional performance of Queensland swimmers at the Beijing Olympics.
- There is growing awareness by sports organisations that they must identify and achieve alternative (non-government) funding if they are to survive and flourish.
- The need to adopt risk management strategies is well understood by the sector yet remains an operational challenge and many organisations still seek to improve skills in risk management.
- An obstacle to the uptake of sport specific VET by the sector is the lack of alignment between the Sport Industry Training Package and the Australian Sports Commission's (ASC) coaching and officiating courses. Comments from the sports that have tried to align ASC courses with the training package indicate there is:
 - confusion about the difference between non-accredited and accredited courses
 - confusion about the process of aligning courses to the training package
 - a perception that there is limited benefit to be gained from aligning ASC courses with the Sport Industry Training Package
 - a perception that involving an RTO will increase the cost of their courses.

Sport sector skills shortages

The sport sector consistently reports the needs for skills in volunteer management, coaching, officiating, governance, risk management, marketing, communication skills, fund raising, computer skills and administration.

Full qualifications are not the preferred method of meeting the needs of the sport sector. The sports sector has shown a preference for flexibly delivered, short duration training to meet its priority skill needs. Given the sector's preference for the Australian Sports Commission's Coaching and Officiating courses similar training package courses are rarely taken up.

RTQ has identified a strategic need for business management skills for managers and employers of many sports organisations. The fitness, sport and recreation industry has excellent prospects for strong growth. Converting opportunities into real business outcomes will require the type of strategic planning skills found in the Certificate IV in Small Business Management.

Skill shortages

Skills need	Qualification	Region	Training response
<ul style="list-style-type: none"> • Customer service • Risk management • Managing volunteers • Fund raising • Computer skills • Governance • Marketing • Administration 	skill sets	statewide	Accredited and non-accredited training, workshops and information resources according to sector demand
Coaching and officiating various sports	Australian Sports Commission (NCAS and NOAS courses)	statewide	Need currently met through ASC courses – little demand for VET training
Business management	Certificate IV Small Business Management	statewide	Offer through business mentor delivered training service such as Small Business Solutions

Community recreation

Community recreation can include many of the activities associated with fitness, sports and outdoor recreation. The defining aspect of community recreation is its community focus. Some services cater specifically to particular groups, such as Youth-at-Risk, children, seniors, indigenous groups, physically disabled and intellectually disabled.

Workforce characteristics

Nationally the Community Recreation sector is characterised by a workforce with a median age of 43 years with approximately 65% working full time.

- Job prospects for Recreation Officers are good.
- Employment growth for Recreation Officers to 2010-11 is expected to be MODERATE. Employment in this medium occupation (7,800 in February 2006) rose strongly in the past five years, and rose very strongly in the long-term (ten years).
- Recreation Officers have a below average proportion of full-time jobs (65 per cent). For Recreation Officers working full-time, average weekly hours are 41.8 (compared to 39.7 for all occupations) and earnings are average - in the sixth decile. Unemployment for Recreation Officers is average.
- Recreation Officers are employed across several industries including: Government Administration and Hospitals and Nursing Homes
- The vacancy level for Recreation Officers is VERY HIGH. Vacancies arising from job changing (Recreation Officers changing employers) are expected to provide 52 per cent of vacancies, compared with 44 per cent from job openings (Recreation Officers leaving the occupation) and 4 per cent from new jobs (employment growth for Recreation Officers).

(Australian Jobsearch website)

Sector summary

- Employment in this sector is largely in not-for-profit organisations
- Given the sector's heavily reliance on volunteers attracting and retaining volunteers is of critical importance
- Employment for occupations such as full-time recreation officers, facility managers, and full-time and casual lifeguards and activity instructors is provided by facility owners, such as State and Local governments and equity groups such as Sporting Wheelies Disabled Association, Life Stream and YMCA.

- Though the sector is largely not-for-profit there is still an emphasis placed on creating an operating surplus to fund activities and maintain premises. This means that business management skills are critical to the sector.
- The growing business focus of some community recreation enterprises places them in direct competition with commercial businesses from other sectors as is already happening for example with community recreation organisations offering fitness classes and the government owned and run recreation centres offering outdoor recreation activities and experiential learning.
- There is a growing recognition of the need for well-trained and qualified staff.

Community recreation skills shortages

As the community recreation sector as a whole offers the same suite of activities and services as the combined fitness, sport and outdoor recreation sectors, it is exposed to the same skill shortages. Community recreation organisations report finding it more difficult to fill positions in regional areas than in the larger population centres.

The community recreation sector reports skills shortages in: Coaches, officials, aquatic supervision personnel, outdoor recreation activity leaders, personal trainers and group instructors (both freestyle and pre-choreographed), volunteer management and enterprise management.

RTQ has identified a strategic need for business management skills for managers in the community recreation sector. The fitness, sport and recreation industry has excellent prospects for strong growth. Converting opportunities into real business outcomes will require the type of strategic planning skills found in the Certificate IV in Small Business Management.

Skills shortages

Skills need	Qualification	Region	Training response
See sport sector			
See fitness sector			
See outdoor recreation			
Business management	Certificate IV Small Business Management	statewide	Offer through business mentor delivered training service such as Small Business Solutions

Traineeships update

In RTQ's February 2008 Industry Skills Report, traineeship trends over time were examined. Concentrating on the changes from 2006 to 2007 some very significant changes can be seen not only overall numbers, but also where the trainees are located, the traineeship streams they are undertaking, the gender of trainees and also their preferred employment model.

Trainees can be employed in full time, part time or school based arrangements. The biggest growth has been in school based trainees where numbers reached 377 commencements in 2007, up over 50% on the numbers in 2006. Full time trainee commencements were up 25% and part time commencements were up 13%. There were more sport and recreation school based trainees employed in 2007 than the total number of our trainees employed in 2002.

While the gender division of sport and recreation trainees has always been reasonably even, in recent years the gap has become smaller and in 2007 it was 51% male, 49% female. Interestingly, the number of female trainee commencements increased by over 50% between 2006 and 2007, whilst male trainee numbers increased only 25%.

Perhaps some of the most interesting trends can be seen in which traineeship streams the trainees are undertaking. One of the biggest increases has been in the area of Fitness where trainee numbers at Certificate III level surged by over 160% between 2006 and 2007. At Certificate IV level the numbers of trainees employed is still insignificant although numbers did increase from 1 to 6. As noted in the last report, the Fitness trainee growth has been most specifically for school based trainees.

In Community Recreation the biggest increase is traineeship growth between 2006 and 2007 has been in the employment of Certificate III Community Recreation trainees, where numbers have almost quadrupled although the total is still under a hundred. At Certificate II level, the number of community recreation trainees jumped by over 150% between 2006 and 2007.

Although still relatively small, the numbers of Outdoor Recreation trainees employed is also on the rise although total numbers are still well short of all other industry sectors.

Increases have not occurred in all traineeship streams. The numbers of trainees employed in the generic sport and recreation stream fell by over 100% at Certificate II, nearly 50% at Certificate III and over 50% at Certificate IV. The latter is disappointing as the numbers are not transferring to alternative sport and recreation traineeship streams. At Certificate II and III level the drop is occurring because employers are turning to the Community Recreation outcome in preference.

Throughout Queensland, all regions saw an increase in commencements except for the Wide Bay/Sunshine Coast area. The biggest growth was in the Brisbane North and North Queensland areas with numbers up over 80% on 2006. Smaller but significant increases occurred in Brisbane South and the South West, whilst a small increase occurred in Central Queensland.

Looking at the overall spread of commencements at the Certificate II/III and IV levels there has been a small 8% increase at Certificate II, an almost doubling of numbers at Certificate III and a drop of 34% at Certificate IV.

Things continue to look positive for sport and recreation traineeships. In the first quarter of 2008 commencements are up over 20% for the same period in 2007.

No doubt a range of factors contribute to the strong growth in trainee numbers, better quality outcomes, the wider range of traineeship products and perhaps a better understanding by industry of the availability of traineeships. The economic benefits of employing trainees in the current climate can not be ignored so it will be interesting to watch what happens if overall business confidence and unemployment levels change over the coming year.

Smart Moves

RTQ has not seen the widespread creation of links between schools and the fitness, sport and recreation industry as a result of the Smart Moves Strategy. Several employers who specialise in delivering physical activities for children and who promote their services to schools in terms of the Smart Moves agenda have told RTQ that they have not seen any increase in business activity. Sporting organisations with which RTQ has discussed Smart Moves strategy also generally report no significant activity in terms of increased membership / participation in their sport arising through the Smart Moves Strategy.

The Smart Moves Strategy would seem to offer potential for organisations from the fitness, sport and recreation industry to form links with schools. However, it is the industry which needs to take the lead in developing those links. It is after all the industry which is 'selling' its services - the school is in the role of the customer.

RTQ understands that the state government has now provided funding for Physical Activity Facilitators. Physical Activity Facilitators (PAFs) will work with schools throughout term 4 2008 focussing on:

1. Delivery of physical activity by teachers
2. Planning Smart Moves
3. Developing leadership in physical activity
4. Developing community networks and partnerships
5. Assisting in the evaluation the Physical Activity Facilitator project.

Point 4 above *Developing community networks and partnerships* offers the opportunity for the industry to create stronger links with schools. RTQ has spoken to Education Queensland on the importance of developing relationships with organisations from the fitness, sport and recreation industry in order to inculcate long term physical activity habits in school children. RTQ has offered to work with Physical Activity Facilitators to help encourage the more widespread development of links between schools and local fitness, sport and recreation organisations.

Sport and Recreation Training Package

Service Skills Australia is currently reviewing the qualifications and competency standards that underpin the national Vocational Education and Training (VET) system. This will determine the standard of the future skills and knowledge required for the fitness, sport, outdoor recreation and community recreation workforce.

Service Skills Australia has advised that it expects to release the Sport and Recreation Industry Training Package in February or March 2009. This means that over two years will have elapsed since the training package was due to be released in January 2007.

The review of training packages is a meticulous and lengthy process which involves SSA in extensive consultation with a range of industry stakeholders throughout Australia. The current review and rewriting process based on a rolling three-year cycle will change after this latest review to a model whereby changes to the training packages will be made as and when requested by industry.

This ‘just in time’ approach to training package updating is intended to streamline the reviewing process and more rapidly meet the training needs of industry. It is still unclear what evidence will be required to support an update to the training package, how updates will be prioritised given the finite resources of SSA, the time frame required to research and write an update for the training package, how RTOs will be kept informed of new updates to training packages, etc.

Appendix 1 Skills Alliance Partners

Title	Firstname	Lastname	Company
Mr	Trevor	Adcock	Cairns Brothers Junior Rugby League
Mr	Ian	Adie	Rockhampton Grammar School
Mr	Peter	Allen	Aqua-Photo Pty Ltd
Mr	Craig	Allingham	Physiocare
Mr	Neil	Appo	Southbank Institute of Technology
Ms	Jadi	Apps	James Cook University
Ms	Michelle	Arnett	Tinaroo Active Recreation Centre
Mrs.	Carolyn	Asher	Royal Life Saving Society Queensland
Ms	Anna	Ashton	Caloundra City Council
Mr	Robert	Ashton	Sport Recreation and Racing
Mr	Tony	Attridge	College of Health & Fitness
Ms	Maree	Austin	Queensland Marching Association Inc
Mr	Don	Bacchi	Fitlink Australia
Ms	Rhonda	Bacchi	Fitlink Australia
Mr	Murray	Bain	Cairns Hockey Association Inc
Mr	Grahame	Barker	Essential Fitness Qld Pty Ltd
Mr	Andrew	Barkham	Queensland Outdoor Recreation Federation (QORF)
Ms	Barbara	Barkley	Womensport Queensland Association
	Tracey	Belbin	Active After-school Communities Program
Mr	David	Bell	Queensland Athletics Association (QAA)
Ms	Leanne	Bell	Tropical North Queensland Institute of TAFE
Miss	Rachel	Benham	Emerald State High School
Ms	Jody	Blackburn	Interact Recreation Unlimited Queensland
Mr	Michael	Blankenspoor	Tropical North Queensland Institute of TAFE
Miss	Toni	Blecher	Mackay Amateur Basketball Association Inc
Mr	Darren	Blooranta	Atherton State High School
Ms	Lyn	Bollen	Sunshine Coast Football
Mr	Joshua	Bosschieter	Environmental Protection Agency
Mr	Phil	Box	Emu Gully Adventure Education Group Inc
Mr	Bob	Boyd	Central Queensland University
Mr	Andrew	Boyle	Co-Efficient Adventure Resources
	Nadia	Black	Fitnation
	Judy	Breeze	Australian Underwater Federation Queensland
Mr	Michael	Brierley	Queensland Olympic Council
Ms	Alex	Bright	Queensland Cycling Association Inc
Mr	Mark	Brown	Sports Medicine Australia (Qld)
Ms	Liz	Buchanan	Equestrian Federation of Australia (Queensland Branch) Inc
Mr	Aaron	Bulow	Australian Sport and Fitness College
Mr	Scott	Burgess	The Outlook Training and Resource Centre
	Tony	Burn	Leading Edge Fitness
Mr	Ben	Butler	Australian Institute of Fitness
Mr	Stephen	Butler	Fitness Queensland
Mr	Jacob	Campton	Surf Life Saving Queensland (SLSQ)
Ms	Tanya	Carr	Fitnance
Ms	Jennifer	Cartmel	Early Childhood Australia Qld Branch
Ms	Jennifer	Cartmel	Griffith University, School of Human Movement
Mr	Joe	Cazey	Scouts Qld
Mr	Kenneth	Chandler	Royal Life Saving Society Queensland
Mr	Ryan	Chapman	Ryan Chapman Personal Training

Mr	Michael	Chappell	Southern Queensland Institute of TAFE Toowoomba Sporting Wheelies & Disabled Sport & Recreation Assoc of Qld
Ms	Kelli	Chilton	Prince Charles Hospital -Geriatrics Program
Ms	Gaylene	Chin	Sport Recreation and Racing - Rockhampton (SRR)
Mr	Tony	Christensen	YMCA Camp Warrawee
Mr	Noel	Clark	Wide Bay Institute of TAFE
Mr	Bob	Clarke	Red Rock Adventure Products Pty Ltd
Mr	Damien	Clarke	Queensland Outdoor Recreation Federation (QORF)
Mr	Tim	Coles	Malanda State High School
Ms	Gwen	Connolly	Queensland Little Athletics Association
Mr	Simon	Cook	Beach House Health & Fitness Club - Rockhampton
Ms	Ingrid	Cornelis	Queensland Parachuting Association inc
Mr	Jack	Cross	Fitness Advisory Services Pty Ltd
Mr	John	Cross	Sports Federation of Queensland Inc
Mr	Peter	Cummiskey	Tropical North Queensland Institute of TAFE
Mr	Mathew	Curtis	Gold Coast Institute of TAFE
Ms.	Deb	Daly	Early Childhood Australia Qld Branch
Ms	Jo	Darby Shire	Queensland Billiards & Snooker Association
Mr	Forbes	Davies	Whitsunday Sailing Club
Mr	Ian	Davy	Quad Park Corporation Pty Ltd
Mr	Roger	Desailly	Baseball Queensland
Mr	Col	Dick	Toowoomba City Council
Ms	Kristina	Dickman	Pony Club Association of Queensland Inc
Ms	John	Diegan	Queensland Police Citizens Youth Welfare Association
Mr	David	Drakeley	Centacare Child Care Services
Ms	Joanne	Drvery	Edmund Rice Education Flexible Learning Centres
Mr	Bryn	Dunlop	Churchie, Anglican Church Grammar School
Mr	Barnaby	Eaton	Taekwondo Queensland
Mrs	Kate	Eggar	ACHPER QLD
Ms	Jocelyn	Elliott	Equestrian Federation of Australia (Queensland Branch) Inc
Mr	Rob	Ferguson	Well Grounded
Mr	Matt	Flynn	Central Queensland Institute of TAFE Rockhampton
Mr	Bill	Fry	Queensland Yachting Association
Mr	Norman	Fry	Rockhampton City Council
Ms	Trudy	Funch	Queensland Studies Authority (QSA)
Mr	Ian	Fyfe	Sanctuary Cove Golf & Country Club
Ms	Susie	Gale	Central Queensland Institute of TAFE Mackay Campus
Mr	Russell	Gardner	Australian Powerboat Association
Mr	David	Garner	Queensland Volleyball Association
Mr	Jon	Gibbs	North Queensland Sports Foundation
Mr	Stuart	Gibson	Access Recreation
Ms	Karla	Gilson	Queensland Outdoor Recreation Federation (QORF)
Mr	Dallas	Godson	Right Training
Mr	Mark	Gommers	The Outlook Training and Resource Centre
Mr	Jonathan	Goss	North Queensland Parachute Council
Mrs	Jonelle	Goss	Motorcycling Australia Queensland
Mr	Lindsay	Granger	Toowoomba Tadpoles Swimming Club
Mr	Stephen	Gray	Frenchville Sports Club
Ms	Kerree	Green	AFL Queensland
Mr	Richard	Griffiths	Queensland Outdoor Recreation Federation (QORF)
Mr	John	Guise	Endeavour Foundation
Ms	Belinda	Gustavson	Surf Life Saving Queensland (SLSQ)
Mr	Owen	Hall	Department of Education, Training & Arts
Mr	Ross	Hanley	

Mr	Rick	Hanlon	AFL Cape York Ltd
Mr	Peter	Hannan	Sports Credentials
Miss	Michaela	Harden	Fitness Queensland
Mr	Phil	Harrison	Tropical North Queensland Institute of TAFE
Ms	Marion	Hartog	horseridingcoach.com
Mr	Kevin	Hasemann	Queensland Swimming Association Inc
Ms	Belinda	Hayward	Active After-school Communities Program
Ms	Barbara	Hensby	Southbank Institute of Technology
Mr	Wayne	Hill	Queensland Gymnastics Inc
		Hobson-	
Mrs	Anita	Powell	Australian Association for Exercise & Sport Science
Mr	Danya	Hodgetts	Central Queensland University
Mrs	Marcy	Holdsworth	Townsville City Council
Ms	Cindy	Hooker	Life Stream Foundation - Rockhampton
Mr	Vince	Hopgood	Hervey Bay Senior College
Mr	Travis	Hunt	Ipermedia
Ms	Emma	Hunter	Queensland Academy of Fitness
Mr	Logan	Hurford	Crest Academy, Broadbeach Surf School
		Phil	Paragliding Queensland
Mr	Ben	Jack	Wynnum North State High School
Ms	Cathy	Jacobs	Clive Berghofer Recreation Centre
Ms	Margaret	Jacobson	Brisbane City Council
Ms	Angela	Jaeschker	Access Arts
Ms	Amanda	Jennings	Capricorn Caves
Mr	Greg	Jones	PCYC Rockhampton
Mr	David	Keating	ACHPER QLD
Mr	Jason	Kidd	Duke of Edinburgh's Award
Ms	Trish	King	Fitness King
Mrs	Ina	Koka	Ina Koka Fitness Industry Consultant
Ms	Ina	Koka	Fitness Queensland
Mr	Col	Lamb	Redlands College
Ms	Wendy	Lang	Barrier Reef Institute of TAFE
Mr	Shaun	Lauder	Sunshine Coast Institute of TAFE
Mr	Adrien	Leclere	Mt Tamborine Adventure Parc
Dr	Donna	Little	Queensland Outdoor Recreation Federation (QORF)
Ms	Donna	Little	Queensland Outdoor Recreation Federation (QORF)
Mr	Ross	Livermore	Queensland Rugby Football League
Mr	Wayne	Lomas	Queensland Swimming Association Inc
Mr	Bradley	Low	UQ Sport
Mr	Steve	Lum	Powerlifting Queensland Federation Inc
Ms	Sandra	Lundberg	Varsity Lakes Community Resource Centre Inc
Mr	Tim	Marchbank	Queensland Ultimate Disc Assoc
Mr	Peter	Marriott	Water Polo Queensland
		Malcom	Australian Underwater Federation Queensland
Ms	Ashleigh	Marshall	Queensland Badminton Association (QBA)
Mr	Damien	Martin	International Training College Pty Ltd
Mr	Grant	Martin	Fernwood Women's Health Club - Petrie
Ms	Rosemary	Martin	The Sports Centre
Ms	Tracey	McAsey	Quad Park Corporation Pty Ltd
Mr	John	McDonald	Army Adventurous Training Wing
Mr	Brad	McGregor	Sport-e-Coach
Mr	Mark	McKean	Vida Health & Spa
Ms	Margie	McKenzie	Scuba Schools International - Australia
Mr	David	McLean	Strive Training Australia Pty Ltd

Ms	Natalie	McMaster	Queensland Rugby Union Ltd.
Ms	Shirley	Mellor	Australian Liquor Hospitality & Misc Workers Union
Mr	Scott	Meredith	Gold Coast Institute of TAFE
Ms	Irene	Miles	Guides Queensland
Mrs	Margaret	Miller	Guides Queensland
Mr	Richard	Moody	Citibeach Volleyball
Ms	Emily	Morgan	Townsville City Council
Ms	Cherie	Morley	Australian Institute of Applied Sciences
Mr	Bruce	Morris	Tenpin Bowling Association of Qld Inc
Mr	Craig	Morrison	St Joseph's Nudgee College
Mr	Vince	Moynihan	Iona College
Mr	Troy	MrGrath	UQ Sport
Ms	Janine	Mulder	Sunshine Coast Institute of TAFE
Mr	Jude	Munro	Brisbane City Council
Mr	David	Murrin	Interact Recreation Unlimited Queensland
Ms	Rosemary	Myers	Right Training
Mr	Peter	Narducci	Queensland Rugby League
Mr	Matt	Neason	Rockhampton Basketball
Mrs	Lian	Newton	Bike On Australia
Ms	Sue	Nisbet	Queensland Softball Association Inc.
Ms	Maria	Noonan	Gold Coast Institute of TAFE
	Dennis	Norman	Mackay Cricket Association
	Linda	Nugent	
Ms	Glynis	Nunn-Cearns	Australian Track and Field Coaches (ATFC)
Mr	Jim	Nyland	University of Queensland, Business School Downtown
Mr	Terry	O'Brien	The Outlook Training and Resource Centre
Mr.	Bernie	O'Halloran	AFL Cairns
Mrs	Mary	Otto	Guides Queensland/Duke of Edinburgh's Award Sporting Wheelies & Disabled Association - Rockhampton Region
Mr	Michael	Oxley	
ms	Claire	Padgham	Fitness Queensland
Mrs	Vickie	Paterson	Brisbane Lions Australian Football Club
Mr	Dean	Patterson	Delfin Lend Lease Ltd
Ms	Lissie	Patterson	Hillbrook Anglican School
	Helen	Paulsen	Mackay City Council
Mr	Warwick	Pawsey	PASS Sports Australia
Mr.	Shane	Pegg	University of Queensland, School of Tourism
Ms	Sharyn	Peterson	Queensland Amateur Pistol Shooting Association Ltd
Mr	Mike	Phillips	Sunshine Institute of TAFE
Ms	Katie	Philp	James Cook University
Ms	Robyn	Pinel-Laird	Southbank Institute of Technology
Mr	David	Pollard	Access Recreation
Mr	Andrew	Potter	Mackay AFL
Mr	Stuart	Powell	James Nash State High School
Mr	Tony	Quinn	Australian Rugby League
Mr	Allan	Rafton	Tallebudgera Beach Outdoor Education School
Mr	Peter	Reaburn	Central Queensland University
Mr	David	Reed	TAFE Queensland
Mr	Victor	Rekimchuk	Natural Stride Soccer Academy
Mr	Christian	Renford	Rowing Queensland
Mr	Reg	Roberts	Indoor Cricket Queensland Inc
Mr	Gene	Rodgers	Redland Shire Council
	Gene	Rogers	Redlands Shire Council
Mr	Ben	Rothwell	Kindilan Outdoor Education and Conference Centre

Ms	Brunella	Rovera	Southbank Institute of Technology
Mr	Will	Sambrook	YMCA Institute of Education and Training Brisbane
Ms	Bridget	Samuels	Caloundra City Council
Mr	Trevor	Schwenke	Barrier Reef Institute of TAFE
Mr	Derek	Scott	Table Tennis Queensland
Mr	Andre	Servatius	Vikings Futsal Association
Mr	Bob	Shallcross	Sports Medicine Australia (Qld)
Miss	Hayley	Shillig	Beerwah State High School
Mr	Mark	Shrubshall	Australasian Golf Academy
Mr	Darren	Sibraa	Tennis Queensland
Ms	Annette	Smith	Southbank Institute of Technology
Mr	Blair	Smith	Basketball Queensland
	Jan & Ian	Smith	World Fitness
Ms	Jenny	Smith	Access Recreation
Mr	Peter	Smith	Queensland Racing
Mr	David	Speechley	SwimEd - Education by ASCTA
Ms	Helen	Stallan	North Queensland Football Inc.
Mr	Jason	Steele	Zento Group
Mr	Blue	Stewart	Bluesport
Mr	Murray	Stewart	Base Camp Adventure Co
Mr	Garry	Stokes	Milne Bay Aquatic Centre
Mr	Daniel	Tackenberg	Australian University Sport
Ms	Kay	Taylor	Sunshine Coast Institute of TAFE
Ms	Sue	Terpening	Queensland Polocrosse Association
Mr	Jeff	Thomas	Queensland Cricket
Mr	Roy	Thompson	Cathedral College, The
Ms	Gail	Torrens	Tenpin Bowling Association of Qld Inc
Mr	Gary	Toshach	Atherton State High School
Ms	Jodi	Townsend	Mackay Gymnastics Inc
Mr	Paul	Trebise	AFL Sunshine Coast
Mr	Paul	Treloar	Genesis Fitness
Mr	Peter	Turnbull	Royal Queensland Bowls Association
Mr	Geoff	Turner	Recreation Training Queensland
Mrs	Susanne	Turner	Football Toowoomba Inc.
Mr	Sean	Tweedy	University of Queensland
Ms	Rebecca	Urquhart	Caloundra City Council
Ms	Talia	van Gils	Volunteering Queensland
Ms	Paula	Van Waveren	Curves Rockhampton
Mr	Mark	Walker	Queensland Police Citizens Youth Welfare Association
Mr	Alan	Wallish	Passions of Paradise
	Marina	Walters	Goodlife Health Club - Rockhampton
Ms	Helga	Ward	AUSSI Masters Swimming (Qld)
Ms	Helga	Ward	Queensland Masters Swimming
Miss	Joanna	Weaver	Triathlon Queensland Ltd
Ms	Kara	Weber	Browns Plains State High School
Mr	Chris	Weier	Fitnance
Mr	Garry	West-Bail	Hockey Queensland
Ms	Kathy	Wheeler	Runaway Bay Sports Super Centre
Ms	Barbra	Whitfield	Barbra's Aqua
Ms	Kaye	Williams	Whitsunday Sailing Club
Mr	Adam	Wilson	Active Women
Mr	Adam	Wilson	Active Health Clubs Pty Ltd
		Wood-	
Mr	Neville	Bradley	Royal Queensland Bowls Association

Mr	John	Woods	Edmund Park Adventure Education
Miss	Selina	Wright	Red E Personal Training
Mr	Les	Wust	Rocky Kart Centre
Mr	Cameron	Wyatt	Synergy - Applied Adventure Pty Ltd
Ms	Letitia	York	Browns Plains State High School

Appendix 2 Industry voice

The following is a summary of comments relating to workforce development made by industry stakeholders to RTQ during the period from January 2007 to September 2008.

Fitness

There is no need to change the fitness training package, the problem is getting RTOs to properly deliver what is already in the training package
If I could make some big changes they would be - GST tax relief, private health care refund for regular exercise, funding for children in at risk categories (diabetes, obesity etc), funding for lifestyle changes in at risk adults (diabetes, obesity, osteoporosis, arthritis etc)
We have monthly staff satisfaction events, in-house workshops, and weekly senior to junior staff mentoring
Once qualifications and knowledge are satisfied the most important attributes are - personality, communication skills, enthusiasm, willingness to continue to learn and passion
I am not convinced occupation pathways are clear or even in existence for our sector. I certainly do not believe they are effective.
The traineeship program does not work unless the person is mature aged
We don't recruit poorly trained applicants, but find highly trained applicants hard to come by
Applicants who have studied short courses are not suitable to our organisation
Our staff need strong people skills and client focus
We have shortages in children trainers, older adult trainers, communication skills and sales skills
Our average turnover for a full time manager is around 6 months
Highest staff turnover is in admin, followed by sales. Admin staff average lifespan is about 8 months. Sales staff about 1 year. Lack of basic skills is part of it.
Our only problem area is recruiting suitable staff that are fully qualified in the range of areas that we require e.g children, older adults
You would not believe how hard it is to find suitable administration staff
I prefer hiring full time staff from the perspective of staff commitment and creating a culture reflective of our company goals and vision. From a cost control perspective a mix of full time and part time is best
To reduce staff turnover we provide a good team environment, flexible work policies, good pay and a client base. Our irregular working hours spread across the day hurts us and can lead to employee burnt out
Our business performance would improve if more in depth training went into graduates so we did not have to re-train staff
Front desk staff lack customer service skills
Instructors need marketing skills
Some training providers continually turn out poorly trained graduates
Industry risks losing professional reputation through poorly trained graduates
Can't find aqua instructors

E-learning on its own is not a good option for fitness students
Some RTOs not adequately overseeing vocational placement of students
Fitness graduates lack business initiative
Some school based trainees are excellent others seem to think the job is glamorous
Fitness businesses in the town don't talk to each other
Inconsistent quality between graduates from different training providers
Even people with high level qualifications can lack customer service experience and will need lengthy induction training before they can be trusted with clients
Quality of training and industry standards could suffer if there is no prescriptive language used to define underpinning knowledge requirements
We have a partnership with the local TAFE whereby classes of students come to learn about equipment and this helps us identify new staff
Personal trainer graduates come to work for two weeks, find they can't get any clients and then they leave the industry - There needs to be some training in sales or business skills
Younger staff are not ready for personal training when they first graduate – they need more life experience
We don't care we staff get their certificates from as long as they can teach the circuit. But we prefer when our staff are trained by our business through a traineeship
The fitness industry needs to be made more inclusive of people with a disability. The UK model Inclusive Fitness would be worth copying here in Australia
Providing a fitness service is providing a health service - some fitness centres need to improve client fitness evaluation and make programming more appropriate to the client's needs
If you are a gym instructor then you will not consider the allied health sector to be part of your industry

Sport

Many in sport don't see it as a business but a community service
We don't have difficulty retaining staff because our are all involved in the sport so they have an ownership
We offer attendance at workshops, individual training courses, upgrades, mentoring, staff surveys and staff workshops on selected working topics
I think people entering the workforce into our industry have a significant lack of knowledge on what the opportunities are in the industry. What jobs there actually are
We are looking for greater fundraising skills
Communication and customer service skills require constant attention particularly Gen Y
Development Officers do not stay usually for more than a year or two. I have been lucky lately but staff turnover is certainly an issue
We have very little turnover. The staff have strong ties to the sport and enjoy working within it
It's difficult to drive volunteers to achieve deadlines and objectives. Tasks take longer to complete, sometimes they have to be taken over by a full time staff member to be completed
Our current office accommodation is not a healthy and productive work

environment.
We are so focussed on the day to day running of the sport and working event to event, it's hard to stop and refocus on other matters
Our biggest need is Resources. Put simply, money. If there was more money, more staff could be employed and more achieved
High staff turnover
Need to market sport to wider community
Hard to recruit for IT and finance positions
Volunteers are hard to attract and retain
Accessing funding is a continual problem
Lack of volunteers means they now have to pay most ground staff which leaves little money for other things
Coaching positions hard to fill because they are unpaid
High turnover of regional development officers as they are part time positions
No formal networking between clubs in the same sport
Need short courses in grant writing for clubs
When selecting staff skills in marketing highly sought after
Need training in computer use for volunteers
Need more skills in marketing, especially arranging sponsorship deals
Poor communication between clubs
Many coaches not accredited
Not enough training providers delivering courses
Children leave sport after junior level
Few training providers in regions and to get coaching accreditation need to travel
Committee needs more business skills
Communication coverage patchy for remote area members
Need grant deadline reminder
Club committees change every 12 months and knowledge continually lost
Grants guidelines too difficult to follow
Indoor referees hard to find because frequently get abused by players
Make grant applications easier to complete
Online mini courses would enable more people to get training in skill need areas
Need central database to alert sports when a grant is coming up
Government does not fully understand the constraints s remote communities face
Need some grants reserved just for regional areas
Need to provide facilities for lesser known sports not just the big sports
Sports medicine training cannot be diluted to make it easier or quicker to complete
Not many clubs have strategic plans
Some clubs now taking a more business oriented approach
Need to change club mentality to embrace change and seek new members or they will be out competed by other sports
Had to turn away 50 teams because of a lack of facilities to run competition
Schools seem reluctant to open up their facilities to the sport
Need more communication between different sports to equitably share facilities
Sports need to keep an eye on the situation with Arts funding as Arts is moving from a community service funding model to a sustainable business model – sports may have to do the same
We need to develop a business skills resource to help our sport clubs

Our officials are getting older and we will need to start thinking succession planning to preserve their knowledge and get new people involved
Sports are beginning to realize the need to make their sports more inclusive of disabled people
Learning time management skills has really helped me get through my workload
We were running competitions and didn't even realize we needed to implement a risk assessment policy to reduce the chance of (a) injury and (b) litigation
It is difficult motivating board to think and act strategically on issues that are affecting the sport – they are all volunteers and really just want to enjoy the sport
Travel is a major cost for regional clubs
When writing funding application clubs need to have their hands held. If there is a course on grant writing then they walk away and don't necessarily do the application. But if there was someone holding their hand they would turn applications in
There used to be a coaching course in coaching athletes with disabilities, but now that is included in a general principles course and has been really shortened. It needs its own separate course
Sports that do well are well run and have really good coaches - coaches are the foundation of all clubs
Volunteering is becoming more episodic and volunteers want more choice and company branding is very important to them
There is a shortfall identified in club administration training (governance, compliance, food and beverage, membership growth, etc.)
We need more information on how to find operating funds
If you are serious you have to do a lot of travel around the state to other tracks - it is an expensive sport if you are serious
High staff turnover at CRICOS Queensland makes it difficult to get issues sorted
Staffing trouble is in finding level 1 Referees and level 2 Coaches

Outdoor recreation

Positives of working in this sector are looking out of the window and seeing green! Way better than cement! Far less stressful, aesthetic. The negatives are pay, especially when starting out. Cost of maintaining qualifications and getting them in the first instance when you are also lowly paid (under \$40k) - this is a challenge
We initially conduct an apprenticeship like mentoring program with new staff at employment and continue with conference attendances and a yearly staff satisfaction interview
At least half of our volunteers are still undergoing training to meet expectations at any given time
The bigger picture of industry career pathways outside an individual organisation is not really explained to people well. It's still fairly vague
Whereas 5-8 years ago we would have 30 applications where we are getting only 2 now especially in program management
Full time outdoor recreation, programming and management: We have small turn over, most people staying for 5+ years so far, but in 2007 had 5 full time staff turn over. All in the same year which was challenging. People left full time roles for travel, to try other professions (a 'real career!')
We rely on a pool of casual staff: Outdoor education instructors, cleaners and cooks.

The main issue is turn over and not being able to offer more hours or permanent part time hours, due to the nature of the work
Our funding access is very limited. We can't apply for many funding bodies, except gambling and the odd Federal grant (e.g. Water). Nil access to Sport and recreation grants
Volunteer leaders are spread right across the state. This poses problems such as time and cost of getting trainees to Brisbane or larger regional centres for training
Hard to find instructors as work is part time
Local planners need to make space available for outdoor recreation pursuits
Training package is nightmare to RPL against
Queensland is a big place - training providers can't possibly deliver everywhere
Staff can burn out with constant tourist flow and turnover rates are therefore high
TAFE not up to date on latest industry trends
Can't compete with government outdoor recreation facilities
Insurance costs are massive
Australia has tough visa requirements which makes attracting overseas students more difficult
Outdoor recreation does not get much RPL attention. Need an RPL model that offers workplace assessment
The publicity that surrounds an accident in outdoor recreation is bad for the whole sector
We need RTO focus groups to help promote issues for training and RPL in the outdoor recreation sector
We need to education the industry on the benefit of and structure of the training packages
It is very hard finding staff. We have had a job advertised for 18 months and have not been able to find the right person yet
There are very few outdoor recreation skilled staff in this town - staffing is very competitive

Community recreation

The most important attribute is good Communication skills other skills are dependant on the particular position
For our sector to improve we need to have better recognition as an industry
We have very limited career pathways
Clubs lack grant writing skills
Staff lack community engagement skills
Staff lack event management skills
Succession planning is required
More research into community needs is required
Low pay means we can't keep staff
Generation Y attitudes conflict with older management
Older management stays and there is no progression for younger staff
Some skills required for community recreation positions can't be learned
Childcare training requires more emphasis on activity and nutrition
It can take a long time to get the blue card
Older volunteers need training in computer use
There are many government programs aimed at improving community activity but

implementation and training is always the downfall
Council is not aware of the sport and recreation requirements of the community
Mentoring is an undervalued resource
We never know when grants are due to come out
Facility can't cope with volume of community usage
Culture of volunteering seems to be disappearing
Hard to get clubs to attend meetings put on by council
Our pools not making money under private leasing system
Public transport in some areas can't cope with disabled people, especially when they travel in a group
We are not struggling to find volunteers but we are always on the lookout for more. Perhaps being in a country town people have more time to lend a hand than in the big cities. Maybe because they have more time on their hands
We have trouble getting volunteers and this seems to be getting worse year by year
We don't use volunteers - they are too hard to find and manage and we don't like to ask people to commit their time for free when we know how busy people are these days

Appendix 3 Industry appreciation

RTQ has referred over 30 organizations from the Queensland Fitness, Sport and Recreation Industry to the Small Business Solutions service to help meet an identified industry need for manager level business skills. Two letters of support are included here to demonstrate:

1. the benefit to the industry of undertaking training in business management
2. the effectiveness of using a business mentor approach for delivering training to this industry.

Table Tennis Queensland Inc.

ABN 48 292 271 838

Denis Brown
Recreation Training Queensland
Sports House
150 Caxton Street
Milton
QLD 4064

8 July 2008

Dear Denis

Small Business Solutions - Business Mentoring

I wanted to thank Recreation Training Queensland for the opportunity to access the Business Mentoring Program offered by Small Business Solutions. I have recently completed the program of mentoring sessions and have in this time developed a marketing plan and a business plan which has qualified me with a Level IV Certificate in Small Business Management.

More importantly, however, throughout the learning process the mentor, John Parish, furnished me with both new skills and new ways of approaching decision making and problem solving which will undoubtedly be of use within my current and any future roles. I would have no hesitation in recommending the program to other state sporting organisation staff.

Yours sincerely,

Derek Scott
Executive
Officer

Office 2.06 Sports House, 150 Caxton Street, MILTON QLD 4064
P: 07 3217 5579 F: 07 3217 5648 E: admin@tabletennisqld.org www.tabletennisqld.org

Softball Queensland

Mr John Tucker
Manager
Dept Education, Training and the Arts
Small Business Solutions
Via email: John.tucker@deta.qld.gov.au

Dear Mr Tucker

I was very fortunate to participate in a mentoring program through Small Business Solutions over the past few weeks.

My mentor, Glenn Chipperfield, was very helpful. He guided me through a self discovery process where I was encouraged to never underestimate my strengths or the depth of my knowledge.

Glenn made me realise the extent of my knowledge and experience which I have gained over 18 years in the industry. More importantly, he was able to offer suggestions for improvement and he continually encouraged me to look "outside the square".

Information regarding the program came through Recreation Training Queensland when they presented it to the Sports Groups at the Sports Federation of Queensland meetings. It sounded just like what I needed at that time as I wanted someone with a different perspective to talk a couple of things over with. Glenn proved to be just the right person.

I am extremely grateful for the opportunity to participate in this program and am pleased that I have achieved recognition of my skills and competencies by being awarded a Certificate IV in Business (Small Business Management).

Thank you for making the program available. I'll be passing on my experience to others in the sports industry and encouraging them to participate.

Yours sincerely

Sue Nisbet
General Manager

SOFTBALL QUEENSLAND

ABN 42 507 G34 417

Sports House South 1/866 Main Street 1 Woolloongabba Q 4102 Australia

T: 07 3391 2447 F: 07 33911734 E: admin@softballqld.asn.au www.qld.softball.org.au

Affiliated with Softball Australia Inc.

Appendix 4 Skills Alliance case studies

The case studies which follow provide an overview of the industry engagement and workforce development activities RTQ conducts through the Skills Alliance.

Helping the industry to excel from within

Using funding from the Queensland Department of Sport and Recreation RTQ has developed a workforce development resource titled ‘Workforce Development Tips *to help your organisation excel from within*’. The resource contains information on evidence-based best practice for 11 workforce development topics of relevance to the Fitness, Sport and Recreation Industry – Recruitment and selection, Mentoring, Developing effective teams, Workplace support, Worker wellbeing, Worker performance, Performance appraisal, Professional development, Goal setting, Organisational change and Retention.

The resource also includes a self evaluation checklist for each topic area so that the someone using the resource can assess the potential for his or her organisation to improve current workforce development practices. RTQ will roll out the resource at a series of 5 workshops to take place in Brisbane, Townsville and Cairns throughout October 2008.

The resource will also be freely available as a download from the RTQ website. As a further service to the industry RTQ is also offering to provide a free evaluation of checklist results and to consult with organisations on how to implement best practice strategies in workforce development.

Developing action learning groups

Since identifying broad industry need existed for business management skills when the Industry Skills Alliance commenced in 2007 RTQ has been actively promoting the Small Business Solutions Service (SBS) to the Fitness, Sport and Recreation Industry.

To date RTQ has referred over 30 organisations from the industry to the SBS service. RTQ has also helped SBS recruit a mentor with extensive experience in the Fitness, Sport and Recreation industry.

RTQ now intends to leverage the upskilling which has taken place through the SBS service to create a network of action learning groups. Managers and employers from our industry who have used the SBS service will be invited to participate as a key member of a small group of 4 or 5 people. Each person in the group will represent a different (non-competing) sector of the Queensland Fitness, Sport and Recreation Industry.

Action learning groups will come together to:

- discuss the challenges and opportunities facing each member’s organisation
- contribute ideas and knowledge to help group members identify possible workforce development solutions

- monitor and provide feedback on the progress each member makes on overcoming identified issues.

RTQ will keep in contact with the action learning group to identify industry needs and provide information and guidance where possible. RTQ will also fund a business coach to facilitate a number of group meetings to help keep the group on track and motivated.

Ultimately it is hoped that the action learning group will become self sustaining, with group members leaving and new members invited to join as required. If the pilot is successful RTQ will look to roll out the model to organisations in the industry throughout Queensland.

Helping PCYC upskill its centre managers

PCYC services around 70,000 members through its 46 centres around Queensland. PCYC centre managers are drawn exclusively from the Queensland Police Force. Through discussion with the Corporate Services Manager of PCYC RTQ identified the need for business management training for PCYC managers. RTQ began the upskilling process by referring the manager from Upper Ross PCYC in Townsville to Small Business Solutions (SBS).

After reviewing the results of the SBS service PCYC invited RTQ to refer a number of PCYC managers from South East Queensland to the SBS service. After helping SBS recruit a mentor with extensive business experience in the fitness, sport and recreation industry RTQ referred 5 PCYC managers from South East Queensland to SBS.

PCYC has arranged for the SBS service to be delivered to a further 10 PCYC managers from around Queensland. RTQ is continuing to work with PCYC to identify and meet its training needs.

Streamlining RPL in the Outdoor Recreation Sector

Increasing uptake of accredited training in the outdoor recreation sector has been difficult due to: the relatively high costs associated with training delivery (small class numbers, expensive equipment, training package competency requirements), there is no formal requirement to have qualifications to work in the sector, work in the sector is relatively low paid. As a result there are many experienced professionals in the sector without formal qualifications.

The Queensland Outdoor Recreation federation (QORF) and the Department of Sport and Recreation are now developing Adventure Activity Standards for Queensland (a voluntary, minimum set of guidelines for the outdoor recreation sector). Tourism Queensland in its Adventure Activity Action Plan 2008-2010 supports AAS as part of its strategy to develop a sustainable adventure tourism industry.

AAS may well create demand for skill sets in priority activity areas such as Bushwalking, Canoeing, Challenge ropes and Abseiling. Many outdoor recreation workers have the potential to gain statements of attainment through RPL. However

RPL has always been an onerous undertaking for this sector due to the perceived lack of documented evidence, the geographical removal of the workplace, etc.

To make the RPL more streamlined process without losing any of the assessment rigor, RTQ has delivered RPL workshops to over 20 industry assessors in Cairns and Brisbane. RTQ is also assisting Skills First with the development of an RPL Assessor Kit for the Certificate IV in Outdoor Recreation.

Through its involvement in the delivery of professional development to industry assessors and development of the RPL Assessor Kit in the Certificate IV in Outdoor Recreation RTQ is helping the Outdoor Recreation Sector achieve due recognition of the skills of its workers.

Productivity Places Program

The Productivity Places Program (PPP) is a Commonwealth Government initiative that commenced in 2007-08 to fund an additional 635,000 training places nationally over five years. Around sixty percent of these places are to be allocated to existing workers the rest going to job seekers.

The PPP provides opportunities for all industries to influence and access the availability of additional education and training places to support current skill and labour shortages. The PPP applies to qualifications included on the priority occupations and qualifications list produced by Skills Australia in consultation with Industry Skills Councils and The Department of Education, Employment and Workforce Relations (DEEWR).

Along with tight timelines surrounding the PPP, there are some significant challenges for the Commonwealth, and state governments and national Industry Skills Councils to overcome in administering and facilitating the program. Matching industry needs with relevant qualifications and then facilitating the involvement of suitable providers is never going to be easy and will rely on effective collaboration between all parties.

To this end, RTQ has already had tentative discussions with both the State Training Authority and Service Skills Australia about the value of the role RTQ can provide in supporting PPP. Our knowledge and access to industry networks and of the training market across fitness, sport and recreation is vital information for the success of the PPP as it applies to our Queensland industry stakeholders.

The Queensland Department of Education, Training and the Arts (DETA) has asked RTQ to develop a procurement and brokerage plan for the allocation of PPP places to the Queensland Fitness, Sport and recreation Industry. The qualifications on the PPP list of relevance to our industry are: Certificate III in Fitness, Certificate IV in Fitness, Certificate II in Outdoor Recreation, Certificate III in Outdoor Recreation, Certificate IV in Outdoor Recreation, The Diploma of Outdoor Recreation and the Certificate IV in Training and Assessment.

RTQ is hopeful that the PPP may turn out to be a milestone event that not only focused thought and consideration about current strategic planning and procurement processes, but which shapes the emergence of stronger models of collaboration

between state and national bodies, both government and industry. RTQ looks forward to working through the PPP to achieve additional and better outcomes for our industry.

Any involvement RTQ may have in the PPP compliments the key initiatives we already manage for industry and government, including facilitating the Fitness, Sport and Recreation Skills Alliance, facilitating and project-managing the Fitness, Sport and Recreation Skills Formation Strategy and providing workforce development products and services to help industry enterprises better plan how to develop their workforces. These important initiatives are funded through the critical on-going support of the Queensland State government via the Department of Education, Training and the Arts (DETA) and the Department of Sport and Recreation.

Supporting volunteer recognition day 2008

On Saturday 10th May 2008, in celebration of National Volunteer Week, RTQ teamed up with community organisations within Logan City, Beaudesert Shire and Beenleigh to provide a special day for our industry volunteers. As part of the Logan Council's *Grand Fiesta: A Celebration of Diversity*, RTQ manned a stall where anyone who had recently volunteered could come and feel 'properly appreciated'.

The prizes given away to volunteers registering on the day included: a "Valuing Volunteers" booklet of positive messages and testimonials from people in the community, a certificate of appreciation from Volunteering Queensland and the chance to go into a draw to win one of many prizes. The Broncos Rugby League Club providing RTQ with one of the major prizes, a 2008 Broncos jersey signed by the entire Broncos team including the coach Wayne Bennet.

The sport and recreation industry would cease to operate without the contribution made by volunteers. In a period when organisations in our industry report increasing difficulty attracting and retaining volunteers recognition at the community level and the organisation level will be critical to maintaining volunteer levels.