

SKILLS
Tasmania

Racing Industry Skills Plan

January 2010 – December 2012

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List of Abbreviations

RTO	Registered Training Organisation
VET	Vocational Education and Training
Tasracing	Tasracing Pty Ltd

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I. Foreword



The Tasmanian Racing Industry employs an estimated 2500 people, and is an important contributor, both directly and indirectly, to the economy of the State.

From the time Tasracing was established and commenced operations, we have consistently stated that it is important to develop a racing product of consistent quality to meet or exceed our customers' ongoing expectations.

A key part of this is the further development of industry participant skills. The Racing Industry Skills Plan, which will be regularly reviewed to take account of our changing industry, has been developed with this in mind.

Tasracing looks forward to working closely with Skills Tasmania on the implementation of the plan for the long-term benefit of the industry, its participants and their families, and the Tasmanian economy.

Gary Lottering
Chief Executive Officer
Tasracing



The challenge to Tasmania's continued economic prosperity and social well-being are real and are having an impact on the racing industry.

People with the appropriate qualifications and skills in our enterprises, sectors and industries are the key to successfully meeting these challenges.

A major aim of Skills Tasmania is to ensure that our state has a vocational education and training system that supports a productive workforce and contributes to economic development and success in the state.

To assist Tasmanian industry to obtain the supply of skills required to meet business objectives, Skills Tasmania is investing in effective skill formation partnerships by introducing industry skills plans, with a focus on industry ownership of workforce development solutions.

The Racing Industry Skills Plan is an excellent example of effective communication, cooperation and collaboration between racing industry participants, Tasracing and the state government.

Mark Sayer
General Manager
Skills Tasmania

2. Our Skills Plan

Skills Tasmania and Tasracing have worked in close partnership to develop this 3 year Skills Plan for the Tasmanian racing industry, to be reviewed and updated annually.

Tasracing, as the industry's peak body and responsible for service provision and industry development, works to ensure skill development programs and initiatives meet industry needs. It does this in close collaboration with racing industry participants, government and education/training representatives.

Skills Tasmania is responsible for planning, purchasing and supporting the delivery of vocational education and training (VET) services for Tasmania; the development of policy advice for skill development; promotion of industry investment in training; and the development, regulation and administration of the VET system in Tasmania.

This Skills Plan provides an overarching strategic framework between the state government, the racing industry and other stakeholders for promoting and facilitating skill development in the racing industry.

It identifies strategic actions, owned by the stakeholders, which can be implemented over the next 3 years and which will support longer term changes.

The Plan recognises that a strong focus on skill development is essential if the Tasmanian racing industry is to remain competitive and viable.

The Plan will assist the industry to respond to major changes in its skill development needs arising from trends such as:

- linking licensing and registration to skills requirements for participants, and
- aligning to Australian Racing Board policy which links licensing to training qualifications

This Skills Plan supports:

- Tasracing in achieving the five strategic goals identified in the Tasracing Corporate Plan 2009/10 – 2013/14, namely:
 - develop a consistent, quality Tasmanian product, to meet or exceed our customers' ongoing expectations to ensure a sustainable future by 2013;
 - maximise growth/revenue opportunities;
 - create an environment within which our people can achieve excellence;
 - enhance our relationships and reputation with key stakeholders to become the pre-eminent voice representing the Tasmanian industry by July 2010;
 - responsible management of financial resources to ensure operational efficiency;
- The introduction, by December 2011, of mandatory training for racing industry employers and employees in Tasmania;
- Skills Tasmania in achieving the four themes identified in the Tasmanian Skills Strategy 2008-2015, namely :
 - increasing opportunity;
 - a better system for clients;

- workforce development; and
- skills for the future;
- Skills Tasmania in its overall priority setting for purchasing and funding skill development activities.

3. Our Skills Commitment

In committing to this Skills Plan:

- Tasracing confirms that its vision of “*providing opportunities through unity and innovation to build a racing industry for global markets*” recognises the importance of Tasracing in assisting the Tasmanian racing industry to achieve sustainability and an exciting industry for the future;
- Skills Tasmania confirms its support for assisting Tasracing in achieving its vision; and
- Both partners confirm their commitment to a sustainable productive partnership to facilitate the Plan’s implementation and evaluation.

Accordingly, the mission of the partners is to:

- Provide strong leadership in racing industry skill development;
- Ensure the delivery of quality racing industry skill development opportunities that are relevant, accessible and promote excellence;
- Ensure the development of a highly skilled, passionate and professional Tasmanian racing industry workforce; and
- Ensure that quality skill development opportunities are available that promote best practice and foster improvements in industry productivity, profitability, competitiveness and safety.

To progress and monitor this Plan, Tasracing and Skills Tasmania will formalise and extend their partnership and establish appropriate annual review arrangements.

The parties to this Plan recognise that the effective implementation, communication and evaluation of the Skills Plan are critical to its success.

In committing to this Plan, those responsible for implementing actions will develop key performance indicators for each action, report on progress towards those actions and communicate to relevant stakeholders the outcomes of the actions.

The training and skill development activities that result from this Plan are based on the qualifications and/or skills sets within the national training package for the racing industry.

4. Our Skills Actions

Skill development in the racing industry is not a new phenomenon.

Significant amounts of skill development work and training activities have been in place in the industry for decades, often with emphasis on entry level training.

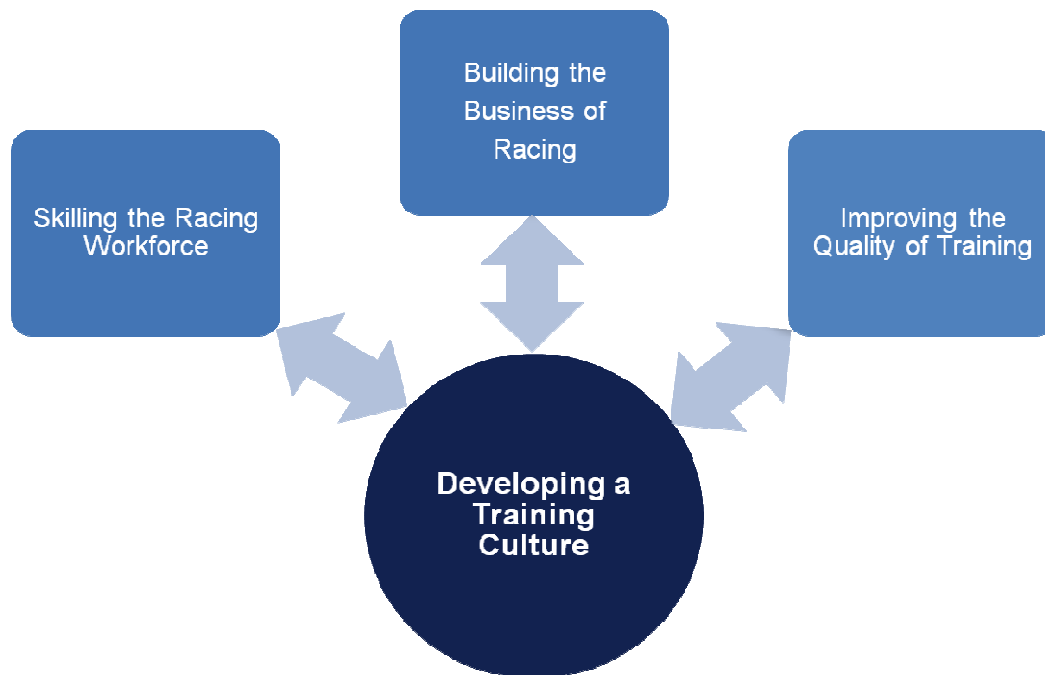
The purpose of this plan is to focus effort on strengthening and building on areas requiring stimulus, with the expectation that those things that are already being done well will continue to be done so.

In particular, the plan focuses on the skill needs of the whole racing industry, not just those of entry level workers.

This recognises the importance of investing in the upskilling of existing industry workers and managers.

Four key action themes have been identified as the basis for continual skill development in the racing industry.

The themes are purposely 'high level' to provide a strong platform for focusing future skill development activity in the racing industry.



Developing a Training Culture

Continual improvement of the skill base of the racing industry workforce is essential if the racing industry is to increase its productivity, profitability and competitiveness at state, national and international levels.

It is particularly important in an environment where a range of industry trends are changing the skill requirements and career pathways in the industry.

Central to achieving this improvement is the development of a strong industry training culture that supports and encourages ongoing skill development.

Currently, the racing industry does not have a strong training culture and, with the exception of apprenticeships for jockeys, it is not a significant user of formal, structured vocational training.

This Plan recognises that to develop a training culture there is a need to:

- Improve the industry's understanding of the skills required by the various career pathways and job roles within the racing industry and the qualifications and skill sets available to service these skill requirements;

- Encourage racing industry use of the national training system by:
 - Demonstrating the benefits of skill development to racing industry employees, employers and owners; and
 - Supporting and simplifying employer engagement of Australian Apprentices and work placements;
- Strengthen the industry's use of formal training for skill development by developing linkages between accredited training and informal, non-accredited training across the three racing codes: Thoroughbred, Harness and Greyhound;
- Encourage:
 - the use of Recognition (RPL) by participants and training providers, and
 - the attainment of relevant skills sets.

Building the Business of Racing

Racing businesses need access to high quality management level skill development opportunities that help them keep abreast of innovative and current management and technological advances and maximise their competitive advantage in the market place.

To achieve this access, the Plan includes actions focussed on:

- Developing an improved understanding of how well the skill needs of racing enterprise owners and managers are currently being met;
- Improving the range of options available for developing high priority management level skill sets; and
- Investigating the potential for establishing a targeted management program.

Skilling the Racing Workforce

A soundly skilled racing industry workforce is essential to continued industry development and productivity.

Skills development opportunities for the racing industry workforce must continue to be available through a variety of sources – entry level training of apprentices, reskilling of those entering the industry from other sectors and upskilling of the existing racing industry workforce.

The quality and delivery of these options must be improved and maintained to ensure the ongoing skill development of the racing industry workforce.

To achieve these objectives, the Plan includes actions focussed on:

- Developing an improved understanding of how well the skill needs of racing industry workers are currently being met;
- Improving the range of options available for developing priority operations level skill sets; and
- Encouraging the uptake of traineeships at Certificate II and Certificate III level e.g. stable hands and track riders.

Improving Quality Training Outcomes

The quality and relevance of training to industry skill development relies heavily on the quality of training delivery and outcomes which, in turn, is directly affected by the level of support given to the training infrastructure.

This Plan recognises that continual investment in supporting and developing trainers and assessors and the training infrastructure is essential for the delivery of high quality skill development services.

The Plan includes a number of actions focussed on:

- Improving the capacity and capability of industry trainers;
- Establishing mechanisms to recognise existing skills gained through informal, non-accredited training;
- Generating industry involvement that supports a range of training initiatives and programs;
- Developing career pathways and multi-skilling;
- Identifying impediments to the take-up of training by the industry to inform the development of initiatives to overcome these impediments; and
- Skills Tasmania having regard to the Skills Plan when determining its funding and procurement priorities.

Section 5 outlines the specific actions identified for each theme that one or more stakeholders have agreed to get done within specified timeframes.

5. Our Detailed Action Plan

#	Actions Required	Priority High Medium Low	Status New or Existing	Related Actions	Sponsor Stakeholders	Supporting Stakeholders	Timeframe
A. Developing a Training Culture							
1	<p>Establish a project to identify, document and communicate maps to demonstrate racing skill and career pathways.</p> <p>The project will:</p> <ul style="list-style-type: none"> • Provide maps that clearly illustrate: <ul style="list-style-type: none"> – the job roles employed in the racing industry workforce; – the skill sets required for those job roles; – the qualifications available that can provide those skill sets; and – the potential career pathways within the racing industry; and • Communicate the maps to industry stakeholders to generate acceptance and buy-in. <p>The project will build on the existing work done in this area by Racing Victoria Ltd by customising and adapting it to Tasmanian industry needs.</p> <p>These skill and career pathway maps will provide the racing industry and training providers with a sound basis for developing, marketing and accessing skill development services that meet clear industry skill needs.</p>	Medium	New		Tasracing	Racing Services Tasmania, Racing Victoria Ltd	December 2010 Ongoing maintenance and evaluation

#	Actions Required	Priority <small>High Medium Low</small>	Status <small>New or Existing</small>	Related Actions	Sponsor Stakeholders	Supporting Stakeholders	Timeframe
2	<p>Establish a project to encourage racing industry use of the training system that involves the following activities:</p> <ul style="list-style-type: none"> Developing a series of case studies and other relevant resources that demonstrate the value of training to racing business profitability and competitiveness and to racing industry workers; and Developing resources that simplify and assist employer engagement of Australian Apprentices and work placements. <p>The resources developed by these activities are to be disseminated to industry via Tasracing and Racing Services Tasmania.</p>	Medium	New		Tasracing	Racing Services Tasmania, Tasmanian Polytechnic	Ongoing monitoring performance
B. Building the Business of Racing							
1	<p>Establish a two stage project to:</p> <ul style="list-style-type: none"> Develop an understanding of the skill needs of racing managers and how well these needs are currently being met in terms of the range, accessibility and quality of skill development options. <ul style="list-style-type: none"> This will require obtaining empirical data (obtained through research methods) from racing enterprise owners and managers; and Use this information to: <ul style="list-style-type: none"> Establish and fund flexible, targeted programs to deliver skill sets for improving priority management level skill development areas; and Identify ongoing potential sources of data available from government and industry. It will focus on both the skilling or re-skilling of new entrants and the upskilling of existing industry 	High	New	CI	Tasracing	Skills Tasmania	<p>Stage 1 - June 2010</p> <p>Stage 2 – September 2010</p> <p>Ongoing maintenance and evaluation</p>

#	Actions Required	Priority High Medium Low	Status New or Existing	Related Actions	Sponsor Stakeholders	Supporting Stakeholders	Timeframe
C. Skilling the Racing Workforce							
I	<p>Establish a two stage project to:</p> <ul style="list-style-type: none"> Develop an understanding of how well the skill needs of racing industry workers are currently being met in terms of the range, accessibility and quality of skill development options; <ul style="list-style-type: none"> This will require obtaining empirical data (obtained through research methods) from racing industry workers; and Use this information to: <ul style="list-style-type: none"> Refine the funding and delivery of vocational programs for improving priority operations level skill development areas; and Identify ongoing potential sources of data available from government and industry. It will focus on both the skilling or re-skilling of new entrants and the upskilling of existing industry workers. 	High	New	BI	Tasracing	Skills Tasmania	<p>Stage 1 - June 2010</p> <p>Stage 2 – September 2010</p> <p>Ongoing maintenance and evaluation</p>
D. Improving Quality Training Outcomes							
I	<p>Deliver services to improve the capacity and capability of RTO staff. This will involve Tasracing working with Registered Training Organisations (RTOs) to co-ordinate and (where appropriate) fund the following activities :</p> <ul style="list-style-type: none"> Developing systems to ensure continuing professional development and the enhancement of skills of racing industry trainers; Developing and maintaining a pool of quality industry learning resources; and Developing industry/RTO networks by facilitating linkages to development and training resources, programs and activities. 	Medium	New		Tasracing	Tasmanian Polytechnic	<p>December 2010</p> <p>Annually thereafter</p>

#	Actions Required	Priority	Status	Related Actions	Sponsor Stakeholders	Supporting Stakeholders	Timeframe
		High Medium Low	New or Existing				
2	Enhance the Recognition of Prior Learning services to support the credentialing of skill development activities supplied to the racing workforce.	Medium	New		Tasmanian Polytechnic	Skills Tasmania	June 2010
3	<p>Establish a project to identify impediments to the take-up of training by the industry. This will involve:</p> <ul style="list-style-type: none"> Collecting feedback on the scope, quality and accessibility of industry training; Surveying industry employers and workers on reasons for non-participation in skill development opportunities; and Identifying relevant existing research, together with the outcomes of Stage I of Actions BI and CI of this Skills Plan; <p>The data provided by this project will inform the development of initiatives to overcome the identified impediments.</p>	Medium	New	BI CI	Tasracing	Skills Tasmania	June 2010
4	<p>Skills Tasmania will</p> <ul style="list-style-type: none"> Adjust its current funding approaches to support the achievement of the relevant actions in this Skills Plan; and Use the outcomes of this Skills Plan to inform its training procurement decisions relating to the racing industry. 	High	New	BI CI	Skills Tasmania		Ongoing maintenance and evaluation