

# Goulburn

## Business Retention and Expansion Project Report

2012



Trade &  
Investment

The Goulburn Business Retention and Expansion Survey has been prepared for the Goulburn Mulwaree Council with assistance from the NSW Department of Trade and Investment. The consultants preparing this plan wish to acknowledge the individuals, groups, committees, volunteers, Council staff and Councillors, who supplied valuable information and gave strong support to the development of the plan.

In addition: Thank you to those who gave freely of their time to attend interviews and participate in the gathering of information to develop this plan.

*Cre8ing Growth  
BREP consultants  
January 2012*

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## 1. Executive Summary

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The Business Retention and Expansion (BREP) project took the pulse of businesses in Goulburn during late 2011. The project received feedback from 174 Goulburn businesses through personal interviews and manual and on-line surveys. This report provides information on the background, key themes, results and recommendations of the results of the survey

The Business Retention and Expansion Program is an international program that originated in America. The program is a business survey that gives businesses an opportunity to voice their opinions on the current needs, wants and opportunities of local businesses with suggestions to develop existing businesses and grow the local economy. It identifies base data to measure growth against when the survey is repeated at a later date and establishes a community 'self help' program.

The BREP process in Goulburn included the business survey, face-to-face business interviews and community consultation. Issues affecting Goulburn and the local business sector were identified from all the consultations. Suggestions and comments have been identified and placed into an action plan. The action plan provides an ongoing vehicle for stakeholders to work to achieve an agreed set of goals. It can be a powerful tool that opens up dialogue and establishes communication channels between Council, business and community that ultimately builds networks and creates a sense of capacity. It offers Goulburn the opportunity of working in partnership to plan and develop the city strategically with short, medium and long-term goals, using similar methods to planning and developing a successful business.

The project saw a return rate of 29.1%, with 174 businesses out of a possible 600 (the number of businesses who were invited to participate) completing their survey. The respondents came from the CBD (64%), light industrial areas (11%), shopping centres (10%) and home based businesses (15%). Locally owned businesses accounted for 74% of respondents with 50% having a company business structure.

Key observations from an analysis of the responses indicated that;

- ❖ 50% of businesses that responded regard Goulburn as a very good place to conduct business, with 33% indicating it is average. The predominant reasons offered being location, good quality of life, affordable place to live and do business and ease of access to Canberra, Sydney and the South Coast.
- ❖ The five most suggested actions to make the local economy stronger were more support for local businesses, new industry attraction, less red tape, development of higher education opportunities and the development of a more proactive relationship with Council and the business community.
- ❖ The majority of respondents (62.5%) expect demand and turnover to increase over the next two years but only 23% expect employment to rise with 67% not anticipating any expansion.
- ❖ Just under half of the businesses (45.9%) are experiencing recruitment difficulties with the two main issues faced being that skilled workers were reluctant to move to Goulburn and workers having a poor work attitude.
- ❖ 82.4% of respondents indicated they would be interested in participating in training initiatives.

## 1. Executive Summary

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An Action Plan has been identified from responses to the survey, from City visits and from interviews with local businesses.

It is envisaged, that the BREP report and action plan will remain a flexible document that can be reprioritized as new opportunities arise. It could act as an umbrella plan that identifies projects for the Goulburn business community from a range of stakeholders. The plan could also aim to assist in facilitating communication between stakeholders, providing networking opportunities and avoiding duplication.

It is suggested that the work that is required to strengthen the economic base in Goulburn cannot be done by any one organisation in isolation. Genuine two-way communication is the key to the development of an effective community development strategy that is embraced and driven by all stakeholders. To this end, it is the suggestion of the project consultants, that the initial step in the implementation of the plan see the various stakeholders get together to separately and then collectively prioritise the actions and to then develop an implementation plan with relevant KPI's.

The key actions within the plan, identified by the project consultant as potentially having the most impact upon implementation are;

- 1.1 Develop an "Opportunities List" which reflects current industry "gaps" and emerging sectors. In conjunction with local stakeholders, develop a strategy to attract these businesses and promote widely, including to local entrepreneurs; facilitate and celebrate the resulting new business development.
- 2.1 Conduct an "Emerging Industry Needs Analysis" to identify value-adding opportunities such as projected employment needs, support industry opportunities and the like.
- 2.6 Plan a series of 2 - 3 hour workshops to develop the Goulburn business community's business management, staff development and marketing skills
- 3.1 Develop a Marketing Plan using the Goulburn Australia branding which promotes the region's attributes as a desirable place to live, work and do business.
- 4.1 Review the existing development approval process with the intent to expedite approvals within legislative constraints and provide a customer friendly service. Suggested methods of evaluation could include:
  - a) Seek feedback from major commercial developers or commercial developments, following finalization of Development Approval.
  - b) Monitor and report on Council performance of Development Application turnaround times relative to state averages.
  - c) Investigate the viability and effectiveness of an online Development Application tracking system.

## 2. Introduction

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The Business Retention and Expansion Program (BREP) is a survey-based program with the aim of encouraging growth within local business districts.

The program goal is the promotion of a healthy local economy and an improved business climate. The program is not designed to be an in-depth analysis of the local economy; rather it is a snapshot audit of businesses within the City, including their perceptions of the local business climate and expectations.

The Business Retention and Expansion Survey is a tool made available by the NSW Department of Trade and Investment to regional NSW communities. The Survey is part of the Departments' Community Economic Development Programs.

### Program Objectives

#### A. Short Term

- Provide support for local business.
- Identify and solve immediate individual business concerns.

#### B. Medium Term

- Increase the competitiveness of local businesses
- Establish and implement a strategic action plan for economic development.

#### C. Long Term

- Attract new businesses
- Attract new residents and families
- Develop appropriate infrastructure and support services to assist with the growth of the Goulburn business community

The BREP makes local businesses more competitive by evaluating and addressing their broader needs and concerns. Businesses that stay competitive are more likely to remain in the community and possibly expand and grow.

The real strength of the BRE Survey Project, however, is that it encourages the development of partnerships between all stakeholders to work together to solve identified problems and importantly to work together to take advantage of the identified opportunities.

### 3. Methodology

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The survey was undertaken using the NSW Department of Trade and Investment BRE survey questionnaire.

The survey form was designed to identify business characteristics and needs as well as explore business views about local social infrastructure and the potential for greater business-community links. Cre8ing Growth was engaged to undertake the survey by Goulburn Mulwaree Council.

There were 174 responses received. It should be noted that the response rate varied by question because some forms were not fully or correctly completed.

The project methodology involved three key stages:

- i. Information gathering
  - A review of documents
  - An analysis of key demographics.
  - An analysis of the key sectors including retail and services.
- ii. Business retention and expansion survey
  - BRE surveys sent to all local businesses
  - Follow up reminder letters
  - Interviews of local businesses by the consultant
  - Follow up individual phone calls and emails
  - Data analysis
  - Action plan and report
- iii. Report preparation
  - Preparation of the draft report
  - Review and comment
  - Presentation of the final report

## 4. Data Analysis | Local Environment

**Q1.** *From your perspective as a local business owner/manager, what is your overall opinion of this town as a place to conduct business? (1 being poor and 5 being excellent)*

Currently operating a business in Goulburn is generally seen as excellent or good by 50% of businesses, with 33% indicating it is fair and 16% as poor or very poor. These figures are encouraging, with only 16% of businesses not happy about operating in Goulburn.

**1. From your perspective as a local business owner/manager, what is your overall opinion of Goulburn as a place to conduct business? (1 being poor and 5 being excellent)**

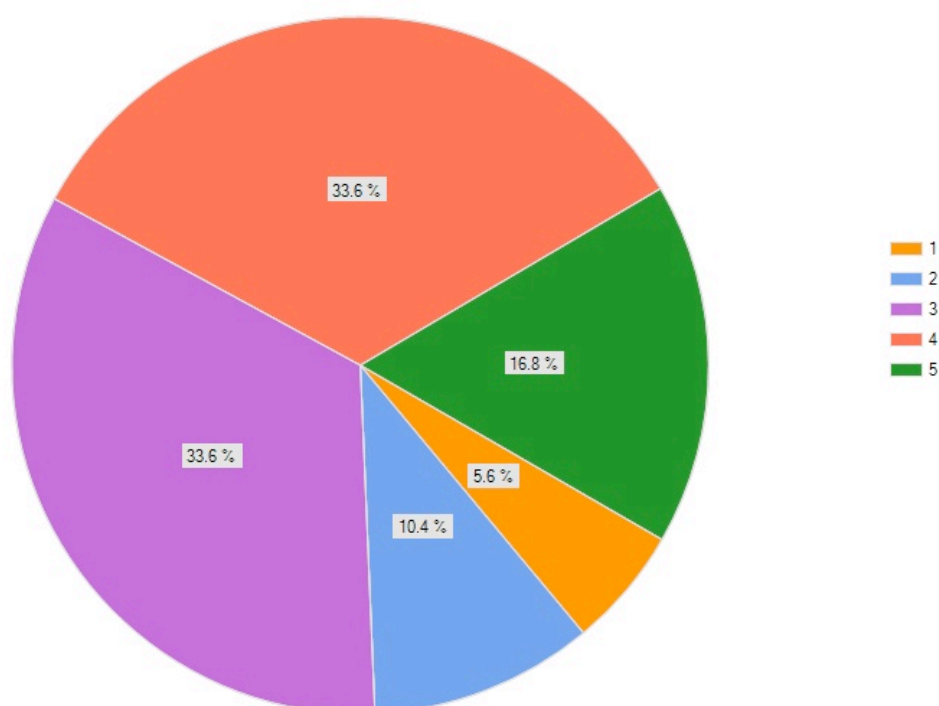


Chart 1: Your opinion of Goulburn as a place to conduct business.

**Q1b.** *Detail the reasons for your answer (A full list of responses is in the appendices)*

Of the 90+ answers, the key themes included;

- ❖ Location - good proximity for working, good quality of life, affordable place to live and do business, ease of access to Canberra, Sydney and South Coast
- ❖ Council – businesses suggested the relationship between Council and the business community was good but could improve with an emphasis on proactive thinking and communication
- ❖ Demographics – respondents listed the welfare based community as a challenge to business development and growth



## 4. Data Analysis | Local Environment

Q2. If you were asked to recommend Goulburn as a place to live and own a business, how would you score it using the following categories? (Tick the relevant boxes)

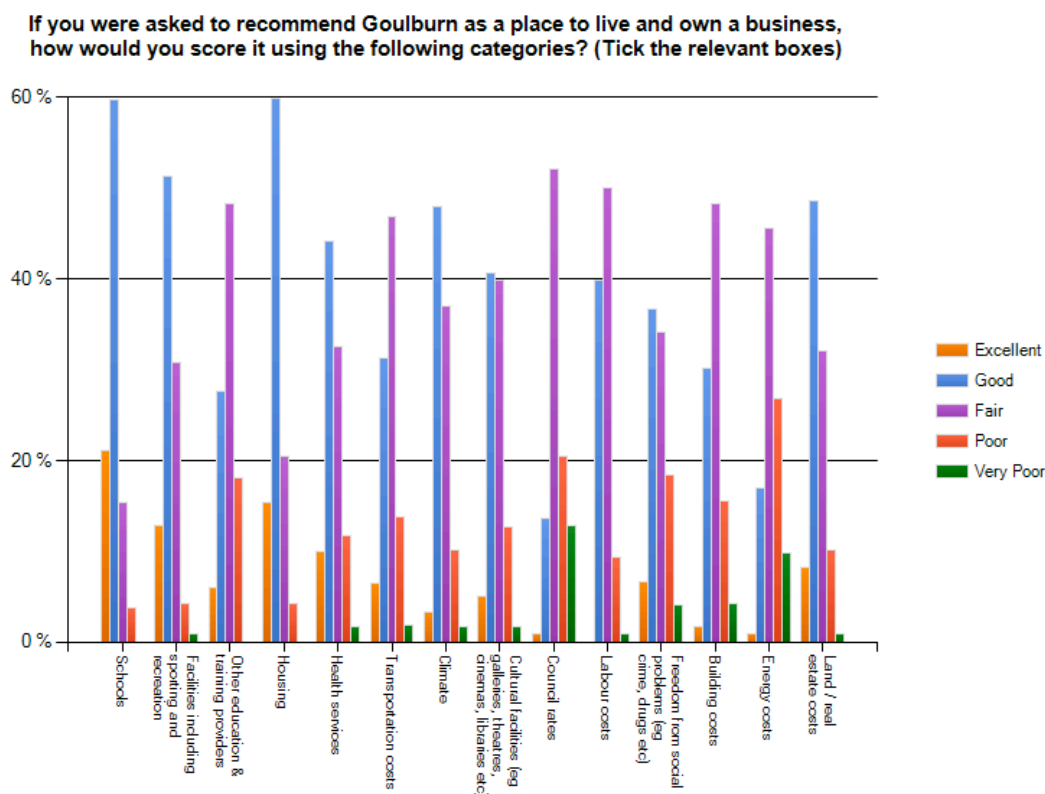


Chart 2: Recommending Goulburn as a place to live and own a business

- ❖ Schools, housing, facilities including sporting and recreation and land | real-estate costs all ranked good to excellent
- ❖ Climate, Health services were ranked as good
- ❖ Cultural facilities (eg galleries, theatres, cinemas, libraries etc), labour costs, Other education & training providers, Transportation costs all ranked fair to good
- ❖ Council rates, building costs, and energy costs came in at fair

## 4. Data Analysis | Local Environment

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**Q3.** *What can be done to make the local economy stronger and to create more jobs? (A full list of responses is in the appendices)*

The five most frequently suggested actions to make the local economy stronger were more support for local businesses, new industry attraction, less red tape, development of higher education opportunities and the development of a more proactive relationship between Council and the business community.

A high priority suggestion however revolved around attracting new business to the area. A majority of respondents suggested that Goulburn needed new industry and an expanding business base. Suggestions included manufacturing, high tech and sustainable industries.

*Responses to this question included for example;*

*“Need to enhance tertiary educational opportunities. Need to enhance apprenticeship opportunities. Need to have Council associated with establishing new businesses and expansion of business. Need to have some key growth opportunities. Sell the positives of Goulburn, speak us up.”*

*“For a region such as this to thrive, we need to concentrate on fostering our local businesses and encouraging growth from within. It is “nice” to have big business come to town - but the perception is that it is at the cost of local business & this is what our region thrives upon. I think the perception of Goulburn from Sydney sides is that it is not too great a place to live or work - yet I’m not sure why this is. Look at say...Mudgee, which is a similar place, tourism is thriving there yet we are not encouraging the same in Goulburn.”*

*“Promote Goulburn's location and road/rail infrastructure as an ideal business location. Promote the affordability of living and working in Goulburn. Promote the community lifestyle to attract families. Highlight the proximity of Goulburn to other cities. Promote Goulburn as the ideal 'staying point' for travellers' to/from Sydney. Provide more/faster trains.”*

*“Attract more industry - manufacturing. 2. Improve regional public transport. 3. Provide incentives to relocate to Goulburn - Tax concessions, deferred contributions. 4. Attract high value technology clever industries. 5. Refine DA processes to assist industry to submit DA's, which have a high probability of success, eg. pre-lodgement meetings and advice - proactive help.”*

## 4. Data Analysis | Local Environment

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### Q4. What main changes would you like to see made to improve Goulburn?

*(A full list of responses is in the appendices)*

This question was answered by 80+ businesses. The main focus of their answers revolved around;

- ❖ The beautification of the main street
- ❖ Marketing of the Goulburn area to new residents and new businesses
- ❖ Proactive interaction between Council and the business community
- ❖ A strategic focus on the area's youth
- ❖ A reduction in vandalism and crime
- ❖ Businesses and business groups working cooperatively together
- ❖ Program to encourage more industry to the area

*Responses to this question included for example;*

*"The main thing Goulburn needs is for all the various "business" groups to start working together for the benefit of the town rather than for the individual self-interest of each group."*

*"A quality independent secondary school is needed. Stand alone bike paths created so families can ride/walk in safety. Advertise the Wollondilly as a recreation area. A network of bike paths would create memories + healthy lifestyle. People will return here later with trades and new families as they have fond memories of Goulburn. A local campaign for 200 local businesses giving \$200 a month for 4 months could raise 160 K. Think of what could be done with 160k!"*

*"Better leadership from the Council. Bureaucrats are risk averse and over regulate. There is no overall vision about where Goulburn is going, apart from the catch-cry of "more jobs". There's very little attempt to examine what is happening in other towns of similar size and see what can be learned from them. The Chamber is too conservative and protective of its vested interests and this stifles any openness to new ideas."*

*"Clean up river, concrete pathway/riding track along river with picnic areas. We have an asset, the river flowing through our town, why are we not making the most of it? A beautiful town is an attractive town to visit and stay at."*

*"Improve appearance of city entrances and promote available services and facilities. Encourage more communication and networking between businesses."*

## 4. Data Analysis | Local Environment

**Q5a.** *What is your level of satisfaction with each of the following services and infrastructure? (1 being very dissatisfied, 5 being very satisfied)*

Respondents indicated a moderate average level of satisfaction with services and infrastructure with an average rating of 3.27 across all categories. The highest levels of satisfaction related to access to highway/roadways, telephone, the availability of road transport services and access to markets.

The categories of lower satisfaction were the development approval process and access to air and rail facilities.

Figure 2 and Table 1 below highlight the average ratings

**5. a) What is your level of satisfaction with each of the following services and infrastructure? (1 being very dissatisfied, 5 being very satisfied)**

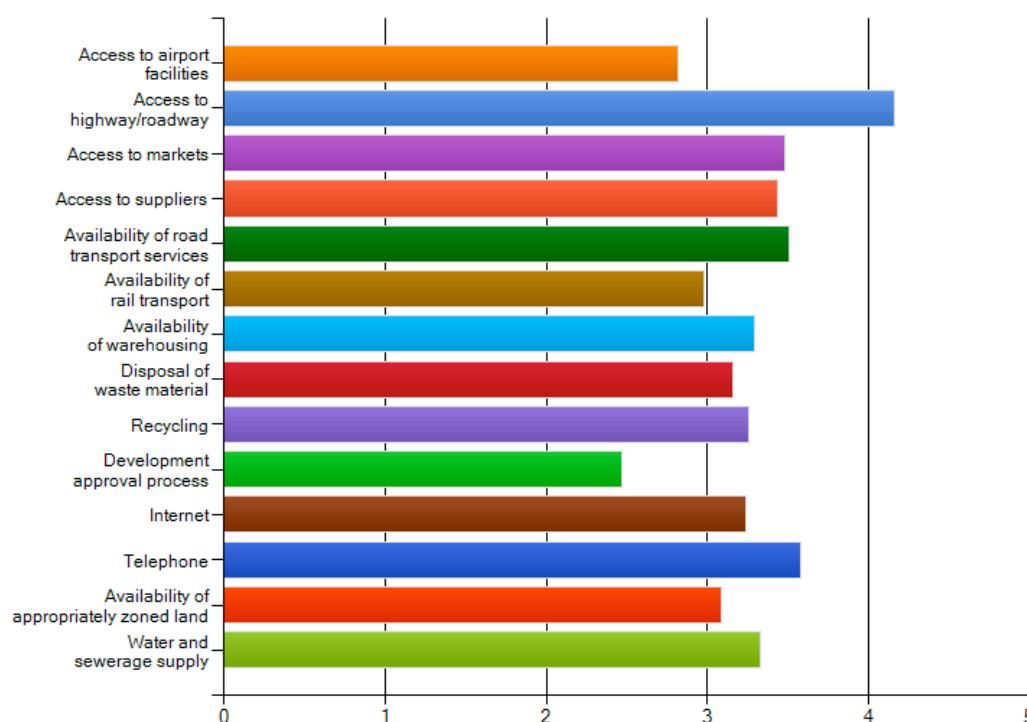


Chart 3: Satisfaction ratings for services and infrastructure.

## 4. Data Analysis | Local Environment

*Q5a. What is your level of satisfaction with each of the following services and infrastructure? (1 being very dissatisfied, 5 being very satisfied)*

Service/Infrastructure	Rating average
Access to airport facilities	2.82
Access to highway/roadway	4.16
Access to markets	3.48
Access to suppliers	3.44
Availability of road transport services	3.51
Availability of rail transport	2.98
Availability of warehousing	3.29
Disposal of waste material	3.16
Recycling	3.26
Development approval process	2.47
Internet	3.24
Telephone	3.58
Availability of appropriately zoned land	3.09
Water and sewerage supply	3.33
<b>Average Rating across all items</b>	<b>3.27</b>

Table 1: Satisfaction rating averages for services and infrastructure.

## 4. Data Analysis | Local Environment

**Q5b.** *Do you have any suggestions on how to improve any of the services and infrastructure listed above? (A full list of responses is in the appendices)*

The answers to question 5b focused on a number of issues that seem to be the key issues of concern throughout the business community.

- ❖ Waste costs
- ❖ Recycling initiatives
- ❖ Transport issues
- ❖ Communication
- ❖ Council development approvals

**Q5c.** *In terms of the costs of doing business, how do you rate this community with respect to these factors?*

In relation to the costs of doing business, the response average was 3.11, with only energy, development approvals and Council rates scoring an average response under 3. Storage and Land rated well above average on 3.44 and 3.42 respectively.

**5. c) In terms of the costs of doing business, how do you rate this community with respect to these factors? (1 being poor, 5 being excellent)**

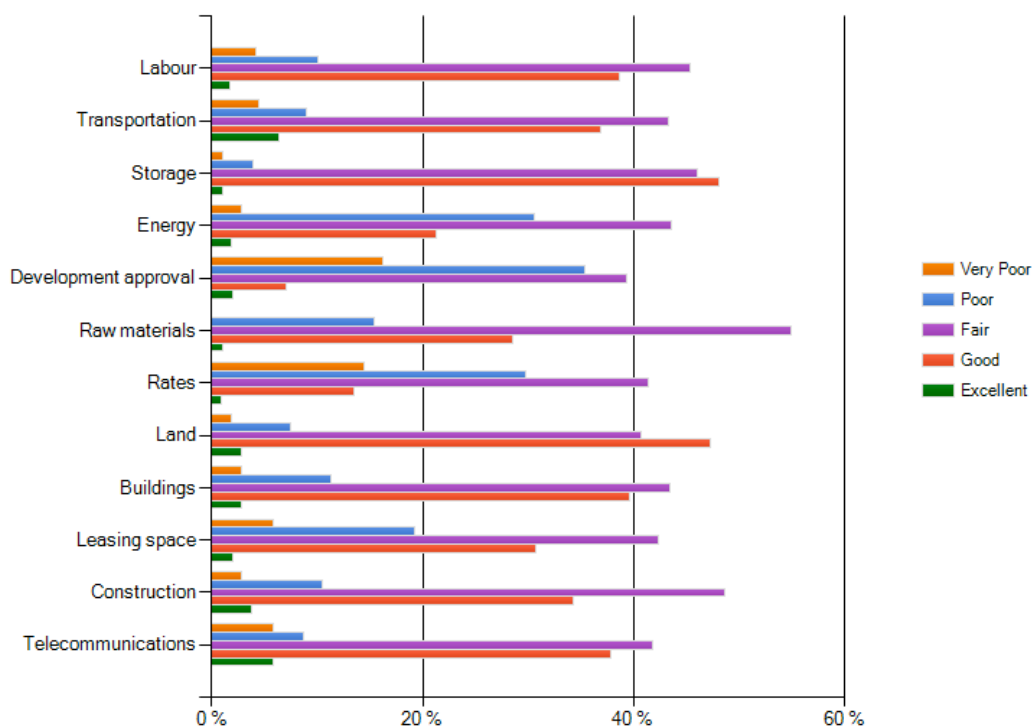


Chart 4: Ratings regarding costs of doing business in Goulburn.

## 4. Data Analysis | Local Environment

*Q5c. In terms of the costs of doing business, how do you rate this community with respect to these factors?*

Cost of doing business - factor	Rating average
Labour	3.24
Transportation	3.32
Storage	3.44
Energy	2.89
Development approval	2.43
Raw materials	3.15
Rates	2.57
Land	3.42
Buildings	3.28
Leasing space	3.04
Construction	3.26
Telecommunications	3.29
<b>Average Rating across all items</b>	<b>3.11</b>

Table 2: Ratings re average cost of doing business in Goulburn.

## 4. Data Analysis | Your Business

### Q6a, b, c About the Business

The respondents to the survey could reasonably be described as a wide cross section of businesses from within the Goulburn business district. It could also be argued that the type, age, location and ownership structure of the respondents confirm the fact that the Business Retention and Expansion survey is a snap shot survey of the Goulburn business community.

- ❖ 64% were from the CBD, with 11% from light industrial areas, 10% from shopping ctrs. outside the CBD and 15% being home based businesses.
- ❖ 72% are locally owned, with 10% being a franchise, 13% being part of a national network, 2% being part of a retail/marketing group and 3% associated with another business.
- ❖ 15% are sole traders, 24% in partnerships, 7% are trusts, 50% are companies and 3% are part of cooperatives

### Q6d. What industry sector does your business fit into?

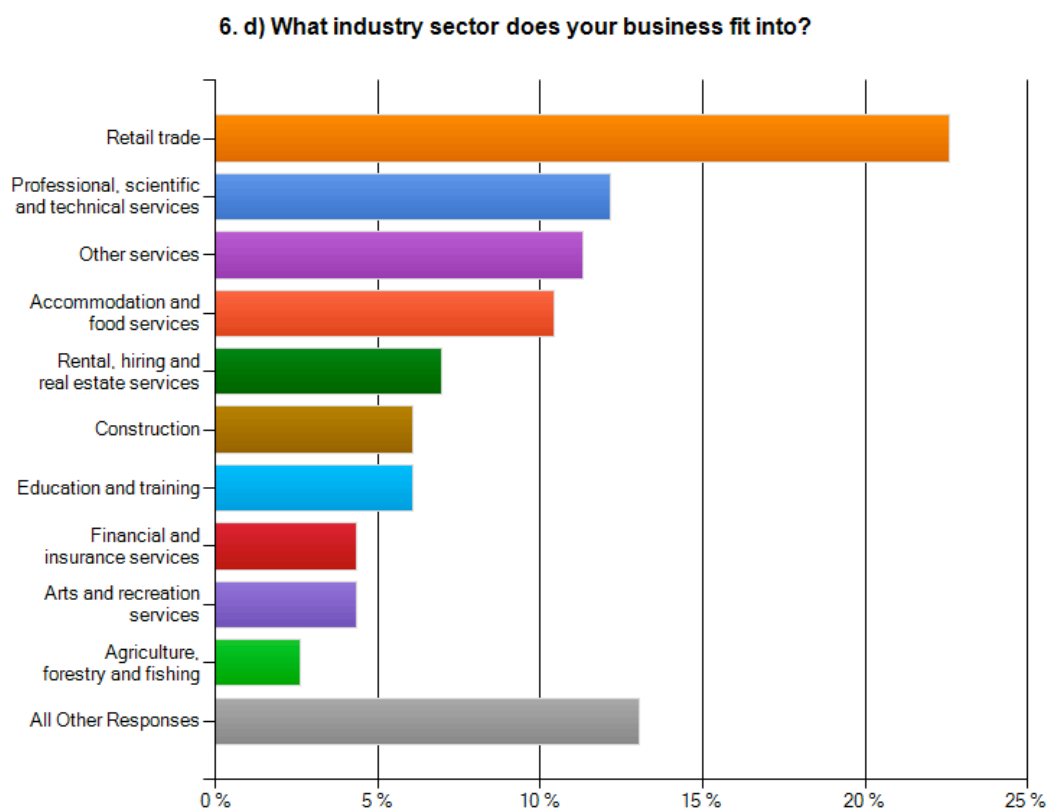


Chart 5: Industry Sector



## 4. Data Analysis | Your Business

**Q6e.** *In what year did you commence operating this business?*

The survey analysis indicated that 60% of businesses have operated in the community for more than 10 years. This information suggests a stable business community with a long history and well-established connection to the local community.

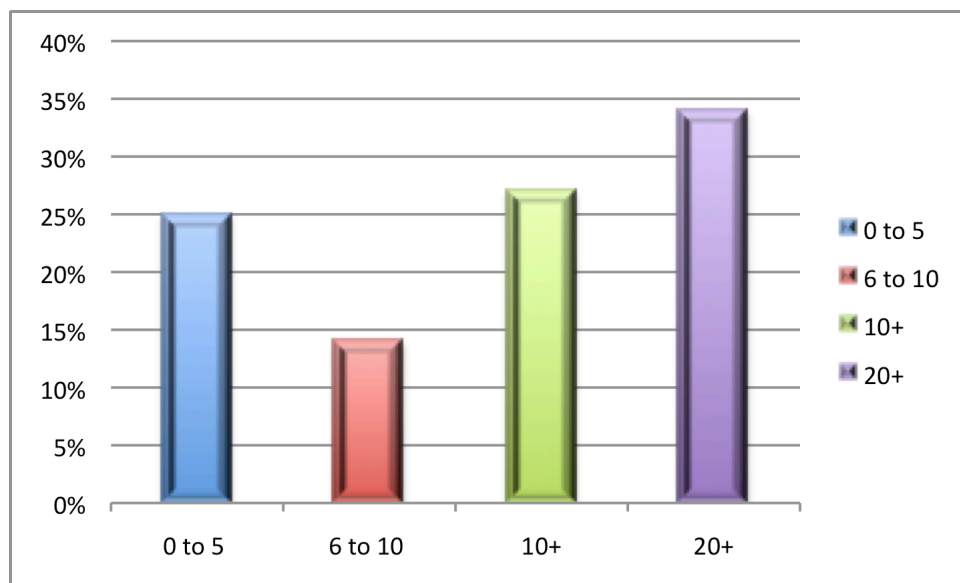


Chart 6: When the survey respondents business was established

**Q6f.** *If you relocated this business, please indicate where you have moved from:*

Only 13 of the responding businesses had relocated from outside Goulburn. A further 27 businesses advised they had relocated from within the area.

The 13 businesses relocated from;

- ❖ Ballina
- ❖ Sydney x 6
- ❖ Western Australia
- ❖ Burwood
- ❖ Victoria x 3
- ❖ Unknown x 1

## 4. Data Analysis | Your Business

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### *Q6g. Why did you relocate?*

Over half of those who had relocated did so because of business growth often creating a need for more room. Others relocated because of the central location of their new site or personal reason.

The reasons for relocation included;

- ❖ Better way of life for family. More affordable, especially housing.
- ❖ Bigger shop, better rent.
- ❖ Bought the business and the property
- ❖ Change in business structure.
- ❖ Disgusting treatment from the two previous landlords and the exorbitant rates they thought they could charge - we are not the Queen Victoria Building with certified amounts of people passing through and I am sure buildings kept to standard which they were not doing.
- ❖ Lost rent due to other business bidding higher.
- ❖ Marketplace opened.
- ❖ Move to larger premises.
- ❖ Moved into the main street from outside of CBD - opportunity arose & it seemed like a good strategy for my business.
- ❖ Needing to expand.
- ❖ New South Wales is a burgeoning economy; regional areas have high growth potential (but need to ensure that they realise it).
- ❖ Original owners relocated.
- ❖ Outgrew premises.
- ❖ Purchased premises.
- ❖ Sydney becoming too big, unfriendly and often downright dangerous
- ❖ The rent is too high.
- ❖ The salon outgrew the 2-treatment room building we were in.
- ❖ Thought this town was growing. Turns out it's going backwards.
- ❖ To be closer to family.
- ❖ To construct new premises.
- ❖ To gain access to parks and suppliers.
- ❖ To open up business to more referrals. For cheaper rent, more suitable location
- ❖ To promote / sell our product on the Eastern seaboard.
- ❖ Upgrade premises
- ❖ Wanted a tree change location that enabled access to major centres. Owned land in the region for a decade prior to a permanent move
- ❖ Wanted to move out of Sydney for personal reasons.
- ❖ We needed bigger training/office space.

## 4. Data Analysis | Your Business

### Q7. What are the main products or services you provide?

(A full list of responses is in the appendices)

There was an extremely wide range of products and services listed by the respondents indicating there was a very wide spread of different businesses who responded to the survey. The products listed also indicate that there is an underlying strength to the goods and services available in Goulburn. At issue though, is whether the business community understands the depth of product available to them locally.

### Q8. What percentage of your product/services do you sell in various markets?

As shown in chart 7, 77.43% of businesses that responded sell their products and or services to local customers, with around 29% selling to customers elsewhere in NSW and 27% to elsewhere in Australia. With 11% of businesses export to overseas markets.

These figures reflect the opportunity that Goulburn presents to local businesses to access markets due to its location.

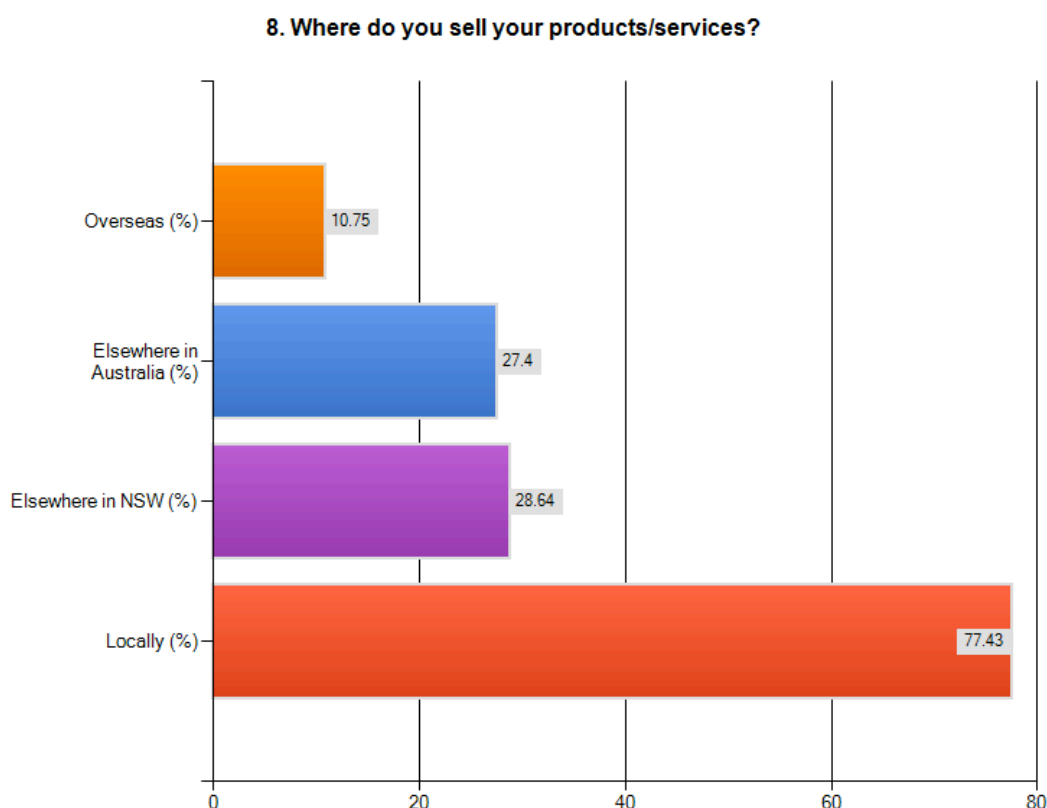


Chart 7: Where do you sell your products and services

## 4. Data Analysis | Your Markets

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### *Q9a. Are you interested in exporting products or services?*

Almost 90% of businesses indicated that they were not interested in exporting, 8% indicated that they currently export goods and services with only 5% indicating they would be interested in finding out more.

### *Q9b. Which products or services are you interested in exporting?*

A number of products and services were identified for possible export. These included;

- ❖ Accommodation for international visitors.
- ❖ Consulting and business management systems
- ❖ Information about Goulburn cultural experiences.
- ❖ Real estate
- ❖ TM agriculture to New Zealand
- ❖ Training
- ❖ Wine

### *Q10a. Please indicate any products or services you are selling to overseas markets/customers?*

A small number of products and services were identified. These included;

- ❖ Accommodation to holiday makers/visitors to Goulburn
- ❖ Accommodation
- ❖ Accounting services for overseas clients
- ❖ Caravans
- ❖ Consulting services and business management systems
- ❖ Information about arts and community of Goulburn. Theatrical experiences, training, arts and entertainment.
- ❖ TM agriculture

### *Q10b. Which countries do you export to?*

The countries listed included;

- ❖ America, Europe, Asia
- ❖ Editorial services to England
- ❖ New Guinea
- ❖ New Zealand
- ❖ USA, UK, EU

## 4. Data Analysis | Employees

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### Q11. *How many people are employed in this business, including owners?*

The number and type of employees varied widely from business to business. For example;

- ❖ The largest number of full time employees reported at a business was 362
- ❖ The largest number of part time employees reported at a business was 235
- ❖ The largest number of casual employees reported at a business was 68

The businesses that responded to the survey employ 3258 people in total. 52% are full time, 29% are part time with 19% being casual.

### Q12. *How did the number of staff change, if at all, in the last 2 years?*

Most businesses maintained their number of employees over the past 2 years with very little increase reported. Of the 174 businesses that responded to the survey 23% advised they had increased their staffing numbers. The increases went from 1 to 26, with a total increase of 6.5% in jobs reported.

### Q13. *How do you expect the number of staff to change, if at all over the next 2 years?*

Employment expectations for the next two years show that a greater percentage of businesses expect their employee numbers to be maintained over the next two years. Only 23% of survey respondents indicated they would be increasing their staff levels. Of these businesses, 65% indicated an increase of only one staff member, 12.5% advised they will increase staff by 2 and 22.5% advised they would add 3 or more new staff,

Having only 23% of the 174 respondents planning to increase staff over the next two years does not tell a positive tale for the jobs market in Goulburn. However these low job numbers may just be due to the fact that few SME's are actually looking strategically at their business growth and are tending to "manage" day to day.

## 4. Data Analysis | Employees

### Q14a. Are you experiencing difficulty in finding suitable employees for your business?

Just under half of respondents (45.9%) reported having difficulty finding suitable employees. Having almost 50% of local businesses with problems employing staff is a significant issue for the local economy.

### Q14. If yes, what best describes the recruiting problems?

The most significant issue for the local businesses is skilled employees reluctant to move to Goulburn and employees having a poor work attitude. These are followed by a low skill level of the workforce and high wage rates for skilled employees.

Comments following this question focus on the frustration that local businesses have in finding suitable staff with the right skill level and attitude. Note that comments made by respondents in relation to their specific issues are available in the appendices.

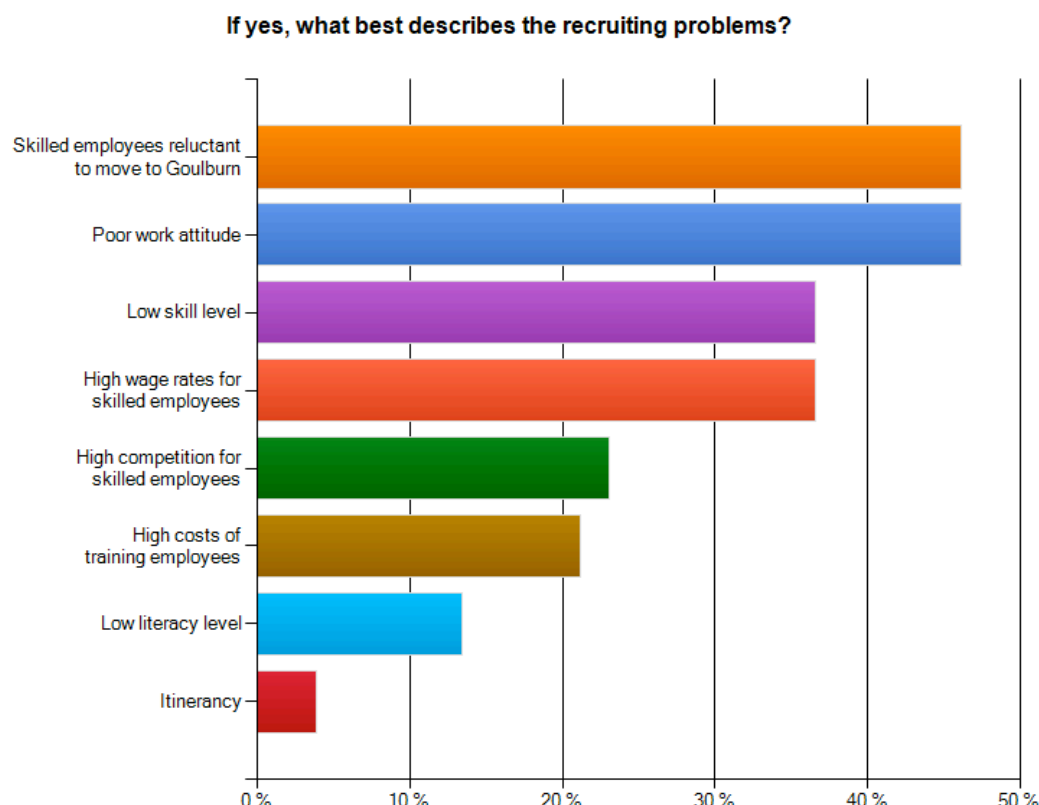


Chart 8: Recruiting problems by issue

## 4. Data Analysis | Employees

*Q14b. Does your company have difficulty-recruiting employees in any of the following groups?*

By far the most frequent skill group that businesses reported difficulty in recruiting employees was skilled trade, followed by unskilled labour, business administration, sales, and machinery operators. This is shown in Chart 9.

**14. b) Does your company have difficulty recruiting employees in any of the following groups?**

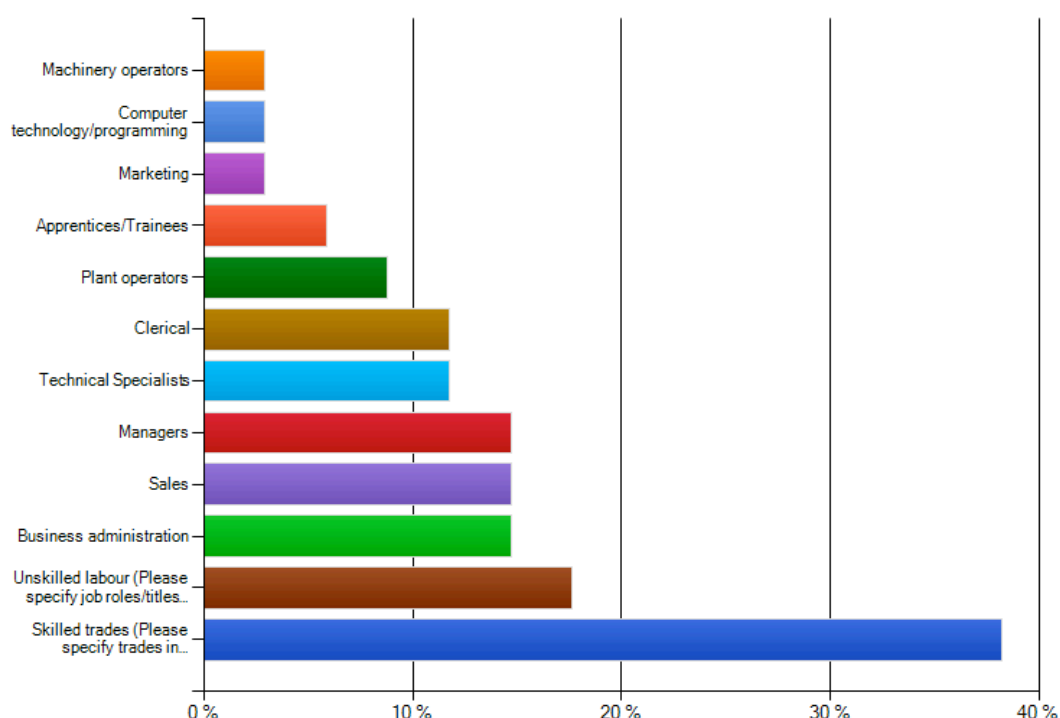


Chart 9: Recruiting problems by skill group

Other areas of employment respondents are struggling with include;

- ❖ Aircraft maintenance engineering
- ❖ Accountants
- ❖ Aged care workers
- ❖ Beauty therapists
- ❖ Business consultants
- ❖ Carpenters, construction laborers
- ❖ Chipper operator
- ❖ Cleaning
- ❖ Cooking, cleaning, Housekeeping
- ❖ Engineers
- ❖ First Aid Trainer
- ❖ Fitness
- ❖ Flight Instruction
- ❖ Fully qualified accounting staff don't see Goulburn as a valuable or viable place to relocate to
- ❖ Glazing
- ❖ Hairdressing
- ❖ Housemaids
- ❖ Nursing, medical
- ❖ Reliable cleaners
- ❖ Roof tilers, bricklayers
- ❖ Solicitors
- ❖ Supervisors
- ❖ Surveyors

## 4. Data Analysis | Employees

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*Q14b. Does your company have difficulty recruiting employees in any of the following groups?*

Additional comments relating to employee recruitment included the following;

- ❖ A lot of skilled stylists prefer to work from home - poor paid industry
- ❖ Access to local training
- ❖ Cert IV and diploma qualifications are not offered at TAFE in Goulburn
- ❖ Difficult to recruit and maintain staff numbers at all times.
- ❖ Employees' availability and flexibility is a problem
- ❖ Have a core group of staff but difficult to replace or add to with new staff
- ❖ Huge shortage of mechanics in our industry
- ❖ Lack of suitable broadcasting technicians
- ❖ Not related to Goulburn, we are placed in a niche market, so appropriately skilled staff need to be trained rather than recruited
- ❖ Skilled workers
- ❖ There is a statewide shortage
- ❖ There are no training faculties in Goulburn for retail trainees. It is done by correspondence and is frankly very poor
- ❖ They have to have industry experience plus qualifications and be flexible.
- ❖ Very competitive environment
- ❖ Very difficult to attract young solicitors to Goulburn (or any country area) who stay
- ❖ Very few trade people available who do not already have jobs
- ❖ We have a challenge attracting new trained staff

*Q14c. Does your business have difficulty retaining employees?*

90% of respondent businesses reported no difficulty in retaining their existing employees.

*Q14d. How many trainees / apprentices do you currently employ?*

Trainees and apprentices are currently employed in 35 businesses (20% of the businesses who replied) these businesses reported that they employed in total 162 trainees / apprentices.

The specific numbers per business are as follows;

- |                           |                           |
|---------------------------|---------------------------|
| ❖ 19 respondents employ 1 | ❖ 1 respondent employs 10 |
| ❖ 2 respondents employ 2  | (Earth moving industry)   |
| ❖ 8 respondents employ 3  | ❖ 1 respondent employs 20 |
| ❖ 3 respondents employ 4  | (Restaurant industry)     |
|                           | ❖ 1 respondent employs 73 |
|                           | (Training Company)        |



## 4. Data Analysis | Employees

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*Q14e. Have you previously employed trainees / apprentices?*

53% advised yes that had

*Q14f. If you have not employed trainees / apprentices, why not?*

The reasons they gave for not employing trainees and apprentices included costs, lack of time to train, too much red tape or paperwork, high expectations from juniors for wages, inability to find a suitable applicant or too much hassle.

Respondents' answers included the following responses;

- ❖ Business has to be stable, its gone very poor
- ❖ Don't have the need
- ❖ I am trying to become more established before I employ an apprentice but will in future
- ❖ I have contacted training group and they didn't get back to me, I don't have the time to chase them
- ❖ Need mature staff (in terms of experience rather than age). We employ consultants who need both high educational standards and rich experience in order to be marketable
- ❖ Need to be over 21, preferably over 25, high insurance cost
- ❖ No need, not enough work in one day
- ❖ Not currently in the position to do so
- ❖ Not financially viable for my business
- ❖ Not required due to current size of businesses and insufficient funding available
- ❖ Prefer to have long-term staff that understands
- ❖ Skilled work - as maturity of business improve we expect to employ apprentices
- ❖ Still looking into it
- ❖ Time involved
- ❖ Too difficult with red tape, there is too much paper work
- ❖ Too hard and have not got the time

*Q14g. What benefits and or barriers do you see when considering employing trainees / apprentices?*

Respondents' answers included the following responses;

- ❖ Access to RTO's
- ❖ Barrier: Cert IV and diploma qualifications are not offered at TAFE in Goulburn
- ❖ Benefit - increasing supply of trained persons. Barrier - availability of consistent work volume to enable another full time employee to be engaged
- ❖ Benefit in training apprentices for the viability of the construction industry. Barriers are the apprenticeship wages, low compared to the other industries, ie. distribution centres etc