

June 2018

# Southern Queensland Country Regional Tourism Workforce Plan **2018–2020**



**Jobs  
Queensland**  
Future skills. Future workforce.



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# Introduction

Tourism is a \$25.4 billion industry in Queensland, providing direct and indirect employment for approximately 217,000 people or 9.1 per cent of the State's workforce.<sup>1</sup>

Tourism encompasses multiple sectors because visitors consume goods and services sourced from across the economy.<sup>2</sup> The industry includes: transport (air, rail, road and water); accommodation; attractions; events; food services (takeaway, cafés and restaurants); clubs and casinos; retail; arts and recreation; travel agencies and tour operators; education and training; and tourism (marketing, information and planning). Cafés, restaurants and takeaway food services, retail trade and accommodation are the largest direct tourism employers.<sup>3</sup>

Tourism in Queensland is experiencing rapid growth and skilled workers are needed. Females currently comprise 54 per cent of the national tourism workforce.<sup>4</sup> Fifty-six per cent of Queensland's 54,000 tourism-related businesses are located outside the Brisbane region. Tourism is an industry dominated by small businesses, with nine out of 10 tourism businesses employing less than 20 people.<sup>5</sup>

The labour market challenges for the sector include sourcing, developing and retaining staff to work in regions, who have the necessary skills and capabilities, can meet short-term seasonal demands, are available to work the hours required and are willing to work for the conditions and pay on offer.

The Queensland Government's *Advancing Tourism 2016–20: Growing Queensland Jobs* committed to the development of a tourism workforce plan to help the industry meet the growing demands of visitors who are seeking high quality services and experiences. Jobs Queensland worked extensively with industry stakeholders to develop the *Queensland Tourism Workforce Development Plan 2017–20* ([http://jobsqueensland.qld.gov.au/wp-content/uploads/2017/07/tourism\\_workforce\\_plan.pdf](http://jobsqueensland.qld.gov.au/wp-content/uploads/2017/07/tourism_workforce_plan.pdf)).

The State Plan outlines four themes identified by industry that are critical to tourism's future growth – careers, local workforce, skills and collaboration. During consultation with tourism stakeholders, industry was clear that it wanted achievable, realistic recommendations that could be owned by industry in partnership with government and actioned at a local level as well as statewide.

This plan details the actions that Southern Queensland Country Regional tourism industry representatives identified as the priorities of the development for the region's future workforce.



Bethany Cottages. Photo courtesy of Tourism & Events Queensland.

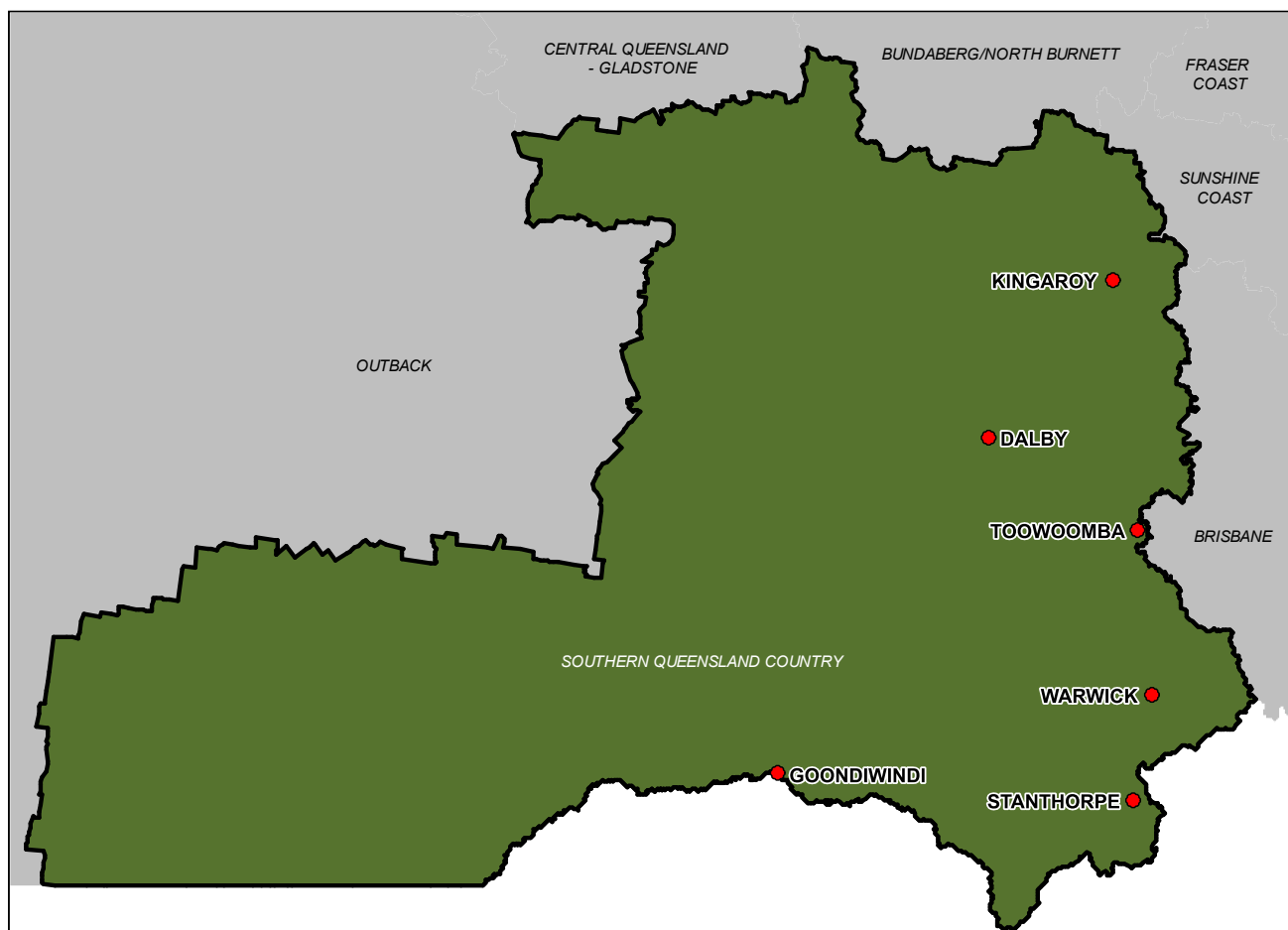
1. Tourism Research Australia, 2018, *State Tourism Satellite Accounts, 2016–17*, <https://www.tra.gov.au/research/view-all-publications/all-publications/economic-reports/state-tourism-satellite-accounts-2016-17>.
2. Tourism is not listed as a discrete industry in the Australian and New Zealand Standard Industrial Classification (ANZSIC).
3. Tourism Research Australia, 2017, *Tourism Businesses in Australia, June 2012 to June 2016*, Appendix A, Table A.15, <https://www.tra.gov.au/research/view-all-publications/all-publications/economic-reports/tourism-businesses-in-australia-june-2012-to-june-2016>.
4. Tourism Research Australia, 2017, *Tourism Satellite Account 2016–17*, <https://www.tra.gov.au/research/view-all-publications/all-publications/economic-reports/tourism-satellite-account-2016-17>.
5. Tourism Research Australia, 2017, *Tourism Businesses in Australia, June 2012 to June 2016*, Appendix B, Table 8.1, <https://www.tra.gov.au/Research/View-all-publications/All-Publications/Economic-reports/tourism-business-in-australia-june-2011-to-june-2016>.



# Southern Queensland Country tourism

The Southern Queensland Country tourism region extends from Stanthorpe to Kingaroy, and west of Toowoomba to Dalby, Mitchell and St George.

The Southern Queensland Country's vision<sup>6</sup> is 'by 2020 Southern Queensland Country will be recognised as Queensland's premier country getaway destination known for its distinct seasons and regional flavours; where you can breathe deep and enjoy a taste of life in the country'.



Source: Developed by Queensland Government Statistician's Office as per ABS, 9503.0.55.001 - Tourism Region Maps and Allocation File, Australia 2016.

Known for its regional beauty, the Southern Queensland Country tourism region aims to strengthen its existing nature-based tourism activities, visitor experiences associated with the region's history and heritage, and raise the profile of Indigenous experiences.

Offerings such as Girraween National Park and the Bunya Mountains, through to the well-known Cobb & Co. museum in Toowoomba and historical museums in Chincilla and Clifton, complement the award-winning wine district and fresh produce of the Granite Belt and South Burnett.

6. Southern Queensland Country Destination Tourism Plan, September 2014, [http://www.southernqueenslandcountry.com.au/Portals/10/Document/FINAL\\_20SQC\\_20DTP\\_2001\\_2009\\_202014.pdf](http://www.southernqueenslandcountry.com.au/Portals/10/Document/FINAL_20SQC_20DTP_2001_2009_202014.pdf).



# Regional population and employment characteristics

The Southern Queensland Country tourism region is home to more than 285,000 people or 5.8 per cent of Queensland's total population. The average annual growth rate of 0.7 per cent over the past five years is lower than the State average of 1.5 per cent.<sup>7</sup> The population is projected to grow by more than 28,000 people to 2026.<sup>8</sup> Unemployment in the region is at 5.7 per cent which is lower than the State at 6.1 per cent.<sup>9</sup> The median age is 39.4 years compared with the Queensland median of 37 years.<sup>10</sup>

The top five employing industry sectors are health care and social assistance; agriculture, forestry and fishing; education and training; retail trade; and construction. The top five occupations are professionals; technicians and trades workers; managers; labourers; and clerical and administrative workers.<sup>11</sup>

## Regional tourism workforce

Tourism directly and indirectly employs approximately 9500 people in the Southern Queensland Country tourism region. A total of 4.3 per cent of the region's workforce (6370 people) were directly employed in tourism jobs in the region in 2015–16. Of these, 2980 were in full-time employment and 3390 were part-time. The tourism-related industries that contributed most to direct regional tourism employment in the Southern Queensland Country region in 2015–16 were:

- cafés, restaurants and takeaway food services (520 full-time and 1230 part-time)
- retail trade (640 full-time and 830 part-time)
- accommodation (300 full-time and 360 part-time).<sup>12</sup>

Employment in accommodation and food services in the Darling Downs-Maranoa region, which primarily comprises the Southern Queensland Country tourism region, is projected to grow by 18.8 per cent in the five years from 2017 to 2022. Retail trade employment for the same period is projected to grow by 0.2 per cent.<sup>13</sup> Nationally, there is projected employment growth of 9.0 per cent in hospitality, retail and service manager occupations, indicating the potential career pathway advancement the industry offers.<sup>14</sup>

Graph 1 (page 7) outlines the industry breakdown of people employed within the tourism industry in the region.

7. Australia Bureau of Statistics 3218.0, *Regional Population Growth, Australia*, various editions.

8. *Queensland Government Population Projections*, 2015 edition (medium series).

9. Australian Government Department of Jobs and Small Business, *Small Area Labour Markets Publication, December quarter 2017*, <https://www.jobs.gov.au/small-area-labour-markets-publication>.

10. Australian Bureau of Statistics 3235.0, *Population by Age and Sex, Regions of Australia*, unpublished data and Queensland Treasury estimates.

11. Australian Bureau of Statistics, *Census of Population and Housing, 2016, General Community Profile - G51, G57* and unpublished data.

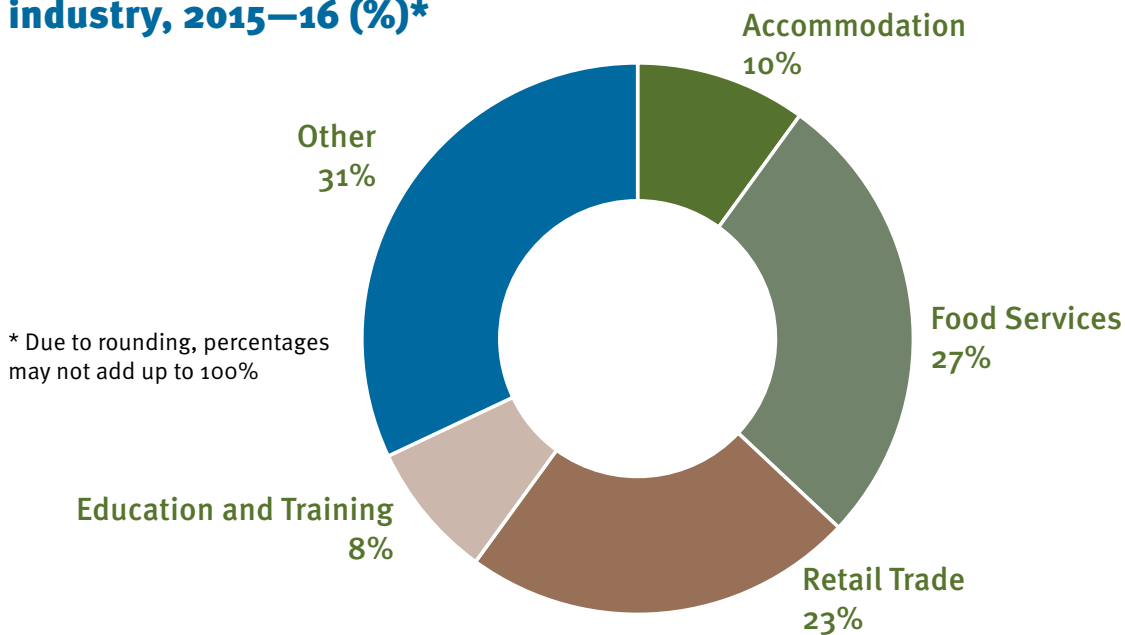
12. Deloitte Access Economics, 2017, *Regional Tourism Satellite Account Darling Downs 2015-16*, [https://www.tra.gov.au/ArticleDocuments/245/Darling%20Downs%20factsheet%202015\\_16.pdf.aspx?Embed=Y](https://www.tra.gov.au/ArticleDocuments/245/Darling%20Downs%20factsheet%202015_16.pdf.aspx?Embed=Y).

13. Australian Government Department of Jobs and Small Business, *Labour Market Information Portal, 2017 Regional Projections*, <http://lmip.gov.au/default.aspx?LMIP/GainInsights/EmploymentProjections>.

14. Australian Government Department of Jobs and Small Business, *Labour Market Information Portal, 2017 Occupational Projections*, <http://lmip.gov.au/default.aspx?LMIP/GainInsights/EmploymentProjections>.



## Graph 1: Industry breakdown of people directly employed in the tourism industry, 2015–16 (%)\*



Source: Deloitte Access Economics, *Queensland Regional Tourism Satellite Accounts 2015–16*. Final report prepared for Tourism and Events Queensland, October 2017.

Occupations experiencing shortages across all regions in Queensland are waiters, kitchenhands, bar attendants, baristas and chefs.<sup>15</sup> Data shows an average of 39 job advertisements for food trade workers (including chefs) each month between May 2010 and April 2018<sup>16</sup> with 35 job advertisements for hospitality, retail and service managers and 34 for hospitality workers respectively within the Toowoomba and South West Queensland labour market region, of which the Southern Queensland Country Tourism region is predominantly a part.

The regional tourism industry will benefit from an inclusive workforce, including Aboriginal and Torres Strait Islander peoples. With 3.0 per cent of the regional population being Indigenous and of working age<sup>17</sup>, there are numerous opportunities for inclusion of Aboriginal and Torres Strait Islander peoples beyond offering cultural experiences to all aspects of the tourism industry. Support and resources are available for employers who wish to mentor a new Indigenous employee, as well as Indigenous entrepreneurs who seek to establish a new business venture. These resources are available at the back of this plan.

The Queensland Vocational Education and Training (VET) system currently offers opportunities for eligible staff to upskill through subsidised programs such as the Certificate III Guarantee and Higher Level Skills.<sup>18</sup> Employers can also consider increasing recruitment of trainees and apprentices within their own industry to provide pathways for new entrants.

Support is available for both apprentices and employers through the Queensland Government’s Apprenticeships Info<sup>19</sup> and also the Australian Apprenticeship Support Network providers.<sup>20</sup> Both services provide assistance with issues that may arise for the duration of an apprenticeship or traineeship, and offer flexible support options.

15. Australian Government Department of Employment, 2017, *Presentation to the Tourism Industry Advisory Group*.  
 16. Australian Government Department of Jobs and Small Business, *Labour Market Information Portal, April 2018, Vacancy Report, IVI Regional Data - May 2010 onwards*, <http://lmip.gov.au/default.aspx?LMIP/GainInsights/VacancyReport>.  
 17. Indigenous Tourism Research Australia population data supplied by the Department of Aboriginal and Torres Strait Islander Partnerships.  
 18. Department of Employment, Small Business and Training, *Subsidised training and incentives*, <https://training.qld.gov.au/training/incentives>.  
 19. Department of Employment, Small Business and Training, *Apprenticeships Info*, <https://training.qld.gov.au/apprenticeshipsinfo>.  
 20. Australian Government, *Australian Apprenticeship Support Network*, <https://www.australianapprenticeships.gov.au/australian-apprenticeship-support-network>.

The Gateway to Industry Schools (Food, Wine and Tourism) program<sup>21</sup> provides opportunities for industry and the education sector to work together to deliver outcomes for students, local communities and businesses. Students that participate in the program are exposed to a range of learning experiences that will assist them in their career choices and pathways to employment.

Turnover in the tourism industry has been identified as a concern which is costly for employers.<sup>22</sup> During consultation, stakeholders informed Jobs Queensland that staff retention issues were attributed to small labour pools, unsociable hours, low wages, seasonality and a casualised workforce. Industry can benefit from reviewing their own recruitment, retention, succession planning and training strategies to boost productivity and improve the attractiveness of the industry to meet the future demand for skilled labour.

## Regional tourism businesses

Latest available data show there are approximately 2930 tourism-related businesses in the Southern Queensland Country tourism region as shown in Table 1 below. Almost 42 per cent of these are sole traders which is slightly lower than the proportion of sole trader tourism businesses statewide. Key tourism enterprises include the Toowoomba Wellcamp airport, Quest Apartment Hotel, Warwick Show and Rodeo Society, Cobb & Co., The Big Rig and the Queensland College of Wine Tourism.

**Table 1: South Queensland Country region tourism businesses<sup>23</sup>**

Tourism businesses	Number	%	Qld %
Sole trader	1227	41.9	43.6
1 to 4 employees	870	29.7	30.1
5 to 19 employees	668	22.8	20.7
20 or more employees	165	5.6	5.6
<b>Total</b>	<b>2930</b>	<b>100</b>	<b>100</b>

## Regional training profile

There was a total of 3212 people in tourism-related training in the Southern Queensland Country tourism region in 2016. The majority of enrolments were in hospitality qualifications at Certificate I, II, III, IV and Diploma and Advanced Diploma levels. Certificate III in Hospitality had the highest overall number of enrolments with 1070, followed by Certificate II in Hospitality with 820. The Diploma of Hospitality/Hospitality Management had 197 enrolments and the Certificate I in Hospitality with 191 enrolments.

The Certificates III and IV in Commercial Cookery apprenticeships respectively had 228 and 50 enrolments. Other popular qualifications included the Certificate II in Kitchen Operations with 242 enrolments, the Certificate II in Tourism with 120 enrolments and the Diploma of Events with 113 enrolments.<sup>24</sup>

The region is home to the Queensland College of Wine Tourism<sup>25</sup>, a joint venture between the University of Southern Queensland and the Department of Education. Located on the campus of Stanthorpe State High School, the facility provides specialist education and training from secondary to tertiary levels in viticulture, oenology, tourism, hospitality and business.

21. Gateway to Industry Schools (Food, Wine and Tourism) program, <https://training.qld.gov.au/employers/gatewayschools/food-wine-tourism>.  
 22. Davidson, M, Timo, N, Wang, Y, 2010, *How much does labour turnover cost? A case study of Australian four and five-star hotels*, International Journal of Contemporary Hospitality Management.  
 23. Tourism Research Australia, 2017, *Tourism Businesses in Australia, June 2012 to June 2016*, Appendix B, Table 8.1, <https://www.tra.gov.au/Research/View-all-publications/All-Publications/Economic-reports/tourism-business-in-australia-june-2011-to-june-2016>.  
 24. National Centre for Vocational Education Research, 2017, *National VET Provider Collection, Total VET students and courses*, <https://www.ncver.edu.au/data/collection/students-and-courses-collection/total-vet-students-and-courses>.  
 25. The Queensland College of Wine Tourism, <https://qcwt.com.au/>.





Table 2 below shows the main vocational education and training qualifications for the tourism industry. Retail qualifications are also important to the tourism sector, but have not been included due to their broader application.

**Table 2: Tourism industry qualifications**

Industry qualification
Certificate I, II, III (including traineeships) and IV in Hospitality
Diploma and Advanced Diploma of Hospitality Management
Certificate III in Hospitality (Restaurant Front of House) (including traineeship)
Certificate II in Kitchen Operations (including traineeship)
Certificate II, III and IV in Asian Cookery
Certificate III and IV in Commercial Cookery (including apprenticeships)
Certificate III (including apprenticeship) and IV in Catering Operations
Certificate III and IV in Patisserie
Certificate I in Tourism (Australian Indigenous Culture)
Certificate II and III in Tourism (including traineeships)
Certificate II, III and IV in Holiday Parks and Resorts
Diploma of Holiday Parks and Resorts
Certificate III in Travel (including apprenticeship)
Certificate III and IV in Guiding
Certificate IV in Travel and Tourism
Diploma and Advanced Diploma of Travel and Tourism Management
Certificate III in Events
Diploma and Advanced Diploma of Event Management
A range of undergraduate and postgraduate university programs

Tourism industry apprenticeship commencements in the Southern Queensland Country tourism region dropped between 2015 and 2017, while traineeship commencements grew over the same period.

School-based apprenticeships and traineeships (SATs) respectively comprised 15.7 per cent and 28.1 per cent of the region's commencements in 2017. Commencements and completions over the past three years are shown in Table 3 below.

**Table 3: Southern Queensland Country tourism region apprenticeship and traineeship summary<sup>26</sup>**

	2015	2016	2017
<b>Commencements</b>			
Apprenticeships	1468	1142	1126
Traineeships	1575	1559	1907
<b>Completions</b>			
Apprenticeships	987	709	703
Traineeships	1418	1117	1019

26. Department of Employment, Small Business and Training, 2018, *Direct Entry-Level Training Administration (DELTA) database, Queensland*.



Jondaryan Woolshed. Photo courtesy of Tourism & Events Queensland.





## Looking ahead

Bunya Mountains. Photo courtesy of Tourism & Events Queensland.

### Investment in tourism products and experiences

A number of planned or proposed tourism developments for the Southern Queensland Country tourism region that would generate jobs and new skill requirements include:

- South East Queensland Country Food and Wine Experience
- Developing a ‘Country Drive’ landscape
- Encouraging unique, boutique and quality accommodation
- Handmade in Country — Living Heritage
- Extension to the Brisbane Valley Rail Trail
- Bunya Mountains Activity Centre
- Stanthorpe Tourism precincts and pedestrian linkages
- Morgan Park Master Plan and Site Development.

New airline services from the Toowoomba Wellcamp Airport connects Toowoomba and the Darling Downs direct to a variety of locations, including Melbourne, Cairns, Townsville and Sydney. These services are expected to increase the number of domestic and international visitors to the region.

Australia’s Indigenous heritage presents the unique opportunity for authentic cultural experiences that create a distinctive point of difference to complement the Southern Queensland Country tourism region’s landscape and natural features. The Queensland Ecotourism Plan 2016–20<sup>27</sup> sets out the Queensland Government’s vision for the tourism industry, Traditional Owners, conservation, research and community to partner together to create visitor experiences unique to Queensland and to inspire learning.

27. The Queensland Ecotourism Plan 2016–2020, September 2016, <https://www.npsr.qld.gov.au/tourism/pdf/final-qld-ecotourism-plan.pdf>.



## Workforce priorities and action plan

The priorities and actions in this plan reflect all four themes from the State Plan – careers, local workforce, skills and collaboration – that were identified during consultations with Southern Queensland Country tourism stakeholders.

### Careers – Build the industry’s profile and attractiveness

Industry is concerned about the perception that tourism is not a career and that it is very much casual part-time employment in country Queensland.

While there are strong local networks that are committed to working closely with all industries, better promotion of tourism industry career opportunities in the region, especially the diverse offerings from agriculture to accommodation services to transport and museum operations, would help the industry locally.

This includes using existing networks and events to showcase tourism career pathways, and focusing promotional activities on the existing and future potential opportunities to grow tourism revenue and the value of tourism-related careers.

### Local workforce – Build a sustainable labour pool

The Gateway to Industry Schools (Food, Wine and Tourism) program<sup>28</sup> is currently based within the Queensland College of Wine Tourism (Stanthorpe). This program is a pivotal contact between schools, local tourism employers and local government within the region. Local employers, especially in the accommodation sector, would like more information from training providers and government about apprenticeships, traineeships and other programs that are available and on offer to them.

Employers also expressed difficulties in attracting students who are willing to undertake the full range of duties that may be required in tourism jobs, especially in accommodation businesses where duties can range from administration to cleaning. They were interested in exploring opportunities to share apprentices and trainees, as well as options to encourage local students to take-up traineeships (Certificate II or III level) in tourism industry qualifications in the gap year between finishing Year 12 and starting university.

Participants identified that tourism offered employment opportunities for people with disability that may not have been fully explored locally. They also identified that there is a potential workforce of skilled people who are spouses of local professionals, as well as a significant migrant community.

The region highlighted the need for further development of opportunities for underutilised groups to participate in upskilling and training within the region. Programs such as Skilling Queenslanders for Work deliver training to improve skills and employment opportunities for Queenslanders aged 15 years or older, no longer at school and needing assistance to secure employment. Participants are provided with supported training opportunities via community-based projects, run locally by funded organisations.

### Skills – Build the industry’s capacity to grow and flourish

There are strong local networks that are committed to working more closely together to promote the industry and support local tourism businesses adopt and implement workforce development strategies.

Granite Belt Wine Tourism, Stanthorpe and Granite Belt Chamber of Commerce and the Southern Downs Regional Council agreed to progress joint meetings. The group will seek to identify local ‘go to’ people who can perform the role of tourism champions and local industry leaders will be invited to participate in Tourism Expos.

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28. Gateway to Industry Schools (Food, Wine and Tourism) program, <https://training.qld.gov.au/employers/gatewayschools/food-wine-tourism>.



Local small business operators identified an opportunity that collectively they could use a locum service that could provide short-term management (two to three weeks) of their businesses to enable owners to take a holiday.

Small businesses across the region identified a need for upskilling in marketing and business planning. They expressed interest in participating in short courses, programs and mentoring hosted by the local government and Southern Queensland Country Tourism that could help them improve their own skills as well as contribute to improving the industry's competitiveness in the region. The Southern Downs Regional Council is open to suggestions from industry about their upskilling needs.

The availability of skill sets, such as entrepreneurship and digital tourism, was considered important to promote to local students, especially as part of a strategy to encourage them to retain them in the region. Customer service training is also considered important. The Southern Downs Regional Council and Southern Queensland Country Tourism are working together to promote training opportunities in digital tourism.

Chambers of Commerce across the region also provide support for local businesses through mentoring, hosting networking events, promotion and advocacy for their members through publications, events and activities.

## Collaboration – Build the industry's capacity to address local issues and develop innovative solutions

Agriculture and tourism are key contributors to the regional economy. Their complementary seasons present a potential to create full-time resident jobs across both industries. Further, labour hire businesses exist for agriculture but not for tourism locally.

A local database of job seekers as well as short and long-term vacancies would also help address supply issues and enable employers to promote job opportunities as well as share information about their workforce needs.

Stakeholders felt that as part of a Tourism Expo, the inclusion of short seminars and information booths would help bring together the vast range of available information and resources as well as people who could explain them. They were keen to use existing regional council and tourism industry networks to bring together the vast range of information and resources available to explore ways to share this knowledge.



Sunset in Dalby. Photographer: Matthew Taylor. Photo courtesy of Tourism & Events Queensland.



# A shared sense of purpose action plan



**PRIORITY**  
Careers



**GOAL**  
Build the industry's profile and attractiveness

**RECOMMENDATION: Work with the tourism industry and education providers to clarify and define realistic career pathways in the tourism industry.**

Local actions	Existing resources include:
1. Provide local tourism job descriptions to education providers to help promote careers in the industry.	<p>QTIC Tourism and Hospitality Career Guide.</p> <p>Discover Hospitality.</p> <p>Discover Tourism.</p>
2. Increase the industry's profile in the region to showcase and promote the diversity of careers through existing networks, visitor information centres, local champions and communication channels.	<p>QTIC Tourism and Hospitality Career Guide.</p> <p>Social media platforms via tourism stakeholders.</p> <p>Young Tourism Leaders.</p>



Barrelroom and Larder, Ballanean. Photo courtesy of Tourism & Events Queensland.



**PRIORITY**  
Local workforce



**GOAL**  
Build a sustainable labour pool

**RECOMMENDATION: Strengthen partnerships between schools, universities, tertiary education, local tourism employers and local government to identify the skills pathways and provide local work experience opportunities for school students.**

Local actions	Existing resources include:
<p>3. Explore opportunities to encourage local students to take-up a traineeship in tourism as a gap year option.</p>	<p>Pre-employment/work placement programs for Year 7–12 students.</p> <p>Apprenticeships Info.</p> <p>Australian Apprenticeship Pathways.</p> <p>Discover Staff.</p> <p>Young Tourism Leaders.</p>

**RECOMMENDATION: Improve awareness and navigation of business support programs, red-tape/administrative reduction for SMEs to improve take-up of apprenticeships and traineeships, pre-employment programs and programs to encourage employment of people from disadvantaged groups (women returning to work, mature age, Indigenous, migrant).**

Local actions	Existing resources include:
<p>4. Annually host a Tourism Expo within the region to promote the range of pathways the industry offers and provide information about how to access training and support and the broader opportunities available for tourism businesses.</p>	<p>‘Back to Work’ and other programs.</p> <p>Office of Small Business’ business support portal.</p> <p>Apprenticeships Info.</p> <p>QTIC Tourism and Hospitality Career Guide.</p>



**PRIORITY**  
Skills



**GOAL**  
Build the industry's capacity to grow and flourish

**RECOMMENDATION: Develop and support a network of local 'tourism champions' drawn from existing networks, industry and training providers who will promote the industry regionally and support regional businesses to adopt and implement their chosen workforce development strategies.**

Local actions	Existing resources include:
5. Host joint meetings to identify and address local tourism workforce issues including identifying local 'go to' people to perform the role of tourism champions.	QTIC. GBWT. SDRC. GBCoC. Young Tourism Leaders.

**Future opportunity**

6. Define the uniqueness and diversity of the broader region prior to developing a network of local champions who could become case studies to showcase how local people have succeeded in the tourism industry.

**RECOMMENDATION: Government, education providers and local industry collaborate to identify and improve access to upskilling opportunities to meet business needs and to improve engagement with the training package review process.**

Local actions	Existing resources include:
7. Conduct short courses in subject areas of relevance to the local tourism industry. For example, upskilling in business acumen, marketing and business planning.	Business improvement programs. Mentoring for Growth. Small Business Solutions. Digital Scorecard.
8. Encourage small businesses to upskill and promote the range of upskilling options to small business through their existing communication channels (such as accountant communication).	VET Investment Plan. Mentoring for Growth. Certificate IV in Small Business.

**Future opportunity**

9. Offer master classes and use local suppliers to produce and deliver regular upskilling for existing workers.





**PRIORITY**  
Collaboration



**GOAL**  
Build the industry's capacity to address local issues and develop innovative solutions

**RECOMMENDATION: Establish community-based tourism employment 'skills exchange' (online or offline) that enable local job seekers to register their details, skills and interests, and demonstrated ability to meet the standards required, giving employers the opportunity to screen and meet potential employees, and facilitate the sharing of staff between organisations.**

**Future opportunity**

10. Develop a regional database of short and long-term vacancies in the tourism industry for job seekers.

**RECOMMENDATION: Collaborate across government, industry bodies and local employers to develop and promote a 'hub' where they can easily access information on existing resources and targeted support which would enhance their ability to take-up existing opportunities to build business capabilities.**

**Local actions**

**Existing resources include:**

11. Include information booths and short seminars on existing resources available to local employers in the annual Tourism Expo format.

Council economic development program.

12. Explore options and opportunities to implement this recommendation in the region.

QTIC Indigenous peer mentoring programs and Indigenous champions network.  
DITID Grow your tourism business.  
DATSIP Government Champions.  
Business Ownership.

# Glossary

AASN – Australian Apprenticeship Support Network  
DATSIP – Department of Aboriginal and Torres Strait Islander Partnerships  
DESBT – Department of Employment, Small Business and Training  
DITID – Department of Innovation, Tourism Industry Development and the Commonwealth Games  
DSDMIP – Department of State Development, Manufacturing, Infrastructure and Planning  
GBCoC – Granite Belt Chamber of Commerce  
GBWT – Granite Belt Wine Tourism  
QCWT – Queensland College of Wine Tourism  
QTIC – Queensland Tourism Industry Council  
SATs – School-based apprenticeships and traineeships  
SDRC – Southern Downs Regional Council  
SMEs – Small to medium enterprises  
SQCT – Southern Queensland Country Tourism  
VET – Vocational Education and Training

## Queensland and Commonwealth resources available at June 2018

### Careers in Tourism – Online resources for career entry

Discover Hospitality – <http://discoveryourcareer.com.au/discover-hospitality/>

Discover Tourism – <http://discoveryourcareer.com.au/discover-tourism/>

QTIC Tourism and Hospitality Career Guide – [https://www.qtic.com.au/sites/default/files/qtic\\_tourism\\_hospitality\\_career\\_guide\\_2016\\_low\\_res.pdf](https://www.qtic.com.au/sites/default/files/qtic_tourism_hospitality_career_guide_2016_low_res.pdf)

myfuture – <https://myfuture.edu.au/>

Foundation for Young Australians – <https://www.fya.org.au/>

### Digital technologies – Online resources and access to digital technologies and services

Small Business Guide – <https://www.staysmartonline.gov.au/get-involved/guides/smallbusinessguide>

Digital Scorecard – <https://www.business.qld.gov.au/running-business/it/digital-scorecard>

Online marketing – <https://www.business.qld.gov.au/running-business/marketing-sales/marketing-promotion/online-marketing>

Doing Business Online – <https://www.business.qld.gov.au/starting-business/internet-start-ups/online-basics>

Advance Queensland Community Digital Champions – <https://advance.qld.gov.au/entrepreneurs-startups/comm-digital-champ.aspx>

Digital Marketing – <https://cdn1-teq.queensland.com/~media/7717acc41c054edaae353a413f3374ee.ashx?vs=1&d=20151210T185732>

Digital Ready – <https://teq.queensland.com/industry-resources/how-to-guides/going-digital>

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Tourism Tribe – <https://www.tourismtribe.com/>

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### **Employment/training services – Resources and support for employers and job seekers**

Jobactive – <https://jobactive.gov.au/>

Relocation Assistance – <https://www.jobs.gov.au/relocation-assistance-take-job>

myskills – <https://www.myskills.gov.au/>

Back to Work – <https://backtowork.initiatives.qld.gov.au/for-employers/>

Apprenticeships Info – <https://training.qld.gov.au/apprenticeshipsinfo/>

VET Investment Plan – <https://training.qld.gov.au/site/docs-data/Documents/strategies/vetinvest/annual-vet-investment-plan.pdf>

Australian Apprenticeships Pathways – <https://www.aapathways.com.au/>

Discover Staff – <http://discoveryourcareer.com.au/discover-staff/>

QTIC Futures Program – <https://www.qtic.com.au/qticfutures>

Youth Employment Program (YEP) – <https://www.datsip.qld.gov.au/programs-initiatives/youth-employment-program>

Skilling Queenslanders for Work – <https://training.qld.gov.au/employers/funding/sqw>

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### **Funding/grants – Financial assistance, professional advice and support for small businesses**

Small Business Digital Grants – <https://www.business.qld.gov.au/starting-business/advice-support/grants/digital-grants>

Small Business Entrepreneur Grants – <https://www.business.qld.gov.au/starting-business/advice-support/grants/entrepreneur-grants>

Community Sustainability Action Grants – <https://www.qld.gov.au/environment/pollution/funding/community-sustainability>

Business Development Fund – <https://advance.qld.gov.au/entrepreneurs-startups/business-development-fund.aspx>

Ignite Ideas Fund – <https://advance.qld.gov.au/entrepreneurs-startups/ignite-ideas-fund.aspx>

Export Market Development Grants (EMDG) – <https://www.austrade.gov.au/Australian/Export/Export-Grants/About/what-is-emdg>

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### **Indigenous business support – Resources and support for Aboriginal and Torres Strait Islander peoples**

Business Ownership – <http://www.iba.gov.au/business/>

Accelerate Indigenous Small Business Grants – <https://www.business.qld.gov.au/starting-business/advice-support/grants/indigenous-grants>

Enterprise Development – <https://www.datsip.qld.gov.au/programs-initiatives/enterprise-development>

Government Champions – <https://www.datsip.qld.gov.au/programs-initiatives/government-champions>

Tourism Indigenous Employment Champions Network – [https://www.qtic.com.au/search-results?search\\_keys=indigenous+champions+network](https://www.qtic.com.au/search-results?search_keys=indigenous+champions+network)

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Contacts and resources for Aboriginal and Torres Strait Islander businesses – <https://www.business.qld.gov.au/starting-business/advice-support/support/support-indigenous/indigenous-contacts>

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### **Marketing/promoting your business – Everything to successfully market your business**

Consider Your Idea – <https://www.business.qld.gov.au/starting-business/planning/business-success/idea>

The Big Marketing Guide – <https://teq.queensland.com/industry-resources/how-to-guides/big-marketing-guide/section-5-digital-marketing>

Queensland Destination Events Program – <https://teq.queensland.com/events/events-support/queensland-destination-events-program>

Marketing Opportunities – <http://marketingsales.queensland.com/>

Free Images – <https://visuals.queensland.com/>

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### **Mentoring/champions – Access to advice from tourism role models and experts**

Mentoring for Growth – <https://www.business.qld.gov.au/running-business/growing-business/mentoring-growth>

Working with business advisers – <https://www.business.qld.gov.au/starting-business/planning/advisers>

Young Tourism Leaders – <https://youngtourismleaders.qld.gov.au/>

Small Business Solutions – <https://business.tafeqld.edu.au/>

QTIC Young Professionals Mentoring Program – <https://www.qtic.com.au/mentoring>

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### **Partnerships – Resources to bring businesses, government and industry leaders together**

Gateway to Industry Schools program – <https://training.qld.gov.au/employers/gatewayschools>

Advancing Regional Innovation Program – <https://advance.qld.gov.au/entrepreneurs-startups/advancing-regional-innovation.aspx>

Advancing Regional Innovation (Entrepreneurs) – <https://advance.qld.gov.au/entrepreneurs-startups.aspx>

Regional Business Angels Support Program – <https://advance.qld.gov.au/entrepreneurs-startups/regional-business-angels.aspx>

Australian Chamber of Commerce and Industry (ACCI) – <https://www.australianchamber.com.au/>

DestinationQ – <https://www.destq.com.au/about>

Regional Tourism Organisations – <https://teq.queensland.com/about-teq-new/contacts/rtos>

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### **Tools/resources for business owners – Resources, tools and services for your business**

Australian Business Licencing Information Service – <https://ablis.business.gov.au/>

Australian Competition & Consumer Commission (ACCC) – <https://www.accc.gov.au/business>

Information and Support – <http://www.asbfeo.gov.au/information-support>

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Help for small business and family enterprises – <https://www.ato.gov.au/Business/>

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Tourism Research Australia – <https://www.austrade.gov.au/australian/tourism>

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Tourism and Business – <https://www.austrade.gov.au/Australian/Tourism/Tourism-and-business>

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Business.gov.au – <https://www.business.gov.au/>

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Training Assets – Hire a training facility – Email: [trainingassets@det.qld.gov.au](mailto:trainingassets@det.qld.gov.au)

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Resources for Employers – <https://www.jobs.gov.au/employers-o>

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Growing Queensland’s Companies – <https://advance.qld.gov.au/entrepreneurs-startups/growing-qld-companies.aspx>

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Starting A Tourism Business – <https://www.business.qld.gov.au/industries/hospitality-tourism-sport/tourism/starting-up>

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Tourism Service Quality Toolkit – <https://www.business.qld.gov.au/industries/hospitality-tourism-sport/tourism/running/customer-service/service-quality-toolkit>

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Improving Customer Service – <https://www.business.qld.gov.au/running-business/consumer-laws/customer-service/improving>

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Grow your tourism business – tools, resources and funding – <https://publications.qld.gov.au/dataset/grow-your-tourism-business/resource/9e6d4f15-1dbf-4454-9879-2ae9cc62fbod>

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Inclusive and Accessible Tourism – <https://publications.qld.gov.au/dataset/inclusive-tourism/resource/6edc79fe-36ff-4cb1-a8e2-6ca2658dobe7>

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edX – [https://www.edx.org/course?search\\_query=tourism](https://www.edx.org/course?search_query=tourism)

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Be My Guest – <https://www.embracing2018.com/legacy-program/tourism-supporting-queensland-business/be-my-guest>

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DestinationQ – <https://www.destq.com.au/>

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DestinationQ App – <https://play.google.com/store/apps/details?id=au.com.entegy.dq16&hl=en>

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Family Business Australia – <http://www.fambiz.org.au/>

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Future Learn – <https://www.futurelearn.com/>

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Pathways workshops – <https://www.impactinnovationgroup.com/pathways-program/>

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MOOCs – Massive Open Online Courses – <http://mooc.org/>

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Queensland Tourism Accreditation – <https://www.qtic.com.au/accreditation>

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Queensland Tourism Awards – <http://www.queenslandtourismawards.com.au/>

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Tourism & Events Queensland – <https://teq.queensland.com/>

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How-to Guides – <https://teq.queensland.com/industry-resources/how-to-guides>

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Working with Tourism Australia – <http://www.tourism.australia.com/content/dam/assets/document/1/6/y/t/a/2004670.pdf>

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Tourism Statistics - <http://www.tourism.australia.com/en/markets-and-research/tourism-statistics.html>

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Information on tax for Aboriginal and Torres Strait Islander individuals and business owners – <https://www.ato.gov.au/General/Aboriginal-and-Torres-Strait-Islander-people/>

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Grants website – <https://www.grants-and-assistance.services.qld.gov.au>

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