

Queensland Tourism Workforce Plan **2017–20**



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



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Queensland Tourism Workforce Plan 2017–20



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A word from the Chair

To capitalise on significant growth in the tourism industry, Queensland needs a skilled workforce ready to meet industry's workforce requirements and provide Queenslanders with the jobs of the future. The Queensland tourism industry is experiencing significant growth, and will continue to grow over the coming decade. This provides the industry with an unprecedented opportunity to further establish itself as a leading contributor to Queensland's economy and as a major source of employment. The Queensland Tourism Workforce Plan (the Plan) is the industry's response to the challenge of ensuring employers have the right workers with the skills and training needed to take advantage of the opportunities of the future.

Tourism is an 'industry of industries'. It involves businesses directly providing services to visitors, local, intrastate, interstate and international, as well as businesses that provide services to those businesses, together with other organisations that provide indirect support. It is an industry of people providing services for other people.

Following extensive consultation with industry and communities across Queensland, the Plan provides an industry-endorsed strategic framework to build on the tourism industry's strengths, while providing clear achievable and measurable goals that government and industry can implement together.

Establishment of a Tourism Industry Advisory Group (TIAG) with representatives of key tourism stakeholders provided industry-specific insight, and strategic guidance regarding common industry challenges across the State. Regional consultation with industry and community representatives as well as numerous local councils highlighted the nuances and regional differences, and will be further reflected in region-specific plans to be released in late September 2017.

Through these industry partners and statewide consultation sessions, we know that the recruitment and retention of an appropriately skilled workforce can be difficult for employers; that skills and labour shortages can be compounded by a transient population; and for employees, part-time and casual work is not always the best fit.

New and innovative ways of thinking to address and overcome well known and long standing issues are needed. Jobs Queensland engaged with stakeholders who expressed a real willingness to work together to address local barriers and to challenge the status quo and champion real change in order to meet these issues at a local level.

One strategy for promoting change involves engagement of local tourism champions who are passionate about their industry to champion and support the implementation of the Plan and its recommended actions in order to make positive changes for the future of their own industry's workforce.

The actions included in the Plan will require strategic investment, collaboration and partnerships involving all levels of government, training providers, industry organisations, employers and individual stakeholders. Jobs Queensland will work with the Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTEBS) and other partners to deliver actions as part of the Workforce and Skills strategic priorities under *Advancing Tourism 2016–20: Growing Queensland Jobs*.

Change is coming. The recommendations within the Plan were written with industry, for both industry and government to work together to meet skills needs of the industry, now and for the future.



Rachel Hunter
Chair, Jobs Queensland

Executive summary

The tourism industry in Queensland is a vibrant industry that contributes significantly to the State's economy. The Queensland Government recognises this contribution and supports the industry through *Advancing Tourism 2016–20: Growing Queensland Jobs (Advancing Tourism 2016–20)*.

As part of our commitment under *Advancing Tourism 2016–20*, Jobs Queensland has worked extensively with industry stakeholders to develop this Tourism Workforce Development Plan (the Plan). During consultation with tourism stakeholders, industry was very clear about what it wanted – 'do-able', realistic recommendations that could be 'owned' by industry in partnership with government and actioned at a local level as well as statewide.

There are regional differences in the impact of these themes and Jobs Queensland has committed to developing region-specific workforce development plans which reflect these differences, and will provide practical solutions at a local level.

The Plan consists of three sections:

- Section 1** Provides an overview of the Queensland tourism industry, with a focus on where we are now. It provides information on the contribution of the industry to the State's economy, the status of the current workforce and an overview of some of the drivers impacting the industry.
- Section 2** Shifts focus to the future, looking more broadly at how trends in the wider economy could potentially impact the future direction of the industry. Trends such as the digitalisation of the industry, the rise of the 'gig' economy, increasing competition for workers and an ageing population have all been identified as significant for the industry and as an opportunity.
- Section 3** Outlines the key themes and recommendations from industry as well as an action plan that supports the recommendations. The action plan provides a mix of industry-led initiatives and government responses, at both State and regional levels, to support 'Advancing Queensland Tourism' to 2020.

Four themes were identified repeatedly by industry as critical to tourism's growth:

- | | | | |
|------------|--------------------|-----------|------------------|
| 1. Careers | 2. Local workforce | 3. Skills | 4. Collaboration |
|------------|--------------------|-----------|------------------|

These themes have formed the core priorities for the Plan.

1. Build the tourism industry profile and attractiveness (careers)

The tourism industry must build a distinct brand as a desirable career opportunity that capitalises on Queensland's reputation as a leading domestic and international visitor destination.

- 1.1 Implement a state-level campaign supported by regional campaigns to create curiosity and interest about the range of career opportunities within the industry.
- 1.2 Work with the tourism industry and education providers to clarify and define realistic career pathways in the tourism industry.
- 1.3 Make careers in tourism attractive as 'careers of choice' for school leavers.
- 1.4 Recognise employers who value and support their employees through an 'Employer of Choice' category (or similar) at the Queensland Tourism Awards.
- 1.5 Fund a second 'Gateway Schools' co-ordinator for North Queensland with a focus on tourism.

2. Build a sustainable labour pool (local workforce)

Encourage tourism employers to extend their labour pool through programs that are accessible and practical for business owners/managers.

- 2.1 Create partnerships between schools, local tourism employers and local government to identify skills pathways and provide local work experience opportunities for school students.
- 2.2 Develop mentoring programs to support both students and tourism employers to take-up apprenticeships and traineeships.
- 2.3 Improve awareness and navigation of business support programs, red tape/administration reduction for small to medium enterprises (SMEs) to improve take-up of apprenticeships and traineeships and pre-employment programs and programs to encourage employment of people from disadvantaged groups (women returning to work, mature-aged, Indigenous, migrant).
- 2.4 Hold 'Come and Try' days to increase engagement between local employers and tertiary education providers to provide opportunity for people from local Indigenous and migrant communities, women returning to work and workers transitioning from other industries to explore what the tourism industry offers.
- 2.5 Develop innovative and alternative training pathways locally to support the entry of underrepresented groups (such as women returning to work and migrant communities) into the industry.
- 2.6 Explore innovative methods for engaging and partnering with Indigenous communities to increase participation in the industry.

3. Build the industry's capacity to grow and flourish (skills)

The industry must take ownership of the shift required in culture to where workplaces value and nurture skills development for all staff leading to quality service provision and increasing productivity.

- 3.1 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.
- 3.2 Government, education providers and local industry collaborate to identify and improve access to upskilling opportunities to meet business needs and increase engagement with the Training Package review process.
- 3.3 Funding for skills development for the tourism industry remains a priority in the *VET Investment Plan*.
- 3.4 Promote to employers the skill sets for entrepreneurship and digital tourism already available in the Training Package.
- 3.5 Fund skill sets (such as entrepreneurship and digital communications) as well as relevant qualifications to meet the industry's skilling requirements through the *VET Investment Plan*.

4. Build the industry's capacity to address local issues and develop innovative solutions (collaboration)

To meet visitor demand and support business growth, industry and government need to work together to access and influence the range of resources and information available.

- 4.1 Establish community based tourism employment 'skills exchanges' (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.
- 4.2 Collaborate across government, industry bodies and employers to develop and promote a 'hub' where tourism operators can easily access information on existing resources and targeted support which would enhance the industry's ability to take up existing opportunities to build business capabilities.
- 4.3 Build connections between government, tourism operators, Indigenous communities and local education providers to identify, develop, mentor and promote Indigenous tourism businesses and business opportunities.



Section 1 - Overview

In 2016, the Queensland Government released *Advancing Tourism 2016–20: Growing Queensland Jobs*¹. Among the strategic priorities outlined in the Plan is a commitment that the Queensland Government, through Jobs Queensland, would work with industry, regions and communities on a workforce plan for the tourism industry.

Five priority areas were identified, including the need to:

1. strengthen industry pathways for students to build careers in tourism
2. develop a tourism workforce plan
3. develop the Indigenous workforce for the tourism industry
4. build the capabilities of tourism businesses
5. increase the digital capabilities and connectivity of tourism businesses.

In developing a tourism workforce plan, Jobs Queensland committed to:

- completing the analysis of the current and future skills required to support the tourism industry
- identifying options for apprenticeship and trainee development in the tourism industry
- preparing a tourism workforce plan with short-term and long-term priorities that focus on identified skills gaps.

In the latter part of 2016 and in early 2017, Jobs Queensland met with tourism representatives in each tourism region, to ensure their issues were heard. The Queensland Tourism Workforce Plan is the outcome of this consultation and research on previous tourism-related consultations and other initiatives in Queensland.

In the most recent consultation undertaken by Jobs Queensland, **industry stakeholders were very clear about what they wanted – practical ‘do-able’ workforce strategies they can implement** over the next couple of years leading to tangible outcomes for their business, town and region.

Four key themes were identified – careers, local workforce, skills and collaboration. These themes were reflected in every region, however the order of priority and the magnitude of need varies from region to region. These variances will be reflected in the 13 tourism regional plans that will be developed by Jobs Queensland by the end of September 2017.

1. Department of Tourism, Major Events, Small Business and the Commonwealth Games, 2016, *Advancing Tourism 2016-20*, State of Queensland, <https://publications.qld.gov.au/dataset/ace405b1-1495-4d9e-8c5e-fec5767345c6/resource/df997cf7-14fc-47b1-ac99-ddc7f0975967/download/6127atsupdateweb.pdf>

Purpose of the Plan

Fully realising the growth prospects of Queensland's tourism industry in a highly competitive market

The Queensland Tourism Workforce Plan (the Plan) is a catalyst for changing the way we plan and manage Queensland's tourism workforce needs. Realisation of *Advancing Tourism 2016–20* targets is reliant upon three major factors: visitor numbers; visitor expenditure; and workforce planning. The Plan provides the platform necessary for the Queensland tourism industry to attract the talent required and build industry capacity to support growth in visitor numbers and expenditure. Targeted, practical actions over the next two years will build upon what is working well to help shape a bright outlook for tourism businesses and their workforces.

A collaboration between industry, regions, communities and government, the Plan forms part of an ongoing conversation on Queensland's tourism workforce planning. It delivers an action plan to support employers, industry bodies, training providers, state and local government, and the many other stakeholders in supporting skills and workforce development.

The Queensland Government established Jobs Queensland as an independent statutory entity in 2016. Jobs Queensland's role is to provide a voice back to government for industry, the regions and the community on future skills and workforce planning and development issues.

Jobs Queensland has developed the Plan with the Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB), industry stakeholders, employers, training providers in regions and other government entities to deliver actions as part of the Workforce and Skills strategic priorities under *Advancing Tourism 2016–20*. Jobs Queensland has drawn on the insights and intelligence of the Tourism Industry Advisory Group (TIAG), comprised of organisations representing the diversity of the tourism industry, and the latest labour and skills research to shape the Plan's actions.



“Tourism drives a large part of our economy, particularly across regional Queensland. The forecast global growth of tourism offers great opportunities for businesses, employees and communities to build sustainable futures.”

At current figures, Queensland hosts 370,000 international and domestic visitors every night of the year. That is about the size of a city like the Gold Coast. A ‘visitor city’ that needs to be serviced by thousands of staff in countless businesses, across many sectors. We need to continuously develop a quality workforce with the best skills to provide highly competitive experiences. That is the challenge this Plan seeks to address.”

Daniel Gschwind, CEO, Queensland Tourism Industry Council (QTIC)

Why we need a plan

A vibrant industry with the best talent and growth opportunities

Currently, the industry is experiencing record growth in visitor arrivals, expenditure, major investment in new products and air access. In 2015–16, tourism contributed \$25.0 billion to Queensland’s economy and employed over 225,000 people both directly and indirectly (9.5% of Queensland’s workforce)².

The five-year average growth rate for total visitor nights in Queensland is projected to be 4.0% over 2014–15 to 2019–20, or 3.9% over 10 years. This compares to 4.4% total five-year average annual growth for Australia, or 3.8% over 10 years. The challenge will be for Queensland to maintain, and gain, market share from competing Australian destinations as demand continues to expand over the coming decade³.

The Gold Coast 2018 Commonwealth Games™ provides an opportunity to showcase Queensland to the world and support industry growth from the legacies it generates. Queensland is positioned well to reach the 2020 tourism industry anticipated \$30 billion in expenditure⁴. A key to the industry’s success will be its ability to attract and retain the best entrants and ensure a skilled workforce is ready to serve an increasingly discerning visitor market.

In the year ending December 2016, Queensland attracted 2.6 million international visitors and 20.8 million domestic overnight visitors. Domestic and international visitor expenditure both increased by 4% to \$15.1 and \$5.1 billion respectively. Queensland’s largest source market in terms of visitor expenditure and arrivals, China, increased 21.4% to 484,000, and expenditure by Chinese visitors to Queensland grew by 6.8% to \$1.02 billion. Many of the State’s other key international source markets, including Japan, USA, Korea and Taiwan achieved double digit growth in visitor numbers⁵.

There are 2.4 million people employed in Queensland across a range of industries⁶. The main employing industries include: health; retail; education; professional, scientific and technical services; construction; and manufacturing. Tourism directly and indirectly accounts for around 9.5% of employment in the State⁷. With an ageing population, rapid changes in technology and competition from other industries, attracting, training and retaining committed and skilled people in tourism, hospitality and events is a critical issue.

The tourism industry is an experience industry that relies heavily on the competencies and skills of employees

High-quality service from skilled staff is critical to maintaining competitiveness with other destinations. Industry, community and government must work together to achieve a breakthrough in the ever-present challenge of labour and skill shortages. The industry needs to become a desired employment choice, offering benefits and skill development opportunities for its employees. The right skills mix must be offered through training, and clear expectations set between newcomers to the industry and employers. Business success will require knowledge, innovation and flexibility in meeting labour needs, increasing productivity and ensuring visitors have exceptional experiences.

2. Tourism Research Australia, 2017, State Tourism Satellite Accounts 2015-16 <https://www.tra.gov.au/research/view-all-publications/all-publications/economic-reports/state-tourism-satellite-accounts-2015-16>

3. Tourism Research Australia, *State Tourism Forecasts 2016*

4. Department of Tourism, Major Events, Small Business and Commonwealth Games, *Destination Success Action Plan* pg21, https://www.destq.com.au/__data/assets/pdf_file/0018/305109/ds-action-plan-final-report.pdf

5. Tourism Events Queensland, *International and Domestic Tourism Snapshots* Year Ending March 2017, <https://cdn-teq.queensland.com/~media/42a67f93686544b69b334e859fo4a368.ashx?vs=1&d=201706071103704>

6. Australian Bureau of Statistics, *Labour Force, Australia*, average year to February 2016

7. Tourism Research Australia, 2017, State Tourism Satellite Accounts 2015-16 <https://www.tra.gov.au/research/view-all-publications/all-publications/economic-reports/state-tourism-satellite-accounts-2015-16>

Extending outcomes

The Queensland Government has in place a number of key strategies and projects to maximise industry growth. The Plan aligns with and leverages these wherever possible. The strategies and initiatives include: *Queensland Ecotourism Plan 2016–2020*⁸; *Queensland Trade and Investment Strategy 2017–22*⁹; *Queensland’s International Education and Training Strategy to Advance Queensland 2016–2026*¹⁰; *Draft Queensland Tourism and Transport Strategy*¹¹; and the funding initiatives included within the Queensland Growth for Tourism Guarantee Plan¹².

The Commonwealth Government released a series of eight Tourism Employment Plans in 2014, including a Tropical North Queensland plan¹³, which highlighted that many tourism businesses were experiencing recruitment, retention and skills deficiencies.

Other Commonwealth initiatives have included the Tourism and Hospitality Labour and Skills Roundtable¹⁴. The Roundtable focuses on six key industry challenges (presented as five key themes) to connect industry with government and help build a sustainable tourism workforce for the future with action plans to be delivered in 2017–19. The five key themes being addressed by the Roundtable are listed below.

The recommendations arising from each theme are provided from page 30.

Tourism and hospitality labour and skills roundtable

The following key themes are being considered by state and territory governments.

Theme 1:	Develop strategies for enhancing higher education and vocational education and training outcomes.
Theme 2A:	Develop strategies aimed at improving career perceptions and promoting tourism and hospitality industry career pathways.
Theme 2B:	Investigate how the tourism and hospitality industry can leverage innovation and technology to address labour and skills challenges.
Theme 3:	Develop strategies to enhance the uptake of existing government and industry programmes. Develop strategies for the tourism and hospitality industry to harness alternative labour and skills sources including youth and mature-age workers.
Theme 4:	Develop regional approaches to dealing with tourism and hospitality labour and skills issues.
Theme 5:	Assess how the tourism and hospitality industry can build the pipeline of foreign workers by better utilising the permanent and temporary migration programs.

Source: Australian Trade and Investment Commission 2017, <https://www.austrade.gov.au/Australian/Tourism/Policy-and-Strategy/Tourism-2020/Working-Groups/tourism-and-hospitality-labour-and-skills-roundtable>

8. Department of National Parks, Sport and Racing, 2016, *Queensland Ecotourism Plan 2016-2020*, <https://www.npsr.qld.gov.au/tourism/pdf/final-qld-ecotourism-plan.pdf>

9. Trade & Investment Queensland, 2017, *Queensland Trade and Investment Strategy 2017-2022*, <https://www.tiq.qld.gov.au/files/trade-investment-strategy-tiq-pdf>

10. Trade & Investment Queensland, 2016, *International Education and Training Strategy to Advance Queensland 2016-2026*, https://www.tiq.qld.gov.au/iet-strategy/wp-content/uploads/2017/05/TIQ-17-1931-IETU-Strategy_web.pdf

11. Department of Tourism, Major Events, Small Business and Commonwealth Games, 2017, *Draft Queensland Tourism and Transport Strategy*, <https://www.dtesb.qld.gov.au/tourism/tourism-policy-and-strategies>

12. Queensland Tourism Industry Council, 2016, *Tourism welcomes 2015-16 State Budget*, <https://www.qtic.com.au/news/tourism-welcomes-2015-16-state-budget>

13. AusTrade, 2014, *Tropical North Queensland Tourism Employment Plan*, Australian Government

14. Australian Trade and Investment Commission, 2017, *Tourism and Hospitality labour and Skills Roundtable*, <https://www.austrade.gov.au/Australian/Tourism/Policy-and-Strategy/Tourism-2020/Working-Groups/tourism-and-hospitality-labour-and-skills-roundtable>





Current position

Queensland's tourism industry

The foundation of Queensland's tourism industry is the 51,276 businesses, predominately located within the Brisbane and Gold Coast Tourism Regions¹⁵. These businesses range from transport companies, hotel chains, theme parks and retail stores, to family owned visitor attractions and cafes. More than half (57%) of tourism operators are employers¹⁶. As a sector dominated by small business, most of these businesses (90%) employ less than 20 people. These micro and small firms employ the majority of the tourism workforce and are the backbone of the industry.

Defining the tourism industry

Tourism encompasses multiple sectors as visitors consume goods and services sourced across the economy. The industry includes: transport (air, rail, road and water); accommodation; attractions; events; food services (takeaway, cafes, and restaurants); clubs and casinos; retail; arts and recreation; travel agencies and tour operators; education and training; and tourism (marketing, information and planning). There is no specific identifier in the Australian and New Zealand Standard Industrial Classification (ANZSIC) for the tourism industry.

The industry can be broadly conceptualised into three segments.

1. Tourism businesses which derive all or the majority of their income from visitors. These include accommodation services, cafés and restaurants, theme parks and tour operators as well as volunteer organisations such as Visitor Centres, regional museums and art galleries.
2. Businesses whose primary income is sourced from services to the local population. Among the businesses to be considered here are newsagents, service stations, laundries servicing accommodation houses, fast food franchises and supermarket chains.
3. Other organisations who provide indirect support to the industry such as government, education and public transport. The primary activity of these organisations is to provide services to the local population who may be employed in the tourism industry. The education system also provides skilled labour for the industry.

15. Tourism Research Australia, 2017, *Tourism Businesses in Australia* Table 8.1 <https://www.tra.gov.au/Research/View-all-publications/All-Publications/Economic-reports/tourism-businesses-in-australia-june-2011-to-june-2015>

16. Tourism Research Australia, 2016, *State of the Industry 2015*



Tourism – The ‘Industry of Industries’



The nature of a 24/7 industry necessitates roles that include working weekends, evenings and shift work. Part-time, temporary and casual labour is often necessary to fill staffing requirements¹⁷. Opportunities for full-time work with job security can be limited in the lower skilled roles. The lack of clearly defined career pathways and the image of the industry as ‘a job that you do until you get a real job’ further reinforces such work practices. This reliance on a casual workforce may be a major contributor to a 60%¹⁸ worker turnover rate.

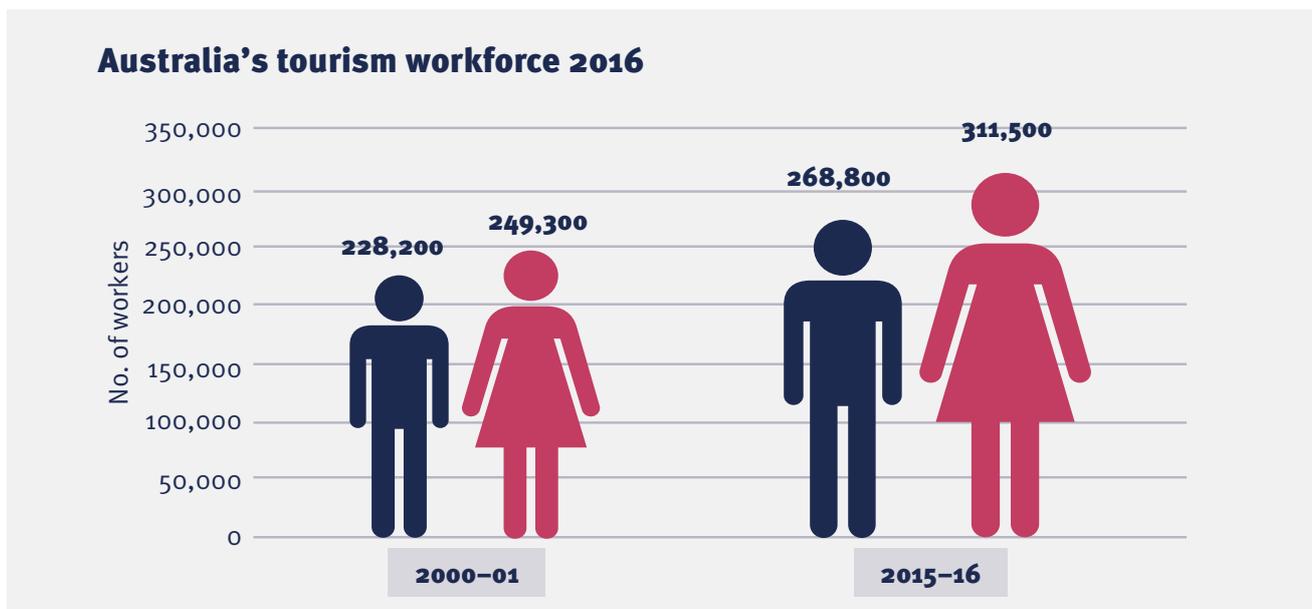


A sector dominated by small business

A 24/7 industry



Tourism workforce at glance



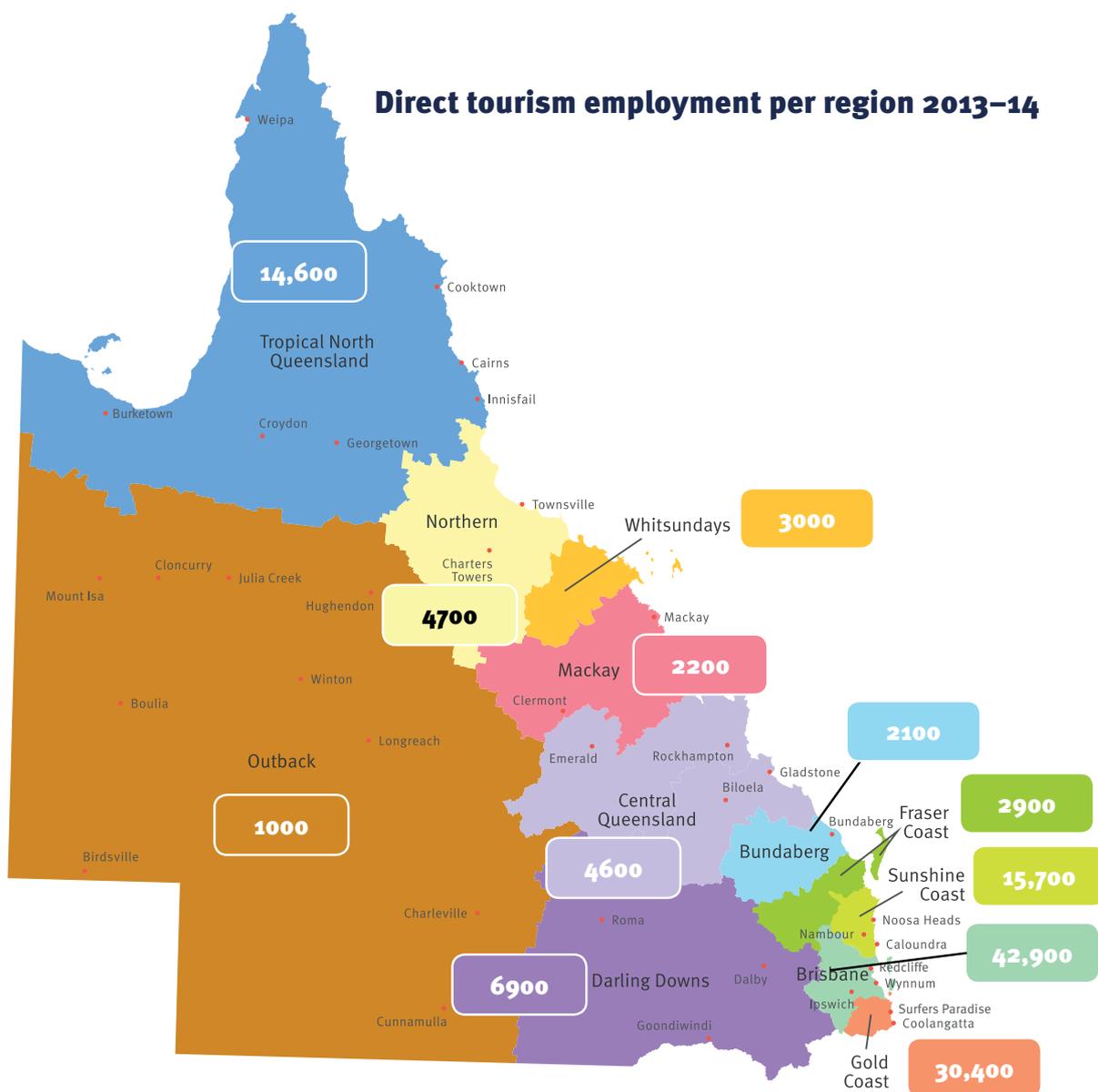
Source: TRA, 2017, State of the Industry 2015–16, Fig 7, p.14

17. Tourism Research Australia, 2016, *State of the Industry 2015*, Table 1.3, p. vii.

18. 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*

Nationally, employment in the industry is growing rapidly, adding over 100,000 more tourism jobs since 2000. While Queensland numbers dipped slightly between 2011 and 2015, jobs are expected to be added, particularly in the accommodation and food services, retail and transport sectors, to meet the growing number of visitor arrivals¹⁹. Growth in tourism employment is on trend with Queensland's increase in employment despite job losses in the resource sector. Labour force participation has increased, with more people seeking and finding work²⁰.

There is a diversity of jobs performed within the tourism industry with 11 occupations representing the majority of workers in the industry²¹. Two thirds of those directly employed in tourism are working outside of the Brisbane region²². For the State's rural and remote regions, tourism is an important economic contributor.



Source: Tourism Research Australia, 2015, Queensland Tourism Satellite Account, <https://www.tra.gov.au/research/Queensland-regional-tourism-satellite-account.html>

Map source: Queensland's tourism workforce, https://www.destq.com.au/__data/assets/pdf_file/0009/209736/tourism-workforce-profiling-part1.pdf

19. Swann, T, Ogge, M, Campbell, R, 2016, Jobs Growth in Queensland: Trends and Prospects, The Australia Institute, Canberra, <http://www.tai.org.au/sites/default/files/Ogge%20Swann%202016%20QLD%20Jobs%20Growth%20FINAL%20ow%20Cover%20v2.pdf>

20. Queensland Treasury, Labour Force, April 2017, <http://www.qgso.qld.gov.au/products/reports/labour-force/labour-force-201704.pdf>

21. DTESB identified occupations: Tourism Workforce profiling: Accommodation and hospitality managers; Housekeepers and Cleaners; Fast Food Cooks and Kitchen Hands; Receptionists; Waiters; Bar attendants and Baristas; Chefs; Cooks; Café workers; Travel and Tourism Advisers; Air Transport professionals

22. Tourism Research Australia, 2015, Queensland Tourism Satellite Account, <https://cdn-teq.queensland.com/~media/2f85a62de4794d3ab5f6aadde13c23a.ashx?la=en-au&vs=1&d=20150817To9292>



Employment by sector



79% local residents
79% of Queensland's tourism workers are local residents, 11% from intra and interstate and 4% working holidaymakers



31% full-time
31% of Queensland's tourism workers are employed full-time



More female workers
More female workers in roles (except air transport professionals, chefs, fast food cooks and kitchenhands)



66% no post-school qualifications
Majority of workers (66%) have no post-school qualifications



Chefs most mobile
Workforce mobility is highest among chefs (66%) and lowest among housekeepers and cleaners (46%)



Half of all waiters, fast food cooks and kitchenhands also study
Studying while working is popular amongst 50% of waiters and 48% of fast food cooks/kitchenhands



Casinos and gambling services **1%**



Cultural services **1%**



Retail transport **1%**



Other sports and recreation services **3%**



All other industries **4%**



Road transport and transport equipment rental **4%**



Clubs, pubs, taverns and bars **5%**



Education and training **7%**



Travel agency and tour operator services **7%**



Air, water and other transport **8%**



Accommodation **15%**



Retail trade **17%**



Cafe, restaurants and takeaway food services **26%**



15–19 year olds work as non-professionals

Younger workers are typically working across non-professional industry occupations (fast food cooks, kitchen hands and cafe workers) and mostly part-time



30–39 year olds work across the spectrum

These are the majority of workers and thus work across the spectrum of employment areas



20–29 year olds mainly work part-time

Work as bar attendants, baristas, cooks, receptionists, tourism advisers and waiters



40–49 year olds work as professionals

Mainly working as accommodation and hospitality managers and air transport professionals



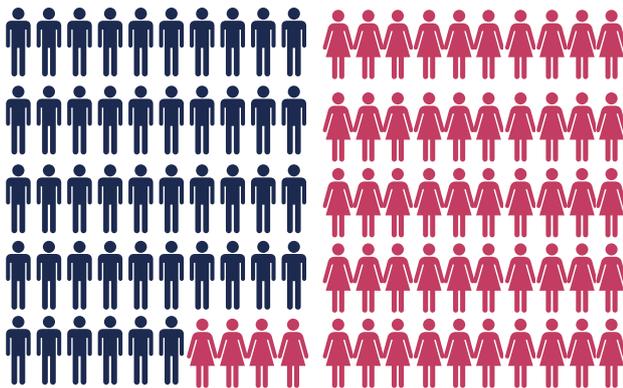
50–59 year olds work in housekeeping and cleaning

Workers are commonly in housekeeping and cleaning roles

Gender and age diversity

Nationally, women make up 54% of the industry’s employees. Queensland mirrors this trend, with many occupations such as café workers, wait staff, receptionists, housekeepers and cleaners having a much higher percentage of female employees. Work in these roles tends to be part-time and/or casual with little job security and lower wages. With the exception of housekeeping occupations, the majority of female workers are aged between 15 and 29 years old. Women in housekeeping are generally between 50 and 59 years old. Men tend to be employed in full-time roles such as managers, air transport professionals and chefs. These ‘professional’ roles offer greater job security as well as increased wages²³.

To meet the predicted growth, the industry will need to address gender and age disparity in occupational roles to boost productivity and improve the attractiveness of the industry to new entrants.



women make up
54%
 of the industry’s employees

23. Department of Tourism, Major Events, Small Business and the Commonwealth Games, 2014, *Queensland’s tourism workforce*, https://www.destq.com.au/_data/assets/pdf_file/0009/209736/tourism-workforce-profiling-part1.pdfashx?la=en-au&vs=1&d=20150817T09292



Training

The number of students enrolling in tourism training courses in Queensland in 2015 was nearly 35,000. Enrolments and completions have been rising following a sharp decrease in 2013 which saw enrolments decrease by 8300.²⁴

School-to-industry pathways need to be further explored with only a limited number of schools offering tourism-related qualifications at Certificate II and III levels. Of the 14 Certificate II and III qualifications identified, only seven are currently on scope in Queensland schools²⁵.

Queensland's Gateway Schools program is instrumental in improving engagement between schools and industry²⁶.

Through this program, students doing Certificate II qualifications are able to gain industry-supported knowledge and skills. Certificate II in Hospitality is a popular course with 119 Queensland schools currently having it on scope. It is also the qualification with the largest number of registered training organisations with scope (339)²⁷. As a consequence, it was also the qualification with the largest number of enrolments in 2015 (12,975)²⁸.

Work experience and internships are important opportunities for students to put their skills and knowledge into professional practice. Apprenticeships and traineeships are used in recruiting and training new entrants in hospitality roles, but are not as favoured relative to industries such as construction and mining. In 2016, there were approximately 20,000 new apprenticeship or traineeship commencements²⁹. Almost a quarter of new commencements were in courses related to hospitality and tourism, including the Certificate III in Hospitality.³⁰ An apprenticeship is the only recognised pathway to work toward a career as a chef. Apprenticeships and traineeships are usually offered by larger employers who are better placed to provide continuity of employment for the life of the training contract.

Use and promotion of training amongst small to medium enterprises (SMEs) is hampered by a combination of factors, including lack of financial resources, lack of time and limited human resources. With a small workforce, the owner/manager and staff are expected to possess or develop a wide range of skills. This puts extra strain on SMEs and leads to reluctance to engage with the training system.

The Queensland Government and industry support a range of accredited and non-accredited training programs and initiatives to upskill workers. The industry also uses fee-for-service training with 40% of training in 2015 being fee-for-service³¹.

23. Department of Tourism, Major Events, Small Business and the Commonwealth Games, 2014, *Queensland's tourism workforce*, https://www.destq.com.au/___data/assets/pdf_file/0009/209736/tourism-workforce-profiling-part1.pdf

24. Department of Employment, NCVET, *VOCSTATS – Government funded students and courses, 2015*

25. For a full list of qualifications, refer to Appendix 2 of this report

26. Queensland Government, 2017, *Training, Food, Wine and Tourism*, <https://training.qld.gov.au/employers/gatewayschools/food-wine-tourism>, accessed May 2017

27. Training.gov.au, *RTOs with scope*, as at April 28, 2017

28. NCVET, VOCSTATS, *Total VET Activity, 2015*, accessed January 2017

29. Department of Employment, NCVET, VOCSTATS, *Total VET Activity, 2015*, <https://www.ncver.edu.au/data/data/vocstats/vocstats>, accessed May 2017

30. NCVET, VOCSTATS, *Total VET Activity database and Government funded training database, 2015*, <https://www.ncver.edu.au/data/data/vocstats/vocstats>, accessed April 2017

31. Ibid

Attraction and retention

Attracting the right staff is an ongoing challenge for employers dealing with seasonality and high turnover, particularly in regional communities with small labour pools. Recruitment costs alone can be a large impost for small businesses³². If an applicant is over-qualified for a position there is a possibility they will leave if they find something that better matches their expectations. Employers can be reluctant to invest in up-skilling employees when they do not believe they will get the return on that investment before their employee leaves for new opportunities.



A sector dominated by small business



Part-time, temporary and casual labour

Attracting the right staff and retaining them is an ongoing challenge



A 24/7 industry

Indigenous participation

Indigenous participation in the tourism workforce faces many barriers such as lack of access to training and transportation, limited education and qualifications, health and family circumstances. Currently 2.2% of Queensland's tourism workforce identify as Aboriginal and/or Torres Strait Islander. They primarily work in unskilled roles such as housekeepers and cleaners, cooks and kitchen hands³³.

Ensuring engagement of the Indigenous workforce, especially in regional areas, has been identified by many industry stakeholders as a key enabler for the growth of the industry. As part of the development of the 13 regional workforce plans, Jobs Queensland will explore with key stakeholders how Indigenous involvement can be promoted and supported.



of Queensland's tourism workforce identify as Aboriginal and/or Torres Strait Islander

32. 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*

33. DTESB, 2014, *Queensland's tourism workforce: a workforce profile of Queensland's tourism industry*, p14, https://www.destq.com.au/_data/assets/pdf_file/0009/209736/tourism-workforce-profiling-part1.pdf

Volunteer workforce

Volunteers are a vital segment of the workforce. Staffing visitor information centres and local museums and supporting the running of events, they are often the face of the industry for visitors. Their skills and attitude are vital as the service they deliver can have a significant influence on a visitor's experience. Combining a passion for the industry and a depth of specialist knowledge, they often supply the 'insider' knowledge that transforms the tourist's experience into something special. Volunteer roles are typically attractive to students and retirees seeking to acquire new skills, connect with others and make a difference. The size of the volunteer workforce in Queensland is currently unknown.

Volunteers are a vital segment of the workforce

Overseas workers

While only comprising 6% of the tourism workforce, industry stakeholders report that overseas workers can make a significant difference to a businesses ability to serve their visitor markets during seasonal peaks. These workers include backpackers taking jobs to support their travel (working holiday makers), international students seeking some income, and skilled migrants on temporary visas who have come to Queensland to work for an approved business. Maintaining Australia's competitiveness as a destination for overseas workers is fundamental, particularly for regional areas struggling to attract labour. The impact that the recent changes to Australia's 457 visa arrangements³⁴ will have is unknown and needs to be monitored.

A tourism pilot of the Seasonal Worker program is currently underway in northern Queensland to provide an additional labour source for accommodation providers to help bridge the seasonal gap in workers³⁵.

Overseas workers can make a significant difference

External drivers

Growth industries such as the cruise ship industry provide positive flow-on effects for local business communities and require localised workforce planning. Regional entrepreneurs have the opportunity to leverage from incoming tourism and provide local job opportunities as investment in ports increases to cater for this growing industry.

An ageing population is likely to further increase the popular Australian tradition of 'grey nomad' travel. These domestic tourists provide an opportunity for industry to benefit from grey nomad expenditure, but also from their significant skills and life experiences. Adjustment to existing recruitment models to take advantage of this often seasonal labour pool, could fill skills and labour shortages in regional areas where suitable labour supply is limited.

34. Department of Immigration and Border Protection, 2017, *Abolition and replacement of the 457 visa – Government reforms to employer sponsored skilled migration visas*, Australian Government, <http://www.border.gov.au/Trav/Work/457-abolition-replacement>

35. Australian Government, 2016, *Australian Government expands the Seasonal Worker Programme into the tourism sector in Northern Australia*, <https://www.employment.gov.au/news/australian-government-expands-seasonal-worker-programme-tourism-sector-northern-australia>



Section 2 - Looking ahead

Demand for tourism workers

Increasing overnight visitor expenditure (OVE) from international markets, particularly China, is expected to drive strong growth in the industry over the next decade in Queensland and nationally. By 2020–21, Australia could expect to receive 10.2 million international visitors at an average yearly growth rate of 6.1% over five years, with associated visitor expenditure estimated at \$60.3 billion at an average yearly growth rate of 10.9% (nominal terms)³⁶.

The projected industry growth will place pressure on the ability of the labour market to meet demand. By 2020, around 20,000 additional skilled and unskilled tourism workers will be needed in Queensland³⁷. The extent of the shortfall will depend on how many can be filled within the existing labour supply.

Nationally, forecasters expect tourism employment to return to growth, keeping up with tourism demand through to 2020³⁸. The skilled labour positions expected to grow the most, in terms of job openings, will be chefs, transport drivers and cafe/restaurant/hotel managers. The job openings for unskilled labour positions include kitchen hands, waiters and baristas³⁹. While the information is national in focus, the Commonwealth Department of Employment analysis predicts similar trends for Queensland⁴⁰.

Changing economic conditions and employers' strategies in the utilisation of their existing workers, local job seekers and overseas workers will influence the extent of any unmet demand. While Brisbane is expected to be the main location for the future demand, the regional diversity across the State means there will be 'hot spots' of demand for tourism workers. Employment in the industry, regardless of location, needs to be in line with all relevant laws.

Alongside tourism, a number of other industries are expected to increase jobs by 2020. These growth industries include:

- health care and social assistance
- professional, scientific and technical services
- education and training
- construction.

This growth is likely to create competition for the same pool of workers.

36. Tourism Research Australia, 2017, *State and Territory Tourism Forecasts*, <https://www.tra.gov.au/Research/View-all-publications/All-Publications/Forecast-reports/tourism-forecasts-2016>

37. Deloitte Access Economics, 2015, *Australian Tourism Labour Force Report (Part 2)*, Australian Trade Commission, Austrade

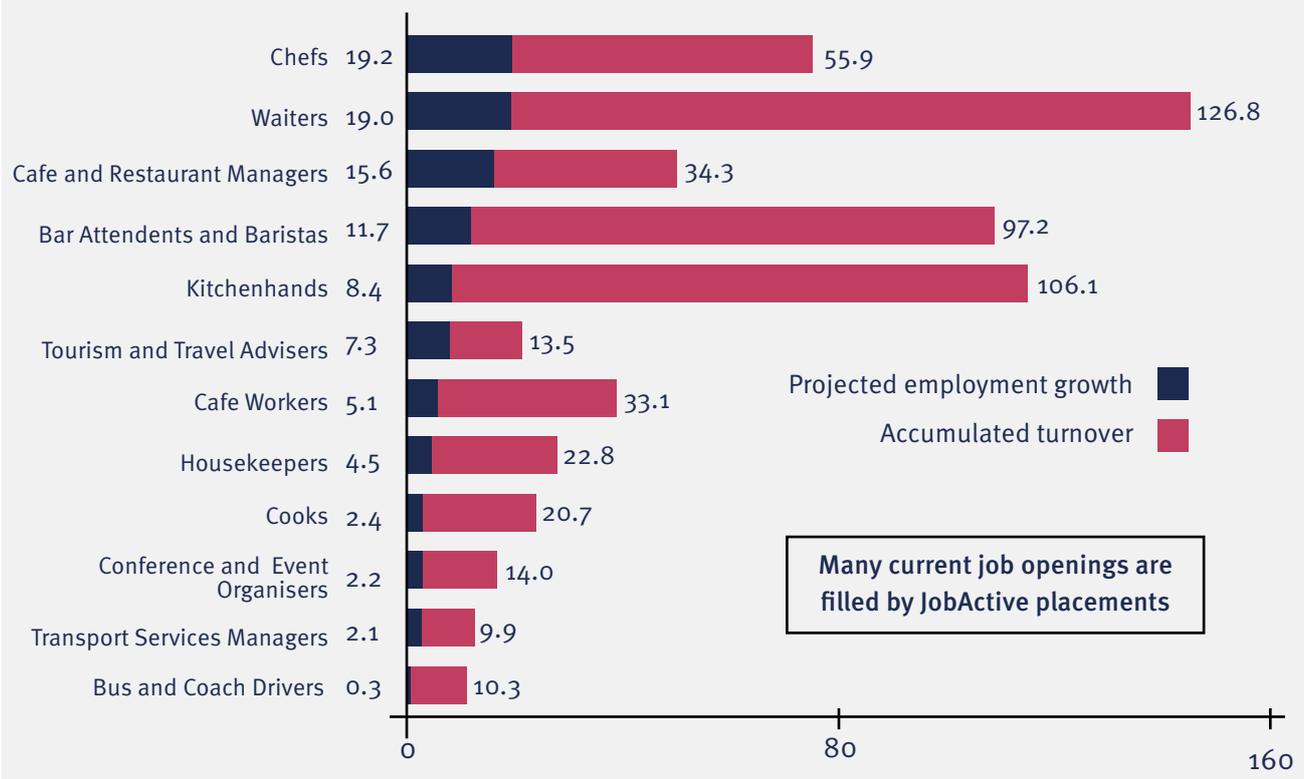
38. Tourism Research Australia, 2017, *State of the Industry 2015-2016*, https://www.tra.gov.au/documents/Economic-Industry/state_of_the_industry_2016.pdf

39. Ibid

40. Department of Employment, 2017, *Presentation to the Tourism Industry Advisory Group*, Australian Government

Future job openings to tourism related occupations

over the three years to 2020, Australia



Source: Department of Employment, 2017, Presentation to the Tourism Industry Advisory Group, Australian Government

The future labour supply

A growing challenge for the industry is perceived skill deficiencies among the labour supply, with industry struggling to find workers with the preferred skills and experience.⁴¹ Research has revealed this is a far greater issue for employers than recruitment and retention. Unchecked, this skills gap could limit industry productivity and growth potential.

Top employment difficulties for business



Skill deficiencies include a lack of suitably qualified applicants due to: the business location; misalignment between applicants' capabilities, qualification level and role requirement; and applicants lacking access to obtain required training and experience.

41. Deloitte Access Economics, 2015, *Australian Tourism Labour Force Report 2015-2020*, https://www.tra.gov.au/tra/2016/documents/Australian_Tourism_Labour_Force_FINAL.pdf

It is important to note that the distinction between labour shortages and skills shortages are often overlooked by industry who may view the ability to recruit employees as a skills and training gap. For example, the roles posing the greatest recruitment challenge include entry level positions such as cleaners which do not require a formal qualification or extensive experience (labour shortage), through to positions such as guest service workers, hotel/motel managers and formally trained chefs (skills shortage). All are reported as skills shortages by industry.

On average, unfilled vacancies attract approximately 10 applicants⁴². In the majority of cases, employers are not prepared to compromise on experience and/or qualifications, seeking higher levels of both experience and qualifications than are necessary and suitably aligned to the skill requirement and remuneration offered for the role. This can compound recruitment churn as over-skilled and qualified staff obtain lower level positions to enter the industry, while reducing attraction for suitably skilled entrants.

Youth unemployment remains relatively high, while many tourism businesses are missing out on the best talent citing generational differences. To meet future labour and skill requirements, providing graduates and existing workers with a mix of technical and personal skills that give them the ability to adapt and move between roles, will be an important means of attracting new workers and expanding existing workforce participation.

Increasing qualification levels will not guarantee more work opportunities. Industry commitment to the training of soft skills such as customer service, team work and communication methods develops transferrable skills that will provide long-term, industry wide benefit.



42. Ibid

Shifting landscape

Skills gained through training and education, while sought after, can change focus quickly, often as a result of the business moving to new business models. Fundamental shifts are occurring in the tourism workforce, visitor markets and technological landscape that will impact the mix and the depth of skills tourism workers and operators will require and how those skills are deployed in the future.⁴³

The future of work is changing, with new roles for and new expectations of job seekers and employers. Fifteen years ago Facebook did not exist and digital marketing was not a popular workshop. Twenty years ago mobile devices were a rarity and fax machines were still commonly used. Based on this trend, the jobs of the next decade are likely to be somewhat different, along with the skills required.

Jobs of the future

There is much speculation about what the jobs of the future will look like as our economy evolves. Greatest demand is expected to be for high tech, high touch and high care jobs. As an industry delivering experiences, tourism roles are largely high care and high touch jobs.

High demand jobs in 2030

The future job market places high demand on jobs with a mixture of high tech, touch and care activities.



High tech jobs

Know-how and specialists, from designing the next drone to teaching, e.g. electrical engineer, primary school teacher.



High touch jobs

Do and deliver, from house renovations to creatively pursuing a passion, e.g. plumber, personal assistant, photographer.



High care jobs

Personal and emotionally engaged, from looking after young people to taking care of the household, e.g. childcare worker, fitness instructor.

Source: The Future of Work, Regional Australia Institute, 2016

The expectations of the skills required for tourism roles are evolving. Regardless of position (front or back of house), tourism workers will continue to need soft skills such as communication, emotional intelligence and the ability to connect and engage. They will also need critical thinking and creativity to assess situations and make effective decisions for the business and customer.

43. Service Skills Australia, *Environmental Scan 2015 (Tourism, Travel and Hospitality)* <https://www.serviceskills.com.au/sites/default/files/files/Environmental%20Scans/2015-SSA-Escan-TTH.pdf>

Multiple jobs and careers

Career patterns and expectations are changing, with individuals increasingly likely to have a number of different careers in their lifetime. **Future workers need to be flexible and adaptable**, able to move from tasks, jobs and locations with some having mixed portfolios of part-time work.

Rather than focusing on finding the perfect job, building on skills and capabilities will offer opportunities to unlock more job possibilities. Two-thirds of those with less than five years' experience (early-career Australians) expect their job will not exist or will fundamentally change in the next 15 years. They anticipate having to reskill, retrain or change jobs, potentially in a different industry, role or both⁴⁴. A growing number of university-educated employees are working in fields outside of their study area as the skills gained are increasingly transferable. Similarly, in the workplace, skills gained from one job are being applied across other roles.

Increasing demand for new tourism products and services

Today's consumers have more destinations and experiences to choose from and the opportunity to seek experiences personalised to their needs. Increasingly, discerning travellers are in search of authentic and enriching experiences where they can engage and have meaningful connections with locals from the moment they visit a business's website until their interaction is over.

The onus is on tourism businesses to understand and stay abreast of changing market needs and align their offering to ensure they continue to resonate with their target markets. Tourism operators need access to the latest market information and the knowledge and skills to effectively develop, market and deliver exceptional products and experiences to meet customer needs. That is, meeting customer needs from the moment they visit websites while planning their trip until they share feedback on their return home. To support developing a unique customer experience, businesses will require workers with general technological ability.

Higher level skill needs

In an experience-based industry where high-quality customer service is key, more sophisticated technical skills and socio-technical skills are in demand among employees and tourism operators. Skills sought include digital literacy, people skills, problem solving, critical thinking, emotional intelligence, maintaining professional and ethical standards and leadership. These skills are in demand across almost all industries today. Increasingly **tourism employers are going to need to look to their own work practices to develop their image as an 'Employer of Choice'** to ensure that they attract the right people with the right skills in the right place at the right time.

To deliver on the service expectations of the increasing number of Chinese visitors, operators and their staff need to understand the cultural nuances of this diverse visitor market and adapt service delivery so their guests feel welcome and have a high-quality experience.

The impact of the recently announced changes to university funding in the Commonwealth Government's Budget 2017–18 is unknown. However, there is concern in the industry that increased course fees, and a reduced higher education loan program repayment threshold, will discourage new entrants via this pathway.

44. Deloitte Australia, *Queensland Business Outlook - Turning tide*, June 2016, <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-qld-business-outlook-july-18o716.pdf>



Older and more experienced population

With the ageing population and tighter economic conditions, the number of older workers in the labour market is increasing. Currently 17% of Queensland's workforce is 55 years of age and over⁴⁵. Retention of older workers will be important as the low birth rate and ageing population lead to a decline in the active workforce. This older population offers valuable knowledge, problem solving and mentoring skills and entrepreneurship. Currently, the average age of entrepreneurs in Australia is 45 years of age.

The need to engage mature-age workers will also become increasingly important as the available labour pool decreases due to competition with other industries. Many of these workers will have significant skills and life experiences which may require employers to rethink their employment strategies and conditions. Increasing disruption and structural adjustment in other industries will see experienced and skilled workers looking to the industry for employment.

Digital disruption

Visitors are increasingly using digital technology to conceptualise, plan and share their travel experiences. A growing dependence on the use of mobile technology is expected throughout the holiday experience. There is increasing demand for tourism workers and business operators to have skills in using digital technology and the necessary digital infrastructure to support them in reaching and connecting with existing and future visitors.

Technology is impacting the nature of work and workplaces with an increase in teleworking and has provided a platform for the growth of on-demand services and virtual worker sites such as Upwork and Freelancer. These are attractive to part-time workers who need flexibility or extra cash. The flipside of flexibility is job insecurity and as contractors, their employers are not required to provide benefits such as leave and superannuation.

For some Queensland regions, a lack of reliable internet access limits operators' ability to meet visitor expectations, as well as conduct business efficiently and access online training opportunities.

Sharing economy

The growth of the sharing economy⁴⁶, with the rise of companies such as Uber and Airbnb, is disrupting the transport and accommodation sectors. This is expected to continue as visitors enjoy more choices in the way they travel. The onus is on businesses to increase their competitive advantage through quality professional and personalised experiences and peace of mind in the transaction. Operators will also be challenged to adopt and implement new technologies within their tourism operations.

45. ABS Monthly Labour Force Survey - Main Indicators by Age (Queensland), 12 Month Average - Year to December 2016

46. Also known as the peer economy or collaborative consumption, refers to peer-to-peer based sharing where people can choose and pay for accommodation, cars, bicycles, household goods and services online that private individuals provide for a fee



Section 3 - The ‘right way’ for Queensland’s tourism workforce

The industry’s aspirations

- Tourism attracts the right people at the right time and offers long-term sustainable careers.
- The industry has access to the right knowledge and skills to be the best it can be as an industry.

Critical success factors to achieve these aspirations are:

- responsive, agile industry support through regional and sectoral delivery of solutions
- partnerships and collaboration involving industry, government, providers and community to ensure the outcomes are achieved
- informed decisions backed by industry and labour force knowledge and research
- connection through technology and transport to visitor markets, training and employment opportunities.

In engaging with industry across Queensland in developing the Plan, tourism businesses and other stakeholders were asked to identify their workforce issues, opportunities and priorities to support growth. These have been distilled into a series of themes that are ranked as core to industry growth.

Core themes

Four themes were identified repeatedly by industry as critical to tourism’s growth. These themes have formed the core priorities of the Plan, with an associated action plan to be implemented by industry in partnership with all levels of government, regional communities and local employers. The four priorities weave together in their intention and delivery to achieve positive, practical change within the industry.

The four themes are: careers, local workforce, skills and collaboration.

1

Build the tourism industry's profile and attractiveness (careers)

Findings

The tourism industry must build a distinct brand as a desirable career opportunity that capitalises on Queensland's reputation as a leading domestic and international visitor destination.

To attract the best talent in a highly competitive job market, the industry needs to build its profile as a preferred career opportunity. Job seekers, parents and teachers need a refreshed, contemporary view of the industry that shifts the perception of tourism roles away from 'something to do before finding a real job'. This change will bring awareness and understanding of the different roles and opportunities across the sectors and the career pathways available to them.

Recruitment campaigns for the construction, defence and engineering industries highlight the exciting opportunities for learning new skills, advancement and working internationally. Tourism careers in comparison are under-rated, yet offer these opportunities in roles focused on delivering positive experiences against a backdrop of Queensland's iconic natural attractions.

The global youth campaign "*Best Job in the World*"⁴⁷ put Queensland destinations in the spotlight and cast working in the industry in a fresh light. While not specifically a jobs campaign, lessons can be learned from its approach in creating interest and curiosity in the industry to build on the online job resources *Discover Your Career*⁴⁸ (incorporating Discover Hospitality and Discover Tourism) provides for job seekers.



"I wouldn't be where I am today without the traineeship. The relationships I have built and the confidence I have gained. I have been exposed to so many skilled people."

Ashleigh Taylor, Young Tourism Leader, Greyhound Australia



"I originally considered doing a School-Based Traineeship because I wasn't academic at school. It provided me with a stepping stone to build a rewarding career on."

Caitlin Fullerton, Young Tourism Leader, CAPTA Group, Cairns

Queensland is already promoting tourism as a career to the next generation of industry participants. On 8 February 2017, the Honourable Kate Jones MP, Minister for Education and Minister for Tourism, Major Events and the Commonwealth Games launched the *Young Tourism Leaders Program* to encourage young people to consider a career in tourism. The program currently has 10 leaders (with nominations for additional leaders currently underway) from across the State (three in the Brisbane region, two in the Cairns, Gold Coast and Townsville regions and one in Hervey Bay). Leaders are role models to encourage secondary school students to pursue further studies in a field relevant to tourism and promote the career options available. Through this expanding program, businesses will also be encouraged to employ recent graduates.

47. Tourism Australia, *About the Best Jobs in the World campaign*, <http://www.tourism.australia.com/campaigns/Global-Youth-about-the-campaign.aspx>

48. Discover Your Career, <http://discoveryourcareer.com.au/>

Experience has shown that building ties between employers and the education sector is key to enhancing the perception of careers within different industries. The Gateway Schools program has been instrumental in building this engagement in tourism for the schools sector. Having a dedicated co-ordinator for north Queensland would increase engagement and support the development of the industry.

Businesses that create an image as an ‘Employer of Choice’ will be able to attract the ‘right people with the right skills at the right time’. Valuing casual positions is vital in building the profile and attractiveness of the industry. Often the face of the industry for visitors, these roles can significantly influence the quality of experience and the perceptions visitors take home and share with others. Yet operators can be reluctant to provide upskilling and advancement on the basis these employees are only there for a short time. While data on how long these employees stay with one employer is not currently available, the use of long-term casuals (more than one season) has been reported by industry stakeholders. These workers are valuable within the industry in growing capacity. Whether they move across employers or form a stable core with one employer, they share their knowledge and experience with other employees within the community or in other destinations and operators can benefit from the cumulative skills transfer these staff members bring.

In building profile, the industry will capitalise on its alignment with the work roles of the future. The flexibility and lifestyle benefits need to be better valued by industry and promoted to potential employees. Few industries offer opportunities to work in a portfolio of part-time and/or contract positions to meet the same needs of a full-time role and/or accommodate lifestyle aspirations. The industry offers flexible hours that accommodate family and/or study commitments, opportunities to work in ‘exotic’ locations (‘follow the sun’) and roles that are often viewed by younger workers as ‘fun’ with congenial peers. Skills such as customer service, sales and marketing and communication acquired in the industry can easily be transferred to other industries, providing increased opportunities for employment, especially for young people and people returning to the workforce.

As an industry based on delivering experiences, the ability to learn and enhance soft skills – skills core to all tourism roles – needs to be acknowledged and lauded. The skills that enable people to work well with others, navigate their environment and build emotional intelligence have tremendous value across different roles within the industry and transferability to other industries. Tourism must be recognised and respected as a source for building these skills amongst Queensland’s workforce.



Recommendations

- 1.1 Implement a state-level campaign supported by regional campaigns to create curiosity and interest about the range of opportunities within the industry.
- 1.2 Work with the tourism industry and education providers to clarify and define realistic career pathways in the tourism industry.
- 1.3 Make careers in tourism attractive as ‘careers of choice’ for school leavers.
- 1.4 Recognise employers who value and support their employees through an ‘Employer of Choice’ category (or similar) at the Queensland Tourism Awards.
- 1.5 Fund a second ‘Gateway Schools’ co-ordinator for north Queensland with a focus on tourism.

2

Build a sustainable labour pool (local workforce)

Findings

Encourage tourism employers to extend their labour pool through programs that are accessible and practical for business owners/managers.

To meet visitor demand and support business growth, the industry needs access to a labour pool with the skills required or a desire to learn them. As an industry that offers entry-level roles, secondary schools are an important labour source. Pre-employment, internship programs and apprenticeships and traineeships will continue to be important means of supporting transition into the workforce, providing students with the opportunity to gain skills and improve their job-readiness. For employers, these training programs can offer important pre-employment screening opportunities to ensure the new entrants will be a good fit for the business.

Alternative models are needed that enable students to complete block training to increase their skills and gain a sense of progression. These programs also need to be more attractive to mature age workers seeking to reskill, recognising existing skill levels and the different financial needs of mature age workers compared with students. In small communities facing job shortages and managing seasonal changes in labour needs, older workers as well as migrant communities, backpackers and unemployed people are potential sources to be nurtured to create a sustainable pool.

Programs to encourage operators to extend their labour pools need to be accessible and practical for time-poor business owners/managers as the burden of paperwork and reporting is a significant barrier to take-up by small to medium enterprises. Innovative responses to seasonal workforce demands need to be explored at regional level. This may include sharing the workforce with other industries, such as tourism and agriculture in rural regions.

Regional employers would like to see greater engagement between themselves and the tertiary education sector so that graduates enter the industry with a clear understanding of the industry and realistic expectations of opportunities and career pathways. 'Come and Try' days involving local employers and the education sector are a good way to attract new people to the industry. For people from diverse backgrounds such as Indigenous and migrant communities and women returning to work as well as those workers transitioning from other industries, such days offer an opportunity to develop a better understanding of what opportunities the industry has to offer.

Throughout regional Queensland, the potential of experience-based tourism, particularly that which focuses on Indigenous culture and knowledge, has been identified as key to growing visitor numbers.

The Queensland Government is committed to growing Indigenous businesses and employment opportunities. The Department of Aboriginal and Torres Strait Islander Partnerships' (DATSIP) *Queensland's economy 2016–22 (Moving Ahead)*⁴⁹ recognises the strategic importance of the participation of Queensland's Indigenous people to growing our economy. *Moving Ahead* has five priorities:

1. Build a more skilled and diverse workforce
2. Focus on youth and plan for future success
3. Build our partnership with industry
4. Increase entrepreneurship, business growth and innovation
5. Overcome barriers and realise opportunities to completion

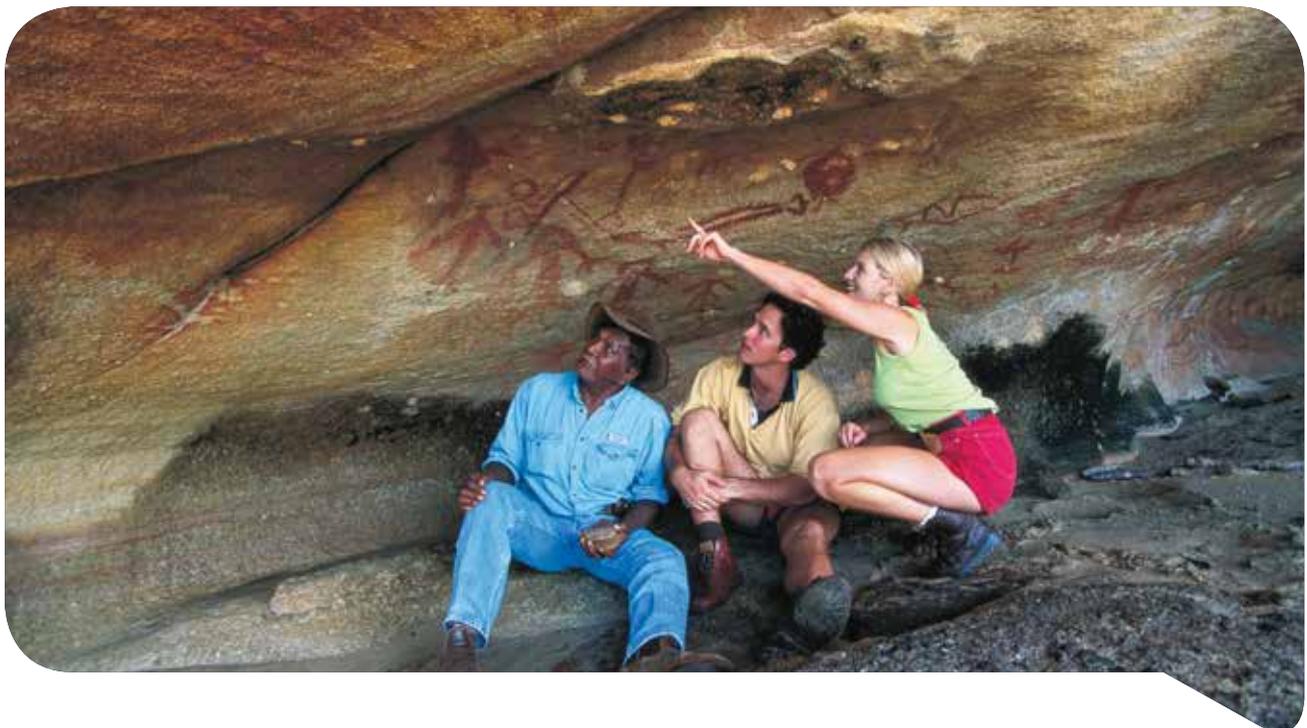
49. DATSIP, 2016, *Queensland's economy 2016-22 (Moving Ahead)*, <https://www.datsip.qld.gov.au/publications-governance-resources/policy-governance/moving-ahead-strategy>

Innovative ways of engaging and partnering with local Indigenous communities need to be explored to encourage participation by Indigenous Queenslanders in the tourism workforce and the industry in general.



Recommendations

- 2.1 Create partnerships between schools, local tourism employers and local government to identify the skills pathways and provide local work experience opportunities for school students.
- 2.2 Develop mentoring programs to support both students and tourism employers to take-up apprenticeships and traineeships.
- 2.3 Improve awareness and navigation of business support programs, red-tape/administrative reduction for SMEs to improve take-up of apprenticeships and traineeships and pre-employment programs and programs to encourage employment of people from disadvantaged groups (women returning to work, mature-aged, Indigenous, migrant).
- 2.4 Hold 'Come and Try' days to increase engagement between local employers and tertiary education providers to provide opportunity for people from local Indigenous and migrant communities, women returning to work and workers transitioning from other industries to explore what the tourism industry offers.
- 2.5 Develop innovative and alternate training pathways locally to support the entry of under-represented groups (such as women returning to work and migrant communities) into the industry.
- 2.6 Explore innovative methods for engaging and partnering with Indigenous communities to increase participation in the industry.



3

Build the industry's capacity to grow and flourish (skills)

Findings

The industry must take ownership of the shift required in culture to where workplaces value and nurture skills development for all staff leading to quality service provision and increasing productivity.

Skill levels are intrinsically linked to productivity and industry performance. In Australia and internationally, economies are focused on improving skill levels to achieve strong, sustained and balanced growth.

The tourism industry's ability to increase visitor numbers and expenditure in a competitive global market and sustain that growth demands continuous attention to lifting skill levels. As visitors become increasingly discerning, the industry will need to raise the bar of the base level of service. Foundation skills need to be improved, particularly around language, literacy and numeracy and extending those to soft skills such as problem solving, emotional intelligence and critical thinking. For SMEs with limited time and capacity to provide training, students and new employees starting 'job ready' with these skills creates a more productive workplace faster, benefiting their bottom line.

Fostering higher skills will improve the industry's competitiveness in attracting workers in Queensland's growing knowledge economy. The industry must take ownership of the shift required in culture to where workplaces value and nurture skills development for all staff for productivity and growth benefits. Within SMEs, management will need support in understanding and fostering continuous learning and innovation within the workplace.



“At Hamilton Island we identified the need to train our staff with a view to improving retention and building skills and knowledge of contemporary hospitality practices. We believe in investing in our people through training to raise service standards in our business, and assisting them fulfil their own ambitions with successful careers in hospitality.”

Glenn Bourke, CEO Hamilton Island

As a very dynamic industry, tourism businesses must be able to adapt quickly, and have the knowledge and skills to meet changing visitor market expectations. Training must be equally adaptable to ensure employees' skills match business requirements. The SIT Tourism, Travel and Hospitality Training Package is the foundation of a qualification framework for the industry. The industry must continue to act on opportunities to provide input on the components of the training package to ensure its currency. Training falls short where it does not provide new entrants with the necessary practical skills to be job ready.

Alongside qualifications, industry requires access to skill-set based training to address specific skill gaps of employees and improve the quality of the workplace. The rising use of digital technology in communications and marketing and increasing need for language and cultural skills to embrace the growing Asian visitor markets are critical skill areas that will impede industry growth if the industry does not engage with existing skill sets within the Training Package. There needs to be a greater knowledge within the tourism industry, both with employers and with training providers, of the flexibility that is built into the Training Package and the range of skill sets and units of competency that are available to meet the needs of employers and workers. Government funding models need to reflect

the industry's need for access to training for skill sets as well as the labour market's requirement for job seekers to have qualifications.

The Tourism Workforce Development Audit identified situations where businesses were not able to provide training for their staff due to geographic distance, lack of resources or inability to provide time off for attending training. Technology is one way to mitigate the impact of these barriers. Online courses, web-based workshops and self-directed training can increase accessibility for training and development. While this has the potential to reduce the 'tyranny of distance', it needs to be coupled with practical training opportunities to ensure effective outcomes for both the student and the employer. The lack of reliable digital connectivity in regional and rural areas can also make this a poor solution to access to training.

As the industry drivers, business owners and managers need to continue to develop their capability to empower others. The range of essential skills will vary from larger organisations to owner/operator SMEs. The most effective means of accessing training will also be different. Productivity of the industry's many SMEs is dependent on maintaining contemporary knowledge and skills in areas such as business management and marketing, staff recruitment and management and succession planning.



“Supervisors are trained to understand the tasks they need to undertake to play their part in shepherding people through to competence and completion.”

**Tina Schutz, Compliance, Recruitment and Training Manager,
Cowboys Leagues Club, Townsville**

The industry has a considerable alumni of tourism graduates and retired and semi-retired professionals with the passion, knowledge and skills to share with others in the industry. Harnessing these people as mentors to students, employees and owners/managers would provide an opportunity to upskill the tourism workforce and build the industry's attractiveness as a place to work and thrive.



Recommendations

- 3.1 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.
- 3.2 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.
- 3.3 Funding for skills development for the tourism industry remains a priority in the VET Investment Plan.
- 3.4 Promote to employers the skill sets for entrepreneurship and digital tourism already available in the Training Package.
- 3.5 Fund skills sets (such as entrepreneurship and digital communications) as well as relevant qualifications to meet the industry's skilling requirements through the VET Investment Plan.

4

Build the industry’s capacity to address local issues and develop innovative solutions (collaboration)

Findings

To meet visitor demand and support business growth, industry and government need to work together to access and influence the range of resources and information available.

Throughout the State, stakeholders told Jobs Queensland they struggled to find the relevant information needed to address a range of issues – from accessing business support to addressing workforce needs. There was either too much information; too many competing sources of information; or a lack of the skills needed to navigate the range of websites and portals to find the appropriate information and resources. Information and resources are needed at a local level to address local issues through a single source or portal that is easy to navigate and up-to-date with relevant information and resources. Employers expressed their preference to use local networks rather than trawling through a website.

While small businesses may be unable to retain workers full-time or long-term, a knowledge and skills exchange model is required to retain workers within the community to support growth. Collaborative job sharing at a community level enables jobs to be offered between businesses within and across sectors and into complementary regional industries such as agriculture, fishing, health care and social services. Community-based job sharing options available to employees, together with access to training and skills development, potentially offer higher income levels and job stability. Workers can also gain a sense of progression that would not be possible within a small business. Job sharing can also build the industry’s profile by offering flexible work opportunities that support lifestyle choices.

Throughout regional Queensland, the potential of experience-based tourism, particularly that which focused on Indigenous culture and knowledge, has been identified as key to growing visitor numbers. Working with DATSIP and local Indigenous communities will be key to increasing Indigenous tourism businesses and to improving skilling opportunities for Indigenous communities to take advantage of the opportunities that participation in the tourism industry offers.



“Having Indigenous people working within the Tourism industry helps connect our culture to the outside world and broadens the visitor experience.”

Kayla Sands, QTIC Indigenous Trainee, Brisbane, QTIC Indigenous Employee Network Member

At all levels, governments needs to ensure more effective use of existing resources by providing targeted support to businesses and ensuring that duplication of activity is minimal. The sharing of experiences between government agencies will enhance the opportunity for faster take-up of programs.



Recommendations

- 4.1 Establish community-based tourism employment ‘skills exchanges’ (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.
- 4.2 Collaborate across government, industry bodies and local employers to develop and promote a ‘hub’ where tourism operators can easily access information on existing resources and targeted support which would enhance their ability to take-up existing opportunities to build business capabilities.
- 4.3 Build connections between government, tourism operators, Indigenous communities and local education providers to identify, develop, mentor and promote Indigenous tourism businesses and business opportunities.





A shared sense of purpose action plan

Lead stakeholder(s) noted in bold.



Priority
Careers



Goal
Build the industry's profile and attractiveness

Actions arising from recommendations	Stakeholders/Resources/KPI/Timeframe
<p>1.1 Implement a state-level campaign supported by regional campaigns to create curiosity and interest about the range of opportunities within the industry.</p>	<p>Stakeholders – DTESB (lead), QTIC, DET</p> <p>Resources – Funding for ‘Tourism Careers’ campaigns across Queensland</p> <p>KPI – Campaign reach/statistics</p> <p>Timeframe – Jan 2017 – Dec 2020 (DTESB)</p>
<p>1.2 Work with industry and education providers to clarify and define realistic career pathways in the tourism industry.</p>	<p>Stakeholders – DET (lead), SkillsIQ, DTESB, regional tourism organisations, industry associations</p> <p>Resources – Jobs Queensland to work with DET to track post-school outcomes of students participating in tourism-related school-based programs</p> <p>KPI – Increase in number of students transitioning from school-based programs to either further study (VET or higher education) or employment in the tourism industry</p> <p>Timeframe – Annually for the life of the Plan (DET)</p>

Actions arising from recommendations	Stakeholders/Resources/KPI/Timeframe
<p>1.3 Make careers in tourism attractive as ‘careers of choice’ for school leavers.</p>	<p>Stakeholders – DET (lead), SkillsIQ, DTESB, regional tourism organisations, industry associations</p> <p>Resources – Jobs Queensland to work with DET to track post-school outcomes of students participating in tourism-related school-based programs</p> <p>KPI – Increased number of students transitioning to careers in the tourism industry</p> <p>Timeframe – Annually for the life of the Plan</p>
<p>1.4 Recognise employers who value and support their employees through an ‘Employer of Choice’ category (or similar) at the Queensland Tourism Awards.</p>	<p>Stakeholders – QTIC (lead), regional tourism operators, local industry</p> <p>Resources – Sponsorship of an ‘Employer of Choice’ through the annual Queensland Tourism Awards program</p> <p>KPI – Recognition of employers in each region who value and support their employees</p> <p>Timeframe – Annually at Queensland Tourism Awards and regional award programs (QTIC)</p>
<p>1.5 Fund a second ‘Gateway Schools’ co-ordinator for north Queensland with a focus on tourism.</p>	<p>Stakeholders – DET (lead), DTESB, QTIC, schools in north Queensland, training providers in north Queensland, local employers</p> <p>Resources – Continued funding for Gateway Schools program, including additional funding for a North Queensland co-ordinator</p> <p>KPI – Increase in participation in tourism related- school-based programs and increased engagement between local schools and local tourism employers</p> <p>Timeframe – Review annually for the life of the Plan (Jobs Queensland)</p>



Priority
Local workforce



Goal
Build a sustainable labour pool

Actions arising from recommendations	Stakeholders/Resources/KPI/Timeframe
<p>2.1 Create partnerships between schools, local tourism employers and local government to identify the skills pathways and provide local work experience opportunities for school students.</p>	<p>Stakeholders – Local government (lead), DET, schools, tourism employers</p> <p>Resources – Fund innovative regional pilot projects</p> <p>KPI – Participation in regional pilots</p> <p>Timeframe – 2017–2020</p>
<p>2.2 Develop mentoring programs to support both students and tourism employers to take-up apprenticeships and traineeships.</p>	<p>Stakeholders – Local industry/employers (lead), DET</p> <p>Resources – Continued support for pre-employment/work placement programs for Year 7-12 students</p> <p>KPI – Increase in the number of people taking up a traineeship or apprenticeship and in the number of host employers</p> <p>Timeframe – Review annually for the life of the Plan</p>
<p>2.3 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-aged, Indigenous, migrant).</p>	<p>Stakeholders – Queensland Treasury (lead), DET, DTESB</p> <p>Resources – Existing resources such as ‘Back to Work’, Office of Small Business’ business support portal</p> <p>KPI – Increase in the number of tourism SMEs taking on apprentices and trainees</p> <p>Engagement by tourism SMEs in the ‘Back to Work’ program</p> <p>Timeframe – Annually for the life of the Plan</p>

Actions arising from recommendations	Stakeholders/Resources/KPI/Timeframe
<p>2.4 Hold ‘Come and Try’ days to increase engagement between local employers and VET and higher education providers to provide opportunity for people from local Indigenous and migrant communities, women returning to work and workers transitioning from other industries to explore what the tourism industry offers.</p>	<p>Stakeholders – Training organisations (lead), local tourism employers, DET, Regional Tourism Organisations, community organisations, local Chambers of Commerce and Industry, local government, Indigenous community leaders, JobActive providers</p> <p>Resources – Existing local networks and local tourism champions, Back to Work network</p> <p>KPI – Increased number of people from diverse communities and backgrounds finding employment in the tourism industry</p> <p>Timeframe – Census 2021</p>
<p>2.5 Develop innovative and alternate training pathways locally to support the entry of under-represented groups such as women returning to work and migrant communities into the industry.</p>	<p>Stakeholders – Training organisations (lead), DET, local tourism operators, community organisations, Multicultural Queensland Advisory Council, local Chambers of Commerce and Industry, local government</p> <p>Resources – Fund regional pilots to explore alternate training pathways that meet regional needs. Jobs Queensland to monitor outcomes from pilots</p> <p>KPI – Participation in regional pilots</p> <p>Timeframe – 2017–2020</p>
<p>2.6 Explore innovative methods for engaging and partnering with Indigenous communities to increase participation in the industry.</p>	<p>Stakeholders – DATSIP (lead), DTESB, DET, QTIC, local government, regional tourism operators</p> <p>Resources – Fund regional pilots to explore alternate training pathways that meet regional needs. Jobs Queensland to monitor outcomes from pilots</p> <p>KPI – Participation in the regional pilots</p> <p>Timeframe – 2017–2020 (DATSIP)</p>



Priority
Skills



Goal

Build the industry’s capacity to grow and flourish

Actions arising from recommendations	Stakeholders/Resources/KPI/Timeframe
<p>3.1 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.</p>	<p>Stakeholders – QTIC (lead), TIAG</p> <p>Resources – Provide funding to support peer-to-peer learning and collaboration across regions</p> <p>KPI – Uptake and implementation of identified workforce development strategies</p> <p>Timeframe – Review annually for the life of the Plan</p>
<p>3.2 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.</p>	<p>Stakeholders – DET (lead), Skills IQ, education providers and regional employers</p> <p>Resources – Fund regional workshops with local employers and training organisations to raise awareness of and develop skills to participate in the continuous improvement of training package</p> <p>KPI – Continuous improvement of the training packages to ensure it matches industry demand (languages, culture, service skills, technical skills)</p> <p>Timeframe – Review annually for the life of the Plan (DET)</p>
<p>3.3 Funding for skills development for the tourism industry remains a priority in the <i>VET Investment Plan</i>.</p>	<p>Stakeholders – DET (lead)</p> <p>Resources – Fund through the VET Investment Plan</p> <p>KPI – Funding for tourism-related training and education is maintained or increased to meet industry needs</p> <p>Timeframe – Review annually for the life of the Plan (Jobs Queensland)</p>

Actions arising from recommendations	Stakeholders/Resources/KPI/Timeframe
<p>3.4 Promote the skill sets for entrepreneurship and digital tourism already available in the Training Package.</p>	<p>Stakeholders – DET (lead), SkillsIQ, DTESB, QTIC</p> <p>Resources – DET to support funding of relevant skill sets through the VET Investment Plan, Jobs Queensland to monitor uptake by industry of training in the relevant skill sets</p> <p>KPI – Increase in the take-up of training through the relevant skill sets by industry</p> <p>Timeframe – Review annually for the life of the Plan</p>
<p>3.5 Fund skill sets (such as entrepreneurship and digital communications) as well as relevant qualifications to meet the industry’s skilling requirements through the <i>VET Investment Plan</i>.</p>	<p>Stakeholders – DET (lead)</p> <p>Resources – Fund through the VET Investment Plan</p> <p>KPI – Increased take-up of existing upskilling opportunities for business operators</p> <p>Timeframe – Review annually for the life of the Plan (Jobs Queensland)</p>



Priority
Collaboration



Goal
Build the industry’s capacity to address local issues and develop innovative solutions

Actions arising from recommendations	Stakeholders/Resources/KPI/Timeframe
<p>4.1 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.</p>	<p>Stakeholders – Local government (lead), Regional Tourism Organisations, employers</p> <p>Resources – Pilot a ‘skills exchange’ in a selected region (e.g. Outback Queensland)</p> <p>KPI – Participation in the regional pilots</p> <p>Timeframe – 2017–2020</p>
<p>4.2 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.</p>	<p>Stakeholders – DTESB (lead), local tourism operators, Regional Tourism organisations, local government, local ‘tourism champions’</p> <p>Resources – Pilot an ‘information hub’ in a selected region. This may be an app or online resource dependent on the region’s need</p> <p>KPI – Participation in the regional pilots</p> <p>Timeframe – 2017–2020</p>
<p>4.3 Build connections between government, tourism operators, Indigenous communities and local education providers to identify, develop, mentor and promote Indigenous tourism businesses and business opportunities.</p>	<p>Stakeholders – QTIC (lead), DTESB, DATSIP, local government, tourism operators, Indigenous community leaders and DET</p> <p>Resources – Continued support for Indigenous peer mentoring programs and Indigenous champions network to facilitate Indigenous participation in workforce, career progression and business growth</p> <p>KPI – Increased participation by Indigenous communities, either as employees or as business operators, in the tourism industry</p> <p>Timeframe – 2017–2020 (DATSIP)</p>



Appendix 1

Summary of consultations and the Tourism Industry Advisory Group (TIAG) membership

The Tourism Industry Advisory Group comprised representatives from:

- Queensland Tourism Industry Council (Chair)
- Queensland Hotels Association
- Mackay Tourism
- Gold Coast Tourism
- National Retailers Association
- Queensland Bus Industry Council/Cross Country Tours
- SkillsIQ
- Association of Marine Park Tourism Operators
- United Voice
- Flight Centre Travel Group Ltd
- Star Entertainment (Jupiters)
- Caterscape.

Stakeholder consultations by Australian and New Zealand Standard Industrial Classification (ANZSIC)

ANZSIC group	
239 Other Transport Equipment Manufacturing	721 Employment Services
301 Residential Building construction	722 Travel Agency and Tour Arrangement Services
391 Motor Vehicle Retailing	751 Central Government Administration
412 Specialised Food Retailing	752 State Government Administration
422 Electrical and Electronic Goods Retailing	753 Local Government Administration
424 Recreational Goods retailing	802 School Education
440 Accommodation	810 Tertiary Education
451 Cafes, Restaurants and Takeaway Food Services	821 Adult, Community and Other Education
453 Clubs (Hospitality)	822 Educational Support Services
501 Scenic And Sightseeing Transport	891 Museum Operation
522 Airport Operations and Other Air Transport	900 Creative and Performing Arts Activities
602 Other Information Services	911 Sports and Physical Recreation Activities
622 Depository Financial Intermediation	913 Amusement and Other Recreation Activities
696 Management and Related Consulting Services	951 Personal Care Services
699 Other Professional, Scientific and Technical Services	955 Civic, Professional and Other Interest Group
	Unknown

Appendix 2

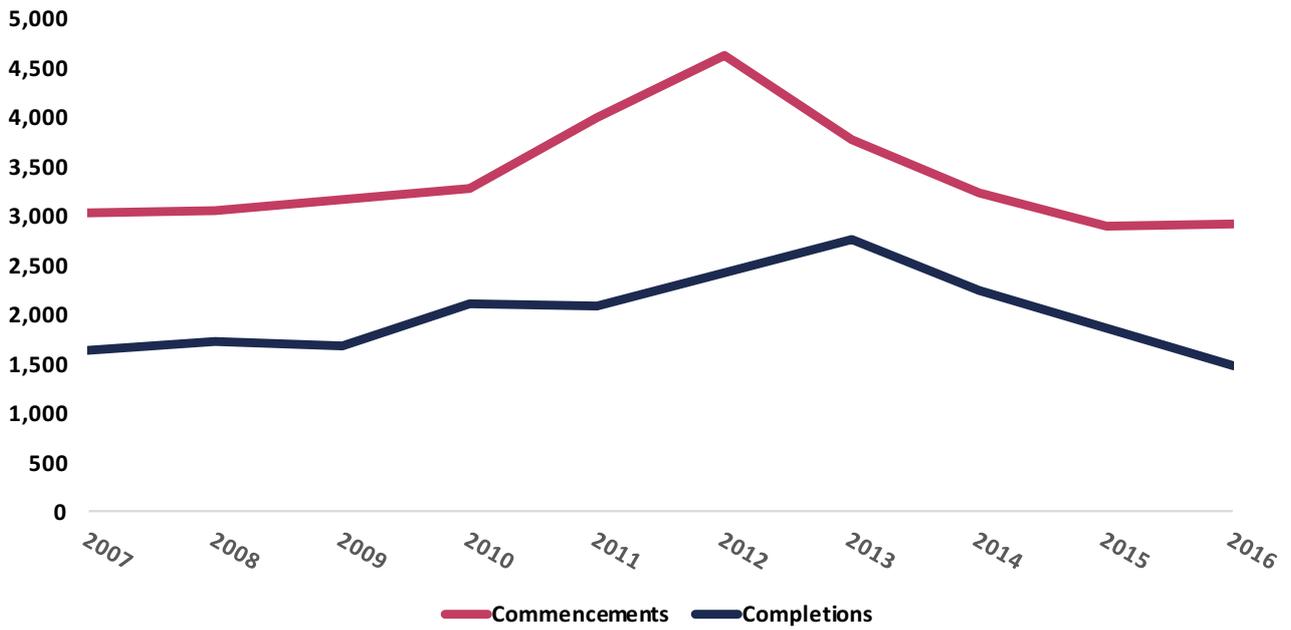
Labour and skills supply

Skills supply (supply of suitably skilled workers via the vocational education and training system in Queensland).

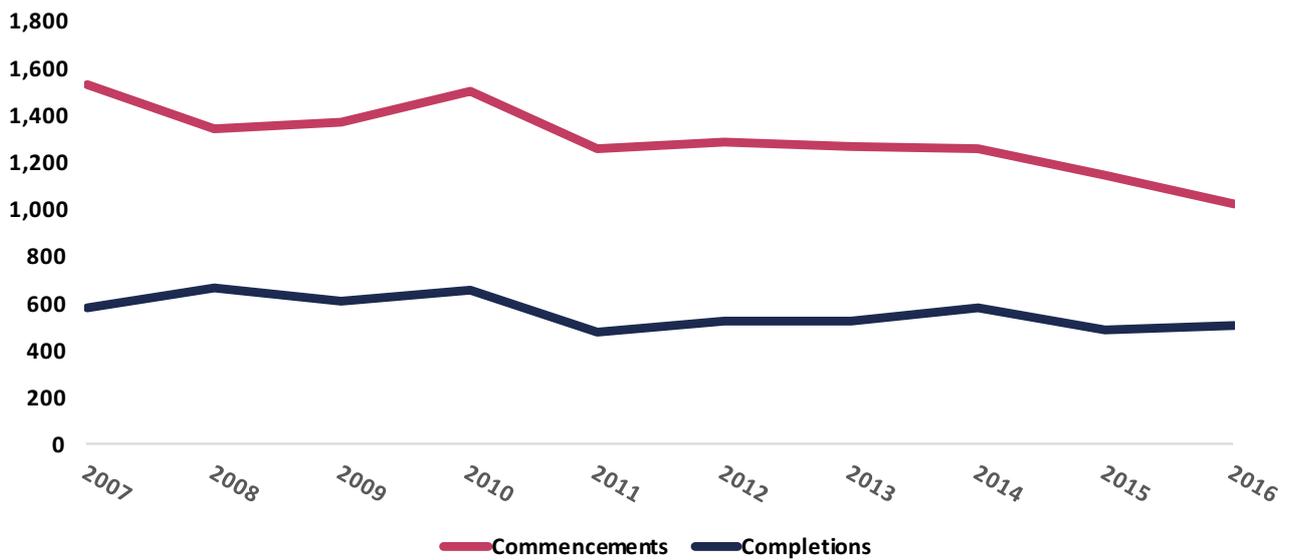
Commencements										
Traineeships										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
CERT II	576	475	407	256	173	129	56	47	54	75
CERT III	2222	2356	2398	2731	3394	3979	3390	3107	2765	2808
CERT IV	234	223	353	174	287	354	314	65	71	35
Diploma				122	154	168	4	6	6	
Apprenticeships										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
CERT III	1526	1341	1368	1502	1253	1288	1268	1254	1140	1022
CERT IV								1	2	3

Completions										
Traineeships										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
CERT II	350	328	221	186	150	91	63	32	26	39
CERT III	1101	1250	1324	1792	1724	2123	2322	2139	1816	1439
CERT IV	184	157	133	124	144	132	210	57	14	3
Diploma				0	68	81	159	6	2	2
Apprenticeships										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
CERT III	577	670	607	656	480	521	521	583	487	502
CERT IV										1

Traineeships in hospitality and tourism, commencements and completions, 10 years to 2016

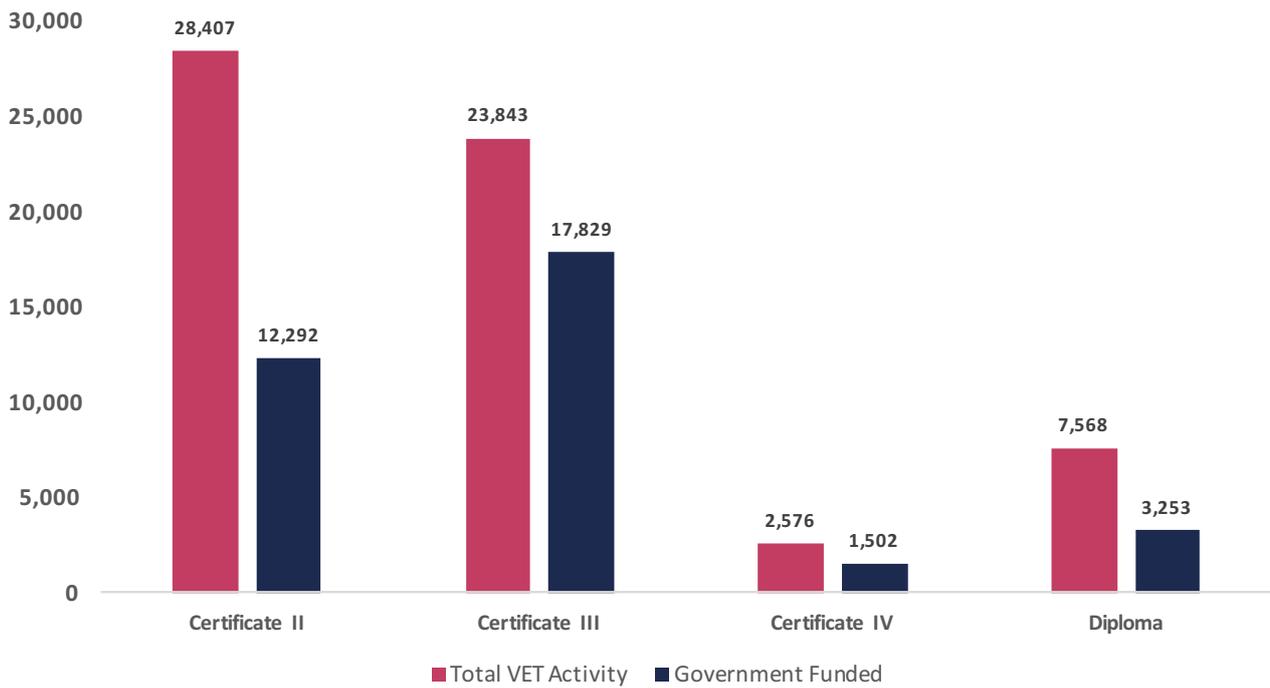


Apprenticeships in hospitality and tourism, commencements and completions, 10 years to 2016

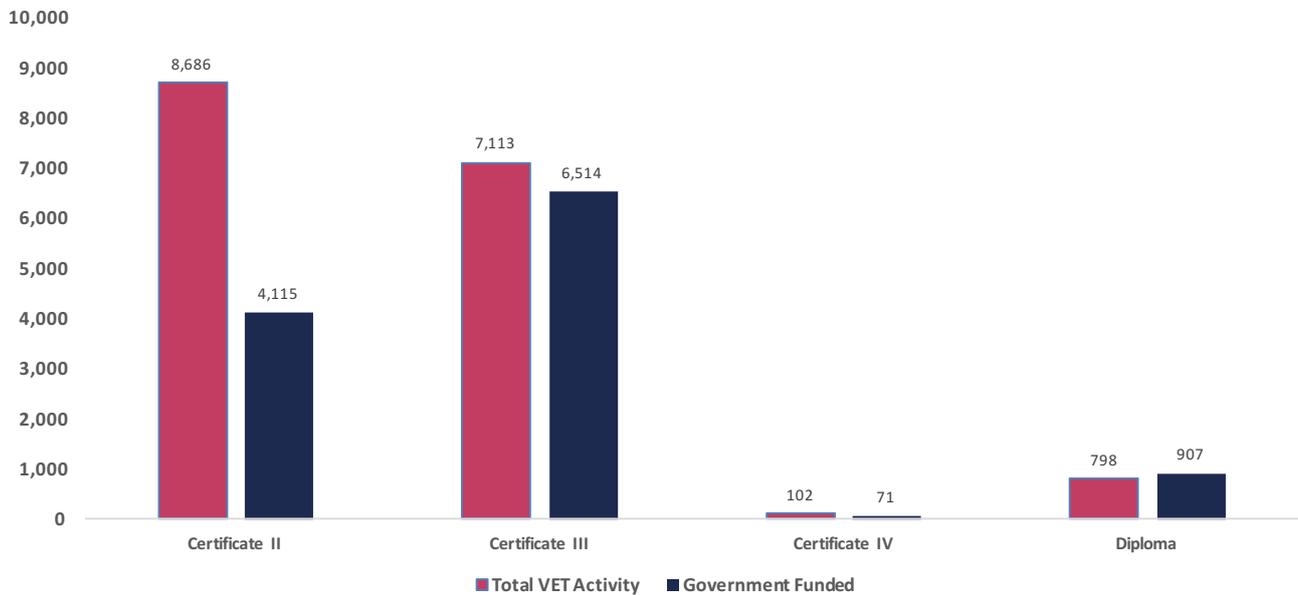


Source: Department of Education and Training 2016, *Direct Entry-Level Training Administration (DELTA) database*, Queensland

Program enrolments in Queensland, 2015



Program enrolments in Queensland, 2014



Source: NCVET, Total VET Students and Courses and Government-funded students and courses databases, 2017

Appendix 3

Resources

Queensland Government

The **Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB)** is the Queensland Government department with responsibility for oversight of *Advancing Tourism 2016–20*.

The Department provides a range of services for the tourism industry in Queensland including information relating to the importance of the tourism industry to the Queensland economy. On the **Tourism and Major Events** website (<https://www.dtesb.qld.gov.au/tourism>) there is information relating to various Government initiatives and information for businesses including information on starting a business, marketing your business and a tourism pathways tool which helps tourism businesses find support programs.

Further assistance and advice for small businesses in the tourism industry can be found on the **Office of Small Business (OSB)** website (<https://www.dtesb.qld.gov.au/small-business>). Also on the Office of Small Business website can be found the *Advancing Small Business Queensland Strategy 2016-20* (<https://publications.qld.gov.au/dataset/a9b3d58d-8a47-4612-9039-4ff030b76c3d/resource/93b03880-e1f7-41d4-9127-56244ef5e4bc/download/5574asbqstrategywebv4.pdf>).

Advancing Tourism 2016–20 is a reflection of the Queensland Government’s long-term commitment to grow the State’s tourism industry. It is the plan which underpins that commitment. (<https://publications.qld.gov.au/dataset/ace405b1-1495-4d9e-8c5e-fec5767345c6/resource/df997cf7-14fc-47b1-ac99-ddc7f0975967/download/6127atsupdateweb.pdf>).

Tourism and Events Queensland (TEQ) (<http://www.queensland.com/>) is the Queensland Government’s lead marketing, experience development and major events agency, representing the State’s tourism and events industries. Their website provides the visitor with an introduction to Queensland and is a major marketing tool for the industry.

Business Queensland (<https://www.business.qld.gov.au/>) is the Queensland Government’s online portal for information and assistance for Queensland businesses. It has links to a range of resources including information on grants and assistance.

Australian Government

The Australian Trade and Investment Commission (Austrade) is the Australian Government’s online portal for the tourism industry (<https://www.austrade.gov.au/Australian/tourism>). Austrade’s role is to develop policy, attract investment and provide research to grow Australia’s tourism market share.

Austrade also hosts **Tourism Research Australia** (<https://www.tra.gov.au/>) which is Australia’s leading provider of quality tourism intelligence across both international and domestic markets. It aims to equip industry with information to strengthen marketing and business decisions.

Tourism 2020 (<https://www.austrade.gov.au/Australian/Tourism/Policy-and-Strategy/tourism-2020>) is the Australian Government's framework to grow the tourism industry. It aims to assist tourism businesses to remain competitive into the future in a dynamic global environment. Tourism ministers from the Australian and state and territory governments have identified four policy priorities. These are to:

- encourage high-quality tourism experiences, including Indigenous tourism
- limit the tax, red tape and other regulatory burden industry faces
- undertake coordinated and effective marketing campaigns to drive demand
- work with industry to support the development of tourism infrastructure that can drive demand.

Tourism Australia (<http://www.australia.com/en>) is the official Australian tourism website. It provides information for the visitor on places to visit and things to do while on holiday in Australia. It also provides information for the international traveller on visas, customs and quarantine regulations.

Non-government

Queensland Tourism Industry Council (<https://www.qtic.com.au/>) is the peak industry body for tourism in Queensland, acting as 'The Voice of Tourism'.

QTIC works in partnership with government agencies and industry bodies at a local, State and national level, to strengthen the voice of tourism in all relevant policy forums. It operates and hosts the annual Queensland Tourism Awards, the State's premier industry recognition program for outstanding contribution by organisations and individuals within the tourism industry.

Among the projects and services available are:

- advocacy and industry policy
- business support
- training
- industry engagement.

SkillsIQ (<http://www.skillsiq.com.au/>) is the Skills Service Organisation supporting the national Industry Reference Committee for the tourism industry. They work with the Industry Reference Committee to ensure that the training package reflect the needs of the industry. This includes facilitating engagement and consultation across industry, providing operational and secretariat support, carrying out the development and review of training packages, managing quality assurance and endorsement processes and preparing support materials such as companion volumes.

Specifically, SkillsIQ works with the Tourism, Travel and Hospitality Industry Reference Committee to ensure that the SIT Tourism, Travel and Hospitality Training Package meets the needs of the industry. Further information on how to provide input into the Training Package review process can be found on the SkillsIQ website.



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