



June 2018

Brisbane Regional Tourism Workforce Plan **2018–2020**



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



Front cover: Brisbane city. Photo courtesy of Brisbane Marketing.

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Introduction

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

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

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

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

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

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

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



Balloon north east of the Woodlands, Marburg. Photographer: Greg Sullivan. Photo courtesy of Floating Images.

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

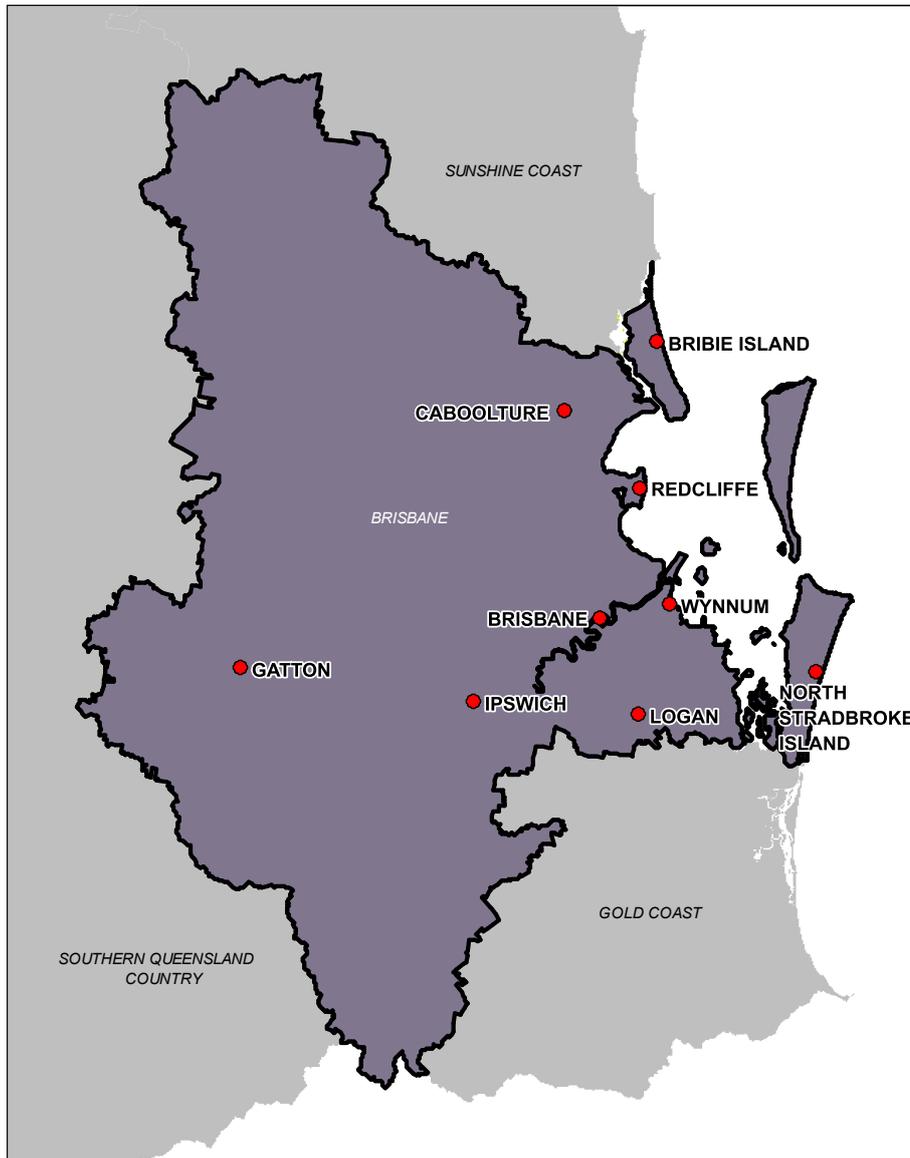


South Bank in the city. Photo courtesy of Brisbane Marketing.

Brisbane tourism

The city of Brisbane is the gateway to Queensland and the heart of the Brisbane tourism region.

The Brisbane Visitor Economy Strategy⁶ outlines the tourism region's vision as 'by 2020 Brisbane will be recognised as a serious player in Asia Pacific. It will be Australia's most welcoming, spirited and energised subtropical capital city, offering world-class major events, coastal, island and countryside experiences'.



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

The region spans from Moreton Bay and the islands of Moreton and North Stradbroke as well as many smaller islands in the east to Bribie Island in the north and south to the city of Logan. To the west, the historic city of Ipswich – a city in rapid growth and a strategic vision to become their own events destination – and the natural beauty of the Lockyer Valley, Scenic Rim and Somerset regions provide a peaceful country contrast to the vibe of Brisbane. As one of the host cities of the Gold Coast 2018 Commonwealth Games™ (GC2018), Brisbane aims to leverage from the increased profile the Games generated.

6. Brisbane Visitor Economy Strategy: A Destination Tourism Plan for Brisbane 2014–2020, <https://cdn2-teq.queensland.com/~media/71962f1f4c4e485cac50214c3db3aaa2.ashx?vs=1&d=20141104T160931>.

Regional population and employment characteristics

The Brisbane tourism region is home to approximately 2.3 million people or 46.6 per cent of Queensland's total population. The average annual growth rate of 1.8 per cent over the past five years is higher than the State average at 1.5 per cent.⁷ The population is projected to grow by more than 387,000 people to 2026.⁸ Unemployment in the region is at 6.0 per cent which is lower than the State at 6.5 per cent.⁹ The median age is 35.2 years compared with the Queensland median of 37 years.¹⁰

The top five employing industry sectors are health care and social assistance; retail trade; education and training; construction; and professional, scientific and technical services. The top five occupations are professionals; clerical and administrative workers; technicians and trades workers; managers; and community and personal service workers.¹¹

Regional tourism workforce

Tourism provides direct and indirect employment for more than 70,000 people in the Brisbane tourism region. A total of 3.8 per cent of the region's workforce (45,200 people) were directly employed in tourism jobs in 2015–16.

The tourism-related industries that contributed most to direct employment in the Brisbane tourism region in 2015–16 were:

- cafés, restaurants and takeaway food services (4810 full-time and 7420 part-time)
- retail trade (4160 full-time and 3500 part-time)
- air, water and other transport (3660 full-time and 1200 part-time).¹²

Employment in accommodation and food services in the Greater Brisbane region is projected to grow by 14.8 per cent in the five years from 2017 to 2022. Retail trade employment for the same period is projected to grow by 1.2 per cent.¹³ Nationally, there is projected employment growth of 9.0 per cent in hospitality, retail and service manager occupations, indicating the potential career pathway advancement the industry offers.¹⁴

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

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

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

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

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

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

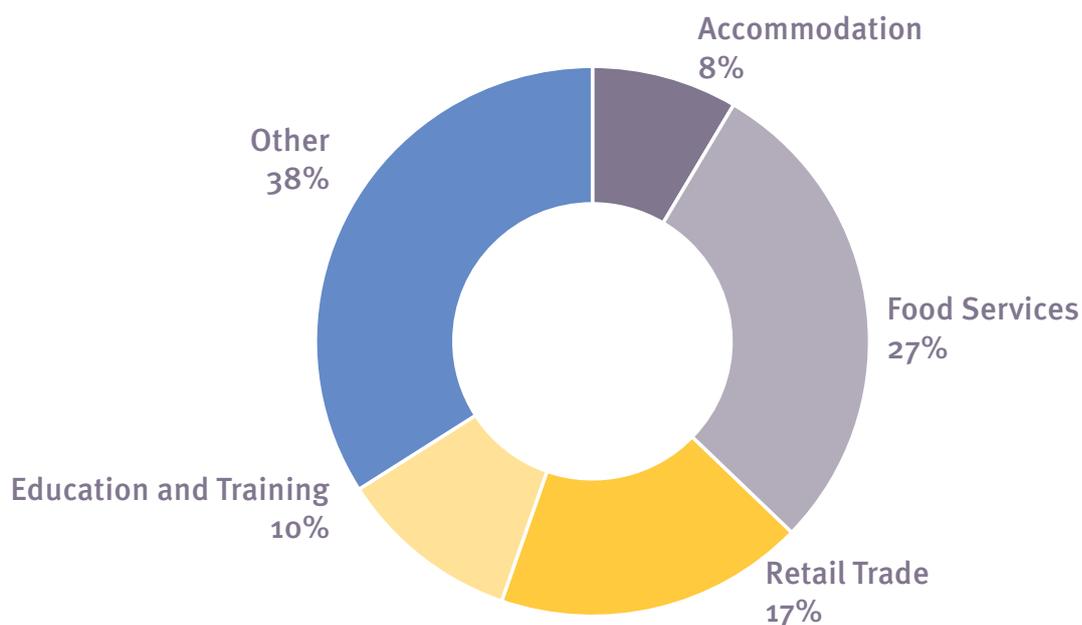
12. Deloitte Access Economics 2017, *Regional Tourism Satellite Account Brisbane 2015-16*, https://www.tra.gov.au/ArticleDocuments/245/Brisbane%20ofactsheet%2015_16.pdf.aspx?Embed=Y.

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

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



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



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

Occupations experiencing shortages across all regions in Queensland are waiters, kitchenhands, bar attendants, baristas and chefs.¹⁵ Data shows an average of 499 job advertisements for hospitality, retail and service managers each month between May 2010 and April 2018¹⁶ with 359 for food trade workers (including chefs) and 353 job advertisements for hospitality workers respectively within the Brisbane labour market region, of which the Brisbane tourism region is a part.

The regional tourism industry will benefit from an inclusive workforce, including Aboriginal and Torres Strait Islander peoples. With 1.5 per cent of the regional population being Indigenous and of working age¹⁷, there are numerous opportunities for inclusion of Aboriginal and Torres Strait Islander peoples beyond offering cultural experiences to all aspects of the tourism industry. Support and resources are available for employers who wish to mentor a new Indigenous employee, as well as Indigenous entrepreneurs who seek to establish a new business venture. These resources are available at the back of this plan.

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

Support is available for both apprentices and employers through the Queensland Government's Apprenticeships Info¹⁹ and also the Australian Apprenticeship Support Network providers.²⁰ Both services provide assistance with issues that may arise for the duration of an apprenticeship or traineeship, and offer flexible support options.

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

As a result of training investment leading in to hosting GC2018, the region now has a unique opportunity to tap in to a skilled workforce post-Games as those who were employed prior and during the Games may seek positions in the region. Businesses within the region who undertook recruitment activities close to this period may experience a broader talent pool than previously available.

The Gateway to Industry Schools (Food, Wine and Tourism) program²¹ provides opportunities for industry and the education sector to work together to deliver outcomes for students, local communities and businesses. Students that participate in the program are exposed to a range of learning experiences that will assist them in their career choices and pathways to employment.

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

Regional tourism businesses

Latest available data show there are more than 23,000 tourism-related businesses in the Brisbane tourism region as shown in Table 1 below. Just over 45 per cent of these are sole traders which is slightly higher than the proportion of sole trader tourism businesses statewide.

Key tourism enterprises in Brisbane tourism region include Lone Pine Sanctuary, Queensland Performing Arts Centre, SeaLink, Sirromet Winery, Story Bridge Adventure Climb, Riverlife, Queensland Gallery of Modern Art, Queensland Museum, Sir Thomas Brisbane Planetarium, Queensland Maritime Museum and the South Bank Parklands.

Additional attractions include Workshops Rail Museum, Queensland and Willowbank Raceways, CMC Rocks (Australia's biggest international country music festival), iconic balloon rides in Ipswich and Brisbane Whale Watching. Accommodation options include O'Reilly's Rainforest Retreat, Tangalooma Island Resort, Spicers Hidden Vale and Minjerribah Camping to the smaller operators in the Lockyer Valley, Moreton Bay Region, Scenic Rim, Redlands, Somerset, Logan and Ipswich.

Table 1: Brisbane region tourism businesses²³

Tourism businesses	Number	%	Qld %
Sole trader	10,528	45.1	43.6
1 to 4 employees	6884	29.5	30.1
5 to 19 employees	4713	20.2	20.7
20 or more employees	1208	5.2	5.6
Total	23,333	100	100

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

22. Davidson, M, Timo, N, Wang, Y, 2010, *How much does labour turnover cost? A case study of Australian four and five-star hotels*, International Journal of Contemporary Hospitality Management.

23. Tourism Research Australia, 2017, *Tourism Businesses in Australia, June 2012 to June 2016*, Appendix B, Table 8.1, <https://www.tra.gov.au/Research/View-all-publications/All-Publications/Economic-reports/tourism-business-in-australia-june-2011-to-june-2016>.



Regional training profile

There was a total of 22,062 people in tourism-related training in the Brisbane tourism region in 2016. The majority of enrolments were in hospitality qualifications (81 per cent) at Certificate I, II, III, IV and Diploma and Advanced Diploma levels. Certificate II in Hospitality had the highest overall number of enrolments with 6377, followed by the Certificate III in Hospitality with 6167, the Diploma of Hospitality/Hospitality Management with 1322 enrolments and the Certificate I in Hospitality with 787 enrolments.

Other popular qualifications were Certificate II in Tourism with 1485 enrolments, the Certificate II in Kitchen Operations with 856 enrolments and the Diploma of Events/Event Management with 824 enrolments. The Certificate III and IV in Commercial Cookery apprenticeships respectively had 1157 and 587 enrolments.²⁴

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

Table 2: Tourism industry qualifications

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

24. National Centre for Vocational Education Research, 2017, *National VET Provider Collection, total VET students and courses*, <https://www.ncver.edu.au/data/collection/students-and-courses-collection/total-vet-students-and-courses>.

Tourism-related apprenticeships in the Greater Brisbane region have declined between 2015 and 2017 while traineeship commencements increased over the same period. School-based apprenticeships and traineeships (SATs) respectively comprised 9.2 per cent and 23.3 per cent of the region’s tourism-related commencements in 2017.

Commencements and completions over the past three years are shown in Table 3 below.

Table 3: Brisbane tourism region apprenticeship and traineeship summary²⁵

	2015	2016	2017
Commencements			
Apprenticeships	8569	7632	7429
Traineeships	9373	10,103	10,933
Completions			
Apprenticeships	4662	4399	4008
Traineeships	6774	5857	6066

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





Future accommodation. Photo courtesy of Brisbane Marketing.

Looking ahead

Investment in tourism products and experiences

A number of infrastructure projects are either underway or proposed for the Brisbane tourism region which have the potential to further enhance its reputation as a major tourism destination and may generate jobs and new skill requirements. These include:

- Upgrade of the Star Casino
- Cross River Rail project
- Queen's Wharf project
- Brisbane International Cruise Terminal
- Boggo Road Precinct redevelopment
- Howard Smith Wharves development
- Construction of the second runway at Brisbane Airport
- Redevelopment of the Ipswich CBD including a performing arts complex
- Hidden Valley Adventure Park development
- Brisbane Metro Project
- Brisbane Live (second theatre) proposition.

New airline services, including more direct flights between Perth and Brisbane, Canberra and Brisbane and direct flights between Shenzhen and Brisbane, are expected to increase the number of domestic and international visitors.

Through Tourism & Events Queensland, the Queensland Destination Events program²⁶ aims to leverage the crucial link between events and destinations. The Brisbane tourism region currently hosts major events such as Brisbane Festival, Regional Flavours, Brisbane Rugby Tens, Eat Local Week, Straddie Salute, Redcliffe Kite Festival, Ipswich Festival and the Abbey Medieval Festival to name a few.

The Queensland Superyacht Strategy²⁷ aims to position Queensland as a superyacht hub in the Asia Pacific. The strategy aims to attract superyachts to more places along the 13,000km of Queensland coastline and create business and jobs opportunities. Additional mooring locations for the Moreton Bay area are being investigated.

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

27. The Queensland Superyacht Strategy 2018–23, May 2018, <https://www.statedevelopment.qld.gov.au/resources/defence-industries/queensland-superyacht-strategy.pdf>.

Australia's Indigenous heritage presents the unique opportunity for authentic cultural experiences that create a distinctive point of difference to complement the Brisbane tourism region's landscape and natural features. The Queensland Ecotourism Plan 2016–20²⁸ sets out the Queensland Government's vision for the tourism industry, Traditional Owners, conservation, research and community to partner together to create visitor experiences unique to Queensland and to inspire learning.

Workforce priorities and action plan

The priorities and actions in this plan reflect three of the themes from the State Plan – careers, local workforce and skills – that were identified during consultations with Brisbane tourism stakeholders.

Careers – Build the industry's profile and attractiveness

Stakeholders identified a need to raise the profile of tourism as a viable career path, rather than an interim job. Opportunities to retain staff during non-peak seasons were highlighted as a concern as employers were often reliant on casuals, with the time and cost of training difficult to maintain.

Regional promotional campaign of the range of tourism careers and pathways would be beneficial in changing perceptions of tourism and lifting the profile of the industry. However, career examples in the campaign should be regionally-focused, broad to inform students and parents about careers in the industry, and also targeted to young people post-school, migrants and refugees.

The campaign should show real job opportunities, demonstrate the value of tourism as a long-term career choice, the range of apprenticeships and traineeships leading to careers in tourism and the broad nature of tourism beyond hospitality and leisure.

The campaign also needs to be realistic about the nature of working in the industry such as long hours, broken shifts, weekend and evening work.

While many local school programs are successful in building the profile of the industry, it was widely recognised that more could be done to inform and attract young people to careers in tourism. Schools may not always have the depth and breadth of knowledge about the tourism industry but are a critical piece in the puzzle.

Industry has a role in engaging with schools to share information and demonstrate passion about the career opportunities tourism offers. Awareness of students from Year 9 onwards about tourism careers could be improved through exposure to success stories, such as the Young Tourism Leaders, but especially people in leadership positions in the industry who have followed different career paths and realised the opportunities on offer within tourism.

A trial program and resource kit for school students developed by the transport and logistics industry was cited as an example that may also apply to the tourism industry, especially because it clarified and realistically defined pathways beyond the notion of truck driving. The program was developed by industry in consultation with education and training departments, school guidance officers and the Department of Transport and Main Roads.

Local workforce – Build a sustainable labour pool

Apprentices and trainees who can see a clear pathway to employment are considered more likely to stay and complete their qualification. Hence, career mentoring is important and the Queensland Tourism Industry Council (QTIC) Young Professional Mentoring program is proving successful.

There is scope to attract experienced people who would like to give back to the community and industry by undertaking voluntary mentoring roles of apprentices and trainees as well as helping upskill existing workers to complement succession planning.

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



Many stakeholders expressed concern that the content and design of tourism training packages may not best reflect industry needs. This reinforced the need for industry to have a strong voice by providing peak bodies with relevant information with which to advocate during training package development. It was felt that bespoke training and a more modular system would be more responsive to the industry's changing needs.

Employers also expressed difficulty in accessing information about the types of programs and support that is available, including how to take on an apprentice or trainee. They also felt that a more coordinated approach across all levels of government, working with local industry to bring people from under-represented groups into employment, would benefit small to medium tourism operators. Large employers could potentially play a leadership role to help smaller operators.

The work of Brisbane Marketing, Tourism & Events Queensland and QTIC in supporting Aboriginal and Torres Strait Islander peoples with ownership of their own tourism businesses was acknowledged, along with the Reconciliation Action Plan of the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC).

The importance of showcasing great local programs was reinforced to promote best practice and the positives of working within the industry.

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

Skills – Build the industry's capacity to grow and flourish

Tourism champions are acknowledged as important for the industry. It was also felt there was a need for indirect champions across the whole value chain as well as cross-industry skilling strategies to keep people employed. Transitioning of staff across local employers may improve retention of the skilled workforce locally.

The importance of entrepreneurial and digital tourism skills was confirmed and identified as a point of difference for Brisbane tourism operators. Industry, however, needs more operators to be of this mindset. Complementary funding, particularly through Advancing Queensland initiatives, included support for early entrepreneurship and digital ventures.

Many tourism operators need to upskill in business growth and development, while other skill sets for the region's tourism industry need to be identified prior to inclusion in the Department of Employment, Small Business and Training's VET Investment Plan. Local operators may benefit from working with the Business Queensland's Business Advisers, who provide support and mentoring to assist them in growing their business.

Improving the consistency and quality of customer service across the Brisbane tourism region through funded and free training for businesses and employees was raised as a priority for the region; to improve the customer experience and potential for increased visitation and business, and location promotion via customers' social media activity.



A shared sense of purpose action plan



PRIORITY
Careers



GOAL
Build the industry's profile and attractiveness

RECOMMENDATION: Implement a state-level campaign supported by regional campaigns to create curiosity and interest about the range of career opportunities within the industry.

Local actions	Existing resources include:
1. Support regional delivery of a tourism campaign to raise the profile of the industry and regional opportunities.	Young Tourism Leaders. QTIC Tourism and Hospitality Career Guide.

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

Local actions	Existing resources include:
2. Promote tourism to school students, parents and educators as a real career with multiple pathways.	QTIC Tourism and Hospitality Career Guide. Young Tourism Leaders. Discover Tourism.

RECOMMENDATION: Make careers in tourism attractive as 'careers of choice' for school leavers.

Future opportunity
3. Develop industry-endorsed resources that demonstrate to students and parents the value of careers in tourism and define the competencies and skills gained.



North Stradbroke Island. Photo courtesy of Brisbane Marketing.



PRIORITY
Local workforce



GOAL
Build a sustainable labour pool

RECOMMENDATION: Develop mentoring programs to support both students and tourism employers to take-up apprenticeships and traineeships.

Future opportunity

4. Identify, appoint and train community and industry representatives to undertake voluntary mentoring roles.

RECOMMENDATION: Improve awareness and navigation of business support programs, pre-employment programs and programs to encourage employment of people from disadvantaged groups (women returning to work, mature age, Indigenous, migrant).

Local actions

5. Promote the existing tour guides training and support programs available to tourism businesses in the Brisbane tourism region.

Existing resources include:

Certificate IV in Tourism (Guiding).
Business Queensland Mentoring for Growth.

RECOMMENDATION: 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.

Future opportunity

6. Improve coordination and promotion of the programs and resources that are available locally, showing the direct links to local jobs and how businesses can access them.

RECOMMENDATION: Explore innovative methods for engaging and partnering with Indigenous communities to increase participation in the industry.

Future opportunity

7. Identify, profile and showcase successful programs to highlight best practice.



PRIORITY
Skills



GOAL
Build the industry's capacity to grow and flourish

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

Future opportunity

8. Identify opportunities for Chamber of Commerce and regional development representatives to act as 'indirect tourism champions' to promote the industry. This could include consideration of transitioning staff across local employers to maximise the labour pool and minimise the loss of skilled labour and create cross-skilling opportunities.

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

Future opportunity

9. Provide regional workshops with local employers and training organisations to raise awareness of and develop skills to participate in the continuous improvement of the tourism training package.

RECOMMENDATION: Promote the opportunity to develop skills in entrepreneurship and digital tourism already available in the training package.

Local actions	Existing resources include:
10. Identify the skills needed for the region's tourism industry and advise DESBT for consideration for inclusion in the VET Investment Plan.	VET Investment Plan.

RECOMMENDATION: Funding for skills development for the tourism industry remains a priority in the VET Investment Plan.

Local actions	Existing resources include:
11. Improve the consistency and quality of customer service in the Brisbane tourism region through training.	Certificate III in Tourism. Certificate IV in Small Business Management. Certificate II in Hospitality. Be My Guest online training.

Glossary

DATSIP – Department of Aboriginal and Torres Strait Islander Partnerships

DESBT – Department of Employment, Small Business and Training

DITID – Department of Innovation, Tourism Industry Development and the Commonwealth Games

DSDMIP – Department of State Development, Manufacturing, Infrastructure and Planning

GOLDOC – Gold Coast 2018 Commonwealth Games Corporation

QTIC – Queensland Tourism Industry Council

SATs – School-based apprenticeships and traineeships

SkillsIQ – Tourism industry skill service organisation

VET – Vocational Education and Training



Tangalooma Wrecks, Moreton Island. Photo courtesy of Brisbane Marketing.

Queensland and Commonwealth resources available at June 2018

Careers in Tourism – Online resources for career entry

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

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

QTIC Tourism and Hospitality Career Guide – https://www.qtic.com.au/sites/default/files/qtic_tourism_hospitality_career_guide_2016_low_res.pdf

myfuture – <https://myfuture.edu.au/>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Training Assets – Hire a training facility – Email: trainingassets@det.qld.gov.au

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

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

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

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

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

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

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

edX – https://www.edx.org/course?search_query=tourism

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Grants website – www.grants-and-assistance.services.qld.gov.au



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