



June 2018

Fraser Coast Regional Tourism Workforce Plan **2018-2020**



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



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Introduction

Tourism is a \$25.4 billion industry in Queensland, providing direct and indirect employment for approximately 217,000 people or 9.1 per cent of the State's workforce.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 Fraser Coast tourism industry representatives identified as the priorities for the development of the region's future workforce.

During 2017, Jobs Queensland commissioned CSIRO in partnership with TAFE Queensland to identify key strategies that support workforce development in the Fraser Coast Region. The *Growing Opportunities in the Fraser Coast: Informing regional workforce development*⁶ research report was released on 14 September 2017 and demonstrated the Fraser Coast's potential to become a thriving service-orientated economy.

Further to this, Jobs Queensland has continued to work with industry and the broader community of the Fraser Coast to develop a Regional Workforce Development Plan, which builds on the research work already done by CSIRO. These three documents provide resources and a starting point for business and community in the region to look at ways in which they can be more proactive in developing individual strategies for workforce skills attraction, retention and training.

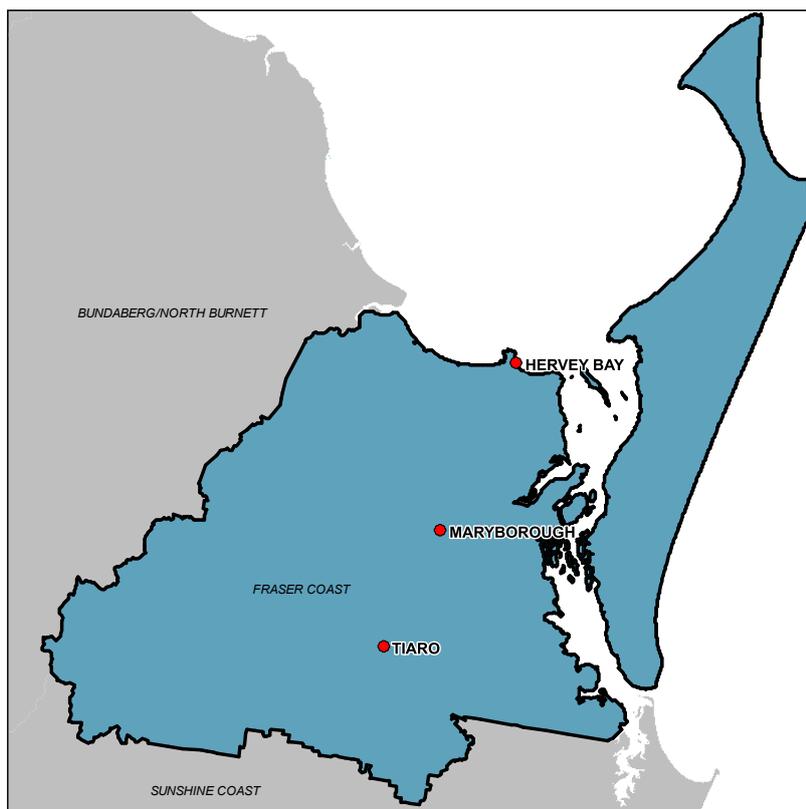
1. Tourism Research Australia, 2018, *State Tourism Satellite Accounts, 2016-17*, <https://www.tra.gov.au/research/view-all-publications/all-publications/economic-reports/state-tourism-satellite-accounts-2016-17>.
2. Tourism is not listed as a discrete industry in the Australian and New Zealand Standard 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>.
6. *Growing Opportunities in the Fraser Coast: Informing regional workforce development*, https://jobsqueensland.qld.gov.au/wp-content/uploads/2017/09/growing_opportunities_research_report.pdf.



Fraser Coast tourism

The Fraser Coast tourism region encompasses the heritage listed Fraser Island, Hervey Bay, Maryborough, the Fraser Coast Hinterland and the Great Sandy Strait. In 2009, the Great Sandy region was awarded Biosphere Reserve status by UNESCO⁷, and is considered to be of unusual scientific and natural interest. Along with the Great Sandy Marine Park, it is home to a wealth of wildlife including turtles, dugong, grey nurse sharks, fish, corals and birds. The Fraser Coast tourism region is also one of the few places in the world that visitors can ‘swim with’ humpback whales.⁸

The Fraser Coast tourism region’s potential for eco-tourism experiences is enormous. Easily accessible by road, rail and air, it is a holiday playground surrounded by nature, with long sandy beaches, relaxing island retreats, abundant marine life and pristine parks which offers visitors a relaxed, yet diverse, holiday experience.



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

The 2020 vision for Fraser Coast Tourism is to be ‘globally recognised for world class personal natural encounters, world heritage listed Fraser Island, and as Australia’s number one whale experience destination’.⁹ Additionally, with bird watching, four wheel driving activities, fishing, shopping, historic explorations and adventure activities, Fraser Coast is a visitor destination with a difference.

From a solid history of agriculture and manufacturing, these key industries continue to be an important contributor to the Fraser Coast tourism region’s economy. Other key industries driving the local economy include health care and social assistance, education, professional services and tourism.

The Fraser Coast tourism region is aiming to reach \$503 million in direct overnight visitor expenditure by 2020.¹⁰ To reach this target, the tourism industry plans to grow key market segments including sports and events, fly/drive, visiting friends and relatives, and niche markets.

7. The Great Sandy Biosphere, <http://investfrasercoast.com/living/biosphere/>.
8. Swimming with Whales in Queensland, <https://blog.queensland.com/2017/09/22/swimming-with-whales/>.
9. Fraser Coast Destination Tourism Plan, March 2017.
10. Target provided by Fraser Coast Tourism and Events, June 2018.

Regional population and employment characteristics

The Fraser Coast tourism region is home to approximately 104,000 people or 2.1 per cent of Queensland's total population. The average annual growth rate of 1.0 per cent over the past five years is lower than the State average of 1.5 per cent.¹¹ The population is projected to grow by more than 14,000 people by 2026.¹² Unemployment in the region is at 10.0 per cent, which is higher than the State at 6.1 per cent.¹³ The median age is 47.5 years significantly higher than the Queensland median of 37 years.¹⁴

The top five employing industry sectors are health care and social assistance; retail trade; education and training; construction; and accommodation and food services. The top five occupations are professionals; community and personal service workers; technicians and trades workers; labourers; and clerical and administrative workers.¹⁵

Regional tourism workforce

In 2015–16, the tourism industry contributed an estimated \$386 million or 10.7 per cent of the Fraser Coast regional economy, compared to 5.3 per cent for regional Queensland. The Fraser Coast ranked fifth overall in the comparative importance of tourism across Queensland's 13 tourism regions.¹⁶

Tourism directly and indirectly employed more than 3050 people in tourism jobs in the region in 2015–16. Of these, 1600 were in full-time employment and 1450 were part-time. The tourism-related industries that contributed most to direct regional tourism employment in the Fraser Coast tourism region in 2015–16 were:

- cafés, restaurants and takeaway food services (300 full-time and 550 part-time)
- retail trade (290 full-time and 290 part-time)
- accommodation (190 full-time and 250 part-time).¹⁷

Employment in accommodation and food services in the Wide Bay region, of which the Fraser Coast tourism region is a part, is projected to grow by 8.5 per cent in the five years from 2017 to 2022. Retail trade employment for the same period is projected to grow by 8.6 per cent.¹⁸ 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.¹⁹

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

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

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

13. 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>.

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

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

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

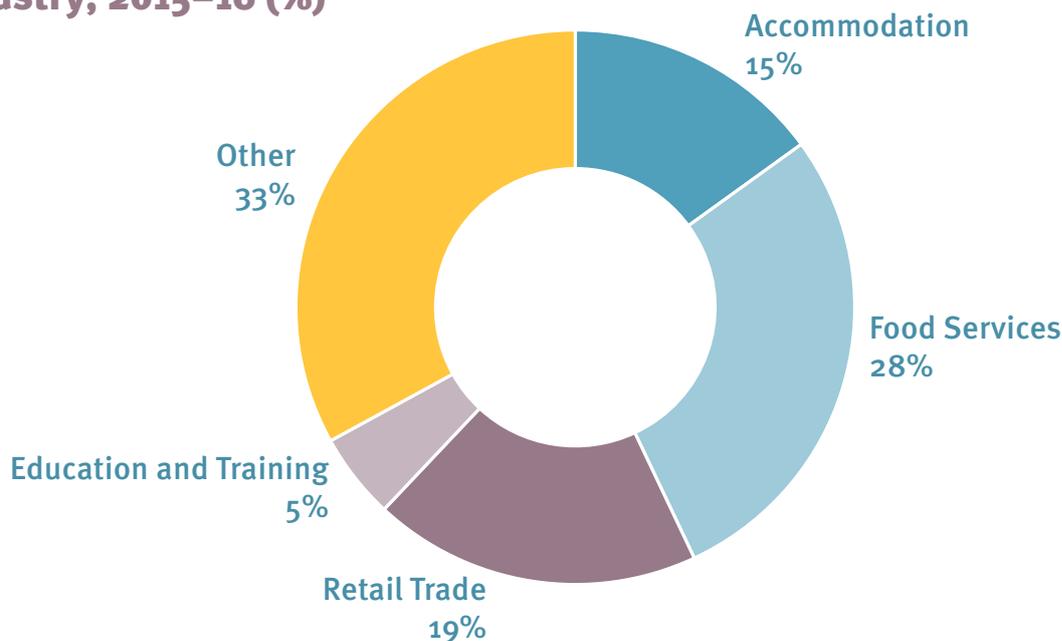
17. Ibid.

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

19. 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.²⁰ Data shows an average of 72 job advertisements for hospitality, retail and service managers, and an additional 72 for food trade workers (including chefs) each month between May 2010 and April 2018²¹ with 71 job advertisements for hospitality workers within the Central Queensland labour market region, of which the Fraser Coast tourism region is a part.

Industry engagement identified critical issues and opportunities for the tourism workforce that will influence the industry's ability to achieve its target and sustain growth.

The regional tourism industry will benefit from an inclusive workforce, including Aboriginal and Torres Strait Islander peoples. With 2.1 per cent of the regional population being Indigenous and of working age²², 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.

Inclusion of Bachelor of Business in Tourism, Leisure and Events Management within the course offerings at University of Sunshine Coast, Fraser Coast campus provides an opportunity for the community to gain higher level skills required by the industry. Through increased industry support and engagement, new entrants gain valuable hands on experience which enriches learnings.

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.²³ Employers can also consider increasing recruitment of trainees and apprentices within their own industry to provide pathways for new entrants.

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

21. Australian Government Department of Jobs and Small Business, *Labour Market Information Portal, April 2018, Vacancy Report, IVI Regional Data - May 2010 onwards*, <http://lmip.gov.au/default.aspx?LMIP/GainInsights/VacancyReport>.

22. Indigenous Tourism Research Australia population data supplied by Department of Aboriginal and Torres Strait Islander Partnerships.

23. Department of Employment, Small Business and Training, *Subsidised training and incentives*, updated June 2017, <https://training.qld.gov.au/training/incentives>.

Support is available for both apprentices and employers through the Queensland Government's Apprenticeships Info²⁴ and also their Australian Apprenticeship Support Network providers.²⁵ Both services provide assistance with issues that may arise for the duration of an apprenticeship or traineeship, and offer flexible support options.

Other options such as school-based apprenticeships could also be explored by employers unable to provide full-time employment while also providing a pathway for young entrants and increasing the local labour pool.

The Gateway to Industry Schools (Food, Wine and Tourism) program²⁶ 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.²⁷ 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 shows there were more than 860 tourism-related businesses in the Fraser Coast tourism region as shown in Table 1 below. Approximately 62 per cent of these businesses are employers, which is higher compared with Queensland overall. Key tourism enterprises include Kingfisher Bay Resort, Fraser Island Retreat, Fraser Explorer Tours, Wetside Water Park, Maryborough City Whistle Stop Inc., Maryborough Colonial and Military Museum, and the Fraser Coast Discovery Sphere.

Table 1: Fraser Coast region tourism businesses²⁸

Tourism businesses	Number	%	Qld %
Sole trader	331	38.1	43.6
1 to 4 employees	299	34.4	30.1
5 to 19 employees	200	23.0	20.7
20 or more employees	39	4.5	5.6

24. Department of Employment, Small Business and Training, 2018, *Apprenticeships Info*, <https://training.qld.gov.au/apprenticeshipsinfo>.

25. Australian Government, Australian Apprenticeship Support networks, https://www.australianapprenticeships.gov.au/australian_apprenticeship_support_network.

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

27. 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.

28. 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 845 people in tourism-related training in the Fraser Coast tourism region in 2016. The majority of enrolments (85 per cent) were in hospitality qualifications at Certificate I, II, III, IV and Diploma and Advanced Diploma levels. Certificate II in Hospitality had the highest overall number of enrolments with 258, followed by the Certificate III and I in Hospitality with 241 and 69 enrolments respectively. Other popular qualifications were the Certificate III in Commercial Cookery with 65 enrolments and Diploma of Events with 42 enrolments.²⁹

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
Bachelor of Business in Tourism, Leisure & Events Management
A range of undergraduate and postgraduate university programs

29. 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>.

Several non-accredited training courses are offered by Fraser Coast Tourism & Events³⁰ to support local industry. More than 240 local participants have attended courses such as digital workshops, Event Bootcamp for aspiring events organisers, Welcome Program, trade training roadshow and Australian Tourism Exchange attendance.³¹

Tourism-related apprenticeships and traineeships in the Fraser Coast tourism region have increased between 2015 and 2017. School-based apprenticeships and traineeships (SATs) respectively comprised 10.1 per cent and 35.6 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: Fraser Coast LGA region apprenticeship and traineeship summary³²

	2015	2016	2017
Commencements			
Apprenticeships	228	227	267
Traineeships	222	259	317
Completions			
Apprenticeships	151	147	110
Traineeships	307	174	156

30. Fraser Coast Tourism & Events training programs, www.visitfrasercoast.com/info/corporate.

31. Attendance figures supplied by Fraser Coast Tourism & Events, June 2018.

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





Maryborough City Hall. Photographer: Sofia Sutcliffe. Photo courtesy of Fraser Coast Tourism & Events.



Looking ahead

Great Sandy Strait at sunset. Photographer: Mark Seabury. Photo courtesy of Fraser Coast Tourism & Events.

Investment in tourism products and experiences

A number of private and public sector tourism development and infrastructure projects have been identified as significant catalysts for tourism industry growth. If progressed, they are expected to generate jobs and new skill requirements. These include:

- HMAS Tobruk, a decommissioned naval vessel sunk within relatively shallow water access and proximity to the mainland and islands provides opportunity to expand the region's dive offerings
- Urangan Harbour \$636 million development to create a visitor destination and offer commercial and residential opportunities
- Fraser Coast Sports Precinct \$54 million development project is a multi-sport and event complex to enable the region to attract national, state, regional and local events
- Motorsports complex
- Upgrades to the Bruce Highway will improve the drive tourism experience
- Hervey Bay and Maryborough Central Business Districts Urban Renewal Master Plans
- A Knowledge Precinct development project is planned that would boost the region's education capacity and provide integrated training opportunities.

Other proposed developments include a Fraser Island Boutique Eco-lodge; a range of Indigenous tourism experiences on Fraser Island to capitalise on the island's rich Aboriginal cultural heritage and the established eco-tourism market; and a multi-purpose convention and entertainment centre.

The Queensland Superyacht Strategy³³ aims to position Queensland as a superyacht hub in the Asia Pacific through a variety of initiatives, including investigating additional mooring options within the Wide Bay region.

Australia's Indigenous heritage presents the unique opportunity for authentic cultural experiences that create a distinctive point of difference to complement the Fraser Coast tourism region's landscape and natural features. The Queensland Ecotourism Plan 2016–2020³⁴ 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, conservation and memories.

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

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



Workforce priorities and action plan

The priorities and actions in this plan reflect all four of the themes from the State Plan – careers, local workforce, skills and collaboration – that were identified during consultations with Fraser Coast’s tourism stakeholders.

Careers – Build the industry’s profile and attractiveness

The Fraser Coast Destination Tourism Plan³⁵ Strategic Objective 3 is: Fraser Coast will be regarded as a high quality visitor destination recognised via appropriate industry and ‘best in category’ awards.

Fraser Coast regional tourism consultation outlined the need to increase promotion of the local nomination process, via the Fraser Coast Business and Tourism Awards, to support identification of suitable local employers. Promotion and advocacy of local tourism employers who display best practice and support their employees through training, work/life balance and flexibility through an ‘Employer of Choice’ process has been highlighted as a priority for the region to assist in raising the industry’s profile within the community.

Increasing awareness of the tourism industry employment pathways and traineeship opportunities through existing partnerships with local schools and employers is a priority for the region. There is a need to identify and promote exceptional local apprentices and trainees, such as regional nominations for the Queensland Training Awards.

Increased awareness of career pathways in tourism including corporate support roles, such as finance, marketing, human resources and business management, to attract people to the industry locally may overcome perceptions that the service industry only offers transitional jobs and not a career.

Tourism offers self-employment and entrepreneurial opportunities locally. The Advancing Regional Innovation Program³⁶ has identified Wide Bay, which includes the Fraser Coast Local Government Area, as an innovative region. With dedicated funding available through grant application, it offers a tailored program of activities that responds to the local needs and aims to foster innovation.

Local workforce – Build a sustainable labour pool

Awareness amongst school students and existing workers of the pathways, skills and opportunities the industry offers is mixed. Raising the industry’s profile is essential to inspire, create demand and increase competitiveness as a valued employment and career option. With several high schools, a TAFE college and the University of Sunshine Coast campus, the region has the capacity to forge effective partnerships between education providers and industry, and increase awareness of the training and career opportunities in tourism.

Through promotion of work experience and internships, employers can mentor and support the training of new entrants, increasing work readiness and strengthening of their own industry. Schools, TAFE and the University need to collaborate together and engage with industry year round in order to reduce the ‘block release’ work experience process that currently occurs.

35. Fraser Coast Destination Tourism Plan, March 2017.

36. Advancing Regional Innovation Program, <https://advance.qld.gov.au>.

The Fraser Coast tourism region highlighted the need for investigation and development of opportunities for underutilised groups, particularly for tour guide training, to participate in upskilling and training within the region. Programs such as Skilling Queenslanders for Work³⁷ 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.

Industry suggested an increase in face-to-face training options to increase mentoring opportunities and support for the transition and upskilling of new entrants, rather than the online delivery models favoured by training providers. Hosting of career expos or ‘come and try’ days provide an opportunity to build awareness of the industry and career options within the community.

As an industry dominated by businesses that are either owner-operated or with a small number of staff, the take-up of training and development support can be a challenge. During consultation, industry was generally unaware of the variety of support programs available, while training providers suggested that industry does not engage with offerings that are available. Business support programs may experience an increase in participation rates through marketing strategies across a variety of mediums.

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

Fraser Coast Tourism & Events volunteers³⁸ play an integral part of the delivery of first class events across the region. Participants have the opportunity to gain valuable skills within the industry and support the cultural, social and economic development of the region.

Organisations such as the Maryborough City Whistle Stop Inc. rely on volunteers to remain operational and to provide a visitor experience. Volunteers undertake a progressive path from early entrant ‘helper’ through to qualified positions such as ‘driver’, and preservation and restoration of the B15 Locomotive. Skills obtained through volunteering are transferable to the work environment and increase employability of participants.

Positive positioning of the local industry through advertising best practice and sharing regional ‘tourism stories’ of businesses and employees to highlight the benefits of working, while networking across the breadth of the industry provides opportunity for employers to share experiences, mentor and support one another locally.

Employers expressed a reluctance to train new entrants due to the transient nature of the workforce, and attempt to recruit for the skills needed or have a deeply embedded reliance on ‘learning by doing’. The business owner/manager and staff need to possess or develop a wide range of skills to deliver innovative and customised services for diverse markets, subsequently creating a skills gap that often goes unfilled.

Keeping abreast of changes in digital technology and understanding its application within the business is a challenge for small business owners. Businesses have limited time to navigate and access the range of programs and support available. Advice and upskilling is required that minimises time away from the business and clearly demonstrates tangible business benefits.

Improvements to the existing promotional method of informing industry about funding for tourism-related qualifications and subsidies, available for both employers and employees to access, may improve the consistency and quality of the labour pool.

Business owners/managers are often seeking affordable and accessible training that provides existing staff with the skills to address specific gaps, rather than full qualifications. Provision of skill set

37. Skilling Queenslanders for Work Programs, <https://training.qld.gov.au/employers/funding/sqw>.
38. Fraser Coast Tourism & Events Volunteers Program, Fraser Coast Regional Council.



training that caters to the needs of the business has the greatest traction amongst the small to medium enterprises. In an industry dependent on skilled casual labour, the cost and delivery of locally-based training needs to be attractive for casual workers seeking to upskill.

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

Stakeholders identified the need for a local ‘skills exchange’ database of job seeker vacancies in the tourism industry for the region. This database would enable job seekers to showcase their skills and the type of work they were looking for, and enable employers to promote job opportunities as well as share information about their workforce needs. The seasonal nature of the workforce demand and supply in the tourism industry in the region would also be addressed by early promotion of workforce needs for upcoming events.

Collaboration between industry, government and the education sector is central to helping tourism to grow in the region. Stakeholders identified the need for a single digital information point that combines State and Commonwealth Government information about the workforce that can be used by industry, schools and universities to build business capabilities. Local industry felt a regional information sharing mechanism would help with the region’s understanding of available funding channels to bring together existing regional council and tourism industry networks, and pool the vast range of information and resources available. Business operators need access to timely practical information such as employment and training, apprenticeships and traineeships, recruitment, business planning, management and marketing, digital technology and management, and application of tourism data and trends.

Increasing the participation of Aboriginal and Torres Strait Islander peoples in the region’s tourism industry is key. There is strong recognition of the opportunities that employment in the tourism industry and the development of tourism businesses offer to improve the economic independence for Aboriginal and Torres Strait Islander peoples. Access to culturally relevant and appropriate training and mentoring that acknowledged and minimised barriers to participation is considered important and should be encouraged.



Photo courtesy of Fraser Coast Tourism & Events.

A shared sense of purpose action plan



PRIORITY
Careers



GOAL
Build the industry's profile and attractiveness

RECOMMENDATION: Recognise employers who value and support their employees through an 'Employer of Choice' category at the Queensland Tourism Awards, and apprentices and trainees through an awards process.

Local actions	Existing resources include:
1. Increase promotion of the Fraser Coast Business and Tourism Awards to identify suitable 'Employers of Choice'.	Fraser Coast Tourism & Events. Fraser Coast Business and Tourism Awards.
2. Support local businesses nominating for the Queensland Tourism Awards.	Fraser Coast Tourism & Events. Queensland Tourism Awards.
3. Identify and promote exceptional local apprentices and trainees and nominate for the Queensland Training Awards.	Queensland Training Awards.

RECOMMENDATION: Make careers in tourism attractive as 'careers of choice' for job seekers

Local actions	Existing resources include:
4. Promote the range and depth of career opportunities in the industry including corporate support roles such as finance, marketing, human resources and business management.	Young Tourism Leaders. QTIC Tourism and Hospitality Career Guide. Discover Your Career. DestinationQ.



PRIORITY

Local workforce



GOAL

Build a sustainable labour pool

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

Local actions	Existing resources include:
5. Promote the benefits of work experience and internships to employers through increased collaboration between industry and education providers.	Existing work experience processes. Fraser Coast Education Alliance. Young Tourism Leaders. Gateway to Industry School program for Food, Wine and Tourism.

RECOMMENDATION: Increase opportunities between local employers, VET and higher education providers to provide opportunities 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.

Future opportunity

6. Investigate and develop Indigenous tourism opportunities and support minority groups to participate in upskilling and training within the region.

7. Increase mentoring opportunities through face-to-face training options rather than online delivery models.

Local actions	Existing resources include:
8. Continue to host 'come and try' days or career expos. Add a focus on regional tourism opportunities for the community	Department of Education. Fraser Coast Education Alliance.

Local actions	Existing resources include:
9. Increase awareness of existing business support programs available within the region and encourage business participation through marketing strategies across various mediums.	Back to Work. Office of Small Business' business support portal. Business Queensland Business Advisers. Fraser Coast Tourism & Events.



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 and industry who will promote the industry regionally and support regional businesses to adopt and implement their chosen workforce development strategies.

Local actions	Existing resources include:
10. Promote the benefits of volunteering as a hands-on opportunity to gain valuable employability skills within the industry while providing community benefit.	Wide Bay Volunteers. Fraser Coast Tourism & Events volunteer training programs.
11. Promote regional tourism stories to increase positive image of the industry.	Fraser Coast Regional Council. Fraser Coast Tourism & Events. QTIC.

Future opportunity

12. Creation of a regional tourism network reflective of various areas of the Fraser Coast tourism workforce, to share experiences, information, best practice and support one another.

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

Local actions	Existing resources include:
13. Inform employers of subsidised funding for tourism-related qualifications.	DESBT. Registered Training Organisations.
14. Improve the consistency and quality of customer service in the Fraser Coast tourism region through training.	Fraser Coast Tourism & Events 'Welcome Program'. Certificate III in Tourism. Certificate IV in Small Business Management. Certificate II in Hospitality. Be My Guest online training.

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

Local actions	Existing resources include:
15. Promote convenient and affordable upskilling opportunities for local tourism businesses to develop social media and marketing strategies.	Certificate IV in Small Business. Certificate II in Tourism. Business Queensland business tools. DITID Grow your tourism business. Fraser Coast Tourism & Events. Registered Training Organisations.



PRIORITY
Collaboration



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

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

Future opportunity

16. Pilot an online database that will:

- provide a list of vacancies in the tourism and hospitality industry for the Fraser Coast tourism region
- promote upcoming potential job opportunities (seasonal/event-based jobs)
- allow job seekers to list their skills and the type of work they are looking for.

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

Local actions

17. Increase promotion of existing resources, including employment and training, apprenticeships and traineeships, to build business capabilities.

Existing resources include:

DestinationQ.
Business Queensland Business Advisers.

RECOMMENDATION: Build connections between government, tourism operators, Indigenous communities and local education providers to identify, develop, mentor and promote Indigenous tourism businesses and business opportunities.

Local actions	Existing resources include:
<p>18. Promote the range of services available to support Indigenous tourism businesses and identify and promote Indigenous tourism champions.</p>	<p>Indigenous peer mentoring programs and Indigenous champions network (QTIC).</p> <p>Business Queensland Business Advisers.</p> <p>DESBT Accelerate Indigenous Small Business Grants.</p> <p>Enterprise Development programs provided by DATSIP.</p>
<p>Future opportunity</p>	
<p>19. Grow Indigenous tourism within the region and promote participation in Indigenous culture programs.</p>	

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

LGA – Local Government Area

QTIC – Queensland Tourism Industry Council

SkillsIQ – Tourism industry skill service organisation

SATs – School-based apprenticeships and traineeships

VET – Vocational Education and Training

Queensland and Commonwealth resources available at June 2018

Careers in Tourism – Online resources for career entry

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

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

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

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>

Regional Jobs and Investment Packages (RJIP) – <https://www.business.gov.au/assistance/regional-jobs-and-investment-packages>



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>

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

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>

Jobs and Regional Growth Fund – <https://www.statedevelopment.qld.gov.au/industry/industry-support/jobs-and-regional-growth-fund.html>

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

Black Business Finder – www.bbf.org.au/

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/section-5-digital-marketing>

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

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

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

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/rto>

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

Volunteering

Wide Bay Volunteers – <https://widebayvolunteers.org.au/>

Fraser Coast Tourism Event Volunteer – <https://www.visitfrasercoast.com/events/volunteers>

Fraser Coast – Education Alliance

Fraser Coast Education Alliance – <http://investfrasercoast.com/living/education/>
A consortium of all Fraser Coast Education Providers



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