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Gladstone 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 from 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, restaurants 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 businesses, 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 Gladstone tourism industry representatives identified as the priorities for the development for the region's future workforce.



Gladstone Region Art Gallery and Museum. Photo courtesy of Gladstone Area Promotion and Development Limited.

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>.

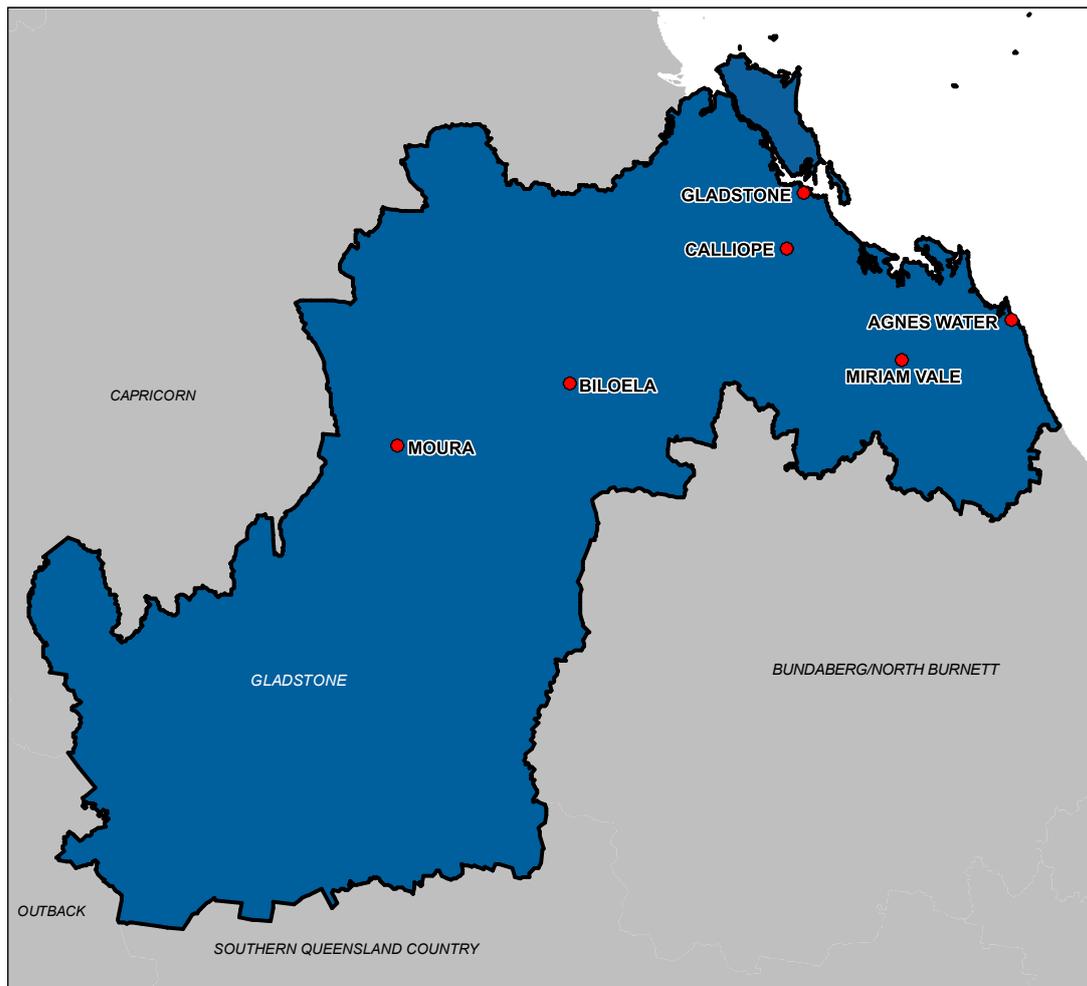


Photo courtesy of Gladstone Area Promotion and Development Limited.

Gladstone tourism

The Gladstone tourism region is the centre of the Southern Great Barrier Reef and gateway to Heron, Wilson, Northwest, Lady Musgrave and the Capricorn Bunker Group of Islands. The region comprises the city of Gladstone, the Discovery Coast with the towns of Agnes Waters and 1770 to the south and the Boyne Valley and Krombit National Park to the west.

The 2020 Destination Vision⁶ for the Gladstone region is ‘to develop its leisure and business experiences to their full potential to enhance the livability and tourism appeal of the destination’.



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

As the Queensland Government increases its focus on expansion of events calendars, cruise ship offerings, eco-tourism and active-tourism, the region is well placed to respond, with existing hero experiences such as beaches, fishing experiences, islands as well as farm stays and spectacular hinterlands to explore.

Gladstone offers a unique mix of industrial might, reef and bush experiences, and coastal and rural lifestyle. The competitive strengths of the region and wider Southern Great Barrier Reef area include a diversity of experiences offering visitors an authentic holiday, with the proximity to the reef and island attractions, pristine beaches, spectacular natural attractions, national parks, fishing and other niche holiday experiences along with unique cultural heritage and Indigenous attractions.

6. Gladstone Regional Destination Tourism Plan 2014–2020.

Regional population and employment characteristics

The Gladstone tourism region is home to more than 77,000 people or 1.6 per cent of Queensland's total population. The average annual growth rate of 0.6 per cent over the past five years is lower than the State average of 1.5 per cent.⁷ The population is projected to grow by more than 18,000 people by 2026.⁸ Unemployment in the region is at 7.4 per cent which is higher than the State at 6.1 per cent.⁹ The median age is 35.5 years compared with the Queensland median of 37 years.¹⁰

Gladstone is recognised as a hub for Queensland's resources industry. Manufacturing dominates the economy as the top employing industry followed by construction; retail trade; education and training; and health care and social assistance. The top five occupations are technicians and trades workers; labourers; professionals; machinery operators and drivers; and managers.¹¹

Regional tourism workforce

Tourism directly and indirectly employs approximately 6900 people in Central Queensland across the Gladstone and Capricorn tourism regions. In 2015–16, there were 4570 people directly employed in tourism jobs in Central Queensland. Of these, 2360 were employed full-time and 2200 were employed part-time.

The tourism-related industries that contributed most to direct tourism employment in Central Queensland in 2015–16 were:

- cafés, restaurants and takeaway food services (460 full-time and 780 part-time)
- retail trade (450 full-time and 450 part-time)
- accommodation (310 full-time and 350 part-time).¹²

Employment in accommodation and food services in the Fitzroy region, of which the Gladstone tourism region is a part, is projected to grow by 16.0 per cent in the five years from 2017 to 2022. Retail trade employment for the same period is projected to grow by 1.9 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 Central Queensland.

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

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

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

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

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

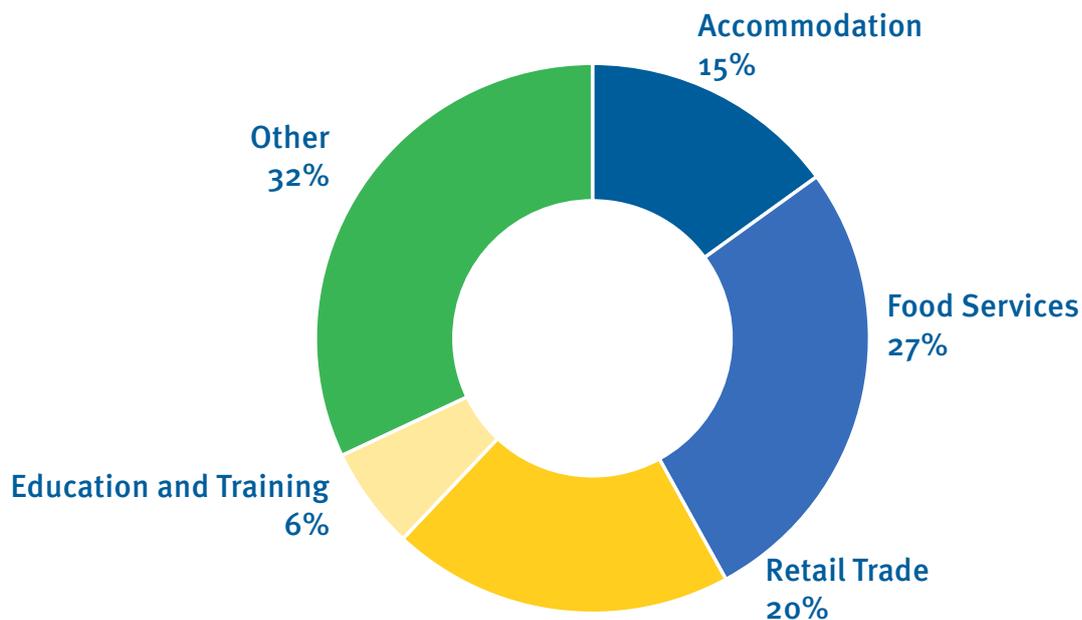
12. Deloitte Access Economics, 2017, *Regional Tourism Satellite Account Central Queensland 2015-16*, https://www.tra.gov.au/ArticleDocuments/245/Central%20Queensland%20factsheet%202015_16.pdf.aspx?Embed=Y.

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

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



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



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

Occupations experiencing shortages across all regions in Queensland are waiters, kitchenhands, bar attendants, baristas and chefs.¹⁵ Data shows an average of 72 job advertisements for hospitality, retail and service managers as well as 72 for food trade workers (including chefs) each month between May 2010 and April 2018¹⁶ with an additional 71 job advertisements for hospitality workers within the Central Queensland labour market region, of which the Gladstone tourism region is a part.

The regional tourism industry will benefit from an inclusive workforce, including Aboriginal and Torres Strait Islander peoples. With 2.6 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*.

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

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

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

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

20. Australian Government, *Australian Apprenticeship Support Network*, <https://www.australianapprenticeships.gov.au/australian-apprenticeship-support-network>.

The Gateway to Industry Schools (Food, Wine and Tourism) 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 also 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 shows there are more than 1950 tourism-related businesses in the Central Queensland region as shown in Table 1 below. More than 39 per cent of these are sole traders, which is lower than the proportion of sole trader tourism businesses statewide. More than 31 per cent of businesses have at least five employees which is higher than the statewide comparison of around 26 per cent. Key tourism enterprises include Gladstone Entertainment Convention Centre, Gladstone Events Centre, The Oaks Grand Hotel and various resorts and function centres throughout the region.

Table 1: Central Queensland (Gladstone and Capricorn) tourism businesses²³

Tourism businesses	Number	%	Qld %
Sole trader	767	39.3	43.6
1 to 4 employees	564	28.9	30.1
5 to 19 employees	492	25.2	20.7
20 or more employees	130	6.6	5.6
Total	1953	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 643 training enrolments in tourism-related training in the Gladstone tourism region in 2016. The majority of enrolments (73 per cent) were in hospitality qualifications at Certificate I, II, III, IV and Diploma levels. Certificate III in Hospitality had the highest number of hospitality-focused enrolments with 215, followed by the Certificate II in Hospitality with 151 enrolments and the Diploma of Hospitality/Hospitality Management with 30 enrolments. The Certificate II in Tourism was popular with 106 enrolments. Thirty-three people were enrolled in the Certificate III in Commercial Cookery apprenticeship.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 qualifications
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

Tourism-related apprenticeship commencements in the Gladstone tourism region declined between 2015 and 2017 while traineeship commencements have grown over the same period.

School-based apprenticeships and traineeships (SATs) comprised 8.4 per cent and 12.9 per cent of the region's commencements respectively in 2017. Commencements and completions over the past three years are shown in Table 3 (page 10).

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>.

Table 3: Gladstone tourism region apprenticeship and traineeship summary²⁵

	2015	2016	2017
Commencements			
Apprenticeships	347	296	274
Traineeships	370	386	464
Completions			
Apprenticeships	458	272	212
Traineeships	244	335	270

Tourism School Pathways Program

The Education Queensland and Industry Partnership (EQIP) Business, Industry and Tourism Skills Centre (EBITS) is located onsite at Boyne Smelters Limited (BSL), offering pathways to Tourism or Business. Students in Years 10, 11 and 12 from local state high schools are provided with the opportunity to gain practical experience in a professional business environment. Tannum Sands State High School teachers and registered training organisation trainers deliver certificate qualifications aligned to the student's career pathway.

The program is based onsite at BSL in a professional business suite, that allows access to BSL staff, work experience and project support. Being part of EBITS helps students to develop confidence, teamwork, problem solving, communication and leadership skills. This makes the transition into the workforce or a tertiary pathway much smoother.

Students involved in industry enterprise projects complete work experience aligned to their chosen career pathway and are actively involved in the community. They attend the monthly Gladstone Chamber of Commerce and Industry network meetings and volunteer at Ecofest, Botanic to Bridge, Boyne Tannum Hookup and many other local community events.

Students also undertake the Gladstone Area Promotion and Development Limited (GAPDL) Tourism Ambassador Training to volunteer and provide support for cruise ship passengers visiting Gladstone. EBITS students are role models in the local community for their exemplary behaviour and commitment to going over and above to complete volunteer work experience aligned to their qualification and career pathway.

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





Photo courtesy of Gladstone Area Promotion and Development Limited.

Looking ahead

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:

- Ongoing investment in establishing the Gladstone Entertainment Convention Centre
- Marina development at Boyne River mouth
- Youth and adventure products across the region
- Masterplan development for Agnes Water and Town of 1770
- Ongoing development of Regional Central Business Districts and hospitality precincts
- Gladstone Ports Corporation investment in cruise ship infrastructure
- Expanded same day reef access products
- \$6 billion Great Barrier Reef (GBR) rejuvenation investment to support the GBR islands.

Australia's Indigenous heritage presents the unique opportunity for authentic cultural experiences that create a distinctive point of difference to complement the Gladstone tourism region's landscape and natural features. The Queensland Ecotourism Plan 2016–20²⁶ 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 Gladstone tourism stakeholders.

Careers – Build the industry's profile and attractiveness

As a relatively small local industry, tourism faces competition for staff from other industries. Promoting the benefits of working in a fun and vibrant industry is important to attracting and retaining staff. Nurturing local employers can give the workforce a heart and recognising employers who provide job stability and viable career options for their staff (for example through regional awards) can help build the profile and attractiveness of the industry.

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

Local workforce – Build a sustainable labour pool

Creating opportunities for people to explore the full range of industry offerings was identified as a local need. The development of employability skills and access to work experience and internships are important for students undertaking vocational education and university, as are opportunities for students to undertake school-based apprenticeships and traineeships (SATs).

Small businesses need extra support to take on SATs. Strong existing regional partnerships, including the Education Queensland and Industry Partnership (EQIP) which acts as a central point of contact between schools and industry, are key to expanding opportunities for students and increasing the participation of small business.

Local businesses felt better coordination of funding programs and clarity around guidelines would be beneficial. They expressed concerns about the time and cost involved in accessing information and support, and felt they would benefit from workshops that provide step-by-step guides about the range of programs and support available to them.

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

Promotion of existing business support services available within the broader region is considered necessary for the adoption and implementation of affordable workforce strategies.

The region does not have a lot of face-to-face training to upskill young people and adult workers and more good quality training is needed. The new CQUniversity site in the marina campus building will provide training in a café environment and is expected to help build business skills and workforce capacity regionally.

As a service-based industry, tourism operators need people with soft skills including well-developed customer service skills, especially to work in front of house, housekeeping, reception and kitchen areas. Underutilised groups are encouraged to participate in upskilling and training opportunities 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.

Upskilling opportunities for local tourism start-ups and new businesses to develop entrepreneurial skills was also considered important. One-on-one workforce development sessions, such as trade mentoring and digital marketing, are successfully being delivered to increase local business participation. One-on-one provision of peer-to-peer learning would also be beneficial.



Photo courtesy of Gladstone Area Promotion and Development Limited.

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 (or similar) at the Queensland Tourism Awards.

Future opportunity

1. Increase promotion of the Queensland Tourism Awards regionally, with a regionally-led selection process.
2. Regional businesses nominated for the Queensland Tourism Awards to be recognised in innovative ways that widely profile their business (e.g. statewide media) and for awards in each of the industry sectors.



PRIORITY
Local workforce



GOAL
Build a sustainable labour pool

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

Local actions	Existing resources include:
3. Build on highly effective partnership models including the EQIP Business Industry and Tourism Skills Centre to provide employability skills development and work experience for students, and to increase the opportunities for SATs and increased participation by small businesses.	Pre-employment/work placement programs for Year 7–12 students. Young Tourism Leaders.

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

Local actions	Existing resources include:
4. Improve awareness and navigation of business support programs by using local people to conduct workshops to guide tourism businesses in an easy to follow and step-by-step manner.	Business Queensland Business Advisers. GAPDL promotion of programs and available resources through newsletters, websites and workshops.



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

- 5. Increased access to one-on-one peer-to-peer learning, especially in smaller communities.
- 6. Identify strategies including practical support to help local tourism businesses to develop and implement workforce development strategies.

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

Local actions	Existing resources include:
<ul style="list-style-type: none"> 7. Provide upskilling opportunities for local tourism start-ups and new businesses to develop entrepreneurial skills. 8. Improve the consistency and quality of customer service in the region through training. 	<ul style="list-style-type: none"> Certificate IV in Small Business Management. Certificate III in Tourism. Gladstone Chamber of Commerce’s customer service training program. Be My Guest online training.

Glossary

- DESBT – Department of Employment, Small Business and Training
- DITID – Department of Innovation, Tourism Industry Development and the Commonwealth Games
- EQIP – Education Queensland and Industry Partnerships
- GAPDL – Gladstone Area Promotion and Development Limited
- GCCI – Gladstone Chamber of Commerce and Industry
- MOOCs – Massive Open Online Courses
- QTIC – Queensland Tourism Industry Council
- SATs – School-based apprenticeships and traineeships
- SkillsIQ – Tourism industry skill service organisation
- SMEs – Small and medium-sized enterprises
- RTO – Registered Training Organisation
- 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 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/>

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

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



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