



June 2018

# Gold Coast Regional Tourism Workforce Plan **2018–2020**



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



Front cover photo: People on paddle boards in Currumbin Creek with Surfers Paradise skyline panorama.  
Photo courtesy of Gold Coast Tourism Corporation.

#### **Copyright**

This publication is protected by the *Copyright Act 1968*.

#### **Licence**

This work is licensed by Jobs Queensland under a Creative Commons Attribution (CC BY) 3.0 Australia licence.  
To view a copy of this licence, visit: <http://www.creativecommons.org/licenses/by/3.0/au/>

You are free to copy, communicate and adapt this publication, as long as you attribute it as follows:

© State of Queensland, Jobs Queensland, June 2018.

The Queensland Government is committed to providing accessible services to Queenslanders of all cultural and linguistic backgrounds. If you have difficulty understanding this publication and need a translator, please call the Translating and Interpreting Services (TIS National) on telephone 131 450 and ask them to contact Jobs Queensland on (07) 3436 6190.

#### **Disclaimer**

While every care has been taken in preparing this publication, the State of Queensland accepts no responsibility for decisions or actions taken as a results of any data, information, statement or advice, expressed or implied, contained within. To the best of our knowledge, the content was correct at the time of publishing.

# Introduction

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

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

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

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

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

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

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



Family on Currumbin Beach. Photo courtesy of Gold Coast Tourism Corporation.

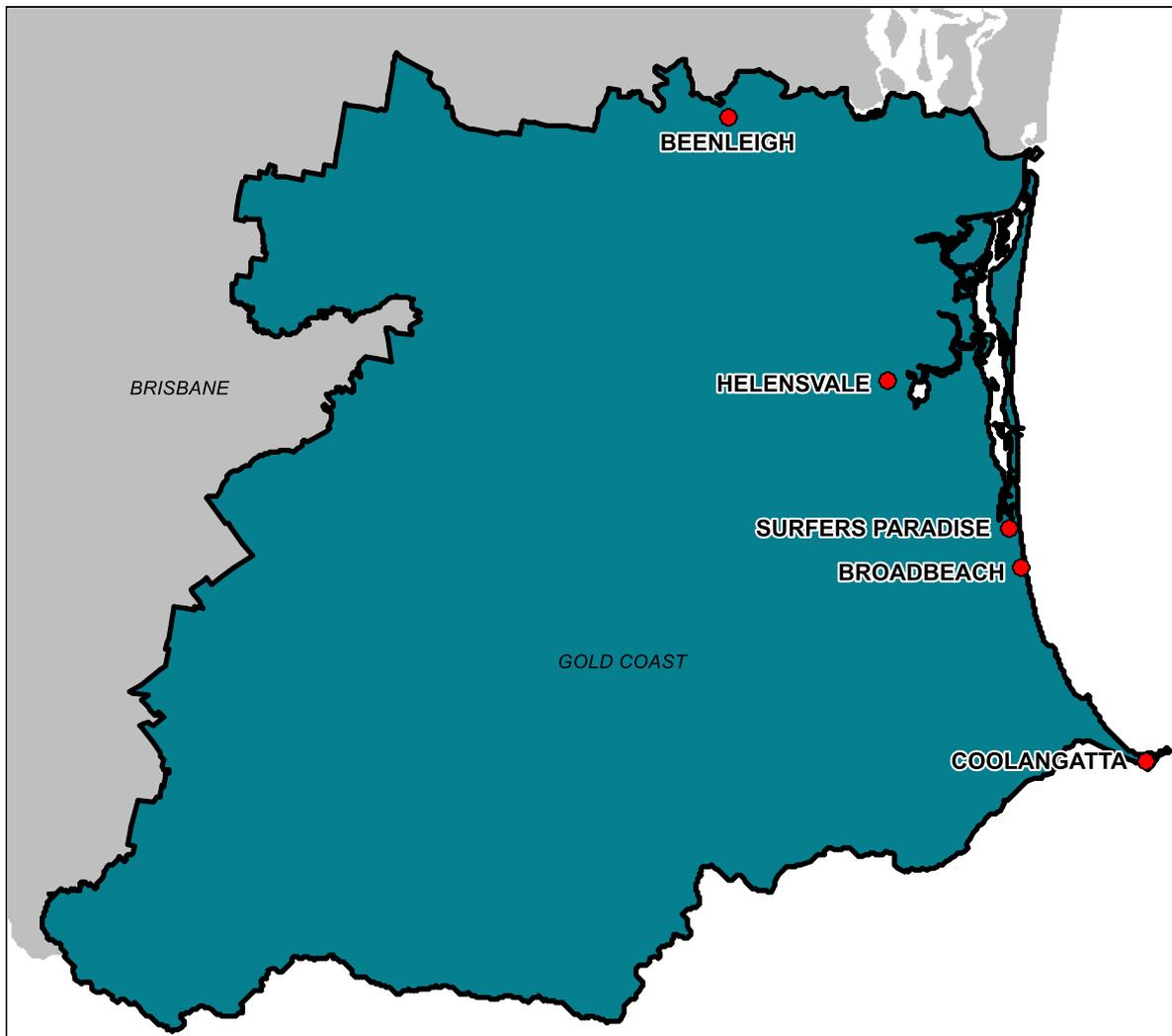
1. Tourism Research Australia, 2018, *State Tourism Satellite Accounts, 2016–17*, <https://www.ra.gov.au/research/view-all-publications/all-publications/economic-reports/state-tourism-satellite-accounts-2016-17>.
2. Tourism is not listed as a discrete industry in the Australian and New Zealand Standard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



Stand up paddle boarding, Currumbin Creek. Photo courtesy of Gold Coast Tourism Corporation.

# Gold Coast tourism

The Gold Coast tourism region stretches north from the New South Wales border to Logan and encompasses the hinterland towns of Tamborine Mountain, Springbrook, Binna Burra and Canungra.



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

The Gold Coast is well known for its iconic beaches and theme parks, such as Sea World, Dreamworld and Movie World, as well as the lush greenness of the ancient hinterland. Nature and natural elements are important to the region with ecotourism and sustainability adding value to the coastal culture.

The region is also growing as an international student base offering the dual attractions of quality learning with iconic leisure experiences. Hero experiences include holding a koala at Currumbin Wildlife Sanctuary, Blues on Broadbeach and Groundwater music festivals, while cultural experiences are also very important.

As host to the Gold Coast 2018 Commonwealth Games™ (GC2018) and the site of major development and infrastructure projects, Gold Coast city is in transformation. In partnership, City of Gold Coast, Tourism and Events Queensland and Destination Gold Coast aim to leverage the success and increased profile of the region from GC2018 to maximise the tourism and economic potential of events.<sup>6</sup>

With a focus 'Beyond the Beach', ecotourism and active tourism such as hinterland walking trails and mass participation sporting events like the Gold Coast Marathon, Masters Games, triathlon and cycling, highlight the broader offerings of the region.

6. Gold Coast Tourism Five Year Plan 2017-2021, <https://www.destinationgoldcoast.com/corporate/about-us/gold-coast-five-year-plan>.

# Regional population and employment characteristics

The Gold Coast tourism region is home to more than 736,000 people or 14.9 per cent of Queensland's total population. The average annual growth rate of 2.4 per cent over the past five years is higher than the State average of 1.5 per cent.<sup>7</sup> The population is projected to grow by more than 200,000 people by 2026.<sup>8</sup> Unemployment in the region is at 5.1 per cent which is lower than the State at 6.1 per cent.<sup>9</sup> The median age is 37.8 years compared with the Queensland median of 37 years.<sup>10</sup>

The top five employing industry sectors are health care and social assistance; construction; retail trade; accommodation and food services; and education and training. The top five occupations are professionals; technicians and trades workers; clerical and administrative workers; managers; and community and personal service workers.<sup>11</sup>

## Regional tourism workforce

Tourism is a major economic activity and lifestyle driver for the Gold Coast, directly and indirectly employing approximately 46,000 people. A total of 11.4 per cent of the region's workforce (30,020 people) were directly employed in tourism jobs in the region in 2015–16. Of these, 13,740 were in full-time employment and 16,280 were part-time. The tourism-related industries that contributed most to direct regional tourism employment in the Gold Coast tourism region in 2015–16 were:

- cafés, restaurants and takeaway food services (2570 full-time and 5920 part-time)
- accommodation (2260 full-time and 2600 part-time)
- retail trade (2060 full-time and 2670 part-time).<sup>12</sup>

Employment in accommodation and food services in the Gold Coast region is projected to grow by 17.4 per cent in the five years from 2017 to 2022. Retail trade employment for the same period is projected to decline by 4.3 per cent.<sup>13</sup> Nationally, there is projected employment growth of 9.0 per cent in hospitality, retail and service manager occupations indicating the potential career pathway advancement the industry offers.<sup>14</sup>

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

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

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

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

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

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

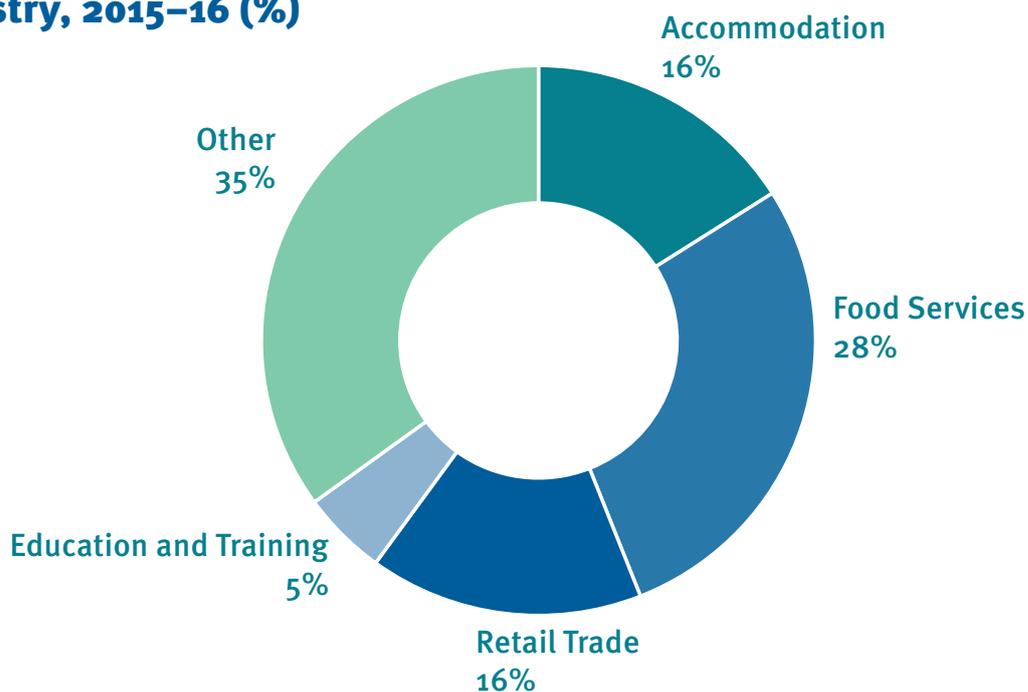
12. Deloitte Access Economics, 2017, *Regional Tourism Satellite Account Gold Coast 2015-16*, [https://www.tr.gov.au/ArticleDocuments/245/Gold%20Coast%20factsheet%2015\\_16.pdf.aspx?Embed=Y](https://www.tr.gov.au/ArticleDocuments/245/Gold%20Coast%20factsheet%2015_16.pdf.aspx?Embed=Y).

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.<sup>15</sup> Data shows an average of 160 job advertisements for hospitality workers each month between May 2010 and April 2018<sup>16</sup> with 151 job advertisements for food trade workers (including chefs) and 109 for hospitality, retail and service managers respectively within the Gold Coast labour market region, of which the Gold Coast tourism region is a part.

The regional tourism industry will benefit from an inclusive workforce, including Aboriginal and Torres Strait Islander peoples. With 1.1 per cent of the regional population being Indigenous and of working age<sup>17</sup>, there are numerous opportunities for inclusion of Aboriginal and Torres Strait Islander peoples beyond offering cultural experiences to all aspects of the tourism industry. Support and resources are available for employers who wish to mentor a new Indigenous employee, as well as Indigenous entrepreneurs who seek to establish a new business venture. These resources are available at the back of this plan.

Trade Training Centres within the Gold Coast tourism region predominately focus their training offerings on commercial cookery (including chefs), front of house and tourism with industry standard equipment. These facilities aim to increase training opportunities and access to pathway programs such as an apprenticeship within the industry for students.

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

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

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

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

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

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

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

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

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

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

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

## Regional tourism businesses

Latest available data shows there are more than 9400 tourism-related businesses in the Gold Coast region as shown in Table 1 below. More than 47 per cent of these are sole traders which is higher compared with sole trader tourism businesses statewide. Key tourism enterprises include The Star Casino, surf life saving clubs, the Currumbin Wildlife Sanctuary, Gold Coast Convention and Exhibition Centre, and theme parks such as Dreamworld, Movie World and Sea World.

**Table 1: Gold Coast region tourism businesses<sup>23</sup>**

Tourism businesses	Number	%	Qld %
Sole traders	4538	47.9	43.6
1 to 4 employees	2869	30.3	30.1
5 to 19 employees	1619	17.1	20.7
20 or more employees	447	4.7	5.6
<b>Total</b>	<b>9473</b>	<b>100</b>	<b>100</b>

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 8249 people in tourism-related training in the Gold Coast tourism region in 2016. The majority of enrolments (77 per cent) were in hospitality qualifications at Certificate I, II, III, IV and Diploma and Advanced Diploma levels. Certificate III in Hospitality had the highest overall number of enrolments with 2679, followed by the Certificate II in Hospitality with 1661 and the Certificate II in Tourism with 683 enrolments. Other popular qualifications were the Diploma of Hospitality/Hospitality Management with 644 enrolments and the Certificate II in Kitchen Operations with 448 enrolments. The Certificates III and IV in Commercial Cookery apprenticeships had 407 and 230 enrolments respectively.<sup>24</sup>

Infrastructure investment has supported schools to deliver tourism-related training in the region.<sup>25</sup> The Department of Employment, Small Business and Training is building partnerships between schools and industry to enable young people to acquire the knowledge, skills and attributes to participate effectively in the Queensland economy.

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>.

25. Examples of Trade Training Centres in schools in the Gold Coast region include Palm Beach Currumbin State High School, Livingstone Christian College and Kings Christian College.

Apprenticeship commencements in the Gold Coast Local Government Area (LGA) fell between 2015 and 2017, while traineeship commencements in 2017 were higher than in the two previous years. SATs respectively comprised 11.7 per cent and 46.6 per cent of the region's commencements in 2017. Commencements and completions over the past three years are shown in Table 3 below.

**Table 3: Gold Coast (LGA) apprenticeship and traineeship summary<sup>26</sup>**

	2015	2016	2017
<b>Commencements</b>			
Apprenticeships	2149	2255	1970
Traineeships	2575	2376	2649
<b>Completions</b>			
Apprenticeships	1065	1104	1066
Traineeships	1987	1499	1510



Hinterland walking trail. Photo courtesy of Gold Coast Tourism Corporation.

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



# Looking ahead

Fireworks at Southport Yacht Club aerial. Photo courtesy of Gold Coast Tourism Corporation.

## Investment in tourism products and experiences

By leveraging the success of the GC2018 event to position the city as a major event destination and demonstrate its capacity to deliver future national and international major events, the sports and transport infrastructure legacy offers potential new opportunities to attract visitors to the Gold Coast.

Gold Coast Tourism, in partnership with federal, state and local governments, has grown aviation access by increasing domestic capacity and attracting new international routes over the past 10 years<sup>27</sup> resulting in increased visitor numbers to the broader region.

A host of tourism developments underway or under consideration for the Gold Coast tourism region will also enhance the range of iconic and quality of tourism assets, creating more reasons for people to visit and jobs in their development and operation. These include:

- The proposed Gold Coast Cultural Precinct which will provide a new style of open space where people come together to engage with the arts, culture and each other; a place that makes visible the Gold Coast's cultural and creative life.
- The development of new staging and events infrastructure to support sporting or cultural events such as 'Opera on the Beach' at iconic locations which will open the door to a range of exciting opportunities for visitors to experience the Gold Coast in an entirely different way.
- Development of a purpose built, world-class, iconic, off-shore dive attraction, eco-engineered to attract bio-diverse marine life, which will offer a unique scuba diving experience for all skill levels.
- Development and promotion of the Gold Coast as a destination for mountain bike and adventure trails including Nerang State Forest, venue of the GC2018 mountain biking event, and the recently opened Old Tambo Downhill Mountain Bike track.
- Key Gold Coast hinterland tourism infrastructure projects such as a cableway skyrail experience.
- Enhanced access to and improvement of existing (and potential) walking trails and lookouts.
- The development of an iconic surf museum which has the potential to elevate the Gold Coast as a global centre for surfing excellence, a mecca for surfing tourism and the world surf sports capital.
- Extending the light rail system which will continue to improve the accessibility of the Gold Coast for visitors and residents.
- A proposed multi-billion dollar Integrated Resort Development (IRD) on the Gold Coast which could deliver more than 4100 construction-based jobs during the proposed five-year delivery and an additional 9100 ongoing jobs in the area once operational. IRDs are a new generation of tourism product delivering multi-billion dollar tourism destinations supported by a gaming licence.

27. Gold Coast Tourism Five Year Plan 2017–2021, <https://www.destinationgoldcoast.com/corporate/about-us/gold-coast-five-year-plan>.

They may include five or six-star hotels, boutique retail, restaurants and bars, marina and super yacht facilities, cinemas, casino, apartments, recreational and leisure facilities, as well as cultural facilities and community open space.

- The Queensland Superyacht Strategy<sup>28</sup> 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.

## 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 Gold Coast tourism stakeholders.

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

GC2018 will attract short-term interest in the industry and broader Gold Coast tourism region, and presents a unique opportunity to leverage longer term workforce legacies.

The Gold Coast tourism region considered it important to change the narrative around a career in tourism generally. Strengthening linkages between schools, TAFE and universities across the region to increase promotion of the viability, diversity and longevity of tourism careers is vital to attract and retain workers, and compete with other industries.

### Local workforce – Build a sustainable labour pool

The Gold Coast’s Health and Knowledge precinct is a key driver of the diversification from tourism, retail and construction to a more knowledge-based economy. With three universities and a wealth of education and training providers, the Gold Coast has the capacity to build its reputation for education and innovation; attracting international and domestic students and increasing participation of local businesses in upskilling.

Significant growth is also expected in the professional service industries such as finance and insurance, education and training, and administrative and support services. These will require a different mix of skills to those currently available in the local workforce and will create competition for talent.

The workforce impact of the National Disability Insurance Scheme (NDIS) has the potential for it to draw workers from the tourism industry which is of particular concern to the industry in the Gold Coast tourism region. This may be counteracted in the short-term due to hosting GC2018; the region's industry now has a unique opportunity to tap into a skilled and engaged workforce post-Games.

Australia’s Indigenous heritage presents the unique opportunity for authentic cultural experiences that create a distinctive point of difference to complement the Gold Coast tourism region's landscape and natural features. The Queensland Ecotourism Plan 2016–20<sup>29</sup> sets out the Queensland Government's vision for the tourism industry, traditional owners, conservation, research and community to partner together to create visitor experiences unique to Queensland and to inspire learning.

The region highlighted the need for investigation and 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.

---

28. The Queensland Superyacht Strategy 2018–23, May 2018,

<https://www.statedevelopment.qld.gov.au/resources/defence-industries/queensland-superyacht-strategy.pdf>.

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



A number of schools are participating in the Gateway to Industry Schools program for Food, Wine and Tourism in the region, resulting in several strong and successful partnerships operating across the region which need to be promoted as best practice and shared further with schools and local employers. For example, through a principal employment organisation, the National Trust — Currumbin Wildlife Sanctuary is hosting 45 school-based traineeships<sup>30</sup> (SATs) across hospitality, retail, administration and visitor services.

The region also boasts at least four Hospitality Trade Training Centres, with industry standard kitchens which have increased participation in training and industry partnerships. Registered training organisations within the region, such as TAFE Gold Coast, also provide high quality training in Commercial Cookery, Events, Hospitality and Events.

The need to support both young people and employers to take-up apprenticeships and traineeships was identified as a key issue, and necessary if the industry is to sustain people in tourism careers long-term.

While there is a plethora of resources to support small to medium enterprises, there is a general lack of awareness of where to access information, and limited time to spend navigating through the different materials on employment, recruitment, business support, tourism data and trends. Businesses need access to smarter ways to maximise the support available to them in their business development.

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

Small, medium and some larger businesses in the Gold Coast tourism region need practical support to develop and implement workforce development strategies. There are opportunities for the Gold Coast tourism region to explore how employers could work better together to transition staff across employers to maximise the labour pool and minimise the loss of skilled labour.

The Gold Coast tourism industry considered it vital that the tourism training package is industry-led, and that any review processes of the training package should be inclusive of industry, well-targeted and focused.

Employers consider digital tourism marketing skills as critical for the Gold Coast tourism region. Further, a large proportion of local businesses are entrepreneurship enterprises, some of which are part of the ‘gig’ economy comprising of independent workers engaged for short-term assignments of one or two days a week.

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

For the Gold Coast tourism industry, collaboration across the industry and with all key stakeholders (industry members, education providers and all levels of government) is the major workforce priority.

Stakeholders identified the need for a single digital information point that combines State and Commonwealth information about training including apprenticeships and traineeships that can be used by industry, schools and universities. The DestinationQ website provides information and links to resources and support for businesses. Through increased promotion stakeholders could benefit from these existing resources.

Increasing the participation of Aboriginal and Torres Strait Islander peoples in the region’s tourism industry is important. 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 of Aboriginal and Torres Strait Islander peoples. Access to culturally relevant training and mentoring is considered vital to encourage participation and increase commitment from local Aboriginal and Torres Strait Islander peoples.

---

30. Figure provided by National Trust — Currumbin Wildlife Sanctuary, May 2018.



Surfers on their surfboards at Currumbin. Photo courtesy of Gold Coast Tourism Corporation.

# A shared sense of purpose action plan



## PRIORITY Careers

**RECOMMENDATION: Implement a regional campaign to create curiosity and interest about the range of career opportunities within the industry.**

Local actions	Existing resources include:
1. Promote the industry and its future opportunities using a range of channels including social media, emphasising that tourism is a legitimate and desirable career that provides longevity and opportunities for all.	Young Tourism Leaders. QTIC Tourism and Hospitality Career Guide. Discover Your Career. DestinationQ.



Staff member serving at Little Mermaid Café. Photo courtesy of Gold Coast Tourism Corporation.



## 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:
<p>2. Build on existing highly effective partnership models focusing on:</p> <ul style="list-style-type: none"> <li>• Showcasing and sharing best practice (e.g. school-based apprenticeship and traineeship program hosted at National Trust – Currumbin Wildlife Sanctuary).</li> <li>• Offering opportunities for young people to experience the industry such as the ‘chef taste of industry’. Of 160 participants, 127 indicated interest in a tourism career.</li> <li>• Developing information and resources that industry can use to promote tourism career opportunities and higher level jobs to give young people a sense of the ‘end game’.</li> <li>• Promoting tourism industry careers to teachers, students and parents from Year 7 through to universities via local careers fairs and networking events.</li> </ul>	<p>Pre-employment/work placement programs for Year 7–12 secondary students and internships for university students.</p> <p>Apprenticeships Info Portal.</p> <p>Gateway to Industry School for Food, Wine and Tourism.</p> <p>QTIC Tourism and Hospitality Career Guide.</p> <p>Office of Small Business Mentoring Program.</p> <p>Young Tourism Leaders.</p>

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

Local actions	Existing resources include:
<p>3. Identify local industry representatives who could provide mentoring for both students and employers to increase completion rates of apprenticeships and traineeships.</p>	<p>Mentoring provided by Gold Coast Tourism and the QTIC/ Griffith University mentoring initiative.</p>

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

### Future opportunity

4. Map and promote the support currently available for tourism businesses and provide information that is readily accessible and easy to understand.



**PRIORITY**  
Skills



**GOAL**

Build the industry's capacity to grow and flourish

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

**Future opportunity**

5. Identify strategies including practical support to help local tourism businesses to develop and implement workforce development strategies. This could include consideration of transitioning staff across local employers to maximise the labour pool and minimise the loss of skilled labour.

**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**

6. 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:
<ol style="list-style-type: none"> <li>7. Provide convenient and affordable upskilling opportunities for local tourism businesses to develop social media and digital marketing strategies.</li> </ol>	Certificate IV in Small Business. Certificate II in Tourism. Business Queensland's business tools.



**PRIORITY**  
Collaboration



**GOAL**

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

**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.**

**Future opportunity**

8. Increase promotion of available Indigenous Business Support Programs.

9. Provide opportunities for tourism organisations to participate in Indigenous cultural programs.

## Glossary

DESBT – Department of Employment, Small Business and Training

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

GC2018 – Gold Coast 2018 Commonwealth Games™

LGA – Local Government Area

NDIS – National Disability Insurance Scheme

QTIC – Queensland Tourism Industry Council

SATs – School-based apprenticeships and traineeships

VET – Vocational Education and Training



Learning about Aboriginal and Torres Strait Islander cultural and heritage at Dreamworld Corroboree. Photo courtesy of Tourism & Events Queensland.

# Queensland and Commonwealth resources available at June 2018

## Careers in Tourism – Online resources for career entry

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

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

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

myfuture – <https://myfuture.edu.au/>

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

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

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

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

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

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

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

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

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

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 (YEP) – <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>

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](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/bigmarketing-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 – <https://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](mailto: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](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>

---



Fresh produce cart Mount Tamborine. Photo courtesy of Gold Coast Tourism Corporation.



**Jobs  
Queensland**

Future skills. Future workforce.

[jobsqueensland.qld.gov.au](http://jobsqueensland.qld.gov.au)