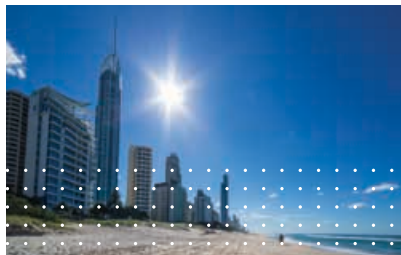




# Destination

## 12 month partnership report

How we are building tourism together



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## Partners foreword

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*DestinationQ* is about building tourism together. Our shared goal of getting the tourism industry back on track and doubling overnight visitor expenditure to \$30 billion by 2020 can only be achieved in partnership.

In June 2012, the Queensland Government and the Queensland Tourism Industry Council (QTIC), on behalf of industry, signed an historic partnership agreement.

This agreement was the result of 24 hours of intensive debate and deliberation by passionate industry stakeholders in Cairns in June 2012.

The agreement covers a wide range of areas—ecotourism, investment, marketing, skills, product development and improved partnerships. And it commits us to working together to deliver an ambitious action plan. This plan has been delivered.

We have made a great start and know that there is much left to do.

This report is for you—the industry—who are working hard everyday to deliver great experiences to our visitors. It shows how much work has been done, and results achieved, through industry and government working together.

Now we shift our focus to securing the long-term future of tourism.

We are confident about the future of Queensland’s tourism industry—we will be Australia’s number one holiday destination and together we will get the industry back on track.



The Honourable Campbell Newman MP  
Premier of Queensland



The Honourable Jann Stuckey MP  
Minister for Tourism  
Major Events, Small Business  
and the Commonwealth Games



Shane O'Reilly  
Chairman  
Queensland Tourism Industry Council

# Post-Forum Working Group foreword

Getting tourism back on track started with industry and the partnership entered into at the *DestinationQ* forum in June 2012.

More than 300 tourism delegates from across Queensland had their say in the 12 Month Key Action Plan.

The Post-Forum Working Group is about all parties taking responsibility, working together across government and industry, and making sure we deliver real outcomes.

We are charged with ensuring that real outcomes result from the valuable input gathered at, and the time invested into, the forum.

But it's not just about getting projects across the line. It's also about working collaboratively and respectfully towards a common goal.

This report shows what industry and government can achieve when we work together.

This foundation of joint action and trust will enable industry and government to take our partnership to a new level. The past models alone won't deliver the long-term commitment needed to reach the 2020 goal.

In the past 12 months, we've completed many important items to prepare us in planning for a shared 20-year vision for tourism. Studies during this time have included

industry engagement models, sustainable funding models, quality and skills improvement, destination capacity analysis and, importantly, a study to describe the environment of where we would like to be.

This work and the relationships developed between government and industry will lay the platform for a new roadmap for tourism renewal.

We need to look at what needs to be done, how the industry organises itself, how this is funded, who should do it and how it should be done. Together we need to develop this renewal roadmap.

The Post-Forum Working Group is excited by the cooperative and collaborative commitment to achieve and is proud of this report on the first twelve months of our new partnership.



**Richard Eden**  
(Chair) Director-General  
Department of Tourism, Major Events, Small Business  
and the Commonwealth Games



**Stephen Gregg**  
Chairman  
Tourism and Events  
Queensland



**Daniel Gschwind**  
Chief Executive  
Queensland Tourism  
Industry Council



**Laura Younger**  
General Manager  
Australian Timeshare and  
Holiday Ownership Council



**Shane O'Reilly**  
Chairman  
Queensland Tourism  
Industry Council



**Mary Carroll**  
Chief Executive Officer  
Capricorn Enterprise



**Ron Chapman**  
Chief Executive Officer  
Caravanning Queensland



**Steven Wright**  
Chief Executive Officer  
Tourism and Events Queensland



**Martin Winter**  
Chief Executive Officer  
Gold Coast Tourism Corporation

# How we came to be here

## Tourism is important

The Queensland Government recognises the importance of tourism to the Queensland economy and sees strong potential for us to convert this into growth from now to 2020.

Visitor expenditure is expected to reach \$21.7 billion per annum by 2020 under the Tourism Forecasting Committee’s (TFC) forecasts, which represent a ‘business as usual’ expectation.

The 2020 growth target we’ve set is ambitious—doubling overnight visitor expenditure to \$30 billion by 2020.

Reaching the government’s 2020 growth target of \$30 billion requires breaking the current trend and accelerating growth in visitor expenditure.

Achieving this target requires a clear strategy, strong partnerships and commitment from the whole community. Industry and government must work together to position the industry as competitive and resilient now and in the future.



### Tourism in Queensland:

- generates over \$60 million per day (\$21.96 billion per year) in visitor expenditure
- directly accounts for 136 000 jobs (5.9 per cent) and indirectly accounted for 99 000 jobs (or in total 10.1 per cent) of employment in the state
- directly contributes \$10.55 billion (3.7 per cent) to gross state product and indirectly contributes an additional \$11.5 billion to the Queensland economy
- generates \$3.9 billion in overseas export earnings.

Total overnight visitor expenditure in Queensland

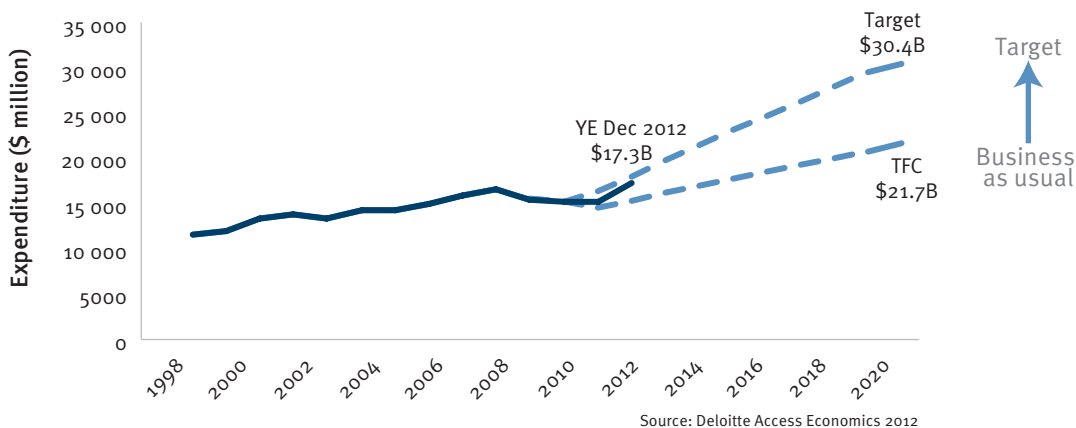


Figure 1 Total overnight visitor expenditure in Queensland

## A new approach – *DestinationQ*

The government's election policy—*DestinationQ*—identified a new approach to tourism to create new opportunities and a sustainable future for tourism in Queensland. The key elements of *DestinationQ* are:

- **ambition**—setting a growth target for the industry to double overnight visitor expenditure to \$30 billion by 2020
- **leadership**—focusing whole-of-government support for tourism and events as one of the four pillars of the Queensland economy
- **partnership**—developing a strong partnership with industry to drive enhanced and collaborative marketing and development efforts, and a focus on events for Queensland
- **investment**—attracting new investment in tourism products and new aviation routes to Queensland and reducing the red-tape burden on tourism operators
- **accountability**—assigning roles and responsibilities, tracking progress and reporting on outcomes at an annual forum of industry stakeholders.

The government has laid strong foundations to implement each of these elements of *DestinationQ* and has underpinned this with an historic partnership agreement with the industry.

## The *DestinationQ* Forum 2012 and the Partnership Agreement

The inaugural forum was held in Cairns on 25–26 June 2012, within the first 100 days of the election of the government. Ministers, senior officials and over 300 industry representatives and operators came together to workshop the priorities and actions needed for Queensland tourism to reach its 2020 growth target and to establish roles for industry and government.

In order to renew tourism, issues were identified across six themes and actions to be taken were prioritised for the first 12 months. These 25 key priority actions were included in the partnership agreement signed by the Premier, the Minister for Tourism, Major Events, Small Business and the Commonwealth Games, and the Chair of the Queensland Tourism Industry Council.

The actions were assigned to both government and industry, and delivery of these commitments was overseen by the Post-Forum Working Group. This group of senior industry and government representatives have driven action, brought industry issues to the table and ensured the delivery of the actions. With the working group's support, three progress reports against the *DestinationQ* 12 Month Key Action Plan have been released.

## Implementing *DestinationQ*

Tourism needs roads, ports, airports, skilled workers, business and investor-friendly regulations and requirements, arts and cultural activities and events, and access to national parks. Add to these, quality accommodation, efficient transport and capable and resilient tourism operators. All this requires coordinated efforts across government; the foundations of this approach are:

- **Tourism Cabinet Committee**—a committee of cabinet to focus specifically on achieving cross-agency coordination and deliver tourism growth
- **whole-of-government commitment**—to grow tourism (as one of the four pillars of the economy) to generate jobs, investment, services and facilities, and growth in regions and communities throughout Queensland
- **stand-alone department**—responsible for driving coordination and collaboration, across both State Government and with other levels of government, to ensure policy and decisions focus on achieving the short-term and medium-term tourism growth targets
- **Tourism and Events Queensland (TEQ)**—TEQ was borne of the merging of Tourism Queensland and Events Queensland in December 2012. TEQ is charged with achieving economic and social benefits for Queensland through marketing and promoting tourism in Queensland, tourism experience and destination development, and securing major events to be held in Queensland.





## Industry performance since March 2012

The following statistics are taken from the 12-month period March 2012 to March 2013 (unless noted otherwise).

### International visitation

This year provided one of the strongest international results for Queensland in some time.

- International visitation to Queensland increased by 5 per cent.
- International expenditure in Queensland increased by 4 per cent to \$3.9 billion.
- International holiday visitation to Queensland grew 6 per cent to 1.4 million and nights increased by 10 per cent to 19.9 million.
- New Zealand remained the number one source market for Queensland, remaining reasonably stable over the year.
- European visitors to Queensland grew, as shown in the increase in average length of stay and expenditure compared with the previous year.
- All of the major Asian markets improved. China led the charge with an impressive 23 per cent growth, but several other markets also had very strong growth. Singapore took advantage of the new Scoot airline access to the Gold Coast and visitation grew 34 per cent—almost entirely holiday visitors. Thailand also had strong growth with a 31 per cent improvement due mainly to holiday visitors and a strong ‘visiting friends and relatives’ contribution.

### Domestic visitation

- Domestic visitation to Queensland remained stable at 18 million. Total domestic visitor nights remained stable at 75.7 million.
- Queenslanders travelling within Queensland remained the key—and steady—market for the industry, with interstate growth in the last year driven almost entirely by holiday visitors from Sydney.
- Domestic expenditure in Queensland increased by 2 per cent to \$13.7 billion. Overall, the national domestic expenditure had a modest 1 per cent increase.
- The Gold Coast and Sunshine Coast had strong expenditure increases. Gold Coast’s growth was partly the result of a very strong growth in visitor nights from Victoria. The Sunshine Coast enjoyed a 62 per cent increase in nights from regional Queenslanders.

### Aviation

- The Queensland Tourism Aviation Blueprint to 2016 provides a strategic framework to drive future airline development opportunities for the state.
- Year end December 2012 saw:
  - arrivals into Queensland airports increase 4.8 per cent to 18.807 million\*
  - arrivals of international passengers into Queensland airports increase 3.3% to 2.942 million\*
  - arrivals of domestic passengers into Queensland airports increase 5.1 per cent to 15.865 million.\*

\*Source: Federal Bureau of Infrastructure, Transport and Regional Economics.

## Partnership agreement



### PARTNERSHIP AGREEMENT

#### between the Queensland Government and the Queensland Tourism Industry Council

Tuesday 26 June 2012

The Queensland Government and the tourism industry will work in partnership to build tourism in this State.

The aim of this partnership is to:

- Revitalise relationships between Government, Tourism Queensland, Regional Tourism Organisations and Industry.
- Restore Queensland as Australia's premier tourism destination.
- Grow visitor expenditure to \$30 billion by 2020.
- Improve employment and investment opportunities in the tourism industry.
- Direct and maintain government and industry focus on trends and issues affecting the development of tourism in Queensland.

Through collaboration and cooperation, this partnership will assist industry to:

- Promote Queensland's competitive strengths in tourism.
- Improve yield and returns on investment.
- Achieve service quality that exceeds the expectations of visitors.
- Commit to protect and present Queensland's unique natural and cultural heritage values.
- Ensure the effective marketing of regions across Queensland.
- Demonstrate the importance of tourism to the Queensland community.

All partners understand that the issues facing tourism will require sustained effort over time – and that effort starts now.

Industry and government will form a *DestinationQ* Post-Forum Working Group to advise the Tourism Cabinet Committee over the next 12 months on the key issues identified at the Cairns Forum.

**The Honourable  
Campbell Newman MP**  
Premier of Queensland

**Mr Stephen Gregg**  
Chairman, Queensland  
Tourism Industry Council

**The Honourable Jann  
Stuckey MP**  
Minister for Tourism, Major  
Events, Small Business and  
the Commonwealth Games

## Action plan

### *DestinationQ*

#### 12 Month Key Action Plan

Our *DestinationQ* 12 Month Key Action Plan is outlined below:

##### First month

- Department of Tourism, Major Events, Small Business and the Commonwealth Games to be the “one-stop-shop” for tourism government issues, taking a lead in coordinating tourism outcomes across agencies. This will provide a clear agenda for the Tourism Cabinet Committee with accountability and outcomes, and provide regular communication and reporting to whole-of-government and the tourism industry (see page 17).
- QTIC (Queensland Tourism Industry Council) should be acknowledged as the peak collaborative voice for issues confronting the tourism industry in achieving its potential including protecting our unique selling propositions – Whole of industry (see page 15).
- Begin developing a new Queensland ecotourism plan and review the Nature Conservation Act to enable greater access to Queensland’s 12 million hectares of National Parks and 72,000km<sup>2</sup> of marine parks, benefitting ecotourism. The plan will also address opportunities to cut red tape and reduce costs for business (see pages 49 and 51).
- Start lobbying the Federal Government to address the penalty rates issue for the industry through industrial relations reform – QTIC, industry associations and the Queensland Government (see page 64).

##### First three months

- Cut ecotourism red tape by reducing the current permits required to access National Parks – Department of National Parks, Recreation, Sport and Racing (DNPRSR) with regulatory amendments by September 2012 (see page 51).
- Finalise structured partnership agreements (simple and to-the-point) for activity between Tourism Queensland (TQ) and Regional Tourism Organisations (RTOs), including the \$7m RTO

fund, with agreed key performance indicators (KPIs) linking to the 2020 industry growth target. Partners including councils, other key stakeholders and government are included (see page 18).

- Prioritise tourism development and build up capacity to take investment proposals forward and coordinate investment efforts for the tourism industry – Department of State Development, Infrastructure and Planning (DSDIP), Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB), and TQ (see page 39).
- Reduce and fast-track planning approval processes and change culture by:
  - Investigating a specific Tourism State Planning Instrument (see page 40)
  - Targeting three demonstration projects as working examples that guide reform
    - Department of State Development, Infrastructure and Planning (see page 41).

##### First six months

- Promote language skills and cultural awareness that are needed to meet the needs of visitors, particularly Asian languages like Mandarin – Department of Education, Training and Employment (DETE) (see page 63).
- Fine-tune Tourism in Protected Areas (TIPA) in relation to capacity, latency, process and administration, including incentivising ecotourism accreditation – Department of National Parks, Racing, Sport and Recreation (see page 52).
- Identify “hero experiences” for each destination/region – Tourism Queensland, RTOs, light tourism operators (LTOs) and incorporate into the destination story (see page 25).
- Identify product clusters and themes to build key market shares, e.g. for families – Tourism Queensland, RTOs, and operators (see page 25).

- Regional tourism forums to be held regularly to encourage and support product development for the destinations – RTOs (see page 26).
- Lobby the Federal Government for better conditions for aviation in Queensland – Premier, Minister for Tourism, Major Events, Small Business and the Commonwealth Games, Minister for Transport and Main Roads (DTMR) (see page 44).

### First year

- Tourism Cabinet Committee’s agenda to include issues:
  - Review legislation associated with liquor licensing, gaming, trading hours, noise restrictions and state imposed event costs (see page 28).
  - Crown land rental rates for tourism-related properties (see page 41).
  - Options for disposal of surplus government land for tourism purposes, including opportunities for industry to identify potential sites (see page 42).
  - Inclusion of tourism impacts and opportunities in Environmental Impact Statements (EIS) for major mining projects (see page 45).
  - Land use planning, tenure and approvals processes for land use adjacent to existing ecotourism experiences/developments (see page 52).
- Develop a partnership approach which clearly articulates the roles and responsibilities of TQ, RTOs, Government Departments, and industry with shared key performance indicators, and formal partnership agreements – TQ, RTOs and the Department of Tourism, Major Events, Small Business and the Commonwealth Games (see pages 17–19).
- Develop a strategy to achieve 2020 industry growth target including:
  - a balanced portfolio of source markets at a state and destination level as part of the 20 year plan process; and
  - the balance between whole-of-state and destination marketing to ensure that there is coordination of effort – Tourism Queensland, Tourism Australia, Department of Tourism, Major Events, Small Business and the Commonwealth Games (see page 69).
- Investigate alternative funding models for tourism development and marketing which should include a scan of international best practice – TQ, QTIC and Treasury (see page 21).
- A partnership agreement between RTOs and local tourism organisations (LTOs) to ensure that LTOs are effectively engaged with the RTOs and create and leverage council engagement with KPIs to reach 2020 industry growth target – RTOs, LTOs, councils (see page 19).
- TQ’s role should be to deliver on the 2020 strategy and the partnership approach to include marketing, research, product and experience development, access and industry development (see page 69).
- Analyse industry engagement strategies including membership models across all associations (state, regional, local and sectoral) and recalibrate the value proposition with a view to change – QTIC, whole of industry to support (see page 21).
- Encourage workers to consider a career in tourism through assessment of options including a skills passport that links to industry pathways for careers – QTIC (see page 59).
- Co-ordinate and promote events to drive visitation during shoulder and low seasons – Events Queensland (EQ), TQ, RTOs (see pages 71–72).
- Ensure tourism opportunities are considered as projects under Royalties for the Regions – Department of State Development, Infrastructure and Planning (see page 45).
- Promote tourism to job-seekers and the broader community as a long-term career by working in partnership with schools, TAFEs, universities, training providers, operators and industry bodies to lift the profile of tourism careers – Department of Education, Training and Employment, QTIC (see page 58).

## Report card

### Completed actions include:

- ✓ DTESB recognised as the 'go to' agency for tourism government issues.
- ✓ Queensland Tourism Industry Council (QTIC) recognised as the voice of industry.
- ✓ Former Tourism Queensland and former Events Queensland merger to establish Tourism and Events Queensland (TEQ) as the lead marketing, experience development and major events agency.
- ✓ Partnership agreements between Tourism and Events Queensland and Regional Tourism Organisations (RTOs) in place.
- ✓ Partnership agreements between RTOs and local tourism organisations (LTOs) in place.
- ✓ QTIC reviewed industry engagement models to ensure industry engagement strategies, including membership models, are effective and sustainable.
- ✓ Investment attraction and facilitation services enhanced and coordinated through DTESB.
- ✓ Nature Conservation Act 1992 amended and new Queensland Ecotourism Plan released.
- ✓ Tourism in Protected Areas (TIPA) has been reformed and the new Queensland Eco and Sustainable Tourism policy (QuEST) was announced in July 2013.
- ✓ Red-tape cut for ecotourism operators and permits for access to national parks reduced.
- ✓ Asian language and cultural awareness skills sets made available.
- ✓ Hero experiences identified for each of Queensland's destinations.
- ✓ TEQ's 2020 Strategic Marketing Plan developed in consultation with RTOs, QTIC, industry leaders and other partners.
- ✓ The creation of TEQ brought a fresh and integrated approach to growing tourism and events in Queensland, enabling a focus on events to drive visitation in low and shoulder seasons.
- ✓ Tourism opportunities are eligible under the Royalties for the Regions program.

### Completed actions with ongoing activities:

- ✓ Tourism Cabinet Committee has considered issues including regulatory reform, government-owned land, resources and tourism and ecotourism, and will continue to oversee cross-agency action to deliver tourism growth.
- ✓ Temporary State Planning Policy enacted, with tourism recognised as a state interest and learnings from demonstration projects informing further work.
- ✓ QTIC continues to lobby the federal government for industrial relations reform.
- ✓ Federal government will continue to be lobbied on tourism-related aviation issues for the state.
- ✓ Hero experiences are leading RTOs in the development of product clusters to leverage and build upon these experiences.
- ✓ RTOs continue to deliver regional tourism forums, reinforcing the lead role they play in developing and promoting their destination.
- ✓ QTIC is partnering with schools, TAFE, universities, training providers, operators and industry bodies to lift the profile of tourism careers and promote tourism as a long-term career option.
- ✓ QTIC has identified best practice standards and strategies—for use by human resources staff and small business owners—to assist in attracting, recruiting and retaining tourism employees.
- ✓ International scan of funding models is completed.
- ✓ Roles and responsibilities of TEQ, RTOs, government departments, and industry with shared key performance indicators articulated through a) respective partnership agreements and b) the exchange of the Statement of Expectations and Statement of Intent between the minister for tourism and TEQ.



## PARTNERSHIP AGREEMENT

between the Queensland Government and the  
Queensland Tourism Industry Council

Tuesday 26 June 2012



# Tourism partnerships



## Highlights

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- Partnership agreements created between TEQ and RTOs
- QTIC as the voice of industry
- Extra funding for RTOs
- Tourism Cabinet Committee coordinating government activity
- One-stop-shop for tourism provided within government
- Issues identified for building sustainable destinations in partnership

# Issues and overview

---

The three broad areas of concern for participants in the 2012 *DestinationQ* forum were better partnerships (with shared goals, measures and accountability), wider stakeholder engagement and supportive governments.

## Better partnerships

Specific issues raised by delegates in response to their concern with partnerships included:

- improving partnerships and collaboration within the tourism network (TEQ, RTOs and LTOs)
- creating a shared vision for each destination to 2020, with agreed strategies and activities formalised in a long-term, simple and structured partnership agreement
- clarifying roles and responsibilities—QTIC was identified as the peak advocate for the industry and the ‘voice of tourism’
- reviewing how industry engages across all bodies and membership structures to ensure the best outcomes are being achieved.

## Wider stakeholder engagement

In relation to stakeholder engagement, delegates identified the following issues:

- extending engagement beyond the ‘usual stakeholders’, with greater connections between the general community and tourism
- increasing community understanding of the economic and social benefits the industry creates
- strengthening linkages between tourism and local government
- increasing funding for tourism to achieve the 2020 goals.

## Supportive governments

Delegates identified a number of requirements to improve government collaboration:

- coordinating tourism outcomes across agencies through a one-stop-shop approach
- providing regular communication and reporting to whole-of-government and the tourism industry
- increasing collaboration between all levels of government in planning decisions
- establishing a shared vision for each destination to 2020 and developing agreed strategies and activities to achieve the vision
- providing a united approach to leveraging funds and resources from partners and stakeholders.



# Industry coordination

## QTIC—the voice of industry

QTIC has played a major role in coordinating and providing industry input on issues and opportunities impacting the tourism industry.

- The Post-Forum Working Group was established to enable industry to engage with key government agencies on the *DestinationQ* actions. Tourism industry representatives on the working group were drawn from the QTIC industry network. The network includes the QTIC-supported RTO Committee and the QTIC Associations Council, which bring together more than 20 separate industry associations.

*‘Since the DestinationQ forum in June 2012, we have seen the development of what I would call ‘true partnership’ between RTOs and TEQ. The partnership agreements, associated action plan and incentivised funding have allowed us to work collaboratively on marketing and development projects. In our Southern Great Barrier Reef destination, all three RTOs (Capricorn, Gladstone–1770, Bundaberg – North Burnett) and TEQ have developed a brand and associated activity that is supported by our industry; and we all know that the collaborative approach and longer term outcomes will be much greater than what would have been delivered by each of us working independently, with considerably less financial and human resources.’*

**Mary Carroll**  
Chairman  
RTO Network Queensland

- Through involvement in steering groups and submission processes, QTIC (on behalf of the industry) has ensured tourism priorities have been included in key reform areas that affect tourism. These reform areas include the Vocational Education and Training (VET) changes, the ongoing liquor and gaming regulation review, the state planning reform process, the *Nature Conservation Act 1992* review, the land tenure review, the broader ‘red tape’ reduction efforts of the Queensland Government and other policy matters.
- QTIC continues to lead the collaborative effort to create positive labour and skill outcomes for tourism. As the official industry skills body (supported by the Queensland Government), QTIC brings together industry employers, training providers and policy makers to design industry-based skill outcomes.

*‘Partnerships are at the heart of our approach to tourism. I am proud that all parts of the tourism network—QTIC, Tourism and Events Queensland, the regional tourism organisations, local tourism organisations and government departments—are working together to grow tourism. As Minister, and with the Tourism Cabinet Committee, I will continue to work through, and with, the industry to achieve our shared goals.’*



**The Honourable Jann Stuckey MP**  
Minister for Tourism, Major Events,  
Small Business and the  
Commonwealth Games

## Tourism Cabinet Committee

In addition to regular progress reports on *DestinationQ* forum commitments, the Tourism Cabinet Committee (TCC) gave attention to a broad range of strategic tourism priorities:

- 2020 targets—considered the government’s strategy to achieve the 2020 goals for tourism and directed major areas of focus for further submissions to the committee
- ecotourism red tape reform—supported the urgency for a reform package in ecotourism and actions being implemented to promote visitor access in national parks
- Trinity Inlet—briefed on progress on the Trinity Inlet improved shipping access project, including approvals processes and funding
- CBD hotels—endorsed a new approach to encouraging hotel development in Brisbane’s CBD in partnership with the Brisbane City Council
- aviation—endorsed the new Queensland Tourism Aviation Blueprint to 2016 and considered other strategic aviation issues, such as the review of regulated and subsidised long distance services, airport congestion issues at Brisbane Airport, and the proposed Economic Development Directions Statement for Queensland
- drive tourism—endorsed the Queensland Drive Tourism Strategy
- land tenure—considered state leasing arrangements under the *Land Act 1994* and the possibilities for both unallocated state land and surplus state land to be made available for tourism purposes
- red tape reduction—briefed by the Attorney-General on liquor and gaming reforms and considered Queensland’s contribution to the National Tourism Regulatory Reform Report Card
- tourism and events strategy—endorsed the *DestinationQ* Blueprint, which maps a path to 2015 in achieving the shared industry and government goal to double overnight visitor expenditure by 2020
- cultural awareness and language skills—supported QTIC’s project to examine training options to develop the level of proficiency of Queensland operators and identify strategies to address training skills gaps
- 20-year plan—endorsed the CSIRO foresight study on the future of tourism in Queensland and proposed design, timeframes and approach for development of the plan
- resources and tourism—endorsed the development of guidance material to support consideration of tourism co-existence opportunities by major project proponents.
-

# Government coordination for tourism

## Tourism Cabinet Committee

Delivering on the government's election commitment, the TCC was established in the first 100 days after the election. The purpose of the committee is to:

- ensure a coordinated and integrated approach to tourism, events and international education
- mobilise all agencies in working toward industry goals for 2020
- remove impediments and blockages to deliver government's agenda for the visitor economy.

The members of the TCC include:

- the Minister for Tourism, Major Events, Small Business and the Commonwealth Games (Chair)
- the Deputy Premier and Minister for State Development, Infrastructure and Planning
- the Minister for Education, Training and Employment
- the Minister for Transport and Main Roads
- the Minister for National Parks, Recreation, Sport and Racing.

*'I want to congratulate the team at the department and TEQ on a great year since DestinationQ in Cairns. From the time of that initiative, we have found a new vigour and optimism within the tourism sector and have experienced first-hand the results of new levels of cooperation and collaboration between industry and government. Great to see Queensland well back in the game. Looking forward to DestinationQ on the Gold Coast.'*

Peter Pallot  
General Manager  
Sunshine Coast Airport

## Agency coordination

The TCC is supported by the Tourism Inter-departmental Committee (TIDC), which includes senior executive representatives from across government. The TIDC meets on a regular basis to inform and review cross-agency issues and drive delivery of *DestinationQ* forum outcomes.

As chair of TIDC, the Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB) acts as a one-stop-shop into government for tourism issues and takes the lead in coordinating tourism outcomes across agencies. This role has helped provide a clear agenda for the TCC with accountability and outcomes, and has enabled detailed input to whole-of-government commitments from a tourism perspective.

## Tourism portfolio coordination

The Tourism, Major Events, Small Business and Commonwealth Games Portfolio Strategic Plan describes the range of activities undertaken within the tourism portfolio and emphasises the partnership approach embodied by *DestinationQ*. TEQ and DTESB continue to play complementary roles in providing industry with the means to achieve the government's target to double 2010 overnight visitor expenditure by 2020.

The Tourism Minister's Statement of Expectations and the Statement of Intent outline expectations and the roles of TEQ and DTESB. Policy, cross-agency coordination, intergovernmental liaison and investment attraction are functions of DTESB, while TEQ focuses on marketing, and event and destination management in accordance with the *Tourism and Events Queensland Act 2012*. (The Statement of Expectations and the Statement of Intent can be found at [www.dtesb.qld.gov.au](http://www.dtesb.qld.gov.au) and [www.tourismeventsqueensland.com](http://www.tourismeventsqueensland.com).)

## Better partnerships – stronger destinations

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Central to the partnership between the tourism industry and government is a destination-based approach to developing, and marketing, tourism in Queensland. A number of elements have been identified and pursued to ensure that the partnerships build strong destinations:

- agreement by all partners on what is to be done and who will do it, and how to grow tourism
- commitment to a common plan by all stakeholders
- sustainable capacity by all partners to deliver their part in building the destination
- strong engagement with all parts of the industry
- support from the broader community and governments for tourism.

### Partnership agreements between RTOs and TEQ

TEQ and RTOs have developed partnership agreements to enhance tourism opportunities and joint decision-making, and increase collaboration and contributions by local government, RTOs, TEQ and the tourism industry.

The 2012–2020 partnership agreements included joint marketing and development activities, as well as the new \$7 million RTO grant funding model (announced in the 2012–13 Budget).

The objective of the new funding is to maximise tourism outcomes by:

- encouraging partner contributions
- encouraging RTOs to collaborate with each other, local government, TEQ and other partners to maximise the impact of the funding
- prioritising activity that links to the 2020 industry growth targets with outcomes that are specific, measureable, achievable, realistic and timely
- achieving value-for-money for State Government funding.

In 2012–13, TEQ administered \$7 million in grant funding to Queensland’s RTOs—\$3.1 million in core grant funding and \$3.89 million in contestable grants.

Core grant funding is allocated to Queensland’s RTOs for initiatives that contribute to economic development and support sustainable growth for tourism in Queensland. Details of the activity were highlighted in the joint TEQ and RTO activity plans, including expected outcomes, milestones and timeframes.

\$3.89 million in contestable grants has been provided for regional marketing and development activity.

Across the state, 28 projects received RTO contestable grant funding in 2012–13. The projects included contributions from local government and industry, bringing the total value of the projects to \$7.5 million. Of this amount \$1.3 million was new local government funding for tourism.

## LTO–RTO partnerships

Partnership agreements have been created between RTOs and LTOs in response to the need to ensure RTOs and LTOs effectively engage to address confusion and fragmentation of funding across a multiplicity of groups.

Following an audit of the state’s 13 RTOs (to identify those with LTOs), LTO–RTO partnership agreements have been finalised for the majority of the 23 listed LTOs.

Where a closer working relationship with the local government authority (LGA) is needed, the LGA is included as a partner to an LTO–RTO agreement.

This project has forged a closer working relationship between RTOs, LTOs, local groups and LGAs.

*‘Tourism Tropical North Queensland’s partnership agreement with TEQ is a clear and uncomplicated statement of intent for the two organisations to work closely together in the pursuit of marketing the destination. It provides a professional platform of engagement and resolves issues to minimise duplication.*

*This has led to Tourism Tropical North Queensland entering into partnership agreements with the five LTOs within the TNQ [Tropical North Queensland] jurisdiction. I see this as a very worthwhile practice promoting professional communication and a clearer understanding and appreciation of the functions of each partner.’*

**Rob Giason**  
Chief Executive Officer  
Tourism Tropical North Queensland



# Creating sustainable destinations

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## Destination Tourism Planning Framework and Destination Tourism Plan

A Destination Tourism Plan is being developed for each of the 13 destinations. Through a collaborative process the plans will capture the tourism industry, government and community leaders' intent for the sustainable development of the destinations.

Development of the plans will be:

- locally-led by the RTO in collaboration with local government, LTOs, regional stakeholders, QTIC, DTESB and TEQ
- customised to suit the specific aspirations and capabilities of the destination with a key focus on creating the environment to achieve the set 2020 goals
- joint commitments of stakeholders with clarity on roles and responsibilities in delivering the strategies and actions
- targeting 2020 with clear direction on how the destination will support efforts to achieve the goals.

To assist in the development of the plans, a Destination Tourism Planning Framework has been produced that outlines the elements to be included in the plans.

Pilot plans will be developed for the Gold Coast, Mackay and Capricorn destinations. On their successful completion, plans will be developed for the other ten destinations.

## Destination capacity study

A study was conducted with Queensland's RTOs and TEQ to identify the preferred responsibility and capacity of the RTOs now, and in three years time, to ensure they have resources and can deliver on the needs of their destination.

Findings from interviewing key RTO leaders, and the data gathered, include:

- RTOs were most focused on destination marketing and promotion as well as leadership, representation and communication.
- Market research and visitor data, education and training are two key activities having economies of scale benefits through centralised provision.
- Partnerships between RTOs and TEQ need to avoid duplication and focus on activities that derive the best value for the region.
- TEQ has a critical role in supporting the activities of RTOs and their regional stakeholders.
- Greater TEQ or other stakeholder involvement is sought in education and training, destination development and market research and analysis.

The outcomes of the study will be used by the RTOs and TEQ to ensure a sustainable regional tourism network that has the capacity to achieve the 2020 visitor expenditure goal.

## Industry engagement

In response to concerns expressed by industry at the *DestinationQ* forum, QTIC was tasked to review industry engagement models in Queensland with the objectives of:

- ensuring industry engagement strategies, including membership models, are effective and sustainable
- providing industry with a reassessment of the value of membership programs.

Aware of the importance of impartiality in commissioning this review, QTIC recruited a consultancy team outside of both Queensland and the tourism industry. The findings will be shared with industry following completion of the final report in August 2013.

The project focused on extensive industry consultation on models at destination and association levels and a desktop scan of past and current strategies and reviews (including the Stafford Report 2008) and membership models.

## International scan of funding models

Last year's forum requested that an international scan of funding models for tourism be undertaken. This scan was undertaken by PricewaterhouseCoopers at the direction of a steering committee consisting of DTESB, TEQ and Queensland Treasury and Trade.

Funding models establish allocation methods, charges, and other mechanisms by which service providers can receive revenue to support their specific activities. These models can vary in structure and function.

The scan examined a range of models used domestically and internationally against a range of criteria including:

- potential for sustainable revenue growth
- administrative efficiency
- ease of implementation
- equity across sectors of the industry
- potential to encourage local autonomy and leadership
- acceptability by industry.

Examples were examined from countries across the world, including various states in the United States, the Maldives and Canada.

There is a spectrum across which funding models and related arrangements can be classified. At one end of the spectrum are government-led and administered models that seek to recover the costs of providing government services due to a broader need or regulatory requirement (for instance, a market failure). Moving along the spectrum, the role of government in leading and administering the funding mechanism lessens, and there is greater industry involvement.

The scan makes clear that before discussing a funding model, there must be agreement on what activities are to be undertaken, for whose benefit and by whom. Once this is understood, consideration must be given to which option could be used—this requires identification of the

administrative costs of collection and impacts on market behaviours. In designing a funding model it is also necessary to consider the consistency of the arrangement with current legislative, regulatory and policy arrangements.

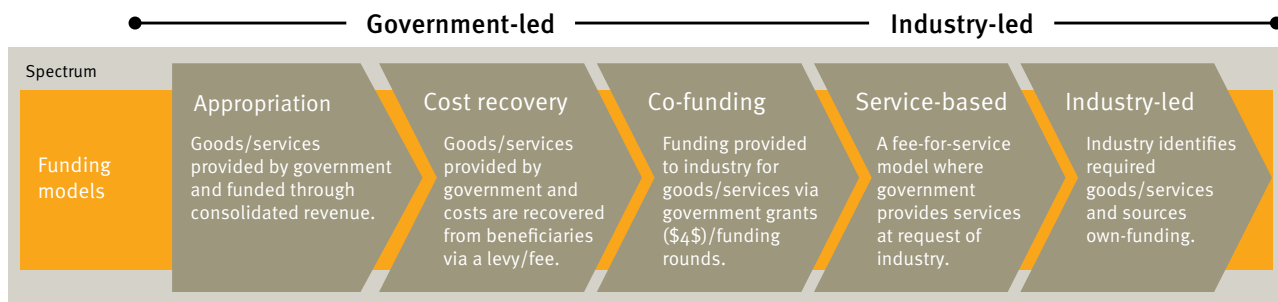


Figure 2 Funding model spectrum

## Next steps

- Develop Destination Tourism Plans for all 13 destinations in Queensland to contribute to achieving the goal of reaching \$30 billion in overnight visitor expenditure by 2020.
- In collaboration, RTOs and TEQ deliver partnership activities for 2013–14.
- Deliver the contestable grant program for 2013–14.
- Convene an industry roundtable to consider the development of a new model for building sustainable destinations, building on the work done over the past 12 months.
- Finalise mapping of roles and responsibilities of all key partners.



# Product and experience development



## Highlights

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- Identification of hero experiences for Queensland's 13 regional destinations
- Broad industry support from across the destinations for hero experiences to guide future product development and marketing
- Review of liquor and gaming legislation influenced by tourism industry
- Tour desk commission review being implemented

# Issues and overview

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Delegates raised a number of issues in ensuring product and experience development supported the growth of tourism.

## Product development

Queensland is made up of many destinations, each with their own unique consumer experiences. The delegates at the 2012 *DestinationQ* forum extensively discussed the need for each Queensland destination to understand its competitive edge, in addition to the value of providing a clear identity and attracting niche markets and/or new markets. There was support for the experience development project initiatives being undertaken and for allowing industry to lead product development work, ideally through product clusters.

The issues associated with product development included:

- ensuring infrastructure supports product growth
- encouraging investment in new tourism products
- packaging events as part of the overall destination offering
- following through on the projects identified in Tourism Opportunity Plans (TOP)
- developing new ecotourism product and fine-tuning the Tourism in Protected Areas Initiative (TIPA)
- investing in the skills and training of the tourism workforce.

## Red tape

Red tape reduction featured prominently at the 2012 *DestinationQ* forum. The issues raised by delegates broadly fell into the following priority areas:

- streamlining and simplifying the planning system and tenure and approval process to give the tourism industry and its investors greater certainty
- creating a more efficient permitting system for ecotourism operators
- providing more streamlined crown land rental rates for tourism-related properties and options for disposal of surplus government land for tourism purposes
- reviewing legislation associated with liquor licensing, gaming, trading hours, noise restrictions and state-imposed event costs
- addressing the cumulative impact of government fees and charges, land tax, payroll tax relief, carbon tax and capital depreciation charges.

Many of the issues raised by delegates, such as capital depreciation charges and the carbon tax, are the responsibility of the Federal Government. Where appropriate, these matters are being raised with the relevant federal authorities. Consideration of state taxation relief needs to be seen in the context of the state's challenging fiscal environment

# Finding and enhancing our hero experiences

The 2012 *DestinationQ* forum identified the need to define an agreed set of hero experiences for each destination that will provide the basis for joint industry and government decision-making on tourism product development and marketing.

Hero experiences are those iconic experiences that define the ‘essence’ of a destination—those which are truly unique, memorable and engaging—and provide the destination with a competitive advantage.

TEQ worked with RTOs to develop draft hero experiences for their destinations; conducting 12 workshops with 225 industry participants to outline the hero experience concept and gain their input to the draft heroes.

Developing a suite of hero experiences for each Queensland destination has delivered the following outcomes:

- identification of the ‘unique selling proposition’ for each destination to guide the development of tourism products and marketing strategies that best meet the needs of target markets
- identification of product clusters or groupings of tourism products that can best deliver the agreed hero experiences for each destination
- provision of an agreed platform for industry and its RTOs to cluster and work together in order to realise and deliver their hero experiences to existing and emerging domestic and international visitor markets
- opportunity for industry operators to gain maximum benefit for their business and destination, and—most importantly—satisfy the needs of their visitors.



Identifying the hero experiences in all Queensland destinations is delivering valuable outcomes for the government’s tourism portfolio:

- It is providing an agreed focus for TEQ and RTO marketing campaigns, publicity activities, photo shoots and product development.
- It is complementing other tourism strategies, including the Queensland Drive Tourism Strategy, Queensland Ecotourism Plan 2013–2020 and the Queensland Tourism 20 Year Plan workshops.

The 2012 *DestinationQ* forum also identified that regional product development forums are necessary to ensure local and regional tourism businesses, industry groups and organisations are updated and can meaningfully participate with their RTOs in ongoing initiatives.

With the exception of Bundaberg – North Burnett, all 13 RTOs delivered product development forums during 2012–13, with some regions hosting multiple forums to allow as many operators to participate as possible. Due to major flooding disruption to the Bundaberg township and destination in early 2013, the forum(s) were postponed to August 2013.

Broad industry and public consultation at these forums has provided a more cohesive understanding and approach to state and regional tourism initiatives.

Forum topics included:

- destination campaigns
- hero experiences
- statistics and trends
- social media and digital updates
- workforce capacity and volunteering
- customer service
- drive and fly/drive opportunities
- the tourism distribution network
- increasing the average length of stay.

## Hero experience implementation

TEQ has been working with RTOs and other operators to improve product marketing and delivery, and the practical application of hero experiences within their destination by:

- highlighting the hero experiences for each region
- digging deeper to bring destination tourism operators along for the journey on what an experience is, and how they can move from delivering products and activities to delivering ‘signature experiences’ that are meaningful, provide an emotional impact for their consumers and inevitably are in the context of the destination’s hero experiences.

TEQ, in partnership with Mackay and Whitsundays RTOs, is running a pilot Hero Experience Implementation Program that involves:

- a workshop in each destination to explain how hero experiences can be built into all aspects of a tourism business
- one-on-one mentoring (of a select number of operators in each destination) over several months to guide operators through the adoption of the hero experiences across their operations
- development of an online hero experiences toolkit—support materials to assist operators and the broad cross-section of tourism stakeholders to understand and adopt the hero experience approach.

The workshops will roll-out across Queensland in 2013–14.



## How a hero experience works

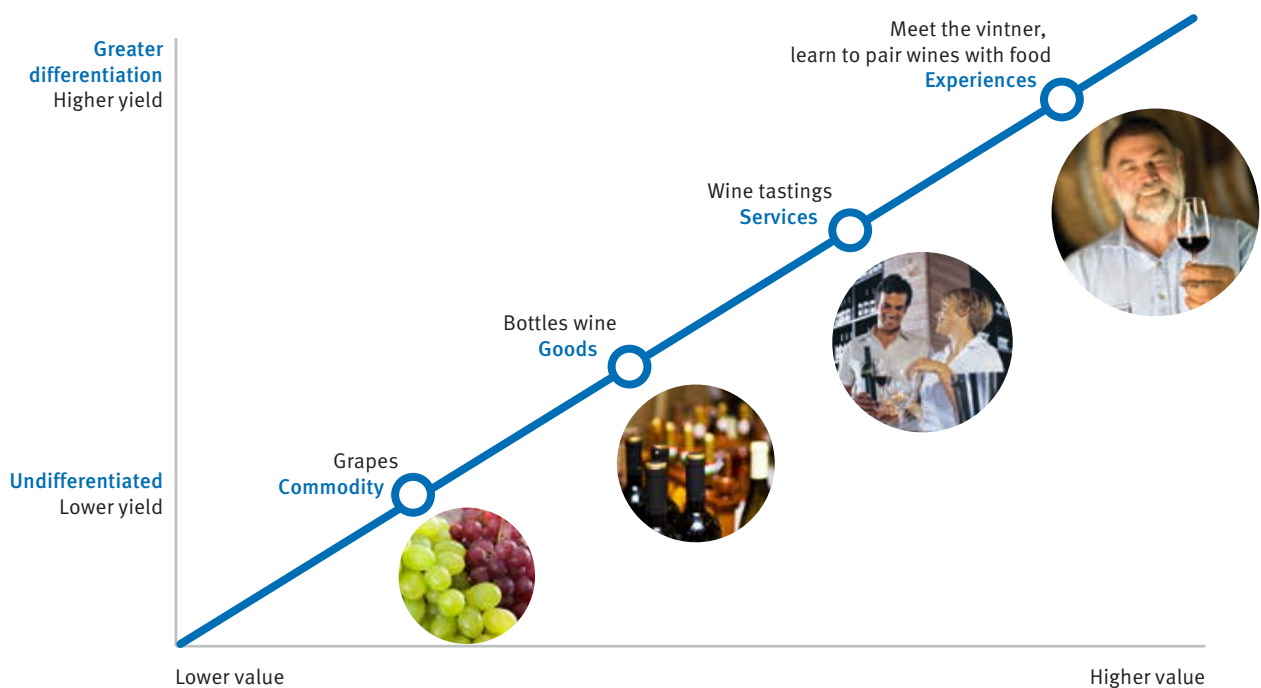
The basic premise is that commodities, goods, services and experiences all offer a distinct economic difference and appeal to specific consumer sensibilities when purchased and consumed. As the use of a commodity, good or service is customised, it moves up the scale of economic progression, increasing its competitive positioning and potentially its value. A vineyard provides a simple example of how the scale applies:

- commodity (needed to make the good): grapes
- goods (needed to provide the service): wine produced
- services (used to promote sales): online purchasing, shipping, tours to learn about the vineyard and wine tastings on the property

- experience: meet the vintner or sommelier and engage in a personalised, hands-on experience that connects the visitor to the land, the people and the wine; this experience may include an exquisite meal created by a chef who pairs it perfectly with the wines.

Experiences incorporate commodities, goods and services and use these as elements in developing tourism offerings that are designed to create lasting memories. Not all businesses deliver experiences, but they represent a choice for tourism businesses to move up the ladder of economic opportunity, differentiate their businesses and provide a new level of visitor experience.

### The progress of economic value



Source: Canadian Tourism Commission

Figure 3 The progress of economic value

## Liquor and gaming review

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In response to concerns raised at the 2012 *DestinationQ* forum, the Queensland Government is actively reviewing red tape affecting the liquor and gaming industries with the assistance of a 18-member expert panel—comprised of peak bodies serving the tourism, club, hotel and casino industries, state government departments, community groups, police and local government.

The Queensland Government has completed the first phase of red tape reduction in this area and has passed a number of legislative amendments to reduce regulatory burden. Outcomes of these amendments include reducing application timeframes by abolishing the Queensland Liquor and Gaming Commission and replacing it with a single commissioner, and significantly reducing liquor application requirements for low-risk businesses (such as restaurants and cafes).

The expert panel has reviewed more than 300 submissions received in response to a public discussion paper (released by government on 15 February 2013) and will soon provide its interim report to the Attorney-General. The government will consider the recommendations of the interim report for a second phase of legislative amendments intended to further reduce red tape by the end of 2013.

A final report from the panel, which is anticipated by the end of this year, will contain further recommendations for red tape reduction that the government will consider and legislate for in 2014.

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The Queensland Government is committed to reducing red tape for business. For too long the liquor and gaming industries have been shackled by over-regulation and unnecessary red tape. The government has heard their frustrations loud and clear. I have already removed over 20 regulatory requirements that were deemed to be unnecessary. This is only the start and I am committed to completing the task in 2014.



The Honourable  
Jarrod Bleijie MP  
Attorney-General and Minister  
for Justice

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## Cultural precinct strategy

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On 16 June 2013, the Honourable Ian Walker MP, Minister for Science, Information Technology, Innovation and the Arts, launched the landmark Cultural Precinct Strategy 2013–2015.

This strategy is a very significant step forward in the Newman Government’s commitment to making Queensland an arts and cultural hub. To support the strategy, an agreement to deliver the strategy was signed by the chairpersons of each arts statutory body and the Queensland Government.

The strategy has great potential and will bring together Queensland’s major arts organisations (located within the cultural precinct) to enable them to work more collaboratively:

- Queensland Art Gallery
- Gallery of Modern Art
- Queensland Museum
- State Library of Queensland
- Queensland Performing Arts Centre.

This collection of cultural institutions on a single site is unique in Australia and rare worldwide. It also represents a major investment by the Queensland Government with a replacement value of more than \$1 billion along with a \$117 million annual investment in operational funding.

The Cultural Precinct Strategy recognises the uniqueness of the co-location of these major cultural institutions and the obvious benefits this presents for them to work together. Arts Queensland will now be working with key stakeholders, including Brisbane Marketing and TEQ to deliver this strategy.

The full strategy can be downloaded at [www.arts.qld.gov.au](http://www.arts.qld.gov.au).

## Tour desks review

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The Queensland Government has reviewed claims of excessive commissions being charged by tour desk operators within the tourism industry. An independent investigation was commissioned to gauge the extent of the problem and identify solutions. Through the Tour Desks Commissions Taskforce, government and industry are undertaking a number of initiatives:

- developing a voluntary tour desks code of practice for industry use
- submitting a proposal to the Australian Competition and Consumer Commission (ACCC) to allow industry to move to ‘net rates’

- improving tourism and event operators’ understanding and use of yield management
- enhancing visitor information centre (VIC) technology to include a ‘bookable component’, including development of a VIC software application (app.) as a consumer-focused alternative for locating VICs.

The Tour Desks Commissions Taskforce is chaired by Mr Wayne Clift (Beetswalkin Consulting) and has representatives from QTIC, RTOs (Whitsunday Marketing and Development Ltd (WMDL); Tourism Tropical North Queensland (TTNQ), and Gold Coast Tourism), TEQ and DTESB.

## Red tape reduction

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The Queensland Government is committed to reducing red tape and regulation by 20 per cent by 2018, across the economy. As a key pillar, tourism-related red tape reduction is one of government’s highest priorities.

A number of the red tape reforms implemented to date include:

- halving the number of permit classes to improve access to national parks
- introducing invoicing for tourism operators in national parks, to reduce administration requirements for over 600 operators
- providing an online system of permit applications, renewals, reporting and payments, and easier-to-access information to improve efficiencies for tourism operators in national parks
- introducing a single agreement for operators in protected areas that conduct commercial activities across multiple tenures (for example, national park and marine park)
- removing advertising requirements for liquor and gaming applications, saving affected businesses up to \$1500 each
- recognising tourism in the single State Planning Policy (SPP)
- establishing the single State Assessment and Referral Agency (SARA), part of DSDIP, to streamline the assessment of development applications that require state government assessment
- reducing green tape, such as halving the fee payable for on-site sewage treatment plants (which applies to some caravan parks and farmstays)
- committing to streamlining and simplifying drive tourism signage.

A more detailed report card on how tourism has benefited from the government’s red tape reduction reform agenda can be found on the *DestinationQ* website.

These efforts are being supported by the Office of Best Practice Regulation (OBPR)—established by the government as an independent body within the Queensland Competition Authority (QCA)—to help drive the regulatory reform agenda and provide a rigorous and transparent approach to making and reviewing regulation. OBPR’s key functions include:

- assessing the adequacy of proposed regulation using the Regulatory Impact Statement (RIS) System
- communicating with government agencies and providing advice on how to ensure regulatory approaches to minimise the burden of regulation
- reviewing policies and regulations that create burdens for business, government and the community
- implementing a permanent mechanism for businesses and community organisations to raise issues in relation to any regulatory matters.

Based on advice from OBPR, the Queensland Government has established a framework for measuring and reducing the regulatory burden and promoting a culture across government that fosters red tape reduction.





# Case studies

The following case studies demonstrate how the government's red tape reduction efforts have made practical differences for businesses operating in the tourism industry.

## Café and restaurant

A key outcome from the 2012 *DestinationQ* forum was a commitment to address restrictions around liquor licensing and related hospitality issues. In September 2012, the government established the Liquor and Gaming Red Tape Reduction Expert Panel (expert panel) to address red tape in the hospitality and gaming sectors. Already the government has made significant changes to assist cafes and restaurants.

### Reduced—paper work and costs in applying for licenses

As a café or restaurant owner, the amount of paperwork you need to prepare when applying for a liquor licence has reduced. For example, in certain circumstances a risk-assessed management plan (RAMP) will not be required. If your café or restaurant is considered 'low risk' this change could save you time and consultancy fees.

### Reduced—advertising fees

From 1 January 2014, your costs for advertising for a new restaurant licence application will also reduce. You will no longer be required to advertise new applications in newspapers and the Queensland Government Gazette, saving up to \$1500 for some applications. If your restaurant or café won't be trading after midnight, you may not have to advertise at all.

### Abolished—approved manager's register

Under the *Liquor Act 1992*, as a licensee you were previously required to keep an approved managers' register stating who the approved manager rostered-on-duty was, the date and their start and finishing times for each shift worked. Fines were also imposed if the details were not fully completed. Industry saw this as an unreasonable, regulatory burden. Under recent changes, you are no longer required to keep an approved manager register recording the approved manager on duty and their availability during trading hours. As a licensee, you are required to maintain a training register with copies of training course certificates.

### Waived—community impact statements

You may also benefit from changes allowing the Commissioner for Liquor and Gaming to waive the need for a community impact statement (CIS) when applying for a restaurant or cafe liquor licence. A CIS will not be required, provided that:

- your venue is located near other commercial properties and doesn't trade past midnight
- there is no amplified entertainment

and

- the commissioner considers that your venue is unlikely to adversely affect the surrounding community.

Preparation of a CIS can be a very time-consuming and expensive exercise, potentially costing you thousands of dollars if compiled by a consultant. The government's red tape reduction work in this area recognises that a suburban café with normal hours and no entertainment should not be subjected to the same application requirements as late-trading nightclubs and pubs.

## Ecotourism operator

Another key action from *DestinationQ* was a commitment to cut ecotourism red tape by reducing the number of permits required to access and use Queensland's national parks, enabling greater access for visitors.

### Streamlined—one permit only

As a commercial tour operator, you now have quicker, easier and more convenient access to Queensland's national parks due to improvements to the permit system. You now only need one permit—a commercial activity permit (permit) or commercial activity agreement (agreement)—covering all areas. Previously you would have required separate permits to operate in the different types of protected areas managed under separate legislation. This significantly reduces your administrative paperwork.

### Enhanced—online accessibility

As a commercial tour operator you also now have improved online access to applications and payment options. We have moved several of our processes online to increase efficiency and reduce cost for operators. You may now use the website to:

- apply for permits and agreements
- pay fees and returns of operation online.

You can now access our online tools via the Queensland Government's Business and Industry portal at [www.business.qld.gov.au](http://www.business.qld.gov.au) (go to 'For industry' > 'Tourism' > 'Operating in a national park, recreation area or forest').

You have also benefited from other innovations:

- a way for you to sign up for an Australian Business Account (ABA), allowing you to deal with different state, federal and local government agencies in one place
- an online guide, for use when expanding or adding new services, that identifies the permits you require and assists you in applying for them.

Combined with our commitment to encouraging investment attraction in Queensland, these initiatives will open up more of Queensland's environmental attractions to operators and visitors.

## Investor or developer

As a tourism investor or developer, you've received many benefits from the regulatory reforms undertaken during the last 12 months.

### Provided certainty—planning system

The planning system has been significantly streamlined and simplified to provide more certainty for you. For the first time, a draft single SPP, to be adopted later this year, provides a state interest that particularly focuses on tourism. This means the state can ensure that local governments 'front load', or prioritise, tourism considerations, interests and opportunities when making or amending their planning schemes. This will support you by creating planning schemes that adopt the lowest appropriate level of assessment for tourism uses in appropriate locations.

### Assisted—guideline for local government planners

To support local government planners implement tourism policy elements in the SPP, DTESB has developed guidance material and tools to help planners enable, and deliver, tourism development. These include examples of planning scheme content and outlines how sustainable tourism can occur in a range of settings and places.

### Reduced—assessment timeframes and costs

Reduced levels of assessment will help reduce assessment timeframes and may reduce costs for you as a developer. As we are actively promoting more appropriate levels of assessment, there will be more opportunities for your tourism projects to be considered under code assessment, as opposed to impact assessment. This will provide you with greater certainty in the development process and may reduce the likelihood of third party appeals to the Planning and Environment Court.

### Consolidated—government approvals

We have established SARA in DSDIP to provide you with a one-stop-shop experience when you propose particular development applications that require state government assessment. SARA will assist you to more easily resolve land use planning issues (where there is a matter of interest related to the state's jurisdiction) and to lodge development applications with us for assessment.

Benefits include a single point of lodgement for applications to the state government, a single decision-making body for the state government for particular development applications with more consistent decisions, reduced timeframes for conforming developments and greater certainty for tourism developers and investors.

These reforms will not only save you time and money, but will also remove some significant barriers that have prevented tourism opportunities.

## Caravan parks and drive market

The government is committed to reducing red tape for the drive and caravan park sectors. One of the key actions in the Queensland Drive Tourism Strategy 2013–2015 is to:

*‘highlight red tape and regulatory issues in the caravan park sector to inform the Queensland Office of Best Practice Regulation’s program of reducing unnecessary regulation within government’.*

### Partnered—with industry

DTEBS is working with the Chamber of Commerce and Industry Queensland (CCIQ), Caravanning Queensland (CQ), QTIC, OBPR and other key government agencies to identify opportunities to reduce red tape in the caravan sector. This work is informed by a study undertaken by CCIQ on the cumulative impacts of red tape in the caravan park sector and issues identified by CQ. Key issues identified so far include:

- reduction of green tape, such as fees for on-site sewage treatment plants
- government development and approvals processes
- matters relating to long-term residential tenancies
- head works charges and related matters.

The outcomes of this work will inform advice to OBPR and underpin future regulatory reform efforts.

The red tape reforms already implemented have partially addressed some of the issues you have identified.

### Reduced—fees for on-site sewage treatment plant

Many caravan parks have benefited from changes to the Environmental Protection Regulation 2008, which reduced fees payable for on-site sewerage treatment plants. If you are one of the more than 200 Queensland businesses with these facilities, your annual fees will be reduced by half. This reform will result in an estimated annual fee reduction of \$340 000 per year across all affected businesses in Queensland.

### Simplified—licensing system

Reforms to the licensing framework under the *Environmental Protection Act 1994*, which simplifies and streamlines approval processes, provides greater certainty for emerging operators.

### Revamped and improved—road signage

You identified the need to revise processes for tourism signage on some of Queensland’s most famous driving routes and felt you were being tied up by red tape and lengthy delays in your efforts to get signage to your businesses. The government committed to examining opportunities to streamline and simplify tourist signage guidelines on state-controlled roads.

Through DTMR and DTEBS, we have already commenced:

- reviewing tourism signage policies to ensure they support drive tourism
- streamlining approved processes for operators to install white-on-brown signs on state roads
- developing an online self-assessment tool to reduce red tape for signage applications
- streamlining approvals processes for white-on-brown signage.

DTMR has released a new technical guideline that assists commercial tourism operators when applying to obtain a white-on-brown tourism sign. This also includes a new and streamlined approval and implementation process for such signs.

Queensland welcomed nearly 13 304 000 domestic and international drive tourists in the year ending March 2013, accounting for 66 per cent of all visitors to the state. These new signage measures will encourage more drive tourists to visit our state and to stay in your caravan parks.

## Island resorts

Industry participants at *DestinationQ* identified several issues relating to leasehold land rents, land valuations and the exposure of island resorts to unpredictable weather events.

### Capped—leasehold land rents

As an offshore island resort, the government has taken several steps to assist you. The first was to cap land rents to prevent higher land rental rates while a broader inquiry into land valuations was undertaken. It is likely you have benefited from the 10 per cent rental cap for all island resort lessees. There are currently less than 120 tourism leases in Queensland. The following are five examples of rental reduction for tourism leases due to the 10 per cent cap for the 2013–14 financial year.

	Annual rent without cap	Annual rent with 10% cap	Reduction
Lease	\$210 000	\$152 266	\$57 734
Lease	\$420 000	\$351 384	\$68 616
Lease	\$18 900	\$8 784	\$10 116
Lease	\$24 000	\$11 712	\$12 288
Lease	\$57 000	\$53 878	\$3 122

### Investigated—leasehold land issues

The Queensland Parliament's 'Inquiry into the future and continued relevance of government land tenure across Queensland' considered many of the issues faced by offshore island leaseholders over the last few years and made several recommendations that are now being considered.

Our Tourism Leaseholder Rent Review Roundtable, comprising high-level industry experts from various fields and government, is currently being established to consider several of the issues you raised in 2012. Key matters to be addressed include:

- mechanisms to provide for a reduction in lease rents/payments for tourism operators and developers immediately after natural disasters that impact upon their operations
- undertaking an urgent review into rental calculations for tourism businesses
- amendments to the Land Regulation 2009 to incorporate extra capacity for the government to respond in a more timely and flexible manner in its methods of rental calculation, during periods of hardship (like natural disasters or market failure).

The Inquiry also recommended specific issues relating to offshore island and foreshore development be fully reviewed in a separate Inquiry. The government is preparing its response to this recommendation.

We believe that changes to the land tenure system represent opportunities to build investor confidence, facilitate a supportive investment environment and assist you in attracting new tourism investment.

# Next steps

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## Hero experiences and product clusters

- Refine the Hero Experiences Development Program based on the Mackay and Whitsundays pilot program; and work with RTOs and industry to adopt destination hero experiences into their day-to-day operations.
- Refine the hero experiences for each destination based on industry and visitor feedback.
- Work with industry to develop clusters that embrace and maximise the benefits of their hero experiences in delivering engaging and memorable visitor experiences.

## Liquor and gaming review

- Consider the expert panel's interim recommendations for red tape reduction in the regulation of liquor and gaming, and implement further legislative change by 2014.

## Red tape

- Establish a permanent communication process within OBPR that allows businesses and individuals to make a case for regulatory redesign and reduction, including tourism.
- Continue to identify opportunities to reduce red tape for the tourism industry.
- Finalise the Caravan Park Red Tape Reduction Case Study.
- Implement the Queensland Eco and Sustainable Tourism policy to improve access, promote quality ecotourism and provide new tourism opportunities.
- Introduce legislation to implement the next phase of liquor and gaming reforms.
- Respond to tourism-related recommendations of the Parliamentary Inquiry into the future and continued relevance of government land tenure across Queensland.

# Investment, infrastructure and access



## Highlights

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- Tourism investment a focus for government
- New hotels in Brisbane's CBD
- New tourism developments approved
- Tourism development recognised in state's planning framework
- Red tape cut for tourism signage
- Aviation access expanded

## Issues and overview

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Encouraging investment and reinvestment in tourism products and infrastructure was a priority for delegates at the 2012 *DestinationQ* forum. A number of issues were identified in relation to investment, including:

- prioritising tourism investment and facilitating new tourism projects, including new and refurbished hotel development
- streamlining planning processes
- improving coordination among state government agencies and between levels of government to facilitate tourism projects
- providing greater land tenure security to increase investor certainty and increase flexibility of leasehold tenures to allow diversification of land uses
- building confidence in the finance sector (including banks and superannuation funds) around lending for investment in tourism projects
- improving understanding of the dynamics of tourism projects by all levels of government
- improving the interaction between the tourism and resource sectors, particularly regarding the issues and opportunities for tourism.

In relation to infrastructure, delegates identified issues such as:

- ensuring infrastructure provided by all levels of government meets the needs of tourism, including roads and cruise ship infrastructure
- upgrading the Bruce Highway
- establishing tourism priorities for road upgrades
- reducing red tape involved in improving tourism signage
- integrating tourism public transport travel options.

Aviation is critical for tourism in Queensland and delegates raised a number of issues in this area, including:

- the need for a statewide policy on domestic and international aviation
- a coordinated approach to route development by airports, industry and all levels of government
- improving the regulatory environment for aviation, including pushing for open skies, easier access with New Zealand and examining aviation-related taxes and charges.





# Creating investment opportunities

The Queensland Government is assisting tourism developers to become investment-ready and is actively attracting investment opportunities through inbound and outbound missions and events and a number of other key initiatives.

- The Tourism Investment Attraction Unit continues to provide a whole-of-government approach to tourism investment and works federally with Tourism Australia, the Tourism Major Projects Facilitation Unit and the Australian Trade Commission (Austrade); and locally with regional councils and economic development organisations to attract investment.
- An online tool (the Tourism Investment Gateway) has been developed to provide investors with information about tourism investment opportunities in Queensland, testimonials from existing investors, a tourism market profile and information on visas and the range of services and support available.
- A Tourism Investment Forum was hosted by the Premier and the Minister for Tourism, Major Events, Small Business and the Commonwealth

Games in May 2013 to showcase Queensland as a favourable tourism investment destination to high-level tourism, finance and investment industry leaders and influencers who have the potential to invest in Queensland tourism infrastructure.

The Major Projects Office within DSDIP leads property development projects that have the potential to deliver significant tourism outcomes. Current projects include:

- the Government Redevelopment Precinct (within the Brisbane central business district (CBD)), which will be offered to the private sector for redevelopment and renewal as a prominent part of the Brisbane city centre
- the Gold Coast Broadwater Marine Project—a multi-billion dollar integrated resort development at the Southport Broadwater.

Additionally, in the past year, Queensland's Coordinator-General has approved environmental impact statements for major tourism development proposals at Ella Bay and Great Keppel Island.

## Great Keppel Island

A \$600 million resort development proposed for Great Keppel Island is an outcome of the Queensland Government's commitment to growing the state economy, providing Queenslanders with job opportunities while ensuring the protection of the Great Barrier Reef.

The resort development will be the first major new tourism project within the Great Barrier Reef in 25 years—creating hundreds of construction jobs over a 12-year construction period and more than 1000 permanent operational jobs.

The first stage of the project includes construction of a 250-room hotel at Fisherman's Beach and accompanying conference facilities and restaurants. A yacht club, ferry terminal, 250-berth marina and staff accommodation have also been proposed as part of the resort development.



## Ella Bay

\$1.4 billion Ella Bay integrated tourism and residential community project proposes the creation of three resort precincts, four residential precincts, a retail village, an 18-hole golf course and a cassowary research and education centre.

Once completed, it will create more than 800 full-time operational jobs and 240 part-time peak-season jobs. The development is expected to generate \$256 million a year in expenditure through visitors staying in the region and \$50 million in State Government taxes and duties.

## Facilitating hotel accommodation

New hotels are vital to achieving Queensland’s tourism growth target for 2020 and meeting the strong demand for hotel accommodation in Brisbane.

The Guide to Hotel Investment in Brisbane, launched in March 2013, is a State Government and Brisbane City Council partnership in creating a positive business environment for hotel investment.

The State Government is providing investors, tourism operators and developers with streamlined planning processes and case managers to help them receive the necessary approvals to start building.

*‘All levels of government are currently very proactive around supporting tourism. We see less bureaucracy and goods costs from a business point of view, and a very positive framework for that to continue.’*

**Shane Bulloch**

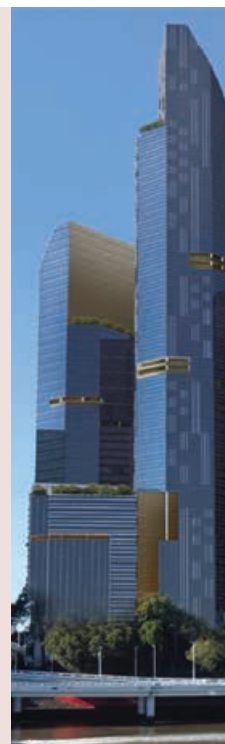
Chief Executive Officer  
Anthony John Group—Developers of the Emporium Hotel

One project is underway with the sale of the former Brisbane Supreme and District Courts in George Street for redevelopment into much-needed, additional five-star hotel accommodation.

### New five-star hotel for Brisbane’s CBD

The Shayher Group is to redevelop Brisbane’s old Supreme and District Courts site into a mixed-use precinct; including a five-star hotel with up to 320 new rooms. This redevelopment, on the corner of Adelaide and George Streets, will rejuvenate the area and provide necessary five-star accommodation for visitors to Brisbane—creating approximately 5700 direct and indirect jobs over the life of the project.

A study found that a shortage of hotel rooms in Brisbane is costing the local economy \$136 million and 87 000 visitors every year.



Artist impression

## Planning reforms to embrace tourism

The Queensland Government is reforming land use regulation to recognise the unique nature of tourism and encourage new investment and innovation. The focus is on streamlining assessment and approval processes, removing unnecessary red tape and re-empowering local governments to plan for their communities.

Some of the actions to date include:

- establishing SARA in DSDIP to provide a streamlined whole-of-government approach to development applications where the state is an assessment manager or referral agency—this creates a ‘one application, one response’ process for matters of interest to the state to save the tourism industry time and money
- developing a single cohesive planning policy—the new SPP—to reduce the complexity of the planning systems for tourism developers
- recognising to a greater extent the role of tourism in the planning system, with the inclusion of tourism as a state interest in the SPP and the requirement of local government to consider tourism when drafting planning schemes
- providing a tourism land use planning guideline to help local government implement the tourism state interest and facilitate tourism development

- recognising the important role of regional plans in acknowledging the contribution tourism makes to a region, encouraging local government to facilitate sustainable tourism development and informing state and local government planning
- implementing the *Economic Development Act 2012* to facilitate the planning and development of the Commonwealth Games village and other venues, and fast track other economic growth opportunities (including tourism development) across the state.

In addition to these initiatives, further planning reforms are anticipated to emerge from the Queensland Government’s analysis of issues raised by a sample of six tourist demonstration projects representing a wide range of tourism development proposals and locations throughout Queensland.

The six proposed tourist demonstration projects are:

- refurbishment and extension of an existing offshore island resort (Mackay–Whitsundays)
- a new foreshore caravan park (South East Queensland)
- extension of an existing offshore island resort (South East Queensland)
- extension of an existing adventure experience facility on a council reserve (Far North Queensland)
- a new marina, partially within an existing marine park (Wide Bay Burnett)
- new adventure experiences extending across parts of a national park and transport corridor (Far North Queensland).

DTEBS will continue to consult with local government to encourage the adoption of the tourism state interest and recognition of the needs of the tourism industry.

Further issues emerged regarding the management of the state’s land assets, which are informing the Queensland Parliament’s response to the ‘Inquiry into the future and continued relevance of government land tenure across Queensland’ (the Inquiry).

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‘We have embarked on the biggest overhaul of Queensland’s planning laws in living memory, and this streamlining of policies will benefit tourism development. We are working to achieve a system to encourage development, assist investment and rid us of the restrictive policies that have ... strangled the planning assessment and approval processes. The Coordinator-General has overseen a record number of statutory decisions—more than 168 since April 2012—including major projects at Great Keppel Island and Ella Bay.’



The Honourable Jeff Seeney MP  
Deputy Premier  
Minister for State Development,  
Infrastructure and Planning

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## Managing the state’s land assets

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Government is seeking to create a commercial operating environment that provides certainty of land tenure to attract long-term investment in ecologically sustainable tourism developments and infrastructure.

To address concerns raised with tourism leases, the Queensland Government committed to a review of leasehold tenure issues for the tourism industry through the Inquiry.

The Queensland Government is currently considering the Inquiry’s final report and has established a Tourism Leaseholder Rent Review Roundtable (the Roundtable) to evaluate recommendations specifically relating to:

- reducing leases/rents following natural disasters impacting the tourism industry
- undertaking an urgent review into rental calculations for tourism businesses

- amending the Land Regulation 2009 to enable government to be faster and more flexible in calculating rents during periods of hardship.

The Roundtable’s assessment will be provided to the Queensland Government in the second half of 2013.

Government is also investigating options for disposal of surplus government land for tourism purposes, including opportunities for the tourism industry to identify potential sites.

The Government Land Asset Management (GLAM) group within DSDIP has been established to deliver enhanced economic and social outcomes from government assets. The Tourism Investment Attraction Unit is working closely with GLAM to identify opportunities for the tourism industry to access appropriate sites.

### Touring route signage

DestinationQ emphasised the need for road signage to not only allow visitors to navigate the road network safely and efficiently, but also to reflect the regional character of our destinations and encourage visitors to stay longer in the region.

Through the Drive Tourism Strategy, the Revitalising Tourist Route Signage initiative (the pilot project) has been completed. Its outcomes include:

- new signage promoting natural attractions, such as Wallaman Falls and Tully Gorge

- town welcome signs for eight communities
- a package of signs for the Mission Beach Tourism Drive and the Canecutter Way
- consistent signage across a region
- pictorial signs instead of stylised logos to encourage visitors to explore the region.

More initiatives will be delivered as part of the Drive Tourism Strategy’s three-year program of investment in signage.



## A way ahead for drive tourism

Queensland is cutting red tape, investing in road networks and roadside infrastructure, and supporting local government in making local decisions through the Queensland Drive Tourism Strategy 2013–15 and other key tourism transport initiatives.

*‘The recognition of drive tourism, after years of neglect, has come to the forefront since, and as a result of, DestinationQ. The positive outcomes being developed as a result of the Drive Tourism Strategy will benefit all regions of the state for both businesses and our road-based visitors.’*

Ron Chapman  
Chief Executive Officer  
Caravanning Queensland

The Queensland Drive Tourism Strategy 2013–15 is a genuine partnership between industry and the whole-of-government with 10 different organisations, including 6 government agencies, having lead responsibility for delivering the strategy’s 29 initiatives.

Some recent achievements include:

- formation of the Camping Options Reference Group, the Rest Area Consultative Forum and the signing of a partnership agreement in August 2013 between DTESB, DTMR and QTIC
- provision of regional ‘go to’ officers within DTMR to assist tourism operators with transport-related matters, including signage
- review of how commercial tourism operators apply for white-on-brown tourism signage and the criteria they must meet (to provide tourism operators with a more streamlined application

process), more user-friendly documentation and the ability to apply online

- installation of new tourism signage between Cairns and Townsville
- display of drive tourism messages on new digital billboards on the Gateway Motorway and Tugun Bypass
- provision of two new dump points for recreational vehicle tourists
- rollout of the 'I spy' campaign and development of a new 'itineraries' section on the Queensland Holidays website ([www.queensland.com](http://www.queensland.com)) to encourage visitors to take a driving holiday.

To better integrate public transport with visitor needs and major events and improve the overall customer experience, the Queensland Government, through Translink, has delivered a number of initiatives including:

- trial of the Trip Tracker, which provides real-time travel information
- launch of a new journey planner
- integrated ticket and travel options for major cultural, sporting and tourism events.

Queensland has also established its first integrated tourist ticket with the launch of the 'SEEQ card' in November 2012. The card includes unlimited travel (over 3 consecutive days) on bus, train or ferry services, two airtrain trips, offers and a passport to travel the region. TransLink continues to work with TEQ, QTIC and regional tourism organisations to build and promote the product offering.

*'A government that is listening to consumers! On behalf of Australian RV Consumers, including the Campervan & Motorhome Club of Australia Ltd; MoTOURingAust, representing National Association of Caravan Clubs Ltd; Australasian Touring Caravan Motorhome; and Camping Club Inc., I congratulate and welcome the Queensland Government's commitments to improving the drive tourism experience, as outlined under its Queensland Drive Tourism Strategy.'*

**Ken Kipping AM**

Director  
Campervan & Motorhome Club of Australia Ltd and National Consumer Representative, MoTOURing Aust.

Tourism will benefit from the Queensland Government's funding of infrastructure projects, which includes:

- \$690 million for upgrades to the 1700 kilometre Bruce Highway
- \$315.8 million for the Warrego Highway
- the Royalties for the Regions (R4R) program, with future rounds creating further opportunities for tourism-related projects
- 17 tourism-related projects as part of the 2012–13 Local Government Grants Infrastructure Subsidy Program
- \$100 000 to the Central Western Queensland Remote Area Planning and Development Board from DSDIP under Remote Area Board Funding to implement elements of the Central West Queensland Outback Tourism Development Action Plan
- \$2 million for recommissioning the Mary Valley Line as a first step to getting the heritage tourism train 'the Valley Rattler' back on the tracks.

Through the Drive Tourism Strategy, the outcomes of Drive Tourism and Transport Infrastructure Study and the Roadside Rest Area Consultative Forum will inform future tourism infrastructure priorities.

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*'Queensland's road network is a major part of our plan to build a four-pillar economy as it not only connects visitors with their destination, but also has an important influence on the drive experience. Together, this forms part of the government's Drive Tourism campaign. My department is revamping signage along some of Queensland's finest scenic tourist routes and is streamlining the application process for commercial tourism operators to apply and install tourism signage. We are working closely with other government departments and the tourism industry to help ensure tourists have the best experience, whether they are travelling from Cairns to Cooktown or Charleville to Cunnamulla.'*



**The Honourable Scott Emerson MP**  
Minister for Transport and Main Roads

## Drive marketing

TEQ implemented multi-destination campaigns to market Queensland drive experiences in the domestic marketplace. The Queensland 'I Spy' campaign, partnered with Wotif.com, promoted value-for-money deals locally (initially), then interstate markets. Participating suppliers saw strong results. This was followed by three editorial inserts (in News Ltd magazines) in the key markets of Queensland, New South Wales and Victoria, which stimulated awareness and interest in touring Queensland.

In partnership with RTOs, TEQ's destination marketing continues to target long-haul and 400 km drive markets. Southern Queensland Country's seasonal campaigns actively entice South East Queensland consumers to savour a country drive getaway. The Outback Queensland 'Eventures' campaign links signature events across the outback during the long haul drive market peak season.

TEQ's international product manual for southern Queensland featured enticing self-drive itineraries. The manual was distributed at the Australian Tourism Exchange in April 2013.

## Attracting new aviation services

Improving aviation access is a key priority for the Queensland Government—in particular, new airline routes with growth markets such as Asia, increased capacity to visitor destinations and improved access to regional airports. Initiatives to-date, include:

- bringing together airports, airlines and industry to facilitate increased air access; and working closely with the Australian Government on opening up access and addressing hurdles impacting route development
- strategic planning for the growth in aviation capacity required to reach the \$30 billion visitor expenditure target, including the Queensland Tourism Aviation Blueprint to 2016 and participation in the Regional Airports Project (a national project to address the operating challenges confronting Australia's regional airports)
- offering a new Queensland Government fund—the \$8 million Attracting Aviation Investment Fund—to bring additional seats and capacity into Queensland.

More services are now flying directly to Queensland. These include:

- China Eastern Airlines connecting Shanghai and Cairns
- Air New Zealand operating a second season on the Auckland – Sunshine Coast route
- Garuda Indonesia resuming services to Brisbane
- Hawaiian Airlines routes connecting Brisbane and the United States (US)
- Etihad Airways' increased services from Abu Dhabi to Brisbane
- Emirates operating an A380 from October 2013, on the Dubai–Brisbane–Auckland route
- Malaysia Airlines increasing flights between Kuala Lumpur and Brisbane to a daily service
- Qantas increasing flights between Hong Kong and Brisbane to a daily service
- Qantas recommencing flights between Sydney and the Gold Coast
- Virgin Australia's new route between Brisbane and Bundaberg and announcing the commencement of a Melbourne – Hamilton Island service from 15 August 2013
- Tiger Airways commencing several routes to Queensland, including Melbourne – Sunshine Coast, Sydney–Mackay, Melbourne–Mackay, Sydney–Cairns.

## Enabling growth in the cruise market

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Cruise tourism is a growing part of Queensland's tourism industry, generating an estimated \$336.7 million in direct expenditure for Queensland in 2011–12. There are infrastructure implications for many ports due to the increasing size of cruise ships. In addition to cruise ships, another cruising opportunity is the superyacht market, which is a good fit for Queensland's lifestyle, weather and cruising destinations. Recent initiatives to grow the cruise market include:

- working with Ports North to upgrade the Port of Cairns and open up Trinity Inlet to large cruise ships, including widening and deepening the existing shipping channels and swing basins (project commencement is expected by December 2014)
- seeking detailed proposals for the development of a cruise ship terminal and other associated tourism infrastructure in the Gold Coast Broadwater (the outcome of this process is anticipated for late 2013)
- recognising the essential role of ports in growing the cruise shipping industry in Queensland in the Great Barrier Reef Ports Strategy.

TEQ will continue to provide support for increased cruise visits to Queensland and ensure the tourism industry is ready to meet the needs of cruise passengers.

## Collaborating with the resources sector

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The tourism and resources sectors are two of the four pillars that drive economic growth in Queensland. A number of actions have been undertaken to improve interaction and deliver mutual benefits to both industries:

- Tourism opportunities have been considered in the R4R program. Tourism has benefited from round 1 of the R4R program through a range of road and flood mitigation projects. Since this pilot round, the program's framework has been revised and refined in preparation for the next round.
- A Tourist Accommodation in Resource Regions study is being undertaken by the Queensland Government to measure the effects of mining development on the availability of tourist accommodation in Gladstone, the Bowen and Surat Basins, and other emerging resource regions (i.e. Galilee). The report, due early 2014, can be used by councils and the resources sector in developing strategies to address future accommodation needs.
- Central Queensland University has been commissioned to research opportunities for collaboration and mutual benefit for the two sectors. The project involves desktop research, issues analysis and interviews with resource sector companies operating in Queensland. Options identified by this research will be evaluated and processed in 2013–14.
- Outcomes of the Drive Tourism and Transport Infrastructure Study and the Roadside Rest Area Consultative Forum will be used to also help identify tourism opportunities and priorities for 2013–14 and beyond.
- Best practice tourism guidance material has been worked on to support consideration of tourism issues by major project proponents, including case studies of co-existence activities that are delivering real benefits for resource companies, their workforces and the tourism sector.

## Next steps

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### Investment

- Lead and support outbound and inbound missions, and facilitate events globally to attract investment into new or revitalised tourism infrastructure.
- Attract new hotel investment into Brisbane’s CBD.
- Provide product development and planning support to developers of Queensland tourism infrastructure.
- Support the development and upgrade of major access infrastructure projects.

### Planning

- Deliver tourism land use planning outcomes in Queensland:
  - work in partnership with local government to implement the tourism state interest
  - monitor the effectiveness of the State Planning Policy in delivering planning reform for tourism development
  - further investigate additional planning mechanisms to deliver a responsive planning environment for tourism; informed by issues raised by six demonstration projects.

### State land

- Work with the new GLAM group to identify uses of surplus and under-utilised state property assets that maximise opportunities for tourism development.
- Convene the Roundtable to consider implementation of the recommendations of the parliamentary Inquiry into land tenure.
- Review issues relating to offshore islands and foreshore developments as part of the review of government land tenure across Queensland and government’s consideration of recommendations made by the Roundtable.

### Drive

- Continue implementation of the Queensland Drive Tourism Strategy 2013–15:
  - identify industry priorities and inform future infrastructure programs through a Drive Tourism and Transport Infrastructure Study
  - further rollout of new tourism signage in line with highest priority sections of the state’s Strategic Touring Routes
  - help local governments make informed decisions about camping options through the release of best practice models outlined in a Queensland Camping Options Guideline.

### Aviation

- Continue to utilise the Attracting Aviation Investment Fund to attract more aviation capacity from key source markets to Queensland.
- Maintain and, where possible, grow viable capacity on the existing major routes into Queensland destinations.
- Encourage strong competition and choice in both the full-service and low-cost carrier markets to Queensland destinations.
- Target increases in capacity from China.
- Target services from New Zealand to regional destinations.
- Build connections at major network hubs for significant carriers to Queensland.

### Cruise

- Continue to investigate cruise and superyacht infrastructure proposals in key destinations throughout Queensland.

### Tourism and resources

- Develop opportunities of mutual interest between the resources and tourism sectors, including the use of best practice guidance material, building on the government’s four pillar commitment.



# Ecotourism



## Highlights

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- A new vision for ecotourism delivered
- Red tape reduced and processes streamlined
- New investment opportunities encouraged in national parks
- Introduction of an investor-led approach to ecotourism development
- Access to national parks improved

## Issues and overview

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The 2012 *DestinationQ* forum acknowledged that ecotourism will play a major role in achieving the 2020 goal for tourism and agreed a priority need for action is to position Queensland as a world-class ecotourism destination.

A range of issues were identified by delegates, including:

- re-invigorating ecotourism to enable Queensland to be a global leader in ecotourism
- developing innovative ecotourism products that set Queensland apart from competitor ecotourism destinations
- improving basic infrastructure in key national parks
- facilitating the development of privately funded, permanent ecotourism facilities on national parks
- simplifying permit requirements and administration for tourism operators in protected areas.



# Delivering a new vision for ecotourism

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The Queensland Government's delivery of the new Queensland Ecotourism Plan 2013–2020 will provide the tourism industry, government and the community with clear direction on how Queensland will leverage its competitive advantage to become a bold, innovative, world leader in ecotourism.

The government released the Queensland Ecotourism Plan 2013–2020 (draft for consultation) for public comment on 17 April 2013. Over 70 submissions were received and considered in finalising the plan. The draft plan was also presented to the newly-established National Parks Tourism Reference Group, which supported the plan.

The Queensland Ecotourism Plan 2013–2020 identifies the following five strategic priorities for government and industry to achieve its vision:

- deliver world-class experiences
- facilitate best practice and innovation
- raise the profile of Queensland's ecotourism experiences
- foster thriving operators
- embrace a partnership approach between the tourism industry, government and community.

The plan includes practical actions to be delivered in the first three years. Some of the actions for early delivery include:

- establishing priority partnerships to achieve the ecotourism vision for Queensland
- inviting expressions of interest for private investment in quality ecotourism ventures in and near national parks (already underway)
- reducing red tape and continuing planning reforms that deliver a coordinated and streamlined development approvals process
- raising the profile of ecotourism and associated hero experiences in 'brand Queensland'; and clearly positioning Queensland's national parks in brand Queensland
- promoting certified guide training and the employment of certified guides to raise ecotourism standards
- encourage ecotourism operators to identify and incorporate indigenous elements into ecotourism experiences by working with Aboriginal and Torres Strait Islander communities and Traditional Owners.

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'Improving access to national parks and other protected areas for the benefit of ecotourism is a key commitment of the government. Many of Queensland's most popular tourism attractions are national parks and marine parks; and the quality of the natural and cultural values are major drawcards. Through best practice ecotourism, Queensland can deliver world-class experiences that retain the inherent natural values upon which the tourism industry depends. This can only be delivered through a strong partnership between government and the tourism industry.'



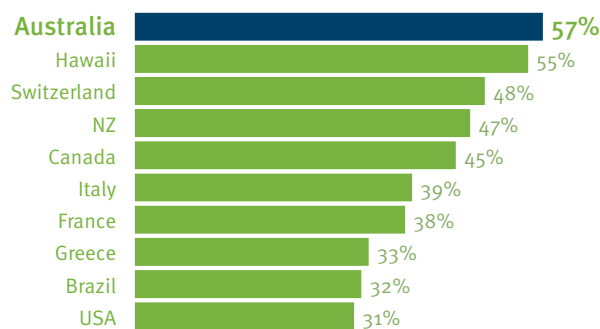
**The Honourable Steve Dickson MP**  
Minister for National Parks, Recreation,  
Sport and Racing

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## The importance of Queensland’s national parks

- National parks, with their unique environments and wildlife, play a vital role in ecotourism and are a major driving force for tourism.
- Queensland’s national parks receive around 7.9 million visits per annum by international travellers, including 6.2 million to terrestrial parks and 1.6 million to marine parks. But international visitation to national and state parks in Queensland has decreased by 26 per cent over the past 5 years.
- Over 5 million Queenslanders visit parks each year, which has increased by 10 per cent from 2001–2011.
- It is estimated that the total spend by visitors, who include a visit to a national park in their holiday itinerary, contributes \$4.43 billion to the state’s economy. Further, it is estimated that direct spending by tourists, that can be attributed exclusively to the existence of national parks, amounts to over \$749 million per annum and contributes around \$345 million to gross state product per annum.

- In Queensland, over 600 licensed tourism operators provided opportunities for visitors to experience protected areas on guided tours and other tourism enterprises.
- Recent international visitor research reveals Australia’s biggest strength is its world-class beauty and natural environment—rated number one by its international visitor markets. When it comes to selecting a holiday destination, nature is a ‘top 5 consideration’.



(courtesy of Tourism Australia, 2012 International Tourism)

Figure 4 Rating of destinations for world-class beauty and natural environments



## Achieving regulatory reform

Regulatory amendments and policy changes that cut red tape for ecotourism operators and reduce permit requirements to access national parks have been completed. The reforms to streamline processes include:

- introducing a single agreement for operators conducting commercial activities across multiple tenures (e.g. national park and marine park)
- reducing the number of permit classes by 50 per cent
- introducing invoicing for payment of fees
- providing online payment facilities and forms.

The 2012 *DestinationQ* forum recommended legislative change as a catalyst for strengthening Queensland's ecotourism industry.

Commercial tour operator Charles Woodward, who operates in and around Cairns, welcomed the improvements made by DNPRSR for tour operators who conduct tours in national parks.

*'I told the department that I needed the ability to generate invoices for my monthly permit fees. We used to have to lodge reports each month and then invoices would be generated and sent to us for payment.'*

*'I'm looking forward to using the online services that have recently been introduced and I'm pleased to see that my feedback has been taken onboard and delivered. This is a positive step and sends the right message about the importance of tourism in Queensland.'*

**Charles Woodward**  
Commercial tour operator

In April 2013, new provisions were introduced in the *Nature Conservation Act 1992* to provide for leases for ecotourism facilities on national parks. These changes encourage new investment in ecotourism in national parks while continuing to safeguard Queensland's natural and cultural heritage.

Some of the changes to offer a more attractive investment opportunity include:

- permanent facilities on national parks
- secure tenure
- negotiable lease terms (subject to level of investment)
- lease periods of up to 30 years (with possibility for renewal for a further 30 years).

Prior to these provisions the *Nature Conservation Act 1992* only allowed for semi-permanent infrastructure under a 15-year permit, with a prescribed return to the State of Queensland.

Another initiative completed is the Ecotourism Facilities on National Parks—Implementation Framework for assessing and approving proposals for ecotourism facilities on national parks.

The framework includes six principles to guide consideration of proposals:

1. Ecotourism facilities on national parks are located, designed and managed sensitively to ensure compatibility with the natural and cultural values of the national park.
2. Ecotourism facilities on national parks should offer unique or innovative visitor experiences.
3. Diverse experiences and settings are promoted.
4. Facilities will provide for the public interest.
5. The authorisation of ecotourism facilities will be consistent and transparent while protecting the intellectual property of the proponent.
6. The type and duration of authorities granted will recognise the level of investment and rate of return on investment.

The Queensland Government will continue to create an environment conducive to investment in ecotourism product and experience development that supports Queensland's vision to be a world-leader in ecotourism.

## Providing opportunities for new ecotourism facilities in and near national parks

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The Queensland Government is fully committed to stimulating the development of new and innovative ecotourism product to attract visitors. The private sector is being encouraged to submit their concepts to build and operate new infrastructure that is contemporary and responsive to the needs of eco-travellers.

On 27 June 2013, the government launched ‘Ecotourism investment opportunities, ecotourism facilities on national parks—expression of interest’. This is the first stage of an investor-led approach that invites investors to nominate projects to be developed and operated by the private sector on or near national park sites. The evaluation of proposals will commence after the closing date of 27 September 2013.

To assist potential investors, the government has developed a range of comprehensive guides on how ecotourism can be effectively integrated into national parks. These include:

- Queensland Ecotourism Investment Opportunities Tender Guidelines
- Ecotourism Facilities on National Parks Implementation Framework
- Best Practice Ecotourism Development Guidelines for Stage 1.

A government-led approach will also seek to attract high-quality, innovative projects through a competitive two-stage expression of interest process for government-nominated sites with significant ecotourism potential. An example is Kondalilla National Park, the proposed site for a zip line canopy tour. The government is currently undertaking the groundwork to remove as many impediments for investors as possible, prior to releasing the site through an expression of interest process.

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‘Sunshine Coast Regional Council is delighted to be an active supporter of the Obi Obi Zip Line Project ... I have been very pleased with the active leadership demonstrated by the Department of Tourism, Major Events, Small Business and the Commonwealth Games, and Queensland Parks and Wildlife Service—as well as a broad range of contributing agencies—to get this opportunity to market.’

Councillor Jenny McKay  
Division Five  
Sunshine Coast Regional Council

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## Delivering the new Queensland Eco and Sustainable Tourism (QuEST) policy

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Tourism operators in key national park tourism locations have a new policy that improves access, promotes best practice and provides new opportunities in national parks. The Queensland Eco and Sustainable Tourism (QuEST) policy, which replaces the Tourism in Protected Areas (TIPA) policy, was released on 30 July 2013.

At the 2012 *DestinationQ* forum, DNPRSR was tasked with reviewing the existing TIPA policy. During 2013, DNPRSR consulted with tourism operators in key national park tourism areas including Cairns, Whitsundays and Fraser Island.

Operators had the opportunity to participate in workshops and provide written submissions on a proposed new model.

QuEST (having replaced the previous TIPA policy) continues existing essential policy elements and also incorporates new policy to reduce administration and streamline processes; improve access and provide new opportunities in national parks for ecotourism operators; support authorised operators; and promote best practice tourism experiences.

QuEST policy provides:

- business certainty through providing 15-year terms and transferability
- best practice standards by requiring compulsory minimum standards of eco-certification and providing incentives for those who exceed minimum standards

- support for authorised operators through a strategic, targeted compliance program and transparent and consistent management arrangements
- opportunities for growth by managing tourism access to ensure the full commercial opportunity is realised
- streamlined administration.

QuEST will be implemented in a staged approach, commencing with permitted operators conducting guided tours in the Fraser Island Recreation Area. It will then progress to Moreton Island, the Whitsunday Islands, Daintree National Park and Cooloola Recreation Area. QuEST may also be implemented for tourism operations in other areas as appropriate.

For more information on QuEST, visit [www.nprsr.qld.gov.au](http://www.nprsr.qld.gov.au)

## Improving national park infrastructure for visitors

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The 2012 *DestinationQ* forum identified the need for basic infrastructure in key national parks to be improved. In response, the Queensland Parks and Wildlife Service (QPWS) Capital Works Strategic Plan 2012–2016 was reviewed and national park infrastructure investment in visitor facilities has been prioritised.

The government's 2013–2014 Budget included \$25.8 million for national parks capital works, including \$6.3 million towards improving visitor access across the state, in particular:

- \$986 000 for the major upgrade of the visitor centre at Carnarvon Gorge—a tourism drawcard for central and western Queensland, receiving 28 000 visitors per year
- \$3.4 million to replace various amenity blocks and upgrade septic systems within national parks.

Regular meetings between QPWS regional directors, TEQ, RTOs and other stakeholders, will promote coordination and information sharing and enable tourism priorities to be incorporated into national park capital works programs on an ongoing basis.

Additionally, the Queensland Ecotourism Plan 2013–2020 makes a commitment to national parks infrastructure planning. Two key actions include:

- reviewing national park infrastructure and creating a portfolio of key opportunities for adaptive reuse, which will enhance the ecotourism experience
- prioritising tourism development investment opportunities in the top 30 national parks that currently attract 70 per cent of park visitors.

## Safeguarding our reef for the future

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The Great Barrier Reef is an extraordinary part of Queensland's natural heritage and is valued on a local, national and international scale. As a must-see destination for visitors from around the world, the Great Barrier Reef will continue to be among the planet's best managed protected areas and contributes \$5.7 billion each year to our economy.

Like all Queenslanders, the Queensland Government is proud to have the Great Barrier Reef on its doorstep. Its beauty and uniqueness is recognised around the world, which is why it is seen as one of the top World Heritage areas. It is our responsibility to protect and conserve it and we are doing more now to protect the Great Barrier Reef than at any time in living memory.

This includes addressing UNESCO's (World Heritage Committee) recommendations and the request to work with the Australian Government to undertake a comprehensive strategic assessment of the Great Barrier Reef World Heritage property to ensure that its outstanding universal value is adequately protected.

The benefit of the strategic assessment is that it can lay the foundations for streamlining development approval processes between the Australian and Queensland Governments, in turn supporting the development of appropriate and sustainable tourism-related infrastructure to allow greater enjoyment of this world-class reef.

Queensland is contributing significantly to implementing UNESCO's recommendations. This includes leading development of the new Reef Water Quality Protection Plan that was released in July 2013, establishment of a Gladstone Healthy Harbour Partnership and continued progress on the Great Barrier Reef strategic assessment.

The Great Barrier Reef is one of the best managed coral reef ecosystems in the world and we intend to keep it that way.

## Next steps

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- Improve access to national parks for tourism through implementation of the 12-month actions of the Queensland Ecotourism Plan 2013–2020.
- Seek expressions of interest from the private sector at 'investor-ready' government-nominated national park sites.
- Invite detailed proposals from successful expression of interest proponents for evaluation.
- Implement the new Queensland Eco and Sustainable Tourism (QuEST) policy to improve access and provide new opportunities in national parks for ecotourism operators.



# Quality, skills and capacity



## Highlights

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- Delivering \$39.6 million in tourism and hospitality training to 17 950 tourism students
- Promoting tourism as a career to 17 000 school leavers
- Delivering industry-led workforce priorities
- Integrating tourism into skills and training initiatives
- Tackling remote and resort labour shortages
- Greater say in government’s investment in training and skills
- Providing operators with no-nonsense practical tools for quality service delivery

## Issues and overview

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Around 136 000 Queenslanders work in the tourism industry, making the industry one of the largest employers in Queensland. Labour supply and skills shortages have been identified as major potential constraints in achieving the 2020 growth target. The industry is estimated to need 165 000 workers and the capacity to meet high customer service expectations. The Queensland Government recognises the vital importance of ensuring investment in skills provides a capable workforce now and into the future for tourism—a pillar of the Queensland economy. The government is working in partnership with QTIC to develop the tourism workforce.

The State Government invested \$39.6 million in tourism and hospitality training during 2012–13.

Priority issues identified by delegates at the 2012 *DestinationQ* forum included the quality of service delivered, the attraction and retention of staff and how the training system worked for industry.

### Quality of service

Service quality issues identified by delegates include:

- delivering a high standard of service to meet customer expectations
- equipping staff with cultural awareness and language skills to meet the needs of the growing number of Asian visitors
- ensuring service reflects an Australian experience rather than mimicking what is offered in other countries.

### Attraction and retention

Issues identified for the attraction and retention of employees in tourism include:

- highlighting tourism as a career with improved career pathways in the industry
- allowing workers within the industry to be able to easily demonstrate their competencies as they move from job to job
- reforming working holiday visa rules to meet tourism labour needs
- ensuring industrial relations flexibility to support a productive and viable tourism industry.

### Training system

Issues in relation to the training system include:

- investing in staff in all parts of the training system—TAFEs, universities, training providers, operators and industry
- reducing the barriers to undertaking training and simplifying the system
- promoting the importance of training for managers and supervisors as well as employees.



# Industry-led workforce planning

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## Industry's priorities

The Queensland Government has developed the Skills and Workforce Development Investment Plan 2013 (the investment plan) to guide skills and workforce development. The investment plan focuses on the skills challenges across the four pillars, including tourism. QTIC's Tourism and Hospitality Workforce Development Plan 2013–14 feeds into this plan to ensure training outcomes meet current and future workforce demands.

QTIC's plan includes five critical areas of support to improve workforce development outcomes:

1. a coordinated and holistic national, state and regional approach to workforce planning
2. quality and skills development to meet the current and future needs of the industry
3. attraction, recruitment and retention with a focus on promoting tourism as a career of choice and career pathways
4. traineeship and apprenticeship reforms, particularly the simplification of the national apprenticeship framework and its industry lead adoption
5. skilled migration through flexibility with the working holiday maker (WHM) visa program and Seasonal Workers Program (SWP).

Four high-priority skills have been identified as critical to the growth of the industry:

1. culinary Career Start pre-apprenticeship pathways
2. Asian languages and cultural awareness skills
3. e-commerce, digital economy and social media skills
4. business and human resource management skills for small business owners.

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'The Newman Government is committed to growing a strong, four-pillar economy.

I know that tourism is a fantastic career choice and that the industry, through QTIC, is planning for a workforce that has the skills to deliver a great experience for our visitors.

Hospitality training will be more accessible and in-line with tourism industry needs under the new Certificate III Guarantee.

Through 'Great skills. Real opportunities' we are reforming Queensland's further education and training sector in a genuine partnership with the tourism industry, and employers, to meet Queensland's tourism workforce needs now and in the future.'



**The Honourable John-Paul Langbroek MP**  
Minister for Education, Training  
and Employment

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## Linking industry to training providers and schools to improve outcomes

QTIC has developed regional professional development committees across the state to provide opportunities for trainers, assessors and teachers to maintain and increase industry currency. The committees—comprising a cross-section of training, vocational education and tourism—have assisted in a range of activities:

- identifying regional industry workforce and training needs
- identifying gaps between current courses offered and the current needs of the industry
- developing a schedule of regional professional development activities for trainers, teachers and students
- providing links between training providers, schools and industry operators.

The committees operate in Cairns, Townsville, Mackay–Whitsundays, Sunshine Coast and Wide Bay, Brisbane and the Gold Coast.



## Responsive training system

To make the training system more responsive to the needs of industry, the Queensland Government reform action plan, ‘Great skills. Real opportunities’ has been developed based on the recommendations from the Queensland Skills and Training Taskforce.

The action plan will deliver a number of outcomes for the government and tourism industry:

- Genuine partnership between industry, employers and government will ensure the skills needed for Queensland’s economic growth are identified and prioritised.
- A new Ministerial Industry Commission will advise government on the state’s priorities for funding qualifications that match training with job opportunities.
- The state’s new VET investment framework will provide clear information on priority skills and funding arrangements.
- From July 2014, all government-purchased training will be available contestably through more quality providers across the state and will focus on the qualifications that are most likely to lead to employment for graduates.
- Higher priority training will receive a higher government contribution, meaning that student fees for priority courses are likely to be lower.
- Tailored programs to support skills development for particular industries, locations or student cohorts will enable government to respond to emergent skilling needs, while also encouraging co-investment by employers.
- Private and public providers will be able to use public training facilities in new and dynamic ways to ensure quality training delivery.
- Pathways from school to work will become more effective through revised VET in Schools arrangements that will focus on preparing senior school students for further training and employment.
- The Certificate III Guarantee will increase the pool of skilled candidates available for recruitment by the tourism industry and allow for more effective training of existing employees.

# Facilitating careers in tourism

Industry, in partnership with the Queensland Government, has taken steps to address high turnover rates and change the perception workers have of career paths in the tourism and hospitality industry from offering ‘just’ casual jobs to viable long-term career options.

## Best practice in attraction, recruitment and retention

QTIC has identified best practice standards and strategies—for use by human resource staff and small business owners—to assist in attracting, recruiting and retaining employees.

The Tourism Best Practice Strategy and plan will provide industry with guidance on best practice approaches for the attraction, recruitment and retention of tourism employees across four sectors (tourism services, accommodation, food and beverage, and adventure tourism).

## Promoting tourism careers

QTIC, in partnership with schools, TAFE colleges, universities, training providers, operators and industry bodies, undertook a number of initiatives to lift the profile of tourism careers and promote tourism to job-seekers and the broader community as a long-term career option:

- participation in industry expos that promoted and exposed the tourism industry to more than **17 000 students and job seekers** throughout Queensland
- development and implementation of workshops and networking events that attracted more than 450 teachers and trainers
- facilitation of training to over 484 industry participants, through the Queensland Government’s Strategic Investment Fund
- brokering of training funds to 16 RTOs across the state, with 674 students enrolled and over 265 000 hours of training delivered.

### World skills

WorldSkills Australia’s Try’aSkill is an interactive program that allows visitors to try their hand at various skills and trade areas. The activities are entertaining, informative and offer access to some of the basic skills involved within a range of vocational areas. Participants are also given the opportunity to discuss career pathways with industry experts, apprentices, trainers and industry associations.

QTIC has provided strong support to the Queensland WorldSkills Try’aSkill program and recently participated in Smart Futures 4 North Queensland, and the Brisbane National Careers Expo. QTIC’s involvement has provided an excellent opportunity for event participants to gain knowledge of career pathways and options available in the tourism industry.

*‘I was pleased to see so many attendees visit your exhibition table on the day. QTIC was very well presented and the materials for students were easily accessible, professional and very informative.’*

**Julia Caldicott**

Work Integrated Learning Coordinator  
School of Tourism and Hospitality Management  
Southern Cross University



## Careers Day

Careers Day, a joint venture between Southern Cross University and Griffith University, is attended by approximately 250 students from two Griffith University campuses and three Southern Cross University campuses. A flagship event, it provides students with an opportunity to engage with various industry professionals.

Approximately 29 hospitality, tourism, sport, leisure, event and government organisations were represented as exhibitors. QTIC's participation in the event provided students with information on career opportunities in the tourism and hospitality industries.

The event also benefitted the industry by:

- strengthening links between the universities and industry
- contributing to the professional career development of students and graduates as future industry professionals
- inspiring, encouraging and promoting career opportunities available within the tourism, sport, leisure and events sectors
- allowing industry the opportunity to assess potential candidates for part-time employment, internships or management development programs.

## Simplifying the apprenticeship and traineeship system

Queensland is working with other states to simplify and modernise current apprenticeship and traineeship arrangements nationally. Changes to the system will:

- facilitate greater workforce mobility, with training to follow the student employment path across the state
- allow apprentices to serve their time with multiple employers
- reduce paperwork for employers, with a more streamlined and less complex system
- provide training opportunities for casual employees
- recognise life experiences and transferrable skills to assist transitional employees from other industries and guest employees.

To enable these national reforms, DETE has completed a review of current legislative requirements with changes scheduled for implementation by end of June 2014.

The Registered Trade Skills Training Pathway will be introduced for workers who have industry experience and a range of skills necessary to perform on the job, but who do not hold a formal qualification to recognise these skills. It is another possible pathway for individuals whose work circumstances do not suit an apprenticeship; and will allow individuals over 21 years of age to undertake training and work-based skill formation in a way that best suits their particular situation.

# Improving quality and skills

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## Accreditation

The Queensland Government and QTIC are assisting tourism operators in improving service quality through funding the Queensland Tourism Accreditation Program. The program provides an accreditation manager to accelerate the uptake of accreditation and linkage to the T-QUAL Tick—the first national symbol of quality for tourism products and services in Australia.

Specifically, the accreditation manager:

- provides access to appropriate business improvement resources and information
- acts as a central contact point for operators and industry networks
- voices operator concerns back to the programs
- helps businesses navigate all certification programs and offers support through the process.

Since the 2012 *DestinationQ* forum, there have been over 380 instances of direct contact with tourism operators, RTOs, LTOs and industry associations through presentations, targeted mail-out, surveys, email and phone contact. Tourism industry newsletter articles—through associations networks and state, regional and local tourism organisations—can be conservatively measured as having been dispersed to over 10 000 tourism industry subscribers.

Accreditation benefits the tourism industry by building business confidence and encouraging innovation and best practice. This is demonstrated by 76 per cent of 2012 Queensland Tourism Awards winners and finalists being T-QUAL Accredited, or in the process of attaining T-QUAL Accreditation (of 19 applicable categories).

*‘[Having an accreditation manager to speak with] ... helps keep you active with the accreditation application.’*

Kerri Jekyll  
Get Wet Surf School

*‘[Accreditation] ... makes you think about your business again.’*

Mike Leah  
Zengarra Country House and Pavilions

## Skills for operators

The Queensland Government in partnership with QTIC is supporting improved service delivery in the tourism industry through programs aimed to help improve the skills of operators:

- Tourism Pathways, hosted on the [www.business.qld.gov.au](http://www.business.qld.gov.au) portal, brings together a one-stop-shop of information and services for tourism operators, regardless of the department or agency responsible for the service. The online tool provides access to over 100 business support programs and assists businesses to quickly find the right programs to meet their needs. Tourism Pathways received 3215 page views and 2726 unique visits in 2012–13.
- The Tourism Service Quality Toolkit, based on best practice in the industry, steps operators through the process of incorporating service quality into every part of their business—from overall vision and strategy, to practical aspects like staff training, customer service and workplace systems and procedures. The toolkit had 3153 page views for 2012–13.

*‘We were able to cover so much in that time that was specifically applicable to our business. It was the most effective use of an asset I have seen. I can’t recommend this type of support highly enough.’*

Cassie Head

Rainbow Beach Hire-a-camp, Rainbow Beach

## Digital Ready

TEQ has developed, and continues to deliver, a Digital Ready program to help operators improve their online presence and engage with the increasing number of consumers planning and booking their travel online.

Through training modules and webinars in effective search engine marketing, social media and measuring outcomes in order to spend resources more effectively, operators are now able to stage efficient, effective online sales and product awareness campaigns.

The Digital Ready program has been very successful due to its accessibility, the quality of its coaches and mentors and the way in which the content has been tailored to fit the skills, abilities and particular situations of tourism operators in Queensland. Key elements of the program that have contributed to its success include:

- multiple delivery platforms that have allowed the program to reach operators at times and places convenient to them
- one-on-one mentoring and coaching sessions providing quality, relevant assistance with their digital presence and online marketing
- introduction of a boot camp methodology where tourism and event operators are led through a series of workshops over an intensive two-day format, tailored to meet the needs of the particular region.

To date, the digital coaches have developed 12 modules that aim to bring operators up to speed quickly—no matter what their current level of expertise is—and to assist them with practical skills and solutions to grow their business in the digital environment. In 2013, the ‘Planning your online content’ module was incorporated to assist operators to plan and produce engaging content for their social media pages.



Without the Digital Ready program it is unlikely that many operators would have the budget, confidence or time to learn the vital skills needed to ensure their business succeeds online. In 2012–2013, 2020 tourism operators attended workshops, 485 were mentored and 456 attended webinars, resulting in 2961 operators participating in the program in 2012–2013 across Queensland.

Feedback for the program from tourism operators has been consistently positive. Of survey respondents, 97.8 per cent believe that the Digital Ready program was ‘very useful’ or ‘useful’ and overall, were satisfied with the program.

### Digital Ready—example websites

Digital Coaches give one-on-one mentoring sessions, helping participants capture more business online, including the development and improvement of their websites so as to attract the right audience. Shown below are examples of webpages before and after a mentoring session.



Before

After

## Asian markets—language skills and cultural awareness

Delivering quality visitor experiences to Queensland’s key growth markets, such as China and India, requires a tourism industry that is responsive to their cultural needs and expectations. A number of initiatives have been undertaken to increase the level of Asian languages and cultural awareness taught in schools and within the tourism industry.

Chinese, Indonesian, Japanese, Korean and Vietnamese languages are included in the Australian Curriculum. Future work in the Australian Curriculum will extend to additional languages such as Hindi. All school students will learn about the countries and cultures of the Asia region, as well as social, economic, political and cultural interconnections that Australia has with the region.

### Languages in schools

Asian languages now dominate in Queensland schools. Of the state school students studying a language, in primary and secondary, 68% are studying Japanese, Chinese (Mandarin), Indonesian or Korean (2012 data). State primary and secondary students studying Chinese increased from 11% in 2011 to 13% in 2012.

Asian languages are widely taught through the After Hours Ethnic Schools (AHES) Program. In 2012, 55.1% of funded AHES establishments studied Chinese, 23.7% studied Vietnamese and 3.9% studied Korean.

For operators and employees:

- In the vocational education and training sector, students undertaking certificates and diplomas in tourism, travel and hospitality will be able to select Asian language and cultural awareness units as part of their qualifications.
- Tourism operators and existing workers who already hold a qualification at Certificate III level or higher will be able to undertake Asian language and cultural awareness skills sets relevant to their business needs.

Three skills sets relevant to international markets, including Asian/Chinese markets, have been endorsed under the national Tourism, Travel and Hospitality Training Package (SIT12). This formal endorsement is critical for eligibility for funded training programs and opens up opportunities for larger businesses or clusters of small businesses to apply for government subsidies to undertake skill sets in Mandarin language and cultural awareness.

*'I am extremely happy with the course and I was immediately able to use the skills and knowledge I learnt directly into the workplace. I am now more aware of how to communicate with Chinese visitors and understand the Chinese rules of communication.'*

**Delmarie Theodore**  
Guest Services Officer  
Dreamworld

With funding from Skills Queensland's Workforce Development Fund, QTIC implemented a pilot program in Mandarin language and cultural awareness, with a view to extending the program after evaluation. As part of the pilot, Gold Coast and Tropical North Institutes of TAFE delivered the skill set to existing tourism workers, with 10 participants in Cairns and 10 on the Gold Coast from businesses such as Green Island Cruises, Skyrail, Currumbin Sanctuary, Get Wet Surf School and Dreamworld.

Through Industry First Response, TEQ funded the delivery of China Cultural Awareness training to 400 Queensland members of the industry—in Cairns, Whitsundays, Sunshine Coast, Brisbane and the Gold Coast. The training was delivered in partnership with Australian Tourism Export Council and AVANA.

## Working nationally for workforce reform

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The tourism industry, working through its industry associations has been actively engaging with governments and unions to ensure the issues affecting the productivity and viability of the industry are understood in developing and updating industrial agreements and awards. Industry has participated in the federal industrial relations reviews of the *Fair Work Act 2009* and Fair Work Australia Modern Award Reviews. QTIC, the Accommodation Association Australia, and the Australian Hotels Association are parties to the Fair Work Australia Modern Award Reviews of:

- Hospitality Industry (General Award)
- Passenger Vehicle Transportation Award
- Restaurant and Catering Award

QTIC provided submissions to Fair Work Australia on behalf of industry relating to the penalty rates issue. However, QTIC were subsequently advised to withdraw its submission as it is not a registered industrial relations organisation.

QTIC continues to work with other industry associations and advocate for industry concerns around penalty rates and award flexibility.

# Addressing labour shortages in remote and resort areas

The Queensland Government and QTIC have been working on innovative ways to tap into international visitors as an alternative labour source to support local operators, particularly during peak seasonal periods. The Queensland Government has committed to:

- encouraging local and guest tourism industry employees and trainees to work in Queensland to help address labour shortages in remote and resort areas
- ensuring the Australian Government gives proper consideration to allowing more flexibility with the WHM program and extending the SWP trial (which is currently designated for the Whitsundays and Far North Queensland).

## Seasonal Workers Program

The SWP provides additional labour to regions experiencing strong seasonal fluctuations in visitor numbers. To maximise the uptake of the SWP, the Australian Government, TEQ, DTESB and QTIC have promoted the trial to eligible Queensland accommodation providers through one-on-one consultation with prospective applicants and case management support to employers. A number of accommodation providers have indicated their interest in participating in the program.

## Working holiday maker (subclass 417) visa

Working holiday makers are a flexible workforce for Queensland's remote areas and coastal resort centres. The Queensland Government and the tourism industry continue to lobby to improve the tourism industry's access to the second year of the working holiday maker visa (subclass 417) program. Nationally, all tourism ministers affirmed their support for the government's consideration to improve tourism's access to the WHM.

## Tourism employment plans

Tourism employment plans (TEPs) are being rolled out by the Federal Department of Resources, Energy and Tourism (DRET) in key labour and skills shortage 'hotspots' around Australia, including Far North Queensland. TEPs focus on delivering practical measures to ease labour and skills shortages by linking tourism businesses with programs to improve training and employment outcomes. In May and June 2013, DRET held workshops, one-on-one meetings and information and planning meetings in Brisbane, Cairns and Port Douglas with key stakeholders—including QTIC, TTNQ, tourism operators, local government, education bodies (TAFE and universities) and key government agencies.



## Next steps

### Workforce planning

- Implement QTIC’s Workforce Development Action Plan.
- Implement the Best Practice Strategy and plan to encourage attraction and retention of staff.
- Establish the Ministerial Industry Commission to provide advice to government on the priorities for funding qualifications that match job opportunities.
- Commence implementation of the Certificate III Guarantee on 1 July 2013.
- Transition a fully contestable vocational, education and training investment model by mid-2014.
- Establish fee-free training for year 12 graduates who take up training within a year of leaving school.
- Analyse skills and capacity to meet the industry needs of the upcoming Commonwealth Games.

### Career pathways

- Promote language and cultural awareness to meet the needs of visitors; particularly Asian languages like Mandarin.
- Maintain industry, schools and training provider networks and continuously improve current activities to ensure the standards of training.
- Improve the promotion of career opportunities within the state.
- Roll out the Tourism Employment Plan in Far North Queensland in conjunction with Federal Government.
- Encourage industry accommodation providers to participate in the SWP in Cairns and the Whitsunday Islands.
- Industry and whole-of-government support for improved tourism access to a second year of the working holiday visa.
- Work with industry to research, design and support improved quality service to achieve increased business outcomes and enhance tourism as a career.

### Online booking

Eco Queenslander in Maryborough received mentoring on how to attach an online booking system to their website. After receiving mentoring sessions over the phone and in person, Eco Queenslander can now control their availability; have inventory on third party websites (such as [www.wotif.com](http://www.wotif.com)) controlled through a channel manager; receive bookings 24 hours a day, 7 days a week; and receive full payment prior to their guests’ arrival. An added advantage of the online system is that potential guests now check the property’s availability online rather than phoning the property—this has helped reduce the administrative workload for this one-person owned and operated holiday home.



# Marketing approach



## Highlights

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- Implemented an integrated tourism and events planning and marketing structure within TEQ
- Delivered a coordinated marketing approach through a destination tourism planning framework
- Delivered a 2020 strategic marketing plan to support the destination tourism planning framework
- Delivering a 2020 event strategy to support the destination tourism planning framework
- Delivered nine major destination campaigns, as part of more than 150 projects covering key tourism regions and international markets
- A greater focus on commercial partnerships to maximise marketing impact
- Improved information and insights about tourism in Queensland

## Issues and overview

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One of the key outcomes of the 2012 *DestinationQ* forum was the shared vision of key tourism stakeholders (Queensland Government, RTOs, TEQ, QTIC and industry) in creating a unified marketing direction to reach \$30 billion in annual overnight visitor expenditure by 2020. A number of priority issues were identified in relation to this.

### Coordinated approach

Delegates raised the need for a coordinated and agreed marketing approach, including:

- identifying a balanced portfolio of source markets and strategies for each of these markets
- creating a strategic marketing plan that delivers effective, targeted and efficient marketing and branding activity
- ensuring the marketing plan forms the basis of Queensland's tourism and events marketing activity, including activity that is conducted by the industry, RTOs, TEQ and all levels of government.

### Event strategies

Specific issues were identified in relation to event strategies, including:

- developing coordinated events strategies to maximise tourism visitation and expenditure in the destinations
- coordinating and promoting events to increase visitation during shoulder and low seasons
- identifying key ecotourism, indigenous, adventure and cultural events (and event opportunities) that have national and international significance.

### Market intelligence

Market intelligence was highlighted as an issue, particularly:

- gaining a better understanding of target consumers and tourism behaviour
- providing more accessible consumer intelligence and market insights to the tourism industry, with an emphasis on clear and relevant information to assist tourism businesses
- providing consumer insights relevant to achieving 2020 targets, including yield and consumer experience
- understanding the local community's view of tourism and its importance to the amenities and liability of their community.

## Coordinated approach

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As part of the integration of Tourism Queensland and Events Queensland to TEQ, a business structure was adopted that focuses on maximising benefits through ensuring coordination and integration of tourism and event planning and marketing.

In addition, TEQ is working on the development of a destination tourism planning framework. This framework will be the foundation for the completion of 13 destination tourism plans, as well as a Queensland destination tourism plan.

This framework is supported by a capacity study covering the key regions, a 2020 strategic marketing plan and a 2020 events strategy (which is expected to be completed in September 2013).

This approach has involved extensive consultation with RTOs, industry, leaders and visionaries in the tourism and events sector, local government, stakeholders and partners (including Tourism Australia, QTIC, airlines and others).

It embraces the spirit of collaboration and partnership that will drive Queensland's success in achieving the ambitious goal of \$30 billion per annum in overnight visitor expenditure by 2020.

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'The creation of TEQ as a newly-combined entity less than a year ago brought with it a unique opportunity to develop a fresh approach to growing tourism and events in Queensland. Working hand-in-hand with destinations, including regional tourism organisations and industry stakeholders, is the key to future success. In recent months, TEQ has led the development of a range of strategies that not only deliver on the commitments of the inaugural DestinationQ forum, but also lay the foundation for future years and meeting the 2020 growth objectives.

A 2020 Strategic Marketing Plan, a complementary Events Strategy, and a strong focus on commercial partnerships, such as the recent marketing agreement with Qantas valued at \$12 million over three years, are some examples of the work being done. And work is continuing on 13 Destination Tourism Plans, as well as a Queensland Destination Tourism Plan. It's about consultation, collaboration and a shared vision for the future. TEQ is

committed to continuing to work closely with our valued partners in industry to grow tourism and events in Queensland.'



Stephen Gregg  
Chairman  
Tourism and Events Queensland

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## Strategic marketing plan

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The central question addressed in the 2020 Strategic Marketing Plan is:

*'how will marketing contribute to achieving Queensland's ambitious objective of reaching \$30 billion in overnight visitor expenditure per annum by 2020?'*

The plan recognises, as a central point, that the 2020 objectives require all stakeholders at all levels to work together in a collaborative, consistent and integrated effort. It outlines the principles that need to underpin that effort.

The plan will inform the 13 destination tourism plans (covering the 13 RTO regions) and brings together all facets of overnight visitor expenditure, including holidays, events, business, education, visiting friends and relatives, incentives and special interest travel. It acknowledges and relates to every level of visitation from the local level through to regional, multi-regional and statewide.

At the centre of the plan are 28 guiding principles covering a range of areas including source markets, destinations, visitor segments, reason for visitation and how marketing will be implemented.

# 2020 Strategic Marketing Plan: the 28 guiding principles for marketing

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## Overarching principles

1. All marketing efforts will be framed in terms of four aspects of visitor expenditure (to, from, why?, who?).
2. All marketing efforts will be framed in terms of the three key levers that drive incremental overnight visitor expenditure (more visitors, stay longer, spend more).
3. Destination focus.
4. Visitor focus.
5. All marketing efforts will be framed in terms of the concept of visitational pull.

## Principles related to destinations

6. Destinations will be identified from a visitor's perspective.
7. All destinations will have clearly articulated, differentiating positioning.
8. Destinations will increase visitor expenditure organically, starting with their existing visitational pull.
9. Destinations will leverage hero experiences.
10. Competition amongst destinations within Queensland will be constructive, coordinated and collaborative.

## Principles related to source markets

11. Queensland will have a balanced portfolio of source markets.
12. Queensland will strategically cultivate emerging source markets.

## Principles related to visitor segments

13. Segmentation will be approached pragmatically.

## Principles related to reason for visitation

14. Events will be marketed to drive all three levers of incremental overnight visitor expenditure.
15. Strategically align destinations and events.
16. Coordinated event strategies will be pursued at every level.
17. Events will strive to complement leisure.
18. Travel with a purpose will be pursued in a consistent, integrated way across destinations.
19. Business events and business visitation will have separate, but aligned, strategies.
20. There will be a balanced events portfolio.
21. Destinations will convert daytrippers to overnight visitors.
22. Destinations will increase visitor expenditure from visiting friends and relatives

## Principles related to how marketing will be implemented

23. Destinations will focus on fewer activities for greater impact.
24. Destinations will focus on the strongest message.
25. Increase objectivity by making the visitor the arbiter.
26. Address the planning/budgeting cycle.
27. Increase longevity of destination positioning and messaging.
28. Increased the role of digital technology and social media.

Each destination will be encouraged to develop a strategic marketing plan that addresses these principles. It will then form part of the destination tourism plan to ensure a streamlined and coordinated approach for each destination.



# Events strategy

TEQ is on track to deliver the Events Strategy 2020 by September 2013. This strategy will focus on:

- developing events to maximise tourism outcomes before, during and after events
- marketing events to maximise visitor numbers and promote the destination
- fostering a partnership approach with RTOs, including the incorporation of an event strategy within the region's Destination Tourism Plan.

In development and delivery of the Events Strategy 2020, TEQ will continue to collaborate with key stakeholders including industry and local, state and federal government.

The Events Strategy 2020 will guide TEQ in identifying, attracting, developing and promoting events that deliver the key outcomes of contributing to the Queensland economy, attracting visitors to Queensland, enhancing the profile of Queensland and fostering community pride in Queensland.

Examples of new major events secured to drive visitation and promote the destination include:

- Bolshoi Ballet—part of the QPAC International Performance Series, exclusively secured for Brisbane
- Sunshine Coast Ironman 70.3—a new event secured for Mooloolaba
- 2014 and 2016 UCI International Mountain Bike World Cups and 2017 World Championships—new events secured for Cairns.

TEQ's strategy to expand homegrown events that have the potential to deliver significant tourism outcomes for the state has resulted in four new additions to Queensland's major events calendar:

- Easterfest (Southern Queensland Country)
- Birdsville Races (Outback Queensland)
- Australian Festival of Chamber Music (Townsville)
- Blues on Broadbeach (Gold Coast)

Additional events supported for growth and tourism outcomes include Woodford Folk Festival and Gympie Muster (Sunshine Coast).

## Tom Quilty Gold Cup Endurance Ride

When the Tom Quilty Gold Cup Endurance Ride base (in Kilkivan) experienced significant infrastructure damage (loss of 95 per cent of the arena fencing, a three-bay lockable shed, an amenities block, power and lighting) in the January 2013 floods, the committee sought funding support through the Events Flood Assistance Program.

Funding covered the hire of arena fencing to ensure the safety of the horses and spectators, an amenities block, lighting, toilets and an undercover shelter. The funding also allowed the committee to produce promotional signage and undertake a marketing campaign via radio and television.

As a result of the funding, increased nominations into the event and registrations of volunteers have been received and the profile of the event has been raised.

With the return of visitors to the Tom Quilty event and economic benefits flowing into regional townships, the economic support for the event also helped to increase morale throughout the community.



# Events development

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In recognition of the vital role events play in supporting tourism regions, TEQ is investing extra resources to work directly with regions to maximise event outcomes.

Resources have been dedicated to working directly with RTOs and event organisers to maximise the marketing potential of events and support visitation growth, economic impact and community pride.

TEQ will also work with RTOs and organisers of events under the regional development program to identify events that have potential to grow into major events. For example, in 2013, six regional events have been elevated for support under the major events portfolio.

In addition, the TEQ Regional Development Conference is held annually to support event organisers and RTOs in skills development, marketing approaches and information sharing.

## Extra event assistance in times of need

When industry needed support following the 2013 floods, TEQ implemented an Events Flood Assistance Program.

The program offered a one-off fund of \$150 000 to provide financial assistance with the staging or re-staging of affected events in flood-declared council areas, to ensure they could continue to showcase regional Queensland and attract external visitation.

Event organisers could apply for specified eligible uses of funding, including marketing costs, engagement of specialised personnel and hire of temporary infrastructure. The program has provided funding to 17 events.

*‘Through our partnership with Tourism and Events Queensland (TEQ), QPAC develops and delivers international marketing campaigns to cater to the cultural appetite, bringing lovers of performing arts to Brisbane from markets including New Zealand and Asia. The results of the recent Bolshoi season exemplify the strength of our partnership:*

- *A sell-out season with initial estimates of more than 39% of all patrons coming from outside the local Brisbane metropolitan area.*
- *Queensland was showcased as a destination for high-quality and exclusive events.*
- *Brisbane and QPAC’s reputation as a cultural tourism destination continues to be enhanced.*

*Quite simply, our partnership with TEQ has helped cement Brisbane’s position on the cultural map and QPAC as one of the world’s leading and most welcoming performing arts centres.*

*We look forward to continuing our close partnership and to ‘bringing the world to Brisbane’ through the QPAC International Series.’*

**John Kotzas**  
Chief Executive  
Queensland Performing Arts Centre

# Market intelligence

One of the continuing themes of 2012 *DestinationQ* forum was the need for more accessible consumer intelligence and market insights for the tourism industry (the majority of who are small and micro businesses); particularly:

- clear and relevant information
- data directly related to the destinations and local areas (often difficult to access or unavailable at the small area level)
- information ranging from consumer insights to 2020 forecasts of visitors and expenditure by target markets.

A number of activities have been initiated by TEQ to provide the depth of information required by the industry:

- production of Tourism Data Profiles for Queensland's Local Government Areas (LGA) to provide insights into visitor types and expenditure at the local level
- collaboration with RTOs and Tourism Research Australia to increase the number of Queensland tourism small businesses that provide regular data on accommodation occupancy
- incorporation of information and insights into the hero experiences project, where the destinations have defined and developed experiences that best showcase the destination appeal
- updating of, and improvements to, information about key target audiences, including the domestic segments, consumer needs in China, profiling the travel patterns of long-haul drive touring travellers and community's views of tourism.

Factsheets developed by TEQ in 2013 to provide information and insights to industry included:

- China free and independent travellers
- key target domestic segments
- drive touring market to Queensland
- visitor profile factsheets for Queensland local government areas, where data permitted.

The information will be built on over time, providing an ongoing and extensive array of information and insights to guide the development of tourism in Queensland.

## Commercial partnerships

During the past year, developing commercial partnerships to deliver maximum returns on marketing investment has received great focus.

TEQ is currently engaging with a number of industry stakeholders, with the intention of formalising commercial partnerships to ensure a coordinated and strategic approach to marketing Queensland destinations.

In one key development in July 2013, TEQ and Qantas signed a milestone marketing agreement. This three-year cooperative marketing agreement is valued at \$12 million and will promote the state's tourism destinations to the world.

Minister for Tourism, Major Events, Small Business and the Commonwealth Games, the Honourable Jann Stuckey MP said:

'This is a milestone marketing agreement and the largest tourism and events airline partnership in the state's history. Qantas' strong international brand, premium product and service make it an ideal partner to promote to the world Queensland's tourism destinations from the Gold Coast to the Great Barrier Reef and many others. The global partnership will deliver great dividends for Queensland, particularly in attracting more visitors from the state's key international markets including New Zealand, United States, Asia, the Middle East and the United Kingdom.'



## Destination brand campaigns

Between January and July this year, nine major destination campaigns targeted the intrastate and interstate markets to drive visitation and increased awareness of the range of experiences on offer in Queensland.

The performance of the campaigns is being assessed against a range of criteria, including campaign awareness, likelihood to visit and positive shift in perceptions of the destination.

The campaigns were part of around 150 projects (supporting growth in intrastate, interstate and international visitation) that occurred as a result of the extra \$20 million tourism investment in 2012–13.

### Gold Coast

The ‘Famous for fun...and action’ campaign was launched on 19 May and showcases the Gold Coast as a destination that is fun, vibrant and energetic. The campaign ran in Sydney, Melbourne and Brisbane and included TV, cinema and digital components.



### Sunshine Coast

The ‘Make the most of the moment’ campaign focused on promoting the region as a place to relax, unwind and rejuvenate and take a break from fast-paced society. The campaign ran in Sydney, Melbourne and Brisbane between April and June, and featured a television and digital component.



### Tropical North Queensland

The Tropical North Queensland ‘One day in paradise’ campaign was launched on 16 May and involved 20 innovative and creative short films that were filmed in the region. These were then posted on YouTube for viewers to share and vote on. An advertisement showing highlights from the films was aired on television, in cinema and through digital advertising in the Sydney, Melbourne and Brisbane markets.



## The Whitsundays

‘Whitsundays pictures presents’ promotes the region as a movie-worthy location where consumers are invited to help create the world’s first crowd-sourced movie board. The movie-board was supported by Craig Pearce, screenwriter of ‘The Great Gatsby’, who will oversee the storyline as it develops. The TV and digital campaign ran interstate and intrastate between July and August.



## Fraser Coast

The ‘Harvey and the humpbacks’ campaign focused on promoting the region as a premier whale watching destination to the intrastate market. The campaign included radio, digital, transit and outdoor billboard advertising and runs between June and November.



## Brisbane

The Brisbane Autumn/Winter campaign focused on the appeal of the city as a winter destination with a strong events focus. The campaign ran between April and June and included TV, transit, print and digital components.



## Southern Queensland Country

The Southern Queensland Country campaign focused on experiencing the diversity of the seasons in the region (including Summer, Autumn and Winter) targeting intrastate visitors predominantly in Brisbane and South East Queensland. The campaign involved outdoor, digital, print and radio components and ran from January to February and April to July.



## Southern Great Barrier Reef

The ‘Where great begins’ campaign covered the three regions of Bundaberg, Gladstone and Capricorn Coast and focused on experiences where visitors can stay alongside the reef, wake-up and snorkel directly off the shore. The campaign included TV, radio, print and online components and ran between May and June.



## Outback Queensland

The ‘Outback Queensland adventures’ campaign had an intrastate visitor focus using events as a leverage to entice people to experience the outback. The campaign ran in the Brisbane and regional Queensland markets from February until June, through TV, print and digital advertising.



# Next steps

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## Coordinated approach

- Finalise destination tourism plan framework and develop 13 destination tourism plans and a Queensland plan, which will include a strategic marketing plan and event plan for each destination.
- Continue discussions with industry stakeholders to develop commercial marketing partnerships to ensure a streamlined and coordinated approach to marketing Queensland destinations.
- Clearly define roles and responsibilities for marketing activities between Tourism Australia, TEQ, RTOs and LTOs.

## Market intelligence

- Review information needs requirements identified in the 2020 Strategic Marketing Plan.
- Ongoing consultation with industry regarding information priorities and research projects.
- Contribute to destination tourism plans, including tourism and events insights.

## Events strategies

- Increase resources within TEQ to work with RTOs and event organisers to ensure the maximum benefits are derived from supported events.
- Provide further support for developing homegrown events to be part of the major event calendar.

## Beyond the first 12 months

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*DestinationQ*, as the partnership between the Queensland Government and the tourism industry, recognises the importance of tourism as one of the four pillars of our economy.

The government gave a commitment to establish the *DestinationQ* partnership in its first year with a focus on a whole-of-government approach in order to support industry, reduce red tape, tackle training and skills development, acknowledge and tap into the expertise of RTOs in destination marketing, restore (the former) Tourism Queensland to a position of strategic leadership and reclaim Queensland's prominence as the leading tourism destination in Australia.

The government's foundational *DestinationQ* Partnership Agreement with industry was signed in the first 100 days and the following 12 months period has been one of unparalleled activity by government and industry, through *DestinationQ*, to turn tourism around.

This partnership report highlights the hard work undertaken to address issues brought to government's attention at the 2012 *DestinationQ* forum—the need for better partnerships, wider engagement with industry and a more supportive government; prioritised tourism investment and a supportive environment that facilitated new tourism projects; shared values and goals for destination planning, marketing and product development; government policies that embrace and don't constrain ecotourism product development and innovation on or near our national parks; less red tape; and the need for initiatives that create a skilled, high-quality workforce.

We met the immediate challenge to build a good foundation to move forward.

### 20 year plan

The 2012 forum and the 2012 Partnership Agreement focused on the immediate actions required to turn industry around in the short term. The focus for government and industry now shifts to the longer term.

Through the development of a 20 year plan for tourism, government and industry activity needs to focus on identifying the major strategic directions we need to take together to ensure the growth of tourism—to achieve an ambitious goal of doubling overnight visitor expenditure from 2010 levels to \$30 billion per annum by 2020; and positioning Queensland's tourism industry to be successful and competitive in the long-term.

Government has already held workshops in each of our 13 tourism regions to discuss with tourism industry stakeholders their preferred future for tourism in their region and Queensland as a whole. Approximately 430 industry representatives and operators have participated in these workshops and an online survey (that was open to the public) also provided opportunity to participate. Results from the workshops and survey have been analysed and will inform a draft preferred future vision to be presented for discussion at the 2013 *DestinationQ* forum.

Development of this plan is the next step of our journey in partnership. It is an opportunity for industry and government to work together to review the current environment in which the tourism industry works; assess how future trends and consumer needs will change the tourism landscape over the next 20 years; identify our goals; and provide a pathway to achieve them.

It will be challenging, but together we will create our future.



# List of abbreviations

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ACCC	Australian Competition and Consumer Commission
Austrade	Australian Trade Commission
CBD	Central Business District
CCIQ	Chamber of Commerce and Industry Queensland
CEO	Chief Executive Officer
CIS	Community Impact Statement
CQ	Caravanning Queensland
DETE	Department of Education, Training and Employment
DNRPSR	Department of National Parks, Recreation, Sport and Racing
DRET	Department of Resources, Energy and Tourism (Australian Government)
DSDIP	Department of State Development, Infrastructure and Planning
DTESB	Department of Tourism, Major Events, Small Business and the Commonwealth Games
DTMR	Department of Transport and Main Roads
EIS	Environmental Impact Statement
EQ	Events Queensland
GLAM	Government Land Asset Management, Department of State Development, Infrastructure and Planning
LGA	Local Government Area
LTO	Local Tourism Organisation
OBPR	Office of Best Practice Regulation, Queensland Competition Authority
QCA	Queensland Competition Authority
QTIC	Queensland Tourism Industry Council
QPAC	Queensland Performing Arts Centre
QuEST	Queensland Eco and Sustainable Tourism policy
R4R	Royalties for the Regions program
RIS	Regulatory Impact Statement
RTO	Regional Tourism Organisation
SARA	State Assessment and Referral Agency
SPP	State Planning Policy
SWP	Seasonal Worker Program
TAFE	Technical and Further Education (institution)
TCC	Tourism Cabinet Committee
TEP	Tourism Employment Plans

TEQ	Tourism and Events Queensland
TFC	Tourism Forecasting Committee
TIDC	Tourism Inter-departmental Committee
TIPA	Tourism in Protected Areas Initiative
TNQ	Tropical North Queensland
TTNQ	Tourism Tropical North Queensland
TOP	Tourism Opportunity Plan
TQ	Tourism Queensland
VIC	Visitor Information Centres
VET	Vocational Education and Training
WMDL	Whitsundays Marketing and Development Limited
WHM	Working Holiday Maker Visa (Subclass 417) Program



