



## Tourism Action Plan to 2012

### List of actions

## Sales and marketing

Action	Responsibility	KPI	Milestone
<p>1-1</p> <p>Support Queensland regions via <b>domestic tourism sales and marketing campaigns</b> in 2009/10, including but not limited to:</p> <ul style="list-style-type: none"> <li>• whole-of-State campaigns</li> <li>• campaigns focussing on Gold Coast, Tropical North Queensland, Whitsundays, Brisbane and Sunshine Coast.</li> </ul>	<p><b>Lead: TQ</b> Support: RTOs</p>	<p>0.3 million incremental visitor nights above forecast</p> <p>\$44.5 million incremental visitor expenditure* in Queensland</p> <p>655 incremental total direct and indirect jobs supported</p>	<p>Marketing campaigns implemented by Jun 2010</p>
<p>1-2</p> <p>Undertake marketing activity to continue stimulating growth from the <b>China</b> market in accordance with the China Action Plan.</p> <p>Marketing activity planned in China:</p> <ul style="list-style-type: none"> <li>• consumer retail marketing</li> <li>• trade/wholesaler marketing partnerships</li> <li>• public relations/media activities</li> <li>• digital marketing.</li> </ul>	<p><b>Lead: TQ</b> Support: RTOs</p>	<p>6,300 incremental visitors above forecast</p> <p>\$10.2 million incremental visitor expenditure** in Queensland</p> <p>160 incremental total direct and indirect jobs supported</p>	<p>Marketing activity implemented by Jun 2010</p>
<p>1-3</p> <p>Undertake tourism sales and marketing campaigns stimulating growth from the <b>New Zealand</b> market.</p> <p>Six campaigns in New Zealand are planned including:</p> <ul style="list-style-type: none"> <li>• whole-of-State: two campaigns</li> <li>• Tropical North Queensland: one campaign</li> <li>• Sunshine and Fraser Coasts: one campaign</li> <li>• Brisbane: one campaign</li> <li>• Gold Coast: one campaign.</li> </ul>	<p><b>Lead: TQ</b> Support: RTOs</p>	<p>7,000 incremental visitors above forecast</p> <p>\$9.8 million incremental visitor expenditure** in Queensland</p> <p>180 incremental total direct and indirect jobs supported</p>	<p>Campaigns implemented by Jun 2010</p>

\* Figures may be different than incremental visitor nights multiplied by expenditure per visitor night due to the impacts of rounding

\*\* Figures may be different than the incremental visitor multiplied by expenditure per visitor due to the impacts of rounding

<p>1-4</p> <p>Implement marketing and product development activity to <b>continue stimulating growth from key markets</b>. Marketing activity plans will be adjusted annually to match the economic conditions at the time.</p>	<p><b>Lead: TQ</b> Support: RTOs</p>	<p>To be determined annually</p>	<p>Marketing activity plans for 2010/11 and 2011/12 are approved by TQ Board by Jun 2010 and Jun 2011 respectively</p> <p>Implement according to marketing activity plans in 2010/11 and 2011/12</p>
<p>1-5</p> <p>Investigate new tourism opportunities that can be leveraged from the <b>international education market</b>.</p>	<p><b>Lead: TQ</b> Support: QETI, DEEDI, RTOs</p>	<p>Assessment of market opportunities completed TQ Board approves direction for 2010 and beyond</p>	<p>Decisions made by Jun 2010</p>
<p>1-6</p> <p>Implement the <b>Tourism Queensland Digital Marketing Strategy</b> to maximise opportunities and foster a competitive tourism information technology environment.</p>	<p><b>Lead: TQ</b> Support: RTOs</p>	<p>Actions within the strategy are implemented according to schedule (measured annually) and meet KPIs</p>	<p>Measured annually through to Jun 2012</p>
<p>1-7</p> <p>Finalise and use the accountability framework for Tourism Queensland to guide future investment in, and to measure the <b>economic contribution and effectiveness of its tourism marketing activities</b>.</p>	<p><b>Lead: TQ</b> Support: Queensland Treasury (OESR), Queensland Treasury Corporation, DEEDI</p>	<p>Used to measure TQ marketing activities from 2009/10</p>	<p>Mar 2010</p>
<p>1-8</p> <p>Develop a Statement of Commitment and Collaboration between TQ and Arts Queensland to <b>include arts and culture</b> into mainstream tourism product development and marketing.</p>	<p><b>Lead: TQ</b> Support: Arts Queensland</p>	<p>Statement of Commitment and Collaboration signed</p>	<p>Dec 2009</p>

## Major events

Action	Responsibility	KPI	Milestone
2-1 Identify <b>priority events</b> and <b>implement partnership marketing activity</b> over the next three years to maximise visitor numbers and visitor expenditure.	<b>Lead: TQ, Queensland Events Corporation</b>	To be determined following strategic negotiations between TQ and Queensland Events	Partnership marketing initiatives agreed by Dec 2009

## Infrastructure

Action	Responsibility	KPI	Milestone
<p>3-1</p> <p>Maximise private sector <b>opportunities for investment</b> in new tourism developments:</p> <ul style="list-style-type: none"> <li>finalise <b>Tourism Opportunity Plans (TOPs)</b> in all Queensland tourism zones to identify product, public and private sector infrastructure and investment opportunities</li> <li>work with <b>Government agencies</b> to ensure that tourism priorities identified in the TOPs are taken into account in their <b>forward planning and funding prioritisation</b>.</li> </ul>	<p><b>Lead: TQ, RTOs</b> Support: DEEDI, DIP, local government, DERM</p> <p><b>Lead: DEEDI</b> Support: TQ</p>	<p>10 TOPs completed</p> <p>All government-related tourism issues raised with the responsible agency</p>	<p>TOPs completed by Jun 2010</p> <p>Completed by Jun 2010</p>
<p>3-2</p> <p>Implement a new <b>tourism project pre-feasibility grants scheme</b> to facilitate the delivery of tourism infrastructure projects identified in the TOPs.</p>	<p><b>Lead: DEEDI</b> Support: TQ, QTIC, industry, DIP, RTOs</p>	<p>Provide assistance to the development of seven catalytic projects across Queensland</p>	<p>Completed by Jun 2012</p>
<p>3-3</p> <p>Establish a new <b>tourism investment attraction program</b> to attract investment for tourism product and infrastructure in Queensland.</p>	<p><b>Lead: TQ/DEEDI</b> Support: RTOs</p>	<p>10 business cases presented to potential investors in years 2 and 3 (2010/11 and 2011/12)</p>	<p>Completed by Jun 2012</p>
<p>3-4</p> <p>Deliver <b>new and enhanced tourism infrastructure</b> through the Queensland Government's <b>Green Army initiative</b> eg. Walking tracks, picnic facilities, rehabilitation of the natural environment.</p>	<p><b>Lead: DEEDI</b> Support: QTIC</p>	<p>10 Green Army tourism-related projects annually</p>	<p>Measured annually through until Jun 2012</p>
<p>3-5</p> <p>Provide <b>funding allocated on a contestable basis</b> from 2009/10 – 2011/12 to support:</p> <ul style="list-style-type: none"> <li>Regional Tourism Organisations, Local Tourism Organisations and local government working cooperatively on whole of region programs</li> <li>outstanding zonal and sub-zonal projects</li> <li>Regional Tourism Organisations who are merging.</li> </ul>	<p><b>Lead: TQ</b></p>	<p>Progress reports provided in accordance with the grant guidelines</p>	<p>Funds allocated by Jun 2010</p>

<p>3-6</p> <p>Progress initiatives aimed at giving greater <b>recognition to tourism development</b> in the <b>regional planning and development assessment</b> process including:</p> <ul style="list-style-type: none"> <li>• develop a State planning policy for regional and economic development which formalises DEEDI's economic advisory role in regional planning and development assessment</li> <li>• ensure, where appropriate, significant, complex tourism developments are managed under the <i>State Development and Public Works Organisation Act 1971</i>.</li> </ul>	<p><b>Lead: DIP/DEEDI</b> Support: TQ</p>	<p>Tourism is included in all state and local planning frameworks</p>	<p>By Jun 2012</p>
<p>3-7</p> <p>Finalise <b>Regional Ecotourism Plans</b> and support implementation in 2009/10.</p>	<p><b>Lead: TQ</b></p>	<p>Completion of the Sunshine Coast Hinterland Nature Based Tourism plan</p> <p>Concept design prepared for one of the day use sites identified in the Cape York Camping and National Park Action Plan</p>	<p>Plans completed Dec 09</p>
<p>3-8</p> <p>Investigate and facilitate demonstration sites on or adjacent to protected areas which would be suitable for <b>low-impact ecotourism infrastructure</b>, including:</p> <ul style="list-style-type: none"> <li>• consideration of the following pilot sites located at <ul style="list-style-type: none"> <li>• Eurong Beach, Fraser Island</li> <li>• Wallaman Falls, Girringun National Park, North Queensland</li> <li>• Ninny Rise, near Mission Beach, Tropical Northern Queensland</li> <li>• Jonah Beach, Whitsundays</li> <li>• Cowan South, Moreton Island National Park</li> <li>• Green Mountains Campsite, Lamington National Park, South East Queensland</li> <li>• Mount Mee, D'Aguiar National Park (Recovery), South East Queensland</li> </ul> </li> <li>• consideration of other suitable sites as they occur; and</li> <li>• a new Ecotourism Places Development Grants (EPDG) scheme to complement the site identification and pre-feasibility assessment process above.</li> </ul>	<p><b>Lead: DERM</b> Support: DEEDI, TQ, QTIC</p>	<p>Identification of at least seven key areas for pilot projects, including developing concept plans</p> <p>Feasibility assessment, leading to the launch of an Expressions of Interest process</p> <p>Progress reports provided in accordance with the grant guidelines</p>	<p>Jun 2010</p> <p>By Jun 2011</p> <p>EPDG scheme delivered by Jun 2012</p>

<p>3-9</p> <p>Implement the <b>Tourism In Protected Areas</b> initiative at high priority tourism sites, including:</p> <ul style="list-style-type: none"><li>• Fraser Island in the Great Sandy National Park</li><li>• Natural Bridge at Springbrook National Park</li><li>• Whitsunday Islands.</li></ul>	<p><b>Lead: DERM</b></p> <p>Support: DEEDI, TQ QTIC</p>	<p>Three sites completed</p>	<p>Dec 2010</p>
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## Access

Action	Responsibility	KPI	Milestone
<p>4-1</p> <p>Implement the <b>Queensland Commercial and Tourism Aviation Plan</b>.</p>	<p><b>Lead: TQ</b></p> <p>Support: Invest Queensland</p>	<p>Actions within the strategy are implemented according to schedule and meet KPIs</p>	<p>Jun 2012</p>
<p>4-2</p> <p>Continue <b>general airline route development funding</b> assistance through Tourism Queensland for co-operative marketing with airlines:</p> <ul style="list-style-type: none"> <li>aviation relationships focused on generating capacity from China.</li> </ul>	<p><b>Lead: TQ</b></p> <p>Support: DEEDI</p>	<p>Increase airline capacity to Queensland</p> <p>Increase airline capacity China-Queensland</p>	<p>KPI measured each year</p> <p>KPI measured each year</p>
<p>4-3</p> <p>Support the growth of the <b>cruise shipping</b> industry in Queensland through:</p> <ul style="list-style-type: none"> <li>consistent with the Renewing Queensland Plan, undertaking a statewide needs analysis and an assessment of the mega cruise ship market, trends, demand and opportunities</li> <li>identifying and developing new market and product development opportunities for smaller cruise ship vessels (for example, expedition and adventure cruises)</li> <li>implementing the Queensland Cruise Shipping Marketing Plan</li> <li>working with State and Federal Government agencies to deliver improved regulatory outcomes for the cruise shipping industry through addressing issues such as quarantine requirements, access requirements to non-proclaimed ports, cabotage, and the need for flexibility in itinerary development.</li> </ul>	<p><b>Lead: DEEDI, TQ</b></p> <p>Support: RTOs, DTMR, DIP, Department of Infrastructure, Transport, Regional Development and Local Government, port and terminal operators, Australian Quarantine and Inspection Service, and Customs</p>	<p>Completion of study</p> <p>Increase in product development opportunities identified</p> <p>Plan implemented according to schedule</p> <p>Representations made to relevant State and Federal Government agencies</p>	<p>Sept 2010</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>4-4</p> <p>Deliver a drive-tourism focused <b>Minor Tourism Infrastructure Grants Program</b> eg. Rest stops, waste receptacles, roadside amenities.</p>	<p><b>Lead: DEEDI</b></p>	<p>Progress reports provided in accordance with the grant guidelines</p>	<p>\$1.8 million worth of minor tourism infrastructure grants delivered by Jun 2012</p>

## Jobs and industry development

Action	Responsibility	KPI	Milestone
5-1 Conduct a ministerial-hosted <b>Tourism Jobs Summit</b> with industry and key stakeholders to examine innovative approaches to protecting tourism jobs in Queensland.	<b>Lead: DEEDI</b> Support: TQ, QTIC, industry	Summit conducted	Dec 2009
5-2 Deliver new training places by investing in the Commonwealth-State <b>Productivity Places Program</b> .	<b>Lead: DET</b>	2,000 new training places	Jun 2012
5-3 Investigate the potential for the tourism industry to customise the <b>Pre-apprenticeship Skilling Model</b> .	<b>Lead: DET</b> Support: QTIC	Customised model developed	
5-4 Establish a <b>hot link to Government employment and training programs</b> .	<b>Lead: DEEDI</b> Support: TQ, DET, QTIC	Link established	Jun 2010
5-5 Utilise the Queensland Government's <b>Skilling Queenslanders for Work</b> initiative to up-skill existing workers seeking more hours of employment and develop work-ready job seekers for the tourism industry.	<b>Lead: DEEDI</b> Support: QTIC	Increased number of tourism projects Increased number of Indigenous projects	Measured annually
5-6 Implement effective <b>business development programs for tourism SMEs</b> to improve performance at the business level. Delivery will include methods such as business health check, individual planning sessions and small size workshops on topics such as: <ul style="list-style-type: none"> <li>• business yield and profitability</li> <li>• business planning</li> <li>• business growth</li> <li>• business resilience.</li> </ul>	<b>Lead: QTIC</b> Support: TQ, DEEDI, RTOs	250 business health check reports completed 15 workshops delivered 60 business coaching programs delivered	Jun 2012

<p>5-7</p> <p>Provide <b>career and skill development</b> to ensure that training providers and the tourism industry have the skills to develop a sustainable workforce and a culture of service excellence. Programs may include:</p> <ul style="list-style-type: none"> <li>• Tourism Skills Alliance</li> <li>• AussieHost.</li> </ul>	<p><b>Lead: QTIC</b> Support: DET, TQ, RTOs</p>	<p>Skills Alliance services delivered, including:</p> <p>5 study tours per year for trainers</p> <p>Annual trainers conference</p> <p>Monthly newsletter</p> <p>Ongoing advice on training, skills and careers</p> <p>500 AussieHost annual participants</p> <p>Coordinated Queensland presence at World Skills Expo</p>	<p>Progress measured annually through to Jun 2012</p>
<p>5-8</p> <p>Develop and implement programs that focus on <b>attracting and skilling</b> specific sectors for the tourism workforce such as:</p> <ul style="list-style-type: none"> <li>• Indigenous Employment Champions Network</li> <li>• QTIC – Y Network.</li> </ul>	<p><b>Lead: QTIC</b> Support: TQ, RTOs</p>	<p>110 Indigenous jobs created</p> <p>5 per cent annual increased participation in QTIC-Y Network</p>	<p>Progress measured annually through to Jun 2012</p>
<p>5-9</p> <p>Conduct an annual <b>Queensland Ministerial Forum</b> on strategic tourism issues.</p>	<p><b>Lead: DEEDI</b> Support: TQ, QTIC</p>	<p>Increased recognition of tourism across government portfolios</p>	<p>Annual meeting</p>
<p>5-10</p> <p>Raise the profile and accessibility of <b>Welcome to Queensland</b> programs by developing a new web portal through which Queenslanders can volunteer their time to welcome visitors. In addition tourist operators can access volunteers for their welcome programs.</p>	<p><b>Lead: DOC</b> Support: DEEDI</p>	<p>Portal developed</p>	<p>Jun 2010</p>

<p>5-11</p> <p>Deliver the <b>Pathways to Sustainable Tourism for Queensland Local Government Project</b> with the following outcomes:</p> <ul style="list-style-type: none"> <li>• improved understanding of the importance of tourism to local government</li> <li>• leading to more cohesive planning, investment and marketing</li> <li>• understanding of key visitor markets, tourism trends, and the economic value of tourism in the area</li> <li>• capacity building of local government staff</li> <li>• better stakeholder engagement.</li> </ul>	<p><b>Lead: DEEDI</b></p> <p>Support: LGAQ, QTIC, RTOs</p>	<p>Tourism is considered in plans such as community development plans and regional economic development plans</p>	<p>Dec 2010</p>
<p>5-12</p> <p>Undertake industry development programs to <b>improve market readiness of the Queensland industry</b> at a regional level. Delivery will include activity such as regional workshops and industry assistance in the areas of:</p> <ul style="list-style-type: none"> <li>• improving domestic and international capability</li> <li>• product distribution</li> <li>• scenario planning, crisis management and consequence management.</li> </ul>	<p><b>Lead: TQ</b></p> <p>Support: QTIC, DEEDI, RTOs</p>	<p>Domestic and international capability workshops conducted according to annual business needs analysis for each zone</p> <p>20 per cent increase of Queensland content represented on the Australian Tourism Data Warehouse from Jun 2009</p> <p>10 Market Activation opportunity assessment reports prepared</p> <p>Climate change scenarios identified, and scenario planning and crisis management workshops held according to annual business needs analysis for each zone</p>	<p>Measured annually through to Jun 2012</p> <p>Reported annually through to Jun 2012</p> <p>Reported annually through to Jun 2012</p> <p>Measured annually through to Jun 2012</p>

<p>5-13</p> <p><b>Increase Indigenous participation</b> in mainstream tourism and product development.</p>	<p><b>Lead: DEEDI</b> Support: TQ</p>	<p>Implement the Cape York Tourism Action Plan including:</p> <ul style="list-style-type: none"> <li>• implement/upgrade two further bush campsites</li> <li>• provide technical and logistical support to the Cape York and Torres Strait Reference Group</li> <li>• implement tourism signage project in the Northern Peninsula Area</li> <li>• production of a Tourism Development Prospectus</li> <li>• two Indigenous development grants approved per year</li> </ul>	<p>Dec 2010</p> <p>Ongoing</p> <p>Dec 2010</p> <p>Dec 2010</p>
<p>5-14</p> <p><b>Measure the social and environmental indicators</b> across the State to gauge the impact of tourism on the community. This information will inform decision making on how to address community perceptions of tourism.</p>	<p><b>Lead: TQ</b> Support: DEEDI</p>	<p>Benchmark measures completed to report on the QTS Goal</p> <p>Indicators measured biannually</p>	<p>Jun 2010</p> <p>Jun 2012</p>
<p>5-15</p> <p>Implement a range of <b>sustainable tourism initiatives</b> to assist industry deal with climate change, including:</p> <ul style="list-style-type: none"> <li>• implement the Sustainable Regions Project (environmental audit process for operators and regions and marketing initiatives)</li> <li>• progress the National Tourism Climate Change Action Plan</li> <li>• investigate the potential for tourism operators to participate in the Smart Business Service to commence July 2010.</li> </ul>	<p><b>Lead: TQ, DEEDI</b> Support: QTIC</p>	<p>Pilot in five regions completed</p> <p>Queensland is integral to the action planning process</p> <p>Access to program for industry</p>	<p>Dec 2009</p> <p>Jun 2012</p> <p>Commencement by Jul 2010</p>

<p>5-16</p> <p>Implement the <i>Queensland Tourism Research Strategy</i>, supporting local and regional stakeholders in providing <b>local area insights</b>, and producing state and regional <b>Tourism Satellite Accounts (TSAs)</b> outlining:</p> <ul style="list-style-type: none"> <li>• economic contribution of tourism to Gross State Product (GSP) and Gross Regional Product (GRP)</li> <li>• amount of taxation and other revenues derived by government from tourism</li> <li>• contribution of tourism as an employment generator.</li> </ul>	<p><b>Lead: TQ, QTIC</b> Support: RTOs</p>	<p>Industry workshops on interpretation of regional trends conducted in all zones</p> <p>Opportunities for collecting, accessing and sharing local area data communicated to industry</p> <p>Regional TSAs delivered periodically State TSAs delivered annually</p>	<p>Jun 2010</p> <p>Measured annually through to Jun 2012</p> <p>Jun 2010</p> <p>Measured annually through to Jun 2012</p>
<p>5-17</p> <p>Undertake <b>regional scenario planning</b> to determine the potential effects on the tourism industry, using a triple bottom line methodology, to minimise the regional effects from major shocks such as climate change, global financial crisis, and loss of aviation capacity.</p>	<p><b>Lead: TQ</b></p>	<p>Scenario planning conducted across state</p>	<p>Jun 2010</p>
<p>5-18</p> <p>Provide ongoing <b>core grant funding to Regional Tourism Organisations (RTOs)</b> and <b>special development RTO grant funding</b> for the appointment of <b>Destination Management Officers</b>.</p>	<p><b>Lead: TQ</b></p>	<p>Contract completion in accordance with approved project plans provided by RTOs</p> <p>All DMOs appointed</p>	<p>Reported annually through to Jun 2012</p> <p>Dec 2009</p>
<p>5-19</p> <p>Work with state and federal agencies to progress the development of a <b>National Tourism Accreditation Framework</b>.</p>	<p><b>Lead: DEEDI</b> Support: QTIC, TQ</p>	<p>National agreement achieved by Jun 2011</p>	<p>Jun 2011</p>