



QUEENSLAND TOURISM STRATEGY

ENGAGEMENT PLAN

Background

The Minister for Tourism, Fair Trading and Wine Industry Development has requested that a new 10 year tourism strategy be developed to provide a broad vision for developing the Queensland tourism industry.

The Strategy will be jointly developed by the Department of Tourism, Fair Trading and Wine Industry Development (DTFTWID) and Tourism Queensland (TQ), with reference to a Government/Industry Steering Committee, the Tourism Queensland Board and the Employment, Economic Development and Infrastructure Committee.

The new tourism document will be an overarching strategic framework that will facilitate sustainable tourism development in Queensland over the next ten years. It will take a whole of government and whole of industry approach to planning and guide the progress of key whole of state strategies as well as significant coordinating mechanisms including the Growing Tourism Strategy and Tourism Queensland's Destination Management Plans. It will address gaps in current strategic policy development by reflecting industry and community priorities, ongoing market analysis, and the impacts of shifts in the global marketplace and competitor activities.

Consistent with the Government's Community Engagement Improvement Strategy, development of the Strategy will entail broad industry government and community consultation.

Purpose of this plan

This plan will provide the basis for stakeholder consultation and communication activities relating to the development and finalisation of the Queensland Tourism Strategy (QTS).

Objectives

The objectives of the Plan are to:

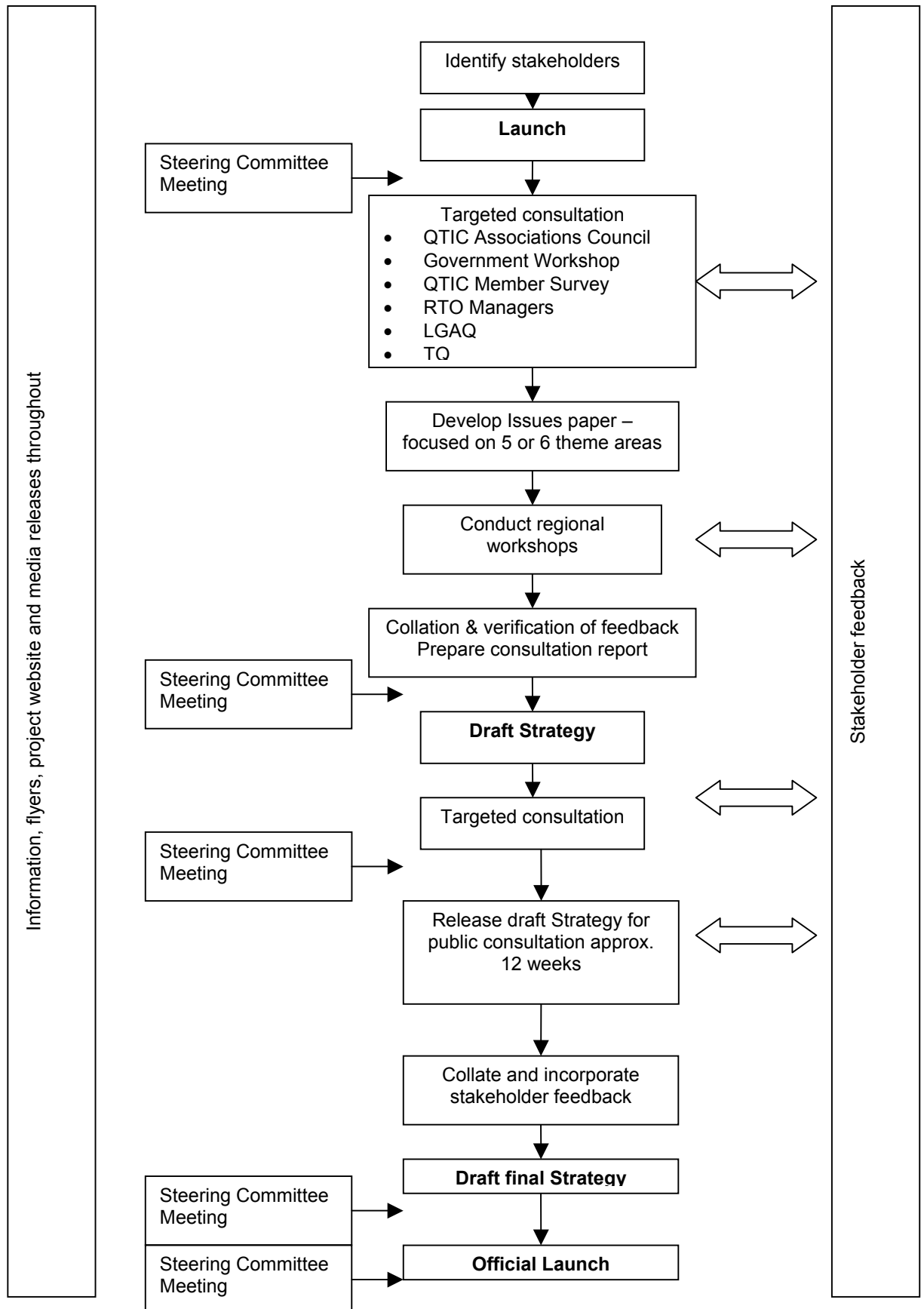
- Clearly identify all project stakeholders and encourage their involvement in the community consultation process and development of the QTS;
- Provide balanced and objective information to assist stakeholders in understanding the purpose of the consultation and providing informed input to the preparation of the QTS;
- To obtain stakeholder feedback by providing a variety of means for all project stakeholders to raise ideas and issues associated with the development of the QTS;
- Provide a mechanism for seeking and acting on feedback to encourage the involvement of and assistance in 'selling the project' to stakeholders.

Principles

The Plan is influenced by the following guiding principles which provide the basis for improved community engagement in Queensland Government processes:

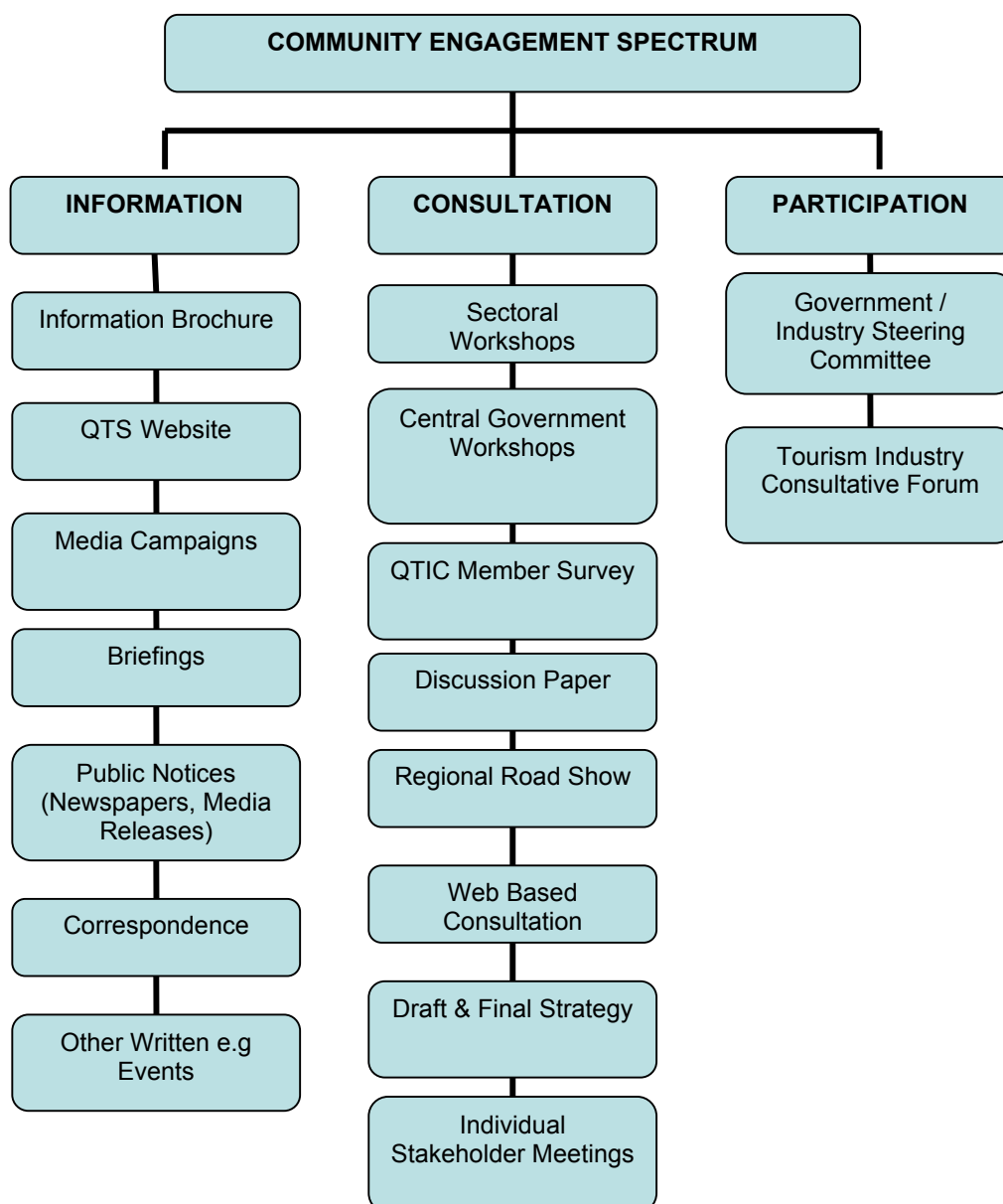
- **Inclusiveness** - a strong commitment to inclusive processes and practices will broaden stakeholder involvement and ownership of the Strategy;
- **Mutual Respect** - Listening and understanding the views, concerns, and experiences of stakeholders will lead to better project decisions and strengthen government/industry relationships;
- **Integrity** - Commitment to open and accountable engagement practices and process that genuinely inform decision making will increase industry/community trust and confidence in the strategy development process;
- **Acknowledgment and responsiveness** - important for stakeholders' contributions to be acknowledged and that they are provided with feedback on their input;
- **Clarity** - all information about the QTS process and the engagement process needs to be written clearly and with a level of detail and language appropriate for the stakeholder audience;
- **Adding value** - government and industry working productively together will add value to the strategy development and implementation process;
- **Reaching out** - looking for new and more effective ways for involving stakeholders in the strategy development process eg e-engagement; and
- **Affirming diversity** - incorporating diverse opinions and perspectives into the strategy development process will help achieve effective and sustainable outcomes.

Consultation process



The Plan is consistent with the approach recommended in the Government’s Community Engagement Strategy and the engagement principles contained in the United Kingdom’s Better Policy Making (Strategy Survival Guide 2004-
www.policyhub.gov.uk/bpmaking/index.asp)

The Queensland Government has adopted the Organisation for Economic Cooperation and Development model for community engagement. The model covers a broad spectrum of interactions, ranging from one-way information sharing, to two way consultation, to active participation in decision-making processes. The Box Diagram below provides a model of the different types of engagement activities to be undertaken in the development of the Queensland Tourism Strategy.



Stakeholder identification and classification

There is a wide diversity of groups, organisations and individuals that will have an interest in the preparation and implementation of the QTS. Key stakeholders or stakeholder groups are identified as (not in any particular order):

- Parliament;
- Cabinet;
- Minister;
- Director-General, Department of Tourism, Fair Trading and Wine Industry Development (DTFTWID);
- Government Agencies (Federal, State, Local);
- Tourism Queensland;
- Queensland Tourism Industry Council;
- Queensland Tourism Consultative Forum;
- Regional Tourism Organisations;
- Local Tourism Organisations;
- Peak Tourism Industry Groups/Organisations;
- Regional Economic Development bodies (eg Chambers of Commerce);
- Tourism industry operators;
- Education sector (Universities);
- Conservation organisations; and
- Indigenous communities.

For the purposes of this Plan, stakeholders identified according to their potential impact or involvement in the development of the Strategy, are as follows:

Stakeholder	Potential impact	Likely involvement
State Government DTFTWID Tourism Queensland and other agencies	<ul style="list-style-type: none"> • Across government coordination • Support development of the QTS within and across government • Influence implementation of development goals • Alignment of agency priorities • State and regional tourism development and marketing coordination 	<ul style="list-style-type: none"> • Participation in development of QTS • Support regarding the allocation of government resources • Membership of the Growing Tourism Steering Committee and other committees associated with QTS development • Interface between government and industry • Regional tourism advocacy and coordination • Funding source for Strategy and actions • Responsibility for implementation • Advocacy
Federal Government agencies participating in tourism development	<ul style="list-style-type: none"> • Tourism White paper • Influence development and implementation of Strategy and Implementation Plan 	<ul style="list-style-type: none"> • Information and advice to support development of Strategy and Implementation Plan eg research • Consultation through Inter-Governmental Collaboration Arrangement •

Local Governments	Influence development and implementation of Strategy and Implementation Plan	<ul style="list-style-type: none"> • Information and advice to support development of Strategy and Implementation Plan • Responsibility for implementation. • Membership of the Steering Committee
Peak tourism industry bodies eg Queensland Tourism Industry Council, TTF	Influencer and driver of Strategy	<ul style="list-style-type: none"> • Participation in development of Strategy and Implementation Plan • Representation on Steering Committee • Responsibility for implementation • Feedback/advice • Advocacy/champion • Participant
Other sectoral bodies eg Backpacking Queensland	Influencer and driver of Strategy	<ul style="list-style-type: none"> • Membership of Queensland Tourism Industry Consultative Forum • Participation in development of Strategy and Implementation Plan • Responsibility for implementation
Regional and Local Tourism organisations	Influencer and driver of Strategy	<ul style="list-style-type: none"> • Participation in development of Strategy and Implementation Plan • Responsibility for implementation • Advice • Champion • Participant • Advocacy
Tourism operators	Influence implementation of any development goals and actions	<ul style="list-style-type: none"> • Participation in development of Strategy and Implementation Plan
Regional Economic Development Bodies	Influencer and driver of Strategy	<ul style="list-style-type: none"> • Participation in development of Strategy • Feedback/advice
Indigenous communities	Influence development and implementation of Strategy and Implementation Plan	<ul style="list-style-type: none"> • Participation in development of Strategy
Conservation and other community groups	Influence development and implementation of Strategy and Implementation Plan	<ul style="list-style-type: none"> • Participation in development of Strategy
General community	Influence development and implementation of Strategy and Implementation Plan	<ul style="list-style-type: none"> • Participation/input through public consultation process

Consultation activities

The key stakeholders have been divided into the following broad groups each of which will have a different interest or role in the preparation and implementation of the Strategy:

- Joint Government/Industry Steering Committee;
- Government (State, Federal and Local Government);
- Industry Sector; and
- Community interest groups and other stakeholders.

Joint Industry/Government Steering Committee

Joint Industry/Government Steering Committee meetings will be held at critical key stages during the development of the Plan, with these meetings proposed to be held:

- At the commencement of the strategy planning process;
- Completion of the regional and sectoral consultation program;
- Prior to the public release of the draft Strategy;
- Prior to Cabinet's consideration of the final Strategy document; and
- Subsequent to the official launch of the Strategy.

Government

Engagement, consultation and negotiation with State, Federal and local government will involve the following:

- State
 - Government Visioning Workshop (completed)
 - Chief Executive Officers Employment, Economic Development and Infrastructure Committee
 - Tourism Queensland Board
 - Tourism Queensland
 - Central government consultation workshop
 - Regional consultation workshops
 - Consultation within government.
- Federal
 - Invitations to attend meetings of the Growing Tourism Steering Committee
 - Tourism Australia
 - Regional consultation workshops (if appropriate).
- Local
 - LGAQ representation on the Joint Industry/Government Steering Committee
 - Invitations to attend meetings of the Growing Tourism Steering Committee
 - LGAQ consultation
 - Regional consultation workshops.

Industry sectoral consultation

Engagement and consultation with the industry will include the following:

- Workshop with members of the QTIC Associations Council
- Workshop with RTO Managers' Forum
- QTIC member survey

- Regional consultation workshops
- Other processes identified by the Steering/Operational committees
- Public release for draft Strategy for community review and feedback.

Community, interest groups and other stakeholders

General consultation activities proposed include:

- Seek specific comment from vested interest groups in the public consultation phase eg conservation and peak consumer groups
- Development and maintenance of a database of all individuals and groups with an interest in the QTS
- Establishment of a dedicated QTS website including feedback options;
- Incorporate QTS information on the Department of Communities 'Get Involved' website
- Production and wide distribution of information flyers to explain the context, process, milestones, key issues for the QTS
- Set up and maintain a dedicated QTS email address
- Distribute media releases at key stages.

Indigenous interests

Indigenous consultation will be an important part of the community engagement process. Tourism Queensland and the Department of Tourism, Fair Trading and Wine Industry Development are leading the development of a whole of government Queensland Indigenous Tourism Strategy (QITS). In this context, the consultation processes to be undertaken during development of the QITS, (including the establishment of a Steering Committee comprised of key indigenous representation) will be an important feeder mechanism for the QTS. The Department of Aboriginal, Torres Strait Islander Policy Development will also participate in the development of the QTS through representation on the Growing Tourism Steering Committee and the regional workshops.

Monitoring and evaluation

The effectiveness of the activities within the plan will be continually monitored against the Plan's objectives by:

- ensuring all stakeholders have an opportunity to provide input into the QTS;
- ensuring stakeholders are provided with an appropriate forum for sharing information and negotiating issues throughout all stages of the project; and
- identifying and resolving any major issues before the draft Strategy is finalised.

Aspects for monitoring and evaluation include:

- the appropriateness of the timing and presentation of consultation activities;
- the appropriateness of the level and style of communication with stakeholders;
- feedback to stakeholder input is accurate and timely;
- establishment of an issues register (refer below); and
- issues and concerns negotiated and resolved.

This will be achieved by:

- distributing evaluation sheets at workshops/presentations;
- monitoring feedback from website, telephone and email;
- tracking timeliness of responses to stakeholder queries;

- assessing timeliness of activities against deadlines and stakeholder expectations;
- tracking issues raised through submissions and workshops then detailing negotiation and outcomes; and
- tracking public comments about the QTS.