














QTS Performance Monitoring Report 31 December 2007

Implementation Summary	
Total QTS Actions	100
2006-2009 actions currently being implemented or completed	94
2007/2008 actions not underway	3
2008/2009 actions not underway	3
	14
	71
	8
	1

Key to symbols used in this report	
	Completed
	On Track
	Minor delays not affecting longer-term implementation
	Delays or obstacles representing a significant risk to longer term implementation

Theme one: Coordination, partnerships and community engagement

Actions		Responsibility Lead and supporting organisations	Milestones	Progress update	Status
1-1-1	Enhance the effectiveness of the tourism network through an independent review of all aspects of the government and industry tourism structure . The review will make recommendations on: <ul style="list-style-type: none"> • industry governance structures; • roles and responsibilities; • coordination, partnerships and relationships; and • skill gaps and development opportunities. 	QTS Steering Committee , DTRDI, TQ	To be completed during 2007-08	The review has been underpinned by extensive consultation with Queensland's tourism industry, by undertaking 19 workshops and over 50 meetings, involving 189 stakeholders in every region in Queensland. 35 submissions have been received for consideration as part of the review.	
1-1-2	Provide additional funding to the RTO network to assist in implementing the Queensland Tourism Strategy and Destination Management Plans.	TQ	To be implemented by December 2006	All RTOs have provided documentation to satisfy the completion of round one. Extensions have been provided to a select few. Milestones are being monitored by TQ. Grant applications for the second round have been finalised and offers made where appropriate.	
1-1-3A	Build on the Destination Management Plans, to create an effective regional implementation network by: <ul style="list-style-type: none"> • establishing Destination Action Groups in each destination with representation from State and local government, key tourism industry stakeholders and the Area Consultative Committees 	RTOs, TQ , local government, DTRDI	To be established in destinations during 2006-07 and revised annually	Destination Action Groups have been established in Brisbane, Central Queensland, Townsville, Tropical North Queensland, Mackay, Whitsundays, Gold Coast, Fraser Coast/Bundaberg and South East Queensland Country. A group will be created on the Sunshine Coast once a Destination Management Officer has commenced in February. An inaugural meeting date of the Action Group is yet to be finalised for the Outback.	
1-1-3B	Build on the Destination Management Plans to create an effective regional implementation network by: <ul style="list-style-type: none"> • preparing and implementing Destination Action Plans to carry forward the strategies in the DMPs; 	RTOs, TQ , local government.	To be completed during 2008-09	Presentations were made to Regional Managers Coordination Network across the state with support in principle. Destination Action Plans are being progressed in all regions. Participants of the Destination Action Group meetings in Townsville, Mackay, Whitsundays, Brisbane and South East Queensland Country have been asked to contribute to the Destination Action Plans	
1-1-3C	Build on the Destination Management Plans (DMPs), to create an effective regional implementation network by: <ul style="list-style-type: none"> • preparing and implementing Regional Tourism Investment and 	TQ, RTOs , DTRDI, Coordinator-General, local government, EPA	To be completed during 2008-09	Reported under action 2-1-1	

	Infrastructure Plans (refer to theme two Investment, infrastructure and access);				
1-1-3D	Build on the Destination Management Plans (DMPs), to create an effective regional implementation network by: <ul style="list-style-type: none"> expanding the ability to implement destination management through the appointment of regionally-based Destination Management Officers to coordinate the implementation of the above actions. 	TQ, RTOs	To commence by May 2007	Destination Management Officers have been engaged in the following RTO regions: <ul style="list-style-type: none"> Tropical North Queensland Townsville Brisbane Whitsundays and Mackay regions (represented by one DMO) Central Queensland - Capricorn and Gladstone regions (represented by two DMOs) Sunshine Coast Fraser Coast and Bundaberg (represented by one DMO) Appointment of Destination Management Officers on hold: <ul style="list-style-type: none"> South East Queensland Country has requested that appointment of their officer be delayed until 2008-09 due to merger discussions. Appointment officers for Outback and Gold Coast are anticipated to meet the agreed timelines. 	<input checked="" type="checkbox"/>
1-1-4A	Prepare and implement a Local Government Engagement Strategy building on existing policies and detailing new state-wide and regional strategies for creating a tourism partnership with local government including: <ul style="list-style-type: none"> establishing a TQ/DTRDI/LGAQ consultation forum; completing a Memorandum of Understanding between DTRDI/TQ and LGAQ detailing a commitment to consult and cooperate on tourism issues, based on the principles of the existing Protocol Agreement between the State and LGAQ; reviewing local government planning for tourism, to identify opportunities for tourism partnerships and processes governing the provision of tourism infrastructure and product; identifying and implementing options for ensuring regional tourism outcomes (as identified in the DMPs and Destination Action Plans) are reflected in local government planning processes; 	DTRDI, TQ, LGAQ, RTOs, DLGSR	Engagement Strategy to be completed by June 2008 and implemented by December 2008	<ul style="list-style-type: none"> Desktop research undertaken. Local Government Engagement Strategy and the Local Government Tourism Strategy combined into a single deliverable. ¹ <p>¹ As a result of Local Government Reform the delivery timeline has been extended to December 2008.</p>	<input checked="" type="checkbox"/>
1-1-4B	Prepare and implement a Local Government Engagement Strategy building on existing policies and detailing new statewide and regional strategies for creating a tourism partnership with local government including: <ul style="list-style-type: none"> identifying and implementing mechanisms for increasing the awareness of tourism within local government and preparing and implementing a 	LGAQ, DTRDI, TQ	Local Government Tourism Strategy to be completed during 2007-08	Reported under action 1-1-4A	<input checked="" type="checkbox"/>

	Local Government Tourism Strategy.				
1-1-5	Increase Queensland's ability to respond to geo-political events, natural disasters and other risks and protect and build on Queensland's internationally recognised reputation as a safe destination by: <ul style="list-style-type: none"> • expanding the existing Tourism Crisis Management Plan to include formal linkages with the Regional Tourism Organisations; • identifying appropriate government and community networks for implementing Tourism Crisis Management Planning; • undertaking crisis management scenario planning to identify potential crises and appropriate responses; and • aligning the Tourism Crisis Management Plan with existing state and federal disaster management frameworks. 	TQ, DTRDI, RTOs, QTIC	To be completed during 2007-08	A template has been produced and a training workshop held for RTOs and Regional Directors to implement the template and associated risk management frameworks. The Queensland Tourism Crisis Management Plan (Q-TCMP) was reviewed to incorporate links with existing state and federal disaster management frameworks. Existing scenarios were reviewed and a new scenario for Tsunamis added into Q-TCMP.	<input checked="" type="checkbox"/>
1-2-1	Raise the profile of tourism and integrate tourism across the State Government by conducting a Biennial Ministerial Tourism Forum with the Ministers of the key tourism stakeholder departments.	DTRDI, TQ	To be implemented in 2007-08	There are no immediate plans to stage a forum but concept will be reviewed in May 2008.	<input checked="" type="checkbox"/>
1-2-2A	Build effective whole-of-government mechanisms for enhancing the industry's capacity to engage in all relevant planning processes by: <ul style="list-style-type: none"> • ensuring effective tourism representation at the Regional Managers' Coordination Network meetings; 	TQ	Ongoing	All TQ Regional Directors have attended at least one Regional Managers' Coordination Network meeting in their region. Regional Directors have presented tourism issues resulting in improved information transfer across regions and to the tourism industry. The take-up of issues varies depending on the level of engagement with other regional activities and priorities.	<input checked="" type="checkbox"/>
1-2-2B	Build effective whole-of-government mechanisms for enhancing the industry's capacity to engage in all relevant planning processes by: <ul style="list-style-type: none"> • incorporating QTS / DMP priorities and actions into the corporate planning of key government agencies; 	DTRDI, TQ, RTO	Ongoing	Letters were sent to Directors-General seeking a commitment to the QTS. TQ has attended Regional Managers' Coordination Network meetings and will continue to attend on an ongoing basis.	<input checked="" type="checkbox"/>
1-2-2C	Build effective whole-of-government mechanisms for enhancing the industry's capacity to engage in all relevant planning processes by: <ul style="list-style-type: none"> • developing a tourism champion network within central and regional State Government offices (and LGAQ) to act as advocates for tourism, provide a point of contact for industry, and develop a program to increase awareness and understanding of the tourism industry; 	DTRDI, TQ, LGAQ	Ongoing	The roles of champions have been identified and a database developed with tourism contact officer details across government – both central and regional.	<input checked="" type="checkbox"/>
1-2-2D	Build effective whole-of-government mechanisms for enhancing the industry's capacity to engage in all relevant planning processes by:	DTRDI	Ongoing	A contact list has been compiled of key federal/state tourism organisations and agency contacts.	<input checked="" type="checkbox"/>

	<ul style="list-style-type: none"> developing a mechanism to improve communication between State and Commonwealth Tourism Departments and ensure alignment between relevant Commonwealth and State tourism strategies consistent with the intent of the Intergovernmental Collaboration Arrangement; 			DTRDI representation has been confirmed for all future Tourism Ministers' Council and Australian Standing Committee on Tourism meetings.	
1-2-2E	<p>Build effective whole-of-government mechanisms for enhancing the industry's capacity to engage in all relevant planning processes by:</p> <ul style="list-style-type: none"> maximising opportunities for providing presentations to Ministerial Community Forums and Community Cabinet Meetings. 	DTRDI	Ongoing	The QTS has been profiled by the Tourism Minister at Ministerial Regional Community Forums and Community Cabinet.	☑
1-3-1A	<p>Prepare and implement a Community Tourism Engagement Strategy for targeted implementation by:</p> <ul style="list-style-type: none"> identifying and promoting the economic and social benefits of tourism to the community; completing case studies demonstrating best practice examples of tourism developments and activities that have successfully maximised positive impact on the local community; running a Local Heroes Campaign showcasing successful local personalities in the tourism industry (eg ranging from taxi drivers to tourism entrepreneurs); 	DTRDI, TQ, Dept of Communities, CRC, RTOs, QTIC, LGAQ	To be completed during 2007-08	This action will be progressed in parallel with the Local Government Tourism Strategy action 1.1.4A & B.	☑
1-3-1B	<p>Prepare and implement a Community Tourism Engagement Strategy for targeted implementation by:</p> <ul style="list-style-type: none"> rolling out a "signature welcome" road signage package consistent with the Queensland brand. 	TQ, local government, DMR	To be completed December 2007	<p>First draft of "Signature welcome" road signage package was delivered by Department of Main Roads via the Drive Access Forum on 30 December 2007.</p> <p>Forum members have commented on draft and amendments are being made prior to seeking Regional Tourism Organisations input.</p> <p>Final policy to be signed off at next meeting of the Drive Access Forum scheduled for mid March 2008. Roll out of "Signature Welcome" road signage package is scheduled for March 2008</p>	⊘
1-3-2	<p>Review the "Say G'day, enjoy your stay" campaign with a view to developing a Community Welcome Campaign for implementation through the RTOs.</p>	TQ, RTOs, local government, QTIC	To be completed during 2006-07	Television commercial and stickers produced. Campaign launched September 2007.	☑
1-4-1	<p>As part of the preparation of Destination Management Plans:</p> <ul style="list-style-type: none"> identify the key destination characteristics (including cultural heritage) to be preserved as tourism assets; and incorporate these characteristics into product development, marketing 	TQ, RTOs, local government, LTOs, EPA, OUM	To be completed during 2007-08	Project commenced July 2007. Destination scan completed in pilot region September 2007. Project implemented through Destination Management Plans.	😊

	activities and local planning processes.				
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Theme two: Investment, infrastructure and access

2-1-1	<p>As part of the destination management planning process, prepare and implement Regional Tourism Investment and Infrastructure Plans (RTIIPs) in all Queensland destinations, to identify product, public and private sector infrastructure and investment requirements and opportunities.</p>	<p>TQ, RTOs, DTRDI, Coordinator-General, local government, EPA</p>	<p>To be completed during 2008-09</p>	<p>Completed RTIIPs:</p> <ul style="list-style-type: none"> • Mackay/Whitsundays <p>RTIIPs in progress:</p> <ul style="list-style-type: none"> • Sunshine Coast RTIIP – completion in February 2008 • Fraser Coast/Bundaberg RTIIP – completion in March 2008 • Brisbane RTIIP – completion in March 2008 • Gold Coast RTIIP – completion April 2008 – printing of the document in late June 2008 • South East Queensland Country – currently going to tender – expected completion in October 2008 <p>RTIIPs yet to begin:</p> <ul style="list-style-type: none"> • Central Queensland - the process to commence in March 08 with a six month project timeline, expected completion in October 08 • Outback – timeline is yet to finalised <p>RTIIPs on hold:</p> <ul style="list-style-type: none"> • Townsville RTIIP was on hold as the Destination Management Officer (DMO) resigned. A new DMO has been appointed and will begin in March 08. • Tropical North Queensland (TNQ) - an agreement on precinct planning has not been met with the TNQ staff therefore a finish date is not known at this stage 	<p>☑</p>
2-1-2A	<p>Through a Tourism Investment Attraction Group (TIAG), facilitate investment in tourism opportunities identified in the RTIIP's and:</p> <ul style="list-style-type: none"> • prepare a Queensland Tourism Investment and Infrastructure Plan (QTIIP) detailing statewide investment and infrastructure needs and opportunities for consideration by funding bodies and investors; • provide advice on investment assistance and incentives • provide a single point of entry for potential investors; • promote tourism as an investment opportunity to companies, international investors, investment houses, lending institutions and superannuation funds; • investigate opportunities to enhance the existing character of selected destinations to become 'Queensland Icons' by creating a distinctive sense of place; 	<p>DTRDI, TQ, NRW, Coordinator-General</p>	<p>To be completed in all regions during 2008-09</p>	<p>First TIAG meeting held in December 2007</p> <p>Actions from the meeting relate to:</p> <ul style="list-style-type: none"> - Review of TIAG Terms of Reference & membership - Tourism in Protected Areas sites for investment on public land - the QTIIP <p>Hotel investment issues are being progressed for reporting at next TIAG meeting in April 2008.</p>	<p>☑</p>

	<ul style="list-style-type: none"> utilise DSD overseas offices to market tourism investment opportunities; 				
2-1-2B	<p>Through a Tourism Investment Attraction Group, facilitate investment in tourism opportunities identified in the RTIIPs and:</p> <ul style="list-style-type: none"> prepare and promote a Tourism Investment Land Scheme identifying potential priority sites for tourism investment. 	DTRDI, TQ, NRW, EPA	To be completed by December 2007	<p>A scoping paper has been developed which:</p> <ol style="list-style-type: none"> states the case for increased private investment in tourism infrastructure provides a comparative analysis of existing domestic and international tourism investment schemes provides preparatory recommendations for establishing a TILS in Queensland provides a case study of Tourism Western Australia's Landbank. outlines a potential TILS pilot project provides a regulatory overview. <p>Delivery will focus on nature-based tourism infrastructure in protected areas.</p>	<input checked="" type="checkbox"/>
2-1-3	Incorporate the public infrastructure needs identified in the QTIP into appropriate State Government planning processes (such as the South-East Queensland Regional Plan, Invest Queensland and Integrated Regional Transport Plans).	DTRDI	To be completed by June 2009	<p>Project to commence in line with development of the Queensland Tourism Investment and Infrastructure Plan (action 2.1.2A).</p> <p>Work is continuing with Department of Infrastructure to ensure tourism interests are reflected in planning processes.</p>	Not underway
2-1-4	Investigate and report on options for retaining caravan park accommodation located on public and private land. Opportunities to identify land for caravan park accommodation will be pursued through the Tourism Investment Land Scheme.	DLGSR, TQ, DTRDI, NRW, EPA	To be completed by December 2007	<p>DTRDI and NRW now have joint lead with DLGSR. An audit has been completed of existing caravan parks across the State.</p> <p>A caravan park policy has been developed which lists 24 specific caravan park sites located on state reserves to be preserved and an additional 70 caravan parks located on state land held on leasehold or reserve tenure. This Policy is now in place.</p> <p>DLGSR are investigating options to guide local authorities in their consideration of caravan park planning issues.</p>	<input checked="" type="checkbox"/>
2-1-5	<p>Review and report on existing government grants and business support programs to ensure that:</p> <ul style="list-style-type: none"> assistance programs are accessible and relevant to the tourism industry (for existing and new operators); and options are reported to government for the development of new assistance programs where a strong industry need is identified. 	DTRDI, RTOs, QTIC, TQ	To be completed by December 2007	A review of DTRDI grants and funding programs has been undertaken. New Business and Industry Transformation Incentive (BITI) Scheme will be promoted to the tourism industry in <i>Travel Weekly</i> in March 2008.	<input checked="" type="checkbox"/>
2-1-6	Review and maintain the Tourism Assistance Database (TAD) and actively promote its uptake by industry.	TQ, QTIC	Review to be completed by December 2007, promotion to be	<p>The ongoing review and maintenance of TAD has been undertaken and quarterly reviews completed.</p> <p>An up-to-date account of grants and programs is available</p>	<input checked="" type="checkbox"/>

			ongoing.	online for the tourism industry at www.tq.com.au/tad .	
2-2-1	Complete and analyse the Queensland Government Review of the Impact of Regulations on the Tourism Sector report and develop implementation options for government consistent with the report recommendations.	DTRDI , QTIC, TQ, RTOs,	To be completed by December 2007	<p>A review of regulations impacting small business in the tourism sector was completed and rolled up into a generic report titled 'Smart Regulation: enhancing the competitiveness of Queensland business'.</p> <p>The review outcomes were considered by government in late 2006. This has contributed to the Queensland regulatory reform agenda and the implementation is ongoing.</p> <p>Work has commenced to identify which specific regulations are impacting on Queensland businesses which may inform targeted regulatory review activities across government.</p>	<input checked="" type="checkbox"/>
2-3-1	<p>Establish a Drive Access Forum to provide a formal communication mechanism between Tourism Queensland, the transport agencies and other agencies as required. The forum will:</p> <ul style="list-style-type: none"> • review issues relating to the degree of integration between transport modes and provide options for improved transport and ticketing integration; • identify and resolve drive tourism issues; • develop and maintain a Partnership Agreement between the Department of Main Roads and Tourism Queensland to facilitate a more coordinated approach to planning and marketing Queensland for the lucrative drive market; and • adopt a whole-of-government approach to explore potential solutions to issues in the Caravan, Camping and Self Contained Vehicle market including the loss of caravan parks and the use of camping reserves, rest areas and showgrounds for camping. 	TQ , DTRDI, Transport Agencies, QTIC	To be established during 2007-08	<p>Drive Access Forum (DAF) was established and the first formal meeting held in May 2007.</p> <p>The DAF agreed to identify and resolve tourism issues and review issues relating to the degree of integration between transport modes. These actions are ongoing. Issues being considered by the forum include:</p> <ul style="list-style-type: none"> -Roll out of Drive Tourism Program 2 -Establishment of effective communication process to inform industry of road signage policy -Development of Welcome Sign Package -Upgrade of Department of Main Roads' existing policies on tourism signage -Maidenwell Observatory Signage issue -Review of Strategic Tourism Roads Study 	<input checked="" type="checkbox"/>
2-3-2	Develop an effective communication process to inform the industry of the Queensland Government's road signage policy and how it impacts on the tourism industry.	TQ , DTRDI, DMR	To be completed during 2006-07	<p>Drive Access Forum has established that District Signage Committees (with representation from Department of Main Roads and Regional Tourism Organisations) will be the correct mechanism to inform the industry of the Government's road signage policy.</p> <p>District Signage Committees are chaired by Department of Main Roads who will send the minutes of each Drive Access Forum meeting and any agreed policies through this communication channel.</p> <p>RTOs will also receive communication from the industry</p>	<input type="checkbox"/>

				representative representing their interests on the Drive Access Forum (currently Capricorn Tourism).	
2-3-3A	Revise and update the Queensland Aviation Strategy;	DTRDI, TQ, QT	To be completed during 2006-07	Review complete.	😊
2-3-3B	Revise and update the Queensland Commercial and Tourism Aviation Plan;	DTRDI, TQ, QT	To be completed during 2006-07	Review complete.	😊
2-3-3C	Revise and update the Queensland Aviation Industry Development Plan;	DTRDI, TQ, QT	To be completed during 2006-07	Review complete	😊
2-3-3D	Revise and update the Queensland Airports and Regulated Air Transport Plan in improving air transport facilities and infrastructure; and	DTRDI, TQ, QT	To be completed during 2006-07	Review complete.	😊
2-3-3E	Revise and update the Regional Airport Development Scheme.	QT	To be completed during 2006-07	<p>The Regional Airport Development Scheme (RADS) is supporting 23 airport upgrades across remote and regional Queensland in 2007-08. Several projects have been completed with the remainder to be completed by 30 June 2008.</p> <p>A significant increase in RADS base funding has been provided through the 'Blueprint for the Bush' initiative for the 2006-07 to 2008-09 period.</p>	😊
2-3-4	Continue to prepare airline route development proposals for consideration by airlines and implement an Aviation Route Development Assistance Plan to provide incentives for attracting new airline services.	TQ, DTRDI	Assistance Plan to be completed by December 2006. Route development proposals are ongoing.	<p>Around 10 business cases were prepared and presented to airlines between June 07 and Dec 07, in order to encourage the carriers to grow capacity beyond current operations and/or to suggest new route possibilities.</p> <p>Route development successes in this six month period include: introduction of AirAsia X services to the Gold Coast, launch of Etihad Airways services to Brisbane, and supplementary China Eastern services from Shanghai to Brisbane.</p> <p>Route development assistance was sought from the Queensland Investment Incentive Scheme Committee for AirAsia X, Philippine Airlines, China Eastern and Etihad Airways services to Queensland – funding was granted for these three airlines.</p>	✅

Theme three: Workforce development

3-1-1A	<p>Aligned with the Queensland Skills Plan:</p> <ul style="list-style-type: none"> Develop a Statewide Skills Formation Strategy (SFS) for the tourism and hospitality industry to analyse skills issues and align skills formation to workforce development and the Queensland Tourism Strategy. 	DETA, QTIC, TQ	To be developed and implemented during 2006-08	DETA has contracted QTIC to develop statewide SFS. Progressing in accord with SFS contract.	<input checked="" type="checkbox"/>
3-1-1B	<p>Aligned with the Queensland Skills Plan:</p> <ul style="list-style-type: none"> Implement an industry engagement approach to workforce development in regional Queensland through Tourism Skills Formation Strategy initiatives in Bundaberg, Mackay, Whitsundays and Sunshine Coast, and incorporating existing skills formation strategies in the Cairns marine tourism sector and the Queensland wine industry. 	DETA, QTIC, RTOs, TQ	To be implemented during 2006-08	DETA has contracted relevant regional bodies to develop listed regional Tourism SFSs. All are progressing in accord with SFS contracts.	<input checked="" type="checkbox"/>
3-1-1C	<p>Aligned with the Queensland Skills Plan:</p> <ul style="list-style-type: none"> Develop additional Regional Tourism Skills Formation Strategies in key regional locations and sectors to deliver regionally appropriate workforce development solutions through the collaboration of businesses, training providers and government. 	DETA, QTIC, RTOs, TQ	To be developed and implemented during 2006-08	Sunshine Coast Regional Tourism SFS project officer has commenced. Progressing in accord with SFS contract. Additional Tourism related SFS concept proposals may be developed and submitted for consideration.	<input checked="" type="checkbox"/>
3-1-1D	<p>Aligned with the Queensland Skills Plan:</p> <ul style="list-style-type: none"> Investigate and report on expanding the Outback Tourism Education Training Development Program model to other Queensland locations to: <ul style="list-style-type: none"> assess skills shortages with local communities; identify training providers; coordinate training programs; and deliver training to the tourism industry in the workplace. 	DETA, QTIC, RTOs, TQ	To be completed during 2007-08	Report to be completed by 30 June 2008.	<input checked="" type="checkbox"/>
3-1-2	<p>Investigate and report on options for developing and promoting a tourism careers portal providing a one-stop-shop approach to tourism employment information. This includes investigating collaborative opportunities with state and federal programs. Portal resources could include:</p> <ul style="list-style-type: none"> regionally specific employment and training information; an on-line Employers' Recruitment Handbook providing information for employers on recruitment, retention and legal responsibilities; an online Tourism Employees' Handbook providing information for employees regarding employment opportunities, pay and conditions, career path options and professional recognition; information on education and training opportunities; and 	TQ, QTIC, DETA,	To be commenced by June 2007	External research consultant undertook a user needs analysis and a Working Group forum (QTIC, Tourism Queensland, and DETA) was conducted to discuss options and opportunities available. Options paper has been prepared and submitted to the Australian Standing Committee on Tourism for a national rollout.	<input checked="" type="checkbox"/>



	<ul style="list-style-type: none"> • the Tourism Skills Development Guide to link tourism stakeholders with key agencies, useful networks, education and training resources, business development support agencies and one another; • advice on careers in tourism including job descriptions, career profiles, case studies of success stories and salary information; and • a Queensland brand for workforce-related activities (eg recruitment advertisements, portals etc) to raise the status of a tourism career in Queensland. 				
3-1-3	<p>Develop and implement a:</p> <ul style="list-style-type: none"> • Flexible Employment Program to encourage employers to allow employees to job-share across locations and business; • Skills Passport to allow employees freedom of movement between employers and locations while undertaking training; • Workforce Participation Program in line with the <i>National Tourism Investment Strategy</i> to target workforce participation in the tourism industry by women, mature age workers, sole parents, long-term unemployed, people with a disability, and people with a multicultural background. This program in addressing the needs of the above mentioned groups is consistent and will complement the Skilling Queenslanders for Work initiative administered by the Department of Employment and Industrial Relations. 	QTIC, TQ, DETA, DEIR	To be commenced by December 2007	<p>1 Flexible Employment and Skills Passport project</p> <ul style="list-style-type: none"> • Flexible Employment Program developed in a collaborative submission to Federal Ministers and National Tourism Alliance re: Seasonal Workforce Engagement and extension of Mildura and District Educational Council Services as tourism trail for seasonal workforce engagement in tourism industry (National proposal). • Action Plan developed following an industry forum entitled Working Together across the seasons and regions. Project will initially work with Whitsundays and Snowy Mountains businesses with links in collaboration with Lead Institute and NSW TAFE for workforce development. • Investigating application of PloyMe website for staff availability and matching within the industry. • Skills Passport: Research is ongoing with several models identified. Wider consultation is necessary to gauge industry and employee take-up and application especially for small to medium enterprises. • QTIC is lobbying in consultation with Liquor Licensing Queensland for consistency and portability of compliance training (i.e. RSA) nationally and alignment to national training packages. <p>2 Workforce Participation Program (Known as TRARP – Tourism Recruitment and Retention Project)</p> <ul style="list-style-type: none"> • 210 Employers have attended a range of workshops and discussions throughout Queensland. • Indigenous Cuisine Project in Cunnamulla engaged 32 Indigenous people in a short program to raise awareness of employment potential in local kitchens. • A wide range of case study materials focusing on tourism operator and employee success has been produced and 	<input checked="" type="checkbox"/>

				<p>disseminated.</p> <ul style="list-style-type: none"> Regional Employment Support project for Tourism will be trialled in Sunshine Coast Feb – June 2008. QTIC participates in National Industry / Government Working Group on the Tourism & Hospitality Labour Market. 	
3-2-1	<p>To align with the Queensland Skills Plan, implement a skills alliance for the tourism and hospitality industry that will provide a one-stop-shop for skills and training leadership.</p> <p>This will include preparing and implementing a Tourism Workforce Demand and Skills Report detailing the tourism industry's current and future workforce and skills requirements (for the industry as a whole and by tourism sector) given expected industry growth to 2011 and 2016. Through the Department of Education, Training and the Arts and TAFE Queensland, ensure that the vocational education and training system fully supports the requirements of the industry.</p>	DETA, QTIC, TQ,	Report to be completed during 2007-08, implementation to be completed by 2009-10	<p>QTIC contracted to establish and implement the Industry Skills Alliance (QTIC Skills Link) for tourism and hospitality. The industry Skills Plan was submitted in May 2007.</p> <p>DETA will act on advice provided through the initial Industry Skills Plan to ensure the VET system better supports the requirements of the industry.</p> <p>The Gold Coast Institute of TAFE which is the Lead Institute for tourism and hospitality is a party to both QTIC Skills Link and the statewide SFS and will ensure that the TAFE system better supports the requirements of the industry.</p> <p>Local TAFEs are party to regional SFSs and will ensure that the local TAFE system better supports the requirements of the local industry.</p>	<input checked="" type="checkbox"/>
3-2-2	<p>Provide and promote opportunities for the professional development of tourism and hospitality teachers and trainers, including:</p> <ul style="list-style-type: none"> developing a work placement program for teachers and trainers; reviewing and enhancing tourism traineeship and graduate programs; and strengthening linkages between schools and careers guidance services. 	QTIC, TQ	To be completed by 2007-08	<p>Project brief for teacher placement and professional development completed. Developed a curriculum for a professional development program in October 2007 for 20 teachers as a pilot. Pilot program promoted.</p> <p>Continuation of professional development for teachers and trainers through THISnet – industry professional networking. Work priorities from Jan – April 2008 will focus on QTIC undertaking consultation with teachers regarding their requirements for the content of professional development programs, and will also be seeking funding support for teachers to attend workshops.</p> <p>QTIC has undertaken a series of key stakeholder consultations (including Queensland Study Authority, Food and Beverage Associations) which endorsed the pilot program and subsequent ongoing delivery.</p>	<input checked="" type="checkbox"/>
3-3-1	<p>Develop, implement and promote a Service Quality Program that:</p> <ul style="list-style-type: none"> increases employers' awareness of and commitment to workforce development and a workplace culture of service excellence; 	QTIC, TQ	Program to be completed by December 2007	AussieHost program has been successfully relaunched within Queensland with 39 AussieHost Trainers trained in Queensland. QTIC is working with other Tourism Industry	<input checked="" type="checkbox"/>

	<ul style="list-style-type: none"> establishes benchmarks for service excellence aligned to Brand Queensland and accreditation programs; and recognises and promotes achievements in service excellence (e.g. using the Queensland Tourism Awards platform). 		and implementation ongoing	<p>Council partners to engage with AussieHost as a way of increasing employer awareness and commitment to service excellence.</p> <p>Tourism Awards mentoring program was designed to increase operator take-up and improve the overall quality of entries with 100 employers participating supported by 12 volunteer mentors.</p>	
3-3-2	Facilitate business development and mentoring through the implementation of a tourism pipeline program . The pipeline program will be delivered in two stages:- stage one - a pilot pipeline program in one region;- stage two - implementation as appropriate in other regions.	QTIC , DTRDI, TQ	<p>Stage one to be commenced by December 2007</p> <p>Stage two to be completed by June 2010</p>	<p>The Successful Townsville pilot pipeline program conducted two successful regional roadshows which were completed in Ingham, Charters Towers, Magnetic Island, Townsville and Burdekin with 130 + employers in attendance.</p> <p>The pilot Mentoring For Growth program (a State Development service operated by the Venture Capital Unit with support from the Regional Centre) has been successfully completed which included two tourism small businesses - Hidden Valley Tours and Heritage Tea Rooms.</p> <p>The Channel Nine production - Your Business Success featured Townsville, the Pipeline partnership and two local Mentoring for Growth businesses on their show. Ongoing distribution of Connecting Tourism Business brochures.</p> <p>Stage Two planning underway with proposed rollout in: Scenic Rim, Sunshine Coast, Cairns, and Townsville.</p>	<input checked="" type="checkbox"/>
3-3-3	Continue to work with the federal Department of Immigration and Multicultural Affairs to improve workforce participation of skilled migrants in the tourism industry to meet specific industry needs e.g. language skills.	QTIC , TQ, DIMA	Ongoing	<p>Discussions held with the Australian Government in regards to developing state-wide labour agreements for Japanese Tour Guides, and the expansion of Working Holiday Maker visa program.</p> <p>Department of Immigration and Citizenship Outreach Officer for the tourism industry has completed a range of tourism industry consultations in consultation with Regional Tourist Organisations and Associations Council Members.</p> <p>Met with national tourism bodies and the Australian Government regarding tourism as a priority industry for immigration.</p> <p>Discussions at Federal Tourism Minister's Advisory Council meetings.</p>	<input checked="" type="checkbox"/>

				QTIC continues to review alternate domestic labour pools in addition to Migration options to support tourism business operation and growth and raise discussions as part of the Federal Tourism Minister's Advisory Council.	
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Theme four: Developing and marketing a Queensland style visitor experience

4-1-1	<p>Maximise benefits from Queensland's traditional visitor markets by:</p> <ul style="list-style-type: none"> • addressing the decline in domestic visitation through a targeted domestic visitor campaign • continuing to review the domestic consumer segmentation model, with particular emphasis on those segments of the market that deliver on the goals of the QTS; • maintaining a consistent Queensland brand strategy, including the linkages of the destination brands to Brand Queensland; • keeping ahead of consumer trends through an ongoing program of research into consumer demographics and tourism leisure spend behaviour; and • protecting Queensland's market share through effective distribution, promotion and advertising. 	TQ, RTOs	Ongoing	<p>The Queensland campaign's advertisement tracking results show that awareness of the television commercial in the key target markets of Sydney and Melbourne was 48% after the first month and built steadily to 69% by the end of August 2007. The Australian benchmark of visibility across all advertising is normally 44 % The visibility in Australia across all advertising is normally 47% (source - Nielsen Media Research).</p> <p>By September 2007 the media buy with Nine Network delivered 87.4% reach of the target market in Sydney and Melbourne, exceeding the campaign goal of 75%. Brand and co-operative marketing activity continues for all the Queensland destinations. Between February and April, the campaign attracted 256,200 visits and close to 200,000 holiday competition entries, while the amount of time spent visiting the site exceeded forecast targets.</p>	
4-1-2A	<p>Review and update the following Queensland market segment strategies to ensure they appropriately reflect consumer demand and industry and community needs:</p> <ul style="list-style-type: none"> • Queensland Ecotourism Plan 2003-2008; • Queensland Strategic Tourism Roads Study; and • Queensland Cruise Shipping Plan. 	TQ, DTRDI	To be completed during 2007-08 with updates conducted annually	<p>Ecotourism Plan Implementation is near completion. Draft report card is being sent to key support and lead agencies for comment (Jan 08). A final report card and document summarising key outcomes will be finalised by June 2008.</p> <p>Cruise Shipping Plan First meeting of the Queensland cruise industry held in August 2007, as a prelude to the review of the Cruise Shipping Plan. Consultant and Advisory Group appointed and first draft sent to Advisory Group for review.</p> <p>Second meeting of Advisory Group scheduled for late January 2008. Regional Tourism Organisations to be updated in March 2008.</p> <p>Queensland Strategic Tourism Roads Study Consultant appointed and work has commenced on audit of all Queensland drive routes. Workshop planned to develop strategic priorities and actions based on research results received. RTOs engaged in process and Visitor Flow</p>	

				Modelling to be undertaken in March 2008, providing relevant statistical information on visitor flows relative to Queensland's strategic tourism drives.	
4-1-2B	<ul style="list-style-type: none"> Complete the rollout of the Driving Regional Queensland - Drive Tourism Program. 	TQ, DMR, LGAQ	To be completed by December 2007	Drive Tourism Program 2 Ministerial Launch – completed Mar 2007. Comprehensive final report completed by 30 December 2007. Final report being printed and Ministers office to receive document in January 2008.	☑
4-1-3	Review and update Queensland's suite of products and experiences aligned with traditional target markets by producing new product/market development strategies for key specialist segments as outlined in appendix five.	TQ, DTRDI, RTOs, QTIC	Eight to be completed by 2010-11 with updates conducted annually	Drafts completed for a number of experiences/markets. Once TQ re-prioritises Queensland's suite of products and experiences, the appropriate strategies will be finalised.	☑
4-1-4	Provide quality information to assist industry to cater for mobility impaired visitors by: <ul style="list-style-type: none"> reviewing and updating the Accessible Queensland Guide; establishing an accessible tourism reference group; Completing and implementing an accessible tourism action plan; Completing an accessibility research program to inform product development and marketing activities; and providing clear information to industry on their legislative obligations. 	TQ, DSQ	To be completed during 2007-08	Review and update of the Accessible Queensland Guide is complete. The Accessible Tourism Advisory Group (ATAG) established in late 2005 continues to meet quarterly. Draft Accessible Tourism Action Plan completed. Accessibility research program completed to inform product development and marketing activities. Providing clear information to industry on their legislative obligations is included as an action item in the Accessible Tourism Action Plan.	☑
4-1-5	Consistent with the Australian Government's Japan Action Plan develop and implement a Queensland Japan Action Plan detailing the strategic actions required to rebuild and maintain the Japanese inbound market. Similarly, prepare and implement action plans for the China and India markets.	TQ, RTOs	To be completed by December 2006	Both Japan and China Market Action Plans due to release at end of March 2008. India and Korea Market Action Plans - completion targeted for approval December 2008.	☑
4-1-6	Develop an International Study Tourism Plan to strengthen effective collaboration between the tourism and education sectors in attracting short-term study tour and school excursion visitors to Queensland. This will include: <ul style="list-style-type: none"> research into the study tour market to gain a better understanding of its size, profile and impact on Queensland; and the development of cooperative approaches to the marketing of Queensland as a study tour destination. 	TQ, EQI, QETI	To be completed by June 2007	Draft plan developed and is being finalised in consultation with key stakeholders.	☑

4-1-7	Maintain convention and business event funding to support convention marketing activities and prepare a Business Events Development Strategy (QBEDS) to assist Tourism Queensland and the industry to conduct joint strategic business campaigns and promotions focused on destinations, products and services.	TQ, DTRDI, Queensland Convention Bureaux	To be completed by December 2007	Stakeholder meeting held June 2007. Consultant's report identifies gaps and issues in the sector, identify opportunities and recommendations. Consultants report presented to key representatives from DTRDI, Invest Qld, Minister's Office and TQ. Report contains a number of key points and recommendations to assist in development of QBEDS.	<input checked="" type="checkbox"/>
4-1-8A	Review and report on the effectiveness of existing product distribution channels to: <ul style="list-style-type: none"> foster an increase in the availability of Queensland product in the online environment; 	RTOs, QTIC	To be completed in 2007-08	Seven RTOs now signed up with V3. Three RTOs have signed up with BookEasy. Four remaining RTOs are evaluating options. Over 330 products now electronically bookable via RTO/V3 systems with both systems continuing to evolve, each claiming superiority. Working Group comprising TQ, QTIC and RTOs met to progress overall digital marketing strategy, and ensure that promotional activity leads consumers to sites where product can be booked and purchased, whenever possible.	<input checked="" type="checkbox"/>
4-1-8B	Review and report on the effectiveness of existing product distribution channels to: <ul style="list-style-type: none"> develop mechanisms to increase the number of Queensland product listings on the Australian Tourism Data Warehouse; and 	TQ, RTOs	To be commenced by June 2007	Developed plan for delivering regular updates on Australian Tourism Data Warehouse (ATDW) and digital marketing activities to subscribers. Working groups established to assist in encouraging new product type subscribers. Successful communication and implementation of the subsidy scheme achieved through the development of a number of new initiatives. <p>There are currently 2,820 Queensland operators subscribing to ATDW:</p> <ul style="list-style-type: none"> 65% are accommodation services 16% are attractions 14% are tour providers Remainder provide hire and transport services. <p>Achieved improved promotion of Queensland products in a digital environment and also a more diversified representation.</p>	<input checked="" type="checkbox"/>
4-1-8C	Review and report on the effectiveness of existing product distribution channels to: <ul style="list-style-type: none"> develop a Product Distribution Strategy to ensure effective future distribution of Queensland product recognising the ongoing evolution of distribution systems and structures. 	TQ, RTOs	To be completed by June 2008	Research completed - results available Jan 2008 which will inform strategy development. Industry working group being formed early 2008 to guide strategy development. Strategy completion targeted for approval Jun 2008	<input checked="" type="checkbox"/>
4-1-9A	Protect Queensland's reputation for professionalism by: <ul style="list-style-type: none"> preparing a Queensland response to the National Accreditation 	QTIC, TQ, DTRDI	To be completed during 2006-07	The development of a national accreditation system for the tourism industry is a Commonwealth Government election	<input type="checkbox"/>






	Framework providing recommendations for increasing operator accreditation; and			commitment. A national industry and government working group (with representation from QTIC and DTRDI) is being established to develop an options paper for consideration by the Tourism Ministers' Council in July 2008.	
4-1-9B	Protect Queensland's reputation for professionalism by: <ul style="list-style-type: none"> where appropriate assist the Australian Government in the development of national tourism inbound operator legislation. 	DTRDI, OFT	Ongoing	<p>The Australian Government is no longer pursuing national legislation. OFT, through representation on the National Tourism Consumer Protection Working Group, will continue to work with other agencies to share information to achieve, where possible, a standardised regulatory approach. The working group are working on initiatives to:</p> <ul style="list-style-type: none"> better inform tourists about their consumer rights in Australia; make it easier for tourists to submit complaints to Australian authorities; ensure complaints are addressed effectively; monitor visitor satisfaction. <p>Pilot work targeting enhanced consumer protection for Korean visitors was undertaken in late 2007. Awareness raising was undertaken in Korea by Tourism Australia and Korean consumer protection authorities. This included promotion of a Korean-language online facility.</p> <p>OFT is part of a working group under the which is looking at voluntary codes of conduct for industry and will examine the poor take up rates of voluntary codes by industry participants and investigate strategies to increase take up.</p>	<input checked="" type="checkbox"/>
4-1-10	Undertake effective research, communication and education on international and domestic visitor safety through the National Visitor Safety Program and Queensland visitor safety initiatives.	TQ	Ongoing	<p>National Visitor Safety Program (NVSP) <i>Travel Safely in Australia</i> brochure launched and distributed nationally. National research report completed TQ led development of 2007-2008 Action Plan to hand over to new chair (DITR).</p> <p>Queensland Visitor Safety Program (QVSP) Surf Lifesaving Queensland, QTIC and TQ have established a strong partnership approach to water safety issues over the 6 months to June 2007 with a range of Visitor Water Safety campaign activities identified and included within a revised 2007-2008 QVSP Action Plan.</p> <p>Irukandji Agreement to establish a QLD Government Marine Stinger Advisory Committee with two sub-committees (Prevention and</p>	<input checked="" type="checkbox"/>






				Response; and Research) to replace the Irukandji Taskforce. TQ is a member of the Advisory Committee.	
4-2-1	Develop and package campaign concepts for the following products and experiences to match the appropriate preferred visitor markets: <ul style="list-style-type: none"> • Great Barrier Reef islands; • Southern Queensland; and • youth/adventure travel. 	TQ, RTOs	To be completed during 2008-09	<p>Youth Market Campaign Meeting held with Industry Advisory Group. Development of campaign in progress. Roll-out of campaign will begin May 2008.</p> <p>Southern Queensland Toolkit developed incorporating range of collateral. Activity plan for 2007-10 being finalised. Launched by Minister at ATE to Eastern delegates. Continuing extensive consultation and collateral development. Campaign being rolled out globally via TQ international offices.</p> <p>Islands of the Great Barrier Reef Creative elements completed, Activity plan for 2007-10 being finalised. Marketing toolkit developed incorporating range of collateral. Official launch to media and community cabinet undertaken in Whitsundays by Premier Beattie. Continuing extensive consultation and collateral development. Campaign being rolled out globally by TQ international offices.</p>	☑
4-2-2	Prepare marketing strategies built on the outcomes of the preferred visitor research to position Queensland as the number one tourism destination of choice. Increase awareness, preference and intention through the development and implementation of a global advertising and promotions media plan .	TQ, RTOs	To be completed during 2007-08 and ongoing ²	² Project to commence in July 2008 to align with results from Preferred Visitor Research due by June 2008.	Not underway
4-2-3	Utilise digital and online marketing opportunities and foster a competitive tourism information technology environment by: <ul style="list-style-type: none"> • preparing and implementing a Queensland online marketing strategy complementary to the national online strategy; • producing new digital content that can be quickly applied to upcoming and leading applications through emerging and established distribution channels. Content could include virtual tours of key Queensland destinations and digital documentaries; • develop interactive applications such as interactive mapping and travel planning incorporating the ability to 'build your own holiday video'; and • developing a cost-effective database for storing, managing and broadly distributing high quality digital tourism data. 	TQ	Complete June 2008 and ongoing	<p>Work on the Queensland Tourism Digital Marketing Strategy has commenced. The Digital Marketing Working Group formed June 2007. Several new content initiatives have been completed, including the development of new image and textual content promoting Queensland. Many new interactive applications have been developed, or are in development, including:</p> <ul style="list-style-type: none"> • the Where Else campaign website launched as the consumer call to action for the "Where Else but Queensland" campaign in Feb 2007, • a new "Auction" application, completed in July 2007, which allows consumers to bid on Queensland holidays. • a new "Mapping" application, the project commenced in June 2007. <p>The Digital Assets Repository (a cost-effective database) project commenced in the second quarter of 2007.</p>	⊘
4-3-1	Undertake additional ongoing research to identify product required to	TQ, DTRDI	To be completed	Project to commence in July 2008 to align with results from	Not

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	<p>deliver the experiences sort by our preferred visitors.</p> <p>Based on this research, complete new product development strategies. These strategies will integrate with the suite of Regional Tourism Investment and Infrastructure Plans (RTIIPs) as well as the Queensland Tourism Investment and Infrastructure Plan (QTIIP) – refer to theme two, investment, infrastructure and access.</p>		during 2008-09	Preferred Visitor Research due by June 2008.	underway
4-3-2	<p>Promote Queensland product and experiences by hosting the Australian Tourism Exchange in 2007.</p>	TQ	To be completed by December 2007	<p>ATE 2007 successfully completed, and within budget. Feedback from both industry and buyers was overwhelmingly positive on all aspects. Queensland industry has reported strong interest and business generation. Tourism Australia will undertake a formal review process with both buyers and sellers.</p> <p>Event overview:</p> <ul style="list-style-type: none"> • 262 buyer companies attend the Eastern module • 313 buyer companies attended the Western Module • Queensland sellers were by far the largest contingent with the Queensland footprint comprising approximately 1/3 of the floor. Our position was excellent and a high focus for a number of events • 10 Regional Tourist organisations attended • 89 Queensland operators attended Eastern hemisphere on the Queensland stand and 155 western. These number were supplemented by Queensland operators who held a national presence • 420 people participated in the Queensland famil program, on a series of 51 famil visits to destinations through Queensland. This included Aussie specialists, product managers and media. 	☺
4-3-3	<p>Through the destination management planning process, maximise cooperation and the packaging of tourism products, within and between destinations. This may involve the development of tourism development clusters in key destinations, comprising tourism operators.</p>	RTOs, TQ, DTRDI	To be completed during 2006-07 and ongoing	<p>Destination Action Groups are being formed around the State with representation from local councils, RTOs, industry bodies and state government agencies focussing soft and hard tourism infrastructure and product development.</p> <p>Cluster groups have been formed in various locations across the state, to support soft adventure, backpacker and bed & breakfast markets.</p>	☑

Theme five: Natural environment and culture



5-1-1	Develop a practical and effective suite of social and environmental indicators to measure and manage the impact of tourism on the environment and communities and utilise in future Queensland Government tourism planning and development strategies.	TQ, QTIC, EPA, OUM, CRCs, Local Government, LGAQ	To be completed by December 2007	The development of social and environmental indicators is being addressed through the Tourism Ministers' Council at a federal level. This item is to be re-scoped according to the results from the taskforce meeting.	
5-1-2	Implement the Tourism In Protected Areas initiative at key tourism sites across Queensland, including: <ul style="list-style-type: none"> • Great Sandy; • South East; • Moreton Bay; • Wet Tropics; • Whitsundays; and • Cairns Marine. 	EPA, TQ, QTIC, CRCs	All to be completed by December 2009 with significant progress to be completed in at least three sites by December 2007	<ul style="list-style-type: none"> • A proposed schedule for the roll-out of TIPA to include all required sites by December 2009 has been prepared. • Sustainable Visitor Capacity (SVC) reports for the rolling out of TIPA at Fraser Island (Great Sandy) and Glow Worm sites (South East) have been forwarded for comment. • SVC methodology is being reviewed by Professor Robert Manning, University of Vermont. 	
5-1-3	Communicate scientifically-based information on observed climate trends, climate change projections and possible impacts to tourism industry members to allow for effective business planning through: <ul style="list-style-type: none"> • the internet; and • regional briefings and interviews. 	QCCCE, QTIC, DTRDI, TQ, AMPTO	To be completed by December 2007 and ongoing.	This action is being implemented as part of the <i>Climate Smart Adaptation Action Plan 2007-2012</i> , which was released in June 2007. Workshops have been held in Airlie Beach, Townsville, Brisbane, Cairns, Gold Coast, Mt Isa, Agnes Waters from November 2007.	
5-1-4	Develop an online Best Practice Sustainable Tourism Package to allow individual businesses to contribute to a reduction in greenhouse gas emissions. The package will include advice on: <ul style="list-style-type: none"> • best practice in environmental tourism and cultural heritage management; • best practice in sustainable tourism infrastructure design; • sustainable tourism principals and their commercial application; • reducing green house gas emissions, by providing practical advice on reducing waste, water use and energy consumption; • identifying and responding to climate change impacts; and • benchmarking and suitable accreditation programs. 	EPA, QTIC, TQ, RTOs, NRW, MTSRF	To be completed by December 2007	<ul style="list-style-type: none"> • Online Best Practice Sustainable Tourism Package has been finalised and is pending an official launch on the Queensland Climate Change Centre of Excellence (QCCCE) website. 	
5-1-5	Prepare an online Protected Areas Tourism Operators' Handbook providing advice on all aspects of conducting commercial operations in Queensland protected areas.	EPA, TQ	To be completed during 2007-08	<ul style="list-style-type: none"> • Consultation with commercial tour operators and regional EPA staff complete. • Liaison with EPA Manager (Multimedia services) regarding uploading text to website. • Liaison with EPA Manager (Communication and Community 	

				Engagement) regarding how handbook would link to current Parks and forests web pages. <ul style="list-style-type: none"> • Development of draft web text. 	
5-1-6	Develop and implement a Parks/Tourism Awareness Program to raise mutual awareness of the demands and obligations faced by park managers and tourism operators. The program may include: <ul style="list-style-type: none"> • workshops to increase tourism awareness for Queensland Parks and Wildlife Service district staff; • a ranger/operator familiarisation program to increase mutual understanding of their respective roles; • a parks tourism familiarisation program to provide senior Queensland Parks and Wildlife Service staff with an increased understanding of the practical and policy issues impacting on tourism operators in protected areas. 	EPA, RTOs, QTIC, TQ	To commence 2006-07 and ongoing	<ul style="list-style-type: none"> • Regular meetings with TQ have been maintained. • TQ developed list of TQ and RTO contact names for state to be distributed to EPA staff. EPA list to be compiled once restructure finalised. • Chair of RTO Managers Forum approved periodic EPA participation in forums on an as needs basis. • TTNQ and EPA collaborated on new agent agreement for Chillagoe Cave Tours. • EPA and TQ finalised scope of the regional roadshows for EPA staff. Final program to be confirmed in early 2008. • EPA discussion paper on recognising eco-accreditation programs submitted to Statewide Tourism Forum and to EPA Minister for comment. 	
5-1-7	Conduct a statewide Tourism in Protected Areas Seminar to discuss and resolve tourism and protected area management issues.	EPA	To be completed during 2006-07	A seminar has been held to discuss stakeholder response to the issue of private investment and/or ownership of infrastructure in or adjacent to QPWS protected and managed land. An agreed action plan was devised and will be presented to the Premier via the Minister for Sustainability, Climate Change and Innovation. Statewide Tourism Industry Forums will continue to be held 3 to 4 times per year.	
5-1-8	Implement a Ranger Exchange Program with Japan and employ Japanese speaking rangers in key locations.	EPA	To be completed during 2006-07	Two Japanese speaking rangers commenced their roles with QPWS in July 2007 for a period of six months, based at Daisy Hill Conservation Park, Brisbane and in Cairns.	
5-1-9	Prepare and implement an Ecotourism Investment Strategy that: <ul style="list-style-type: none"> • identifies the policy arrangements relating to public and private investment in, or adjacent to, protected areas; • identifies specific protected areas or sites adjacent to protected areas, suitable for public and private investment; • identifies and prioritises public infrastructure demands; and • identifies support available from the State Government and Tourism Queensland for potential investors. 	EPA, TQ, RTOs, QTIC, DTRDI	To be completed during 2007-08	<ul style="list-style-type: none"> • Preparation for Round Table (held on 6 Feb 2008) with external stakeholders including representatives from tourism, conservation and Indigenous business sectors. • Liaison with interstate and international park representatives regarding private investment tourism opportunities. • Meetings with DTRDI and TQ are ongoing. 	
5-1-10	In consultation with Tourism Queensland and the tourism industry, identify, develop and promote new tourism opportunities building on the current recreation trails and the system of Great Walks.	EPA, RTOs, TQ, OUM, QTIC	To be completed during 2006-07	<ul style="list-style-type: none"> • Expressions of Interest for the Sunshine Coast Hinterland Great Walks called. • Expressions of Interest for Gold Coast Hinterland will be called in early 2008. 	

				<ul style="list-style-type: none"> Local tourism organisations have been approached to be involved in the EOI processes. Liaison with TQ regarding marketing options for the four new Great Walks. 	
5-1-11	<p>Provide direction for the inclusion of arts and culture into mainstream tourism product development and marketing by updating the current Arts and Cultural Tourism Strategy to provide options for:</p> <ul style="list-style-type: none"> developing marketing partnerships; increasing opportunities for arts and cultural tourism products to be packaged with tourism products for distribution through mainstream tourism distribution channels; funding the promotion and marketing of arts and cultural tourism products; and incorporating arts and cultural products/festivals/activities into the Australian Tourism Data Warehouse. 	TQ, Arts Qld	To be completed by December 2007	Draft strategy developed.	<input checked="" type="checkbox"/>
5-1-12	<p>Increase Indigenous participation in tourism and product development through the preparation and implementation of:</p> <ul style="list-style-type: none"> the <i>Queensland Indigenous Tourism Strategy</i>; and the <i>Cape York and Torres Strait Tourism Action Plan</i>. 	TQ, Department of Communities, EPA	To be completed by December 2007	<p>Cape York and Torres Strait Tourism Development Plan Draft of the plan being revised to take account of comments received through the public consultation process.</p> <p>Implementation of the Cape York and Torres Strait Tourism Development Plan The Tourism Development Officer for the Torres Strait has been appointed and duties to commence in Feb 2008. The DTRDI Cairns office is to champion implementation of the Cape York component.</p> <p>Queensland Indigenous Tourism Strategy All consultation completed. Negotiations currently under way with the consultants relating to the completion of the Strategy document</p>	<input checked="" type="checkbox"/>
5-1-13	<p>Take a collaborative and targeted approach to ecotourism planning and management through:</p> <ul style="list-style-type: none"> the development of Regional Ecotourism Plans in areas where there is an identified need; and the inclusion of ecotourism product development considerations in Destination Management Plans. 	TQ, EPA	To be completed by December 2008	<p>Regions which have been identified for Regional Ecotourism Plans are Sandstone Country and Cape York. Final draft of first (2006-07) Regional Ecotourism Plan (The Sandstone Country Regional Ecotourism Plan) completed. Delay due to local council amalgamations; final delivery expected April 08. Second plan (Cape York Camping & National Park Action Plan) underway; draft plan expected April 2008; final delivery depending on end of wet season due to onsite audit component of project. Expected delivery July/August 08. Planning for third plan commenced.</p> <p>Inclusion of ecotourism product development considerations in</p>	<input checked="" type="checkbox"/>

				Destination Management Plans (DMPs) and Regional Infrastructure and Investment Plans is ongoing. The second edition of DMPs rolled out in 2006-07: Mackay, Bundaberg, Central Qld – Capricorn, Central Qld – Gladstone, South East Qld Country.	
5-2-1	<p>Prepare and implement a Tourism Park Management Strategy to provide the policy, planning and management framework for commercial and recreational access to key tourism sites in protected areas. The plan will:</p> <ul style="list-style-type: none"> analyse the economic value of high visitor use protected areas as tourism assets; review existing tourism management and policy arrangements as they relate to commercial use protected areas; detail the visitor infrastructure, funding and maintenance required to achieve sustainable commercial and recreational tourism use of protected areas; and consider funding options for meeting infrastructure and management demands. 	EPA, TQ	To be completed by 2007-08	<ul style="list-style-type: none"> Project plan developed to analyse data from Valuing Queensland Parks project and review current policies, procedures and systems, and related visitor strategies. Research is currently underway regarding: <ul style="list-style-type: none"> Internal systems that EPA/QPWS currently uses to assist in the management of parks and forests. Current reports regarding economic value of parks. Current nature-based visitor strategies in place. Outcome will be an analysis of current management systems and investigating if they are coordinated and interlinked. 	
5-2-2	Maintain existing Tourism Liaison Officer positions and actively manage statewide and regional tourism forums.	EPA, TQ	Ongoing	<ul style="list-style-type: none"> Tourism Liaison Officer roles are being maintained. Statewide Tourism Industry Forum held on 14 November 2007. Southern Region Tourism Forum held on 12 November 2007. Northern Region Tourism Forum held on 15 November 2007. Central Region Tourism Forum held on 22 October 2007.. 	
5-2-3	Create a formal consultation mechanism with the conservation movement to gain mutually beneficial outcomes.	QTIC, TQ, DTRDI, EPA	To be completed during 2006-07	<p>Partnership opportunities and the establishment of an MOU between QTIC, Queensland Conservation Council, WWF, TQ and EPA was advanced.</p> <p>A signed MOU is anticipated in Jan – June 2008.</p> <p>Formal consultation between Queensland Parks and Wildlife Service, industry representatives and conservation groups has been held to discuss key issues, including private investment in national parks. Dialogue to be ongoing.</p>	

Theme six: Future insights and research

6-1-1A	<p>Prepare and implement a Tourism Research Strategy to address the needs of tourism stakeholders including:</p> <ul style="list-style-type: none"> • identifying research priorities based on the potential effective utilisation of the research; • reviewing the effectiveness of existing research and data collections at statewide and regional levels; • analysing research to provide user specific insights; 	<p>TQ, RTOs, Local Government, VICs, QTIC, TRA, DTRDI, CRC, TFC, OESR</p>	<p>Research strategy to be completed during 2007-08 and reviewed and updated annually.</p>	<p>Project to commence in July 2007.</p>	<p></p>
6-1-1B	<p>Prepare and implement a Tourism Research Strategy to address the needs of tourism stakeholders including: preparing an Engagement and Communication Plan to disseminate relevant research and analysis and improve the effective utilisation of the information.</p>	<p>TQ, RTOs, Local Government, QTIC, DTRDI, CRC</p>	<p>Communication plan to be prepared during 2007-08 for ongoing implementation.</p>	<p>Project to commence April 2008. Engagement and communication plan to be developed and implemented by July 2008.</p>	<p>Not underway</p>
6-1-2	<p>Provide statewide and regional economic data through regular publication of the Tourism Satellite Accounts and develop regional Tourism Satellite Accounts, providing data relating to the:</p> <ul style="list-style-type: none"> • economic contribution of tourism to Gross State Product (GSP) and Gross Regional Product (GRP); • amount of taxation and other revenues derived by government from tourism; and • contribution of tourism as an employment generator. 	<p>TQ, OESR, CRC</p>	<p>To be initiated by December 2007 depending on data source availability</p>	<p>Queensland Tourism Satellite Accounts Sustainable Tourism Cooperative Research Centre (STCRC) completed the first draft of the Queensland Tourism Satellite Accounts that are aligned to the 2003/04 National Tourism Satellite Account.</p> <p>The final Accounts released December 2007 providing data relating to</p> <ul style="list-style-type: none"> • economic contribution of tourism to Gross State Product and Gross Regional Product ; • amount of taxation and other revenues derived by government from tourism; and • contribution of tourism as an employment generator. <p>Regional Economic Estimates An extensive review of the data and methodological issues relating to regional tourism satellite accounts was presented to TQ and OESR in June.</p> <p>Using advanced analytical techniques STCRC have determined that there is sufficient data available to provide reliable regional estimates of economic contribution in the following Queensland regions.</p> <ul style="list-style-type: none"> - Brisbane - Gold Coast - Sunshine Coast - Wide Bay-Burnett 	<p></p>




				<ul style="list-style-type: none"> - Darling Downs - Northern Queensland - Outback - Fitzroy - Tropical North - Mackay / Whitsundays <ul style="list-style-type: none"> • These are the same regions included in the 2002 OESR regional estimates report. 																												
6-1-3	Develop and implement a consistent quantitative destination-based visitor survey and analysis program to provide information on the visitor experience at state and regional levels.	TQ, RTO, Local Government, QTIC, TRA	To be introduced during 2006-07 and then ongoing	<ul style="list-style-type: none"> • Quantitative destination-based visitor survey and analysis program developed and implemented through data updates, snapshots, state and regional expenditure trends and Tourism Forecasting Committee Visitor forecast snapshots. • In addition to the above, a number of RTOs have accessed QTS Special Grant Funding to conduct research for VPS and/or IPAT. (VPS: Visitor Profile and Satisfaction, IPAT: Industry Performance Analyser Tool). <p>Special Grant Funding</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">Capricorn</td> <td style="width: 20%;">IPAT</td> <td style="width: 20%;"></td> </tr> <tr> <td>Gold Coast</td> <td></td> <td>VPS</td> </tr> <tr> <td>Mackay</td> <td></td> <td></td> </tr> <tr> <td>Southern Downs</td> <td></td> <td>VPS</td> </tr> <tr> <td>Toowoomba</td> <td></td> <td>VPS</td> </tr> <tr> <td>Bundaberg</td> <td></td> <td></td> </tr> <tr> <td>TNQ</td> <td>IPAT</td> <td>VPS</td> </tr> <tr> <td>Gladstone</td> <td>IPAT</td> <td></td> </tr> </table> <p>Non Grant Funding</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">Sunshine Coast</td> <td style="width: 20%;">IPAT</td> <td style="width: 20%;"></td> </tr> </table>	Capricorn	IPAT		Gold Coast		VPS	Mackay			Southern Downs		VPS	Toowoomba		VPS	Bundaberg			TNQ	IPAT	VPS	Gladstone	IPAT		Sunshine Coast	IPAT		<input checked="" type="checkbox"/>
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6-1-4	<p>Establish a Tourism Forecasting Forum to investigate and develop Queensland growth forecasts at a state and destination level; including:</p> <ul style="list-style-type: none"> • visitor expenditure; • visitor numbers and nights; • economic contribution; and • employment 	TQ, QTIC, DTRDI, RTOs, OESR	To be established during 2007-08	This action on hold until December 2008 – awaiting outcomes from the national Tourism Forecast Committee.	Not underway
6-1-5	Undertake research to evaluate the economic contribution and effectiveness of tourism marketing activities.	TQ, DTRDI	To be introduced during 2007-08 and then ongoing	<p>After an initial desktop review of the publicly available literature it became evident that a more formal and extensive review was needed to recommend the most appropriate and effective methodology to assess the economic contribution of tourism marketing to Queensland.</p> <p>A research brief was distributed to a number of consultants who have experience in the field of evaluating the return on investment of marketing.</p> <p>A consultant was appointed and the project commenced July 2007 and was completed in October 2007. A position paper will be submitted to the Steering Committee in April 2008.</p>	<input checked="" type="checkbox"/>
6-2-1	<p>Research the 'preferred visitor' identifying the visitors that will significantly increase visitor expenditure statewide and regionally. The research will identify:- source markets and market segments, with particular reference to international markets;- key emerging markets;- motivations and needs of the consumers in these target markets;- desired experiences and market segments at statewide and regional levels and identify the most compelling iconic Queensland experiences; and- goals and performance measures for each source market and market segment.</p>	TQ, RTOs	To be completed during 2007-08	<p>The domestic market research is complete, with a roll out of the communication to RTOs and industry over February-October 2008.</p> <p>TA currently negotiating with Destination Australia Marketing Alliance (that consists all State Tourism Organisations and TA) on the possibility to conduct research in the Korean market.</p> <p>TQ appointed an international consultant to conduct the European traveller segmentation research. Markets included in the research are France, Italy and Sweden.</p>	<input checked="" type="checkbox"/>
6-2-2	<p>Prepare a Tourism Research and Development Futures Strategy that:</p> <ul style="list-style-type: none"> • identifies emerging global consumer trends; • investigates alternative research approaches, including the use of customised modelling, scenario planning, supply and demand modelling and other analysis tools; • facilitates the uptake of innovative solutions, technology and product innovation; • investigates the establishment of a 'tourism incubator'; and 	TQ, DTRDI, CRC, QTIC	To commence during 2007-08	<p>Instead of writing a strategy, decision has been made to achieve the intent of this QTS action by hosting annually a TQ Tourism Leaders Summit as part of the Tourism Futures Conference.</p> <p>Subject to approval, TQ will sponsor the summit (Jun 2008) and will invite 40 guests with significant positions and expertise within the industry.</p>	<input checked="" type="checkbox"/>

	<ul style="list-style-type: none">• utilises data, analysis and insights that are available through national and international research forums.				
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Seven: Implementation

7-1-1	Monitor implementation of the QTS through an implementation information system. Provide an annual report to Cabinet to include an update on implementation progress and the development of Destination Management Plans and Destination Action Plans.	DTRDI	Annual Reports to be completed by November for each year of the Strategy	<ul style="list-style-type: none"> • First progress update provided to the QTS Implementation Steering Committee 1 May 2007. • Report as at 31 December 2007 has been prepared. 	☑
7-1-2	Complete an independent evaluation and revision of the Queensland Tourism Strategy.	DTRDI through the TSD	To be undertaken in July 2009	Project to commence June 2009.	Not underway
7-1-3	Complete and implement a Queensland Tourism Strategy Communications Plan to roll out the Queensland Tourism Strategy across Queensland.	TQ, DTRDI , Industry peak bodies and RTOs	Roll out to be completed by May 2007	<ul style="list-style-type: none"> • QTS Implementation Communication Plan completed November 2006. • Tourism Queensland Roadshow conducted October to December 2006. • RTO briefings held November 2006 and April 2007. • QTS content included in TQ News and Tourism on Q. • QTS release at the Regional Tourism Conference December 2006. • Presentation at the Tourism Futures Conference held 4-6 December 2006. • Mailout of QTS release announcement to 1,600 QTS database contacts December 2006. 	☑
7-1-4	Establish a joint government/industry QTS Implementation Steering Committee .	DTRDI (TSD to act as secretariat)	First meeting to be held in first quarter 2007	<ul style="list-style-type: none"> • Steering Committee established. • First meeting 1 May 2007. • Second meeting held September 2007. 	☺
7-1-5	Establish a secretariat and coordination function within the Tourism Strategy Division (DTFTWID) to oversee the implementation of the QTS.	DTRDI	To be completed by December 2006	<ul style="list-style-type: none"> • Secretariat and coordination function established. 	☺
7-1-6	Incorporate tourism outcomes into the corporate planning of key government agencies .	DTRDI, TQ and Implementation Steering Committee	Review to be undertaken in the second year of implementation.	<ul style="list-style-type: none"> • Reported under Action 1-2-2B. 	☑

7-1-7	Complete an annual audit of direct and indirect State Government spending on tourism across all agencies.	DTRDI	First audit to be completed by mid-2007	<ul style="list-style-type: none"> Audit completed in June 2007. 	
7-1-8	Develop and disseminate a contact list of tourism champions within central and regional State Government offices to act as advocates for tourism and provide a point of contact for industry.	DTRDI	To be completed by December 2007	<ul style="list-style-type: none"> Reported under Action 1-2-2C. 	
7-1-9	Develop a measure of Queensland Tourism Strategy implementation for inclusion in the Director-General's performance agreement.	DTRDI	To be completed by mid-2008	<ul style="list-style-type: none"> Incorporated into the 2007 CEO's Performance Contract. 	
7-1-10	Write to Directors-General seeking their commitment to implementation of the QTS and agency development of implementation plans.	DTRDI	To be completed by December 2006	<ul style="list-style-type: none"> Completed December 2006. 	