

Queensland Tourism Strategy







Performance Monitoring Report Year to date 30 March 2007

Implementation Summary	
Total QTS Actions	100
2006-2009 actions currently being implemented or completed	84
2007/2008 actions not underway	11
2008/2009 actions not underway	5
☺	4
☑	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 , DTFTWID, TQ	To be completed during 2007-08	<ul style="list-style-type: none"> • Draft Terms of Reference for the review have been completed for the approval of the QTS Implementation Steering Committee. • Target date to engage consultant is 1 July 2007. 	
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	<ul style="list-style-type: none"> • Grants distributed to all but 4 RTOs, waiting on signed contracts and/or invoices from Brisbane Marketing, Gold Coast, Townsville and Sunshine Coast. • In the remaining RTOs, all projects are under way. 	
1-1-3A	Build on the Destination Management Plans (DMPs), to create an effective regional implementation network by: <ul style="list-style-type: none"> • establishing Destination Action Groups (DAGs) in each destination with representation from State and local government, key tourism industry stakeholders and the Area Consultative Committees 	RTOs, TQ , local government, DSD	To be established in destinations during 2006-07 and revised annually	<ul style="list-style-type: none"> • Discussions held with Department of Communities on best way to involve government departments (Regional Managers' Coordination Networks (RMCN) linkage). • Initial DAG meeting was held in Mackay 27 March 2007. Agencies are providing Destination Action Plan (DAP) action items for consideration. Next meeting will occur in May. • Formation of other action groups delayed due to staggered appointment of the Destination Management Officers (DMOs) who will be integral in forming the DAGs. • Presentations have been made to RMCN structure across the State. In-principle support has been given in all circumstances. DAG meetings are being organised to occur prior to 30 June 2007. 	
1-1-3B	Build on the Destination Management Plans (DMPs), to create an effective regional implementation network by: <ul style="list-style-type: none"> • preparing and implementing Destination Action Plans (DAPs) to carry forward the strategies in the DMPs; 	RTOs, TQ , local government.	To be completed during 2008-09	<ul style="list-style-type: none"> • Initial meeting held in Mackay. Agencies are providing DAP action items for consideration. • DAG meetings are being organised to occur prior to 30 June 2007 and once established the DAPs will be populated. 	




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 Infrastructure Plans (refer to theme two Investment, infrastructure and access); 	TQ, RTOs, DSD, DTFTWID, Coordinator-General, local government, EPA	To be completed during 2008-09	<ul style="list-style-type: none"> • Reported under action 2-1-1. 	<input checked="" type="checkbox"/>
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	<ul style="list-style-type: none"> • Governance structure developed. • Minister approved the DMO roll-out Mid March. • Draft position description, terms of reference and Grant Agreement have been developed. 	<input checked="" type="checkbox"/>
1-1-4A	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"> • establishing a TQ/DTFTWID/LGAQ consultation forum; • completing a Memorandum of Understanding between DTFTWID/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; and 	DTFTWID, TQ, LGAQ, RTOs, DLGPSR	Engagement Strategy to be completed by December 2007 and implemented by December 2008	<ul style="list-style-type: none"> • Project to commence July 2007. • Establish TQ/DTFTWID/LGAQ consultation forum July 2007. • Completion of Memorandum of Understanding between DTFTWID/TQ and LGAQ October 2007. • Draft strategy to be completed December 2007. 	Not underway
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 Local Government Tourism Strategy. 	LGAQ, DTFTWID, TQ	Local Government Tourism Strategy to be completed during 2007-08	<ul style="list-style-type: none"> • Project to commence July 2007. • Project team to be established July 2007. • Stakeholder workshops August 2007. 	Not underway
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; 	TQ, DTFTWID, RTOs, QTIC	To be completed during 2007-08	<ul style="list-style-type: none"> • Regional Crisis Management Plan Template completed. • Feedback from RTOs incorporated into template. • Planning and scoping for training workshop for RTOs to implement template and associated risk management materials (prepared by APEC International Centre for 	<input checked="" type="checkbox"/>

	<ul style="list-style-type: none"> 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. 			<p>Sustainable Tourism).</p> <ul style="list-style-type: none"> Training workshop arranged for May 2007. 	
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.	DTFTWID, TQ	To be implemented in 2007-08	<ul style="list-style-type: none"> Project to commence October 2007. First forum to be held March 2008. 	Not underway
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	<ul style="list-style-type: none"> Three presentations have been made to RMCN groups – Gold Coast, Townsville and Mackay. Discussions with Moreton Bay and Brisbane RMCN have also occurred. Agreement to create a DAG as a subcommittee of the Townsville RMCN. All Regional Directors have attended at least one RMCN meeting in their region. Most Regional Directors have presented tourism issues to the meeting. Dialogue is already assisting in better information transferring across regions and to the tourism industry. 	<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; 	DTFTWID, TQ, RTO	Ongoing	<ul style="list-style-type: none"> Letters have been sent to Directors-General seeking a commitment to the QTS. Regular TQ attendance at RMCNs. Government corporate planning timetables identified for key agencies. 	<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; 	DTFTWID, TQ, LGAQ	Ongoing	<ul style="list-style-type: none"> Correspondence sent to Directors-General requesting tourism contact officer details – both central and regional. Roles of champions identified. Database developed. 	<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: <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 	DTFTWID	Ongoing	<ul style="list-style-type: none"> QTS distributed to state and federal tourism departments and state tourism organisations. DTFTWID represented on the National Inbound Tourism Compliance Taskforce. Contact list compiled of key state tourism organisations and 	<input checked="" type="checkbox"/>







	consistent with the intent of the Intergovernmental Collaboration Arrangement;			state agency contacts. <ul style="list-style-type: none"> The QTS is on the next Tourism Ministers' Council agenda as an information item. 	
1-2-2E	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"> maximising opportunities for providing presentations to Ministerial Community Forums and Community Cabinet Meetings. 	DTFTWID	Ongoing	<ul style="list-style-type: none"> Meeting scheduled with Department of Communities in May to discuss tourism opportunities for the Ministerial Regional Community Forums (MRCF). 	<input checked="" type="checkbox"/>
1-3-1A	Prepare and implement a Community Tourism Engagement Strategy for targeted implementation by: <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); 	DTFTWID, TQ , Dept of Communities, CRC, RTOs, QTIC, LGAQ	To be completed during 2007-08	<ul style="list-style-type: none"> Project to commence November 2007. Draft strategy completed June 2008. 	Not Underway
1-3-1B	Prepare and implement a Community Tourism Engagement Strategy for targeted implementation by: <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 during 2006-07	<ul style="list-style-type: none"> Consultation ongoing with Department of Main Roads (DMR) in relation to State Gateway Signs (signature welcome signage) and the impact of federal funding for Drive Tourism Program 2 Gateway Signage. State Gateway Signs being incorporated into existing DMR annual plans. Agreed that maintenance and replacement policies for Gateway Signage would be included in the signage kit being developed as part of 2-3-2. Signature Welcome Road Signage action included as a key deliverable of the Drive Access Forum and will be included in the Forum's Terms of Reference (TOR). TOR have been circulated to DMR and Queensland Transport for comment. First formal meeting of the Drive Access Forum scheduled for Friday 18 May 2007. Working with Tourism NSW on signage policy for touring routes as part of Drive Tourism Program, Phase 2 Funding. The Drive Access Forum will deliver a new Signature Welcome in late 2007. This will not negatively impact on 	<input checked="" type="checkbox"/>


				drive tourism as there is a current kit available within market.	
1-3-2	Review the "Say G'day, enjoy your stay" campaign with a view to developing a Community Welcome Campaign for implementation through the RTOs.	TQ, RTOs, local government, QTIC	To be completed during 2006-07	<ul style="list-style-type: none"> • Campaign presented to the Tourism Minister and Tourism Queensland Board of Directors for approval. • TV commercial to be broadcast under same Community Service Announcement arrangement as was used for the original <i>Say G'Day</i> TV commercial. • \$30,000 funding allocated from TQ's 2006-07 budget for campaign launch in late May to coincide with the Australian Tourism Exchange (ATE) 2007. 	<input checked="" type="checkbox"/>
1-4-1	As part of the preparation of Destination Management Plans: <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 activities and local planning processes. 	TQ, RTOs, local government, LTOs, EPA, OUM	To be completed during 2007-08	<ul style="list-style-type: none"> • Project to commence July 2007. • Destination scan to completed in a pilot region by September 2007. 	Not underway

Theme two: Investment, infrastructure and access





2-1-1	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.	TQ, RTOs, DSD, DTFTWID, Coordinator-General, local government, EPA	To be completed during 2008-09	<ul style="list-style-type: none"> • Mackay/Whitsunday RTIIP completed and launched February 2007. • Sunshine Coast RTIIP commenced, consultant being appointed. • Gladstone Area and Fraser Coast RTOs have applied for funding to begin the RTIIP process in the first quarter of 2007. • Fraser Coast RTIIP steering committee to undertake a joint Fraser Coast/Bundaberg RTIIP. • Initial meetings held in Gladstone regarding a joint GAPDL/Capricorn Tourism RTIIP. • Progress satisfactory and meetings held for: Brisbane and Greater Brisbane RTIIP; Townsville RTIIP and Gold Coast RTIIP. 	
2-1-2A	Through a Tourism Investment Attraction Group (TIAG) , facilitate investment in tourism opportunities identified in the RTIIP's and: <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; • utilise DSD overseas offices to market tourism investment opportunities; 	DSD, TQ, DTFTWID,NRW, Coordinator-General	To be completed in all regions during 2008-09	<ul style="list-style-type: none"> • Director, Infrastructure Planning appointed February 2007. • TIAG terms of reference completed with final sign-off from DTFTWID, DSD & Minister expected by end of April. TIAG Membership confirmation expected by end of May with first meeting proposed for June. 	
2-1-2B	Through a Tourism Investment Attraction Group, facilitate investment in tourism opportunities identified in the RTIIPs and: <ul style="list-style-type: none"> • prepare and promote a Tourism Investment Land Scheme identifying potential priority sites for tourism investment. 	DTFTWID, TQ, DSD, NRW, EPA	To be completed by December 2007	<ul style="list-style-type: none"> • Currently developing a scoping paper which articulates: <ol style="list-style-type: none"> a) state, local and federal government planning process b) state government agency land allocation processes eg DSD industrial development land, DNRM and EPA processes. c) the potential application of the Western Australian scheme in Queensland. 	


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).	DTFTWID	To be completed by June 2009	<ul style="list-style-type: none"> Project to commence in line with development of QTIP. 	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.	DLGPSR, TQ, DTFTWID, NRW, EPA	To be completed by December 2007	<ul style="list-style-type: none"> DTFTWID and NRW now have joint lead with DLGPSR. Meetings have been held with NRW, DPLGSR and Department of Communities to clarify scope of this action. An audit is currently being undertaken of existing caravan parks across the State. Work is underway with agencies to identify potential caravan sites for retention or development. 	✓
2-1-5	Review and report on existing government grants and business support programs to ensure that: <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. 	DSD, RTOs, QTIC, TQ, DTFTWID	To be completed by December 2007	<ul style="list-style-type: none"> Consultant engaged to undertake a review of DSD grants and funding programs. DTFTWID and TQ participated in a workshop as part of the review process. Recommendations currently being finalised by DSD. 	✓
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 ongoing.	<ul style="list-style-type: none"> Review and maintenance of TAD undertaken. Quarterly reviews completed. Up-to-date account of grants and programs available online for the tourism industry. 	✓
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.	DTFTWID, DSD, QTIC, TQ, RTOs,	To be completed by December 2007	<ul style="list-style-type: none"> Review of regulations impacting small business in the tourism sector was completed 2006. Review outcomes form part of the report titled: <i>Smart Regulations: Enhancing the competitiveness of Queensland Business</i> which was considered by Government in late 2006. DSD to brief QTIC on the State Government's regulatory reform agenda in May/June 2007. 	✓
2-3-1	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: <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; 	TQ, DTFTWID, transport agencies, DSD, QTIC	To be established during 2007-08	<ul style="list-style-type: none"> Memorandum of Understanding (Partnership Agreement) reviewed and signed off. Draft Terms of Reference developed. Directors-General requested to nominate their representatives for the first formal meeting of Drive Access 	✓




	<ul style="list-style-type: none"> • 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. 			Forum scheduled for Friday 18 May 2007.	
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, DTFTWID, DMR	To be completed during 2006-07	<ul style="list-style-type: none"> • Agreed with DMR that work on a District Signage Kit (including communication of the Queensland Government's Road Signage Policy) would commence in the new financial year 2007-08 following the first meeting of the Drive Access Forum. • An effective communication process is unlikely to be ratified and delivered by 30 June 2007. Progress, is however, being made towards this end. 	
2-3-3A	Revise and update the Queensland Aviation Strategy;	DSD, TQ, QT, DTFTWID	To be completed during 2006-07	<ul style="list-style-type: none"> • Strategy review and update completed. Awaiting Government endorsement. 	
2-3-3B	Revise and update the Queensland Commercial and Tourism Aviation Plan;	DSD, TQ, QT, DTFTWID	To be completed during 2006-07	<ul style="list-style-type: none"> • Strategy review and update completed. Awaiting Government endorsement. 	
2-3-3C	Revise and update the Queensland Aerospace Industry Development Plan;	DSD, TQ, QT, DTFTWID	To be completed during 2006-07	<ul style="list-style-type: none"> • Strategy review and update completed. Awaiting Government endorsement. 	
2-3-3D	Revise and update the Queensland Airports and Regulated Air Transport Plan in improving air transport facilities and infrastructure; and	DSD, TQ, QT, DTFTWID	To be completed during 2006-07	<ul style="list-style-type: none"> • Strategy review and update completed. Awaiting Government endorsement. 	
2-3-3E	Revise and update the Regional Airport Development Scheme.	QT	To be completed during 2006-07	<ul style="list-style-type: none"> • The Regional Airport Development Scheme is supporting work at 28 aerodromes/airports in the 2006-07 program. A number of the projects have been completed. • The 2007-08 program is being prepared for Ministerial approval in May 2007. 	

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, DSD	Assistance Plan to be completed by December 2006. Route development proposals are ongoing.	<ul style="list-style-type: none"> • Aviation Route Development Assistance Plan (ARDAP) has been established. • To date, ARDAP funding has been approved for China Southern Airlines (subject to airline operating direct services to Queensland), Jetstar to operate Osaka-Brisbane and to operate services to Cairns. 	
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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	<ul style="list-style-type: none"> DETA has contracted QTIC to develop Statewide SFS. Progressing in accord with SFS contract. 	
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	<ul style="list-style-type: none"> DETA has contracted relevant regional bodies to develop listed regional Tourism SFSs. All are progressing in accord with SFS contracts. 	
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	<ul style="list-style-type: none"> Sunshine Coast SFS is at the stage of recruiting a project officer enabling project to commence shortly. Additional Tourism SFS concept proposals are being developed and will be submitted for consideration. 	
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	<ul style="list-style-type: none"> Project to commence May 2007. Report to be completed by 30 June 2007. 	Not underway
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, 	TQ, QTIC, DETA,	To be commenced by June 2007	<ul style="list-style-type: none"> External research consultant contracted to undertake user needs analysis. Research currently being undertaken. Informal stakeholder interviews undertaken. Situation analysis report currently under development. 	

	<p>career path options and professional recognition;</p> <ul style="list-style-type: none"> • information on education and training opportunities; and • 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. 	<p>QTIC, TQ, DETA, DEIR</p>	<p>To be commenced by December 2007</p>	<p><i>Flexible Employment and Skills Passport project</i></p> <ul style="list-style-type: none"> • Project confirmed as a Statewide Skills Formation Strategy action. • Initial research and scoping commenced. • Flexible Employment Program (preparation for pilot) – Industry consultation: Informal expressions of interest from five Whitsundays resorts proposing a cooperative agreement with Snowy Mountains businesses to access and share seasonal workers. • Skills Passport (job card) options being explored through research being undertaken by DETA and James Cook University. <p><i>Workforce Participation Program</i></p> <ul style="list-style-type: none"> • Application to Dept. of Education Science and Training (DEST) for funding successful. • Contract negotiations commenced between DETA (on behalf of DEST) and QTIC. • Steering Committee appointed. • Project Officer and Communications Officer appointed. • Base research commenced, industry dialogue ongoing, priority projects identified. • Inclusion of AussieHost training program as part of core delivery to create standard delivery into the regions. • Development of pilot program working across Central Queensland with mining partners to establish shared human resources with both industries. 	

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.</p> <p>Through the Department of Education, Training and the Arts and TAFE Queensland, ensure that the vocation 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	<ul style="list-style-type: none"> • QTIC contracted to establish and implement the Industry Skills Alliance (aka QTIC Skills Link) for tourism and hospitality. • QTIC Skills Link has commenced preparation of the Industry Skills Plan and is on track to submit by the due date of end of May 2007. • DETA will act on advice provided through the Industry Skills Plan to ensure the VET system better supports the requirements of the industry. • 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. • Local TAFEs are party to regional SFSs and will ensure that the local TAFE system better supports the requirements of the local industry. 	
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	<ul style="list-style-type: none"> • Project brief for teacher placement and professional development completed. • February launch of THISnet (Tourism and Hospitality Industry Skills Network) breakfast workshops and teacher/trainer professional development activities. • CEO presentation at March THISnet breakfast meeting. 	
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; • 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). 	QTIC, TQ	Program to be completed by December 2007 and implementation ongoing	<ul style="list-style-type: none"> • This project has placed its outputs back by three months (ie mapping and employer usage of standards) which will mean some activity will be undertaken during April – June 2007. • QTIC have responded to widespread industry demand to review and relaunch the AussieHost customer service program, which has at its core, clearly defined customer service outcomes. This project has been a substantial undertaking which is still in its rollout phase and has included Associations Council members, RTOs and individual employers. • AussieHost has been relaunched. • AussieHost and its development will be linked to the ongoing development of the Queensland Tourism Awards. 	

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, DSD, TQ	Stage one to be commenced by December 2007 Stage two to be completed by June 2010	<ul style="list-style-type: none"> • Townsville region selected for pilot. • Steering committee appointed and operational. • Situation analysis draft completed. • Regional consultation undertaken. • Draft marketing collateral completed and pilot program outlined. • Regional launch 9 and 10 May 2007. • Many of the needs identified by tourism operators fall outside the scope of this project. • QTIC and TQ continue to work collaboratively on these business development issues, many of which are related to skills development, however the funding of such work remains a constant issue. 	✓
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	<ul style="list-style-type: none"> • Consultation undertaken with Commonwealth agencies regarding statewide labour agreement for Japanese Tour Guides and expansion of Working Holiday Maker visa program specifically. • Application made to DIMA for Outreach Officer – decision pending. • Meetings with DSD, Couran Cove Resort and Tangalooma Wild Dolphin Resort to discuss regional eligibility for Moreton Island. • Preparation for the 'Australia Needs Skills' Expo being held in Brisbane on 13-14 April 2007. • Attended several Department of Immigration and Citizenship Consultative Committee meetings and met with Parliamentary Secretary. • Discussions held at Federal Tourism Minister's Advisory Council meetings. • Labour Agreements are less likely to offer a solution than anticipated (after extensive governmental dialogue). At this point, it is unlikely for major outcomes to be achieved. 	✓




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	<ul style="list-style-type: none"> • Commercial produced. • After the first month of tracking, visibility of the campaign is good. • A comprehensive segmentation model is currently in development, initial results will be available in June. This model will enhance understanding of target markets and development of communication strategies. • Ongoing brand and cooperative marketing activity continues for all Queensland destinations, including new campaign launches for the Whitsundays and Tropical North Queensland. 	<input checked="" type="checkbox"/>
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, DTFTWID	To be completed during 2007-08 with updates conducted annually	<ul style="list-style-type: none"> • Drive - Project to commence May 2007 with establishment of the Drive Access Forum. • Cruise – First meeting of Cruise Queensland Steering Committee to be held May 2007. • Eco-tourism – Implementation largely completed, ongoing involvement in TIPAs, Sustainable Visitor Capacity initiatives. 	Not underway
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	<ul style="list-style-type: none"> • Drive Tourism Program 2 launched by Minister Keech (assisted by Minister Boyle) on Wednesday 28 March 2007. • In addition to the production of a touring route specific AV presentation, the following range of collateral was developed and delivered for each highway: brochure; Hema map; instands; fact sheets; media kit; interpretation panels. 	<input checked="" type="checkbox"/>
4-1-3	<p>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.</p>	TQ, DTFTWID, RTOs, QTIC	Eight to be completed by 2010-11 with updates conducted annually	<ul style="list-style-type: none"> • Terms of reference for the Fishing Strategy were completed in March 2007 with consultation planned for April-May 2007. Strategy is expected to be completed by 30 June 2007 • The draft Adventure Tourism Strategy was completed in March 2007. 	<input checked="" type="checkbox"/>
4-1-4	<p>Provide quality information to assist industry to cater for mobility impaired visitors by:</p> <ul style="list-style-type: none"> • reviewing and updating the Accessible Queensland Guide; 	TQ, DSQ	To be completed during 2007-08	<ul style="list-style-type: none"> • Accessible Queensland Guide reviewed. • The Accessible Tourism Advisory Group (ATAG), 	<input checked="" type="checkbox"/>





	<ul style="list-style-type: none"> 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. 			<p>established in late 2005, is continuing to meet quarterly.</p> <ul style="list-style-type: none"> An Accessible Tourism Research report was delivered in November and will inform the development of the Accessible Tourism Action Plan and the review of the Accessible Qld Guide and development of an industry education program. Action Plan scoping taking place. 	
4-1-5	<p>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.</p> <p>Similarly, prepare and implement action plans for the China and India markets.</p>	TQ, RTOs	To be completed by December 2006	<ul style="list-style-type: none"> Queensland Japan Action Plan developed, aligning TQ's activities with National Action Plan recommendations. To date, the Japan and China plans have been drafted based primarily on the existing Japan and China Action Plans and national strategies. Development of India and Korea plans has begun. Implementation of the Japan Action Plan has commenced. 	<input checked="" type="checkbox"/>
4-1-6	<p>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:</p> <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	<ul style="list-style-type: none"> OESR appointed by QETI to conduct research. Terms of Reference developed. Industry consultation currently being undertaken. 	<input checked="" type="checkbox"/>
4-1-7	<p>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.</p>	TQ, DTFTWID, DSD, Qld convention bureaux	To be completed by December 2007	<ul style="list-style-type: none"> Grant monies have been paid to the bureaux. Meeting held (TQ, DTFTWID and DSD (Invest Queensland)) regarding the linking of the Smart State Strategy - Business Events component into the QBEDS. Scoping paper on Business Tourism developed and tabled at March biannual meeting between TQ and QCB for discussion and feedback. Facilitated stakeholder meeting to be held May/June 2007 involving all key stakeholders (TQ, DTFTWID, DSD, DPC, QEC, QCB & QCEC). 	<input checked="" type="checkbox"/>
4-1-8A	<p>Review and report on the effectiveness of existing product distribution channels to:</p> <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	<ul style="list-style-type: none"> Seven RTOs have signed up with V3. Three RTOs have signed up with BookEasy. Four RTOs have yet to sign with either. <p>Not all sites are in operation.</p>	<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	<ul style="list-style-type: none"> A new ATDW subsidisation scheme has been implemented to offer membership to all tourism operators. The level of subsidisation is 100% in 2007-08, 50% in 2008-09 and 30% in 2009-10. Over 100 additional listings achieved to date. 	<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	<ul style="list-style-type: none"> TOR finalised, and Request for Proposals (RFP) sent out in March. Submissions closed 4 April 2007 	<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 Framework providing recommendations for increasing operator accreditation; and 	QTIC, TQ, DTFTWID	To be completed during 2006-07	<ul style="list-style-type: none"> Discussion on future of accreditation in (Federal) Tourism Minister's Advisory Committee, Tourism Accreditation Australia Ltd, National Tourism Alliance and State Tourism Industry Council meetings. Submission made to DITR for funding of Online Tourism Awards submission through the Quality Tourism portal. \$84,000 granted. Contract commenced with Decipher Technologies for Online Awards contract. Consultation commenced. Nationwide dialogue and support occurring with all Tourism Industry Council members regarding the development and support by industry of the Online Tourism Awards and in regard to other quality initiatives. Advice and input provided through Decipher and through the Quality Tourism Portal Working Group. 	<input checked="" type="checkbox"/>
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. 	DTFTWID	Ongoing	<ul style="list-style-type: none"> The Australian Government is no longer pursuing national legislation. DTFTWID through representation on the National Inbound Tourism Compliance Taskforce will continue to work with other agencies to share information to achieve, where possible, a standardised regulatory approach. Implementation is ongoing of the <i>Tourism Services Act</i> Compliance Program. 	<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</p> <ul style="list-style-type: none"> • Research progressing • Consultancy brief for website content prepared and circulated for discussion amongst NVWP WG members • Travel Safely in Australia brochure reprinted • March ASCOT meeting endorsed rotating chair role and expansion of NVSP Group membership <p>Queensland Visitor Safety Program</p> <ul style="list-style-type: none"> • Image guidelines signed off by members. Professionally produced. • Agreement to form visitor water safety sub-group comprising TQ, QTIC and SLSQ to produce a strategic plan of initiatives to take forward <p>Irukandji</p> <ul style="list-style-type: none"> • Agreement at Irukandji Taskforce meeting to engage consultant to produce paper outlining options for future of Taskforce post June 2007. 	<input checked="" type="checkbox"/>
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	<ul style="list-style-type: none"> • Southern Queensland – progress on track. • Marketing blueprint workshop undertaken to confirm vision • Business case for the development of The Great Sunshine Way commenced • Preparation for ‘teaser’ launch at ATE • Islands of the Great Barrier Reef – progress on track. • Extensive internal and external consultation undertaken with key stakeholders. • Engaged external advertising agency to assist in brand creative. Brand Strategy defined and creative development underway. Launch of concept as ‘teaser’ at ATE western function. 	<input checked="" type="checkbox"/>
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	<ul style="list-style-type: none"> • Project to commence June 2007 with review of the preferred visitor research. 	Not underway

4-2-3	<p>Utilise digital and online marketing opportunities and foster a competitive tourism information technology environment by:</p> <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 during 2007-08 and ongoing	<p>Interactive application</p> <ul style="list-style-type: none"> • The Where Else campaign site launched as the consumer call to action for the "Where Else but Queensland" campaign in February. <p>Online Marketing Strategy</p> <ul style="list-style-type: none"> • The development of a digital strategy, complimentary to the National Online strategy has commenced. Completion of this project is expected by June 30. 	
4-3-1	<p>Undertake additional ongoing research to identify product required to 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>	TQ, DTFTWID, DSD	To be completed during 2008-09	<ul style="list-style-type: none"> • Project to commence July 2008 based on results of the preferred visitor research. 	Not underway
4-3-2	Promote Queensland product and experiences by hosting the Australian Tourism Exchange in 2007.	TQ	To be completed by December 2007	<ul style="list-style-type: none"> • Preparation on track for hosting of ATE from 28 May to 1 June 2007. 	
4-3-3	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.	RTOs, TQ, DSD	To be completed during 2006-07 and ongoing	<ul style="list-style-type: none"> • A tourism action group network exists around the State with representation from tourism operators, local councils, regional tourism organisations and some representation from state government agencies, focusing on marketing and market development issues and opportunities. • Destination Action groups are being formed around the State. • In various locations across the state, cluster groups have been formed to support soft adventure, backpacker and bed & breakfast markets. 	

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	<ul style="list-style-type: none"> • Desk research commenced in relation to CRC work that has already been completed on the development of these indicators. Destination and regional level research is also taking place, to ascertain what has already been done in the Sunshine Coast region in regard to developing this type of indicators. 	
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. • The first component of rolling out TIPA at Fraser Island (Great Sandy) and Glow Worm sites (South East) is nearing completion. • Background work for the second phase has commenced. • Following successful implementation at these locations, it is expected that Whitsundays and Wet Tropics will commence. 	
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. 	NRW, QTIC, DTFTWID, TQ, EPA, AMPTO	To be completed by December 2007 and ongoing.	<ul style="list-style-type: none"> • This action will be implemented as part of the Climate Smart Adaptation Action Plan 2007-2012, which was endorsed by Cabinet in March. The plan is expected to be released in the coming weeks. • Project planning for the actions in Climate Smart Adaptation will begin in May, with a whole-of-government workshop and follow-up meetings with agencies responsible for the actions. • Consultation has begun with QTIC, with a meeting in early March 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; 	EPA, QTIC, TQ, RTOs, NRW, MTSRF	To be completed by December 2007	<ul style="list-style-type: none"> • Project concept has been finalised in consultation between TQ, QTIC and EPA. • Project planning is progressing. • Negotiations underway for hosting of website. • Functional requirement specification to be established for website development. • Contractor to be engaged for development of material content for website. 	

	<ul style="list-style-type: none"> identifying and responding to climate change impacts; and benchmarking and suitable accreditation programs. 				
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"> Project manager allocated. Background research commenced. 	<input checked="" type="checkbox"/>
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"> Project plan and action plan prepared in consultation with TQ. Implementation of short term actions expected to commence by 30 June 2007, with longer term actions to be completed in 2007-08. 	<input checked="" type="checkbox"/>
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	<ul style="list-style-type: none"> Working Group representing QPWS, Queensland Conservation Council, QTIC and TQ has been formed. Group has met twice. Seminar to be held on 26 June 2007 and invitation list, facilitator and draft agenda have been prepared. Invitation letters to be forwarded shortly. 	<input checked="" type="checkbox"/>
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	<ul style="list-style-type: none"> QPWS lodged the applications for "Nominations for Occupational Training" for Mr Seigo Murakami and Mr Tomohiro Hara with the Department of Immigration prior to Easter 2007. If the applications are approved by the Department of Immigration, Mr Murakami and Mr Hara will lodge their Visa applications in Japan. If the Visa applications are approved by the Department of Immigration, Mr Murakami and Mr Hara will commence their Ranger roles with QPWS in July 2007 for a period of 6 months, with one ranger based in Cairns and the other based in Brisbane. 	<input checked="" type="checkbox"/>



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, DSD	To be completed during 2007-08	<ul style="list-style-type: none"> Project to commence April 2007 with project scoping. 	Not underway
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"> Project plan and action plan prepared in consultation with TQ. Whilst project will not be completed by 30 June 2007, significant progress will have occurred. Gold Coast Great Walk is under construction and will be completed late 2007. This project will have an on-going component as new round of Great Walks are currently being planned. New Great Walks proposed at Carnarvon Gorge, Cooloola, Conondale Range and Whitunday Islands. 	⊘
5-1-11	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: <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	<ul style="list-style-type: none"> Final draft received from the consultants in late January. Consultation taking place with DTFTWID, Internal TQ stakeholders and AQ through to April. Strategy to be prepared for government consideration. 	☑
5-1-12	Increase Indigenous participation in tourism and product development through the preparation and implementation of: <ul style="list-style-type: none"> the <i>Queensland Indigenous Tourism Strategy</i>; and the <i>Cape York and Torres Strait Island Tourism Action Plan</i>. 	TQ, Department of Communities, EPA	To be completed by December 2007	<ul style="list-style-type: none"> The Cape York and Torres Strait Development Action Plan remains in draft form, pending the outcome of discussions regarding the action plans recommendation for two tourism positions to be created in Cape York and the Torres Strait. The Terms of Reference for the consultancy to develop the Indigenous Tourism Strategy has been completed and sent to consultants. The successful consult will be appointed 	⊘

				<p>before the end of April.</p> <ul style="list-style-type: none"> Timing for completion of this project has been more fully scoped over the past quarter. It is scheduled that the draft QITS document will be completed by December 2007. It will be then presented to the Minister for consideration by the government and released for public consultation in the first half of 2008. 	
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	<ul style="list-style-type: none"> The Central Queensland Sandstone Country Regional Ecotourism Plan is currently in draft form and will be workshopped with stakeholders through May. The plan is expected to be completed in June 2007. 	<input checked="" type="checkbox"/>
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"> The Valuing Places Toolkit: A step by step guide to measuring the direct economic value of natural and cultural heritage tourism places in Queensland is currently being developed. 	<input checked="" type="checkbox"/>
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 27 March, 2007. Southern Region Tourism Forum held on 17 April 2007. Northern Region Tourism Forum being held on 17 May 2007. Central Region Tourism Forum being developed. 	<input checked="" type="checkbox"/>
5-2-3	Create a formal consultation mechanism with the conservation movement to gain mutually beneficial outcomes.	QTIC, TQ, DTFTWID, EPA	To be completed during 2006-07	<ul style="list-style-type: none"> Draft partnership document prepared. Contacts with stakeholder group established. Stakeholder group identified. As part of the Tourism and Conservation Alliance, TQ is 	<input type="checkbox"/>







				<p>supporting the Wilderness Society in the production and distribution of a high quality, annotated tourism map of Cape York Peninsula which identifies places of outstanding natural beauty and provides information on existing businesses and contacts throughout the region. The print run of 50,000 copies is funded by Lonely Planet Productions.</p> <ul style="list-style-type: none"> • Future partnership opportunities were discussed in two meetings between QTIC, Queensland Conservation Council, TQ and EPA. A forum is planned for June to discuss tourism access and use of land in and near protected areas. • The exact wording and signing process for a formal document yet to be determined. 	
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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; 	TQ, RTOs, local government, VICs, QTIC, TRA, DTFTWID, CRC, TFC, OESR	Research strategy to be completed during 2007-08 and reviewed and updated annually.	<ul style="list-style-type: none"> Project to commence July 2007. Primary research findings to be delivered December 2007. 	Not underway
6-1-1B	<p>Prepare and implement a Tourism Research Strategy to address the needs of tourism stakeholders including:</p> <ul style="list-style-type: none"> preparing an Engagement and Communication Plan to disseminate relevant research and analysis and improve the effective utilisation of the information. 	TQ, RTOs, local government, QTIC, DTFTWID, CRC	Communication plan to be prepared during 2007-08 for ongoing implementation.	<ul style="list-style-type: none"> Project to commence April 2008. Engagement and Communication Plan to be developed and implemented by July 2008. 	Not underway
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. 	TQ, OESR, CRC	To be initiated by December 2007 depending on data source availability	<ul style="list-style-type: none"> Scoping Brief developed and distributed to OESR and STCRC. The STCRC was engaged on March 5 to produce the scoping study. The scheduled completion date for the scoping study is 29 June 2007. The recommendations from the scoping study will be provided to the QTS Implementation Steering Committee for consideration. 	<input type="checkbox"/>
6-1-3	<p>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.</p>	TQ, RTO, local government, QTIC, TRA	To be introduced during 2006-07 and then ongoing	<ul style="list-style-type: none"> Pilot program for the Visitor Profile Studies (VPS) conducted in Sunshine Coast region. Implementation kit for RTOs, communication plan and survey guidelines for the Visitor Profile Surveys (VPS) developed in conjunction with Tourism Research Australia. Industry Performance Analytical Tool (IPAT) evaluation report produced. RTO additional funding applications approved for IPAT and VPS implementation. Regional snapshots and NVS and IVS Snapshots produced. 	<input checked="" type="checkbox"/>

6-1-4	Establish a Tourism Forecasting Forum to investigate and develop Queensland growth forecasts at a state and destination level; including: <ul style="list-style-type: none"> • visitor expenditure; • visitor numbers and nights; • economic contribution; and • employment. 	TQ, QTIC, DTFTWID, RTOs, OESR	To be established during 2007-08	<ul style="list-style-type: none"> • Project to commence July 2007. • Forum core membership to be established by September 2008. 	Not underway
6-1-5	Undertake research to evaluate the economic contribution and effectiveness of tourism marketing activities.	TQ, DTFTWID	To be introduced during 2007-08 and then ongoing	<ul style="list-style-type: none"> • Desktop research undertaken. • Project plan drafted. 	
6-2-1	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.	TQ, RTOs	To be completed during 2007-08	<ul style="list-style-type: none"> • Scoping work has commenced with the TQ executive team in regard to the potential international markets that would participate in the research. 	
6-2-2	Prepare a Tourism Research and Development Futures Strategy that: <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 • utilises data, analysis and insights that are available through national and international research forums. 	TQ, DSD, CRC, QTIC	To commence during 2007-08	<ul style="list-style-type: none"> • Project to commence May 2007. • First forum to be conducted by September 2007. 	Not underway

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.	DTFTWID	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. 	
7-1-2	Complete an independent evaluation and revision of the Queensland Tourism Strategy.	DTFTWID through the TSD	To be undertaken in July 2009	<ul style="list-style-type: none"> • 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, DTFTWID, 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. • QTS showcased at TQ 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 .	DTFTWID (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. 	
7-1-5	Establish a secretariat and coordination function within the Tourism Strategy Division (DTFTWID) to oversee the implementation of the QTS.	DTFTWID	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 .	DTFTWID, 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.	DTFTWID	First audit to be completed by mid-2007	<ul style="list-style-type: none"> • Audit to commence mid May 2007 for completion by mid 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.	DTFTWID	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.	DTFTWID	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.	DTFTWID	To be completed by December 2006	<ul style="list-style-type: none"> • Completed December 2006. 	