
QUEENSLAND TOURISM STRATEGY

PROJECT SUMMARY

Introduction

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

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

The new tourism document will be an overarching strategic framework that will help facilitate sustainable tourism development in Queensland over the next ten years. It will take a coordinated, whole of government approach to planning and guide the progress of key whole of state strategies as well as regional, destination based tourism initiatives.

Development of the Strategy will entail broad industry, government and community consultation.

Background

In 1996, the then State Government launched Queensland's first strategic tourism plan – Queensland Tourism: A Framework for the Future. With TQ as the lead agency, this plan provided direction for the progress of tourism in the State over a number of years. A review paper was released in 1997, however in recent years more emergent agendas have taken the focus away from this plan as the State's principal strategic tool. Under the State Government priorities for service delivery, tourism in Queensland is currently guided by two key strategic frameworks, in addition to number of specific whole of state initiatives:

- The Queensland Government's Growing Tourism Strategy (State Government – department/agency coordination); and
- Destination Management (TQ – regional development and marketing coordination).

While these two frameworks are important coordinating mechanisms, there is currently no overarching strategic policy document providing the vision, direction and leadership for the sustainable growth of tourism in Queensland over the medium to longer term.

Strategic Alignment

The Queensland Tourism Strategy will meet the strategic objectives and priorities of the Queensland Government and tourism industry stakeholders.

The Strategy will directly contribute to three of the Queensland Government's key priorities:

- Growing a diverse economy and creating jobs;
- Managing urban growth and building Queensland's regions; and
- Protecting the environment for a sustainable future.

The new strategy will also align the Government's priorities and tourism policies with the objectives of individual government agencies, the issues critical to the tourism industry and regional policies and plans.

Government agency priorities

Aligning the Strategy's priorities with those of government agencies will be a key way to improve agency commitment and buy-in for the new Strategy. This can be achieved through establishing linkages and alignment between the Strategy and existing whole of government policies and significant agency initiatives such as:

- Smart Queensland Smart State Strategy 2005-2015
- Community Engagement Improvement Strategy

- State Development’s Regional Economic Development and Investment Blueprint
- State Infrastructure Plan
- Queensland Trade Strategy
- Queensland Aviation Strategy
- Communication and Information Strategic Plan
- Integrated Regional Transport Plans
- Regional Growth Management Frameworks such as SEQ 2021
- Queensland Training and Employment Priorities
- Meeting Challenges, Making Choices (MCMC); Ten Year Partnership and Cape York Partnerships
- Review of Business Regulations impacting the tourism sector
- Seamless Government.

The Queensland Tourism Industry Council’s January 2004 pre-election submission states that:

‘clear procedures and practices need to be implemented in all relevant government agencies to ensure tourism needs and opportunities are consistently recognised in policy development across all agencies and departments.

This will be a key consideration in developing the new Strategy.

Critical industry priorities

The new Strategy will be reflective of critical tourism industry priorities as identified through consultation with the Queensland Tourism Industry Council (QTIC) and the sector representatives on the Queensland Tourism Strategy Steering Committee and Tourism Industry Consultative Forum. QTIC has also conducted an industry survey to assist in identifying key priorities. The regional consultation process will be used to confirm key industry priorities and identify emergent issues.

Strategies will be developed to deliver the vision for 2015 consistent with Government and individual agency priorities. The tourism industry’s role in implementing the strategies will be identified in the development of the Strategy’s action plan.

Regional policies and plans

The opportunity exists to use the Queensland Tourism Strategy and Destination Management Plans to establish a basis for better, longer term planning, management and development of tourism in Queensland’s regions. The benefits of a stronger regional approach include:

- Enhanced integration and coordination of tourism with wider environmental, social and economic considerations;
- A more cooperative approach to the management and development of tourism in the region, through strengthening networks between agencies and organisations involved in tourism in the regions;
- Assisting regional communities to become better informed about the opportunities tourism presents and the appropriate role for tourism in their communities;
- Improved tourism information sharing and coordination between government agencies and between state and local government within the regions;
- Stronger regional ownership and support of the Queensland Tourism Strategy and Destination Management Plans; and
- A more collaborative approach to intra and inter-regional projects to enable a more efficient use of resources.

Alignment with other tourism strategies

The Queensland tourism policy environment is characterised at the national level by the Australian Government’s White Paper on Tourism, at the state level by the Queensland Government’s Growing Tourism Strategy and a range of industry sector strategies and at the local level by the suite of Destination Management Plans and a wide range of local government and regional tourism strategies.

The Queensland Tourism Strategy will be developed to strengthen and capitalise on policy linkages between these plans.

Objective and Scope

Objective

To develop an overarching Queensland tourism strategy as a cohesive planning framework for the optimum coordination, management and development of a vibrant, dynamic tourism industry, that facilitates sustainable economic, environmental and social benefits for Queensland over the next ten years.

Scope

The strategy will:

- Establish a clear vision for tourism in Queensland in 2015;
- Provide an overview of the key drivers/influences impacting the industry at present and into the future;
- Set challenging but realistic targets and objectives for the sector;
- Identify the critical success factors that will achieve the targets and objectives for the sector;
- Identify the key strategies that are necessary to take tourism forward; and
- Contain an implementation plan which will establish roles, responsibilities, timeframes, resources and methods that will make the Strategy work for Queensland.

To achieve this, the project will use an industry development framework to create a shared vision and to document developmental goals.

The Strategy will be limited to areas where government and industry can ‘make a discernible and measurable difference’. It is envisaged that the Strategy will be underpinned by an implementation plan which will address these key areas of focus. Given the timeframe of the document (10 years), the Strategy’s key focus areas will change to reflect emerging industry and community priorities, ongoing market analysis, and the impacts of trends and events in the global marketplace and competitor activities. This underscores the need for flexibility in setting tourism policy priorities.

Benefits to industry and government

The new Strategy will lead to improved tourism outcomes for both industry and government. It will improve the performance, competitiveness and structural efficiency of the industry and deliver a range of long term benefits including:

- an improved industry/government decision making framework from which resource allocation decisions can be based;
- increased export opportunities;
- development of a highly skilled and professional workforce within the industry;
- increased direct and indirect employment in the industry;
- improved entrepreneurship and enhanced service standards within the industry;
- a more economically, environmentally and socially sustainable industry;
- increased investment opportunities and the development of world class tourism related infrastructure;
- a more strategic approach to harnessing innovation and technology uptake within the industry; and
- development of strategic networks within the industry, across related industry sectors and with government.

In addressing a number of existing policy gaps, the Strategy will benefit Government through:

- establishing more explicit linkages with existing state and local government tourism related plans and the current priorities of Queensland Government departments;
- establishing vertical linkages with the Australian Government’s Tourism White Paper (and accompanying Intergovernmental Arrangement on Tourism), the Queensland Government priorities and existing destination based and niche market strategies;
- fostering a strong partnership approach with industry and the community through accommodating

- critical tourism industry and community priorities; and
- establishing a basis for better planning, management and development of tourism in Queensland's regions.

Strategy Development Approach and Activities

Context

Key elements of the proposed approach are:

- A strong commitment to community engagement through extensive industry, government and community consultation.
- A strong government/industry partnership approach with the Queensland tourism industry working alongside Queensland Government, Tourism Queensland and other agencies through active participation in decision making process associated with the strategy development process.
- A two-staged government approval process with approval being required at both draft and final strategy stages.
- Establishment of joint government/industry governance arrangements, with an Industry/Government Steering Committee to set the direction, approach and terms of reference for the Strategy and an Operational Team to coordinate the Strategy's planning processes.
- A strong focus on improving existing cross-agency coordination and governance measures through reference to best practice in the United Kingdom ('Joined up Government') and the State Government's 'Seamless Government' Strategy.
- A commitment to the development of actions involving both government and industry stakeholders and joint implementation arrangements.
- Reference to the learnings and approaches in other jurisdictions.
- The strategy development process will be supported by comprehensive and clearly documented policy deliberations and be subject to periodic review.

Stakeholders

The following have been identified as key stakeholders or stakeholder clusters:

- Queensland Government
- Government agencies (Federal, Local);
- Queensland Tourism Industry Council;
- Queensland Tourism Industry Consultative Forum;
- Regional Tourism Organisations;
- Local Tourism Organisations;
- Peak Tourism Industry Groups/Organisations;
- Regional Economic Development bodies (eg Chambers of Commerce);
- Tourism industry operators;
- Education sector (Universities);
- Conservation organisations;
- Indigenous communities.

Communication and consultation activities

An Engagement Plan has been developed to outline in more detail the proposed communication and engagement activities. This Plan is consistent with the Government's Community Engagement Improvement Strategy. A brief summary of the proposed engagement process is as follows:

- Establishment of a dedicated Queensland Tourism Strategy website;
- Development of an 'information brochure' explaining the context, processes, key issues for the Strategy;
- State Government Visioning Workshop (completed) and Central Government workshops;
- Industry sectoral consultation to be undertaken involving members of the Queensland Tourism Industry Council Associations (workshop) and an industry survey;
- Consultation with the Local Government Association of Queensland and Regional Tourism Organisations' Managers' Group;

- Development of a Discussion Paper based on feedback provided from industry and government consultation;
- Facilitation of regional workshops throughout the State, supported by an Issues Paper;
- Opportunity for stakeholders to review the draft and final versions of the Strategy; and
- A detailed and extensive media relations campaign including press releases, proactive media briefings and interviews.

Implementation

Implementation issues will be considered concurrently as part of the Strategy development process. An implementation plan for the QTS will be developed to clearly articulate the objectives, scope, milestones, funding, risk management and governance arrangements for the Strategy.

It is also anticipated that future reporting processes will include an annual report to Government.

Key milestones / events

Establishment of Steering Committee and Operational Team	Completed
Official Ministerial announcement	May 2005
Regional tourism industry consultation program and report	July – September 2005
Preparation of Draft Strategy	November 2005
Government and community consultation	November 2005 – February 2006
Final draft of Strategy	March 2006
Launch of the Queensland Tourism Strategy	April 2006