

# Gold Coast

## Regional Gems:

### On Employees

- Difficulties adapting to new market conditions:
  - “Staff are not used to the markets that are being attracted into the region [e.g., long stay camping, caravan, families/groups] ... they haven’t had time to upskill or reskill... because of limited resources.”
  - There are not enough trained or skilled staff meaning operators are employing staff that they would not have considered prior to the pandemic.
  - There is a consensus that it is a “candidates market,” meaning operators need to offer greater incentives to attract or retain workers.
  - Specialty areas i.e., Marine tourism face systematic barriers to appropriate training in their region

### On Transport

- While some accommodation is available, transport can be problematic in non-central areas as commuting time & distances are unreasonable.

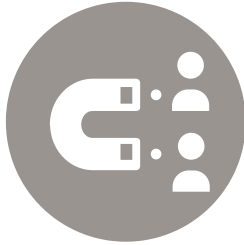


## Localised Actions:

- Adaptability to domestic markets
- Drive organisational learning culture
- Foster organisational support
- Communication & collaboration
- Social support, connectedness
- Inspirational leadership
- Coach/mentor/train young leaders
- Value/nurture mature workers
- Empower/dignify employees
- Lobby government re initiatives

# Destination Workforce Resource

## Workforce attraction & retention:



Workers are key to the industry. COVID-19 demonstrated the need to improve conditions to retain & attract workers. All actor groups play a role in making work more secure, safe, exciting, & to offer incentives to reduce region to city drain. Further, housing issues need to be resolved. Focus on culture & vibe of industry, not pay – & target key influencers (e.g., parents, career advisors).

## Communication, leadership, & collaboration:



Consistent messaging, leadership & supports from policymakers are critical in times of crisis. Leaders should work with employees & operators (in-region) to capitalise on local knowledge & experiences - to seek solutions before, during, & after crises.

## Training, development, & empowerment:



All stakeholders need ongoing training to prepare them for crises. Employees, managers, & volunteers alike crave career development & promotional opportunities which enhance resilience & organisational/industry loyalty.

## A community approach:



To endure crises, businesses, industry & not-for-profit groups, & local government can build a united 'destination approach' - with input from and engagement with the needs of the broader community. All actors can help revitalise tourism regions' employer/employee brand.

## Wellbeing & social support:



Non-work factors are key to workforce resilience. Factors such as work-life balance, secure accommodation, and family and wellbeing supports are critical to improving circumstances. Accessible (in-person) wellbeing programs need to be offered in regional areas.