



OTIC WORKFORCE PRIORITIES REPORT

NOVEMBER 2023



QUEENSLAND
TOURISM INDUSTRY
COUNCIL

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Acknowledgement of Country

QTIC acknowledges the Traditional Owners and Custodians of Country throughout Queensland. We recognise those who shared stories, welcomed guests on Country, and were stewards of the earth for millennia before us, and their continued connection to land, waterways, and culture.

Acknowledgement

We would like to thank the Regional Tourism Organisation Network, Consultation Participants, QTIC Industry Reference Groups, and anyone else who has provided input into this report.

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CEO MESSAGE

Brett Fraser

Managing a developing labour and skills shortage has become a priority for Queensland's tourism industry and, in turn, the Queensland Tourism Industry Council (QTIC). Tourism's revitalisation and long-term success requires the attraction and retention of an experienced workforce. To meet growing consumer demand, it is imperative that our industry possesses the enthusiastic people and talent needed to provide visitors with a fulfilling experience.

To address these complex workforce concerns, meaningful collaboration between the tourism industry and government is needed to produce informed and evidence-based solutions. Listening to operators on-the-ground and gaining a deeper understanding of the factors that impact the attraction, retention and the sustainability of a viable workforce is essential.

Over the past two years, our Industry Skills Advisor program has engaged extensively with tourism operators and those connected with our industry to produce this nuanced report. It is my hope that the advice and feedback provided within this document will guide informed decision making by both government and industry.

Through extensive consultations, surveys and meetings with reference groups, our Industry Skills Advisor program identified the key workforce priorities of businesses, friction points within industry training and qualification programs, and the effectiveness of government investment in current workforce attraction initiatives.

This report outlines the key recommendations produced from our industry-led research. Chief among these recommendations is the improvement of hospitality apprenticeships, investment in the promotion of tourism careers, promotion of First Nations engagement, and strengthening workforce support.

By allowing our decision-making and program investment to be guided by these industry-led recommendations, together, we can ensure the long-term success of Queensland's critical tourism industry. My sincere personal thanks go to the many QTIC members and the Regional Tourism Organisation network who shared their lived experiences and critical insights to support accurate research.



INTRODUCTION



This report presents recommendations generated through the initiatives of QTIC. The Industry Skills Advisor associated with the Queensland Tourism Industry Council (QTIC) has evaluated the proposals originating from various discussions, which include consultations from the thirteen Regional Tourism Workforce Plans, the QTIC Workforce Priorities Survey, and engagements with the QTIC Industry Reference Groups, and the Queensland Training Ombudsman. The recommendations are presented by QTIC with the expectation that ownership and support to deliver the recommendations is a whole of industry and stakeholder approach.

The recommendations are comprehensive, addressing a broad range of topics.

These topics include the improvement of cookery apprenticeships, determining workforce priorities, enhancing promotional efforts, strengthening workforce support, fostering engagement, prioritising research, and education, promoting First Nations engagement, and facilitating the adoption of technology. QTIC presents the

recommendations with the anticipation that both industry, the Queensland Government and relevant stakeholders collectively take ownership and provide support to implement them.

In Phase 1, there was active engagement with the industry and various stakeholders to discern workforce priorities in Queensland. This phase encompassed a comprehensive review of 13 regional plans developed by Jobs Queensland and involved surveys within the industry. As a result, the identified priorities and recommendations were assimilated into a conclusive report, marking the completion of this phase.

Phase 2 aims to align the findings of the report with established strategies from both the Federal and State Governments, as well as with industry stakeholders. Key strategies include the Federal Government's THRIVE 2030 and the Queensland Government's Vision for Tourism 2032, among others.

Looking ahead to Phase 3, the blueprint is for the Government and Industry to join forces in devising an Implementation Plan, outlining specific actions and initiatives.

STATE OF THE INDUSTRY



Tourism is a significant industry in the state, employing over 206,000 people, which amounts to approximately 1 in 15 Queensland residents. In the year ending June 2023, domestic overnight visitors contributed \$28.8 billion to the economy, while international visitors added \$4.3 billion, resulting in a total of \$33.2 billion or \$90.9 million per day.¹

In the fiscal year 2021-22, tourism directly created 134,000 jobs, constituting 4.4% of total employment, and indirectly supported an additional 72,000 jobs, amounting to 6.7% of the state's workforce. Prior to the onset of COVID-19 in 2018-19, tourism represented 8.6% of all occupied positions in Queensland, surpassing the combined employment figures of the agriculture, forestry, and fishing (3.7%) and mining (1.6%) industries.

Among direct tourism employment, the largest share, accounting for 40,000 jobs, was in cafes, restaurants, and takeaway food services, followed by retail trade with 20,000 jobs and accommodation with 18,000 jobs. Remarkably, more than 90% of tourism businesses fall into the category of small businesses, employing fewer than 20 individuals. Queensland boasts a total of 64,500 tourism-related enterprises, with the majority located outside the Brisbane region, comprising 53%.²

Looking ahead to 2025-26, the Accommodation and Food Services sector is projected to experience the third fastest employment growth rate among all industries in Queensland.

Employment within Accommodation and Food Services is anticipated to surge by 10%, resulting in over 55,000 job openings, inclusive of 33,000 positions to meet job replacement demand.

In the same timeframe, the four most prominent subdivisions within Accommodation and Food Services will be dominated by cafes, restaurants, and take-away services, making up 72.2%, followed by Accommodation at 14.5%, pubs, taverns, and bars at 10%, and hospitality clubs at 3.4%.³

¹Source: Tourism Research Australia - International and National Visitor Surveys. Overnight visitor expenditure only.

²Source: Tourism Research Australia, State Tourism Satellite Accounts 2021-22

³Source: Jobs Queensland, Anticipating Future Skills Series; Accommodation and Food Services

01

PROMOTION

1.1 Showcase tourism employment and training opportunities across Queensland

- Engage and educate, school-aged youth, mature individuals, and parents returning to work on tourism career opportunities and pathways.
- Promote School Based Apprenticeship and Traineeships at school expos career roadshows,
- Facilitate career transitions,
- Present regional career pathways, and attract industry involvement,
- Promote work-holiday options,
- Participate at the ICEF Australia New Zealand Agent event conference,
- Raise awareness about the Queensland Government's VET Investment initiatives through the QTIC Industry Workforce Advisor Program,
- Promote the value of micro-credentials to educate employers and their staff,
- Showcase Quality Tourism Accredited Business (QTAB) highlighting the benefits of the certification.



1.2 Promote technology adoption

- Train staff in the use of technology tools,
- Support businesses to adopt various integrated solutions such as:
 - ~ booking systems,
 - ~ external marketing software,
 - ~ yield management tools,
 - ~ rostering programs, and
 - ~ ReviewPro.
- Optimise workforce performance, and
- Deliver micro-credentials,
- Host technology-focused training sessions via Regional Tourism Organisations,
- Partner with Universities on tech initiatives,
- Collaborate with Queensland Government and Industry Stakeholders to deliver the Tourism Innovation Roadmap.

1.3 Promote employment migration opportunities

- Deliver educational workshops, and webinars,
- Build relationships among stakeholders,
- Collaborate with relevant agencies,
- Take advantage of QTIC's and other Associations training support,
- Engage with the Queensland Regional Tourism Organisation member network, and
- Create an Employment Hub.

Promote School Based Apprenticeship and Traineeships at school expos career roadshows

Facilitate career transitions

02 WORKFORCE SUPPORT

2.1 Housing

- Consideration for funding models such as the Victorian Government \$150 million Regional Worker Accommodation Fund,⁴
- Work closely with Local Government Agencies to prioritise community engagement, ensuring any initiatives or legislative change can be adapted to local contexts and address specific community requirements,
- Foster public-private partnerships between all levels of government, the private sector, and tourism and housing industry stakeholders to jointly invest in projects catering to workforce housing needs, e.g., complexes near major event venues or destinations that are heavily reliant on tourism,
- Review and adapt regulatory frameworks to facilitate development of affordable housing options and streamline approval processes, taking a long-term view,
- Collaborate with accommodation partners, including industry associations and organisations representing hotels, resident managers, caravan parks, and other short-stay providers on supply of short-term accommodation to meet visitor demand,
- Incentivise and support implementation of housing co-operatives or not-for-profit residential housing solutions that are people-focused, incorporate sustainability, foster community, and facilitate active/public transportation connectivity, similar to the Nightingale model.⁵

2.2 Industrial relations

- Advocate to government to secure a second job tax break for tourism employees,
- Investigate industrial relations challenges faced by businesses and employees,
- Disseminate industrial relations changes through industry networks, and
- Provide support and training to employers and employees through industrial relations services.

2.3 Flexible working conditions

- Offer business education through the QTIC Industry Workforce Advisor program focusing on workforce planning,
- Conduct workshops, seminars and webinars to employers illustrating the benefits of flexible rostering and working conditions,
- Promote the benefits of shift work,
- Showcase travel prospects to encourage mobility throughout Queensland based on seasonal variations,
- Promote support available to ensure business understanding of employee rights,
- Create micro-credentials designed to inform employers about the potential configurations of flexible employment,
- Establish an inclusivity platform, and
- Foster connections among employers at industry events and workshops.



Showcase travel prospects to encourage mobility throughout Queensland based on seasonal variations



Advocate to introduce a comprehensive employer industry portable long service leave

2.4 Big Data

- Empower businesses to use ReviewPro,
- Create a data dashboard to:
 - ~ support businesses in their decision making,
 - ~ highlight market and industry trends,
 - ~ support business resilience, forecasting, and resource allocation,
 - ~ simplify data for communication,
- Support business software training,
- Create and offer data capture templates.

2.5 Support human resource sharing

- Advocate to the government for the removal of the second job tax,
- Advocate to introduce a comprehensive employer industry portable long service leave,
- Promote job sharing through an industry job platform development,
- Establish an industry-employer model, and
- Support job sharing across industries and seasons.

2.6 Health and wellness support

- Form professional partnerships,
- Organise educational events,
- Share industry case studies,
- Conduct promotions,
- Raise awareness,
- Establish a member portal,
- Host webinars, and
- Implement an employee assistance program for industry.

2.7 Affordable and accessible childcare

- Advocate for affordable and accessible childcare to government on behalf of employers and employees.

⁴Source: M Neal and R Kirkham (2023), Vic towns with creative staff housing solutions look for share of new regional worker accommodation fund, 21 July, ABC News, accessed 21 July 2023.

⁵Source: Nightingale Housing (2023), Nightingale Housing – Homes built for people, not profit, accessed 25 August 2023

03 WORKFORCE PRIORITIES

3.1 Apprenticeships and traineeships

- Highlight leadership pathways,
- Foster industry collaboration,
- Conduct awareness campaigns,
- Showcase successful candidates and industry success stories,
- Advocate for increased wages for adult apprentices,
- Educate parents about career opportunities and benefits, along with educational pathways,
- Deliver career roadshows, and
- Facilitate connections between students and businesses.

3.2 Remuneration

- Educate employers to:
 - ~ develop a competitive employee value proposition,
 - ~ understand the value of fair and equitable remuneration to employees,
 - ~ develop a remuneration policy and process.

3.3 Address staff shortages

- Deliver career roadshows,
- Participate in career expos to attract talent,
- Create work experience opportunities for secondary students,
- Engage mature people into employment,
- Advocate for business accreditation,
- Market the appealing lifestyle of the tourism industry,
- Highlight industry benefits,
- Offer micro-credential programs to onboard and, or upskill employees,
- Encourage succession planning through the industry workforce advisor program,
- Target career changers with promotional efforts,
- Foster industry collaboration,
- Establish a program granting industry employees access to discounts,
- Promote career prospects related to the Olympics 2032,
- Recognise and promoting transferable skills as an asset for the industry, and
- Investigate the benefits of standardised industry forms to assist with work placements.



Educate parents about career opportunities and benefits, along with educational pathways

~

Create work experience opportunities for secondary students



Create case studies that highlight industry role models and champion employers

3.4 Focus on employment and retention for disadvantaged groups

- Engage with regional communities,
- Boost First Nations tourism,
- Promote apprenticeships and traineeships,
- Collaborate with businesses,
- Educate operators to use the Best Practice Guide for Working with First Nations Tourism,
- Provide access to grant advice,
- Implement workforce programs,
- Support First Nations Tourism and provide mentorships and work placements through the creation of a job's hub,
- Collaborate with disability and diverse employment agencies and related associations,
- Create case studies that highlight industry role models and champion employers,
- Raise employer awareness through micro-credentials,
- Utilise inclusive marketing approaches,
- Promote grants for businesses to improve accessibility and inclusivity,
- Identify suitable job roles, and
- Advocate for the inclusion of people with disabilities, migrants, mature aged and First Nation people.

3.5 Structured work placements

- Promote the benefits of such placements to accredited businesses and the broader industry,
- Offer employers an onsite training checklist,
- Conduct webinars for members,
- Establish a clear structure and standardised requirements for successful work placements,
- Educate schools, training organisations and employers on the value of structured work placements,
- Foster relationships between education providers and the industry, and
- Implement employer certification for structured work placement programs.

04 STAKEHOLDER ENGAGEMENT

4.1 Improve employer access to VET Investment initiatives

- Promote and communicate VET Investment initiatives through the Industry Workforce Advisor program,
- Offer information through industry reference groups,
- Conduct workshops in partnership with local agencies including regional tourism organisations, and
- Promote the initiatives through QTIC and other associations' websites, electronic direct mail, and social media channels.

4.2 Foster business sustainability and growth

- Raise awareness about grants,
- Promote Queensland Government workforce and small business initiatives,
- Organise and participate in workshops and networking events,
- Emphasise Quality Tourism Framework pathways,
- Promote access to QTIC grants portal,
- Implement regional mentoring and support programs, and
- Provide business capability support and initiatives.

4.3 Facilitate business partnerships

- Facilitate regional networking events, consultations, and committees,
- Host workshops, and
- Support collaboration between non-accredited and accredited businesses.

4.4 Engage directly with parents to support student tourism career pathways

- Establish school connections for career education,
- Promote career roadshows, and careers events through parents and citizens associations and school newsletters,
- Showcase career opportunities linked to Brisbane 2032,
- Support local industry participation at school career evenings, and
- Promote QTICs website as a platform for information.



Implement regional mentoring and support programs

~

Establish school connections for career education

05 RESEARCH AND EDUCATION

5.1 Provide tailored training programs

- Create packaged micro-credentials based on data from course completions,
- Identify industry needs through consultations, Industry Skills Advisor, Industry Reference Groups, and intelligence evidenced from the Industry Workforce Advisor Program,
- Utilise insights from Local and Regional Tourism Organisations, and
- Pursue funding support from state and federal governments to deliver specialised training initiatives.

5.2 Promote mentoring opportunities

- Support collaborations and partnerships with businesses,
- Provide soft skill training by mentors,
- Support trade apprentices through tailored mentoring programs to increase retention rates, and
- Identify potential opportunities through accredited businesses and awards.

5.3 Continuation of the QTIC Micro-credentialing program

- Continue to engage businesses and their employees,
- Bundle course offerings,
- Create user case studies,
- Work with industry to explore new course concepts,
- Seek industry partnerships and engagement,
- Explore alternative funding sources,
- Explore opportunities to offer existing courses as a Fee For Service to increase broader engagement, and
- Promote the program through the Quality Tourism Framework.

5.4 Undertake research on non-traditional and underutilised cohorts

- Consult with Workforce Australia,
- Collaborate with universities and relevant agencies,
- Contribute to the Queensland Government's Choose Tourism Campaign research study,
- Explore best practices from other industries and international agencies,
- Examine working holidaymakers and other onshore visa holders, and
- Identify funding opportunities to support research efforts.

5.5 Deliver diversity and inclusiveness training

- Promote current micro-credentials such as the Respecting First Nations cultural protocols in Australia,
- Conduct regional training and workshops,
- Establish a mystery guest program to identify improvement areas and training needs for businesses, and
- Align diversity and inclusiveness training with accreditation efforts.



Align diversity and inclusiveness training with accreditation efforts

06 FIRST NATIONS ENGAGEMENT

6.1 Support First Nations Youth in the tourism workforce

- Advocate for a mandated percentage of First Nations employment tied to National Park Permits,
- Educate employers about the benefits of hiring First Nations individuals for both their businesses and the broader community,
- Support employers and their staff with cultural training using the Best Practice Guide for working with First Nations Tourism, and
- Offer mentoring to new First Nations employees to assist them in transitioning into the workforce.

6.2 Promote the Best Practice Guide for working with First Nations Tourism

- Conduct and promote First Nations workshops for businesses and teams through various networks, such as
 - ~ Regional Tourism Organisations,
 - ~ Local Councils,
 - ~ Local Tourism Organisations, and
 - ~ Chambers of Commerce.
- Highlight the Respecting First Nations cultural protocols in Australia micro-course and advocate for connecting the Best Practice Guide to accreditation,
- Advocate to make the micro-course a requirement for businesses to complete in order to access National Parks permits.

6.3 One-on-one coaching to assist engagement with Indigenous businesses

- Promote the First Nations Tourism Mentoring Program
 - ~ Face-to-face and online mentoring or coaching sessions,
 - ~ Funded by the National Indigenous Australians Agency,
- Foster local, regional, and state partnerships while also promoting the advantages of accreditation.



Educate employers about the benefits of hiring First Nations individuals for both their businesses and the broader community

~
Conduct and promote First Nations workshops for businesses and teams



07 TECHNOLOGY



Promote technological opportunities to businesses through the Industry Workforce Advisory program

7.1 Educate businesses on the benefits of technology

- Support the Queensland Government's Tourism Innovation Roadmap,
- Promote technological opportunities to businesses through the Industry Workforce Advisory program,
- Promote the Quality Tourism Framework, Digital Distribution Marketing Essentials online module,
- Create and promote best practice through case studies, and
- Organise partner webinars and workshops.

7.2 Promote industry-specific technology events and expos

- Advertise events through electronic direct mail and social media using established distribution channels:
 - ~ Regional Tourism Organisation networks,
 - ~ Industry Associations,
 - ~ Chambers of Commerce, and
 - ~ Local Government.
- Conduct webinars and workshops to enhance promotion efforts.

08 TRADE APPRENTICESHIP

8.1 Review the relevant qualifications and training outcomes

- Review core units of competency,
- Introduce specialisations,
- Provide employer education.

8.2 Address barriers to completion

- Review the apprenticeship model,
- Consider reducing the apprenticeship duration,
- Address wage disparities,
- Establish pre-apprenticeship programs,
- Establish a mentoring program,
- Implement mental health support programs,
- Reevaluate the subsidisation model to prioritise apprentices,
- Enhance support for apprentices needing to relocate, and
- Encourage Group Training Organisations to take on cookery apprentices.

8.3 Promotion of culinary pathways

- Create a targeted promotion of culinary career pathways to each cohort including:
 - ~ youth, mature aged, career changers/cross-industry, people with disabilities, parents returning to work, skilled migrants (offshore and onshore), family and partner visa holders, international students,
- Utilise the Young Tourism Leader Program,
- Facilitate career roadshows:
- Feature local chefs,
- Provide industry-realistic experiences in a commercial kitchen,
- Integrate the opportunity to learn a new industry-specific skill that participants can take home, and
- Involve parents in activities and decision-making.



Encourage Group Training Organisations to take on cookery apprentices

~

Provide industry-realistic experiences in a commercial kitchen

09 NEXT STEPS

PHASE 1

Engage with the industry and key stakeholders to identify workforce priorities throughout Queensland. This involved reviewing the thirteen regional workforce plans created by Jobs Queensland and conducting surveys within the industry to highlight critical workforce concerns.

Validate the workforce priorities and recommendations gathered from the consultations and compile them into a report.

Status: Completed

PHASE 2

Align the report's recommendations with current strategies, initiatives, and actions from both Federal and State Governments, as well as industry stakeholders. These include, but are not limited to:

Australian Government:

- THRIVE 2030: The Re-envisioned Visitor Economy Strategy
- The National Jobs and Skills Pathway
- Working Future: White Paper on Jobs and Opportunities from the Australian Government
- Designing a Migration System for a Prosperous and Secure Australia
- The National Skills Concord.

Queensland Government:

- Vision for Tourism 2032: Shaping Queensland's Visitor Economy
- Good People, Good Jobs: Queensland's 2022-2032 Workforce Strategy
- The Queensland VET Strategy.

Status: Not yet started

PHASE 3

The Government and Industry will collaborate to formulate an Implementation Plan. This plan will specify distinct actions, initiatives, and programs that the government and industry will undertake together.

Status: Not yet started

OUR PARTNERS



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