

Queensland Country

Regional Gems:

On Accommodation

- “We actually have people from Brisbane and Ipswich who've moved into our longer-term caravan parks because of issues around affordability... that have then pushed out those individuals who would usually take up those caravan occupancies... as you have that creep down around affordability, there will always be a market that gets pushed out. And it will be your itinerant workers. It will be those people who would want short stay accommodation”

On Employees

- Operators were unable to hire enough workers at some stages of the pandemic and were then over-reliant on seasonal workers
- Operators – “we have to spend a lot more time onboarding staff that we do recruit because of shortage of actual skills... it's time to review what the training programs are for getting people trained up...”

On Destination

- Part-time operators inhibit a consistent 24/7 visitor experience also impacting secure employment

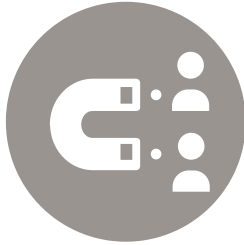


Localised Actions:

- Consistent communication/tone
- Team building/Professional Development
- Flexible work
- Leadership/support/trust
- Knowledge sharing
- Skills & training policy reform
- Policy makers connecting better to SMEs
- Volunteer capabilities

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.