

# Tropical North Queensland

## Regional Gems:

### On Accommodation

- Not only lack of affordable housing, but also availability

### On Employees

- Structural issues remain prescient. For example, outside perceptions of the industry, lack of flexibility from employers
- Ambiguity about who is responsible for training
- “Acknowledging long standing issues of job security and skilled labour shortages (relying on government policy supports)”

### On Operators

- Specialised tourism services (e.g. AV, tour guiding), especially SMEs more vulnerable than larger tradition tourism business and risk being neglected

### On Support Services

- Lacking wrap-around support services to enable recruitment and retention of diverse groups (e.g. disability, First Nations)

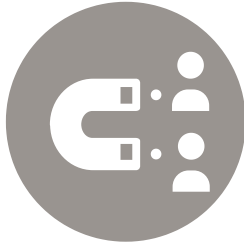


## Localised Actions:

- Effective communication
- Employee resilience & learning culture strong
- Social support/connectedness
- Leadership
- Knowledge sharing/transparency
- Policy incentives for employment
- Seniors & volunteer capabilities
- Housing (whole of government)

# 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.