



# Destination Blueprint 2012-2015

How we are building  
tourism together

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# Foreword

**Tourism is a pillar of the Queensland economy – it creates jobs, earns export dollars and showcases the natural and cultural heritage of our state to the world.**

The Queensland Government understands the importance of tourism – and was elected on a platform of getting the industry back on track and doubling visitor expenditure to \$30 billion by 2020.

The government's election policy – *DestinationQ* – guides our priorities, underpins our partnership with industry and is delivering results. Since March 2012, the Queensland Government has signed a formal partnership agreement with industry, doubled funding to regional tourism organisations, allocated \$20 million in new funding for destination marketing and attracted new flights from China to Queensland.

This *DestinationQ* Blueprint 2012-2015 outlines how *DestinationQ* will be implemented to the end of 2015, the first major milestone in reaching the 2020 target for the industry. The blueprint outlines the elements of our *DestinationQ* approach to growing the industry, the foundations already laid, and the key directions the Queensland Government will take over the next three years to achieve the 2015 milestone.

For industry, this blueprint:

- Outlines what the 2020 goal means for Queensland, particularly for source markets, and where we want to be in 2015;
- Demonstrates how a whole-of-government approach to tourism will benefit our industry, with all agencies working to build this pillar of the economy;

- Identifies a clear set of priorities for the marketing and promotion of our state as part of the government's destination partnerships with the industry at a regional level;
- Outlines a continued commitment to events – major, business and regional – as a key driver of visitation;
- Highlights our proactive new approach to attracting investment in Queensland tourism product and new aviation routes; and
- Clearly shows how all partners will be held accountable to the industry for their part in building tourism.

The government, together with its industry partners, is actively developing new policies and approaches for different aspects of tourism – this blueprint outlines how this effort fits together and will be coordinated. Implementation will be led by the Department of Tourism, Major Events, Small Business and the Commonwealth Games and the newly-created Tourism and Events Queensland (TEQ).

We are confident about the future of Queensland's tourism industry – we will once again be Australia's number one holiday destination and together we will get the industry back on track.



Hon Campbell Newman MP  
**Premier**



Hon Jann Stuckey MP  
**Minister for Tourism, Major Events, Small Business and the Commonwealth Games**

# Context

## Tourism is important

Tourism generates regional services, jobs, investment and growth in towns and communities throughout Queensland.

In recent years, the industry has faced challenges from increased global competition, a high cost-base, and changing consumer travel patterns, expectations and use of technology.

### Tourism and Queensland's economy

Tourism in Queensland:

- generates \$48 million per day – or \$17.7 billion per year – in overnight visitor expenditure
- directly accounts for 124,000 or 5.4% of Queensland jobs
- directly contributes \$8.4 billion or 3.1% to gross state product
- generates \$5.0 billion in overseas export earnings
- supports 55,700 businesses, representing 12.9% of all registered businesses in the state

(Source: Tourism Research Australia)

## A new approach – *DestinationQ*

The government's election policy – *DestinationQ* – identified a new approach to tourism, to create new opportunities and a sustainable future for tourism in Queensland. The key elements of *DestinationQ* are:

**Ambition** – setting a growth target for the industry to double overnight visitor expenditure to \$30 billion by 2020.

**Leadership** – focusing whole-of-government support for tourism and events as one of the four pillars of the Queensland economy.

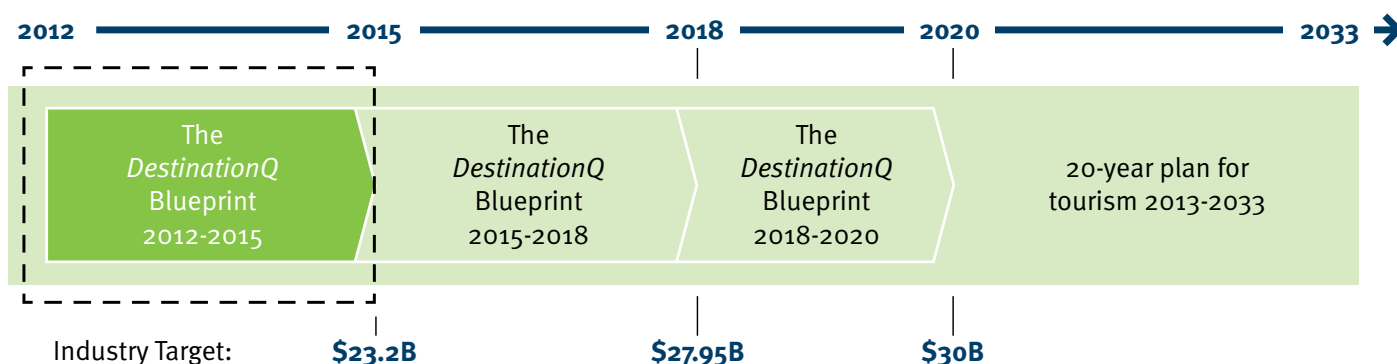
**Partnership** – developing a strong partnership with industry, driving enhanced and collaborative marketing and development efforts, and a focus on events for Queensland.

**Investment** – attracting new investment in tourism product and new aviation routes to Queensland, and reducing the red-tape burden on tourism operators.

**Accountability** – assigning roles and responsibilities, tracking progress and reporting on outcomes at an annual forum of industry stakeholders.

The government has laid strong foundations to implement each of these elements of *DestinationQ* and underpinned this with an historic partnership agreement with the industry.

The success of *DestinationQ* relies on all of the partners remaining engaged and taking action. No time has been wasted in delivering on the priorities identified at the 2012 *DestinationQ* forum. Future years need to maintain this momentum so that all partners keep delivering for this industry as a pillar of the Queensland economy.



# DestinationQ – Building tourism together

**Target – To double overnight visitor expenditure to \$30 billion by 2020**

**Milestone – To reach \$23.2 billion by 2015**

Elements	Foundations	Directions to 2015 →
<b>Ambition</b> Setting a growth target for the industry to double overnight visitor expenditure to \$30 billion by 2020	<ul style="list-style-type: none"> <li>✓ 2020 growth target established</li> <li>✓ Tourism recognised as a pillar of the Queensland economy</li> <li>✓ Regional targets established</li> </ul>	<ol style="list-style-type: none"> <li>1. Identify the 2015 milestone</li> <li>2. Create a collaborative tourism and events business system</li> <li>3. Set the priorities for future source markets</li> </ol>
<b>Leadership</b> Focusing whole-of-government support for tourism and events, as one of the four pillars of the Queensland economy	<ul style="list-style-type: none"> <li>✓ Tourism Cabinet Committee established</li> <li>✓ Stand-alone department established</li> <li>✓ Whole-of-government commitment generated</li> <li>✓ Tourism and Events Queensland established</li> </ul>	<ol style="list-style-type: none"> <li>1. Look to the future with a 20-year plan for tourism</li> <li>2. Maintain government's focus on tourism in key areas including skills, labour and career development</li> <li>3. Build Queensland's Indigenous tourism strengths and experiences</li> <li>4. Deliver an integrated approach to sectors such as drive and ecotourism</li> </ol>
<b>Partnership</b> Developing a strong partnership with industry, driving enhanced and collaborative marketing and development efforts, and a focus on events for Queensland	<ul style="list-style-type: none"> <li>✓ <i>DestinationQ</i> Partnership Agreement signed</li> <li>✓ 12 Month Key Action Plan endorsed</li> <li>✓ \$20M 2012-13 Tourism Investment Strategy announced</li> <li>✓ \$7M regional tourism organisation partnership fund implemented</li> </ul>	<ol style="list-style-type: none"> <li>1. Enable a destination management approach</li> <li>2. Build destination brands and experiences</li> <li>3. Push into new growth markets and maintain traditional markets</li> <li>4. Innovate with marketing content and delivery</li> <li>5. Optimise major event opportunities in the lead up to the 2018 Commonwealth Games</li> <li>6. Use events to drive visitation</li> </ol>
<b>Investment</b> Attracting new investment in tourism product and new aviation routes to Queensland, and reducing the red-tape burden on tourism operators	<ul style="list-style-type: none"> <li>✓ Tourism Investment Attraction Unit established</li> <li>✓ \$8M Attracting Aviation Investment Fund established</li> <li>✓ Tourism recognised in the state's planning system</li> <li>✓ Coordinated investment approach adopted</li> </ul>	<ol style="list-style-type: none"> <li>1. Attract investment in new and renewed tourism product</li> <li>2. Implement a streamlined planning system and partner with local government to deliver outcomes</li> <li>3. Make it easier to do business in Queensland</li> <li>4. Release a 3-year aviation plan with clear priorities and target route development</li> </ol>
<b>Accountability</b> Assigning roles and responsibilities, tracking progress and reporting on outcomes at an annual forum of industry stakeholders	<ul style="list-style-type: none"> <li>✓ 2012 <i>DestinationQ</i> forum held</li> <li>✓ <i>DestinationQ</i> Post-Forum Working Group established</li> <li>✓ Regular progress reports released</li> </ul>	<ol style="list-style-type: none"> <li>1. Industry input at an annual forum</li> <li>2. Annual reporting on progress</li> <li>3. Clear line of sight for stakeholders</li> </ol>

# Ambition

**As part of this *DestinationQ* blueprint, the Queensland Government is setting a growth target for the industry to double overnight visitor expenditure to \$30 billion by 2020.**

The Queensland Government recognises the importance of tourism to the Queensland economy and sees strong potential for growth to 2020. The foundations of this approach for tourism are:

- Tourism growth target – doubling visitor expenditure to \$30 billion by 2020 is Queensland's target. This provides industry and government a common goal and focus for the future. Achieving this target requires a clear strategy, strong partnerships and commitment from the whole community. Industry and government must work together to position the industry to be competitive and resilient into the future.
- Tourism as a pillar of the Queensland economy – in 2010-11, the Queensland tourism industry directly contributed \$8.4 billion (3.1%) to gross state product and supported 124,000 (5.4%) Queensland jobs. Tourism has many touch points with other sectors of the economy, particularly in Queensland's regions. It supports the preservation and presentation of environmental values and contributes to the vibrancy and liveability of communities.
- Regional targets – each region has a part to play in providing quality, value-for-money experiences for visitors. In the development of new partnership agreements between Tourism and Events Queensland (TEQ) and regional tourism organisations (RTOs), each region has recognised targets which represent their share of the statewide 2020 industry growth target.

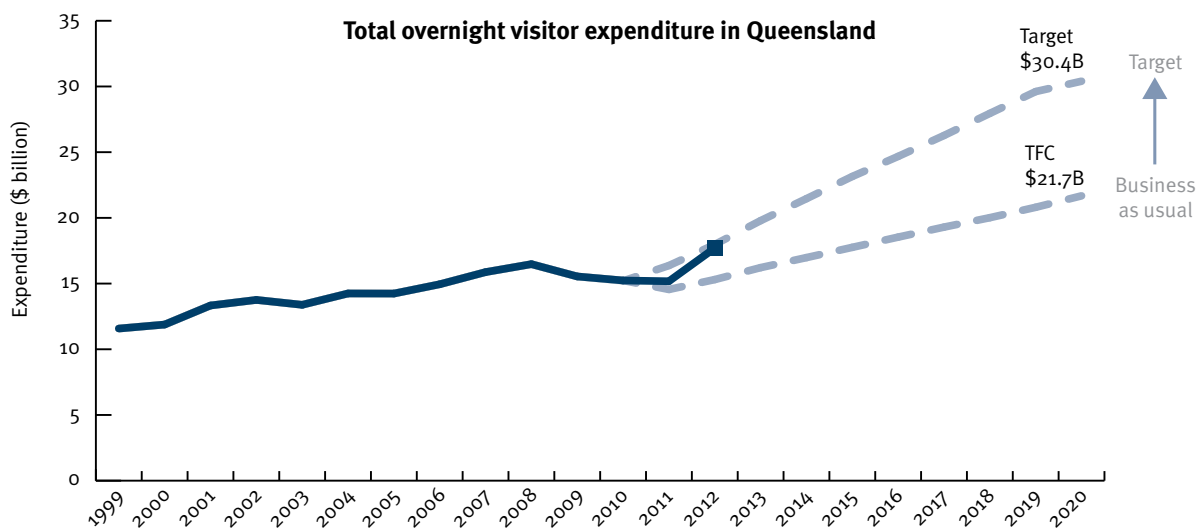
## Identify the 2015 milestone – \$23.2 billion

The 2020 growth target is ambitious. Visitor expenditure is expected to reach \$21.7 billion per annum by 2020 under the Tourism Forecasting Committee's (TFC's) forecasts representing a business usual expectation. Reaching the government's 2020 growth target of \$30 billion requires the current trend to be broken and growth in visitor expenditure accelerated.

Queensland stands at \$17.7 billion in expenditure at the end of 2011-12, which is above the business as usual forecast and very close to the target line. In 2015, the target range is between \$17.8 billion and \$23.2 billion in expenditure. By 2018, the target range is between \$20.0 billion and \$27.95 billion. Achieving the 2020 industry growth target requires Queensland to track as close as possible to the top of the target range at each of these milestones.

Growth to achieve the target will not be uniform between now and 2020. Events will intervene, and indeed growth may accelerate and compound as the efforts of the partnership come together. If Queensland is to reach the 2020 target, it must grow beyond business as usual. Identifying the 2015 and 2018 milestones gives industry a marker to check on progress and focus attention on further steps to generate growth.

This approach helps assess if Queensland is moving beyond business as usual and gauge the impact of efforts to date. If visitor expenditure falls within the target range, the industry is performing above forecast. How far above will be a product of a range of factors, and the assessment of progress will help all partners identify priorities for the next three years towards 2020. Without a milestone, the 2020 goal may seem too distant to galvanise the kind of effort required by all partners to grow the industry.



Source: Deloitte Access Economics 2012





## Create a collaborative tourism and events business system

How tourism operators, associations and government work together as an industry impacts Queensland's ability to reach its goals. The industry needs to be connected, collaborative and engaged, with a clear understanding of how the Queensland tourism industry can achieve its goal in a highly competitive environment. Tourism, as an important pillar of the economy, has to keep pace with consumer demands, adopt new technology and ways of doing business, and stay relevant in the face of the strong competition both from other states and abroad.

## Set the priorities for future source markets

Reaching Queensland's 2020 target requires a clear strategy to target those source markets that will deliver the greatest contribution to overall visitor expenditure. Visitors from Australia and New Zealand will remain the largest source markets for the majority of tourism businesses throughout Queensland, with growth coming increasingly from international markets.

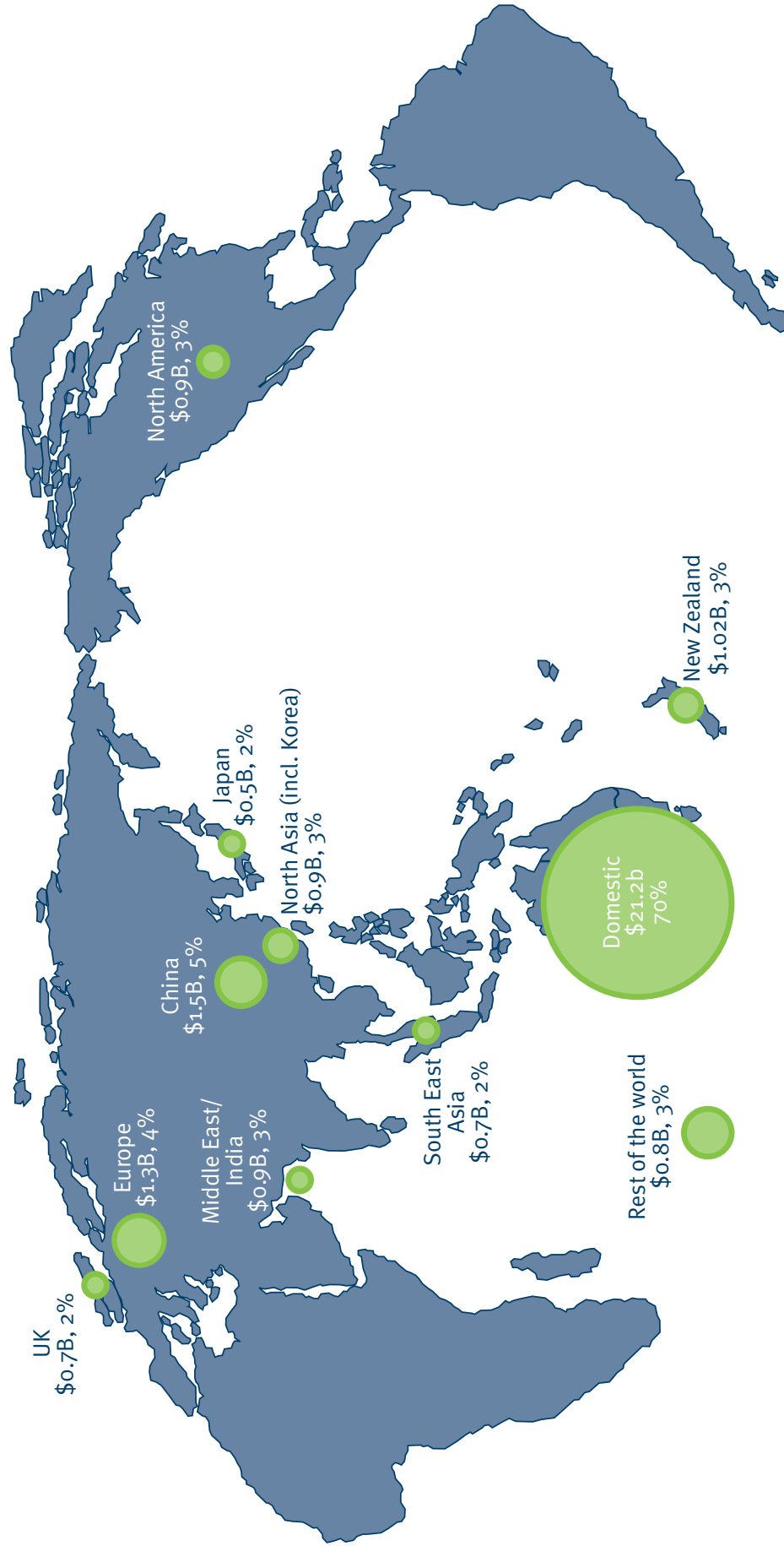
As Queensland tourism pushes into new growth markets in Asia, we also need to ensure Queensland's traditional stable markets are maintained to provide a balanced portfolio of source markets, with the lessons from the 1980s providing clear direction that tourism cannot put all its eggs into one basket.

To maximise the opportunities to increase expenditure for all of Queensland's destinations by 2020, the strategic direction is to:

- Increase the share of international expenditure from 21% to 30% of overall visitor expenditure;
- Focus on attracting the Asian traveller with the goal of increasing their share of international expenditure from 44% to 49%;
- Leverage the marketing opportunities in the long haul markets of the United States, the United Kingdom and Europe to attract visitors more resilient to economic shifts, such as the affluent over 50s and youth travellers; and
- Partner with Queensland's regional tourism organisations (RTOs) to increase the visitation to Queensland destinations from the New Zealand, intrastate and interstate markets.

## Queensland source markets to 2020

This map represents what Queensland's source markets might look like in 2020 if the industry achieves its 2020 target.

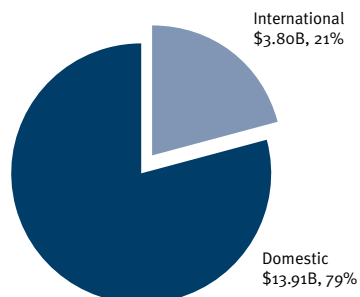




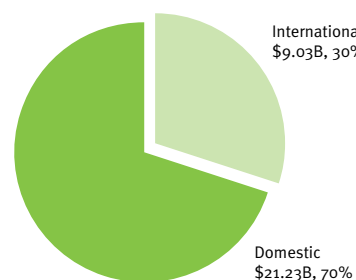
## Required changes in visitor patterns (based on TEQ estimates)

**Domestic and international visitor expenditure 2012-2020 – international expenditure grows as share of expenditure**

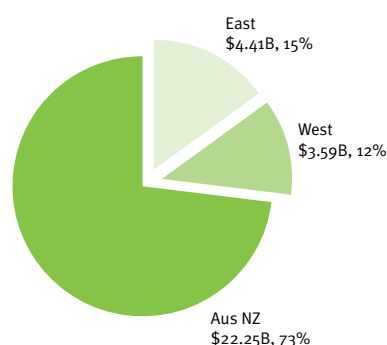
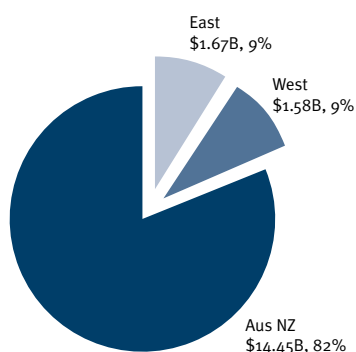
Visitor Expenditure - YE June 2012



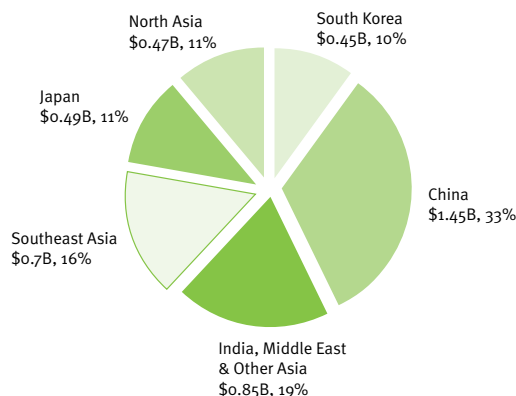
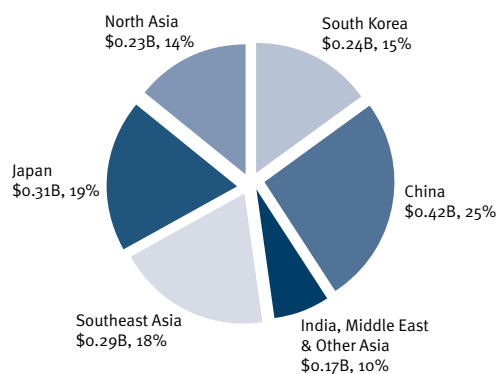
Visitor Expenditure - 2020



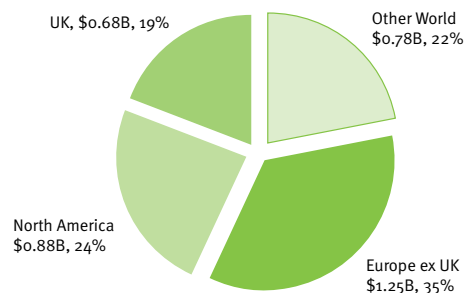
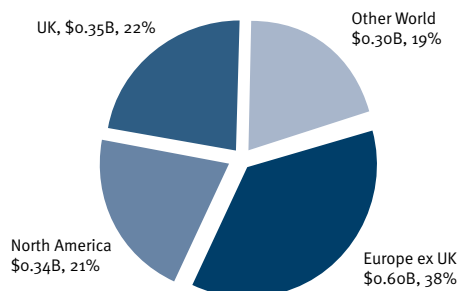
**Visitor expenditure 2012-2020 by world region – Asia grows as share of expenditure**



**Eastern visitor markets 2012-2020 – China and India grow strongly**



**Western visitor markets 2012-2020 – Western markets are still important**





# Leadership

**As part of this *DestinationQ* blueprint, the Queensland Government is focusing whole-of-government support for tourism and events, as one of the four pillars of the Queensland economy.**

Tourism needs roads, ports, airports, skilled workers, business and investor-friendly regulations and requirements, arts and cultural activities and events, access to national parks, as well as efficient transport, capable and resilient tourism operators, and quality accommodation. This requires coordinated effort across government. The foundations of this approach are:

- Tourism Cabinet Committee – a Special Purpose Tourism Committee of Cabinet to specifically focus on achieving cross-agency coordination and deliver tourism growth.
- Stand-alone department – responsible for driving coordination and collaboration across government, and with other levels of government, to ensure government policy and decisions are focused on achieving the short and medium term tourism growth targets.
- Whole-of-government commitment – to grow tourism as one of the four pillars of the economy to generate jobs, investment, services and facilities, and growth in regions and communities throughout Queensland.
- Tourism and Events Queensland (TEQ) – Tourism Queensland and Events Queensland were merged in December 2012 to establish a new entity, TEQ. TEQ is charged with achieving economic and social benefits for Queensland through: marketing and promoting tourism in Queensland; tourism experience and destination development; and securing major events to be held in Queensland.

## Look to the future with a 20-year plan for tourism

Government and industry are working together to look beyond today and create a long-term plan for tourism in Queensland. This will enable government and industry to address the challenges and act on the opportunities in coming years so the tourism sector continues to flourish.

The 20-year time horizon warrants a new approach – the conditions and priorities that will prevail in 2033, and how these will impact on the global tourism industry, are largely unknown. The challenge is to develop a long-term plan that is relevant and useful now and into the future, and positions the industry to meet future challenges and opportunities. To be effective, the plan needs to be dynamic and responsive, resilient to changing priorities and conditions, and championed by industry.

The plan will focus on what kind of industry Queensland tourism wants to be and what this means for 2020 and beyond.





The Lockhart River Kawadji Wimpa Dancers performing at the Cairns Indigenous Art Fair 2012. Photo: Kerry Trapnell

## Maintain government's focus on tourism in key areas including skills, labour and career development

A lot has been achieved in 2012, but there is still much work to be done. With industry's help, the Queensland skills system can be made more responsive to the needs of the tourism industry to ensure a capable workforce is available to provide quality service to visitors.

Over the next three years, government and industry will collaborate to enhance labour and skills outcomes for the tourism industry through:

- Continued close partnership with the Queensland Tourism Industry Council (QTIC) as the industry skills body;
- A demand focused vocational education and training (VET) system;
- Acting on the results of the Tourism Employment Plan in Far North Queensland in collaboration with the Australian Government; and
- Roll out of the seasonal worker program in Tropical North Queensland and the Whitsundays.

## Build Queensland's Indigenous tourism strengths and experiences

Indigenous tourism and the involvement of Aboriginal and Torres Strait Islander peoples within the tourism industry is a vital part of Queensland's tourism future. Indigenous tourism has the potential to be a key point of difference compared to Queensland's competitors and create economic development opportunities for Indigenous communities.

Queensland's activity, including government departments, TEQ, QTIC and the industry, will focus on five core areas:

- Assisting the development of Indigenous tourism experiences in line with target market needs;
- Increasing awareness and conversion of Indigenous tourism experiences through international marketing and familiarisation tours for the tourism trade and media;
- Facilitating the development of a Queensland Indigenous tourism network and contributing to national Indigenous tourism networks;
- Encouraging greater participation of Aboriginal and Torres Strait Islander peoples in mainstream and cultural areas of the tourism industry; and
- Building the capacity of Aboriginal and Torres Strait Islander owned tourism businesses, both mainstream and cultural.



## Deliver an integrated approach to sectors such as drive and ecotourism

The Queensland Government is committed to taking drive and ecotourism forward by delivering high quality, best practice experiences, promoting developments that make it easier for tourists to move around the state, and valuing Queensland's culture, heritage, natural landscapes and wildlife, now and for future generations.

### Drive Tourism

Drive tourism is a cornerstone of the Queensland tourism industry with approximately 70% of overnight leisure trips in Queensland including a drive component. The drive market encompasses those on an extensive road trip to travellers driving point to point for a short break. It is vital in facilitating regional dispersal and access to Queensland's many and varied visitor experiences.

Growing Queensland's attractiveness as a drive tourism destination requires government and industry investment in product and experience development, marketing and promotion. It also requires a new approach to supply-side issues to ensure visitors get the experience they are seeking and are encouraged to return.

The Department of Tourism, Major Events, Small Business and the Commonwealth Games, the Department of Transport and Main Roads, and TEQ, in partnership with industry, has developed the three-year Queensland Drive Tourism Strategy to revitalise drive tourism. This strategy focuses on meeting the changing needs of consumers and brings a whole-of-government approach to drive tourism for the first time. Highlights include:

- Ensuring tourism priorities are considered as part of forward infrastructure planning of government;
- Streamlining tourism signage policies and processes;
- Providing guidance to local governments regarding the provision of non-commercial camping;
- Additional funding for dump points for recreational vehicle (RV) travellers; and
- Improving rest area facilities to enhance traveller convenience and safety.

### Ecotourism

Nature-based tourism generated more than \$4 billion in revenue in 2012 and 61% of inbound visitors to Australia selected nature-based activities as the primary purpose of their visit (based on National and International Visitor Surveys 2012). The quality and abundance of Queensland's national parks, marine parks and wildlife assets give Queensland a natural competitive advantage in this market. Queensland can regain its position as a world-class ecotourism destination.

The Department of National Parks, Recreation, Sport and Racing is reforming the *Nature Conservation Act 1992* and developing a new Queensland ecotourism plan. These reforms aim to deliver high quality, best practice ecotourism experiences and developments that showcase and preserve Queensland's unique natural landscapes and wildlife.

This is a renewed whole-of-government approach focused on creating an environment conducive to investment in ecotourism so the industry:

- Attracts high quality investors;
- Offers diverse tourism products and services;
- Offers iconic ecotourism attractions to entice visitors;
- Delivers a range of authentic experiences in a friendly, engaging environment; and
- Demonstrates and delivers continuous product innovation.

# Partnership

**As part of this *DestinationQ* blueprint, the Queensland Government is committed to developing a strong partnership with industry, driving enhanced and collaborative marketing and development efforts, and a focus on events for Queensland.**

Partnerships are the basis for the government's approach to tourism. The foundations for this approach are:

- *DestinationQ* Partnership Agreement – an historic partnership agreement was signed in June 2012 between the Queensland Government and the Queensland Tourism Industry Council (QTIC) to restore Queensland as Australia's premier tourism destination.
- 12 Month Key Action Plan – this plan was developed and endorsed at the *DestinationQ* forum in June 2012 to kick-start the partnership.
- 2012-13 Tourism Investment Strategy – a \$20 million package was announced on 11 September 2012 as part of the 2012-13 Queensland Budget, to focus on destination marketing and tourism attraction.
- \$7 million RTO partnership fund – funding to regional tourism organisations (RTOs) was doubled to enhance the government's destination management focus.

## Enable a destination management approach

Central to this new partnership is a destination-based approach to developing and marketing tourism in Queensland. This approach recognises:

- each of Queensland's destinations has individual strengths and experiences for visitors which must be highlighted in a tailored way; and
- RTOs have expertise and local knowledge that shape the delivery of destination marketing and development activities.

As part of this approach, partnership agreements to 2020 are now in place between Tourism and Events Queensland (TEQ) and the RTOs. These agreements underpin the new \$7 million RTO partnership fund, including contestable grants to encourage leveraging and contributions from local government. They will also be supported by a new Destination Management Framework that provides direction for coordinated marketing and experience development activities.

## Destination Management Framework

Destination management is an ongoing process in which tourism, industry, government and community leaders plan for the future and manage a destination to achieve an economically, environmentally and socially sustainable tourism industry.

The framework delivers the regional tourism strategies through the following:

- **Destination Tourism Strategies** which provide the framework for coordinating stakeholders in a common direction to maximise the tourism potential of a destination.
- **Tourism Opportunity Plans** which provide direction for the sustainable development of tourism in a destination by identifying new and upgraded tourism product that is needed to build on a destination's competitive advantages and meets visitor expectations and demands.
- **Experience Development Strategies** which identifies those 'hero experiences' that celebrate the competitive advantages of a destination which in turn informs product development and marketing strategies.
- **RTO and TEQ Partnership Agreements** (2012-2020) that ensure joint decision-making from setting the strategic direction for the destination to deciding on the activities within the agreement. The partnership agreements include: 2020 potential; vision; and priority actions and key performance indicators aligned to *DestinationQ* priority actions and Queensland's suite of destination tourism strategies.



## Build destination brands and experiences

In an environment of strong competition for the holiday dollar, Queensland's destinations and experiences need to be top of mind for consumers when they are planning and booking their next trip.

To increase visitor numbers and expenditure, it is essential to adopt new approaches to capture the interest of visitors, adapt to different market conditions and consumer needs, and increase promotional activities for Queensland and its destinations.

Queensland has a unique position in Australia of having a number of strong destination brands. In the domestic market the key destinations are:

- Tropical North Queensland;
- The Whitsundays;
- Sunshine Coast;
- Gold Coast;
- Brisbane; and
- Queensland.

The destination focus will deliver activity that:

- increases the desirability and willingness to holiday in the destinations with consumers;
- grows awareness of experiences in destinations that show significant potential, such as Fraser Coast and Southern Great Barrier Reef;
- promotes established events to draw visitors to Queensland's destinations in the low and shoulder seasons; and
- uses the strength of the Queensland, *Where Australia Shines* brand to encourage visitation to all Queensland regions.

## Push into new growth markets and maintain traditional markets

Through the partnership, effort will be shifted toward source markets where the largest growth in visitation and expenditure is likely to occur. This means delivering a marketing strategy with:

- An enhanced Asian focus – in China, the fastest growing market, TEQ will focus on increasing the number of Chinese cities in which Queensland markets itself, and in the big three source cities (Beijing, Shanghai and Guangzhou), target higher-spending individual travellers instead of group travel. Effort will also be devoted to other emerging growth markets like India, Indonesia and Malaysia.
- More targeted and smarter tactics in western markets – marketing resources allocated to western long-haul markets will be better targeted at segments like youth who still travel when economic conditions at home are poor, and through working more closely with Tourism Australia (TA) to maximise impact.
- Stronger commercial partnerships – the focus will be on destination brands and a shift from short-term individual campaign-based relationships to long-term strategic and commercial partnerships with major industry players like: airlines; the travel trade; and accommodation providers; to deliver experiences, packages and products to Queensland's target markets.

## Innovate with marketing content and delivery

Reflecting changing consumer behaviour in planning and making travel choices, TEQ will increase its effort to market through online sources of information. This will involve a greater focus on:

- Consumer-led content – consumers are increasingly developing their own content using smart phones and content sharing sites like TripAdvisor. TEQ will implement activities that encourage consumers to use these technologies to more readily talk about their Queensland holiday over social media; and
- Richer content for consumers – TEQ will develop rich video content that showcases the variety and depth of experiences available in Queensland's destinations.



## Optimise major event opportunities in the lead up to the 2018 Commonwealth Games

Queensland also has a new and exciting opportunity in hosting the 2018 Commonwealth Games on the Gold Coast. With this opportunity comes responsibility – to conduct a quality, professional event; cater for the needs and interests of athletes and visitors; and ensure a lasting legacy of facilities, events and international standing as a world-class destination.

While the games event is the primary focus, from a tourism perspective, it will be particularly important to encourage people who come for the games to stay longer and visit more of Queensland. Ideally, visitors to the games will extend their stay in both duration and scope so they see the range of experiences offered to visitors across Queensland.

The Commonwealth Games will place Queensland in the international spotlight. The Gold Coast is a well-known international tourist destination so these games provide an opportunity to build on that reputation and extend it to other Queensland destinations. Leveraging both the media attention during the games and the word of mouth promotion by games visitors returning to their homes can provide long term benefits for tourism in Queensland.

## Use events to drive visitation

Events have a proven track record of success. Between 2010 and 2012, the major event calendar supported by the Queensland Government almost doubled from 21 to 39 major events and will grow further in 2013. This growth has provided vital support to the tourism industry, including in regions such as Cairns and Tropical North Queensland, and the Gold Coast.

TEQ will continue the strong investment in events to encourage visitors to Queensland, contribute to economic growth, enhance the state's profile and foster community pride.

TEQ will pursue opportunities to build upon the existing calendar of major events, work collaboratively to target and secure high profile international business events, and maintain the regional development program which supports regional events through two funding rounds per year.

Continuing the events success story in Queensland, TEQ will leverage events to promote and market tourism experiences in Queensland and support destination development.

In 2011-12, this calendar attracted more than 561,000 visitors from outside the event host region and delivered more than 1.07 million visitor (room nights) nights, resulting in an overall benefit to the Queensland economy of more than \$244 million (based on TEQ economic impact data).

In addition, the collaborative efforts of TEQ with convention bureaux and RTOs will ensure Queensland remains competitive in the high-yield international event market.

The regional development program supports sustainable events that generate local economic activity and development, enhance the profile and appeal of the host destination, and attract visitors. Since 2001, more than 918 events have been supported involving an investment of more than \$20 million.

# Investment

**As part of this *DestinationQ* blueprint, the Queensland Government is committed to attracting new investment in tourism product and new aviation routes to Queensland, and reducing the red-tape burden on tourism operators.**

Making it easier to do business in Queensland and attracting new investment to keep Queensland's tourism experiences current and competitive are priorities. The foundations of this approach are:

- Tourism Investment Attraction Unit – This unit has formalised relationships across government and with affiliated agencies to deliver a coordinated, seamless approach to facilitating investment. The unit is taking a pivotal role in promoting and facilitating private investment into revitalising existing offerings and creating new tourism assets across the state.
- \$8 million Attracting Aviation Investment Fund – This fund provides incentive-based funding linked to key performance indicators by airlines. Airlines that have committed to additional services into Queensland as part of this initiative include China Eastern.
- Planning reforms – A new single State Planning Policy (sPPP) is being developed and is scheduled to be adopted by April 2013. The sPPP recognises tourism as a state interest for the first time and will assist in balancing competing or conflicting outcomes, giving additional weight to tourism development.
- Coordinated investment approach – The Tourism Investment Working Group has been established to deliver a coordinated, whole-of-government approach to attracting investment into new or revitalised tourism product. The working group links the Tourism Investment Attraction Unit with relevant state and federal agencies including the Department of State Development, Infrastructure and Planning, Trade and Investment Queensland, Queensland Parks and Wildlife Service, Tourism and Events Queensland (TEQ), Tourism Australia and Austrade.

## Attract investment in new and renewed tourism product

The Queensland Government is promoting and facilitating private investment into the revitalisation of existing tourism assets, and the creation of new tourism infrastructure and product across the state. The Tourism Investment Attraction Unit has been working with a number of counterparts, both offshore and domestic, to provide information and services to support tourism investment attraction for Queensland. It has created a Tourism Investment Attraction Toolkit which collates information on investment opportunities to be promoted globally.

Investment attraction activities and priorities will include:

- Tourism investment showcases – delivering targeted tourism investment attraction initiatives globally to showcase Queensland as a tourism investment destination.
- Investment facilitation – providing mentoring and facilitation support to assist developers of tourism product.
- Investor gateway – developing and delivering information to inform investors about Queensland as a tourism investment destination.
- Missions – Ministerial and government-led outbound investment missions are a cornerstone to the attraction of foreign direct investment into tourism infrastructure.

## Implement a streamlined planning system and partner with local government to deliver outcomes

Encouraging new investment in tourism product requires a planning system that is streamlined and responsive to the needs of tourism. Government has commenced a major overhaul of the planning system to reduce costs and timelines for proponents and councils, and provide greater certainty and clarity for investors and proponents.

New regional plans are being rolled out to enable growth across the state. Demonstration projects are being used under *DestinationQ* to further drive process improvements and cultural change in Queensland's planning system.

With greater responsibility falling to local government, the Queensland Government will work with councils to provide them with data and support on the needs of tourism to assist in ensuring local plans support the growth of tourism.





## Make it easier to do business in Queensland

The Queensland Government has set a clear target to reduce red-tape by 20% in six years. A key part of achieving this will involve targeting requirements that impose an unnecessary cost on tourism operators, thereby making it easier to do business in Queensland. The Office of Best Practice Regulation has been established in the Queensland Competition Authority to scrutinise regulation and identify opportunities to reduce red tape.

Over the next three years, the Queensland Government will make tourism red-tape reduction a priority. The Office of Best Practice Regulation will focus on reducing tourism red-tape. The Department of Tourism, Major Events, Small Business and the Commonwealth Games will work with the Queensland Tourism Industry Council (QTIC) and the Queensland Chamber of Commerce and Industry to highlight potential areas for reform in this process.

Significant improvements have already been made in ecotourism, with the waiting time and number of permits required by recreation groups to visit national parks and other areas substantially reduced. Permit-related financial paperwork for Commercial Activity Permit holders has also been reduced by up to 75% for some operators.

As requested by *DestinationQ* forum participants, a review of liquor and gaming laws is underway. The government has already passed legislation to deliver two major reforms that reduce red tape in this area (being the abolition of the Queensland Liquor and Gaming Commission and the removal of the requirement that gaming employees be licensed).

The Department of Justice and Attorney-General has identified further red tape reduction initiatives and these are being discussed with industry and the community via the Liquor and Gaming Red Tape Reduction Expert Panel established under the government's Six Month Action Plan July - December 2012.

It is anticipated a discussion paper will be released shortly to collect additional views on these initiatives. The panel's final report and recommendations to government is expected by mid-2013.

These efforts follow improvements to business and skills development support programs including:

- Launch of Tourism Pathways, a one-stop site for tourism support programs;
- Release of a service quality toolkit, supporting operators to incorporate service quality into every part of their business – from the overall business vision and strategy, to practical aspects like staff training, customer service, and workplace systems and procedures; and
- Promotion of T-QUAL tick accreditation, the national quality benchmark for the tourism industry introduced to improve recognition of Australia's quality tourism experiences, standardise quality in the industry and help consumers make more informed choices.

## Release a three-year aviation plan with clear priorities and target route development

In order to achieve the 2020 target, Queensland needs to continue to have a strong aviation sector. Frequency and capacity of competitively priced air access to destinations throughout the state is crucial, with ongoing competition between airlines an important aspect in driving competitively priced access to tourism destinations. An aviation plan will be developed to clearly outline the capacity targets to position Queensland on the path towards achieving the 2020 target. Key growth markets and new routes where there is insufficient capacity relative to the demand will be targeted.

# Accountability

**As part of this *DestinationQ* blueprint, the Queensland Government is assigning roles and responsibilities, tracking progress and reporting on outcomes at an annual forum of industry stakeholders.**

Tourism is everybody's business. The Queensland Government was elected on a platform of accountability – being clear about what is to be done, by whom, by when and delivering what is promised. The foundations of this approach for tourism are:

- Inaugural *DestinationQ* forum – held in Cairns in June 2012, ministers, senior officials and 320 industry representatives and operators came together to workshop the priorities and actions needed for Queensland tourism to reach its 2020 growth target and to establish roles for industry and government. Responsibility was assigned for every action coming out of the forum.
- Post-Forum Working Group – is driving industry action, keeping industry stakeholders informed and bringing industry issues to the table.
- Regular progress reports – progress against the *DestinationQ* 12 Month Key Action Plan is regularly reported to industry. With the working group's support, three progress reports against the *DestinationQ* 12 Month Key Action Plan have been released and a delivery plan has been developed for how all of the industry proposed actions are being considered.

## Industry input at an annual forum

The *DestinationQ* forums will be held annually to review and measure progress. This is an opportunity for industry to determine its priorities, provide feedback to government, assess progress, and to build coordination across industry and government effort. This is key to remaining accountable and focused on delivering on the industry-government partnership.

The inaugural forum formalised the partnership between industry and government, and identified the 'first response' priorities needed to get the industry on the right path to reach the 2020 target. Future forums will look longer term at what the tourism industry needs to be to succeed in a rapidly changing world, and the actions industry and government can take collectively and separately to build and sustain the industry to 2020 and beyond.

## Annual reporting on progress

Each year, the Tourism and Events Queensland (TEQ) annual report will detail progress against *DestinationQ* priorities and commitments. In addition, progress against the 2020 goal is being tracked and will be reported on each year as data becomes available. This will ensure all industry participants are able to remain informed about progress and can track performance. The government recognises external factors will continue to play a role in the industry's overall performance – these factors will be discussed both at the annual forum and in the annual report.

## Clear line of sight for stakeholders

Getting tourism back on track starts with industry and the partnership entered into at the *DestinationQ* forum in June 2012. This commenced a collaborative approach with action to promote demand (number of visitors and expenditure) and improve supply (quality and capacity of experiences). This approach is linked through enhanced destination management and planning, with results clearly directed toward achieving the growth target.

Integral to this approach is industry's participation in setting priorities and delivering outcomes to support a resilient, sustainable industry. The *DestinationQ* partnership is about all parties taking action, working together across a portfolio of activities and toward a shared vision of the future.

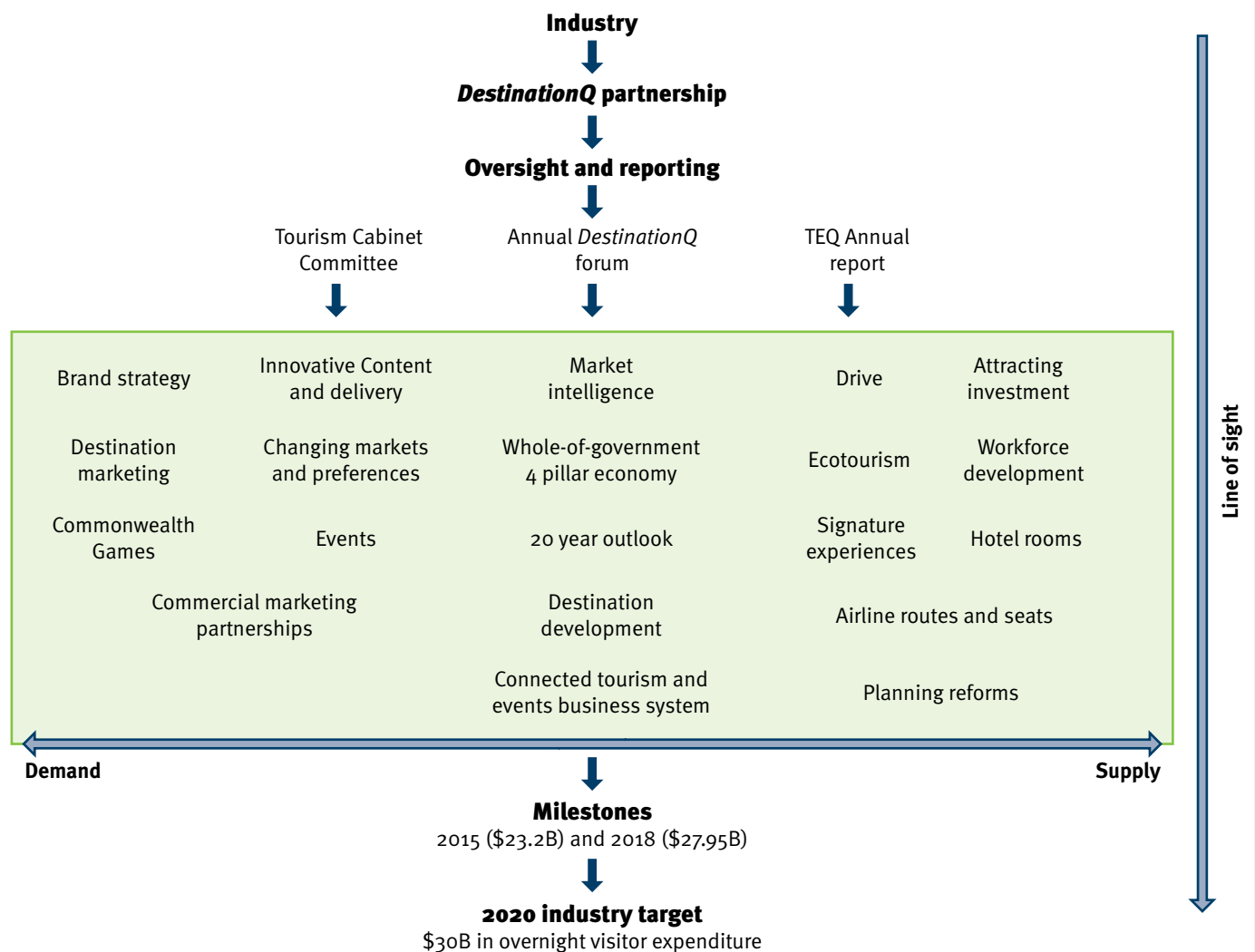
Under the *Tourism and Events Queensland Act 2012*, the Minister will issue a statement of expectations which will set out the strategic activities the Government expects TEQ to deliver, and roles and responsibilities between TEQ and the Department of Tourism, Major Events, Small Business and the Commonwealth Games.

This *DestinationQ* blueprint is about getting on with the job of attracting people to Queensland, delivering quality value for money experiences that meet, or indeed exceed, expectations and working together to make sure Queensland's experiences remain relevant and competitive into the future.

The five *DestinationQ* elements drive the approach – ambition, leadership, partnership, investment and accountability. These efforts are underpinned by active industry engagement and regular forums to assess progress, confirm priorities and renew government's partnership approach.



## Delivering on *DestinationQ*



## Where to from here

This *DestinationQ* blueprint is the first step toward the 2020 industry growth target and a longer term 20-year plan.

How the partners act now will set the pace for reaching the 2020 growth target. This will enable Queensland tourism to achieve and sustain a shared vision for this pillar industry.

A clear focus by government underpins its engagement and partnership with industry. The reforms and directions being undertaken by government are about:

- Building confidence to promote investment in new and renewed tourism product;

- Showcasing Queensland's natural beauty, signature experiences and communities to provide quality, value for money experiences;
- Building the resilience of tourism operators and helping them get quality, skilled staff; and
- Engaging in a meaningful way with consumers to generate demand in target markets.

Tourism is a collaborative partnership between industry and government.

