



Queensland's Tourism Network: Information paper

March 2018



Introduction

Queensland’s tourism network is extensive, consisting of government, industry associations, and over 54,000 tourism businesses servicing approximately 24 million visitors . This paper outlines the roles and responsibilities of the various entities contributing to success in Queensland’s tourism network. Clear roles and responsibilities for the various levels within the network are essential. Unclear roles or failure to adhere to them can lead to fragmentation across destinations and the poor use of resources.

Current structure

Queensland’s tourism industry comprises the state tourism organisation, Tourism and Events Queensland (TEQ), 13 regional tourism organisations (RTO), numerous local tourism organisations (LTO) and tourism businesses. Leadership is provided by TEQ, the Department of Innovation, Tourism Industry Development, and the Commonwealth Games (DITID), Queensland Tourism Industry Council (QTIC) and around 18 industry associations within the state focused on advancing tourism.

Collectively, these organisations in partnership with all levels of government, tourism and aligned industry and commercial stakeholders, aim to build Queensland’s tourism and events industry, foster innovation, drive industry growth and boost visitor expenditure.

Underpinning the industry structure are the Queensland and Australian Government tourism strategies.

Advancing Tourism: 2016-20, growing Queensland jobs, is the Queensland Government’s plan to grow tourism and jobs. It seeks to capitalise on the opportunity afforded by unprecedented growth in tourism to increase market share and boost tourism jobs by targeting four priority areas:

- grow quality products, events and experiences;
- invest in infrastructure and access;
- build a skilled workforce and business capabilities; and
- seize the opportunity in Asia.

Tourism Beyond 2020 is Australia’s whole-of-government and industry long-term strategy that provides the framework for building the resilience and competitiveness of the tourism industry and growing its economic contribution.



Roles and responsibilities

National

Australian Government

Tourism Australia (TA) is the Australian Government agency within the portfolio and the Department of Foreign Affairs and Trade, responsible for attracting international visitors both for leisure and business events to Australia. TA operates in around 16 visitor markets and activities include consumer promotions, trade shows, PR and media, online communications, consumer research and industry programs.

Tourism Australia's role includes:

- influencing people to travel to and throughout Australia;
- increasing the economic benefits to Australia from tourism; and
- helping foster a sustainable tourism industry in Australia.

The Australian Trade and Investment Commission (Austrade) plays a key role in promoting Australia as an attractive investment destination, which includes facilitating investment in the tourism industry.

State

Queensland Government

The Department of Innovation, Tourism Industry Development, and the Commonwealth Games (the Department) works in partnership with Tourism and Events Queensland and the tourism industry to grow visitors, yield and jobs, and to create a business environment conducive to a strong, profitable and globally competitive tourism industry.

The Department is responsible for tourism industry development, innovation and the Commonwealth Games. The department also leads implementation of Queensland Global Tourism Hubs program, including Queens Wharf Brisbane.

Specific functions of the Tourism Division within DITID include:

- developing and influencing state, federal and local government policy that will grow Queensland's tourism industry and jobs;
- coordinating government support for the delivery of major events;
- increasing the ability of the tourism sector to be more competitive in global and domestic markets, in partnership with industry;
- implementing initiatives to improve access to and within Queensland for visitors; and
- facilitating new investment into Queensland tourism infrastructure and experiences.

DITID also leads implementation and reporting on Advancing Tourism: 2016-20, growing Queensland jobs, the Queensland Government's plan to grow tourism and jobs.

Many Queensland Government agencies have responsibilities related to developing and supporting Queensland's tourism industry. For example:

- Department of Environment and Science is responsible for environmental planning and protection policy, pollution and waste management, marine and national parks management, science strategy, and arts policy and programs.

- Department of Transport and Main Roads Works to implement the planning, management and delivery of Queensland's integrated transport environment, which includes supporting ferry services to islands and providing tourism signage.
- Department of State Development, Manufacturing, Infrastructure and Planning is responsible for state development, manufacturing, economic development, urban growth and regional planning. DSDMIP also manages programs for priority industry sectors, as well as the recovery and reconstruction of Queensland following natural disaster events.

Tourism and Events Queensland (TEQ)

TEQ is Queensland's lead tourism marketing, destination and experience development and major events agency.

The primary functions of TEQ are:

- to attract international and domestic travellers to travel to and within Queensland through
 - a. the promotion and marketing of Queensland; and
 - b. tourism experience and destination development;
- to identify, attract, develop and promote major events for the State that
 - a. contribute to the Queensland economy; and
 - b. attract visitors to Queensland; and
 - c. enhance the profile of Queensland; and
 - d. foster community pride in Queensland;
- to work collaboratively with DITID and other local and state government agencies and the Queensland tourism industry, including the 13 RTOs, to identify opportunities and deliver on the State's priorities;
- to conduct research into, and analysis of, tourism in Queensland.
- Strategic priorities identified for delivery by TEQ for 2017-2021 are:
 - Deliver and promote a world-class events calendar
 - Market the best address on earth
 - Destination and experience development
 - Optimise the tourism value of the Gold Coast 2018 Commonwealth Games™ (GC2018)
 - Focus on Asia
 - Aviation access and strategic partnerships

DestinationQ

DestinationQ is a partnership between the Queensland Government and the Queensland Tourism Industry Council to support ongoing engagement between industry and government to identify key priorities to drive growth and jobs in Queensland's tourism industry.

The most visible element of the partnership is the annual *DestinationQ* Forum which brings government and industry leaders together to discuss priorities for ensuring the industry remains competitive and continues to grow.

Information about the forum, regional events and a range of other resources about Queensland's tourism industry are available on the *DestinationQ* website.



Queensland Tourism Industry Council (QTIC)

QTIC is a membership-based organisation recognised as the peak industry body for tourism in Queensland, representing the interests of Queensland's tourism and hospitality industry. Working in partnership with government agencies and industry bodies at a local, state and national level, QTIC strives to strengthen the voice of tourism in all relevant policy forums.

QTIC's efforts are focused primarily on:

- Policy and advocacy – lobbying for favourable outcomes for the tourism and hospitality industry
- Accreditation – ensuring quality is acknowledged and championed across the state
- Award and recognition programs including coordination of the Queensland Tourism Awards and the QTIC Prize for Innovation in Tourism
- Workforce development – preparing the tourism and hospitality industry for the future
- Mentoring young tourism professionals – supporting the leaders of the future through initiatives such as the Salute to Excellence program and QTIC's Young Professionals Mentoring Program
- Indigenous tourism and employment – stimulating growth in Indigenous participation across the industry to achieve the goal of an additional 1,000 Indigenous jobs and 20 new businesses in tourism by 2020.

Regional

Regional Tourism Organisations (RTOs)

Queensland's 13 RTOs are the lead tourism organisations for each geographic region. There is a wide divergence between the RTOs in terms of the size of their region and the number of local government areas they serve. (Refer to Figure 1 for the geographic location of Queensland's RTOs.)

Queensland's RTOs often have different legal structures. They may be a fully owned subsidiary of the city or regional councils they are aligned to; companies limited by liability or guarantee; incorporated associations, or cooperatives. The RTOs are operated with varying combinations of private sector membership, local government funding, Tourism Network Funds (TNF) from the Queensland Government administered through TEQ, Australian Government grants and other sources. The TNF enables RTOs to secure matched funding for development, marketing and operations priorities that strategically align to the established direction of the destination.

The primary responsibilities of Queensland's RTOs include:

- developing product, experiences and events to attract visitors to the destination;
- providing leadership, advocacy, development and the coordination of industry, local government and community, including setting the vision and direction for tourism in the region;
- working directly with tourism operators to build capacity and capabilities in line with the guidelines set by TEQ's Best of Queensland Experiences;
- partnering with TEQ in marketing, experience development and events;
- marketing the destination to domestic interstate and/or intrastate and international visitors;
- sharing knowledge and cooperating with other destinations as part of the RTO network;
- supporting the operation of visitor information services (where they are within the mandate of the RTO); and
- administering service agreements with each of their LTOs, outlining roles, responsibilities and financial contributions (where relevant).

Local government

Queensland has 77 local government areas. These councils provide local infrastructure and community services, drive local public investment requirements and facilitate private sector investment within their geographic area. Their involvement in tourism ranges across the State from a major contributor of resources such as staff, facilities and marketing funds to funding support for independently operated tourism entities.

Local government responsibilities related to tourism may include:

- funding and supporting public infrastructure (including tourism signage and other tourism infrastructure);
- providing financial support to RTOs and LTOs;
- facilitating investment for new developments;
- running tourism experiences, especially in remote areas;
- encouraging local and regional events;
- managing Visitor Information Centre (VIC) funding (52 per cent of Queensland's accredited VICs are fully owned by local government with the remainder receiving some funding support);
- fostering local business development initiatives; and
- collaborating with other local governments in regional development activity as appropriate.

Local governments participate in Regional Organisation of Councils (ROC) or Local Government Associations (LGA) in their area. These organisations foster cooperation and resource sharing between local councils and provide an effective means of identifying and advocating shared regional priorities.

Local Tourism Organisations (LTOs)

Queensland's LTOs have been established to nurture and strengthen local tourism businesses and foster economic development. Certain criteria must be met to be an official LTO recognised by the RTO. They are mostly membership based and are supported and usually funded by local government. Ranging in size and complexity, the LTOs are involved in promotion, marketing, business support and managing events that stimulate tourism and community participation in a specific localised geographic region.

In general, LTOs' primary responsibilities include:

- liaising with RTOs on behalf of tourism businesses;
- enhancing the visitor experience through the provision of information and advice, including visitor information centre support;
- marketing the local area to locals and visitors, and working with the RTO in destination marketing activity;
- facilitating local product development and industry development;
- liaising with the community, local government and the RTO; and
- LTOs in some cases run and manage accredited Visitor Information Centres and non-accredited Visitor Information Centres.

The tourism industry

A growing and evolving industry

Queensland's tourism industry structure is based on the State Tourism Organisation, RTOs and LTOs working together to deliver on a tourism experience that meets the needs of those who want to visit. Locally, tourism groups were established out of a need to extend the efforts of individual businesses in promoting destinations. As local associations mushroomed across regional Australia it became apparent that individually their resources were inadequate to be completely effective. RTOs formed, drawing neighbouring centres together to create a critical mass of operators and sufficient product to enable them to market effectively and maximise resources.

The merger of Events Queensland and Tourism Queensland in 2012 recognised the clear synergy between tourism and events, forming one streamlined entity with the common objectives of: contribute to the Queensland economy; attract visitors to Queensland; enhance the profile of Queensland; and foster community pride in Queensland.

Regionally, RTOs have been rationalised over time to achieve a more effective alignment with market needs and destination strengths. The network reduced from 17 in the 1990s to 14 and then to 13 in 2012. Queensland's local councils have also undergone change, with a significant amalgamation of councils in 2008.

Maintaining an effective structure

Queensland's 13 tourism regions are at varying stages of market development and service vastly different market places ranging from mature resort destinations through to lesser developed and sparsely populated rural areas. Ideally an RTO is representative of the local government area/s that it is aligned to/responsible for. The current geographic boundaries enable the regions to build signature product and experiences and to showcase their destination strengths to target markets.

To maximise market penetration and cut through, some RTOs are working together to market themselves under a stronger brand that better resonates with the target markets e.g. The RTO regions of Bundaberg, Gladstone and Capricorn work together to market under the brand of Southern Great Barrier Reef. This is a partnership that took time to develop, has achieved excellent results and demonstrates there is greater strength in the whole than the sum of the parts.

In Queensland, RTO boundaries are a cluster of visitor focussed local government regions (i.e. Cairns/Port Douglas, Sunshine Coast/Noosa/Gympie, Gold Coast, Brisbane and to some extent around the Whitsundays). This suggests there is growing recognition of the importance of alignment between local government and destination boundaries to enhance tourism growth.

With development and growth across this diverse network and a dynamic operating environment, adjustments to the tourism structure are inevitable. Changes to geographic RTO boundaries can be made once agreement is reached with all stakeholders. Consultation with all relevant parties and due process would be undertaken prior to the implementation of any change.



Resources

DestinationQ: The *DestinationQ* partnership facilitates ongoing engagement between industry and government to deliver on key priorities to drive growth and jobs in the state. The website provides information about the annual *DestinationQ* Forum and events, as well as the current tourism industry, careers, and research. It also includes a dedicated section for business resources.

[Go to the *DestinationQ* website](#)

Department of Innovation, Tourism Industry Development and the Commonwealth Games: DITID is responsible for tourism industry development, major events, innovation policy, strategy and programs, and the Commonwealth Games.

[Go to the DITID website](#)

Queensland businesses can also access information and resources through the state government business portal.

[Access the business portal](#)

Tourism and Events Queensland: The TEQ corporate website features a wealth of tourism and events news, research and information, making it a central point for the industry, media, governments, special interest groups and anyone interested in the business of tourism and events.

[Go to the TEQ website](#)

Queensland Tourism Industry Council: Directs efforts to helping Queensland's strong tourism industry drive sustainable business and product development, stimulate business attraction and investment, develop workforce skills and support tourism jobs and business.

[Go to the QTIC website](#)

Local Government Association Queensland: Provides advice and support and represents the interests of local councils, to assist them in improving their operations and strengthening relationships with their communities. The Local Government Act supports local governments working together across boundaries to address specific regional issues and opportunities.

[Go to the LGAQ website](#)

Queensland RTO Network: Provides a platform for discussion and action on regional tourism matters. The RTO's engage the Queensland Tourism Industry Council to provide a secretariat service to the network. RTO members can access QTIC support through the network.

[See Queensland's tourism regions](#)

Department of State Development, Manufacturing, Infrastructure and Planning: Responsible for state development, manufacturing, economic development, urban growth, programs for priority industry sectors, and the recovery and reconstruction of Queensland following natural disaster events.

[Go to the DILGP website](#)

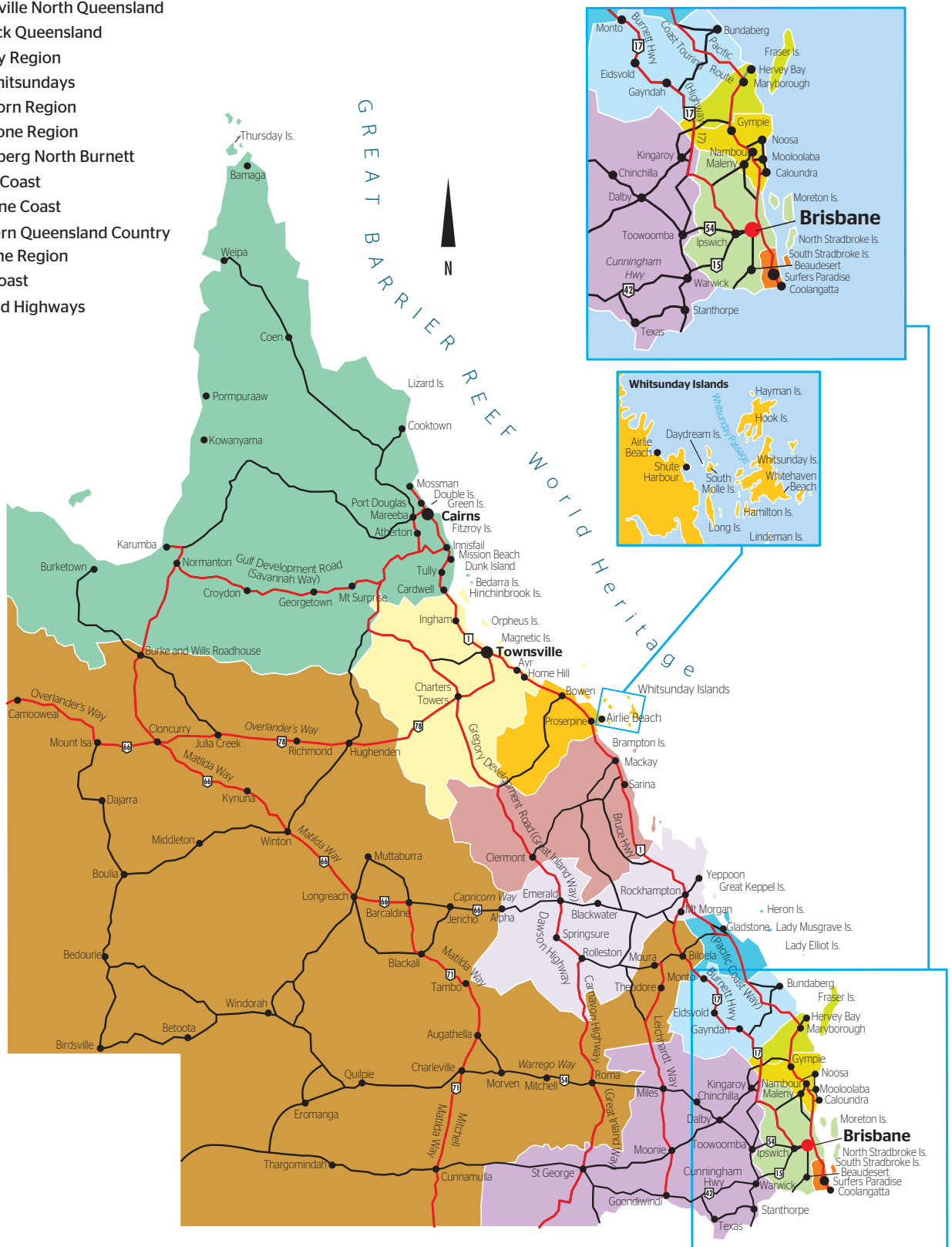
Department of Environment and Science: Responsible for environmental planning and protection policy, pollution and waste management, marine and national parks management, science strategy, and arts policy and programs.

[Go to the NPSR website](#)

Queensland's Tourism Regions

Legend

- Tropical North Queensland
- Townsville North Queensland
- Outback Queensland
- Mackay Region
- The Whitsundays
- Capricorn Region
- Gladstone Region
- Bundaberg North Burnett
- Fraser Coast
- Sunshine Coast
- Southern Queensland Country
- Brisbane Region
- Gold Coast
- Themed Highways



Accurate as of February 2018

Queensland RTOs and Local Councils within the geographic area (at February 2018)

Regional Tourism Organisation	Local Government Areas
Brisbane Marketing	Brisbane City Council
	Ipswich City Council
	Lockyer Valley Regional Council
	Logan City Council
	Moreton Bay Regional Council
	Redland City Council
	Scenic Rim Regional Council
	Somerset Regional Council
	Bundaberg Regional Council
	North Burnett Regional Council
Bundaberg North Burnett Tourism	Central Highlands Regional Council
Capricorn Enterprise	Livingstone Shire Council
	Rockhampton Regional Council
	Woorabinda Aboriginal Shire Council
	Fraser Coast Regional Council
Fraser Coast Opportunities	Fraser Coast Regional Council
Gladstone Area Promotion and Development Limited	Gladstone Regional Council
Gold Coast Tourism	Gold Coast City Council
Mackay Tourism Limited	Isaac Regional Council
	Mackay Regional Council
Outback Queensland Tourism Association	Banana Shire Council
	Barcaldine Regional Council
	Barcoo Shire Council
	Blackall-Tambo Regional Council
	Boulia Shire Council
	Bulloo Shire Council
	Cloncurry Shire Council
	Diamantina Shire Council
	Flinders Shire Council
	Longreach Regional Council
	Maranoa Regional Council
	McKinlay Shire Council
	Mount Isa City Council
	Murweh Shire Council
	Paroo Shire Council
	Quilpie Shire Council
	Richmond Shire Council
Winton Shire Council	
Southern Queensland Country Tourism	Balonne Shire Council
	Cherbourg Aboriginal Shire Council
	Goondiwindi Regional Council
	South Burnett Regional Council
	Southern Downs Regional Council
	Toowoomba Regional Council
	Western Downs Regional Council

Regional Tourism Organisation	Local Government Areas	
Visit Sunshine Coast	Gympie Regional Council	
	Noosa Shire Council	
Tourism Tropical North Queensland	Sunshine Coast Regional Council	
	Aurukun Shire Council	
	Burke Shire Council	
	Cairns Regional Council	
	Carpentaria Shire Council	
	Cassowary Coast Regional Council	
	Cook Shire Council	
	Croydon Shire Council	
	Doomadgee Aboriginal Shire Council	
	Douglas Shire Council	
	Etheridge Shire Council	
	Hope Vale Aboriginal Shire Council	
	Kowanyama Aboriginal Shire Council	
	Lockhart River Aboriginal Shire Council	
	Mapoon Aboriginal Shire Council	
	Mareeba Shire Council	
	Mornington Shire Council	
	Napranum Aboriginal Shire Council	
	Northern Peninsula Area Regional Council	
	Porpuraaw Aboriginal Shire Council	
	Tablelands Regional Council	
	Torres Shire Council	
	Torres Strait Island Regional Council	
	Wujal Wujal Aboriginal Shire Council	
	Yarrabah Aboriginal Shire Council	
	Weipa Town Authority	
	Townsville Enterprise Limited	Burdekin Shire Council
		Charters Towers Regional Council
		Hinchinbrook Shire Council
		Palm Island Aboriginal Shire Council
	Whitsundays Marketing and Development Limited	Townsville City Council
		Whitsunday Regional Council



ROCs and other local government entities

- **Central Queensland Local Government Association Inc.**
 - Central Highlands, Gladstone, Isaac, and Rockhampton Regional Councils, Banana Shire Council
- **Central Queensland Regional Organisation of Councils**
 - Central Highlands, Gladstone, and Rockhampton Regional Councils
 - Banana and Livingstone Shire Councils
 - Woorabinda Aboriginal Shire Council
- **Central Western Queensland Remote Area Planning and Development Board (Reporting) Ltd (RAPAD)**
 - Barcaldine, Blackall-Tambo, and Longreach Regional Councils, Barcoo, Boulia, Diamantina, and Winton Shire Councils
- **Council of Mayors (SEQ) Pty Ltd**
 - Brisbane, Gold Coast, Ipswich, Logan, and Redland City Councils, Lockyer Valley, Moreton Bay, Scenic Rim, Somerset, Sunshine Coast, and Toowoomba Regional Councils, Noosa Shire Council
- **Far North Queensland Regional Organisation of Councils**
 - Cairns, Cassowary Coast, and Tablelands Regional Councils, Cook and Hinchinbrook Shire Councils, Yarrabah Aboriginal Shire Council, Gulf Savannah Development Inc. Burke, Carpentaria, Etheridge, and Mornington Shire Councils, Doomadgee Aboriginal Shire Council
- **The Mount Isa to Townsville Economic Development Zone (MITEZ)**
 - Mount Isa, Cloncurry, McKinlay, Richmond, Flinders, Charters Towers and Townsville Local Government Areas.
- **North Queensland Local Government Association**
 - Mount Isa and Townsville City Councils, Cairns, Cassowary Coast, Charters Towers, Isaac, Mackay, Tablelands, Torres Strait Island, and Whitsunday Regional Councils, Burdekin, Burke, Carpentaria, Cloncurry, Cook, Croydon, Etheridge, Flinders, Hinchinbrook, McKinlay, Richmond, and Torres Shire Councils, Palm Island Aboriginal Shire Council
- **North West Queensland Regional Organisation of Councils**
 - Mount Isa City Council, Burke, Carpentaria, Cloncurry, Croydon, Etheridge, Flinders, McKinlay, Mornington, and Richmond Shire Councils, Doomadgee Aboriginal Shire Council
- **Regional Economic Development sub-committee of the North Queensland Regional Organisation of Councils (RED-ROC)**
 - Townsville Enterprise Ltd, Burdekin Shire Council, Charters Towers Regional Council, Hinchinbrook Shire Council, Palm Island Aboriginal Shire Council, Townsville City Council, Chambers of Commerce from each of these Local Government Areas; Regional Development Australia Townsville and North West Queensland Incorporated; Queensland Departments of State Development Infrastructure and Planning; Transport and Main Roads; Local Government, Community Recovery and Resilience and the Australian Government Department of Infrastructure and Regional Development.
- **South West Queensland Regional Economic Development group (SWRED)**
 - Maranoa Regional Council, Balonne, Bulloo, Murweh, Paroo and Quilpie Shire Councils
- **Townsville and North Queensland Region Pathfinder Project**
 - Townsville Enterprise Ltd, Townsville City Council, Regional Development Australia, Hinchinbrook Shire Council, Charters Towers Regional Council, Burdekin Shire Council, Palm Island Aboriginal Shire Council, Queensland Government and Regional Australia Institute
- **Western Queensland Local Government Association**
 - Barcaldine, Blackall-Tambo, Central Highlands, Isaac, and Longreach Regional Councils, Barcoo, Boulia, Diamantina, Flinders, Richmond, and Winton Shire Councils
- **Whitsunday ROC Limited**
 - Isaac, Mackay, and Whitsunday Regional Councils
- **Wide Bay Burnett Regional Organisation of Councils Inc.**
 - Bundaberg, Fraser Coast, Gympie, North Burnett, and South Burnett Regional Councils, Cherbourg Aboriginal Shire Council