

Private Sector Pathways (PSP) Program

Challenge Statement

Unlock workforce capabilities for Queensland's Tourism sector

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This Private Sector Pathways (PSP) Challenge aims to provide opportunities for innovative Queensland-based organisations that can apply their innovative solutions to assist tourism operators (TOs) to find new and different ways of unlocking their workforce needs.

Retaining skilled staff and growing workforce capability and capacity is a significant challenge for the tourism sector, particularly within regional communities. Resilience to respond and adapt to these challenges while attracting new workers and/or adopting innovative technologies has become a focal point to ultimately increase workforce productivity and performance. The approach should primarily target regional TOs, although it will ideally support those across the State.

The Department of Tourism and Sport (DTS) is committed to supporting Queensland TOs to have a skilled, resilient and world-class tourism workforce. The success of this commitment relies on solutions that can enhance the skills, knowledge, behaviours, tools and processes that employees need to perform their roles effectively and contribute to providing and exceeding visitor experience. The challenge is open to all innovative solutions and doesn't necessarily have to focus on human capital. It is about helping TOs manage their work effectively.

If you have innovative solution/s to support a TOs' workforce and enable them to provide sustainable quality services and customer experiences with fewer resources, regardless if you are in the tourism sector or not, apply now!

Challenge Owner

The challenge owner is the Tourism Division (Tourism) within the Department of Tourism and Sport (DTS).

Tourism has partnered with Advance Queensland to seek out innovative solutions that will enhance TOs' ability to operate sustainable business models and deliver quality services and experiences. The collaboration aims to address Tourism's commitment to connect potential employees with employers, support TOs to develop their workforce and drive success, and utilise technology to enhance their workforce/operations, while keeping visitor experiences at the forefront.



Challenge Context

The Current Situation

As part of the *Towards Tourism 2032* strategy, Queensland aims to be Australia's destination of choice for domestic and global visitors seeking the world's best experiences. Through reimagined and reinvented offerings for the benefit of visitors, our communities and the environment, Queensland aims to raise its global profile as a visitor destination. However, some ongoing pressures and barriers are hindering TOs from operating at their maximum potential.

Recent studies have shown that around a quarter of employees are considering leaving their current jobs. This impact is particularly felt in regional communities within the Tourism industry. Furthermore, the combination of workforce pressures in compliance, long operating hours/seasons, and periods of workforce strain have led TOs to focus on day-to-day operations over continuous business improvement. Now more than ever, TOs require an innovative solution that re-thinks strategies to boost productivity, while attracting and retaining skilled staff to foster sustainable business models.

Unlocking the domestic workforce potential in regional communities will ease pressure on business owners, increase productivity and performance, support workforce growth and enable TOs to optimise their resources and day-to-day operations. In order to promote coordination across industries, Tourism seeks innovative Queenslanders to rethink practices and drive solutions that will support TOs to achieve sustainable business models that deliver quality services and experiences.

Challenge Imperative

A successful solution must prioritise workforce productivity and performance, usability for TOs, commercial viability, and support growth in the workforce. Inversely, the solution should not become a burdensome requirement that is time-consuming, costly, and diminishes service and experience.

Solutions should consider sustainable and regenerative tourism practices that support communities and value the contribution visitors make to their environment and lifestyle.

If the proposed solution is technology based, it should empower TOs, streamline processes and be future proofed to adapt to evolving trends, new technology platforms and TO/workforce needs. It's essential to establish clear technology ownership, licensing, and update protocols to ensure seamless integration as an ongoing solution.

We recognise that this is a multifaceted problem that may require solutions from multiple approaches, therefore it is not expected that the solution provider cover all approaches but looks at how it can contribute towards the challenge statement. The successful application/s to be selected will be piloted with Tourism and/or one of their key stakeholders.

Intended objectives/outcomes.

While not essential or exhaustive, the imperatives listed below significantly contribute to the success of innovative solutions to unlock workforce potential.

Your innovative solution may resolve one, multiple or non-listed imperatives identified below:

Imperative	Short Summary
Improve Workforce Performance	Solutions must improve the performance of current and/or potential workforces situated in regional communities, enabling TOs to do more with less. This may involve supporting workforce growth or increasing productivity, including utilising technology in areas where attracting workforce is a challenge.
Support Tourism Operators	Solutions must alleviate pressure on TOs and business owners. Through allowing TOs to work more efficiently, solutions can positively influence their ability to contribute to internal business and personnel development. Solutions could include training elements for both workforce and TOs to improve accessibility and usability. Solutions should be easily accessible and usable.
Commercially Sustainable	Solutions must be financially sustainable for TOs. It is critical that solutions provide tangible value within the tourism ecosystem. The measurable benefits generated by solutions should be clear and consider its contribution to the growth of regional economies. It is imperative that solutions do not become obsolete quickly or burden TOs with exorbitant costs, but rather remain agile, adaptable, and economically sustainable for ongoing utilisation.

The Stakeholders Involved

In the diverse workforce ecosystem, numerous stakeholders play an integral role in realising workforce potential, contributing uniquely to local tourism, improving business sustainability, and supporting delivery of quality services and experiences.

Job Seekers: Job seekers are individuals pursuing new employment opportunities. They play a crucial role in unlocking workforce potential by contributing to business capacity and capability. Job seekers are high priority stakeholders due to the potential major requirements to connect, educate, and attract them for the tourism industry.

Tourism Operators (TOs): Tourism operators are persons/entities who conduct or operate tourism activities as a business including accommodation, tours, attractions and hospitality. TOs have high potential impact through providing employment opportunities, and strongly benefit from increased workforce performance to alleviate existing business pressures. TOs are also a high priority stakeholder, and solutions must improve their ability to manage sustainable business models.

Tourism Workforce: The tourism workforce refers to current employed staff by TOs and business owners. They play a vital role in workforce potential through their skillset and contributions to overall business capability, capacity, and development. Solutions may look to equip existing tourism workforces with tools that improve skills and increase productivity to meet demand, while contributing positively to workforce retention.

Human Resource Providers: Human resource providers offer services related to staffing, recruitment, and workforce development. They have high impact on workforce potential through attraction, recruitment, and retention of the tourism workforce.

Education and Training Sector: The education and training sector, broadly including universities, TAFEs, and training organisations, plays a significant role in unlocking workforce potential by providing relevant education and training programs. It is vital that TOs and workforces have the skills and experience to meet visitors' growing demands.

Regional Community: The regional community plays a crucial role in supporting and promoting tourism. They are essential stakeholders in unlocking workforce potential as they provide the necessary infrastructure, services, and cultural elements that attract visitors.

Visitors: Visitors are the main beneficiaries in the tourism industry, and broadly includes Tourists and Visiting Friends and Relatives (VFR). Unlocking tourism workforce potential can positively contribute to managing visitor expectations and experiences, in line with Queensland's vision to be Australia's destination of choice for domestic and global visitors in 2032.

Challenge Solution

Outcomes Desired

The solution will aim to enhance workforce performance and TOs' ability to operate sustainable business models and deliver quality services. It will contribute positively to workforce productivity, support local workforce growth, and be commercially viable and accessible for TOs.

As part of the PSP program, the successful application will directly pilot their solution with Tourism and/or one of their key stakeholders. The applicant needs to consider how their solution may be implemented following the pilot process, e.g. how tourism operators may utilise the solution moving forward on a commercial basis.

Technical and/or Regulatory Considerations

When developing the solution, it is important to consider any technical or regulatory requirements that may impact its implementation. This must include compliance with industry standards, data protection regulations, privacy concerns, or any other relevant legal and regulatory considerations. Compliance with government policies and guidelines should also be taken into account to ensure the solution aligns with existing frameworks and regulations.

If the potential solution is focused on technology, integration with existing technology systems and platforms should be considered to ensure seamless connectivity and interoperability. It should be designed to keep up with changing trends, new technologies, and the needs of both TOs and the workforce. It is crucial to clearly define ownership of the technology, how it's licensed, and how updates are handled to ensure it evolves productively over time.

Design Benefits

The design of the solution should focus on providing tangible benefits to both TOs and the workforce. It should aim to enhance workforce performance, productivity, and capability in regional communities, while ultimately supporting sustainable business models for TOs. The solution could also improve the accessibility and usability of training and upskilling programs for both TOs and the workforce.

Commercial Opportunities

The solution should have commercial viability and provide tangible value within the tourism ecosystem. It should generate measurable benefits for TOs and contribute to the growth of regional economies. The solution should be economically sustainable, avoiding exorbitant costs and remaining adaptable to evolving trends and visitor needs.

How to apply

Applications can be submitted via [here](#) and should include the following:

- A clear description of the solution, including its key features, benefits, and value proposition.
- A roadmap for implementation, including timelines, resources, and milestones.
- A plan for measuring the impact and success of the solution, including metrics and evaluation criteria.
- A budget that outlines the financial requirements for implementing and maintaining the solution.
- A summary of the team's qualifications and experience, including relevant skills and expertise.

Shortlisted applicants will be invited to pitch their solutions to a panel of experts and the successful applicant/s will enter a contract and pilot their solution with the Challenge Owners.

Successful Applicant(s)

The winning proposal(s) will be selected based on its innovation, feasibility, impact, and alignment with the challenge objectives. The successful applicant will receive grant funding of up to \$100,000 (excluding GST) through the Advance Queensland initiative, to develop and pilot their proposed solution for up to 6-8 months with Tourism stakeholders.

Project Duration

The duration of the project is estimated to be up to 6-8 months. If a suitable solution to the challenge is found, project commencement is most likely to start in July/August 2024.

As part of the assessment process, shortlisted applicants will be notified and invited to a Solution Presentation Day. This will be an opportunity for you to present your proposed solution (either in person or remotely) to the Challenge assessment panel.

Presentations are expected to be up to 20 minutes long, with time afterwards for Q&A. Full details will be provided in due course.

More Information

The Advance Queensland [Private Sector Pathways \(PSP\)](#) program aims to solve corporate challenges with solutions generated by proven innovative Queensland small to medium enterprises and scaleups. For more information about the PSP Challenge, contact Advance Queensland's Private Sector Partnerships team at partnerships@dtis.qld.gov.au

Further information about Tourism strategies can be found at:

- [Towards Tourism 2032](#)
- [Tourism workforce development](#)
- [Queensland workforce strategy 2022-2032](#)

Join us in this endeavour to unlock our regional workforce potential to deliver quality tourism services and experiences for those travelling within Queensland.