






# THRIVE 2030 Phase 1 - Implementation Progress

**TARGETS:** The THRIVE 2030 Strategy aims to achieve total visitor expenditure of **\$166 billion** by 2024 (Phase 1), and **\$230 billion** by 2030. The Strategy also aims to achieve visitor expenditure in regional Australia of **\$70 billion** by 2024 and \$100 billion by 2030.

THRIVE 2030’s visitor expenditure target for Phase 1 has largely been met. Total visitor economy spend (including long-term international students) was **\$164.2 billion** in 2022, of which **\$74.2 billion** was spent in regional Australia. Total spend is 1% below the target of \$166 billion for 2024 and regional spend 6% above the target of \$70 billion by 2024.

This report tracks implementation of the first year of the THRIVE 2030 Strategy Phase 1. The Dashboard below outlines progress against each of the **seven policy priorities**, while progress for all **64 strategic actions** is detailed on the following pages. **In summary: eight** strategic actions have been completed, **52** actions are underway, with **four** actions pending.

THEMES		POLICY PRIORITIES	THRIVE 2030’s SUCCESS MEASURES	PROGRESS
 <b>Collaborate</b>	8 Actions	<b>Priority 1:</b> Comprehensive collaboration – See page 2	Action plans are delivered collaboratively, with efficiency and on time; forums deliver against their terms of reference and follow good governance principles; stakeholders are satisfied with engagement and collaboration.	<b>8 of 8</b> actions completed or underway
	6 Actions	<b>Priority 2:</b> Improve data and insights – See page 4	High stakeholder satisfaction with statistical reports and research in terms of quality and timeliness.	<b>5 of 6</b> actions completed or underway
 <b>Modernise</b>	12 Actions	<b>Priority 3:</b> Grow a secure and resilient workforce – See page 6	Workforce numbers; increase in workers from specific demographics (First Nations, apprentices, older Australians etc.); visitor and business operator satisfaction with workforce skill levels.	<b>12 of 12</b> actions completed or underway
	10 Actions	<b>Priority 4:</b> Embrace leading-edge business practices – See page 12	Increased level of innovation in visitor economy businesses, which could include measures of technology adaptation, new product development, business process improvement, and participation in and compliance with quality accreditation programs.	<b>9 of 10</b> actions completed or underway
 <b>Diversify</b>	12 Actions	<b>Priority 5:</b> Enhance visitor infrastructure – See page 16	Increase in volume and quality of relevant visitor economy assets and infrastructure, including monitoring for particular features such as accessibility, environmental friendliness, and use of sustainable development practices; number of airline routes/seats; communications connectivity levels and quality.	<b>12 of 12</b> actions completed or underway
	9 Actions	<b>Priority 6:</b> Build markets and attract visitors – See page 20	Increase in visitor spend (yield) from selected geographic markets and visitor segments; increase in visitor dispersal; changes in market share; strengthened bilateral tourism and education cooperation with strategic regional partners; return on investment from new marketing strategies.	<b>8 of 9</b> actions completed or underway
	7 Actions	<b>Priority 7:</b> Grow unique and high-quality products, including First Nation experiences – See page 23	Number of new visitor economy businesses/experiences; increase in the number of businesses participating in quality accreditation schemes; visitor satisfaction/quality measure indexes.	<b>6 of 7</b> actions completed or underway

**Attachment A:** List of acronyms (page 22)






**Attachment B:** Stakeholders consulted in preparing this report (page 23)

## Priority 1: Comprehensive collaboration

The visitor economy is a complex ecosystem of many stakeholders. It includes any domestic or international visitor travelling within or to Australia for holiday, visiting friends and family, business, work or education. It also includes businesses who provide or promote services to create any part of a visitor’s end-to-end experience. Given this diversity, comprehensive collaboration between the Commonwealth, states and territories, local governments, industry bodies and businesses is key to grow a strong and resilient visitor economy.

Under THRIVE 2030, Austrade has established a range of mechanisms to facilitate collaboration. This includes the THRIVE 2030 Implementation Advisory Group (TIAG), Workforce and Skills Technical Working Group, Industry Data and Expert Analysis (IDEA) Working Group and an Australian Government Visitor Economy Taskforce. Austrade also utilises existing mechanisms, such as Tourism Ministers’ Meeting (TMM), the Australian Standing Committee on Tourism (ASCOT) and regular Visitor Economy industry forums to collaborate with stakeholders on an ongoing basis. Examples of outputs delivered through collaborative mechanisms include:

- Informing development of the Australian Government’s Employment White Paper and Aviation White Paper;
- Developing an Industry Sustainability Framework;
- Exploring options to address insurance accessibility and affordability challenges.

No.	Action	Action Lead (Partners)	Status
1.1	Appoint a THRIVE 2030 Implementation Advisory Group, representing a cross-section of industry, and governments, to guide, oversee and monitor progress of the Strategy.	Austrade	
1.2	Establish advisory working groups to accelerate consideration of complex policy issues.	Austrade	
1.3	Maintain and enhance existing collaboration mechanisms such as the Tourism Ministers’ Meeting and the Australian Standing Committee on Tourism.	Austrade, S&TG	
1.4	Establish a cross Australian Government Visitor Economy Taskforce comprising all agencies that contribute to the Strategy that will meet regularly to ensure delivery.	Austrade (all relevant agencies)	
1.5	Identify how to use existing cooperative mechanisms better or establish new mechanisms to plan and implement interregional marketing and development activities.	TA (S&TG, RTOs, VE industry)	

No.	Action	Action Lead (Partners)	Status
1.6	Ensure that the visitor economy is considered and integrated into state and local crisis management and recovery plans.	S&TG (LG, NEMA)	
1.7	Establish an effective partnership of experienced appropriate parties to support the greater participation of First Nations cultures, interpretation and businesses into the visitor economy.	Austrade, NIAA (VE industry, TA, S&TG)	
1.8	Integrate Regional Development Australia, the local government sector and other appropriate existing mechanisms into the Strategy's collaborative architecture to ensure a stronger engagement with the visitor economy at the regional and local level.	DITRDCA (RDA, LG, RTOs)	



Completed



Underway








Pending

## Priority 2: Improve data and insights

References to tourism data tend to refer to official tourism statistics that are developed using long-term scientific methods and assurance processes. Notwithstanding this, there is a role for shorter-term data representations to illuminate topics of interest and/or indicate thematic trends. Short-term data outputs might include supply-side measurements related to aviation occupancy, employment, business counts and accommodation bookings. Conversely, the longer-term official statistics focus on measuring the demand side of the sector, namely, visitors.

The formal THRIVE 2030 targets were developed using official statistics, and therefore concentrate on long-term demand. However, THRIVE 2030 also required the establishment of a data experts group, known as the IDEA Working Group, which was tasked with developing a set of progress indicators by which THRIVE 2030 and the Australian visitor economy could be monitored over time. In this way, THRIVE 2030 aims to bring together statistics and indicators, and short- and long-term data, into the same domain.

No.	Action	Action Lead (Partners)	Status
2.1	Establish an IDEA Working Group to identify the information needs of visitor economy participants which are not being met and potential methods to respond to those needs, assess those methods according to cost, contribution, capability, and potential yield, and, based on that analysis, make recommendations to Austrade.	Austrade (S&TG, VE industry)	
2.2	Tourism Research Australia (TRA) to provide world-class relevant, robust, granular, and timely data and analytics.	Austrade	
2.3	Develop new products aimed at the needs of particular segments of the sector. <ul style="list-style-type: none"> <li>Leverage existing data and ABS integration capabilities to support the production of research products.</li> <li>Leverage new and existing data sets to measure the important economic contribution of business events to the visitor economy.</li> </ul>	Austrade, ABS	
2.4	Build a deeper understanding of the supply side requirements of the visitor economy through the development of a Longitudinal Indicators for the Visitor Economy (LIVE) framework to provide a more detailed picture of demand and supply side performance, incorporating leading and lagging performance indicators, and identify emerging challenges and	Austrade (S&TG, VE industry)	

No.	Action	Action Lead (Partners)	Status
	opportunities for the industry (developed in partnership with IDEA Working Group).		
2.5	Implement a visitor expenditure target specifically for regional Australia to help drive and monitor visitor economy growth in regional Australia.	Austrade	
2.6	Conduct a study of the architecture of the visitor economy to better understand its structures, systems and supply chain components, and make recommendations for improvements within industry's and governments' control that will support improved resilience and sustainable growth.	Austrade	



Completed



Underway






Pending





### Priority 3: Grow a secure and resilient workforce

Workforce and skills shortages were identified by industry and noted in THRIVE 2030 as one of the significant barriers to visitor economy recovery and long-term growth for businesses to meet demand from international and domestic travellers. Many actions are in progress. Long-term improvements that are underway include funding a tourism-wide employment and development platform, expansion of the Pacific Australia Labour Mobility (PALM) visa scheme, the Disability Employment Local Tourism Navigators Pilot, and the Australian Government funding fee-free tourism and hospitality TAFE courses.





Workforce issues are being examined across Government through an Employment White Paper process (led by Treasury) and a review of Australia’s Migration System (led by the Department of Home Affairs (Home Affairs)). In light of these reviews, the Workforce and Skills Working Group is overseeing the development of an Interim Action Plan to address workforce issues in the short term. This will serve as a bridging document towards the development of a long-term Visitor Economy workforce strategy, which will be aligned with the outcomes of the Employment White Paper (due to be released September 2023).


No.	Action	Action Lead (Partners)	Status
3.1	Establish a Workforce and Skills Working Group comprising key policy agencies, industry experts and relevant representatives to identify gaps and provide practical immediate solutions to address the current workforce challenges, and support the development of the future needs of the visitor economy workforce.	Austrade (S&TG, VE industry)	
3.2	<p>Develop a Visitor Economy Workforce and Skills strategy in response to ongoing workforce pressures exacerbated by the COVID-19 pandemic to strengthen the visitor economy’s workforce, drawing on research to better understand the gaps, barriers and future needs of the visitor economy workforce, and related initiatives being implemented by state and territory governments.</p> <ul style="list-style-type: none"> <li>• ABS will deliver a comprehensive update to the <i>Australian and New Zealand Standard Classification of Occupations</i> by December 2024, and then commence a rolling program of work to maintain the currency of this classification. Over time this will assist in better identifying visitor economy occupations and their skill levels and assist training products and visa settings to better meet needs of the visitor economy.</li> </ul>	<p>Austrade (S&amp;TG), ABS</p> <p>ABS</p>	

No.	Action	Action Lead (Partners)	Status
	<ul style="list-style-type: none"> <li>Australian Chamber – Tourism, in conjunction with Tourism Training Australia, will continue to implement a Workforce Development Strategy that sets out the industry priorities for workforce development.</li> </ul>	Australian Chamber – Tourism	
3.3	<p>Increase workforce participation from under-participating cohorts, including mature workers, First Nations peoples, people with disability, youth, and women, especially in regional areas.</p> <ul style="list-style-type: none"> <li>Leverage Government employment programs to support pathways to employment for First Nations Australians.</li> <li>Support people living with disability with employment opportunities in the visitor economy, including through a pilot program to facilitate people with disability into the visitor economy workforce.</li> <li>Supports eligible job seekers with tailored assistance to find sustainable employment including through Workforce Australia Services, <i>Transition to Work</i>, and <i>Launch into Work</i> employment programs.</li> <li>Maintain services that connect people wishing to work in regions with job vacancies, reskilling support, and relocation advice including through the <i>Local Jobs Program</i>.</li> <li>Encourage local job creation through business start-up and self-employment advisory services for new and existing small businesses through the <i>Entrepreneurship Facilitators and Self-Employment Assistance</i> program.</li> <li>Support tourism and hospitality employers to develop long-lasting workforce solutions through the Accommodation Association of Australia’s ‘The Hub’ and the Government’s <i>Employer Liaison Officer</i>.</li> <li>Ensure policy settings are right and improve awareness of the Pension Work Bonus to encourage more retired workers to undertake part-time work in the visitor economy.</li> </ul>	<p>DEWR, DSS, Austrade (S&amp;TG, NIAA, VE industry including AAoA)</p> <p>NIAA</p> <p>DSS (Austrade, DEWR), Clubs Australia</p> <p>DEWR</p> <p>DEWR</p> <p>DEWR</p> <p>VE industry, including AAoA and Clubs Australia</p> <p>DSS</p>	

No.	Action	Action Lead (Partners)	Status
	<ul style="list-style-type: none"> <li>Leverage the Fee Free TAFE initiative, which includes hospitality and tourism as an area of national priority for skills and development.</li> <li>Ensure access to the National Careers Institute, which assists people with careers information and support, whatever their age or career stage.</li> </ul>	<p>DEWR</p> <p>DEWR</p>	
3.4	<p>Review the Working Holiday Maker scheme to increase the pool of potential workers.</p> <ul style="list-style-type: none"> <li>Undertake a promotional campaign to coordinate Australian employers to refund Working Holiday Maker Visa fees.</li> <li>Increase the number of working holiday makers through age increases in the uncapped Working Holiday (subclass 417) visa program and through new partner country arrangements and cap increases in the capped Work and Holiday (subclass 462) program.</li> </ul>	<p>Home Affairs</p> <p>VE industry, including Australia Chamber – Tourism</p> <p>Home Affairs</p>	
3.5	<p>Home Affairs is prioritising the processing of student visa applications, along with other priority economic migrants, particularly from those who are offshore to enable them to enter Australia and contribute to Australia’s economic recovery.</p>	<p>Home Affairs</p>	
3.6	<p>Improve access by small and medium sized enterprises to existing migration schemes such as the Pacific Australia Labour Mobility (PALM) scheme.</p> <ul style="list-style-type: none"> <li>Implement the Migrant Worker Taskforce report recommendations and refinements to the PALM scheme, including improving working conditions for PALM participants.</li> </ul>	<p>DFAT, DEWR, Home Affairs, Jobs and Skills Australia</p>	
3.7	<p>Progress the <i>Government’s Skills Reform</i> agenda for a high-quality, relevant and accessible vocational education and training sector in which funding arrangements improve consistency and are linked to skills needs; micro-credentials are supported; and apprenticeships and other forms of work-based training are promoted.</p>	<p>DEWR (S&amp;TG, VE industry)</p>	



No.	Action	Action Lead (Partners)	Status
	<ul style="list-style-type: none"> <li>Jobs and Skills Australia has been established as a statutory body to provide independent advice on current, emerging and future workforce, skills and training needs.</li> <li>Industry clusters will be established from January 2023 to identify and respond to current and emerging skills needs and workforce challenges, including for those in the visitor economy.</li> <li>Provide on-the-job-training opportunities for people by connecting them with tour operators, and a pathway to accreditation as a professional tour guide, through Tour Guides Australia’s micro-credential training course.</li> </ul>	<p>Jobs and Skills Australia</p> <p>Jobs and Skills Australia</p> <p>Tour Guides Australia</p>	
3.8	Promote the visitor economy as an attractive career choice including through communication strategies, incentives and awards to promote best practice by employers.	Austrade, S&TG, VE industry	
3.9	Encourage the uptake of training programs for First Nations peoples that create opportunities for participants to further enhance industry knowledge, equip participants to advance their careers and to develop new products or experiences in the sector.	NIAA, VE industry, (S&TG)	
3.10	<p>Encourage mutual recognition for foundational credentials (such as the <i>Responsible Service of Alcohol (RSA)</i>) to support mobility of workers across jurisdictions, especially in relation to seasonal hospitality work.</p> <ul style="list-style-type: none"> <li>Increase acceptance across all states and territories of micro-credentialing as a recognised and valued form of training and accreditation in visitor economy occupations, including for tour guides.</li> </ul>	S&TG	
3.11	Promote employment standards of employers including compliance with workplace obligations such as modern awards and superannuation requirements, including through the Fair Work Ombudsman’s education tools and advice services.	FWO, ATO, S&TG, VE industry, (DEWR)	

No.	Action	Action Lead (Partners)	Status
	Promote understanding and awareness of work, health and safety duties through Safe Work Australia’s education and communication tools.		
3.12	<p>Encourage larger industry operators to implement formal in-house training and diversity programs.</p> <ul style="list-style-type: none"> <li>• Tourism Training Australia (in conjunction with the travel, tourism, hospitality, accommodation and events sector groups) has a project supported by the Victorian Government, to develop micro-credential training that is linked to the formal training system.</li> </ul>	<p>VE industry</p> <p>VE industry, including Australian Chamber – Tourism</p>	



Completed



Underway











Pending



## Priority 4: Embrace leading-edge business practices

One theme of THRIVE 2030 is to modernise – by improving business capability and creating competitive, resilient and sustainable businesses, which deliver high-quality products and services to visitors. Collaboration is essential to achieving this. Governments at all levels have been working closely with industry to drive innovation, improve sustainability, reduce emissions and promote awareness of existing government and industry support measures.

Austrade, in partnership with Commonwealth agencies, states and territories and industry, has been targeting efforts on implementing an industry sustainability framework, improving accessibility and affordability of insurance products, and working to allow tourism and accommodation providers to set their own prices.

No.	Action	Action Lead (Partners)	Status
4.1	<p>Build business capability programs that help drive product innovation, diversification and product quality to deliver world-class visitor experiences including micro-credentialing and accreditation for tour guiding.</p> <ul style="list-style-type: none"> <li>Enhance the Quality Tourism Framework, in partnership with the Australian Tourism Industry Council (ATIC), to help small tourism businesses.</li> <li>Promote the adoption of sustainable tourism practices and pathways to certification with the new <i>Strive 4 Sustainability Scorecard</i> program, founded in partnership with Tourism Australia, a new entry level program for all tourism businesses wishing to start their sustainability journey in an efficient and affordable way.</li> </ul>	<p>VE industry, DEWR, S&amp;TG</p> <p>ATIC (VE industry, Austrade, NIAA)</p> <p>EcoTourism Australia</p>	
4.2	<p>Streamline and target information about government resources assisting businesses to modernise and diversify, and to build resilience and capability. Including through programs such as:</p> <ul style="list-style-type: none"> <li>The <i>Digital Solutions – Australian Small Business Advisory Services (ASBAS)</i> Program to assist small businesses to improve their digital capability and adopt digital tools and processes.</li> <li>eInvoicing – to assist small businesses to digitise their processes, widen trade connectivity and improve productivity.</li> </ul>	<p>Treasury, ATO, S&amp;TG, LG, VE industry</p> <p>Treasury</p> <p>ATO</p>	
4.3	<p>Encourage businesses to implement resilience and crisis management plans.</p> <ul style="list-style-type: none"> <li>Work with Australian travel and tourism stakeholders to upskill travel industry personnel on crisis management, risk planning and mitigation and resilience.</li> </ul>	<p>VE industry, S&amp;TG, (NEMA)</p> <p>Council of Australia Tour Operators</p>	

No.	Action	Action Lead (Partners)	Status
	<ul style="list-style-type: none"> <li>Develop an updated <i>Destination Management Planning – Best Practice Guide</i>, in collaboration with local council work units, that will include advice on crisis management, crisis communications for visitors and resilience to align with THRIVE 2030.</li> </ul>	Australian Regional Tourism	
4.4	Implement an industry sustainability framework and education tools to assist businesses to implement and further improve sustainability practices.	Austrade, DCCEEW, VE industry, S&TG	
4.5	Develop, promote and encourage businesses to improve quality through industry-led programs and celebrate exceptional visitor economy businesses.	VE industry, Austrade, TA, S&TG	
4.6	<p>Monitor the accessibility and affordability of public liability insurance for visitor economy businesses and continue to support improved access and affordability including through Government and industry cooperation.</p> <ul style="list-style-type: none"> <li>Australian Chamber – Tourism is working with Business NSW, the Insurance Council of Australia and the Australian Small Business and Family Enterprise Ombudsman on insurance solutions for the tourism and hospitality industries.</li> </ul>	<p>Treasury, VE industry</p> <p>Australian Chamber – Tourism</p>	
4.7	<p>Ensure that visitor economy businesses, especially those in the regions, have access to suitable internet products, services and infrastructure, including through:</p> <ul style="list-style-type: none"> <li>the <i>Better Connectivity Plan for Regional and Rural Australia</i></li> <li>the <i>Regional Connectivity Program</i></li> <li>the <i>Mobile Black Spot Program</i></li> <li>access to the National Broadband Network which is being enhanced by initiatives including upgrades providing full-fibre access, fixed wireless and satellite upgrades, the <i>Regional Co-Investment Fund</i> and the <i>Business Fibre Initiative</i>.</li> </ul>	DITRDCA, VE industry	
4.8	<p>Implement measures to deliver on Australia’s international commitments to achieve net zero emissions by 2050, and to halt and reverse biodiversity loss by 2030.</p> <ul style="list-style-type: none"> <li>Improve sustainability practices in visitor economy businesses in line with international commitments,</li> </ul>	DCCEEW, S&TG, VE industry	

No.	Action	Action Lead (Partners)	Status
	including by making use of available government programs and through industry-led initiatives.		
4.9	Examine the impacts on the travel distribution system brought about by the COVID-19 pandemic, including how businesses and consumers will respond to new and different travelling arrangements, and provide suggestions as to how travel and tourism businesses can change and adapt their sales, marketing and business practices to cater to and embrace the new environment. (To be conducted in association with Action 2.6 to study the architecture of the visitor economy.)	TA, Austrade (S&TG, VE industry)	
4.10	Support tourism and accommodation providers to set their own prices when guests contact them directly to book.	Austrade, Treasury, VE industry	



Completed



Underway










Pending






## Priority 5: Enhance visitor infrastructure

Government, industry and investors are actively driving investment into tourism infrastructure and assets. Private sector investment remains buoyant, with strong interest in both metropolitan and regional accommodation assets pointing to investor confidence in the sector. Governments continue to invest in affiliated infrastructure, including at the Commonwealth-level through airport infrastructure investment, road renewal, the City and Regional Deals programs, Commonwealth-managed National Parks, and new regional infrastructure programs. The Government also continues its investment in upgrading passenger processing technology at international airports.

Key regulatory reforms to encourage and streamline investment are also underway. Examples include the Government's Aviation White Paper and the Nature Positive Plan, which will improve trust, transparency and efficiency for environmental approvals. The Government is also taking steps to improve the update of more accessible visitor infrastructure to offer more inclusive experiences.

No.	Action	Action Lead (Partners)	Status
5.1	<p>The Commonwealth, state and territory governments and industry will work together to ensure that infrastructure best meets the needs of the visitor economy. This includes the well-planned delivery of safe land transport infrastructure to support the wellbeing of communities and visitors.</p> <ul style="list-style-type: none"> <li>Stimulate domestic accommodation, travel and attractions for both regions and metropolitan visitor economies through voucher programs in partnership with state and territory governments.</li> </ul>	<p>DITRDCA, Austrade, S&amp;TG, LG, VE industry</p> <p>VE industry, including Tourism Accommodation Australia and the Australian Hotels Association</p>	
5.2	<p>Facilitate investment, including through appropriate foreign direct investment programs, to create new and refreshed offerings, for example by governments working to reduce regulatory barriers to appropriate development of visitor infrastructure such as luxury accommodation in natural environments.</p> <ul style="list-style-type: none"> <li>Support upgrades to caravan parks, which deliver affordable accommodation options for travellers, particularly families.</li> </ul>	<p>VE industry, Austrade, S&amp;TG, LG, DCCEEW</p>	
5.3	<p>Develop assets, infrastructure and experiences that are accessible to all people, regardless of physical limitations, disability or age.</p>	<p>VE industry, Austrade, S&amp;TG, LG</p>	

No.	Action	Action Lead (Partners)	Status
5.4	<p>Prioritise new destination development through use of holistic destination development plans, community and stakeholder collaboration, and streamlined regulatory approvals.</p>	VE industry, S&TG, LG	
5.5	<p>Improve tourism infrastructure in regional areas, including through the rollout of regional infrastructure programs, noting the importance of good-quality roads to connect visitors and communities to attractions and services.</p> <ul style="list-style-type: none"> <li>• <i>City Deals</i> with Darwin, Hobart, Perth, Townsville and Geelong, and <i>Regional Deals</i> with Hinkler and Barkly, will continue to deliver improved visitor economy infrastructure, including sporting and cultural facilities, airports, attractions and public realm amenity.</li> <li>• The \$2.5 billion <i>Local Roads and Community Infrastructure Program</i> will support local councils across Australia to deliver priority local infrastructure projects to support local communities including roads, parks and sports facilities, and bike paths.</li> </ul>	DITRDCA, S&TG, LG (NEMA)	
5.6	<p>Improve and maintain public infrastructure in national parks and World Heritage Areas, according to master planning and destination management planning developed alongside Traditional Owners, including through the following programs:</p> <ul style="list-style-type: none"> <li>• \$233 million investment in infrastructure updates across Commonwealth-managed national parks.</li> <li>• \$216 million to grow tourism in Kakadu National Park, including through improved road access, new visitor infrastructure and improved telecommunications.</li> </ul>	Director of National Parks (DCCEEW), Traditional Owners, S&TG	
5.7	<p>Identify and deliver improved visitor assets and resources at culturally significant sites.</p>	VE industry, Traditional Owners, NIAA, Director of National Parks (DCCEEW), S&TG, LG	

No.	Action	Action Lead (Partners)	Status
5.8	<p>Ensure that regional airport facilities meet the needs of visitors and communities.</p> <ul style="list-style-type: none"> <li>Continue to support regional and remote aviation, for example, through the <i>Remote Airstrip Upgrade Program (RAU)</i>, which supports improved aviation safety and accessibility at remote aerodromes.</li> </ul>	DITRDCA, LG, VE industry	
5.9	<p>Continue to upgrade passenger facilitation methods and infrastructure consistent with approaches to modernise traveller facilitation and border clearance.</p>	ABF, VE industry	
5.10	<p>Deliver an Aviation White Paper to set the long-term policies to guide the next generation of growth and innovation in the aviation sector.</p>	DITRDCA (VE industry)	
5.11	<p>Work cooperatively to maximise the return of inbound aviation capacity.</p>	S&TG, Tourism Australia, Austrade, VE industry	
5.12	<p>Work collaboratively to address barriers to maximising the contribution from the cruise sector and managing associated community expectations.</p> <ul style="list-style-type: none"> <li>Grow the cruise market in Australia with the goal of converting cruise participation into domestic spend, including through the tripartite MOU between TA, Cruise Lines International Association (CLIA) and Australian Cruise Association (ACA).</li> <li>Collaborate to ensure consistent and effective border management.</li> <li>Improve port infrastructure.</li> <li>Increase benefit to regional communities from cruise visitation.</li> </ul>	Austrade, Home Affairs, TA, S&TG, VE industry	



Completed



Underway



Pending











## Priority 6: Build markets and attract visitors

Following the re-opening of the international and internal borders, there has been a strong focus on activities to attract international visitors back to Australia but also to maintain the strong domestic visitation both interstate and intrastate that built over the pandemic period.

Tourism Australia and state and territory governments have invested in marketing and aviation attraction while the Department of Home Affairs continues to address the challenges of the visa system in a bid to increase competitiveness for a range of visitors including international students. The Government has also committed to funding programs to assist industry to re-engage with the international market, strengthen its capacity through training programs and address key opportunities such as improved accessibility. Funding has continued in programs for festivals, arts and music, which contribute to attracting visitors.

Most measures are ongoing and will continue to evolve to meet the challenges and opportunities of the market as it moves from recovery to consolidation.

No.	Action	Action Lead (Partners)	Status
6.1	<p>Implement health measures to protect visitors and communities and which will provide traveller confidence and community protection.</p> <p>Implement health and safety measures to provide visitors, workers and the community with a safe environment and to provide consumers with the confidence to travel.</p>	DoH, S&TG, VE industry	
6.2	<p>Encourage Australians to spend on the domestic visitor economy as they would overseas, including through targeted offerings and marketing.</p> <p>Apply behavioural economic research to develop product and marketing approaches to attract greater domestic visitation and spend.</p> <p>Attract domestic and international visitors to Australia's regional events and heritage offerings noting that potential funding mechanisms already exist such as the <i>Regional Arts Fund</i>, <i>Festivals Australia</i> and the <i>Indigenous Visual Arts Industry Support Program</i>.</p> <p>Targeted offerings and marketing to visitors should include disclosure about the impact of purchasing First Nations 'style' arts and crafts (or inauthentic First Nations arts and crafts), as these products have no connection with and provide no economic benefit to First Nations peoples.</p>	Austrade, DITRDCA, TA, S&TG, VE industry	

No.	Action	Action Lead (Partners)	Status
6.3	<p>Develop an International Diversification Strategy for the visitor economy to identify emerging markets for travel and education; and strengthen key bilateral relationships in the Indo-Pacific region and beyond through the growth of people-to-people links and Brand Australia marketing.</p> <ul style="list-style-type: none"> <li>The diversification strategy will also look at attraction of certain growing (and higher yield) traveller cohorts including people seeking luxury, nature and cultural experiences.</li> </ul>	Austrade, TA (S&TG)	
6.4	Implement a coordinated marketing strategy to re-establish core markets and grow emerging international markets.	TA, S&TG	
6.5	Develop and implement a coordinated approach for direct, affordable, long-haul flights to Australia.	VE industry	
6.6	Ensure Australia has a safe, affordable, and competitive visitor visa system to maintain and grow market share.	Home Affairs	
6.7	<p>Continue to support Australia’s international education sector to attract students from diverse markets, grow offshore and online delivery and help meet Australia’s future workforce needs, including through competitive policy and visa settings. The review of Australia’s migration system will help inform the next steps to supporting the international education sector.</p> <ul style="list-style-type: none"> <li>Support diversification of international student cohorts, including by identifying new and emerging markets.</li> <li>Increase the duration of post-study work rights for certain international students eligible for a Temporary Graduate (subclass 485) visa, in select fields of study.</li> </ul>	DoE, Home Affairs, Austrade	
6.8	Help tourism businesses to get back into the international market and attract more international visitors to Australia. Develop and implement innovative marketing approaches including partnership marketing, extending reach of	TA, S&TG, VE industry	

No.	Action	Action Lead (Partners)	Status
	<p>marketing and conversion, greater personalisation and effective trade marketing.</p> <ul style="list-style-type: none"> <li>• Drive growth in international visitation to Tropical North Queensland and the Great Barrier Reef region.</li> <li>• Support tourism businesses through the Accommodation Association of Australia's 'The Hub' to attract and upskill workers and the Australian Tourism Export Council's Tourism Training Hub.</li> </ul>	<p>Tourism Tropical North Queensland</p> <p>Australian Tourism Export Council, AAoA</p>	
6.9	<p>Improve promotion, marketing and provision of information about accessible infrastructure available at destinations, accommodation, venues and experiences and business sustainability practices.</p>	<p>VE industry</p>	



Completed



Underway










Pending

## Priority 7: Grow unique and high-quality products, including First Nation experiences

THRIVE 2030 has a strong focus on growing unique and high-quality products, as well as increasing the participation and success of First Nations businesses across the visitor economy. Industry and Government is working with First Nations organisations and leaders to progress actions in the Strategy. Good progress has been made, including multiple initiatives implemented by both the Australian Government S&TGs. This includes grant funding programs and global campaigns that leverage Australia’s Nation Brand. This will be an area for continuous improvement and renewal. As such, the actions will remain ‘in progress’ for some time, particularly as work continues to establish an effective First Nations partnership (see Action 1.7).

Other action items in this pillar are also progressing well, as outlined below. This includes supporting the return of events, and industry-led initiatives in the agritourism and ecotourism sectors.

No.	Action	Action Lead (Partners)	Status
7.1	Expand target market offerings including for high yield/luxury visitors and business travellers.	VE industry	
7.2	Respectfully embed First Nations cultures into the visitor economy and Australia’s brand positioning, supporting prioritised product development.	VE industry (NIAA, Austrade, TA, S&TG)	
7.3	Support return of events, including business, cultural and arts, regional and major events, and implement an annual coordinated calendar of events to encourage new and return visitors, including: <ul style="list-style-type: none"> <li>• Leverage and support the <i>Green and Gold Decade</i> of major sporting events, culminating in the Brisbane 2032 Olympics and Paralympics.</li> <li>• Governments and industry to collaborate to optimise the impact of the many existing event promotion and support programs including the <i>Business Events Australia Bid Fund Program</i>.</li> <li>• Incorporate creative/cultural assets into destination marketing to maximise contribution of the creative economy, including to support the delivery of <i>Revive: a place for every story, a story for every place</i>, Australia’s National Cultural Policy.</li> <li>• Establish new mass participation events including in regional areas to encourage visitor dispersal, noting that potential funding mechanisms already exist such as the Australia Council for the Arts’ <i>Major Festivals</i> initiative fund for 7 major international arts festivals, supporting</li> </ul>	VE industry, DoH, DITRDCA, NIAA, Australia Council for the Arts (TA, S&TG, LG)	

No.	Action	Action Lead (Partners)	Status
	regional festivals through the <i>Festivals Australia</i> program and supporting regional collecting institutions through programs such as <i>Visions of Australia</i> , the <i>National Collecting Institutions Touring and Outreach Program</i> , the <i>Australian Government International Exhibitions Insurance Program</i> , and the <i>National Cultural Heritage Account</i> .		
7.4	Cities develop and offer a compelling differentiated offering for both the domestic and international markets to revitalise visitation.	S&TG, LG	
7.5	<p>Grow and develop high-quality products and experiences around unique Australian locations and themes, including approaches which integrate sustainable nature tourism with economic opportunities in collaboration with Traditional Owners, and capitalising on emerging tourism trends such as geotourism.</p> <ul style="list-style-type: none"> <li>• Leverage the \$10 million annual <i>Wine Tourism and Cellar Door Grants Program</i> to boost wine tourism and attract visitors to wine regions.</li> <li>• Produce and promote suites of products that will assist tourism businesses to develop high-quality, distinctly Australian agritourism experiences and build business capability programs that drive innovation, diversification and regional product development.</li> <li>• Encourage the industry to operate in ways that respect and reinforce Indigenous cultural heritage and the living cultures of First Nations communities through Ecotourism Australia's <i>Respecting our Culture</i> program.</li> </ul>	<p>VE industry</p> <p>DAFF</p> <p>Australian Regional Tourism</p> <p>Ecotourism Australia</p>	
7.6	Encourage the creation of new and expansion of existing First Nations-owned and operated tourism enterprises.	VE industry, NIAA (Austrade, S&TG)	
7.7	Enhance the visitor experience through use and availability of technology.	VE industry	



Completed



Underway



Pending

# Attachment A: List of Acronyms

Acronym	Agency
AAoA	Accommodation Association of Australia
ABF	Australian Border Force
ABS	Australian Bureau of Statistics
ACA	Australian Cruise Association
ANZSCO	Australian and New Zealand Standard Classification of Occupations
ASCOT	Australian Standing Committee on Tourism
ATE	Australian Tourism Exchange
ATO	Australian Taxation Office
Austrade	Australian Trade and Investment Commission
BECA	Business Events Council of Australia
CLIA	Cruise Lines International Australia
DAFF	Department of Agriculture, Fisheries and Forestry
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DEWR	Department of Employment and Workplace Relations
DFAT	Department of Foreign Affairs and Trade
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
DoE	Department of Education
DoH	Department of Health and Aged Care
DSS	Department of Social Services
FWO	Fair Work Ombudsman
Home Affairs	Department of Home Affairs
LG	Local governments
NEMA	National Emergency Management Agency
NIAA	National Indigenous Australians Agency
PALM	Pacific Australia Labour Mobility
RDA	Regional Development Australia
RTOs	Regional tourism organisations
S&TG	State and territory governments
STO	State tourism organisations
TA	Tourism Australia
TRA	Tourism Research Australia
Treasury	Department of the Treasury
VE industry	Visitor economy industry
VTIC	Victorian Tourism Industry Council

# Attachment B: Stakeholders consulted in preparing this report

1. Accommodation Association of Australia
2. Association of Australian Convention Bureaux
3. Australian Amusement, Leisure and Recreation Association
4. Australian Border Force
5. Australian Bureau of Statistics
6. Australian Chamber of Commerce and Industry – Tourism
7. Australian Cruise Association
8. Australian Federation of Travel Agents
9. Australian Regional Tourism
10. Australian Taxation Office
11. Australian Tourism Export Council
12. Australian Tourism Industry Council
13. Business Events Council of Australia
14. Caravan Industry Association of Australia
15. Clubs Australia
16. Council for Australasian Tourism and Hospitality Education
17. Council of Australian Tour Operators
18. Cruise Lines International Association
19. Department of Agriculture, Fisheries and Forestry
20. Department of Climate Change, Energy, the Environment and Water
21. Department of Education
22. Department of Employment and Workplace Relations
23. Department of Foreign Affairs and Trade
24. Department of Health and Aged Care
25. Department of Home Affairs
26. Department of Industry, Tourism and Trade (Northern Territory Government)
27. Department of Infrastructure, Transport, Regional Development, Communications and the Arts
28. Department of Jobs, Skills, Industry and Regions (Victorian Government)
29. Department of Social Services
30. Department of the Treasury
31. Department of Tourism, Innovation and Sport (Queensland Government)
32. Destination NSW
33. Ecotourism Australia
34. Fair Work Ombudsman
35. GetAboutAble
36. National Emergency Management Agency
37. National Indigenous Australians Agency
38. Queensland First Nations Tourism Council
39. Safe Work Australia
40. South Australian Tourism Commission
41. Tour Guides Australia
42. Tourism & Transport Forum
43. Tourism Australia
44. Tourism Tasmania
45. Tourism Western Australia
46. VisitCanberra
47. Visit Victoria
48. Zoos and Aquarium Association