Resource Kit
Queensland Visitor Information Centre (VIC) Signage Policy
Primary and Supporting Information
Introduction

Welcome to the Queensland Visitor Information Centre (VIC) Signage Policy Resource Kit.

The purpose of this Resource Kit is to provide Queensland Visitor Information Centres (VICs) with information that will assist them achieve, maintain, and where possible, exceed the standards of accreditation as defined in the Queensland VIC Signage Policy.

Officially launched in Queensland on the 8th of April 2000, the italicised 🟢 sign is only authorised for use by those VICs that meet the eligibility criteria and standards of the VIC Signage Policy. This branding symbolises to visitors high quality, unbiased information and professional standards.

An accredited VIC has the right to display the italicised 🟢 sign on all promotional materials including on VIC signage and websites, provided the VIC adheres to the accreditation criteria and guidelines through the process of an annual audit (either desk-top or onsite). Accreditation also ensures the location and contact details of each VIC are promoted in marketing information distributed through Tourism and Events Queensland and other aligned bodies.

Tourism and Events Queensland manages the VIC accreditation process and provides the following resources to assist with VIC accreditation:

- VIC Signage Policy
- VIC ‘i’ Sign Style Guide
- List of accredited Queensland VICs
- Map of accredited Queensland VICs
- VIC Signage Policy Application Form
- VIC Signage Policy – Resource Kit (this document)

How to use this Resource Kit

The Resource Kit aims to assist a VIC to improve its operation in accordance with changing expectations of visitors and stakeholders, and gives VICs the assurance that they are operating in a professional manner and providing the highest standard of information and assistance.

The Resource Kit (the kit) is not an instruction manual. It is intended that the contents here together with existing information sources, industry networks and additional resources, should assist a VIC manager in meeting the VIC accreditation requirements and handling the day to day operational issues of the VIC.

This Resource Kit is developed and published by the Industry Innovation Unit of Tourism and Events Queensland and can be accessed at [www.tq.com.au/vics](http://www.tq.com.au/vics) along with relevant application forms to commence the process of obtaining accreditation for your VIC.

Tourism and Events Queensland welcomes all suggestions for additional information that could be included in this Resource Kit. Please forward suggestions to industryinnovation@queensland.com

Acronyms used in this Resource Kit
- VIC – Visitor Information Centre/s
- RTO – Regional Tourism Organisation
- TEQ – Tourism and Events Queensland
- LTO – Local Tourism Organisation
- QICA – Queensland Information Centres Association
- LGA – Local Government Authorities

Disclaimer

The information in this publication is current at the time of compiling. It can be expected that during the life of this publication a number of contact details and information sources will change. This publication is not an exhaustive list of all the resources that a VIC can access. Whilst every care has been taken in compiling this publication, the State of Queensland, its officers, servants and agents expressly disclaim all liability for errors or omissions of any kind (whether negligent or otherwise) or for any loss, damage or other consequence which may arise from any person relying on this publication.

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Contents

Primary Information

Section A
Business Plan – Guidelines

Section B
Marketing and Public Relations – Guidelines

Section C
Operations Manual – Guidelines

Section D
Staff Induction, Training and Professional Development

Section E
Customer Service

Section F
Collection of Visitor Data

Section G
Temporary and Mobile Visitor Information Booths

Supporting Information

Section H
Funding, Assistance and Information Sources

Section I
Regulatory Compliance

Section J
Workplace Health and Safety

Section K
Insurance

Section L
Resources

Section M
Templates to Assist

Section N
Appendices
Business Plan - Guidelines

1.0 Introduction 5
   1.1 What is a Business Plan? 5
   1.2 Developing the Business Plan 5

2.0 Business Profile 5
   2.1 Administrative and Ownership details 5
   2.2 Outcome of Business Activity 6
   2.3 Mission Statement 6

3.0 Market Focus and Performance 6
   3.1 Target Markets 6
   3.2 Performance 6

4.0 Strategic Planning 6
   4.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis 6
   4.2 Goal Setting 7

5.0 Human Resources Management 7

6.0 Operational Procedures 7

7.0 Environmental Management Considerations 8
   7.1 Adopting Environmental Practices 8
   7.2 Environmental Support Programs 8
   7.3 Crisis Management and Business Continuity 8

8.0 Actions Plan and Associated Costs 9
   8.1 Program of Actions 9
   8.2 Operational Budget 9

9.0 Appendices of the Plan 9
   9.1 Regulatory Compliance Issues 9

10.0 Communicating the Plan 9
1.0 Introduction
Planning the direction of a Visitor Information Centre (VIC), and refreshing this direction each year, is the key to future success. Studies show, and experts agree, that businesses with formal plans in place are more likely to be successful, irrespective of size and type. Planning is the activity of determining the actions that will take you from where you are now to where you want to be. Planning provides a clear focus for a VIC and helps identify and solve problems before they cause major damage. It eliminates guesswork and helps the VIC to control its own destiny, rather than being at the mercy of external factors. Planning is important for a VIC whether it’s in its first year of operation or well established.

1.1 What is a Business Plan?
The purpose of a Business Plan is to establish a set of precise actions for the VIC manager to follow, and to chart and monitor how the operation progresses over a twelve month period. The Business Plan does not need to be complex, but should include basic financial and operational aspects of the VIC. A well prepared Business Plan will enable key organisations (including Local Government Authorities (LGAs), Regional Tourism Organisations (RTOs), Tourism and Events Queensland (TEQ) and local business groups) to more effectively understand the vision, operational aspects and future direction of the VIC. The Business Plan will also be a helpful supporting document if the VIC seeks funding.

1.2 Developing the Business Plan
When developing the Business Plan, it’s useful to involve as many staff as possible as it provides an important opportunity to discuss roles and responsibilities in the organisation and set future directions. It will also assist in creating a sense of common ownership of the Plan. Once the initial Business Plan has been developed, future revisions and updates to the Plan will be easier and more effective.

It is important to note that it is a requirement of the Queensland (VIC Signage Policy essential criteria 1.2 Business & Management) that the VIC Business Plan includes the contents within sections 2.0 to 10.0 of these Guidelines. It is not imperative to include all components within each section; each VIC can determine what it will include in each section as relevant.
2.2 Outcome of Business Activity
This is a relatively brief sub-section that provides an outline of the core functions of the VIC. It is important to approach this section by considering what the customers’ needs are and how to fulfil these needs.

Following are some suggested core functions:
- to provide friendly, helpful, professional and unbiased visitor information services
- to provide an effective and efficient distribution outlet for tourism product
- to provide comprehensive and accurate information on the local area, local region and neighbouring regions
- to encourage extended length of stays and increased visitor expenditure in the region

2.3 Mission Statement
The Mission Statement is a very short affirmation statement, not usually more than 15 words, which answers the question, “What do we want to achieve?”. Use the mission statement to communicate the purpose of the operation and to guide the VIC’s activities. It might read something like this – “To help visitors enjoy every experience in our region and leave wanting to return”.

3.0 Market Focus and Performance
The first section of the Business Plan clarifies the role, function and vision of the VIC. This section should be concise and to the point and limited to between half and one page in length.

3.1 Target Markets
The purpose of this section is to outline the target markets for the VIC. This should not be limited to visitor markets but also local businesses, residents, schools – everyone the VIC wants to attract and service. If possible, prioritise the markets according to their level of importance to the VIC.

If available, include in this section any planned market research which will assist the VIC management to better understand the target markets.

3.2 Performance
This section should include the recent achievements and current performance of the VIC. This information is essential in helping determine what future actions are required to improve performance. It also provides a benchmark which future performance can be measured against.

A VIC’s recent achievements and current performance can be assessed by analysing past and current visitor statistics and activities conducted over the previous 12 to 18 months. It is useful to put the VIC’s performance in the context of the ‘big picture’ by also including a brief summary of overall visitor activity in the region and likely future growth markets. This information is available from your RTO or at [www.tq.com.au/research](http://www.tq.com.au/research).

Some examples of recent achievements could be where the VIC:
- conducted a marketing campaign to increase awareness amongst the business community of the services it provides to locals and visitors
- was recognised in the local media for winning a Regional Tourism Award for best managed VIC
- had been remodelled to include additional seating areas for visitors, parking areas for RVs or having Wi-Fi installed
- conducted research at the local caravan park to identify what services travellers expect from a VIC

Ideally each VIC should have a Marketing Action Plan. It is a highly recommended criterion ([VIC Signage Policy highly recommended criterion 1.7 Business & Management](#)) and whilst not essential it allows the VIC to better plan its future and achieve its objectives. For more details on ways to market your VIC and prepare a “Marketing Action Plan” refer to [Section B: Marketing and Public Relations](#).

4.0 Strategic Planning
For a VIC to perform well it is important to step back and understand the environment in which it operates and the implications any proposed change (positive or negative) will have on the VIC. A successful VIC also requires a clear purpose with defined goals and strategies outlining how the staff and volunteers are going to achieve them.

This component of the Business Plan helps to determine the VIC’s direction and sets the stage for the development of future actions and the associated budget for the next year.

4.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
A SWOT analysis provides a helpful understanding of the external and internal work environments in which a VIC operates. It enables the VIC Manager and staff to set realistic targets in the context of the circumstances that the VIC must operate under.
Strengths and Weaknesses are internal characteristics of the VIC (such as resources, skills, equipment, knowledge and staff), whereas Opportunities and Threats are external to the VIC (such as economic, political, technological and social trends, and competitors). The SWOT analysis should highlight six to twelve key issues or opportunities that will have a significant impact on the VIC’s future performance. Examples include:

### Example SWOT Analysis

**Strengths**

- Only accredited information centre in town
- A dedicated team of volunteers
- Ideal location with plenty of passing traffic
- Have an excellent brochure display
- Have free Wi-Fi available to all visitors
- Have a café within the building which provides freshly ground coffee

**Weaknesses**

- Lack of volunteers to cover every shift
- Lack of funding to do more familiarisation trips to neighbouring regions
- Inexperience of new counter / reception staff
- Surrounded by non-accredited Information Centres (Tour Desks)
- No parking for oversized vehicles

**Opportunities**

- Develop local 1, 2 and 3 day itineraries
- Coordinate training workshops for all VICs in the region
- Marketing of the trademarked sign
- Introduction of online booking system

**Threats**

- Funding cuts by local government or RTO
- Proposed town bypass highway

### 4.2 Goal Setting

Using the information gathered in the SWOT analysis, determine organisational goals or objectives for the VIC which will:

- Capitalise on its strengths
- Minimise areas of weakness
- Pursue opportunities, and
- Reduce the impact of potential threats

It is recommended that these goals and objectives be:

- **S** specific (clearly defines the outcome you want to reach)
- **M** measurable (you can measure if the goal has been achieved or not)
- **A** achievable within available resources
- **R** relevant to your situation
- **T** time framed (based on a set time frame and budget)

The organisation and/or individual stakeholders responsible for achieving each goal should also be specified. Note these strategic goals will form the **VIC Marketing Action Plan** (VIC Signage Policy highly recommended criterion 1.7 Business & Management).

### 5.0 Human Resource Management

Human resource management refers to the policies, practices, and systems that influence employees’ behaviour, attitudes and performance. Having human resource practices in place are essential in attracting, motivating, rewarding and retaining employees and volunteers.

This section helps the VIC manager to determine how to ensure the VIC has the necessary team in place who are engaged and have the appropriate knowledge, skills, experience and qualifications to contribute to the achievement of the VIC’s goals.

Suggested details to include in this section of the plan are:

- How the VIC is structured (for example, an organisational chart)
- Position descriptions for each role in the VIC (for example, Manager/Coordinator, Shift Supervisor, Visitor Information Officer)
- The VIC’s staff recruitment policy
- The VIC’s staff roster system
- The VIC’s staff training program including:
  - Staff induction
  - Assessment of skill deficit
  - Customer service training
  - Workplace health and safety policies and training
  - Professional development
  - Maintenance of the VIC’s personnel records (such as where they are stored, who can access them, how often they are updated etc.)

These details should be addressed for both the VIC's paid employees and volunteer staff.

Refer to **Section D: Staff Induction, Training and Professional Development** of this Resource Kit for further information.

### 6.0 Operational Procedures

It is an essential criterion for VIC accreditation that a separate Operations Manual is prepared (VIC Signage Policy essential criterion 1.3 Business & Management) outlining the processes to follow in the day-to-day operations of the VIC.

See **Section C: Operations Manual Guidelines** of this Resource Kit for further information.
7.0 Environmental Management Considerations

7.1 Adopting Environmental Practices

The tourism industry is committed to environmental best practice. There is an industry-wide expectation that tourism businesses will take measures to prevent unnecessary environmental degradation and improve their sustainability.

A sustainable VIC is one that seeks to maximise the economic, environmental, and social benefits from its operation and minimise any detrimental impacts. By accounting for your VIC’s actions across these three areas you can take steps to reduce any negative impacts of your operation and identify opportunities to increase the benefits delivered.

Successful VIC accreditation requires a VIC to ‘Complete and document environmental policies and procedures concerning (primarily) recycling, energy saving and water consumption’ (VIC Signage Policy essential criterion 1.6 Business & Management). If the VIC intends to implement any other environmental practices, include these in this section of the Plan.

To help identify what environmental actions to take, refer to a simple Sustainability Checklist on the Tourism and Events Queensland website. The Checklist allows you to assess the VIC’s current sustainability management procedures in relation to CO2 emissions, energy and water use, and waste production and disposal.

7.2 Environmental Support Programs

It is advisable that VICs are aware of environmental programs and codes of sustainable practice that may be relevant to not only the VIC but to tourism products promoted by the VIC. To help differentiate between the range of programs available, Tourism and Events Queensland has prepared an Environmental Benchmarking and Certification Program Matrix of programs that meet the following three criteria:

- offer environmental certification and/or benchmarking services
- available to Queensland tourism operators, including small to medium sized enterprises
- examine the operation, not the construction of a business

Visit Benchmarking and Certification on the Tourism and Events Queensland website for more information.

7.3 Crisis Management and Business Continuity

It is recommended that all VICs have a business continuity plan (or crisis management plan) outlining actions and responsibilities in the event of a crisis. It is important to work with your RTO and LGA to ensure your plan is aligned with theirs.

There are seven stages identified for “surviving and thriving” during a crisis:

Stage 1: Plan your response
Stage 2: Manage your communications
Stage 3: Be ready to go
Stage 4: Look after your staff and contractors
Stage 5: Protect your essential information
Stage 6: Have your insurance paperwork in order and accessible
Stage 7: Access any support available

If you work through all stages the VIC will have a better chance of surviving a crisis.

There are a number of factsheets at www.tq.com.au/sustainability to assist with the following areas:

- sustainable policies and practices – working with local suppliers, sharing information and encouraging better use of resources
- Energy – managing your energy usage and gaining efficiencies
- CO2 – calculating and offsetting your CO2 emissions
- Water – managing your water consumption, water storage, recycling and irrigation
- Waste – waste minimisation, reuse and recycling methods and strategies

Other helpful resources include:

- The Big Marketing Guide, Section 9 – Sustainability – Tourism and Events Queensland
- Better Business Guide – Tourism and Events Queensland
- Sustainable Tourism – Tourism Australia
- Environmental Planning – business.gov.au

A case study of the Mission Beach VIC completed post Cyclone Yasi highlights some very valuable lessons learned by the VIC and its role in a crisis. Read the case study or watch the video.
Here are some suggested points to cover in a VIC crisis management plan.

**What to do to PREPARE:**
- Identify the actions to minimise the VIC’s exposure to risk, prepare your response to a crisis and plan your recovery post-crisis, including:
  - prepare a “Go Pack” including all important documents, phone numbers, insurance papers
  - consider what alternative premises might be available should the VIC burn/flood/be blown away (must be done before a crisis)
  - ensure you have an up-to-date contact list. This should be available in the VIC (laminated and prominent by the telephone) but should also be carried by staff and senior volunteers

**How the VIC will RESPOND:**
- Identify what should be done in the first 24 hours following a crisis and in the short to medium term, including:
  - managing VIC communications
  - being ready to leave the centre
  - ensuring the wellbeing of staff and contractors
  - protecting essential information

**What the VIC will do to RECOVER:**
- Identify the actions required to get back to business, including working with stakeholders to provide support where needed.

Involve the VIC staff and volunteers in your crisis management planning and ensure they are clear about their roles and responsibilities in the event of a crisis.

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**8.0 Actions Plan and Associated Costs**

**8.1 Program of Actions**

On the basis of the information and details reported in the previous sections, list the actions which your VIC intends to pursue over the next 12 months in order to meet the VIC’s goals. It is important to remember that the actions should be related directly to achieving the goals that have been identified. Allocate the cost involved for each action item and the time frame for when the action is to be completed. To assist you in outlining your actions, a Program of Actions template is provided in [Section M: Templates](#).

**8.2 Operational Budget**

To budget for completion of these actions, identify all of the costs associated with achieving them. This will serve as a benchmark and assist in guiding the VIC's expenditure over the coming budgetary period. You may wish to create a format more appropriate to your needs and those of your funding agencies. A template giving an example of a layout that can be used to present the VIC’s annual Operational Budget is provided in [Section M: Templates](#).

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**9.0 Appendices of the Plan**

**9.1 Regulatory Compliance Issues**

Every business must comply with a range of regulatory standards as required by Local, State and Federal Governments and industry bodies. VICS should have an understanding of the regulatory compliance issues which are relevant to their business and be able to demonstrate compliance with these regulations. Accompanying the Business Plan should be a table including the following regulatory compliance details where applicable to your VIC:
- Business Name Registration
- Certificate of Incorporation
- Australian Company and/or Business Number
- Insurance - Public Liability (minimum of $10 million), Professional Indemnity, Workers Compensation
- compliance with all relevant licences and permits
- compliance with relevant legislation, codes of conduct/ethics
- compliance with all staffing and employment regulations
- compliance with all taxation requirements

Refer to [Section I: Regulatory Compliance](#) and [Section K: Insurance](#) of this Resource Kit for further information on these requirements.

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**10.0 Communicating the Plan**

This section covers your process for communicating the Business Plan, including to whom, how and when. To maximise buy-in to the Business Plan it is recommended you seek the input of all relevant internal and external stakeholders including paid and volunteer staff, LGAs, RTOs, LTOs and tourism operators when it is in draft format and then again upon its completion. It is also recommended that VICS prepare an Annual Report for each financial year of operation. This Annual Report can be used to provide existing and potential stakeholders with an overview of the operations of the VIC for the previous financial year, including the success of the VIC in achieving its stated objectives and actions.
Marketing and Public Relations – Guidelines

1.0 Introduction
   1.1 Marketing the VIC
   1.2 Marketing Action Plan
   1.3 Marketing Objectives and Strategies
   1.4 Target Markets
   1.5 Market Research
   1.6 Ethical Conduct
      1.6.1 Conduct on Social Media
   1.7 Public Relations
   1.8 Media and Publicity
   1.9 Digital Marketing
      1.9.1 Website
      1.9.2 Mobile
      1.9.3 SEO (Search Engine Optimisation)
      1.9.4 Social Media
      1.9.5 TripAdvisor
      1.9.6 Blogging
      1.9.7 Video and Photo Sharing
      1.9.8 QR Codes
      1.9.9 Local Search Marketing
      1.9.10 E-Marketing
      1.9.11 Monitoring and Measuring
   1.10 Geocode Location of Your VIC
   1.11 Leveraging Tourism Partners

2.0 Using the Italicised Sign
   2.1 Trademark Infringements

3.0 ATDW – Australian Tourism Data Warehouse

4.0 VIC Case Studies
1.0 Introduction

1.1 Marketing the VIC

Marketing and public relations activity is vital to increasing awareness of the quality, unbiased information service the VIC provides to visitors and residents. If you do not have a marketing budget or direct control over the marketing activities for your VIC it is highly recommended that you work with the RTO and TEQ in promoting your services.

Planning your marketing activities is very important to ensure you receive maximum return for the time and money spent. Success in marketing is due not only to what you do but how you do things. It is a highly recommended criterion (VIC Signage Policy, highly recommended criterion 1.7 Business & Management) that each VIC documents a separate Marketing Action Plan as part of the VIC’s annual planning.

“... a continuous, sequential process through which management in the hospitality and travel industry plans, researches, implements, controls and evaluates activities designed to satisfy both customers’ needs and wants and their own organisation’s objectives. To be most effective, marketing requires the efforts of everyone in an organisation and can be made more or less effective by the actions of complimentary organisations” Morrison (Hospitality & Travel Marketing 1996).

In marketing, always look for opportunities to make the most of available resources to achieve your goals. Partnering with your RTO and LTO is an effective way of doing this (see 1.11 Leveraging Tourism Partners of this section for more information).

1.2 Marketing Action Plan

As noted above, it is a highly recommended criterion (VIC Signage Policy, 1.7 Business & Management) that each VIC documents a separate Marketing Action Plan as part of the VIC’s annual planning.

The following Marketing Plan at a Glance outlines suggested content to include in your Plan.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Profile</td>
<td>Describes the Business and its products (use content in the business plan)</td>
</tr>
<tr>
<td>Vision and Mission Statement (use content in the business plan)</td>
<td></td>
</tr>
<tr>
<td>Goals (marketing specific)</td>
<td></td>
</tr>
<tr>
<td>Situation Analysis</td>
<td>Describe key external environmental factors</td>
</tr>
<tr>
<td>(marketing specific)</td>
<td>Describe key internal environmental factors</td>
</tr>
<tr>
<td></td>
<td>SWOT Matrix (take from the business plan)</td>
</tr>
<tr>
<td>Research</td>
<td>Identify your competitors and how they market their products</td>
</tr>
<tr>
<td></td>
<td>Research the marketplace, identify consumers and travel trends</td>
</tr>
<tr>
<td></td>
<td>Identify customers and their preferences, motivations, needs and wants</td>
</tr>
<tr>
<td></td>
<td>Review your VIC and identify how it meets customers’ expectations</td>
</tr>
<tr>
<td>Market Identification</td>
<td>Select target markets</td>
</tr>
<tr>
<td></td>
<td>Identify how target markets behave (their expectations and needs)</td>
</tr>
<tr>
<td>Marketing Mix</td>
<td>Product and Services – what products and services meet the target market needs</td>
</tr>
<tr>
<td></td>
<td>Packaging and Promotion – how the VIC packages and promotes its services to customers</td>
</tr>
<tr>
<td></td>
<td>Place – how the VIC distributes its services</td>
</tr>
<tr>
<td>Action Plan</td>
<td>Describe Key Strategies</td>
</tr>
<tr>
<td></td>
<td>List actions needed to fulfil the strategies</td>
</tr>
<tr>
<td></td>
<td>Set realistic time frames</td>
</tr>
<tr>
<td></td>
<td>Set a budget for each action</td>
</tr>
<tr>
<td></td>
<td>Decide how to measure and evaluate</td>
</tr>
<tr>
<td>Monitor &amp; Review</td>
<td>Evaluate activities and outcomes</td>
</tr>
<tr>
<td></td>
<td>Review and revise</td>
</tr>
</tbody>
</table>

The following sub-sections seek to provide further guidance on what to include in a VIC Marketing Action Plan.

For a step by step guide and examples on how to write a marketing plan, refer to the Big Marketing Guide, Writing your marketing plan.
1.3 Marketing Objectives and Strategies

In the Marketing Action Plan, outline the VIC’s marketing objectives and the strategies (the proposed approach) that will be followed to reach these objectives. Here are some important areas to consider and address in your plan:

- target markets the VIC wants to reach
- products and services the VIC provides
- pricing of product/souvenir sales, reservations commissions, brochure display fees
- advertising, promotion and public relations strategies
- distribution strategies; for example, does the VIC distribute visitor information in locations other than the VIC itself?
- taking advantage of any local events and leveraging off the potential increase in interest and visitors to the region

How will the VIC manage these? What strategies will you use to achieve your objectives?

Here are some ideas to consider:

- collaborative efforts with other tourism bodies, for example, RTOs
- aligning your marketing plan with the LTO, if it is not attached to your VIC
- activities that can be conducted on a gratis or low cost basis, (refer to the Big Marketing Guide for low cost marketing ideas)

Once the objectives and strategies are clear, create a list of actions the VIC will undertake to achieve the objectives. Allocate a time frame for each strategy, a budget, a staff member to oversee and/or co-ordinate its progress. Refer to Section M: Templates, for an example of a Marketing Action Plan.

1.4 Target Markets

Identify who your existing and potential customers are. It is important to identify, describe and analyse the characteristics of the VIC’s target markets, including their needs and expectations in relation to the services offered by the VIC.

Some examples of target markets a VIC could include:
- local residents
- newly arrived residents
- day trippers
- intrastate visitors
- interstate visitors
- international visitors
- tourism operators
- the community
- local businesses

A VIC manager should have a clear picture of the target markets to ensure the VIC’s activities are squarely focused on them. Include this information about the target markets when documenting the VIC marketing activities.

Draw from the knowledge and information available from Tourism and Events Queensland, the RTO and other tourism bodies to identify visitor markets to target, the needs and expectations of those markets and what that means for the products and services offered in the region. The drive market continues to be an important market for VICs. To grow the number of drive visitors, marketing needs to focus on how to meet their changing expectations and requirements. If the VIC wishes to capitalise on the growth in international markets such as China, marketing activities to target them and the products and services delivered in the region will need to be tailored to suit the characteristics of this market. Work with your RTO to develop a joint strategy which supports their marketing activity.

1.5 Market Research

Market research is valuable to help answer questions such as:

- who are the VIC’s (and the region’s) target markets?
- what do the target markets expect from the VIC?
- how satisfied are the target markets with the VIC’s facilities, products and services?
- who is doing what in tourism in our region?
- what changes are occurring in the marketplace, and in the target markets?

Include in the Marketing Action Plan a brief overview of the market research activities the VIC could undertake in the next 12 months to provide the answers needed for effective marketing.

Market research need not be a costly exercise. Many free online resources are available through RTOs, Tourism and Events Queensland, Tourism Research Australia and other industry bodies. Market research activities can include surveying current and potential visitors; reading trade magazines; speaking to local and regional tourism organisations, industry associations, other tourism businesses and visitors; and attending industry forums and conferences.

It is a requirement (VIC Signage Policy essential criterion 1.5 Business Management) that accredited VICs undertake regular visitor satisfaction surveys. Below is a sample Visitor Survey which incorporates visitor satisfaction questions. You might like to adapt this to suit your needs. This survey and a more detailed version are provided as templates in Section M: Templates to Assist.
Visitor Survey

We appreciate your feedback to help us improve our service.

If you have any questions one of our staff will be happy to assist.

Why did you visit the Visitor Information Centre today? (Tick those that apply)

- Find out about accommodation in the area
- Get directions/map
- Find out about attractions/activities in the area
- Purchase souvenirs
- Use facilities (eg. toilets, telephone)
- Purchase refreshments
- Other: __________________________

Please indicate your satisfaction:

<table>
<thead>
<tr>
<th>(Circle one)</th>
<th>Very Dissatisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>About the Centre</td>
<td>1 2 3 4 5 N/A</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Displays/Interpretive Centre</td>
<td>1 2 3 4 5 N/A</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Signage and directions to get to the centre</td>
<td>1 2 3 4 5 N/A</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Brochures, visitor guides, maps available</td>
<td>1 2 3 4 5 N/A</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Information/bookings for accommodation and tours</td>
<td>1 2 3 4 5 N/A</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Information provided about weather &amp; road conditions</td>
<td>1 2 3 4 5 N/A</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Service provided to obtain fishing and camping permits</td>
<td>1 2 3 4 5 N/A</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Your OVERALL satisfaction with the Centre</td>
<td>1 2 3 4 5 N/A</td>
<td>1 2 3 4 5 N/A</td>
</tr>
</tbody>
</table>

What were the most useful products/services provided by the Centre?

- Displays/Interpretive Centre
- Signage and directions
- Brochures, visitor guides, maps
- Information/bookings for accommodation and tours
- Information provided about weather & road conditions
- Service provided to obtain fishing and camping permits
- Other: __________________________

What additional improvements, products or services would you like to see in this Centre?

- Displays/Interpretive Centre
- Signage and directions
- Brochures, visitor guides, maps
- Information/bookings for accommodation and tours
- Information provided about weather & road conditions
- Service provided to obtain fishing and camping permits
- Other: __________________________

Some information about you:

- What is your name?
- Where are you staying tonight?
- In which town/place did you stay last night?
- In which town/place are you planning to stay tonight?
- What are you planning to do today?
- Why did you visit the Visitor Information Centre today?
- (Tick those that apply)

Thank you for your time & enjoy the rest of your stay!

temeanland.com

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1.6 Ethical Conduct

Every VIC has an ethical and professional responsibility to ensure that its marketing and promotional materials, including its advertising, collateral, images and claims are a true and accurate representation of the VIC and the products the VIC represents. This should be considered by your VIC at all times when planning marketing activities.

Refer to the Competiton and Consumer Act 2010 and the Avoiding Unfair Business Practices Guide to see further information on:

- misleading or deceptive conduct – conduct which misleads or deceives consumers
- false or misleading representations (fake testimonials) – directed at verbal or written representations, it is unlawful to make a false or misleading representation
- unconscionable conduct – taking advantage of a weaker party’s vulnerability

1.6.1 Conduct on Social Media

Conduct on social media tools is important to address. While it is good to be involved in social media, due to its unpredictable environment a social media policy should be in place for your VIC staff and volunteers. Some items to include are:

- your VIC’s social media goals;
- the type of people you would like to connect to;
- any standards that you would like to adhere to;
- what and how often content will be sent;
- what you will do if your social media accounts are sabotaged or used incorrectly.

1.7 Public Relations

Public relations is about creating a good image of the VIC in the wider community whether that is with local residents, local tourism products or the VIC in the next town. This need not be an expensive exercise. Some examples include:

- providing space on the VIC’s Events Notice Board for local events;
- ensuring, where possible, that local food and high standard crafts are displayed and sold in the VIC in preference to product from outside the region;
- familiarisations to profile the VIC amongst tourism operators and the community;
- supporting events by providing promotional and other assistance as appropriate;
- providing welcome packs to new arrivals in town;
- supporting local schools by providing old brochures for their usage and displaying their winning projects.

See Tourism and Events Queensland’s Digital Marketing Guide for an overview on Public Relations & Publicity.

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Refer to Section F: Collection of Visitor Data for details on the Visitor Data Form which is way of undertaking collating and categorising visitors to your region by origin. This is another form of market research as well as a compulsory requirement of VIC accreditation (VIC Signage Policy essential criterion 1.4 Business Management).

ATOK and Tourism and Events Queensland’s Research team can provide further information and assistance on market research techniques.
1.8 Media and Publicity

VICs are in a great position to hear about topical stories and events in the region. The media generally welcome newsworthy items about visitors in the area and unusual and unique stories. The VIC can promote itself by providing story items to the local radio and television media. Some VICs have a regular weekly column in their local paper or segment on the radio station. Social media also provides a great low-no cost publicity opportunity. Work collaboratively with your LTO and RTO to ensure there is no duplication of publicity efforts. See section 1.9 Digital Marketing below for an outline of how to use social media to the VIC’s advantage.

Tourism and Events Queensland has a dedicated communications team able to assist with media and publicity ideas and questions. Contact the Industry Innovation team: industryinnovation@queensland.com

1.9 Digital Marketing

More than 80% of travellers are researching and booking their holidays online. VICs are in the position to capture these travellers through their digital marketing efforts. The following information will assist you in aligning your business plan with your digital marketing strategy.

The Tourism e-kit, an initiative of Tourism and Events Queensland, other state tourism organisations and ATDW, is a great source of information for all your digital marketing needs. This resource is free, developed for tourism businesses and available for you to use at any time. You have the choice of either reading a PDF document or watching a video on the topic of interest to you.

Connect with your RTO or LTO regularly as some of the below digital marketing activities could already be in place. Develop partnerships (networks) where possible and leverage off each other’s marketing efforts.

1.9.1 Website

It is an essential criterion that your VIC has a dedicated website or section of your LGA, LTO or RTO website (VIC Signage Policy essential criterion 6.10 Information and Displays). How and where your website is developed and located will determine the level of access you will have to the content. However, it is vitally important the information contained within you website is kept up to date at all times. Not only does this ensure your customer receives the most current information about your VIC and your region but it will increase your “search engine optimisation” or SEO (see more on this below) rankings within Google.

Some key points to consider for customer engagement on your website are:
- Ensure navigation on your website is simple. Have information on your website in an easy-to-find, logical structure.
- Have your VIC contact details (particularly your phone number) at the top right of your website. Ensure these are consistently displayed on all the pages of your website so your customers can easily see how to contact you.
- If your region has high visitation from particular international markets such as Germany, it may be relevant to consider a translated page or website for your VIC. Using a professional translation service is recommended.

1.9.2 Mobile

More than half of the adult population in Australia now has a Smartphone. Whether it is an iPhone or Android, your customers are using their smartphone to plan their next holiday and to source travel information while they are on holidays. It is extremely important that your website is optimised for mobile. Your capacity to access your website and its design will determine how you can develop a mobile version of your website.

Do you need an App? Purpose built Apps can be expensive and may not necessarily meet the needs of your VIC. Before you look into developing an App, consider your overall digital strategy and remember your VIC will already be appearing on a number of Apps including Tourism and Events Queensland’s App. (This is available for free in the App Store – just search “Queensland”.)

For more information on developing a website please see Tourism and Events Queensland’s Tourism e-kit section – Why should I go online?

1.9.3 SEO (Search Engine Optimisation)

It’s great to have a website that looks inviting to your customer but if it is not optimised for Google then your customer will not be able to find you. Here are some tips on how to optimise your website for good search result rankings.

- Update your content such as text, images and videos regularly (at least once a month).
- Update keywords (words and phrases used by consumers to find specific content on the web) regularly within your content. Use Google’s handy Keyword Tool to assist you with this.
- Use keywords (and phrases) within your title tags, images, videos, headings, URL structure and meta description.
- Ensure you have good quality inbound and outbound links to your website.

For more information on Search Engine Optimisation, please see Tourism and Events Queensland’s Tourism e-kit section – Search Engine Optimisation

1. Travel Insurance News
2. Sydney Morning Herald
1.9.4 Social Media
Although still relatively new and changing every day, social media is becoming increasingly important to your business marketing needs. No longer seen as a fad or trend, having a well-managed ‘social’ presence is a must for your VIC.

Even though the social platforms are free to join there is a cost consideration of human time to be factored into this part of your digital strategy. Some points to consider for your social media management are:

- Do you have a staff member or volunteer who understands these platforms enough to be able to manage them?
- How much time can you afford to give them to do this?
- Which platforms do you want to be a part of? For example, Facebook, Twitter, YouTube.
- What is your process for handling negative comments or complaints? (This should be documented in your Operations Manual as part of your procedures for handling customer complaints)
- ‘Like’ or ‘follow’ other VICs to see what is happening in other regions. You can leverage off each other to gain exposure.
- Your VIC has a great opportunity to tell local stories for your region. Some ideas on how you can do this are:
  - Contact your local operators for good news stories
  - Use great images to entice the customer to follow you
  - Showcase local events
  - Tell quirky unique stories

Your RTO, LTO and other regionally based organisations will have good quality content you can use. As always, it’s important to work in partnership with your council, RTO and LTO on these things to ensure you’re leveraging each other’s resources and strategies.

1.9.5 TripAdvisor
Another platform to consider which is especially relevant to the tourism industry is TripAdvisor. Regions can help promote their operators by linking to travellers’ photos or reviews. Consumers can search on TripAdvisor by region which will provide a full list of all operators listed. Your VIC can provide a link from your website or your social media platforms to this directly.

1.9.6 Blogging
A blog is a type of website that is usually arranged in chronological order from the most recent ‘post’ (or entry) at the top of the main page to the older entries towards the bottom.

Before considering writing your blog you need to think about the following:

- Set up a blogging strategy to ensure its success and longevity
- It is free to write blogs however you need to consider who will be writing it and the time it requires
- What are you going to blog about? Is it, e.g., local stories, events, historical information? What is going to captivate your audience?
- How often will you blog? Every day, once a week, once a month?
- How will you deal with negative comments or complaints? (This should be documented in your Operations Manual as part of your procedures for handling customer complaints)
- Where is your blog? Does your website have the ability to have a blog? Having your blog on your website will be great for search engine optimisation.
- What other social media platforms can you connect it to? For example, Facebook, Twitter?

For ideas take a look at Tourism and Events Queensland’s blog.

1.9.7 Video and Photo Sharing
Video and photos have the highest engagement and interaction on social media platforms. On Facebook, photos generate twice as many ‘likes’ as text updates and videos are shared twelve times more than links and text posts. More than one third of links shared on Twitter are images.

Sharing your region’s videos and photos will not only increase the engagement on your social media platform but will also drive referral traffic back to your operators.

Other than Facebook, Twitter and YouTube there are other social media platforms that are specifically for video and photo sharing. For example:

- Pinterest (photos and video)
- Instagram (photos)
- Flickr (photos and video)
- Vimeo (videos)

1.9.8 QR Codes
A Quick Response Code (or QR Code) is a smart phone/tablet readable barcode that is a direct link to a web call to action such as brochures, flyers, websites or social media platforms. You can create your own from numerous free or paid QR code builders such as www.qrstuff.com.
A great example to use QR Codes in your VIC could be on your regional wall map. On each destination provide a QR Code which links back to your website with all relevant information i.e. where to stay, what to see and do etc.

For more information on Social Media, please see Tourism and Events Queensland’s Tourism e-kit section – Social Media.

1.9.9 Local Search Marketing
97% of consumers search for local businesses online (source: Google). Half of this activity is performed using a mobile device.

Local search marketing is using ‘local’ business listings that can be found using local searches. For example, when a tourist has arrived in your region and they need to find somewhere to sleep or eat they will search for “accommodation Noosa” or “restaurants in Cairns”.

Consider the following in your local search marketing strategy.

Google+Local
Known previously as Google Places, Google+ Local is a tool for businesses targeting local customers. It combines customer reviews and local search into one platform.

As a VIC you have the option to update your Google+ Local with current information, such as a description, contact details, photos, videos and more. To be able to do this you will need to claim your Google+ Local listing first (if you haven’t already done so).

1. Login or create a Google account
2. Search for your listing on www.google.com/maps
3. Click on the ‘Manage this page’ button located on the right side of the screen
4. Choose ‘Edit my business information’ and complete
5. Request verification pin code via phone, SMS or postcard
6. Enter the verification pin code once received.

Local Directories
Directory listings from websites specific to your city are a great way to help you achieve some “local pull” in Google maps. A quick and easy way to find some local directories is to search for, “{name of city} + directory” on Google.

There are many directories available, both free and paid. To find the free directories, try search phrases such as, “free business directory”, “free business listing” or similar.

Councils often have their own directory listing for local businesses. Your VIC can be listed on their directory along with your region’s operators.

Facebook Places
People like to keep in touch with friends and family (and boast) about what they are doing. Because of this Facebook created the ability for people to “check in” to places they are visiting.

If your VIC has a Facebook Page you can enable your customers to “check in”. Ensure your page’s category is “Local business or place” and your address details are entered correctly.

Encourage your customers to “check in” while visiting your VIC. This will not only improve your customer engagement on Facebook but for the region as well.

Customers have the ability to add your location to Facebook Places. Search and claim your places listing by clicking on the “Is this your business?” in the drop down menu next to the ‘Like’ button and follow the prompts.

Facebook Place Pages are not the same as Facebook Pages or Community Pages, though they can be combined.

Foursquare
Foursquare is a location-based social networking website for mobile devices, such as smartphones. Users “check in” at venues using a mobile website, text messaging or a device-specific application (by selecting from a list of venues which the application locates nearby). Location is based on the GPS in the mobile device or the network location provided by the application. Each check-in awards the user points and sometimes “badges” and “mayorships”.

Customers have the ability to add your location to Foursquare. Search and claim your location by clicking on the phrase, “Do you manage this location? Claim here” and follow the prompts.
1.9.10 E-Marketing

Building and optimising a website, being on social media and being able to be booked online are not the only online activities you can use for communicating with your customer in the digital space. Some other ideas to consider for your VIC include:

- ATDW - Australian Tourism Data Warehouse (see section 3.0 below)
- Email marketing
- Pay per click (PPC)

Email marketing

Email marketing is directly marketing a commercial message to a group of people using email. It usually involves using email to send ads, request business or provide updates on your business, and is meant to build loyalty, trust, or brand awareness. Email marketing can be done to either "cold" lists or a current customer database.

E-newsletters can be a great tool to build your relationship with an existing customer base or to connect with new customers in your target market. You may even choose to produce an e-newsletter for your industry operators.

Consider the following points when starting an e-newsletter:

- You must ask your customers for their permission to receive your e-newsletter. This can be via a "subscribe" feature on your website or a printed form on your counter for example.
- Consider what is the reason for your e-newsletter? For example, will it promote specials/deals and events, will it provide a regional update?
- How often will you send it out? For example, monthly, twice a year?
- Don’t use your email program to send your e-newsletter. Your email program is not designed for this purpose and the recipients’ systems may consider your emails to be spam. Use specialised email marketing software. These can then track your e-newsletter, they look professional and will avoid your newsletter being considered as spam.
- Ensure you have an "opt out" or "unsubscribe" option on your email.
- What time of the day will you send it? Newsletters sent on a Monday or Tuesday usually receive the highest opening rate.
- Always test sending your e-newsletter multiple times (and to different email accounts such as Outlook, Hotmail and Gmail) prior to sending it to your database.

What to think about when writing your e-newsletter:

- Your customers will receive many e-newsletters every day so make yours stand out
- Have a catchy subject line to grab their attention
- Use headings throughout to focus your readers’ attention
- Use hyperlinks to take them to your website
- Use a couple of calls to action
- Ask your staff for content ideas
- Use keyword rich content
- Use great images that tell a story and engage your reader
- Ensure your copy projects an appropriate “tone of voice”
- Collate ideas over a period of time so you are not looking for ideas at the last minute.

Pay Per Click (PPC)

PPC is an online advertising campaign on search engines where by you pay to ensure your VIC or region displays at the top of the search listings. (Paid listings display at the top of the search results page with a colour background and on the right hand side of the screen.)

In Australia we have three main PPC opportunities:

- Google Adwords (the most popular)
- Yahoo! Search Marketing
- Microsoft adCenter

PPC can be time consuming in the research and setting up phases however it can be very cost effective and flexible once up and running.

For more information on E-Marketing, please see Tourism and Events Queensland’s tourism e-kit section – E-Marketing

1.9.11 Monitoring and Measuring

Everything we do online must be monitored and measured to gauge the success of traffic to your website, the engagement held on your social media platforms and any other online activity.

Use Google Analytics to track your website’s performance. It can track:

- Visits
- Page views
- Average page views
- Time spent
- Unique visitors
- Traffic source
- Exit rate

If you decide to do a PPC campaign Google Adwords will track:

- Impressions
- Clicks
- Conversion
- Click through rate (CTR)
- Cost per click (CPC)
- Return of investment
With email marketing you can track:
- Impressions
- CTR
- Conversion
- Email open rates

All social media platforms will provide analytics or tracking of your customer base. They can track:
- Shares / Likes
- Subscriptions
- Followers
- (Re) Tweets
- Comments
- Links to your website

For more information on Reporting, please see Tourism and Events Queensland’s Tourism e-kit section – Reporting.

### 1.10 Geocode Location of Your VIC

The geocode location of a VIC should be an important aspect of promoting it. Application for VIC accreditation requires VICs to supply a geocode location. The geocode is a geographical locator that is used on digital maps and used extensively on the internet in programs such as Google Maps. This information is used in applications, car navigation systems and to maintain a VIC profile in the Australian Tourism Data Warehouse (ATDW). Each VIC is responsible to update and maintain their VIC’s geocode details via their myATDW account (VIC Signage Policy essential criterion 6.8 Information and Displays).

For more information on ATDW and myATDW see 3.0 ATDW in this section. Additional information is available at the Tourism and Events Queensland website. For your myATDW log on details, contact the Industry Innovation team: industryinnovation@ queensland.com

To determine your VIC geocode complete the following steps:

**step 1:** visit the itouch.com website: [http://itouchmap.com/latlong.htm](http://itouchmap.com/latlong.htm)

**step 2:** enter your VIC address at the top of the screen and click ‘go’

**step 3:** the map of the address will show on the screen - (image 1)

**step 4:** zoom in using the ‘+’ button on the left hand side of the map

**step 5:** determine if the orange marker accurately represents your location. If not click and drag the marker to the right spot

**step 6:** scroll down the webpage to find the listed Latitude and Longitude coordinates (image 2)

### 1.11 Leveraging Tourism Partners

Some VICs will be managed by an RTO whilst other VICs will be operated by the LGA or LTO. If your VIC is operated by a LGA, the VIC manager should make an appointment to meet with the RTO team to learn and share in their marketing plans and activities designed to attract visitors to your region. The role of the 13 RTOs across the state is to promote their region to potential visitors from other parts of Queensland, Australia and international visitor markets. The RTO is an important partner in achieving shared goals and your relationship with them should be solid. Visit the Tourism and Events Queensland website for an up to date list of RTOs in Queensland.
With their role of organising local opportunities for the tourism industry, LTOs are also a valuable partner for VICs. Visit the Tourism and Events Queensland website for an up to date list of LTOs in Queensland.

Tourism and Events Queensland’s key role is the promotion of Queensland to national and international visitor markets. This is achieved in partnership with industry including the VIC network. Tourism and Events Queensland’s Industry Innovation team assists in the promotion of the VIC network as well as managing the VIC accreditation program.

In its campaign activity for the Queensland VIC network, Tourism and Events Queensland describes the network’s target markets as:
- international and domestic visitors to Queensland, both prior to and during their Queensland holiday
- drive market segment (international and domestic), both prior to and during their Queensland holiday

Tourism and Events Queensland’s communication objectives when marketing the Queensland VIC network are to promote that accredited VICs:
- provide objective, high quality information and advice on what to see and do, and represent a wide range of tourism products within their area
- meet high professional standards of operation and service
- provide information on and booking assistance for a wide range of accommodation, attractions, tours and transport
- are represented by the blue and yellow italicised sign
- are welcoming, genuine and helpful

An overview of Tourism and Events Queensland’s recent marketing activity for the Queensland VIC network can be found at www.tq.com.au/vics.

VIC managers should also consider partnering with other VICs in their region and throughout the state to achieve common goals and build strong working relationships. For example, local events can be further promoted at the cost of a local call; equip nearby VICs with all the information they would need to promote your event to their visitors. Download a list of accredited VICs or you can find this list at www.tq.com.au/vics.

2.0 Using the Italicised Sign

Officially launched in Queensland on the 8th of April 2000, the sign is only authorised for use by accredited Visitor Information Centres. This branding assures visitors of high quality information and professional standards from these VICs.

The sign brand is a valuable asset for accredited VICs. It provides a competitive advantage over other information centres through the status and exposure accredited centres receive. VICs can maximise this advantage by using the sign brand in various applications including:
- email signatures
- team shirts
- brochures
- signage
- business cards
- general stationery
- website
- advertising – e.g. in newspapers
- social media – e.g. Facebook

Refer to the VIC Style Guide for guidelines on how to correctly use the sign in signage and other applications.

2.1 Trademark Infringements

In legal terms, a trademark infringement is the misuse of the exclusive right attached to a trademark without the authorisation of the trademark owner or licensee. An infringement may occur when one party, the “infringer”, uses a sign which is “identical”, “confusingly similar” or “deceptively similar” to the trademarked sign.

This image shows an example of an infringement of the trademarked sign. Common infringers of the trademark include non-accredited information centres and tour desks. Accredited VICs work hard to achieve and maintain their accreditation and therefore the protection of the trademarked sign is important. Tourism and Events Queensland requests that VICs keep an eye out for any unauthorised use of the trademark sign in their regions and report any potential infringements (preferably with an image) to the VIC Secretariat at info@visitqueensland.com.au. Tourism and Events Queensland’s Legal Counsel will then review the signage and, if considered an infringement, request its removal.

3.0 ATDW – Australian Tourism Data Warehouse

Tourism and Events Queensland works jointly with the Australian Tourism Data Warehouse (ATDW), which is the national platform for digital tourism information on Australia. The ATDW platform is a central storage and distribution facility for Australian tourism products and destination information (including VICs). The content is compiled in a nationally agreed format and electronically accessible by tourism business owners (operators), wholesalers, retailers and distributors for use in their websites, booking systems and other digital channels.

While most tourism products pay an annual fee to be featured on ATDW, accredited VICs are listed free of charge. Being listed in ATDW ensures that VICs are
featured on up to 60 websites including Tourism and Events Queensland’s consumer site, www.queensland.com, which is often the call to action in Tourism and Events Queensland’s consumer marketing activity. There is also a dedicated VIC page within the site www.queensland.com/vic which features a Queensland map showing VIC locations and the contact details of all accredited VICs. The VIC listings are drawn from the ATDW, which is why it is imperative your ATDW data is always kept up to date. Tourism and Events Queensland also has an iPhone App which displays VIC locations and details based on ATDW listings.

**myATDW** is a user friendly, time saving, online tool that allows you to log in at any time to review, update or add your own listing/page in the Australian Tourism Data Warehouse site. All VICs are responsible for updating their ATDW data themselves, via myATDW (VIC Signage Policy essential criterion 6.8 Information and Displays). If you don’t have a myATDW log in, contact TEQ’s Industry Innovation team.

### 4.0 VIC Case Studies

To showcase the valuable role and contribution that accredited VICs make to the tourism industry and regions, Tourism and Events Queensland prepared 11 case studies in 2012.

The case studies have been profiled with a focus on the contributions made to local and regional communities, economic benefits, crisis management and uses of digital technologies. These insightful VIC profiles are a valuable resource for VIC managers, volunteers, industry and local government partners to share information about how some successful VICs operate.

The VICs that have been profiled are (in alphabetical order):

- **Bendigo** - Bendigo Visitor Centre shares local knowledge and passion to become a key driver in stimulating business activity in the region.
- **Charleville Cosmos Centre** - Lessons from a rural town in how local government and the community can work together to create a commercially successful, integrated tourism product.
- **Gladstone** – An insight into the role of the Gladstone Visitor Information Centre in ensuring both tourism and industrial development remain a prosperous and important part of the local economy.
- **Ipswich** - Ipswich VIC’s commitment to incorporating digital solutions into their tourism information provision is delivering benefits for visitors and the industry.
- **Julia Creek** - Insights into how a region can support the growth of tourism to diversify from the region’s core industries of beef and mining and create economic and social benefits.
- **Lismore** - Lismore Visitor Information Centre’s role in crisis management planning and response to help minimise impacts on the tourism industry and local community and assist in the region’s recovery.
- **Mission Beach** - Strength in the face of adversity: Understanding the key role played by the Mission Beach Visitor Information Centre in responding to and recovering from Cyclone Yasi.
- **Moreton Bay** - A sustained commitment to providing quality volunteers is reaping benefits for visitors and the local community.
- **Swan Valley** - Insights into how the Swan Valley Visitor Centre, as an accredited visitor information experience, has positioned itself as the one-stop-shop for all visitors entering into the Swan Valley region.
- **Toowoomba** - Valuable insights into how the Toowoomba Visitor Information Centre connects with the local community to foster its growth and development.
- **Tyto Wetlands** - Insights into what makes the Tourism Volunteer Program such a valuable contributor to the community of the Tyto Wetlands Visitor Information Centre.

The case studies can be viewed on Tourism and Events Queensland’s website.

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**For further information to assist with your marketing and public relations, see the following resources:**

- Tourism and Events Queensland’s [The Big Marketing Guide](#)
- Tourism and Events Queensland’s [Promote Your Tourism Business](#)
- Tourism and Events Queensland’s [Destination Marketing](#)
- Tourism and Events Queensland’s [International Marketing](#)
- Tourism and Events Queensland’s [Online Marketing](#)
- Australian Tourism Destination Warehouse (ATDW) myATDW
- Tourism and Events Queensland’s [Online Booking](#)
- Tourism and Events Queensland’s [Domestic market segmentation - Understanding your consumer](#)
- The [Tourism E-Kit](#) developed to assist small and medium Australian tourism operators successfully market their business online
- [Tourism Australia](#)
- The Australian Government website, including [Marketing Plan guides](#)
Operations Manual - Guidelines

1.0 Introduction
1.1 What is an Operations Manual and Why Prepare One? 23
1.2 Tips for Preparing an Operations Manual 23

2.0 Contents of the Operations Manual
2.1 Handling Visitor Enquiries (Customer Service) 23
2.2 Handling Customer Complaints 24
2.2.1 Establish a Complaints Handling System 24
2.2.2 Dealing with Customer Complaints 24
2.3 Confidentiality Requirements 25
2.4 Booking Procedures for Tourism Product
2.4.1 Setting Up and Managing an Online Booking System 25
2.5 Brochure Display and Management 26
2.5.1 Brochure Acceptance Policy 26
2.5.2 Brochure Receipt and Storage 26
2.5.3 Brochure Stock-take 26
2.5.4 Use by Date 26
2.5.5 Re-Stocking of Display Outlets 27
2.5.6 Brochure Presentation 27
2.5.7 Potential Issues 27
2.5.8 Alternate Methods of Display 27
2.5.9 e-brochures 27
2.6 Merchandising Policy 27
2.7 Recording Visitor Enquiries - Provision of Statistics 28
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.8</td>
<td>Cash Register and Point of Sale System</td>
<td>28</td>
</tr>
<tr>
<td>2.9</td>
<td>Cash Balancing Procedure</td>
<td>28</td>
</tr>
<tr>
<td>2.10</td>
<td>Hours of Operation</td>
<td></td>
</tr>
<tr>
<td>2.10.1</td>
<td>Opening Procedure</td>
<td>29</td>
</tr>
<tr>
<td>2.10.2</td>
<td>Closing Procedure</td>
<td>29</td>
</tr>
<tr>
<td>2.11</td>
<td>Information Resources</td>
<td></td>
</tr>
<tr>
<td>2.11.1</td>
<td>Communications Book</td>
<td>29</td>
</tr>
<tr>
<td>2.11.2</td>
<td>Diary of Coming Events</td>
<td>29</td>
</tr>
<tr>
<td>2.11.3</td>
<td>Notice Board</td>
<td>29</td>
</tr>
<tr>
<td>2.11.4</td>
<td>Fact Files</td>
<td>29</td>
</tr>
<tr>
<td>2.11.5</td>
<td>Information Handout Sheets</td>
<td>29</td>
</tr>
<tr>
<td>2.11.6</td>
<td>Maps</td>
<td>29</td>
</tr>
<tr>
<td>2.11.7</td>
<td>Display After-Hours Information</td>
<td>29</td>
</tr>
<tr>
<td>2.11.8</td>
<td>VICs with a 7 Day Trading Exemption</td>
<td>30</td>
</tr>
<tr>
<td>2.11.9</td>
<td>Peak Period Accommodation Vacancy Register</td>
<td>30</td>
</tr>
<tr>
<td>2.12</td>
<td>Emergency Information</td>
<td></td>
</tr>
<tr>
<td>2.12.1</td>
<td>Emergency Telephone Numbers</td>
<td>30</td>
</tr>
<tr>
<td>2.12.2</td>
<td>Fire Extinguisher Location and Use</td>
<td>30</td>
</tr>
<tr>
<td>2.12.3</td>
<td>Insurance Details</td>
<td>31</td>
</tr>
<tr>
<td>2.13</td>
<td>Introduction to Staff</td>
<td>31</td>
</tr>
<tr>
<td>2.14</td>
<td>Networking Policy</td>
<td>31</td>
</tr>
<tr>
<td>2.15</td>
<td>Environmental Commitment</td>
<td>31</td>
</tr>
<tr>
<td>2.16</td>
<td>Workplace Health and Safety</td>
<td>31</td>
</tr>
<tr>
<td>2.17</td>
<td>Risk and Crisis Management</td>
<td>32</td>
</tr>
<tr>
<td>2.18</td>
<td>Security While on Duty</td>
<td>32</td>
</tr>
<tr>
<td>2.19</td>
<td>Persons with Access Keys to the VIC</td>
<td>32</td>
</tr>
<tr>
<td>2.20</td>
<td>Care and Maintenance of Equipment</td>
<td>32</td>
</tr>
<tr>
<td>2.21</td>
<td>Other</td>
<td>32</td>
</tr>
</tbody>
</table>
1.0 Introduction
This section of the VIC Resource Kit seeks to help VIC managers prepare an Operations Manual.

It is a requirement of VIC accreditation (VIC Signage Policy essential criterion 1.3 Business & Management) that all sections of the following guidelines be considered and included in your Operations Manual.

As each VIC has its own requirements and operational protocols, it is suggested that the VIC manager modify and enhance the contents within each section as necessary to ensure your Operations Manual is relevant to your VIC.

1.1 What is an Operations Manual and Why Prepare One?
An Operations Manual systematically outlines the day-to-day basic operational procedures required for the VIC to perform its functions. The purpose of an Operations Manual is to help ensure consistent service delivery across full-time, part-time and volunteer staff. Everyone at a VIC must know what should be done and which procedures to follow to complete tasks, avoiding duplication of effort and costly errors.

1.2 Tips for Preparing an Operations Manual
When preparing the Operations Manual focus on being accurate, concise, clear, logical. Also never assume a procedure is already known. Your aim should be that the VIC procedures are readily understood by anyone who works in the VIC.

Here are some other points to help you:
- when developing the procedures, break them into a series of steps and ensure these steps are in the correct sequence
- use short, familiar words and where possible, use short paragraphs, either numbered or with ‘bullet’ points
- allow ample margins for a binding edge and ensure all text is well spaced
- use a font size 12 point or larger for general text
- have a friend or associate who does not work at the VIC read and review the manual and give an honest opinion. If it does not make sense to a complete stranger to the VIC then it is unlikely to make sense to new staff
- keep a Master Copy in a centrally located folder for general reference by all staff. Keep an electronic copy on the computer desktop so that staff can access this together with other “need to know” documents at all times
- each staff member, as part of their induction training, should receive their own copy of the manual

2.0 Contents of the Operations Manual
The following outlines the sections to be included in a VIC Operations Manual.

2.1 Handling Visitor Enquiries (Customer Service)
Customer service is the foundation of the VIC’s activities and should be the focus of staff induction and ongoing training. The implementation of customer service procedures will have a large impact on the VIC’s ability to perform to a professional standard and be acknowledged by the trademarked sign. As a general guide this section needs to include procedures (‘How to handle …’) for handling the following and may include any examples which are relevant to the VIC:
- counter enquiries
- telephone enquiries (including telephone answering procedures)
- mail enquiries
- email enquiries
- social media comments and questions, including from TripAdvisor, FaceBook and Twitter
- travel agent and other travel trade enquiries
- what to do when you do not know the answer
- sales representative calls
- dealing with VIPs and other influential people for example, Local Councillors, Board Members
- customer service training
- induction check list (see example in Section M of this resource kit)

Each VIC manager will need to consider personally presenting individual sections of the manual to new staff and Volunteers as an introduction to the VIC.

It is essential that the manual be updated IMMEDIATELY following any change to operations or procedures. Regular review of the document is advised, perhaps at staff meetings, with the intention of an ‘overhaul’ every 12 months.
The composition of this section will need to link closely with customer service training given to all VIC staff.

A code of conduct for delivery of quality customer service should be included here. When preparing this code, consider that the VIC’s customers include not only visitors, but also work colleagues, tourism operators and the community.

The topic of ‘misinformation’ and the possible litigious situations that might arise requires that staff are clear on their approach to delivering information. It would be prudent to clarify with the VIC’s insurance representative the suggested approaches to customer enquiries, for example, providing ‘advice’ or ‘recommendations’.

This section is important when considering professional indemnity insurance and the handling of visitor complaints.

Refer to [Section E: Customer Service](#) and [Section K: Insurance](#) of this Resource Kit for further information on this topic to help you complete this section of your Operations Manual.

### 2.2 Handling Customer Complaints

Customer feedback allows a business to continually improve its products and services and understand customer needs, values and expectations.

Handling complaints well and providing opportunities for customer feedback is essential for the successful operation of any tourism business. It is likely that 95% of customers whose complaints are handled well will become loyal and recommend the business to five others - so through resolving a complaint efficiently and fairly you will return that customer’s loyalty and potentially gain new customers.

### 2.2.1 Establish a Complaints Handling System

- **decide how your VIC should handle complaints:**
  - involve staff in developing the procedures
  - decide who will handle complaints, and how they may be followed up
  - anticipate possible problems or mistakes in advance and work out possible solutions with staff
  - write down your procedures and how they will work in practice
  - ensure all staff/volunteers understand the procedures; some training may be necessary
  - encourage and reward staff for successfully assisting disgruntled customers
  - make it easy for customers to complain if they are dissatisfied:
    - publicise the system to your customers, allocate a ‘feedback form’ area where customers can freely complete a form and return it to the manager, including what to do with the form once completed
    - invite them to let you know if they were satisfied with the way their complaint was handled

- **trial the system for a set period, say two or three months, and then review**
- **assess how well the new system is working and make any necessary changes - discuss possible solutions with staff**
- **keep a record of all complaints made against the VIC as well as the actions taken to rectify them**

### 2.2.2 Dealing With Customer Complaints

- **thank the customer for raising their complaints with you, if it’s appropriate**
- **at all times, treat the customer with genuine empathy, courtesy, patience, honesty and fairness**
- **respond to the complaint quickly, tell the customer how it will be handled and advise the customer when they can expect a response**
- **demonstrate to the customer that you clearly understand the full nature of their complaint, by familiarising yourself with any background information, listening carefully, asking questions to clarify the situation, and summarising back to the customer your understanding of the problem**
- **adopt a solution-focused approach by actively involving the customer in this process, and ensure they are as happy as possible with the proposed solution before proceeding**
- **ensure all promised action is fully completed promptly**
- **clearly advise the customer of the outcome of their problem and advise the customer of any action that will be taken to prevent the problem arising again**
- **always work within the relevant government regulations, and ensure the customer’s and your rights are protected**
for complaints received online via, for example, Facebook, Trip Advisor or your website, where the communication is available for all to see, special care needs to be taken to ensure the worded response is timely, accurate and sensitive. Be clear and factual, quote company policy (if appropriate), be fair, honest, show empathy and if appropriate offer an opportunity for the customer to return and experience your product or service (for example, offer 50% off a night’s accommodation next time).

A method by which VICs can collect information on customer satisfaction with their centre is to conduct regular Customer Satisfaction Surveys.

The Operations Manual should also include details of how a visitor would proceed to place an official complaint regarding your VIC. All written complaints must be directed to:

Visitor Information Centre (VIC) Secretariat
Visit Queensland P/L
Mailbox 43, Brisbane International Terminal,
BRISBANE AIRPORT QLD 4008
Telephone: 0459 992 030
Email: info@visitqueensland.com.au

An example Feedback Form template can be found in Section M: Templates of this Resource Kit.

2.3 Confidentiality Requirements
Include in this section of your Operations Manual specific details on what information can and cannot be passed to the public. This will include restrictions on such things as giving out private telephone numbers and addresses of volunteers and staff.

2.4 Booking Procedures for Tourism Product
In this section of the Operations Manual it is worth highlighting for all VIC staff that the booking procedure involves staff providing unbiased and accurate information, matching the visitor’s need to a product and then objectively recommending what suits (as required by VIC Signage Policy essential criterion 6.9 Information & Displays).

Whether using an online booking system or manual approach, document the step by step procedures for handling customer bookings through to maintaining information on product inventory. Any staff member or volunteer responsible for bookings must be easily able to follow these steps. Given the booking process will involve the exchange of money, credit purchases and commission from sales, it is imperative that this section of your Operations Manual also includes:

- clear direction on the steps for handling customer vouchers and receipts for bookings and cancellations.
- the VIC’s terms and conditions for booking products, the terms and conditions of each individual product sold or ensure each product agrees to be sold under the VIC’s terms and conditions.
- information on the legal and insurance protection available for the centre and staff, to give direction in the event of a complaint or problem with a product. Check with the VIC’s insurance broker to determine whether the VIC’s insurance policy covers selling third party products.

One method of accounting for product (not retail) sales is via a triplicate voucher system. The original copy acts as a receipt and is handed to the visitor making the booking; the second copy is for the product receiving the booking; and the third copy is for the VIC Accounts Department. This system is most useful for accommodation and tour bookings where the visitor is immediately checking in, or participating on the tour. In this instance, the VIC would secure the booking most likely via phone; upon arrival at the accommodation or tour and the visitor would hand the second copy of the voucher to the relevant person and the visitor would keep their original receipt; and then all parts of the transaction would be with the appropriate people for end of day accounting purposes.

2.4.1 Setting Up and Managing an Online Booking System
Adopting an online booking system has been shown to provide benefits for VICs as well as for visitors and tourism operators, such as a faster and more streamlined booking and payment process. The ability to book regional product in real time can help VICs to build their product sales, which will produce flow-on benefits to their region.

Tourism and Events Queensland has developed The Wiz - an online tool which assists VIC with choosing an appropriate online booking system and provider.

A number of online booking reservation systems are available and currently in use by many VICs. BookEasy, Jewel and Frontdesk are the more popular systems used throughout the network.

Please refer to 4.0 Booking, Confirmation and Cancellation Procedures within Section E: Customer Service for points to consider when setting up online booking systems.
VICs operating a booking service must ensure that bookings are handled legally. Depending on the quantity and dollar value of bookings made by a VIC in a financial year, a VIC may be required to become licensed as a travel agent under the Travel Agents Act 1988. This Act was introduced to protect consumers who may suffer a loss at the hands of travel agents. Two applications must be made to be admitted as a member of the Fund: one to the Office of Fair Trading and a second to the Travel Compensation Fund.

A licence is NOT required in these instances:
- the business is restricted to the sale of domestic travel or domestic travel and accommodation combined and the gross annual turnover of the business does not exceed $50,000 (calculated on the total ticket costs – not just commissions received)
- owners of vehicles and/or accommodation who are selling only their own travel or accommodation
- anyone who arranges or sells only day tours such as excursions, sightseeing, where the tour does not extend overnight

2.5 Brochure Display and Management

A requirement of VIC accreditation is that the VIC abides by a Brochure Management Policy (VIC Signage Policy essential criterion 6.7 Information and Displays). Clearly this section will be specific to each individual VIC; however consideration should be given to the following items:

2.5.1 Brochure Acceptance Policy
- the VIC's commitment to provide comprehensive, objective and accurate information on the local area, local region and neighbouring regions (VIC Signage Policy, essential criterion 6.9 Information & Displays), and in addition, where possible, basic information on all RTO regions across the State and beyond.
- information about other regions can be sourced online. It is ideal to stock each of the RTO brochures but this information could also be sourced online, for example, by using destination websites. (VIC Signage Policy highly recommended criterion section 6.11 Information and Displays) When storage is limited, VICs could consider stocking brochures on those Queensland regions which their visitors commonly ask for and using the internet for regions which are infrequently enquired about.
- details on VIC fees and inclusions. Some VICs may charge a fee for operators to display their brochure at the VIC. By paying a fee operators might receive a ‘preferred’ status such as priority positioning in the brochure display and storage area.

2.5.2 Brochure Receipt and Storage
- brochure storage systems should be arranged in the same order as in the display area for ease of placement
- sufficient space should be allocated for storage out of public view to ensure that brochures are on hand and easily accessible when required

2.5.3 Brochure Stocktake
- frequency of stocktake
- re-order quantity for each brochure. The regional brochures, for example may move quicker than the accommodation brochures, therefore the VIC might place an order for more regional brochures when there are three boxes left in storage. The accommodation brochures might be reduced to one bundle in stock before the order is placed.

2.5.4 Use by Date
- ensure brochures are still valid; for example a tour company brochure may display rates which are valid up to April 2013, therefore on the 1st of May 2013 these brochures should be replaced with the new edition
2.5.5 Re-stocking of Display Outlets

As an example, if an LGA or RTO operates a number of VICs within its region, one of these VICs might be allocated as the ‘main’ VIC where brochures are delivered and stored. If the brochures are being moved internally, the other VICs should have their brochure stock replenished (at least) on a weekly basis.

2.5.6 Brochure Presentation

Brochures should ideally be displayed in the following prescribed manner.

The local area information should be made the dominant feature of the overall display and sectioned into:
- accommodation
- attractions
- services including community services, sport and cultural event calendars

All other brochures should be categorised and displayed as follows:
- the wider region in which the VIC is located
- other regions in the State
- if information on other States is displayed, this information should be separated by State into smaller sections
- brochures should be clearly labelled with the label wording large enough to be clearly viewed by visitors

2.5.7 Potential Issues

While brochure provision is an important service provided to visitors, they also create a range of ongoing concerns for accredited VICs. Below are some examples of issues that may arise:
- size and weight of the boxes. The weight of a standard sized box of brochures can present an issue for any person and a serious Occupational Health and Safety issue. These boxes can weigh anywhere between 10 – 18kg
- storage. VICs across Queensland vary greatly in size, structure and location; the capacity to store the hundreds of brochures the VICs have on display is a critical issue that is handled differently across each centre. Some VICs have a dedicated storage area and can order large quantities while others use the space they have and place smaller, frequent orders
- unsolicited deliveries. There is a perception that VICs are able to distribute an infinite amount of brochures and therefore unsolicited deliveries across the state are a common occurrence. With distribution targets to be achieved by brochure producers, brochures are sometimes delivered in a blanketed approach with the distributor unaware of the VIC’s storage capacity. Returning these brochures can occur at a cost to the VIC

To overcome some of these issues, VICs can and should stipulate in their Brochure Management Policy (VIC Signage Policy essential criterion 6.7 Information and Displays) for example:
- boxes cannot weigh more than 10kg or they will not be accepted
- unsolicited deliveries will not be accepted
- only the ordered quantity will be accepted
- a soft copy, if available, is to be forwarded to the VIC Manager

2.5.8 Alternate Methods of Display

VICs might opt to distribute information to visitors electronically via websites, apps, social media or QR codes. These avenues require nil storage space; visitors would not have to carry so much paper around with them and less paper waste is created.

VICs are encouraged to offer free Wi-Fi to their visitors as a means to allow visitors to access information on their smart phones and tablets (VIC Signage Policy highly recommended criterion 3.11 Centre Facilities). This service will help to meet the growing expectations of visitors that tourism businesses provide free Wi-Fi, plus it can help with attracting more visitors into the centre.

Some VICs have set up a system so that when visitors access their Wi-Fi network, the VIC is able to control the content the visitors view before they start using the internet for personal use. This enables the promotion of the website of a local attraction, the region’s Facebook page or the main regional website to visitors. VICs will need to establish a Wi-Fi policy which covers aspects such as filtering inappropriate content, the user’s rights and obligations, passwords, time limits and privacy.

2.5.9 e-Brochures

Technology provides great opportunities to make use of brochures in electronic format. It’s not only a cost effective way to obtain and distribute brochures but is also sustainable and assists in your environmental objectives, in particular, reducing waste.

As part of brochure management planning, the VIC should identify those tourism businesses that have relevant e-brochures available.

Information on electronic formats can be found in Primary Information B – Marketing and Public Relations Guidelines, Section 1.9 Digital Marketing of this Resource Kit.
**2.6 Merchandising Policy**

This section of your Operations Manual should include details such as the VIC’s purchasing procedures, frequency of purchasing products and services, purchasing methods, purchasing records, preferred suppliers and online purchases *(VIC Signage Policy, highly recommended criterion 6.12 Information and Displays)*.

Clear procedures for handling returns and the recording of sales are also relevant to this section, including the process for making clear all terms and conditions of sale items.

Merchandising is a practical way to generate extra income for a VIC whilst promoting local products. Ideally the stock should be locally produced as they generally are of more interest to visitors particularly if there is a local story behind the product. They also provide further opportunities to promote the region.

The layout and design of merchandise is important to ensure it is visually attractive and presents the products well. It is advisable where possible to have stock on consignment rather than having finances locked up in stock.

**2.7 Recording Visitor Enquiries - Provision of Statistics**

It is an essential requirement of VIC accreditation that VICS collect and collate visitor data *(VIC Signage Policy, essential criterion 1.4 Business Management)*. This information provides valuable statistical information that can be used by RTOs, LTOs, LGAs and VIC managers to better plan for the marketing and development activities of the VIC and the regional industry.

In this section of the Operations Manual, outline the procedures for data collection. It is recommended that VICS use three methods to collect visitor data:

- Visitor Data Form
- Guest Book
- Visitor Satisfaction Survey

The Guest Book template is recommended, as it will enable VICS to gather useful information from their Guest Book in an easy, inexpensive manner. VICS must also undertake regular visitor satisfaction surveys.

Refer to Section F: Collection of Visitor Data for information on Visitor Data Forms, Guest Book, and Satisfaction Surveys.

**2.8 Cash Register and Point of Sale System**

Depending on a number of variables, for example, how the VIC is funded, the VIC’s location and the projected or historical revenue, VICS would use either a manual cash register or a Point of Sale (POS) system.

With cash registers it would be useful to include in this section a contact number for repairs should the register break down. Alternatively, a manual may be provided for staff reference. Any other detail that is required for the register to function should be noted here, for example, paper availability, how to install new paper, location of equipment etc.

Point of Sale systems can be but are not limited to electronic cash register systems (hardware and software), touch-screen displays, barcode scanners and receipt printers. As with the manual register, accurate and detailed procedures regarding the operation of the system, where spare equipment is kept and contacts for trouble shooting should be comprehensively outlined.

**2.9 Cash Balancing Procedure**

It is essential that the procedure along with the staff responsible for balancing the float is comprehensively outlined. Include details of contacts should problems occur with the balance (for example, “contact VIC manager”).

**2.10 Hours of Operation**

Queensland accredited VICS are required to open a minimum of 36 hours per week, 7 days per week except in the event of flood, fire, extreme weather conditions or any other circumstances beyond the VIC’s control *(VIC Signage Policy, essential criterion 2.1 Business Hours)*.

If your VIC is not open a minimum of 36 hours per week, 7 days per week you are not eligible to apply for accreditation.

If you believe that your VIC is limited in its ability to open 7 days per week due to remote location or extreme weather conditions, you may apply for an exemption from this eligibility. VICS can only apply for exemption when applying for accreditation. Please contact the VIC Secretariat for more information.

When compiling this section of the Operations Manual include:

- the hours of operation for the VIC (will vary from centre to centre)
- the hours of operation during off peak season (if different)
- the VIC’s policy for public and religious holidays. It is also necessary to identify in what situations the VIC would stay open outside normal hours, as may be the case in peak visitor periods, for example, school holidays
- where the VIC’s opening hours sign is located on the VICS premises *(VIC Signage Policy, essential criterion 2.2 Business Hours)*
2.10.1 Opening Procedure
This section will be specific to each VIC. Comprehensive steps need to be provided, including an allowance for alterations or adjustments to the process during ‘unusual’ periods, such as peak periods.

An example of the Opening Procedure may be:
1. collect keys and cash box
2. check messages on answering machine and then switch off
3. turn on PCs
4. read Communications Book
5. update display board and weather chart
6. obtain information on road conditions from the RACQ website or contact Transport, Main Roads and RACQ Reporting System on 13 19 40
7. turn kettle on!

2.10.2 Closing Procedures
The closing procedures are similar to the Opening Procedures but in reverse. The VIC should take the opportunity to reinforce the environmental procedures as part of the closing procedure. For example, turn off power points for the computer, printer, kettle and microwave.

2.11 Information Resources
There are a number of information resources each accredited VIC should use to assist staff in delivering a high quality service to visitors:

2.11.1 Communications Book
The Communications Book should be used for daily recording of enquiries, brochure re-orders, souvenir stock requirements and any enquiries for information and items that require further attention or for the information of other staff. It is a valuable form of information exchange between staff and volunteers on a daily basis. Staff should read this book at the commencement of their shift and record any actions that are undertaken on their shift.

The Communications Book, either a hard copy or an electronic version, must be located at a central area (for example, front counter or on the desk top of the VIC computer) and only removed under the Manager’s instruction. It is important that emergency numbers and procedures be listed in this book for quick reference when required.

2.11.2 Diary of Coming Events
Regularly updated, this diary records details of local and regional events compiled from appropriate sources and confirmed by the event organisers.

2.11.3 Notice Board
The purpose of the Notice Board is to display only current local posters and notices of interest. This would need to be reviewed daily and would also include details on regional events to be held in the near future.

2.11.4 Fact Files
These are almost an emergency reference point should brochures and other product and print material be depleted. It is essential that Fact Files contain relevant local information and contact details that visitors require for example, accommodation, attractions, activities (VIC Signage Policy essential criterion 6.4 Information and Displays).

Fact Files are a quick reference point for general information on regional products and items of interest. Ideally, they should include a map. They may be in a printed or electronic format.

2.11.5 Information Handout Sheets
Similar to Fact Files, these sheets should cover the most frequently asked questions on a certain topic; for example the VIC may compile a summary of National Parks in the area. The procedure for handing these out to Visitors should be stated, for example, how many can be given to any one Visitor, mail-out quantities and procedures. Information on other regions throughout Queensland can also be provided via a list of websites.

2.11.6 Maps
VICs should prominently display and provide Visitors with good quality, easy to read, local and regional maps (VIC Signage Policy, essential criterion 6.5 Information and Displays). This section should provide details as to where the VIC obtains its maps, where they are displayed and stored and when they should be replaced. The VIC’s policy on displaying and distributing advertising/promotional maps should also be noted here.

2.11.7 Display After-Hours Information
The VIC should display comprehensive after-hours information (VIC Signage Policy, essential criterion 6.6 Information and Displays) such as:
- emergency contact details
- 24 hour contact numbers for RACQ official road reports (for example, 13 19 40 for the most up to date information on road conditions)
- the VIC’s opening hours
- contact details for weather, accommodation, food/dining and after hours shopping services (if available)
- locality maps
- name and location of third party providers of visitor information
The VIC might like to consider offering this information electronically, for example, via a touch pad which is secured to the VIC.

VICs are required to have an after hours answering machine/service (VIC Signage Policy, essential criterion 3.3.2 Centre Facilities). The recorded message should provide details of the VIC’s opening hours and important after hours information. Every effort should be made to ensure there is a system for providing destination information to visitors after hours, e.g. brochures, maps and QR codes (VIC Signage Policy, highly recommended criterion 6.14 Information and Displays).

Despite popular opinion, brochures and maps left outside the VIC in weather proof brochure holders will generally not be vandalised and will be used by visitors.

2.11.8 VICs with a 7 Day Trading Exemption
It is important to have a process in place for VICs with a 7 day trading exemption to provide visitors with current and accurate information on days when the centre is closed. Third parties outside of the VIC such as the general store or petrol station may take on this role. For the VIC to ensure third parties have correct and up to date information, a check list should be created to include:
- the contact details (including street address and location on a map if possible) of the third parties are displayed at the VIC premises
- details of the brochures and other information to be distributed via third parties; for example, regional maps, visitor guide, events guide
- a list of important and useful contacts to be provided to third parties; for example, accommodation houses, RACQ assistance, emergency numbers
- a system to be in regular contact to ensure adequate brochure stock and updated information is provided

2.11.9 Peak Period Accommodation Vacancy Register
When a festival, for example Ten Days in the Towers, Charters Towers or an event such as State of Origin is on, more often than not accommodation is the first product to be booked out. Be prepared for these times and create an Accommodation Vacancy Register to:
- list the peak periods throughout the year
- make a list of accommodation in the area, their contact details, room type and price
- have the above information ready one to two weeks before the event
- check availability regularly so that as the event draws nearer and accommodation fills up you will know what is available

When developing or updating your information resources always refer to Primary Information B: Marketing and Public Relations Guidelines of this Resource Kit and the VIC Style Guide for information on using the sign correctly.

2.12 Emergency Information
This section MUST be displayed in a prominent position and be easily located. It is suggested that the contact list compiled during the crisis management planning process be utilised here. Key contacts should be laminated and displayed near the phone as well as being held by all staff.

2.12.1 Emergency Telephone Numbers
Emergency telephone numbers are to be kept current and prominently displayed close to all telephones, including public telephones inside the VIC:
- police
- ambulance
- hospital
- fire brigade
- local Council (LGA)
- State Emergency Service
- VIC Manager (after hours for staff use only)
- local evacuation centre

Other important considerations in listing emergency numbers:
- if the number has a different area code it must be listed
- what kind of information the emergency service may require for example, your name and address
- which management or local government office should also be contacted
- include reference to ‘speed dial’ if appropriate
- include when this information was last updated

As a minimum, the following emergency telephone numbers must be displayed outside the VIC (VIC Signage Policy essential criterion 6.6 Information & Displays):
- police
- ambulance
- hospital
- fire brigade
- local council (LGA)
- State Emergency Service

2.12.2 Fire Extinguisher Location and Use
VICs must have a Fire Extinguisher Register, which provides details on the type of Fire Extinguishers, when they were purchased, and the service company. It is important that the manual is specific in this section as there may be more than one kind of fire extinguisher in the VIC, for example, ‘the Red Extinguisher located in the public area is for general use only’. Emergency evacuation procedures (which are consistent with local government, WorkCover and Workplace Health and Safety requirements) and Charts should be included in this section as well as being prominently displayed.
in various locations throughout the VIC. Your insurance agency may need to be contacted to check that the appropriate information is displayed to meet the VIC’s insurance policy requirements.

2.12.3 Insurance Details
The manual should include a table listing pertinent details of insurance coverage, including the insurer, policy numbers, issue and expiry dates and venue.

Refer to Section K: Insurance of this Resource Kit for further information on this topic.

2.13 Introduction to Staff
An official ‘welcome’ letter personally signed by the VIC manager, as part of a structured induction training program should be provided to all new staff and volunteers upon commencement at the VIC. Included in this letter would be an explanation of the purpose and reasons behind the Operations Manual and its use, and the expectations on the staff member/volunteer in adhering to its contents and identifying operational improvements as they arise.

2.14 Networking Policy
Networking is essential for the exchange of ideas and gaining industry knowledge. Consistent with the accreditation criterion (VIC Signage Policy essential criterion 5.1 Networking) this policy needs to outline how the VIC will network with other local and regional VICS, the tourism industry and other partner organisations.

Your Networking Policy might include a schedule for:
- monthly familiarisation visits to local product and other regions
- quarterly general meetings with your RTO and LTO
- distributing your own VIC newsletter to your local operators
- attending neighbouring regional events
- hosting and attending networking functions in your region

It would be useful to include a full list and contact details of other VICS in the region and neighbouring regions and schedule a regular phone call to ‘keep in touch’.

Refer to the Ring a VIC a week template in Section M of this Resource Kit to assist in scheduling and keeping track of these calls.

VICs in many regions also formally meet to discuss their respective activities, achievements, challenges and trends. These meetings are useful to gauge a VIC’s current performance against others. This provides practical opportunities to learn from other VICS and create a network of knowledge in the region. Check with your LGA or RTO whether these meetings are scheduled in your region.

2.15 Environmental Commitment
This section of the manual should outline any operational procedures that your VIC intends to implement in order to be environmentally friendly. This would include the VIC’s policies and procedures for recycling, water usage and energy saving as outlined in Section A: Business Plan Guidelines of this Resource Kit (VIC Signage Policy essential criterion 1.6 Business & Management).

2.16 Workplace Health and Safety
VICs need to be familiar with the Workplace Health and Safety and WorkCover regulations (even in local government operated VICS). VIC staff should be made aware of workplace health and safety issues through an education and training program.

A copy of the Workplace Health and Safety Act and relevant WorkCover information should be included in the VIC’s Operations Manual.

The VIC must appoint a qualified person as a Health and Safety Officer in the following situations:
- when there are 30 or more workers normally employed at a workplace (for example, for a total of 40 days or more per year), or
- if there are fewer than 30 workers and the employer or principal contractor considers it necessary

Refer to Section J: Workplace Health and Safety and Section K: Insurance of this Resource Kit for a more information.

2.17 Risk and Crisis Management
Risk management is a series of well-defined steps leading to a greater insight into the risks faced by a business. It involves weighing up the return expected from taking a risk and the cost of preventing the adverse consequences of taking that risk. Cost increases and the decreased availability of public liability insurance have made risk management imperative.
Risk management is important in:
- protecting people’s safety
- protecting your organisation from legal liability
- providing better information to make decisions
- enabling better asset management and maintenance

In this section of the Operations Manual, the VIC should outline how it will minimise risks. It would be appropriate here to include:
- guidelines (which adhere to local government, WorkCover and Workplace Health and Safety requirements) for managing risks, which it may be confronted with. These guidelines should include internal controls which ensure the VIC’s products, premises, and equipment are safe, ‘fit for purpose’, and stored safely
- policies and procedures for identifying physical barriers to entry into the VIC for existing and potential clients (particularly those with disabilities) and for identifying strategies to improve access

In the event a crisis threatens or impacts a VIC, the VIC manager and staff need to be clear of the actions to be undertaken to maintain the health and safety of staff and minimise or avoid disruption to the VIC services. In this section it is also important to outline the procedures for the VIC manager and staff to follow in activating and implementing the VIC crisis management plan, including the decision making process for activating the plan and then deactivating it at the end of the crisis. The VIC crisis management plan should highlight the steps, roles and responsibilities that need to be covered in the procedures.

An Event register should also be kept by the VIC manager. This would be created when developing the crisis management plan. It should be kept in an easily accessed visible location and with the crisis management plan. All staff should complete the form at the time of

an incident; this could be a fall in the car park, damage to parts of the VIC infrastructure, loss of an item by a visitor or something more major such as would occur during a weather crisis.

A more detailed review of risk management practices and procedures is provided in Section J: Work Place Health and Safety of this Resource Kit. More on Crisis Management Planning is provided in Section A: Business Plan - Guidelines.

2.18 Security While on Duty

Security guidelines are to be developed in accordance with local government, Workplace Health and Safety and Work Cover requirements.

While each VIC will have its own specific protocols for this section, precise details should be provided concerning:
- the doors and entrances that should be kept locked
- situations where a staff person or volunteer is working alone, particularly at night
- action to be taken in the case of suspicious or unusual behaviour by the public
- areas of the VIC that are ‘out-of-bounds’ for the public
- the case of a break-in, for example, notify Police and VIC manager, keep VIC closed

2.19 Persons with Access Keys to the VIC

List the names and telephone numbers (business and after hours) of each individual holding keys to the VIC. This list must be reviewed regularly and copies may be given to the Police if this is deemed necessary. If a security company patrols the VIC, their details will need to be provided to the appropriate contact personnel.

2.20 Care and Maintenance of Equipment

This section should include the procedures, records and schedules for cleaning, inspection, servicing, repair and replacement of equipment, buildings, transport and signage. The VIC’s policy on personal use of telephone, internet and office equipment may also be included in this section.

2.21 Other

The following sections require only minimal advice or detail in the Operations Manual:
- special static and window displays in the VIC
- use of interpretative/interactive facilities for example, computer terminals
- staff roster & contact numbers
- staff amenities
- hygiene and grooming
- uniforms and name badges
Staff Induction, Training and Professional Development

1.0 The Importance of Training and Development

2.0 Links Between VIC Staff Positions, Tasks and Appropriate Skills

3.0 Position Description Template

4.0 Staff and Volunteer Induction
   4.1 Staff Induction Process
   4.2 Volunteer and Employee Agreements
   4.3 Confidentiality Agreement

5.0 Staff Training Process

6.0 What Training Does My Centre Staff and I Need?

7.0 What Qualifications exist for VIC Staff?

8.0 Options for Training
   8.1 Training Providers
      8.1.1 Private Providers
      8.1.2 Volunteering Queensland
      8.1.3 Technical and Further Education (TAFE)
      8.1.4 QTIC Skills Link
      8.1.5 Other Training Options

9.0 On-going Professional Development
1.0 The Importance of Training and Development

Training and development is a crucial part of the human resource development in an organisation. It is fruitful to employers, employees and volunteers of an organization as employees and volunteers become more efficient and productive when trained well.

As well as contributing to the profitability of the VIC, it is also necessary for the individual development and progress of the employee or volunteer. Other benefits gained by organisations with a healthy training culture include:

- improved job satisfaction and staff morale and reduced absenteeism and employee turnover
- less supervision required with well trained employees
- fewer accidents and errors by staff which reduces time and monetary costs to the organisation

When planning VIC staff training and development it is important to recognise the roles and expectations of volunteers compared to paid staff, and factor any differences into the training and development plan.

2.0 Links Between VIC Staff Positions, Tasks and Appropriate Skills

The table below provides a brief overview of the types of tasks performed by various VIC staff positions and the skills required for these positions. Although position titles vary slightly between VICs, a number of skills and tasks are common to these positions and it is reasonable to assume these are a fair representation of industry expectations across Queensland.

This table will assist in preparing position descriptions for VIC staff (paid and volunteers).

<table>
<thead>
<tr>
<th>Position</th>
<th>Tasks</th>
<th>Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centre Manager</td>
<td>o ensure the Business Plan and Operations Manual are current</td>
<td>o highly developed organisational, managerial, interpersonal and leadership skills</td>
</tr>
<tr>
<td></td>
<td>o ensure VIC operates as efficiently and cost effectively as possible (preferably on a self-funding basis), achieving all standards and targets</td>
<td>o excellent oral and written communication and presentation skills</td>
</tr>
<tr>
<td></td>
<td>o develop and pursue policies, activities and operations consistent with the goals and resources of the centre and the centre’s funding agencies</td>
<td>o ability to establish and expand industry networks</td>
</tr>
<tr>
<td></td>
<td>o oversee recruitment, training and supervision of VIC staff</td>
<td>o proven experience in handling the media</td>
</tr>
<tr>
<td></td>
<td>o apply for relevant government funds</td>
<td>o proven performance in developing and maintaining cooperative working relationships</td>
</tr>
<tr>
<td></td>
<td>o maintain a close relationship with the local and regional tourist association and industry</td>
<td>o relevant tertiary qualifications in tourism, accounting or related discipline</td>
</tr>
<tr>
<td></td>
<td>o develop good working relationships with community and business groups</td>
<td>o understanding of tourism information distribution techniques</td>
</tr>
<tr>
<td></td>
<td>o promote the VIC to media, government and industry</td>
<td>o understanding of tourism context in which the VIC operates</td>
</tr>
<tr>
<td></td>
<td>o establish sound accounting procedures and statistical information collection techniques</td>
<td>o experience in the tourism industry</td>
</tr>
<tr>
<td></td>
<td>o produce monthly reports</td>
<td>o experience with office based software, eg. Power point, Word, Access, Excel, etc.</td>
</tr>
<tr>
<td></td>
<td>o represent the VIC at board and/or management committee meetings</td>
<td>o experienced and knowledgeable on how to capitalise on social media</td>
</tr>
<tr>
<td>Position</td>
<td>Tasks</td>
<td>Skills</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Co-ordinator / Supervisor | - manage the day-to-day operation and budgetary performance of the centre  
- ensure all visitors to the VIC are serviced with pride, professionalism and efficiency  
- maintain a strong relationship between paid staff and volunteers  
- recruit, train, support, co-ordinate, supervise and review performance of all staff (paid and volunteer)  
- ensure VIC is attractively and informatively presented  
- ensure established procedures are adhered to  
- monitor visitation trends to VIC  
- prepare and distribute calendar of events  
- set up tourism displays and roster staff at events  
- co-ordinate and attend trade shows  
- operate electronic booking service  
- initiate and conduct regular familiarisations of regional destinations and products  
- co-ordinate and supervise banking and booking processes  
- maintain accurate financial records of booking and commission payments  
- ensure on-going compilation of records relevant to the VIC  
- develop and maintain volunteer rosters  
- maintain the Communications Book  
- oversee maintenance of VIC  
- actively encourage new members and support existing members | - demonstrated leadership abilities  
- excellent oral and written communication, organisational, interpersonal and presentation skills  
- proven performance in developing and maintaining co-operative working relationships  
- experience in working with volunteer programs, tourism and community groups  
- excellent customer service skills  
- understanding of tourism information distribution techniques  
- ability to display and present information in an attractive and productive manner  
- excellent knowledge of local tourism products and operators or ability to develop same  
- ability to understand, source and promote tourism products  
- excellent sales skills with proven ability to convert sales  
- ability to co-ordinate staffing, and proven experience in sourcing and delivering staff induction and training programs  
- identify and put in place improved administrative systems  
- ability to liaise with tourism members and organise familiarisations  
- ability to monitor visitation and other tourism trends  
- an effective, empathetic listener  
- developed conflict resolution skills  
- understanding of budget process or ability to develop same quickly  
- experience with office based software, eg. Power point, Word, Access, Excel, etc.  
- Understanding of digital marketing including social media  
- committed approach to teamwork principles  
- experience in the tourism industry (desirable) |
| Information Officer | - provide information and advice on, and promote, products and services within the region  
- present visitor information in a stimulating and organised manner  
- process telephone, mail, fax and email enquiries  
- enter enquiries into database  
- daily and weekly maintenance of members’ brochure supplies in the VIC  
- operate cash register, EFTPOS facility, credit card payments and booking service  
- monitor visitation to the centre and trends in information sought  
- identify gaps in information provision  
- participate in product familiarisations  
- attend product and service presentations  
- assist with tourism marketing projects  
- foster and contribute to a team approach | - ability to understand, source and promote tourism products  
- a good knowledge of the region, including local products and operators  
- understanding of tourism information distribution techniques and flair for the presentation of printed tourist information  
- ability to display and present information  
- excellent customer service skills  
- excellent sales skills with proven ability to convert sales  
- well-developed oral and written communication, organisational and presentation skills  
- ability to communicate with different cultures and/or languages  
- ability to monitor visitation and other tourism trends  
- experience with office based software, eg. Power point, Word, Access, Excel, etc.  
- outgoing, friendly personality and a positive attitude  
- committed approach to teamwork principles  
- a desire to learn and improve oneself  
- experience in tourism industry (desirable) |
### Position Description Template

Clear, written job descriptions define tasks and responsibilities and establish staff expectations. They also provide valuable information for job applicants during the recruitment process. It is therefore highly recommended that VICs prepare a position description for all positions within their centre.

The following is an example of a typical Position Description:

1. **Position identification**
   - position title
   - employment type (for example, Permanent, Full-time, Part-time, Casual, Volunteer, Contract)

2. **Position objectives**
   - a succinct statement of the key objectives of the position

3. **Key responsibilities and duties**
   - a summary of all responsibilities undertaken by the staff member

4. **Organisational relationships**
   - to whom the position reports, and who reports to them

5. **Accountability and extent of authority**
   - clear guidelines as to the boundaries of authority and accountability in the position, including budgetary authority

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<table>
<thead>
<tr>
<th>Position</th>
<th>Tasks</th>
<th>Skills</th>
</tr>
</thead>
</table>
| **Administration Officer** | o provide secretarial and administrative support  
  o ensure all policies and recommendations of the VIC manager are adhered to  
  o actively encourage and seek membership for the RTO or LTO  
  o maintain effective liaison with manager and staff  
  o maintain efficient administration practices (includes maintaining visitor request figures, brochure monitoring)  
  o maintain, collate and distribute meeting minutes and records  
  o maintain up to date information  
  o distribute information from phone and fax enquiries  
  o maintain membership database  
  o update calendar of events | o high level of verbal and written communication skills  
  o high level of organisational skills  
  o high level computer skills, including experience with office based software, eg. Power point, Word, Access, Excel, etc.  
  o ability to be a team player |
| **Volunteer**   | o ensure all policies and recommendations of the VIC manager are adhered to  
  o provide information and advice on, and promote, products and services within the region  
  o operate cash register, EFTPOS facility, credit card payments and booking service  
  o always be a member of the team responsible for accomplishing the mission of the centre  
  o ability to meet time and duty commitments, or to provide adequate notice so that alternate arrangements can be made  
  o present visitor information in a stimulating and organised manner  
  o process telephone, mail and email enquiries  
  o participate in product familiarisations  
  o daily and weekly maintenance of brochure supplies in the VIC | o ability to be a team player  
  o outgoing, friendly personality and a positive attitude  
  o committed approach to teamwork principles  
  o a desire to learn and improve oneself  
  o a good knowledge of the region, including local products and operators  
  o understanding of tourism information distribution techniques and flair for the presentation of printed tourist information  
  o excellent customer service  
  o excellent sales skills  
  o ability to communicate with different cultures |
6. Key Selection Criteria

- specialist skills and knowledge
- management skills
- interpersonal skills
- qualifications and experience

Refer to [Section M: Templates](#) for a sample Position Description template.

---

### 4.0 Staff and Volunteer Induction

Induction is the process of introducing new personnel (employees or volunteers) to the organisation, to their supervisors and co-workers and to their jobs. After you have completed the necessary paperwork, you may want to concentrate on bringing your employee or volunteer into your organisation by arranging an induction.

The following should be included in an induction program:

- a review of the job description with the new personnel, so he or she knows what the specific duties will be (although they should have a general idea from the initial interview)
- discussion of what the business does and what the organisation goals are
- an overview of the performance review procedures
- how the person’s role fits into the overall picture
- basic work rules
- compensation and benefits
- a tour of the workplace

### 4.1 Staff Induction Process

The following diagram provides an example of the induction process of a new employee or volunteer. To ensure continuity in the induction process it may be helpful to develop an induction checklist for each new staff member.

Refer to [Section M: Templates](#) for an example of an Induction Checklist.

---

**The flow of events:**

- New employee/volunteer appointed
- Introductions
- Site tour and familiarisations
- Formal orientation
- Use orientation checklist
- Orientation to work area
- Buddy/mentor option
- Start tasks
- Supervision and feedback
- Performance review

**Potential Checklist items:**

- Contract signed
- Select person to undertake orientation
- Introduce other Personnel
- Orientation to the centre
- Special equipment
- Work area
- Safety features
- Organisational overview
- Philosophy, mission
- Business Plan
- Operations Manual
- Workplace Health and Safety requirements
- Key contact numbers
- Name badge
- Staff amenities
- Standard of dress
- Safety and emergency procedures
- Customer service policy
- Provide reading/background materials
- Probationary period
4.2 Volunteer and Employee Agreements

It is recommended that VICs formalise their induction process through the development of an agreement for volunteers and employees. The agreement should serve to outline the role, start date and expected commitment of the volunteer or employee to the VIC and vice versa.

Refer to the Annual Commitment Agreement example in Section M: Templates.

4.3 Confidentiality Agreement

As part of the staff induction process it is also recommended that VICs develop a confidentiality agreement for volunteers and employed staff to sign. The purpose of such a document would be to clarify the information that can and cannot be disclosed by personnel of the VIC.

5.0 Staff Training Process

Through the normal operation of the VIC (and as a result of business planning) gaps will be identified in staff and volunteer skills and knowledge and training may be required.

The following diagram illustrates the process by which training needs are identified and actioned:

Staff Training Process:

- Skill or knowledge gap
- Identify staff who need training
- Internal resources available?
  - YES
    - Schedule training, allocate resources
    - Is the training part of normal induction or on-the-job training?
      - YES
        - Commence training, advise other staff involved in the process
      - NO
        - Develop and implement training
        - Consider external training adviser
        - Add certificate or proof of attendance to staff file
    - NO
      - Determine appropriate courses
        - Identify potential training providers, source course information
  - NO
    - Arrange training, roster staff to attend
6.0 What Training Does My Centre Staff and I Need?

In Queensland, most VICs conduct their own internal training programs, such as basic induction training, and identify other areas of interest or need as required.

Training needs may include:
- customer service (including face to face, telephone and electronic / email)
- computer training (including use of office based computer programs, social media and programs specifically used by the VIC)
- induction, management and training of staff and volunteers
- regular industry familiarisation events
- staff team building exercises
- interpretive presentation
- travel agents training
- marketing, communications and public relations skills
- specific visitor information services training
- first aid for selected staff
- online booking system

Generally, each VIC develops its own preferred training which will be influenced by such factors as:
- the VIC’s size, location and access to resources
- costs and time constraints associated with external training
- the willingness and availability of staff to participate in training programs (e.g. volunteers)

If you have volunteers, Volunteering Queensland offers a range of information and support to assist in helping volunteers increase their skills.

7.0 What Qualifications Exist for VIC Staff?

The table below provides examples of the types of training courses and qualifications, relevant to VIC staff. People who have gained the skill and knowledge through experience can obtain these qualifications with little or no further study, by applying for Recognition of Prior Learning (for more information, see 8.0 Options for training below).

### Recommended Qualifications

<table>
<thead>
<tr>
<th>Position</th>
<th>Recommended Qualifications</th>
</tr>
</thead>
</table>
| Information Assistant | Components of Certificate II in Tourism (Sales/Office Operations), as follows:  
- work with colleagues and Customers  
- work in a Socially Diverse Environment  
- follow Health, Safety and Security Procedures  
- communicate on the Telephone  
- perform clerical procedures  
- process financial transactions  
- develop and Update Local Knowledge  
This partial achievement of a national qualification reflects the very defined customer service role played by information assistants, especially those working on a voluntary basis. |
| Information Officer | Certificate III in Tourism (Visitor Information Services) |
| Information Centre Supervisor/Manager/Tourist Officer | Certificate IV in Tourism (Team Leading) or a Certificate IV in Tourism (Sales and Marketing) |
| Tourism Manager, Visitor Information Centre Manager | Diploma of Tourism (Marketing and Product Development or Operations Management) |
| Volunteer | Certificate I, II, III, in Active Volunteering or a Certificate IV in Volunteer Program Coordination.  
For more information contact Volunteering Queensland on phone: 3002 7600 or visit their website at www.volunteeringqld.org.au |
8.0 Options for Training

Depending on your reasons for training, the type of training your staff needs, and the resources available to you, there are a number of training options available.

When planning training for your staff or volunteers, consider each individual and the demographics of your group and keep in mind that everyone has a different learning style. By getting to know the best approach for the group or individual you can then choose the most effective training option.

Training can occur on-site (provided by you, the employer) in the form of induction, mentoring and on-the-job training. Training can also be provided on-site or off-site by registered training organisations.

The process of recognising skills or knowledge involves an assessment by a registered training organisation to see if a person’s skills and experience meet current industry standards. It will be these organisations that issue the qualification.

**Formal recognition of skills:**
- provides a framework for excellence within which all VICs can upgrade management and staff skills over time
- accommodates difficulties that VICs may have in accessing training (especially for those in geographically isolated areas)
- allows those who already possess the skills to gather supporting evidence (recognition of prior learning).

**Recognition of prior leaning** is formal recognition of skills and knowledge that a person holds, regardless of how, when or where the learning occurred. A person’s experience may have been gained in a number of ways, for example through:
- formal or informal training and education
- work experience
- general life experience

8.1 Training Providers

**A registered training organisation** is a training organisation registered in accordance with the Australian Quality Training Framework, to provide training or assessment products and services and issue qualifications and statements of attainments. Any private or public organisation can become a registered training organisation including for example, group training organisations, TAFE colleges, private providers, employers, schools, and adult and community education providers.

8.1.1 Private Providers

Private training providers refer to those businesses and organisations that also offer training and are not part of the TAFE Queensland system. Private providers can offer both recognised training and non-recognised training.

8.1.2 Volunteering Queensland

Volunteering Queensland (VQ) focuses specifically on the needs of volunteers in the workplace, assisting them with skills development and the raising of professional standards. Operating in a consultancy capacity, VQ generally develops and delivers training components relevant to an individual VIC’s identified requirements.

VQ also has a volunteer management program which has received regular interest from Queensland VIC managers.

For further information contact Volunteering Queensland:
Telephone: (07) 3002 7600
Email: admin@volunteeringqld.org.au
Website: www.volunteeringqld.org.au

8.1.3 Technical and Further Education (TAFE)

With a network of 13 institutes, over 70 campuses and about 800 programs, TAFE Queensland is the largest, most experienced training provider. TAFE delivers world class vocational education, training and adult learning in Queensland and the qualifications gained are recognised across Australia and respected worldwide.
TAFE programs are developed in conjunction with industry and employers to ensure that the skills being emphasised reflect the latest industry developments.

Visit their website, [www.tafe.qld.gov.au](http://www.tafe.qld.gov.au) to find a TAFE near you and the courses on offer, or contact the customer service hotline on 1300 308 233.

### 8.1.4 QTIC Skills Link

QTIC Skills Link is contracted by the Queensland Government as an industry skills body to assist in driving workforce development, skills reform and training investment for Queensland.

QTIC Skills Link assists industry to achieve workforce development-related outcomes by:
- providing education and training-related policy advice;
- providing training delivery and implementation advice;
- designing, implementing and managing workforce development and employment-related initiatives and projects; and
- contributing to the development of industry training packages, learning products and resources.

#### For more information on how QTIC Skills Link can assist you:

Telephone: (07) 3236 1445
Email: info@qtic.com.au

### 8.1.5 Other Training Options

Other organisations may also provide training on a number of different topics such as customer service and business management.

Some of these include:
- Regional Tourism Organisations and Tourism and Events Queensland – provide advice, seminars and professional development opportunities
- the [Chamber of Commerce and Industry Queensland](https://www.cciq.com.au) (CCIQ) with Australian Business Training Solutions
- the [Department of Education, Training & Employment](https://www.deet.qld.gov.au)

### 9.0 On-going Professional Development

It is important that VIC staff be given the opportunity to undertake professional development activities on a regular basis to improve service quality and retain employees. On-going professional development also helps prepare employees for advancement to new roles or positions, and for changes in the VIC’s technology or the services it offers.

Professional development activities may include:
- face to face education/training in tourism and related disciplines
- distance education/training in tourism and related disciplines
- participation in industry committees and associations
- attendance at conferences related to tourism
- presentations at industry or related forums
- acting as a mentor to less experienced industry colleagues
- providing guidance regarding on-the-job training
- helping people use the industry training materials that are available.
- collaborating with other centres in your region

Collaborating with other visitor information centres in your surrounding area and region offers a number of benefits, including:
- increased awareness of tourism products and services available
- opportunity to share ideas and discuss common problems
- allowing staff and volunteers to learn through interaction with others in similar roles
- opportunity to undertake collaborative delivery of training
- opportunity to undertake collaborative development or marketing projects
Customer Service

1.0 Introduction

2.0 Customer Service Policy and Procedures

3.0 Customer Service Training
   3.1 Aussie Host
   3.2 Online Training

4.0 Booking, Confirmation and Cancellation Policies and Procedures
   4.1 What Makes a Successful Booking Service?
1.0 Introduction
Providing excellent customer service is fundamental to the successful operation of a VIC. While the Operations Manual Guidelines within this Resource Kit include a section on Customer Service, this section provides further information to assist you to deliver excellent customer service.

2.0 Customer Service Policy and Procedures
In order to develop any customer service policies or procedures, you must have a clear understanding of the needs and expectations of your customers – the visitors, local residents, tourism operators, local businesses and organisations you service. Here are some considerations to help you determine your customer service needs:
- identify all points of customer contact, both in person and via other means (example, mail, fax, websites and email)
- who will contact you?
- who will they speak to?
- when are you likely to have this customer contact?
- why does this customer contact occur?
- identify what the customer expects at each point of contact. It may not be personal contact with a staff member, but information provided in written form.
- what are you trying to achieve at each point of customer contact?
- what service level are you currently providing or could you provide to improve customer service?
- what training could you undertake to improve customer service?

Your customer service procedure document should be simple. Show it to someone outside of your organisation to make sure it explains exactly what you are trying to achieve.

Factors to consider at each stage of the customer service process include:
- ensuring customer needs and expectations, including those with specific needs, are correctly identified and appropriate products and services are provided
- ensuring all communication with customers is friendly and courteous
- ensuring all reasonable needs and requests of customers are met within acceptable time frames
- opportunities to enhance the quality of service are identified wherever possible

The issue of ‘misinformation’ and possible litigious situations arising requires that staff are clear on their approach to delivering information. It would be prudent to clarify with the centre’s insurance representative suggested approaches to customer enquiries, for example, providing ‘advice’ or ‘recommendations’.

After considering the above points, the required customer service procedures for volunteers and staff should be documented in your VIC Operations Manual. See Section C: Operations Manual, 2.1 and 2.2 for the situations to address in your customer service procedures.

3.0 Customer Service Training
VICs have the opportunity to develop and provide staff and volunteers with their own customer service training, based on the information, policies and procedures outlined in this section.

Some VICs may like to consider the delivery of customer service training through an external person or organisation. There are many different options for training as was highlighted in Section D: Staff Induction Training & Professional Development previously, including private training providers or TAFE centres. Local industry associations or Chamber of Commerce may also provide training opportunities relating to customer service.

3.1 Aussie Host
AussieHost is a nationally recognised customer service training program that focuses on interpersonal communications, customer relations and service. It builds personal, professional and community pride and inspires a greater commitment to providing better service.
AussieHost’s unique approach focuses not only on skill development, but on versatility, innovation, self-reliance and self-confidence. It ensures that the individual takes responsibility for their service delivery.

The AussieHost Customer Service Program is delivered in a one day workshop that covers:

- what is customer service excellence
- work place and professional presentation
- excelling in communication skills
- effective telephone communication
- handling customer complaints and dissatisfaction
- who are your customers and how best to serve them

Options are available to arrange training onsite (subject to appropriate training room facilities).

Please refer to AussieHost for more information about the program and a list of current Trainers in your region.

3.2 Online Training

VICs can access a series of online training guides on sales and customer service. The guides include how to develop sales and customer service skills and are available on the Queensland Government’s business and industry portal.

The Tourism ekit also offers useful tutorials on digital customer service such as Tutorial 7 Email Best Practice and Tutorial 24A Converting a Prospect.

4.0 Booking, Confirmation and Cancellation Policies and Procedures

For many VICS an essential part of their operation is the receipt of bookings, providing confirmations and, when necessary, processing cancellations.

As bookings typically follow enquiries, developing systems to support enquiries and encourage staff to convert enquiries into sales is essential.

Many VICS have an online booking service, such as V3, Jewel, Bookeasy or Ticketmates. For VIC’s seeking to offer an online booking service, Tourism and Events Queensland has a handy tool, [The Wiz](#) – an Online Booking Selection Wizard. The Wiz will help you identify some relevant online booking systems to suit the needs of the VIC.

As well as utilising online booking systems at your VIC, it is preferable to also offer a simple online booking process, with a ‘Book Now’ button on your website.

Online booking provides many benefits including the opportunity to:

- reach customers who only book online. Customers are online at all times of the day and are looking for simple and quick ways to book with you. 
- save time with processing bookings and avoid double handling of data
- automatically update your records without manually entering customer details
- streamline payments online
- instant confirmation of booking for your customers
- display product availability on your website
- have your website become a 24/7 sales agent earning your VIC commissions directly instead of through third party websites.

Contact Aussie Host:
AussieHost
Telephone: (03) 8660 3334
Email: caroline@aussie-host.com.au or coordinator@aussie-host.com.au
Website: http://aussie-host.com.au

Fishing at sunset, Tropical North Queensland
4.1 What Makes a Successful Booking Service?

Success is based on:
- a well-trained, sales-focused team, able to convert booking enquiries into revenue generating sales
- a streamlined system that ensures booking product is quick and easy for customers
- a booking system that is easy for VIC staff and volunteers to use and maintain
- processes in place for ensuring the information provided on product availability is kept current
- an efficient procedure for processing bookings, tracking advertising campaigns, collating monthly revenue figures and dispatching commission invoices
- considerable time and on-going analysis of the way calls and emails are handled, the words used, the sales techniques used when asking for and closing a sale and the streamlined process taken with each potential sales call
- having phones analysed to know how many calls are being missed and focus on ensuring that the VIC has the best possible phone system to effectively provide every opportunity to capture potential revenue generating calls and in turn convert into bookings
- regularly up-dating regional web-sites and using them both as a sales (booking facility) & marketing tool

When developing a booking, confirmation and cancellation system, VICS must consider the following:
- how will customers contact you? In person, phone, fax, email or online
- what will customers request? Can they book product?
- how will you publicise your fair and equitable terms and conditions for bookings and cancellations?
- how will a request be processed? Is it a direct booking or through an agent?
- how will you know if the product or service is available?
- how will you know prices, including seasonal variations and specials?
- how will you make sure a space, room or seat is kept for the customer?
- what will be your procedure for acknowledging receipt of the booking through confirmation?
- what will be your procedure to receive a deposit or full payment?
- what commission, if any, will the VIC receive?
- how will the VIC forward payment to the tourism product?
- what will be the VIC’s cancellation procedure, including refunds if due? How will this procedure take into account cancellation policies of the operator?

The VIC’s procedures and policies for handling bookings, confirmations and cancellations should be clearly documented in the VIC’s Operations Manual as outlined in Section C: 2.4 Booking Procedures for Tourism Product.

For more information on the main online booking services:

- **BookEasy**
  - (07) 5668 2530
  - support@bookeasy.com.au
  - www.bookeasy.com
  - 1300 266 582
  - v3sales@v3sales.com
  - www.v3leisure.com

- **V3**
  - (07) 5592 2233
  - info@ticketmates.com.au
  - www.ticketmates.com.au

- **Ticketmates**
  - (03) 9857 3299
  - richardw@jbs.com.au
  - www.jbs.com.au

- **Jewel**

Here are some helpful resources on choosing and using online booking systems:

- Be bookable online – Digital Ready Training module
- Online bookings training tutorials – Tourism e-kit
- The WIZ – TEQ’s online booking system selection tool

For more information on the main online booking services:

- **BookEasy**
  - (07) 5668 2530
  - support@bookeasy.com.au
  - www.bookeasy.com
- **V3**
  - (07) 5592 2233
  - info@ticketmates.com.au
  - www.ticketmates.com.au
- **Ticketmates**
  - (03) 9857 3299
  - richardw@jbs.com.au
  - www.jbs.com.au

Australia Pacific Travel Mart (APT)

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- Online bookings training tutorials – Tourism e-kit
- The WIZ – TEQ’s online booking system selection tool

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- considerable time and on-going analysis of the way calls and emails are handled, the words used, the sales techniques used when asking for and closing a sale and the streamlined process taken with each potential sales call
- having phones analysed to know how many calls are being missed and focus on ensuring that the VIC has the best possible phone system to effectively provide every opportunity to capture potential revenue generating calls and in turn convert into bookings
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- what will customers request? Can they book product?
- how will you publicise your fair and equitable terms and conditions for bookings and cancellations?
- how will a request be processed? Is it a direct booking or through an agent?
- how will you know if the product or service is available?
- how will you know prices, including seasonal variations and specials?
- how will you make sure a space, room or seat is kept for the customer?
- what will be your procedure for acknowledging receipt of the booking through confirmation?
- what will be your procedure to receive a deposit or full payment?
- what commission, if any, will the VIC receive?
- how will the VIC forward payment to the tourism product?
- what will be the VIC’s cancellation procedure, including refunds if due? How will this procedure take into account cancellation policies of the operator?

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Collection of Visitor Data

1.0 Visitor Information Data Collection
   1.1 Visitor Data Form 47
   1.2 Customising the Data Collected 48

2.0 Reporting your Data 49
   2.1 VIC Data Reporting 49
   2.2 Limitations of the Data 49

3.0 Obtaining Better Data from your Guest Book 49

4.0 Guest Book Template 50

5.0 Visitor Satisfaction Survey 50
   5.1 Creating the Survey 50
      5.1.1 Example Survey 1 – Shortened version 51
      5.1.2 Example Survey 2 – Detailed version 52

6.0 Interviewing Tips 54

Canoeing on the Brisbane River, Brisbane
1.0 Visitor Information Data Collection

The collection of accurate, timely information is an essential role of VICs, and it is important that this function is undertaken in a professional, high quality manner. The collection of information can provide VICs, RTOs, LTOs and LGAs with a better understanding of visitors to the region, particularly in relation to where visitors are coming from and when.

It is recommended that VICs use three methods by which to collect visitor data:

- Guest Book
- Visitor Information Data Collection
- Visitor Profile and Satisfaction Survey

Collecting visitor data including undertaking regular visitor profile and visitor satisfaction surveys is a requirement of VIC accreditation. (VIC Signage Policy essential criterion 1.4 Business & Management).

A visitor profile includes specifics about a visitor such as: the visitor’s age, gender, who they are travelling with, their income, where they live, why they are visiting the region, where they are going next.

A satisfaction survey records the visitor’s overall satisfaction with the VIC in terms of service, quality of information provided, facilities, and professionalism.

The collection of data is an essential criterion because it is a valuable exercise for organisations who wish to deliver high quality service. The data when collected methodically, can for example be used to demonstrate the VIC’s performance, to validate the VIC’s existence, to share with other VICs in the region or to use in funding applications.

For sample Data Collection Templates refer to Section M: Templates of this Resource Kit.

VICs are strongly encouraged as a first step to think about what are the objectives for collecting information about the centre’s visitors - what you want to use the information for. Getting clear about the objectives will help to determine what information is required and how it will be used by the VIC and other local and regional stakeholders.

In determining your research objectives refer back to the VIC’s goals and objectives as they will give direction on what you want to achieve from the data collection.

One suggested objective for data collection is to work collaboratively with other VICs and local and regional stakeholders within the region to achieve a consistent approach to data collection so data can be easily compared and common information gained of visitors to the region.

For information on setting research objectives, refer to Tourism and Events Queensland’s fact sheet:
Guidelines for Setting Research Objectives.

Dependent on the research objectives, the data collected by the VIC may include:

- total number of enquiries to the VIC (i.e. telephone, fax, mail, email, in-person, etc.)
- postcode of visitor/enquirer
- where visitors have travelled from (the previous night)
- where visitors are travelling to
- type of information requested by the visitor (and if it was available)
- what the visitor did at the centre (e.g. made a booking, had a coffee, looked for information, looked at merchandise, purchased merchandise)

1.1 Visitor Data Form

The Visitor Data Form, provided in this Resource Kit, is an example which allows you to collate and categorise the visitors to the VIC by origin.

Each row represents one day of each month. Each column represents a visitor category (place of origin) for each day and, when tallied, each month. Match entries with the available categories or other categories you wish to include.

Work out a recording system that will collate the information you need to achieve the objectives of the survey. Always collect the visitor data in a consistent manner, collecting the same data using the same method every time. Also talk to other accredited VICs and stakeholders in the region to ensure that questions they have included in their survey are the same so that the results can be compared across regions.
1.2 Customising the Data Collected

Each VIC has the opportunity to determine the definitions of the data collected. The definitions provided on the visitor data form are a guide only and should be customised according to the VIC’s objectives for the survey.

As an example, refer to the definitions (i.e. column titles) in the Visitor Data Form below.

Tailoring this form to best suit the VIC will produce more accurate information for the VIC.

More columns could be added to include the other states – South Australia, Western Australia, Northern Territory, Tasmania, if they are better suited to the VIC’s visitor trend.

In the ‘Overseas Visitors’ section, the definitions can be adjusted to suit visitor nationalities that frequent the VIC more than others.

### VIC Visitor Data Form

**[Month]**

<table>
<thead>
<tr>
<th>Date</th>
<th>Date</th>
<th>Australian States or Territories</th>
<th>Overseas Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Queensland</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Our Region</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>BNE &amp; SE QLD</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regional QLD</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>NSW</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>VIC</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>WA</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>NZ</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>China</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>UK</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Europe</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Japan</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>North America</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Asia</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>OTHER</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>

For a template of this form in excel format, including formulas, refer to [Section M: Templates](#).

For an excel file including 12 months and an end of year calculation, contact the VIC secretariat: [info@visitqueensland.com.au](mailto:info@visitqueensland.com.au)
2.0 Reporting your Data

2.1 VIC Data Reporting
Over time, the data that you collect and collate provides an important, timely measure and record of VIC visitor trends within and across regions. Creating a report from the information gathered has a number of benefits:

- enables the VIC to benchmark against other VICs in the region and neighbouring regions, provided VICs are collecting the same information from visitors in the same way.
- allows you to easily see the answer/s to the questions outlined in your objectives – i.e. why you are doing the research?
- the information can be used to assist with various business planning activities, monitoring individual VIC performance and profiling visitors.

It is recommended that a reporting method is established to analyse the collected data, ensuring the information is used in the best way to benefit and fulfil the objectives of the VIC.

2.2 Limitations of the Data
The data quality in any report is only as accurate as the data collected by the VIC. To ensure usable results are achieved, it is essential to collect the same information using the same method each time. It is also important that in every report the following information is noted:

- how many people completed the survey
- the method used
- the period

Noting this information will differentiate between ‘real’ changes or changes as a result of the data collection method.

3.0 Obtaining Better Data from your Guest Book
To assist VIC staff to service the needs of tourism businesses at the local and regional levels and to best meet the VIC’s objectives, it is important to maximise the value of information gathered from the Centre’s Guest Book. Together with other data collection methods, it is a cheap and easy way of obtaining visitor information.

The template below will allow you to provide local businesses with valuable information and help you review the centre’s performance. Information derived from the Guest Book could be incorporated into monthly and quarterly reports.

The following table outlines some specific benefits from analysing the responses in a VIC Guest Book.

### Analysing Responses from your Guestbook

<table>
<thead>
<tr>
<th>Guest Book Heading</th>
<th>How it helps the VIC Centre</th>
<th>How it helps the Local Tourism Business</th>
<th>How it helps the Regional Tourism Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>In which town/place did you stay last night?</td>
<td>Identify where brochures, etc. can be more effectively displayed outside of local area</td>
<td>Identify local marketing opportunities</td>
<td>Identify regional marketing opportunities</td>
</tr>
<tr>
<td>In which town/place are you planning to stay tonight?</td>
<td>More effective use of shelf space for non-local brochures Better focus on information provision and services</td>
<td>Strategic links/packages and promotions</td>
<td>Identify regional marketing opportunities Strategic links/packages and promotions</td>
</tr>
<tr>
<td>What is your home postcode (Aust) or country of origin (international)?</td>
<td>Where is the VIC’s market coming from? How does the VIC’s visitor profile differ to that of the local area or region overall?</td>
<td>Target / direct marketing</td>
<td>Target/direct marketing Assess marketing programs</td>
</tr>
<tr>
<td>Have you enjoyed your visit to _________? Why</td>
<td>VIC can provide feedback to members and/or those products which display info in the VIC</td>
<td>Market intelligence and strategies Product and service development</td>
<td>Market intelligence and strategies Product and service development</td>
</tr>
<tr>
<td>What services would you like to see in this centre?</td>
<td>Management tool to identify new opportunities for the centre</td>
<td>Value and support</td>
<td>Value and support</td>
</tr>
<tr>
<td>Name, Address, Email (optional)</td>
<td>Potential follow up surveys and market research</td>
<td>Potential follow up surveys and market research</td>
<td>Potential follow up surveys and market research</td>
</tr>
</tbody>
</table>

The template below will allow you to provide local businesses with valuable information and help you review the centre’s performance. Information derived from the Guest Book could be incorporated into monthly and quarterly reports.
4.0 Guest Book Template

Welcome to the ___________ Visitor Information Centre. We hope you have an enjoyable and pleasant stay in ___________.

To help us understand more about visitors to ___________ could you please fill in our Guest Book?

Thank you.

<table>
<thead>
<tr>
<th>In which town or place did you stay last night?</th>
<th>In which town/place are you planning to stay tonight?</th>
<th>What is your home postcode (Australia), or country of origin (international)?</th>
<th>Have you enjoyed your visit to ___________? Why?</th>
<th>What services would you like to see in this centre?</th>
<th>Name &amp; Address (Optional)</th>
<th>Email (Optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For this template in Word format, refer to Section M: Templates.

It is important to determine the best format for your Guest Book. They can be in print or electronic form, for example, iPads or tablets. If the VIC has a touch pad (and Wi-Fi) it could link to five quick questions on a program such as Survey Monkey (www.surveymonkey.com) which is free for a certain number of questions and responses.

Survey Monkey is a popular online survey tool which includes features such as:
- easy question creation
- custom branding
- advanced features
- reaching the right people
- collecting responses
- robust reporting

5.0 Visitor Satisfaction Survey

VIC accreditation requires a commitment to undertaking regular visitor satisfaction surveys (VIC Signage Policy essential criterion 1.4 Business & Management).

5.1 Creating the Survey

The detailed sample satisfaction questionnaire (refer to Section 5.1.2) can be used by VICS to profile visitors to their centre and measure satisfaction with products and services offered. Not all questions or response options in this example will be relevant for your VIC, so review the questionnaire and use only the relevant questions/options for your VIC.

As noted in section 1.0 above, there needs be a reason to collect the information, without a purpose it becomes a pointless exercise. Clearly decide what information the VIC needs. Does the RTO or Council require the VIC to collect any information and is it required in a certain format?

Here are some points to consider when creating a visitor satisfaction survey:
- The survey is intended to be run at various intervals throughout the year; the results will represent the profile of visitors and satisfactions for a particular snapshot in time. By implementing the survey using the same method at different periods (e.g. school holiday times versus non-school holiday times), you can examine if differences exist between markets to your centre in different seasons. Similarly, if you conduct the survey each year you can compare if changes have occurred over time. Make sure you conduct the survey around the same time period each year to ensure the results are comparable.
- It is highly recommended that this survey be administered face-to-face with visitors as they leave the VIC. Alternatively, copies of the survey could be printed and available for visitors to self-complete and return while they are being served or before they leave the VIC.
The VIC should attempt to complete **at least 200 surveys** over the specified period of time (e.g. a month during school holidays/peak season) when there are no irregular or unusual occurrences in the region that are likely to bias the data (for example, a major event). The survey can be repeated multiple times throughout the year, and at the same times in the following year to allow examination of year-on-year changes.

Compiling the results of the survey and analysing them are very important. While computer programs are not essential to complete these tasks, programs such as Microsoft Excel or Survey Monkey, as mentioned above, can assist. A brief written report on the survey findings and identified strategies emerging from the results are invaluable in board and management committee reports to highlight the VIC’s performance.

If you are collecting your survey using interviews, it is very important that researchers are fully briefed and trained. Interviewers must fully understand the purpose of the survey (to inform participants) and how to ensure that a random sample is collected. Obtaining a random sample of visitors to the VIC is important to ensure reliability of results.

Professional market research companies and consultants can provide valuable advice and assistance in preparing, administering and analysing the findings of these surveys, and charge a fee for undertaking this type of work on behalf on an organisation. Your RTO, LTO or LGA, local school and university students, or Tourism and Event Queensland’s Research Department may also be able to provide advice or assistance.

Find out if your RTO is using similar surveys in the region. You may be able to partner with them on some of your data collection.

Refer to Section 6.0: Interviewing Tips in this section for information on how to conduct an interview.

Here are some examples of visitor surveys, provided by Tourism and Events Queensland. **Example Survey 1** is a shortened visitor survey and **Example Survey 2** is a detailed version. The VIC may wish to use these in a paper format, or carry out the survey on a PC or iPad/tablet device. Another option is to email the survey to visitors with an incentive to respond.

### 5.1.1 Example Survey 2 - Shortened version

**Visitor Survey**

<Enter Name> Visitor Information Centre

We appreciate your feedback to help us improve our service.

If you have any questions one of our staff will be happy to assist.

**Why did you visit the Visitor Information Centre today?** (Tick those that apply)

- Find out about accommodation in the area
- Find out about attractions/activities in the area
- Purchase souvenirs
- Use facilities (e.g. toilets, telephone)
- Purchase refreshments
- Other:

**Please indicate your satisfaction:** (Circle one)  

<table>
<thead>
<tr>
<th>Very Dissatisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>About the Centre</td>
<td>(Circle one)</td>
</tr>
<tr>
<td>Displays/Interpretive Centre</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Signage and directions to get to the centre</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Brochures, visitor guide, maps available</td>
<td>1 2 3 4 5 N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>About the staff</th>
<th>(Circle one)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information/bookings for accommodation and tours</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Information provided about weather &amp; rain conditions</td>
<td>1 2 3 4 5 N/A</td>
</tr>
<tr>
<td>Service provided to obtain fishing and camping permits</td>
<td>1 2 3 4 5 N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Your OVERALL satisfaction with the Centre</th>
<th>(Circle one)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4 5 N/A</td>
<td></td>
</tr>
</tbody>
</table>

**What were the most useful products/services provided by this centre?**

**What additional improvements, products or services would you like to see in this Centre?**

**Some information about you:**

- What is your home postcode?
- If visiting from overseas, which country are you from?
- In which town/place did you stay last night?
- In which town/place are you planning to stay tonight?

**Thank you for your time & enjoy the rest of your stay!**

For a template of this survey in Word format, refer to Section M: Templates.
5.1.2 Example Survey 2 - Detailed version

Welcome to the ___________________ Visitor Information Centre. We would like to invite you to participate in our Visitor Survey. The purpose of this survey is to profile visitors to the ___________________ Visitor Information Centre, and to gain your feedback regarding our products and services. The results will be used to assist the Centre in future planning and to improve the range and level of visitor services available.

Please complete the following survey and place it in the box marked "Visitor Surveys". Your input is important and all information provided will remain anonymous and confidential. The survey should take you less than five minutes to complete. If you have any questions regarding the survey please contact one of our Information Centre staff for assistance.

Date: ___/___/___

**SECTION 1 – About your visit to this area**

<table>
<thead>
<tr>
<th>Q1. What is the main purpose of your trip? (tick one box only)</th>
<th>Holiday</th>
<th>Visiting friends and/or relatives</th>
<th>A convention or conference</th>
</tr>
</thead>
<tbody>
<tr>
<td>A special event (festival / entertainment / sport)</td>
<td>Business / employment / training</td>
<td>Other (please specify)</td>
<td></td>
</tr>
<tr>
<td>Leisure / recreation</td>
<td>Holiday</td>
<td>Holiday</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q2. How many times have you previously visited? (tick one box only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never before, this is my first visit</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q3. Before today, how many times had you visited this Visitor Information Centre (tick one box only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never before, this is my first visit</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q4. How many nights have you or do you plan to spend in ____________? (tick one box only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day trip only</td>
</tr>
<tr>
<td>5 – 14 nights</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q5. How did you find out about this Visitor Information Centre? (tick all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have been here before</td>
</tr>
<tr>
<td>Travel agent</td>
</tr>
<tr>
<td>I saw a sign, while travelling on the way in</td>
</tr>
<tr>
<td>Travel brochure</td>
</tr>
<tr>
<td>Other (Please specify)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q6. Why did you visit this Visitor Information Centre? (tick all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To find out about accommodation in the area</td>
</tr>
<tr>
<td>To find out about activities we can do in the area</td>
</tr>
<tr>
<td>To purchase souvenirs</td>
</tr>
</tbody>
</table>
Q7. What activities have you done or do you plan to do during your stay in _______________? (tick all that apply)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Option</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go to the beach</td>
<td>Go on a boat</td>
</tr>
<tr>
<td>Water sports</td>
<td>Visit an art / craft gallery</td>
</tr>
<tr>
<td>Visit a museum</td>
<td>Visit a winery</td>
</tr>
<tr>
<td>Eat at a restaurant</td>
<td>Go shopping</td>
</tr>
<tr>
<td>Visit friends or relatives</td>
<td>Go on a walk</td>
</tr>
<tr>
<td></td>
<td>Other (please specify)</td>
</tr>
</tbody>
</table>

SECTION 2 – Opinions and Satisfaction

Q8. On the following scale of 1 to 5, where 1 equals Very Dissatisfied and 5 equals Very Satisfied, please indicate your satisfaction with the following aspects of this Visitor Information Centre (tick one box only)

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Very Dissatisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Displays/Interpretive Centre</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2. Souvenirs or other items from kiosk/shop</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3. Knowledge and advice of staff</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>4. General manner and professionalism of staff</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>5. Information/recommendations on things to see and do</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>6. Brochures, visitor guides, maps available</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>7. Information/recommendations on accommodation</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>8. Information provided about weather and road conditions</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>9. Service provided to obtain fishing and camping permits</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>10. Service provided to book accommodation, tours, attractions etc</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>11. Signage and directions to get to the centre</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>12. Location of the centre</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>13. Parking for the centre</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>14. Centre’s hours of operation</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>15. After hours information available</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>16. Toilets, telephones or other amenities</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Q9. Please indicate your OVERALL satisfaction with this Visitor Information Centre. Please take all aspects into account.

<table>
<thead>
<tr>
<th>Rating</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>n/a</th>
</tr>
</thead>
</table>

Q10. What were the most useful products or services provided by this centre?

Q11. What additional improvements or products or services would you like to see in this Centre?

Q12. Did any information you gained from visiting this Centre today encourage you to visit some other towns or regions outside of ________________?  

<table>
<thead>
<tr>
<th>Option</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

Q13. Thinking about what you found out at the Visitor Information Centre today, do you ....

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>None of these options</th>
</tr>
</thead>
<tbody>
<tr>
<td>wish you had more time to spend in the area?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>think you will spend more time than originally planned?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>think you will spend more night/s than expected on this trip?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION 3 – Some Information about you

Q14. Where do you usually live?

<table>
<thead>
<tr>
<th>Town / City / Suburb (Australia only):</th>
<th>Postcode (Australia Only):</th>
<th>Country (Overseas only):</th>
</tr>
</thead>
</table>

Q15. Please complete details for one person in the travel party only:

<table>
<thead>
<tr>
<th>a. Are you ...</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. Which age bracket do you fall into?</td>
<td>Under 25 years</td>
<td>25 – 34 years</td>
</tr>
<tr>
<td></td>
<td>35 – 44 years</td>
<td>45 – 54 years</td>
</tr>
<tr>
<td></td>
<td>55 – 64 years</td>
<td>65 + years</td>
</tr>
</tbody>
</table>

Q16. How would you describe your immediate travel party? (tick one box only)

<table>
<thead>
<tr>
<th>Yourself travelling alone</th>
<th>Independent adults travelling in a large group (no children)</th>
</tr>
</thead>
<tbody>
<tr>
<td>An adult couple (ie. partners in a relationship)</td>
<td>Business associates travelling together with family</td>
</tr>
<tr>
<td>A family group – parent(s) and children</td>
<td>Business associates travelling together without family</td>
</tr>
<tr>
<td>Friends / family travelling together with children</td>
<td>School / Uni / college / sporting group or club</td>
</tr>
<tr>
<td>Friends / family travelling together without children</td>
<td>Other (please specify)</td>
</tr>
</tbody>
</table>

Thank you for your time. We hope you enjoy the rest of your stay.

For a template of this survey in Word format, refer to Section M: Templates.

6.0 Interviewing Tips

Here are some tips on how to conduct an interview and what to consider when conducting an interview. The Interviewer’s role is to obtain the answers to the questions in the survey in a non-biased manner. The interviewer is the central link; the information collected is only as good as the interviewers who collect it.

The interviewer should:
- have a courteous manner
- have a positive attitude
- be confident
- place importance on accuracy and attention to detail
- have the ability to remain neutral
- maintain eye contact and be aware of body language

When managing objections, remember:
- there are no right or wrong answers
- the VIC is interested in the respondent’s opinions and experiences
- ALL types of people are being interviewed
- the respondent is chosen at random
- everyone’s opinion is important
- to reassure respondents that their responses are confidential

General rules of interviewing:
- always tell your respondents how long the interview is expected to take.
- interview one person per household or per travel party
- record one person’s answers only
- be neutral, never express surprise or any other emotion (i.e. approval, disapproval)
- never give your opinion, even if asked
- ask all questions in the order they appear on the questionnaire
- always use exact words written in the survey
- don’t explain/interpret questions – repeat the question if necessary
- interviewer must write down respondent’s answer word for word
- never assume you know what a respondent means by a word or phrase - ask what they mean by it
- don’t put words in the respondent’s mouth
- approach people of all different ages, classes, sex, travel party type and nationalities. To ensure a random sample every visitor should have an equal chance of being selected.
Temporary and Mobile Visitor Information Booths

1.0 Temporary and Mobile Visitor Information Booths

2.0 Application Process
1.0 Temporary and Mobile Visitor Information Booths

Accredited Visitor Information Centres are authorised to use the Visitor Information Centre trademark i for temporary and mobile visitor information booths within the township of the accredited Centre, subject to the approval of Tourism and Events Queensland. The purpose of the temporary and mobile visitor information booths is to give accredited Visitor Information Centres the flexibility to provide visitor information at special events or key tourist areas. Mobile visitor information booths may wish to operate at a specific location or event or along a regular route.

Temporary and mobile visitor information booths must adhere to some basic criteria (refer to the checklist below). They do not require their own accreditation under the Queensland Visitor Information Signage Policy, however they can only be operated by an accredited Visitor Information Centre.

Criteria Checklist

- Is supported by the RTO and LGA (mobile booths only)
- Links and promotes the location of the permanent accredited VIC by displaying a sign.
  An example of such sign: 
  “This temporarily accredited information centre is a part of the <insert name of accredited VIC>”
- Every effort is made to adhere to the Queensland VIC Signage Policy criteria as relevant and practicable
- Will only operate within the township of the accredited VIC. If another accredited VIC operates within the same area, the temporary or mobile booth will not encroach on the activities or patronage of that VIC, unless by agreement.
- The accredited VIC’s Work Cover Policy covers staff working offsite
- The accredited VIC is covered by Public Liability for offsite work
- The accredited VIC’s Risk Management Plan and Procedures covers the use of a mobile facility
- The accredited VIC has safe working procedures for the temporary or mobile booth with guidelines on location, set up, operations and packing down, securing moveable objects for both transportation and during the booth’s/mobile service’s use
- The sign is used to promote the booth
2.0 Application Process

Any request to set up a temporary or mobile booth must be made using the form provided in Appendix N, page 126. Please complete the form and email to: info@visitqueensland.com.au with the subject title: "Temporary/Mobile Visitor Information Booth Request".

(Refer to Section N: Appendices for a copy to submit)

---

**Request form for Temporary and Mobile Visitor Information Booths**

This form is to be completed and returned to Tourism and Events Queensland (c/- Visit Queensland) with any supporting documents.

<table>
<thead>
<tr>
<th>Accredited Visitor Information Centre:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
</tr>
<tr>
<td>Contact:</td>
</tr>
<tr>
<td>Email:</td>
</tr>
</tbody>
</table>

**What is this request for? (Please tick)**

- [ ] TEMPORARY BOOTH
- [ ] MOBILE BOOTH

**TEMPORARY BOOTH**

- Freestanding Table
- Caravan
- Trailer
- Other (please specify) ...........................................

**MOBILE BOOTH**

- Car / Van
- Other (please specific) ............................................

If applying for a TEMPORARY BOOTH:

- What is the date of the Event:
- Total number of days booth to be open per year:
- Hours booth is to be open each day or at each event:

If applying for a MOBILE BOOTH:

- Proposed schedule of hours of operation of mobile booth: (please attach)
- Location (and/or route) of mobile booth: (please attach)
**Criteria Checklist**

A temporary or mobile visitor information booth must meet the following criteria:

<table>
<thead>
<tr>
<th>Checklist</th>
<th>Yes or No</th>
<th>Initial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is supported by the RTO and LGA (mobile booths only)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Links and promotes the location of the permanent accredited VIC by displaying a sign. An example of such sign, &quot;This temporarily accredited information centre is a part of the &lt;insert name of accredited VIC&gt;&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Every effort is made to adhere to the policies and procedures of the accredited VIC as relevant and practicable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will only operate within the township of the accredited VIC. If another accredited VIC operates within the same area, the temporary or mobile booth will not encroach on the activities or patronage of that VIC, unless by agreement.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The accredited VIC’s Work Cover Policy covers staff working offsite</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The accredited VIC is covered by Public Liability for offsite work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The accredited VIC’s Risk Management Plan and Procedures covers the use of a mobile facility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The accredited VIC has safe working procedures for the temporary booth or mobile service with guidelines on location, set up, operations and packing down, securing moveable objects for both transportation and during the booth’s/mobile service’s use</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The sign is used to promote the booth/mobile service</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Where to send the completed form and checklist:**

Please complete this form and email it, with any supporting documents you wish to provide, to: [info@visitqueensland.com.au](mailto:info@visitqueensland.com.au)

with the subject title: "Temporary/Mobile Visitor Information Booth Request"

For any questions about this form, please phone the VIC Secretariat: 0459 992 030
Funding, Assistance and Information Sources

1.0 Introduction 60
1.1 Tourism Industry Structure 60
   1.1.1 Roles and Responsibilities 60

2.0 Information and Assistance 61
2.1 Queensland Tourism Industry Directory 61

3.0 Important Information Sources 61
3.1 Business Information 61
3.2 Information on Road Conditions 61
3.3 Royal Automobile Club of Queensland (RACQ) 62
3.4 Tourism and Events Queensland 62
3.5 Industry News 62
3.6 Regional Tourism Organisations (RTOs) 62
3.7 Queensland Information Centres Association (QICA) 62

4.0 Tourism Data Resources 62
4.1 Tourism and Events Queensland Research 62

5.0 Financial Assistance 63
5.1 Types of Funding 63
5.2 Assistance in Obtaining Funding 63
5.3 Funding Schemes Available to Tourism Organisations 63
   5.3.1 Tourism Assistance Database 63
   5.3.2 GrantsLink 63
   5.3.3 Our Community 63

Supporting Information: Section H
Carisbrook Station, Winton
1.0 Introduction
Throughout the normal business life-cycle a VIC may require assistance in the form of funding, business advice, statistical data and/or industry information.

Business support, potential financial assistance and information sources available to VICS from both government and industry organisations are described in this section of the Kit.

1.1 Tourism Industry Structure
Together a range of organisations assist the tourism industry to access research information, promote and market tourism products, foster business development, provide industry education and training and ensure the industry’s concerns are addressed by governments at all levels. Some are government-operated, others are wholly or partly government-funded and many are industry based.

1.1.1 Roles and Responsibilities

<table>
<thead>
<tr>
<th>DEPARTMENT OF RESOURCES, ENERGY and TOURISM (RET)</th>
<th>INDUSTRY ASSOCIATIONS (National, State, Sector Specific)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism Division [In RET]</td>
<td>Examples include: Queensland Information Centres Association (QICA), Queensland Tourism Industry Council (QTIC), Australian Regional Tourism Network (ARTN), National Tourism Alliance (NTA), AAA Tourism, Australian Federation of Travel Agents (AFTA), Australian Hotels Association, Australian Tourism Export Council (ATEC), Bed &amp; Breakfast, Farmstay and Accommodation Australia Ltd, Caravan, RV and Accommodation Industry of Australia (CRVA), Hotel Motel and Accommodation Association, Indigenous Tourism, Restaurant and Catering Australia, Tourism and Transport Forum, Wine Australia</td>
</tr>
<tr>
<td>Develops and implements Federal Government policy and programs to increase Australia’s international competitiveness</td>
<td>Lobby voice - ensuring government considers the interests of tourism</td>
</tr>
<tr>
<td>Tourism Australia [Statutory Authority]</td>
<td>Industry leadership</td>
</tr>
<tr>
<td>International and domestic tourism marketing and the delivery of research and forecasts for the tourism sector</td>
<td>Industry education &amp; training</td>
</tr>
<tr>
<td>DEPARTMENT OF TOURISM, MAJOR EVENTS, SMALL BUSINESS AND THE COMMONWEALTH GAMES (DTESB)</td>
<td>Professional advice</td>
</tr>
<tr>
<td>Leads whole-of-government tourism initiatives and recognises the essential role of partnerships with industry and government in tourism industry development</td>
<td>Raise industry standards</td>
</tr>
<tr>
<td>Supports small business growth through the provision of services and information Committed to maximising economic opportunities and raising the profile of state through major events</td>
<td>Industry promotion</td>
</tr>
<tr>
<td>Tourism Unit [in DTESB]</td>
<td>Networking opportunities</td>
</tr>
<tr>
<td>Coordinates delivery of DestinationQ, a new partnership approach between the Queensland Government and the tourism industry</td>
<td></td>
</tr>
<tr>
<td>Tourism and Events Queensland (TEQ) [Statutory Authority]</td>
<td></td>
</tr>
<tr>
<td>Marketing and promotion of tourism and events in Queensland, tourism experiences and destination development</td>
<td></td>
</tr>
<tr>
<td>REGIONAL TOURISM ORGANISATIONS (RTOs)</td>
<td></td>
</tr>
<tr>
<td>Provide regional marketing, leadership and development. Coordinate industry, Local Government and community destination marketing activities.</td>
<td></td>
</tr>
<tr>
<td>LOCAL GOVERNMENT AUTHORITIES (LGAs)</td>
<td></td>
</tr>
<tr>
<td>Provide tourism infrastructure and facilities Facilitate and support development and promotion of tourism</td>
<td></td>
</tr>
<tr>
<td>LOCAL TOURISM ORGANISATIONS (LTOs)</td>
<td></td>
</tr>
<tr>
<td>Aim to enhance visitor experiences Conduct marketing activities and liaise with community, Local Governments and RTO’s</td>
<td></td>
</tr>
<tr>
<td>VISITOR INFORMATION CENTRES (VICs)</td>
<td></td>
</tr>
<tr>
<td>Provide current information on local attractions, activities and events Make reservations for visitors Provide up-to-date advice on local travel</td>
<td></td>
</tr>
</tbody>
</table>
2.0 Information and Assistance

2.1 Queensland Tourism Industry Directory

The Queensland Tourism Industry Directory is compiled by Tourism and Events Queensland as a reference for individuals and organisations to identify and contact others who are involved in the tourism industry.

The Queensland Tourism Directory includes:
- Queensland government departments and statutory authorities
- Federal government tourism and aligned departments and statutory authorities
- State and territory tourism offices
- Regional tourist organisations
- Local tourism organisations
- Tourism industry associations
- Convention agencies
- Universities and TAFE colleges

The Queensland Tourism Industry Directory can be accessed through Tourism and Events Queensland’s website in the Resource Centre (Industry Directory).

3.0 Important Information Sources

3.1 Business Information

The federal government’s Business Entry provides information for anyone planning, starting and growing a business. The site provides information on business support programs, legal and tax requirements and includes a range of helpful templates.

Visit the Federal Business Entry Point website at www.business.gov.au

Specific resources include:
- The GOBIS business resource
- A PlanSMART kit provides a business with essential research information that is tailored to your specific business type and location
- Tourism Pathways for the Queensland Government one-stop site for tourism support programs

3.2 Information on Road Conditions

VICs are often called upon in times of disaster to provide up-to-date information on road closures.

To ensure you have the relevant information we suggest you call 13 19 40 to hear a 24-hour recorded message from the Department of Transport and Main Roads and RACQ road conditions reporting service.

Or visit these Queensland Government and RACQ websites:
http://131940.qld.gov.au
3.3 Royal Automobile Club of Queensland (RACQ)
While the RACQ is first and foremost a motoring club, it also provides information such as accommodation rates, road maps, tourist brochures and accurate and up-to-date road status information.

For further tourist information, visit [www.racq.com.au](http://www.racq.com.au) or contact them on telephone 13 19 05 (24 hours).

3.4 Tourism and Events Queensland
In addition to the marketing and promotion of tourism to and within Queensland, the development of tourism experiences and research and analysis of tourism in Queensland, Tourism and Events Queensland holds the Queensland licence for Accredited Visitor Information Centres. Tourism and Events Queensland outsources the accreditation process to a third party. Each accredited VIC receives an on-site audit every second year, the alternative year the VIC receives a desk-top audit.

For further information on QICA visit [www.qica.com.au](http://www.qica.com.au)

3.5 Industry News
Industry News is Tourism and Events Queensland’s weekly email newsletter covering high-line, state-wide tourism news. VICs can subscribe to Industry News via Tourism and Event Queensland’s website, at [www.te.queensland.com](http://www.te.queensland.com)

3.6 Regional Tourism Organisations (RTOs)
Queensland’s network of 13 Regional Tourism Organisations (RTOs) play a major role in the success of the State’s tourism industry. RTOs are a valuable resource for operators and provide their members with a range of services including marketing, promotion and distribution. Some RTOs manage VICs. A full contact list of RTOs can be found in the [Queensland Tourism Industry Directory](http://www.kq.com.au/vics).

Tourism and Events Queensland encourages all VICs and tourism operators to become active with their RTO.
5.0 Financial Assistance

5.1 Types of Funding
Securing funding can assist with the successful implementation of a program or project. Funding may be sourced through a number of ways. Tourism and Events Queensland provides some resources to help in sourcing and securing funds.

5.2 Assistance in Obtaining Funding
Developed by Tourism and Events Queensland, The Grants Guide takes you through the four key steps to accessing grants, including finding the right grant for your project. In addition there are numerous tips and pointers on the art of writing grant applications. A copy of this guidebook is available online at www.tq.com.au/tad.

5.3 Funding Schemes Available to Tourism Organisations

5.3.1 Tourism Assistance Database
Tourism and Events Queensland’s Tourism Assistance Database (TAD) is an interactive website that directs the tourism industry to possible funding and assistance programs. TAD provides information on relevant funding programs and grants for the tourism industry plus advice, hints and tips on submitting a funding application.

The Tourism Assistance Database (TAD) is maintained by Tourism and Events Queensland and is updated quarterly.

For further information contact Our Community:
Telephone: (03) 9320 6800
Email: service@ourcommunity.com.au
Website: www.ourcommunity.com.au

The information contained in this section is indicative only, and is to be used as a referral only. Please contact the nominated funding or assistance agency directly regarding the eligibility of any particular application.

For information on potential funding sources visit www.tq.com.au/tad.
Regulatory Compliance

1.0 Introduction 65

2.0 Workplace Registration 65

3.0 Business Name Registration 65

4.0 Certificate of Incorporation 65

5.0 Australian Company Number (ACN) 66

6.0 Australian Business Number (ABN) 66

7.0 Licences and Permits 66
  7.1 Travel Agents Act 1998 67

8.0 Codes of Conduct and Legislation 67
  8.1 Codes of Conduct 67
  8.2 Tourism Accreditation Programs 67
    8.2.1 T-QUAL 67
  8.3 Business Rights and Responsibility - Fair Trading Legislation
    8.3.1 Avoiding Unfair Business Practices 68
    8.3.2 No Smoking 69

9.0 Staffing and Employment Regulations 69

10.0 Taxation Requirements 69
  10.1 Tax File Number (TFN) 69
  10.2 Goods and Services Tax (GST) 69
  10.3 Pay As You Go (PAYG) Tax 69
1.0 Introduction

All businesses must comply with a range of regulatory standards as required by Local, State and Federal governments as well as controlling industry bodies. VICs should thus have an understanding of the regulatory compliance issues, which are relevant to their business and be able to demonstrate compliance with these regulations.

Accompanying the VIC’s Business Plan should be a table including a number of regulatory compliance details (where applicable to the VIC).

Refer to the Section N: Appendices for a table of key regulations for VICs. This section of the Kit provides an overview of each of these regulatory requirements.

2.0 Workplace Registration

As of the 1st February 2005 Workplace Registration is no longer required. However a workplace is still subject to the provisions of the Workplace Health and Safety Act 1995. (See below for more details).

3.0 Business Name Registration

It is a requirement of the Business Names Act 1962 that any person who carries on a business under a name other than their own name must register their business name under the Act.

The prime purpose of the Business Names Act is to protect the public, by compelling people who do not carry on the business under their own name to register and thus provide a means whereby their identity and whereabouts can be readily ascertained.

It is recommended that VICs:
- trade under a ‘registered’ business name
- trade with the words ‘visitor information centre’ in your business name
- trade with the name of the town in the business name

Registering a business name provides protection for the business, as it ensures that no two businesses have the same name, or even similar sounding names. This is particularly beneficial for VICs, to ensure that ‘non-accredited’ VICs do not establish businesses with the same name as an ‘officially accredited’ VIC.

To register a business name:
The registration of business names is administered by Australian Securities & Investments Commission (ASIC) using their online service (ASIC Connect). There is an initial registration fee (payable on application) and an annual renewal fee.

Services available on ASIC Connect include:
- registering a business name
- renewing the registration of a business name
- cancelling or cancelling and transferring a business name
- ASIC Connect search – for searching the companies and other registers
- ASIC Connect search – for searching the business names register
- ASIC Connect business names – for updating business name details

For further information about business name registration or renewal contact ASIC:
Ph: 1300 300 630

4.0 Certificate of Incorporation

VICs who are independently operated by a volunteer association may need to become incorporated.

Associations are not required by law to become incorporated however under the Associations Incorporation Act 1981 any association that is not formed for the financial gain of members may choose to become incorporated. Incorporation is a system of registration that gives an association certain legal advantages in return for accepting certain legal responsibilities.

Once incorporated under the Act, an association is recognised as a legal entity separate from its members. The association then has all the powers of an individual and is legally able to do things in its own name such as own land, sign a lease or appear in court.
Upon incorporation, any assets, rights and liabilities of the unincorporated association become the assets, rights and liabilities of the incorporated association. Incorporation provides a fairly inexpensive protection for members against the possibility of being held personally responsible for the association’s debts or liabilities.

Copies of the application for incorporation as an association form can be downloaded from the Office of Fair Trading website. Completed copies of the form should be forwarded to the Queensland Office of Fair Trading (see contact details below). A certificate of incorporation is issued to incorporated associations.

**For further information, contact the Queensland Office of Fair Trading:**
Telephone: 13 74 68 (ask to be put through to the Office of Fair Trading)
Website: [www.fairtrading.qld.gov.au](http://www.fairtrading.qld.gov.au)

**5.0 Australian Company Number (ACN)**

If you decide that a company structure best suits your business, then you need to register as a company.

A company must operate under the Corporations Act 2001, which is administered by the Australian Securities and Investments Commission (ASIC), a Commonwealth Government agency. When a company is registered under the Corporations Act 2001 it is automatically registered as an Australian company. By registering a company name you have the advantage of having exclusive rights to that name in Australia, without having to register in each state.

It is highly recommended to seek independent professional advice to determine your individual VIC’s requirements.

Businesses that are not companies, for example, sole traders and partnerships, are required to register their business name with ASIC. Businesses which do not intend to operate under their company name, also need to register for a business name.

**For further information, contact:**
The Australian Securities and Investments Commission (ASIC) Client Contact Centre
Telephone: 1300 300 630
Email: email your question on line at [www.asic.gov.au](http://www.asic.gov.au) under the ‘contact us’ tab
Website: [www.asic.gov.au](http://www.asic.gov.au)

**Or contact the ASIC Queensland State Office:**
Telephone: (07) 3867 4700
Location: Level 20, Commonwealth Bank Building, and 240 Queen Street, Brisbane QLD 4000

**6.0 Australian Business Number (ABN)**

The Tax System Act 1999 introduced a new single business identifier - the Australian Business Number (ABN). The ABN is a unique 11 digit identifying number that businesses use when dealing with other businesses and the government.

Not everyone is entitled to an ABN. To be entitled to an ABN, you must be either:
- a company registered under Corporations Law in Australia,
- a government entity, or
- an entity that is carrying on an enterprise in Australia.

It is recommended to seek professional advice to determine whether your VIC requires an ABN.

An ABN can be applied for in the following ways:
- electronically through the [ABN](http://abr.business.gov.au) (Australian Business Register), to apply for an ABN only
- electronically through [www.business.gov.au](http://www.business.gov.au), where you can also attend to other legal obligations
- on a paper application, available by phoning the Australian Taxation Office

**For further information:**
- Australian Taxation Office (ATO) Info line on 13 28 66, or write to the ATO at PO Box 9990, Brisbane Q 4000

**7.0 Licences and Permits**

In the first instance check with the entity operating your VIC (in most cases that is, the Local Government or RTO) to determine exactly what licenses if any you need.

It is important to ascertain whether there are any licensing requirements, permits or regulations applicable to your VIC.

The simplest way to obtain information on all business-licensing requirements is to contact the Department of Tourism, Major Events, Small Business & Commonwealth Games (DTESB) – Business Support Unit.
7.1 The Travel Agents Act 1998

In accordance with The Travel Agents Act 1998 if a VIC establishes or operates a booking service, it may need to become licensed as a travel agent. This Act was introduced as a means of protecting consumers who may suffer a loss at the hands of travel agents. The Act requires any individual, partnership or company whose business involves arranging or selling travel or travel and accommodation to be licensed.

The following people do not need to be licensed:
- anyone whose business is restricted to the sale of domestic travel or domestic travel and accommodation combined and the gross annual turnover of the business does not exceed $50,000, (calculated on the total ticket costs - not just commissions received.)
- owners of vehicles and/or accommodation who are selling only their own travel or accommodation.
- employees of licensed travel agents.
- anyone who arranges or sells only day tours, such as excursions, sightseeing, where the tour does not extend overnight.
- persons who are licensed in a reciprocal state or territory (all states and territories except the Northern Territory) and who advertise in Queensland. This exemption does not apply if the person is physically in Queensland or operates through a travel agent licensed in Queensland. More information on Travel Agents licensing can be found at www.business.qld.gov.au.

8.0 Codes of Conduct and Legislation

8.1 Codes of Conduct

Codes of Conduct, Codes of Practices and/or Codes of Ethics are sets of guidelines and/or instructions concerning business activities or activities performed while doing business. Codes can range from setting out general statements of principle about how a business or industry will operate (such as the Franchising Code of Conduct) to the detailed listing of business practices that require compliance with specific standards (such as for the handling and disposal of hazardous chemicals).

First and foremost to a VIC is compliance with the standards defined in the Queensland VIC Signage Policy, as these can be considered to be a code of conduct for VICs who display the trademarked sign.

8.2 Tourism Accreditation Programs

Tourism accreditation is a voluntary process designed to establish and continually improve industry standards for conducting tourism businesses. As an ongoing process with an emphasis on business planning, operating systems and performance measurement, accreditation helps all tourism businesses improve their performance. Tourism operators must achieve the standards outlined in their relevant program to become accredited and show that their business practices ensure their services and products are of consistent quality and meet or exceed the expectations of their customers.

The Queensland Visitor Information Centre Policy is the accreditation program for VICs in Australia and is administered in Queensland by Tourism and Events Queensland.

The Queensland Government, through Tourism & Events Queensland, supports, encourages and acknowledges industry-led tourism accreditation.

A list of the Tourism Accreditation Programs can be found in Section N: Appendices.

8.2.1 T-QUAL

T-QUAL is an accreditation framework which recognises various accreditation programs which have attained a pre-determined standard. The standard is endorsed by the Federal Government, Tourism Australia and all State Tourism Organisations.
The T-QUAL tick identifies those tourism operators who are a member of an approved accreditation program. Tourism Australia and the various State Tourism Organisations are promoting the T-QUAL brand to visitors and travellers in Australia. The objective is for the T-QUAL brand to be recognised by consumers as a symbol of quality products and services. For more information go to [www.ret.gov.au/tqual](http://www.ret.gov.au/tqual).

### 8.3 Business Rights and Responsibility – Fair Trading Legislation

VICs should also be aware of the legal rights and responsibilities of the VIC and also the tourism ventures promoted by the VIC.

*For further details and information on relevant regulations, refer to Section N: Appendices.*

The Competition and Consumer Act 2010 (formerly the Trade Practices Act), enhances the welfare of Australians through the promotion of competition and fair trading and provision for consumer protection. Refer to the Australian Consumer Law – *Avoiding Unfair Business Practices* guide to understand a business’ responsibility under the law.

**8.3.1 Avoiding Unfair Business Practices**

**a) Misleading or Deceptive Conduct and False Representations**

Conduct which misleads or deceives consumers, or which is likely to mislead or deceive, is prohibited by Australian Consumer law,

Activities covered include:
- negotiations with customers, suppliers and competitors
- advertising and selling made verbally, printed, on television, internet or radio
- product labelling and packaging
- claiming an association with other organisations

The misleading or deceptive conduct may be through inadvertence or carelessness and need not be intentional.

It is therefore important to ensure the following:
- that reasonable grounds (i.e. based on fact) exist for making statements about a product or service
- that limitations or qualifications on promotional offers are properly explained
- that full price details of products or services are disclosed.

Representations made by businesses that falsely state their services are of a particular standard, quality, value or grade constitute an infringement. For example, representations that a hotel is “four star” or “has ultra modern facilities”, if incorrect, will be an infringement. These kinds of statements may clearly create the wrong impression in the mind of the consumer.

Representations such as “perfect holiday haven” or “once in a lifetime experience”, are considered “mere puffery” and would not constitute an infringing representation. They are expressions of opinion or non-specific phrases only and are not intended as accurate assertions.

Provided that exaggerated or incorrect statements of fact are not made, an infringement should not occur.

*Every effort must be made to advise customers of changes to advertised products and services and outdated promotional material should be withdrawn immediately.*

**b) Unconscionable Conduct**

Conduct by a business is considered unconscionable when it takes advantage of a weaker party’s vulnerability. This position of vulnerability may arise due to ignorance, inexperience, illiteracy, lack of language skills or education or a lack of explanation where one is necessary. Exploitation of these weaknesses by a stronger party may represent unconscionable conduct.

VICs should therefore be careful when dealing with persons in an inferior position, for example, overseas visitors with language difficulties, to ensure that these parties understand the nature of commercial dealings and that a full explanation of such dealings is provided. Use of unfair pressure or tactics to complete a sale, or failure to ensure full understanding when a customer is disadvantaged, will be severely frowned upon by Courts of Law.

For more information about Australian consumer law, refer to the Queensland Office of Fair Trading:
- Web: [www.fairtrading.qld.gov.au](http://www.fairtrading.qld.gov.au)
- Telephone: 13 74 68 (ask to be put through to the Office of Fair Trading)

See also the guide: [Avoiding Unfair Business Practices](#)

![Riverside Precinct Dining, Brisbane](image_url)
8.3.2 No Smoking
By law and popular demand the Queensland Government has introduced the nation’s toughest anti-smoking legislation.

Substantial penalties apply for failing to abide by the tobacco legislation. Under the law, it is not mandatory for VICS to display no smoking signs. However if VICS would like to voluntarily display no-smoking signs, free signs are available. Phone 13 74 68 and ask to be put through to Tobacco Laws.

Please note this is a summary only and should not be relied on solely without referring to the Queensland Government or the Queensland Health websites for further details.

10.1 Tax File Number (TFN)
A TFN is a unique number issued by the Tax Office to individuals and organisations. It is necessary to quote your TFN to government bodies, for example the Tax Office, when lodging income tax returns.

10.2 Goods and Services Tax (GST)
GST is a broad-based tax of 10 per cent on the sale of most goods and services and other things in Australia.

You must register for GST if your business has an annual turnover of $50,000 or more ($100,000 or more for non profit organisations)

10.3 Pay As You Go (PAYG) Tax
All employers must register for PAYG tax with the Australian Taxation Office. The PAYG system (Pay As You Go) is the way salary and wage earners pay their tax and Medicare levy through instalments deducted from their pay.

PAYG withholding is a legal requirement to withhold amounts for income tax purposes.

Further information on the Tobacco and Other Smoking Products Amendment Act 2004 is also available on the Queensland Health website:
Workplace Health and Safety

1.0 Workplace Health and Safety Act (2011) 71

2.0 Workplace Health and Safety issues to be included in the VIC’s Operations Manual 71

3.0 Appointment of a Workplace Health and Safety Officer 72
1.0 Workplace Health and Safety Act (2011)

Creating a safe work place should be a priority for any organisation or VIC. By implementing Workplace Health and Safety procedures, workers have guidelines to adhere to and the organisation is covered in the event of potential workplace incidents.

The Workplace Health and Safety Act (2011) places an obligation on every person associated with a workplace to ensure his or her own workplace health and safety and the health and safety of others associated with the work place. The Act applies to all workplaces and workplace activities including VICs.

The Workplace is defined as: A place where work is carried out for a business or undertaking and includes any place where a worker goes, or is likely to be, while at work.

A Worker is defined as: The person who carries out work in any capacity for a person conducting a business or undertaking, including work as an employee or a volunteer.

Under the Act, VICs are considered a ‘workplace’ and a person may be a ‘worker’ even though the person is not being paid for the work being done by that person. Clearly, VICs have an obligation under the Act to fulfil workplace health and safety issues as prescribed in the Act.

Even if the Local Government operates your VIC you need to be aware of the regulations. Take a look at the current Workplace Health and Safety legislation (visit www.justice.qld.gov.au and select the “Workplace health and safety” tab) or phone Fair and Safe Work Queensland on 1300 369 915.

2.0 Workplace Health and Safety issues to be included in the VIC’s Operations Manual

To ensure VIC workplace health and safety, a number of specific safety issues should be covered in the VIC Operations Manual:

Fire Emergency Plan
VICs are to develop a fire emergency plan consistent with local government and WorkCover requirements.

Fire Extinguisher Register
VICs must have a Fire Extinguisher Register which provides details on the type of fire extinguishers, when they were purchased and the service company.

Risk Management
The Workplace Health and Safety Risk Management Advisory Standard 2000 applies to all Queensland workplaces covered by the Workplace Health and Safety Act 2011. This advisory standard describes a five-step process (known as the risk management process) for managing exposure to health and safety risks that can arise from workplace hazards.

VICs need to develop a Risk Management Plan consistent with local government, WorkCover and Work Place Health and Safety requirements. The risk management process can be used to decide what first aid equipment, facilities and people are needed in a workplace to respond to illness or injury.

This planning process can also form part of the VIC’s crisis management planning process.

Employers should follow the following five steps in relation to risk management:
- identify the hazards that may cause an injury or illness
- assess the risk, type and extent of work injuries and work caused illnesses that may occur. This can be done through considering the likelihood and consequences of an incident occurring.
- decide on the appropriate control measures. This step may include eliminating the risk, or providing the first aid equipment, facilities, services (including trained people) to address the injuries or illnesses that may occur.
- implement the chosen measures. This may involve developing work procedures as well as communicating, training and supervising the employee to ensure that the facilities and services are being used effectively to manage risks.
- monitor and review the control measures that have been implemented to ensure they continue to meet requirements.

Examples of the general risks that need to be managed include:
- mechanical: tripping hazards
- physical: inappropriate furniture eg. chairs, heavy lifting.
- chemical: paints, cleaners and solvents
- psychological: working under pressure and stress, including during crisis events
- organisational: breach of security, litigation, customer dissatisfaction, fraud

More information on the process of risk management can be accessed from:
www.business.qld.gov.au (search “risk management”)

Other workplace health and safety issues that need to be referenced in the Operations Manual include:

First Aid Kit
An approved St John Ambulance or other endorsed First Aid Kit must be available and accessible at all times. The St John Ambulance website provides details of items to be contained in a First Aid Kit.
First Aid Training
In Queensland the Red Cross and St John Ambulance are two agencies that offer training in first aid.

For further information on first aid training courses run by these agencies contact:

- **Red Cross**
  - Website: [www.redcross.org.au](http://www.redcross.org.au)
  - Email: qldredcross@redcross.org.au
  - Phone: 1300 367 428

- **St John Ambulance**
  - Email: enquiries@stjohnqld.com.au
  - Phone: (07) 3253 0500 or 1300 360 455

First Aid Within the Centre
Names and contact details of VIC staff who are trained in first aid are to be included in the Operations Manual and displayed where the First Aid Kit is located.

Accident Log Book
An Accident Log Book is to be kept by the VIC. Staff must register and record all injuries and first aid treatments that occur in the VIC or on the grounds. It must be designed in a fashion to ensure consistency with the requirements of local government and the VIC’s insurer.

Emergency Procedures
An emergency procedures plan is to be developed to meet local government, Work Cover and Workplace Health and Safety requirements.

Emergency Evacuation Chart
Emergency evacuation charts must be prominently displayed within the VIC. Contact your insurance broker to ensure that correct information is displayed for safety and insurance policy requirements.

Emergency Telephone Number:
Emergency telephone numbers are to be kept current and prominently displayed close to all telephones, including public telephones inside and outside of the VIC. As a minimum, these must include:
- police
- ambulance
- hospital
- fire brigade
- local Government
- VIC Manager (after hours - staff use only)
- State Emergency Service

Security Plan
VICs must document their security procedures. Security Plans are to be developed consistent with local government, Workplace Health and Safety and WorkCover requirements. Issues to be covered include:
- break-in procedures
- working alone guidelines
- reporting of suspicious behaviour
- ‘out of bounds areas’ for the public.

Workplace Harassment
VICs must consider the importance of creating a workplace which is free of workplace harassment. In any workplace there are bound to be occasional differences of opinion, conflicts and problems in working relationships. However, if the workplace behaviour is repeated, unwelcomed and unsolicited, and offends, intimidates, humiliates or threatens a person, then workplace harassment exists and action must be taken to stop the behaviour. One way in which VICs can signal their commitment to having a harassment free workplace is through the creation of a workplace harassment policy.

For further information on workplace harassment and the creation of a policy visit:
Web: [www.justice.qld.gov.au](http://www.justice.qld.gov.au) and select the “Workplace health and safety” tab)

Refer to the example VIC Workplace Health and Safety Plan in Section M: Templates

NOTE: this is an example only and you should adjust accordingly to suit your VIC.

3.0 Appointment of a Workplace Health and Safety Officer
Workers can elect co-workers to represent them on health and safety issues and no special qualifications or experience is required to be a representative.

A qualified Health and Safety Officer need only be appointed:
- when there are 30 or more workers normally employed at a workplace (i.e. for a total of 40 days or more per year);
- if there are fewer than 30 workers and the employer or principal contractor considers it necessary.

The VIC’s Operations Manual should include details on the VIC’s Health and Safety Officer (if required) and appropriate training for this Officer.

Workplace Health and Safety Officers duties include:
- advising the employer of the overall state of health and safety of the workplace
- inspecting the workplace for hazards and unsafe or unsatisfactory work practices or conditions
- educating workers about workplace health and safety
- investigating workplace incidents
- supporting inspectors in their duties
1.0 Introduction

2.0 Professional Indemnity Insurance
2.1 Are VICs Exposed to Potential Litigation Arising from their Activities?
2.2 Do VICs Have Adequate Resources to Fund and Manage any such Litigation?
2.3 Is appropriate Professional Indemnity Insurance available?
2.4 Are VICs Owned/Operated by a Local Government Authority Covered by Their Professional Indemnity Policy?
2.5 Types of Claims

3.0 Public Liability Insurance
3.1 What is Public and Products Liability Insurance?
3.2 Do VICs Need Public and Products Liability Insurance? How Much?

4.0 Workers Compensation Insurance
4.1 WorkCover Queensland
4.2 Workers Compensation Insurance
1.0 Introduction
The VIC Manager should check with their LGA, RTO or owner to determine what insurances are currently in place to which the VIC can be added.

The VIC should have as a minimum:
- Public Liability
- Volunteers Liability
- Professional Indemnity
- Workers Compensation Cover

Privately run VICS must have the above insurances in their own name.

Note that volunteers must be included in all relevant insurances. Check that all staff, including volunteers, are covered even when off site (for example, on a familiarisation tour).

The VIC should have current copies of these policies in the Operations Manual.

2.0 Professional Indemnity Insurance
Professional indemnity insurance covers wrongful acts, errors, omission and advice. VICS should be aware of several important points relating to professional indemnity insurance and their operation.

2.1 Are VICS Exposed to Potential Litigation Arising from Their Activities?
Yes
VICS provide a wide variety of services for both the travelling public and other organisations wishing to promote themselves or their region to the travelling public in some way. In addition to providing a convenient outlet for brochures and the like, VICS activities range from the more common booking service to arranging conferences or special events to acting as a tour operators or guides.

If a centre provides information or advice to others knowing that the information or advice will be or is likely to be relied upon, that VIC has a duty of care under both the common law and consumer law to ensure that the information or advice is free from errors or omission and is not misleading.

If the recipient of that information or advice suffers a loss as a result of relying upon that information or advice, the centre may be held liable to pay 'damages' to the recipient for that loss.

2.2 Do VICS Have Adequate Resources to Fund and Manage any such Litigation?
Probably not
Professional liability litigation is usually a complex, time-consuming process involving many hours of specialist legal advice. It is not unusual for even relatively ‘simple’ professional indemnity claims to last for two or even three years. As one can easily imagine, legal costs incurred run into the tens of thousands of dollars very quickly.

Most VICS operate on a fairly tight financial budget, with little room for the type of ‘contingency funds’ required to defend a professional indemnity claim.

2.3 Is Appropriate Professional Indemnity Insurance Available?
Yes
VICS can obtain professional indemnity insurance cover in respect of their centre’s ‘civil liability’ arising in their conduct as a VIC. Cover includes claims which allege:
- breach of duty (including a duty of confidentiality)
- defamation (libel and slander)
- loss of or damage to documents in the centre’s physical custody or control
- dishonest, fraudulent, criminal or malicious acts or omissions of an Employee or Principal of the Centre (no cover to person committing such acts or omissions)
- infringement of patent copyright, design or trademark
- breaches of the Trade Practices Acts 1974, including Section 52 regarding misleading or deceptive conduct

A professional indemnity insurance policy can also provide cover for ‘Claim Investigation Costs’ and costs associated with Disciplinary Proceedings and Enquiries. If the Courts determined that a centre was liable to pay damages to an aggrieved customer in respect of a claim arising from information or advice provided by the centre, the centre’s Professional Indemnity Insurance policy would indemnify them for that liability. The centre’s Professional Indemnity Insurance could also indemnify the centre for the cost of defending that legal action.

2.4 Are VICS Owned/Operated by a Local Government Authority Covered by their Professional Indemnity Policy?
Maybe
This would depend on the individual insurance policy. It is recommended that any VIC which is depending on this arrangement gain confirmation in writing that the particular VIC has been included in the LGA’s policy.

2.5 Types of Claims
There is always the possibility that errors or omissions may occur, such as a double booking or a conference centre not being the most appropriate venue, and so the need for this type of insurance certainly exists to cover the genuine mistake.
However, in considering the issue of claims, it is worth commenting on the not so obvious, yet equally distressing topic of ‘spurious’ claims, often referred to as ‘ambit’ claims. These are the claims brought by ‘vexatious’ customers who feel that they have been unjustly dealt with or that the VIC caused their loss. Examples might include: a tour operator’s financial failure, or personal injury sustained while on an excursion advertised by the centre.

To all concerned it may be clear that the allegations made against the VIC are totally unfounded. Unfortunately, if the customer does serve a writ upon the centre (which is often the case), the claim must be defended - which as everyone knows is a costly process. The Court may decide in favour of the VIC and award ‘costs’ against the customer/plaintiff (ie direct the customer/plaintiff to pay the Centre’s legal costs), but if the customer/plaintiff is unable to pay (ie short of money), the VIC would be left out of pocket. The burden of those defences may, in turn, prove too great and create significant financial distress for the Centre, possibly causing it to close.

The VIC should check that their Professional Risks Insurance policy also indemnifies the centre against such ‘spurious’ claims.

3.0 Public Liability Insurance

3.1 What is Public and Products Liability Insurance?
Public and products liability insurance is designed to protect your business against claims by third parties for negligent acts, caused by you or your employees, which result in bodily injury to members of the public or damage to their property.

3.2 Do VICs Need Public and Products Liability Insurance? How Much?
Public liability insurance is required by any business, profession or organisation which can directly or indirectly pose a danger to members of the public or their property. It is a requirement of the Queensland VIC Signage Policy that VICs must have a minimum of $10 million public liability insurance cover.

(VIC Signage Policy essential criterion 1.1 Business & Management)

The type of cover required depends on your VIC. You may require public liability only or both public and products liability. Public liability protects against claims for bodily injury or damage to property, occurring in connection with your business, where you have a legal liability to pay. Products liability, on the other hand, protects against claims for bodily injury or damage to property resulting from goods manufactured, sold or supplied, where you have a legal liability to pay.

Generally speaking, the insurance company will pay for all legal costs incurred, with their consent, in the settlement or defence of your claim.

Your legal liability, as owner or operator of machines while on your premises, is covered.

If you have other people’s goods in your legal and physical control, your policy can be extended to cover your liability for damage to goods other than your own, which are in your legal or physical control.

This advice is of a general nature. For more specific information contact your insurance agent or broker.

4.0 Workers Compensation Insurance

4.1 WorkCover Queensland
WorkCover Queensland is a statutory body established under the WorkCover Queensland Act 1996. WorkCover is overseen by a Board of Directors which reports to the Attorney General and Minister for Justice. Under WorkCover, an employer is legally obliged to hold a WorkCover Insurance Policy for Workers to cover the cost of compensating a worker who is injured at work.

By paying a premium each year, a WorkCover Insurance Policy for Workers covers the employer for statutory compensation claims and damages claims.

A Worker is defined as a person who:

- performs work under a contract of service for another person, and
- is a pay-as-you-earn (PAYE) taxpayer for this work.

4.2 Workers Compensation Insurance
Workers Compensation Insurance is applicable to VICs and the volunteer component of their operation. Under the WorkCover Queensland Act 1996, WorkCover may enter into a contract of Insurance with a non-profit organisation, for example, VICs. This coverage includes ‘a person in a voluntary or honorary position with the organisation (ie a volunteer)’. However, WorkCover Queensland has indicated that they do not, as a matter of course, insure volunteers or volunteer organisations. They assess the risk and other factors and then determine whether cover will be provided. There are private companies who do provide cover for volunteer organisations.

For further information, contact WorkCover Queensland:
Telephone: 1300 362 128
Email: info@workcoverqld.com.au
Web: www.workcoverqld.com.au
Resources

Introduction Resources  7
Primary Information Resources  7
Supporting Information Resources  83
INTRODUCTION

Page 2  VIC Signage Policy

Page 2  VIC i Sign Style Guide

Page 2  List of Accredited Queensland VICs

Page 2  Map of Accredited QLD VICs

Page 2  VIC Signage Policy Application Form

PRIMARY INFORMATION - A: Business Plan – Guidelines

Page 5  1.2 Developing the Business Plan
Planning templates (in the box, bottom of the page):

Page 6  3.0 Market Focus and Performance
www.tq.com.au/research

Page 8  7.1 Adopting Environmental Practices / Sustainability
Checklist:

Page 8  7.1 Sustainability Fact Sheets:
Policies and practices:
Energy:
CO2:
Water:
Waste:

Other Helpful Resources:
Big Marketing Guide, Section 9 – Sustainability:
Better Business Guide:
Sustainable Tourism:
Environmental Planning:

Page 8
7.2 Environmental Support Programs:
Certification Program Matrix:

Page 8
Environmental Support Programs:
Benchmarking and Certification (in the box)

Page 8
7.3 Crisis Management and Business Continuity (in the box)
Case Study (Risk Management Resources)

Page 9
7.3 Video:
http://www.youtube.com/watch?v=lOPsqE9_QrY&feature=youtu.be

Page 9
7.3 Crisis Management and Business Continuity (in the box)
Risk Management Resources:

Page 9
7.3 Weather Proof Your Business Toolkit:

PRIMARY INFORMATION - B: Marketing and Public Relations – Guidelines

Page 11
1.2 Marketing Action Plan, Writing your Marketing Plan:

Page 12
1.3 Marketing Objectives & Strategies / Marketing Action Plan:
Big Marketing Guide
1.4 Target Markets
In the box:

1.5 Market Research
RTO:
TEQ's Research Team:

1.6 Avoiding Unfair Business Practices

1.7 Public Relations (in the box)
The Big Marketing Guide – Section 3:

1.9 Digital Marketing
Note 1: Travel Insurance News

1.9.2 Mobile (in the box)
Why should I go online?

1.9.3 SEO (Search Engine Optimisation)

1.9.2 Mobile
Note 2: Sydney Morning Herald

1.9.6 Blogging
Tourism and Events Queensland's blog
http://blog.queensland.com/

1.9.8 QR Codes
www.qrstuff.com

1.9.10 E-Marketing
(In the box, bottom of the page)
### Supporting Information: Section L

#### Page 18

**1.9.11 Monitoring and Measuring**

(In the box: Reporting)


**1.10 GPS Location of your VIC**

http://itouchmap.com/latlong.html

**1.11 Leveraging Tourism Partners**

RTOs:


LTOs:


VIC Network:


Download list of VICS


#### Page 19

**2.0 Using the Italicised i Sign**

VIC Style Guide:


#### Page 19, 20

**3.0 ATDW – Australian Tourism Data Warehouse**

ATDW Website:


myATDW User Guides:


#### Page 20

**4.0 VIC Case Studies**

The Big Marketing Guide:


Promote Your Tourism Business:


Destination Marketing:


International Marketing:

http://www.tq.com.au/marketing/international-marketing/international-marketing_home.cfm

Online Marketing:

http://www.tq.com.au/marketing/online-marketing/online-marketing_home.cfm

ATDW:


myATDW:

TEQ Online Booking:  
http://www.tq.com.au/marketing/online-booking/online-booking_home.cfm

TEQ’s domestic marketing segmentation – Understanding our consumer:  

Tourism E-Kit:  

Tourism Australia:  

Marketing Plan guides:  

**PRIMARY INFORMATION - C: Operations Manual - Guidelines**

Page 25  
2.4 Booking Procedures for Tourism Product
The Wiz:  

Book Easy:  
http://www.bookeasy.com

V3:  
http://www.v3leisure.com

Ticketmates:  

Page 26  
2.4 Travel Agents Act 1988:  

Page 29  
2.10 Hours of Operation
RACQ:  
http://www.racq.com.au

Page 29  
2.11.7 Display After Hours Information  
http://www.racq.com.au

Page 30  
End of 2.11 Information Resources
VIC Style Guide  

**PRIMARY INFORMATION - D: Staff Induction, Training and Professional Development**

Page 39  
6.0 What Training do My Centre Staff and I Need?
Digital Ready Program:  

Weatherproofing Your Business:  

Volunteering Queensland  
http://www.volunteeringqld.org.au
<table>
<thead>
<tr>
<th>Page</th>
<th>Supporting Information: Section L</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>8.1.2 Volunteering Queensland</td>
</tr>
<tr>
<td>41</td>
<td>8.1.3 Technical and Further Education (TAFE)</td>
</tr>
<tr>
<td>41</td>
<td>8.1.4 QTIC</td>
</tr>
<tr>
<td>41</td>
<td>8.1.5 Other Training Options</td>
</tr>
<tr>
<td></td>
<td>Chamber of Commerce and Industry Queensland (CCIQ)</td>
</tr>
<tr>
<td></td>
<td>Department of Education, Training &amp; Employment</td>
</tr>
</tbody>
</table>

**PRIMARY INFORMATION - E: Customer Service**

<table>
<thead>
<tr>
<th>Page</th>
<th>3.1 Aussie Host</th>
</tr>
</thead>
<tbody>
<tr>
<td>44</td>
<td>3.2 Online Training</td>
</tr>
<tr>
<td></td>
<td>Queensland Government’s Business and Industry Portal</td>
</tr>
<tr>
<td>44</td>
<td>4.0 The Wiz</td>
</tr>
<tr>
<td>45</td>
<td>4.0 BookEasy</td>
</tr>
<tr>
<td></td>
<td><a href="Support@bookeasy.com.au">Support@bookeasy.com.au</a></td>
</tr>
<tr>
<td></td>
<td><a href="www.bookeasy.com">www.bookeasy.com</a></td>
</tr>
<tr>
<td>45</td>
<td>4.0 V3</td>
</tr>
<tr>
<td></td>
<td><a href="v3sales@v3sales.com">v3sales@v3sales.com</a></td>
</tr>
<tr>
<td></td>
<td><a href="www.v3leisure.com">www.v3leisure.com</a></td>
</tr>
<tr>
<td>45</td>
<td>4.0 Ticketmates</td>
</tr>
<tr>
<td>45</td>
<td>(In the box)</td>
</tr>
<tr>
<td></td>
<td>Digital Ready Training Module</td>
</tr>
<tr>
<td></td>
<td>Online bookings training tutorials – Tourism e-kit</td>
</tr>
<tr>
<td></td>
<td>The Wiz</td>
</tr>
</tbody>
</table>
PRIMARY INFORMATION - F: Collection of Visitor Data

Page 50  1.0 Visitor Information Data Collection
Guidelines for Research Objective:

Page 50  4.0 Guest Book Template
Survey Monkey
www.surveymonkey.com

SUPPORTING INFORMATION - H: Funding, Assistance and Information Sources

Page 61  2.1 Queensland Tourism Industry Directory

Page 61  3.1 Business information:
Federal Business Entry Point:
http://www.business.gov.au
Business Information by Queensland State Government
http://www.business.qld.gov.au
GOBIS:
PlanSMART kit:
Tourism Pathways:

Page 61  3.2 Information on Road Conditions
Queensland Government:
RACQ:

Page 62  3.3 Royal Automobile Club of Queensland (RACQ)
www.racq.com.au

Page 62  3.4 Tourism and Events Queensland

Page 62  3.5 Industry News
www.tq.com.au

Page 62  3.6 Regional Tourism Organisations (RTOs)

Page 62  3.7 Queensland Information Centres Association (QICA)
http://www.qica.com.au
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Page 63</td>
<td>5.3.3 Our Community</td>
<td><a href="http://www.ourcommunity.com.au">www.ourcommunity.com.au</a></td>
</tr>
<tr>
<td></td>
<td><strong>SUPPORTING INFORMATION - I: Regulatory Compliance</strong></td>
<td></td>
</tr>
<tr>
<td>Page 66</td>
<td>5.0 Australian Company Number (CAN)</td>
<td><a href="http://www.asic.gov.au">http://www.asic.gov.au</a></td>
</tr>
</tbody>
</table>
SUPPORTING INFORMATION - J: Workplace Health & Safety

Page 71  1.0 Workplace Health & Safety Act (2011)

Page 71  2.0 Workplace Health and Safety issues to be included in the VIC’s Operations Manual
In the box: Risk Management
First Aid Kit:
http://secure.stjohnqld.com.au

Page 72  2.0 Workplace Health and Safety issues to be included in the VIC’s Operations Manual
First Aid Training:

Page 72  2.0 Workplace Harassment / Workplace Health & Safety Website:

SUPPORTING INFORMATION - K: Insurance

Page 75  4.0 Workers Compensation Insurance
www.workcoverqld.com.au

SpaQ at QT, Gold Coast
# Templates

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section A</td>
<td>Program of Actions and Operational Budget</td>
<td>87</td>
</tr>
<tr>
<td>Section B</td>
<td>Marketing Action Plan</td>
<td>89</td>
</tr>
<tr>
<td>Section C</td>
<td>Ring a VIC a week</td>
<td>90</td>
</tr>
<tr>
<td>Section C</td>
<td>Feedback Form</td>
<td>91</td>
</tr>
<tr>
<td>Section C</td>
<td>Induction Checklist</td>
<td>92</td>
</tr>
<tr>
<td>Section D</td>
<td>Position Description Template</td>
<td>94</td>
</tr>
<tr>
<td>Section D</td>
<td>Annual Commitment Agreement</td>
<td>96</td>
</tr>
<tr>
<td>Section F</td>
<td>VIC Data Collection</td>
<td>97</td>
</tr>
<tr>
<td>Section F</td>
<td>Guest Book Template</td>
<td>98</td>
</tr>
<tr>
<td>Section F</td>
<td>Shortened Version Survey (supplied by TEQ)</td>
<td>99</td>
</tr>
<tr>
<td>Section F</td>
<td>Detailed Version Survey (supplied by TEQ)</td>
<td>100</td>
</tr>
<tr>
<td>Section J</td>
<td>Workplace Health and Safety</td>
<td>103</td>
</tr>
</tbody>
</table>

For electronic versions of this template, please contact the VIC Secretariat at info@visitqueensland.com.au.
Program of Actions and Operational Budget

<table>
<thead>
<tr>
<th>Program of Actions for Visitor Information Centre</th>
<th>Resources Required</th>
<th>Specific Outcome</th>
<th>Who's Responsible</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Events Calendar</td>
<td>Purchase &amp; install of brochure racks beneath the notice board outside the building</td>
<td>Install of new brochure rack for regional brochures</td>
<td>VIC Manager, Brochure Team Leader</td>
<td>$250</td>
</tr>
<tr>
<td>Weekly Media Release</td>
<td>Promotion of the trademarked sign</td>
<td>Development, purchase &amp; install of an Events Notice and After-hours Notice Display Board</td>
<td>VIC Manager, Brochure Team Leader</td>
<td></td>
</tr>
<tr>
<td>Professional Development Initiatives for VIC Manager and key staff</td>
<td>Place ad in RTO travel planner</td>
<td>Development of structured staff induction program</td>
<td>VIC Manager, Brochure Team Leader</td>
<td></td>
</tr>
<tr>
<td>Development of structured staff induction program</td>
<td>Professional Development Initiatives for VIC Manager and key staff</td>
<td>Name badges for permanent staff</td>
<td>VIC Manager, Brochure Team Leader</td>
<td></td>
</tr>
<tr>
<td>Participation &amp; Contribution to Regional VIC Manager Meetings</td>
<td>Installation of new brochure rack for regional brochures</td>
<td>Network with other VICs and Industry</td>
<td>VIC Manager, Brochure Team Leader</td>
<td></td>
</tr>
<tr>
<td>Network with other VICs and Industry</td>
<td></td>
<td></td>
<td>VIC Manager, Brochure Team Leader</td>
<td></td>
</tr>
<tr>
<td>Membership of RTO</td>
<td></td>
<td></td>
<td>VIC Manager, Brochure Team Leader</td>
<td></td>
</tr>
<tr>
<td>Attendance at industry forums and functions</td>
<td></td>
<td></td>
<td>VIC Manager, Brochure Team Leader</td>
<td></td>
</tr>
<tr>
<td>QICA Membership</td>
<td></td>
<td></td>
<td>VIC Manager, Brochure Team Leader</td>
<td></td>
</tr>
</tbody>
</table>

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[Add this amount to the “Expenditure” on the “Operational Budget”]
<table>
<thead>
<tr>
<th>Income</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Government Authority</td>
<td>Program of Actions (total)</td>
</tr>
<tr>
<td>Regional Tourism Organisation</td>
<td>Rent</td>
</tr>
<tr>
<td>Income from Membership Fees</td>
<td>Tea &amp; Coffee facilities</td>
</tr>
<tr>
<td>Income from Brochure Distribution</td>
<td>Electricity, Water</td>
</tr>
<tr>
<td>Chamber of Commerce Contribution</td>
<td>Security</td>
</tr>
<tr>
<td>Event Organisation</td>
<td>Rates</td>
</tr>
<tr>
<td>Other Income Sources (list):</td>
<td>Operating Costs:</td>
</tr>
<tr>
<td></td>
<td>Staff wages and salaries</td>
</tr>
<tr>
<td></td>
<td>Volunteer Expenses</td>
</tr>
<tr>
<td></td>
<td>Telephone, fax post, etc</td>
</tr>
<tr>
<td></td>
<td>Internet Connection</td>
</tr>
<tr>
<td></td>
<td>Stationary and office supplies</td>
</tr>
<tr>
<td></td>
<td>Office equipment rental and maintenance</td>
</tr>
<tr>
<td></td>
<td>Other Operational Expense</td>
</tr>
</tbody>
</table>

**TOTAL INCOME**

**TOTAL EXPENDITURE**

References / Notes:

For an electronic version of this template, please contact the VIC Secretariat at info@visitqueensland.com.au
<table>
<thead>
<tr>
<th>Program of Actions / Activity</th>
<th>Resources Required</th>
<th>Cost</th>
<th>Who’s Responsible</th>
<th>Expected Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous 12 months Milestones</td>
<td>e.g. purchase &amp; install brochure racks beneath the notice board, outside the building</td>
<td>the racks, metal strips, mounting brackets</td>
<td>$250</td>
<td>VIC Manager, Team Leader</td>
</tr>
<tr>
<td>Online Marketing</td>
<td>e.g. set up blog site and create a Facebook page to communicate with past and potential visitors</td>
<td>e.g. create an e-newsletter to communicate news about the region and promotional campaigns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications</td>
<td>e.g. advertising in regional brochure, Jasons Accommodation guide</td>
<td>e.g. produce a local attractions guide</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Marketing to Operators</td>
<td>e.g. VIC representative to visit operators, build rapport</td>
<td>e.g. conduct or invite operators to conduct inhouse training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merchandise</td>
<td>e.g. print &amp; sell shirts promoting region, approach local arts and crafts producers to sell their unique local products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Networking with other VICs and Industry</td>
<td>e.g. 'Ring a VIC a week' to learn more about another region</td>
<td>e.g. Host '5 Vics in 5 days' cycling fund raiser</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future Goals and Actions</td>
<td>e.g. lobby council for larger carpark</td>
<td>e.g. install free Wi-Fi</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ring a VIC a week


Include websites where possible

<table>
<thead>
<tr>
<th>Name of VIC</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Location in QLD</th>
<th>Train</th>
<th>Bus</th>
<th>Fly</th>
<th>Drive</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Getting there from Brisbane (use websites where possible)</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Getting around the region (public transport)</th>
<th>Number of paid employees</th>
<th>Number of volunteers</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Staffing of VIC:</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Does the VIC book these on behalf of visitors</th>
<th>Tours</th>
<th>Events</th>
<th>Attractions</th>
<th>Accommodation</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Top 2 Local Tours</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Top 2 Main Attractions</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Name 3 Local Events</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Accommodation (recommend one of each)</th>
<th>Motel</th>
<th>Unit / Apartment</th>
<th>B &amp; B</th>
<th>Caravan Parks / Camping</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>What are the top 5 reasons visitors visit your region</th>
<th></th>
</tr>
</thead>
</table>

I spoke with ______________________

and he/she has worked / volunteered at this VIC for ___________ years.

Signed: _________________________

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Feedback Form

The <insert VIC Name> works to promotes the <insert area name> and surrounding regions, by providing friendly and accurate information to enhance the visitor experience and encourage visitors to stay longer.

As such we like to know what our visitors think of the service we provide, what we do well and what we can improve upon.

If you could spare a moment to share your thoughts about us, it would be much appreciated.

Date:    ____/____/____
Your Name: _____________________________________________________________
Phone: ______________________  Email: ____________________________________
Your Postcode:________________   Reason for Travel: __________________________
Your Comments:
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________

Returning this form:
• Ask to see the Manager, hand the form to him/her
• Post this form to:
  VIC Manager
  <insert VIC address>

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## Induction Checklist

<table>
<thead>
<tr>
<th>Name:</th>
<th>Position:</th>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor Name:</td>
<td>Start Date:</td>
<td></td>
</tr>
</tbody>
</table>

**Note: Use this as a guide, you may need to include other information relevant to your VIC**

<table>
<thead>
<tr>
<th>Date &amp; Initial</th>
<th></th>
</tr>
</thead>
</table>

1. **Explain health and safety laws in Queensland**
   - Employer has a legal obligation for workers including paid staff and volunteers and visitors
   - Workers have a legal obligation for self, fellow workers and visitors
   - Employer expects worker to use the PPE, which has been provided, and they have been trained to use it
   - [name of VIC / Council] Workplace Health and Safety policies and procedures read and understood

2. **How to report an incident, injury or hazard**
   - If you are injured, no matter how minor, report it immediately to your supervisor/VIC manager
   - If you see something unsafe, report it to your supervisor/VIC manager
   - The first aid officer / emergency warden is:
   - The fire safety warden can be contacted on phone:
   - [name of VIC / Council] Incident and Hazard Reporting and Investigation Procedures and Incident and Hazard Report Form read and understood

3. **Emergency Evacuation**
   - Explain what to do if a fire breaks out or an emergency evacuation is required
   - Explain how to activate the fire alarms
   - [name of VIC / Council] Fire and Evacuation Policy and Procedure read and understood

4. **Take new worker for a worksite tour, show them:**
   - Toilets / sink / showers / Kitchen / coffee, vending machines, drinking water
   - Location and use of Office Equipment (e.g. Photocopier, fax, answer phones)
   - Fire extinguishers, fire hoses, fire blankets, fire exits, exits, break glass alarms
   - Assembly point (where to go if evacuating)
   - Brochure Storage area
   - Loading Dock
   - Fire aid kit location
   - Workplace hazard signs and what they mean
   - Dangerous areas in the workplace (slips, trips, falls)
   - Areas where workers can smoke
   - Introduce them to the first aid officer / emergency warden
   - Fridge for storage of morning tea / lunch
   - Housekeeping responsibilities
   - Security and building access

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# Induction Checklist

Tick off each item and enter the date and initial of person being inducted as a record of completion.

<table>
<thead>
<tr>
<th>Date &amp; Initial</th>
</tr>
</thead>
</table>

### 5. How to lift, carry and put things down safely
- Show how to size up an object before trying to lift it
- Show how to lift properly (knees bent, back straight)
- Explain risks of improper lifting
- Get worker to demonstrate correct lifting procedure
- Show employee how to operate appropriate materials handling equipment
- “Pick up Tips” information sheet read and understood

### 6. How to deal with hazardous substances
- Show worker where hazardous substances are stored
- Explain any important storage details
- Show worker where the Material Safety Data Sheet (MSDS) register is kept (if required by your council and applicable to your VIC)
- Show the staff member an MSDS (if required by your council and applicable to your VIC)
- Ask worker to read an MSDS and explain the information contained on it (if required by your council and applicable to your VIC)

### 7. Documents
- Provide worker with Operations Manual
- Provide worker with Employment Agreement
- Provide worker with Confidentiality Policy

### 8. Code of Conduct
- [NAME OF VIC / COUNCIL] Code of Conduct read and understood

### 9. Paid Staff and Volunteers are to provide a copy of their current drivers licence
- License Number:

### 10. Other

- 
- 
- 
- 
- 

Induction sign off:

<table>
<thead>
<tr>
<th>Date:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Employee Signature:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Supervisor’s Signature:</th>
</tr>
</thead>
</table>
Position Description

Position: 
Type of employment: <Full-Time/Part-Time/Casual>
Reporting to: <person's name, position>
Length of term: 
Probationary Period: 
Performance Review: 
Date: 

Overview of <Business Name>
<A brief overview about the business / VIC>

Purpose of Position
<e.g To provide visitors to the VIC with information or products that will assist with their travel plans. To recognise all customers and provide them with exemplary customer service that will ensure repeat business from existing and potential customers.>

Skills and Experience:

<table>
<thead>
<tr>
<th>Essential:</th>
<th>Desirable:</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. Must like dealing with the public</td>
<td>e.g. A second language</td>
</tr>
<tr>
<td>Initiative, drive and passion</td>
<td>Previous experience in the travel and/or hospitality industry</td>
</tr>
<tr>
<td>Ability to work co-operatively as part of a small team</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Key Requirements</th>
<th>Performance Standards</th>
<th>Control Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Service</strong>&lt;br&gt;e.g Deliver accurate information in relation to numerous products &amp; destinations within Southern Queensland (SQ)</td>
<td><strong>Accurate &amp; timely fulfillment of customer needs</strong></td>
<td><strong>Ability to deliver information with confidence and conviction</strong></td>
</tr>
<tr>
<td><strong>Product Knowledge</strong>&lt;br&gt;e.g Obtain and keep knowledge of suitable tourism product within SQ</td>
<td><strong>Keep informed regarding tourism product within region</strong></td>
<td><strong>Continuous update of product knowledge through own interest/desire and company organised familiarisations</strong></td>
</tr>
<tr>
<td><strong>Office Administration</strong>&lt;br&gt;e.g Perform office duties including daily reconciliations, coordination of transfers, communication with industry, and other clerical procedures</td>
<td><strong>Completion of duties as per procedures</strong></td>
<td><strong>Satisfied customers &amp; a happy, motivated team</strong></td>
</tr>
<tr>
<td><strong>Work Environment</strong>&lt;br&gt;e.g Have the ability to work in a team environment or autonomously under varying conditions dealing with customers from all walks of life</td>
<td><strong>Demonstrate patience, understanding &amp; empathy towards customers &amp; fellow staff</strong></td>
<td><strong>Satisfied customers &amp; a happy, motivated team</strong></td>
</tr>
</tbody>
</table>

**Organisational relationships**<br>Outline to whom the position reports, and who reports to them

**Accountability and extent of authority**<br>Outline the boundaries of authority and accountability in the position, including budgetary authority

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Annual Commitment Agreement

For Period <Insert Period>

The <insert VIC or Council Name> is committed to promoting and shaping <region name> as the destination of choice for <insert experience e.g for business or outback fun>.

The <VIC Name> is at the front line welcoming visitors and providing the first impression of <region & area> and plays a key role in the fulfillment of this commitment.

<insert Name of Council> highly values the outstanding contribution made by the Management and Team at the <insert name of VIC>.

In order to maintain and strive to improve the quality of the services provided at the <insert name of VIC>, all workers (part-time staff/volunteers) are required to make a realistic commitment in terms of their time and involvement at the VIC.

We understand and appreciate changing commitments outside of your role at <insert name of VIC>.

However, to enable <name of council> to efficiently and professionally operate the <insert name of VIC> by providing accurate, up-to-date information, high quality customer service and developing a financially viable centre, following is the minimum commitment required:

<Insert what is required, for example:>
- one (1) four hour shift per week
- attending six (6) staff/volunteer meetings per year
- participating in six (6) familiarisations/site inspections per year
- participating in one (1) training session as appropriate
- performing roles as detailed in your position description
- advise the VIC Manager of any changes to your contact details as soon as possible
- advise the VIC Manager of any changes to your work ability (number of hours)

In return, <insert name of council> will
- provide a uniform to be worn during your shift at the BVIC
- arrange regular meetings to discuss any issues & provide a forum for supplier presentations
- arrange regular famils/site inspections
- provide tea, coffee & biscuits for morning/afternoon tea
- arrange appropriate training as required
- formally acknowledge your contribution to <insert name of VIC> on an annual basis

This Agreement can be terminated without notice at the discretion of either party.

NAME: _______________________________  NAME: <VIC Manager Name>
Manager

SIGNATURE: __________________________  SIGNATURE: ________________________________

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### VIC Data Collection

#### VIC Visitor Data Form

[Month]

<table>
<thead>
<tr>
<th>Date</th>
<th>Australian States or Territories</th>
<th>Overseas Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Queensland</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Our Region</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Brisbane &amp; SE QLD</td>
<td></td>
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<tr>
<td></td>
<td>Regional QLD</td>
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<tr>
<td></td>
<td>NSW</td>
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<td></td>
<td>VIC</td>
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<td>WA</td>
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<td>Other</td>
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<td>NZ</td>
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<tr>
<td></td>
<td>China</td>
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<td>UK</td>
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<td>Other Europe</td>
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<tr>
<td></td>
<td>Japan</td>
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<td></td>
<td>North America</td>
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<td>Other Asia</td>
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<td>Other</td>
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<td>30</td>
<td></td>
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<tr>
<td>31</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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## Guest Book Template

Welcome to the Visitor Information Centre. We hope you have an enjoyable and pleasant stay in Queensland.

To help us understand more about visitors to Queensland, could you please fill in this Guest Book?

Thank you.

<table>
<thead>
<tr>
<th>In which town or place did you stay last night?</th>
</tr>
</thead>
<tbody>
<tr>
<td>In which town/place are you planning to stay tonight?</td>
</tr>
<tr>
<td>What is your home postcode (Australia), or country of origin (international)?</td>
</tr>
<tr>
<td>Have you enjoyed your visit to Queensland?</td>
</tr>
<tr>
<td>Why?</td>
</tr>
</tbody>
</table>

**Name & Address (Optional)**

**Email (Optional)**

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Visitor Survey

<Enter Name> Visitor Information Centre
We appreciate your feedback to help us improve our service.
If you have any questions one of our staff will be happy to assist.

Why did you visit the Visitor Information Centre today? (Tick those that apply)
- [ ] Find out about accommodation in the area
- [ ] Find out about attractions/activities in the area
- [ ] Use facilities (eg. toilets, telephone)
- [ ] Other: ________________________

Please indicate your satisfaction:
(Circle one)           Very                         Very
About the Centre         Dissatisfied             Satisfied
Displays/Interpretive Centre               1     2     3      4      5     N/A
Signage and directions to get to the centre                  1     2     3      4      5     N/A
Brochures, visitor guides, maps available                     1     2     3      4      5     N/A

About the staff
Information/bookings for accommodation and tours           1     2     3      4      5     N/A
Information provided about weather & road conditions       1     2     3      4      5     N/A
Service provided to obtain fishing and camping permits    1     2     3      4      5     N/A

Your OVERALL satisfaction with the Centre              1     2     3      4      5    N/A

What were the most useful products/services provided by this centre?

What additional improvements, products or services would you like to see in this Centre?

Some information about you:
What is your home postcode? ________________________
If visiting from overseas, which country are you from? ________________________
In which town/place did you stay last night? ________________________
In which town/place are you planning to stay tonight? ________________________

Thank you for your time & enjoy the rest of your stay!

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Welcome to the Visitor Information Centre. We would like to invite you to participate in our Visitor Survey. The purpose of this survey is to profile visitors to the Visitor Information Centre, and to gain your feedback regarding our products and services. The results will be used to assist the Centre in future planning and to improve the range and level of visitor services available.

Please complete the following survey and place it in the box marked "Visitor Surveys". Your input is important and all information provided will remain anonymous and confidential. The survey should take you less than five minutes to complete. If you have any questions regarding the survey please contact one of our Information Centre staff for assistance.

Date: __/__/__

SECTION 1 – About your visit to this area

Q1. What is the main purpose of your trip?  (tick one box only)

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Holiday</th>
<th>Visiting friends and/or relatives</th>
<th>A convention or conference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure / recreation</td>
<td>Leisure / recreation</td>
<td>Holiday</td>
<td>Holiday</td>
</tr>
</tbody>
</table>

Q2. How many times have you previously visited?  (tick one box only)

<table>
<thead>
<tr>
<th>Number of Visits</th>
<th>1 – 3 times</th>
<th>4 or more times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never before, this is my first visit</td>
<td>1 – 3 times</td>
<td>4 or more times</td>
</tr>
</tbody>
</table>

Q3. Before today, how many times had you visited this Visitor Information Centre  (tick one box only)

<table>
<thead>
<tr>
<th>Number of Visits</th>
<th>1 – 3 times</th>
<th>4 or more times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never before, this is my first visit</td>
<td>1 – 3 times</td>
<td>4 or more times</td>
</tr>
</tbody>
</table>

Q4. How many nights have you or do you plan to spend in  (tick one box only)

<table>
<thead>
<tr>
<th>Number of Nights</th>
<th>1 night</th>
<th>2 – 4 nights</th>
<th>5 – 14 nights</th>
<th>14 nights or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day trip only</td>
<td>1 night</td>
<td>2 – 4 nights</td>
<td>5 – 14 nights</td>
<td>14 nights or more</td>
</tr>
</tbody>
</table>

Q5. How did you find out about this Visitor Information Centre?  (tick all that apply)

<table>
<thead>
<tr>
<th>Source</th>
<th>I have been here before</th>
<th>Word of mouth</th>
<th>In car navigation system</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel agent</td>
<td>Travel agent</td>
<td>Motoring organisation</td>
<td>Internet</td>
</tr>
<tr>
<td>I saw a sign, while travelling on the way in</td>
<td>I saw a sign, while travelling on the way in</td>
<td>National or state tourism agency</td>
<td>Other Visitor Information Centre</td>
</tr>
<tr>
<td>Travel brochure</td>
<td>Travel brochure</td>
<td>Travel book, guide or magazine</td>
<td>App</td>
</tr>
<tr>
<td>Other (Please specify)</td>
<td>Other (Please specify)</td>
<td>Other (Please specify)</td>
<td>Other (Please specify)</td>
</tr>
</tbody>
</table>

Q6. Why did you visit this Visitor Information Centre?  (tick all that apply)

<table>
<thead>
<tr>
<th>Purpose</th>
<th>To find out about accommodation in the area</th>
<th>To get directions / map of the area</th>
<th>To find out about attractions in the area</th>
</tr>
</thead>
<tbody>
<tr>
<td>To find out about activities we can do in the area</td>
<td>To find out about activities we can do in the area</td>
<td>To use the facilities (e.g. toilets, telephones or other amenities)</td>
<td>To purchase refreshments (e.g. food, drink)</td>
</tr>
<tr>
<td>To purchase souvenirs</td>
<td>To purchase souvenirs</td>
<td>Other (please specify)</td>
<td>Other (please specify)</td>
</tr>
</tbody>
</table>

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### Q7. What activities have you done or do you plan to do during your stay in Queensland? (tick all that apply)

<table>
<thead>
<tr>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go to the beach</td>
</tr>
<tr>
<td>Go on a boat</td>
</tr>
<tr>
<td>Water sports</td>
</tr>
<tr>
<td>Visit an art / craft gallery</td>
</tr>
<tr>
<td>Visit a museum</td>
</tr>
<tr>
<td>Visit a winery</td>
</tr>
<tr>
<td>Go to a café / coffee shop</td>
</tr>
<tr>
<td>Eat at a restaurant</td>
</tr>
<tr>
<td>Go shopping</td>
</tr>
<tr>
<td>Visit a specific attraction</td>
</tr>
<tr>
<td>Visit friends or relatives</td>
</tr>
<tr>
<td>Go on a walk</td>
</tr>
<tr>
<td>Other (please specify)</td>
</tr>
</tbody>
</table>

### SECTION 2 – Opinions and Satisfaction

#### Q8.
On the following scale of 1 to 5, where 1 equals Very Dissatisfied and 5 equals Very Satisfied, please indicate your satisfaction with the following aspects of this Visitor Information Centre (tick one box only)

<table>
<thead>
<tr>
<th>Aspect</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>n/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Displays/Interpretive Centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Souvenirs or other items from kiosk/shop</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Knowledge and advice of staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. General manner and professionalism of staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Information/recommendations on things to see and do</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Brochures, visitor guides, maps available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7. Information/recommendations on accommodation</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>8. Information provided about weather and road conditions</td>
<td></td>
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<td></td>
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<tr>
<td>9. Service provided to obtain fishing and camping permits</td>
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</tr>
<tr>
<td>10. Service provided to book accommodation, tours, attractions etc</td>
<td></td>
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</tr>
<tr>
<td>11. Signage and directions to get to the centre</td>
<td></td>
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</tr>
<tr>
<td>12. Location of the centre</td>
<td></td>
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<tr>
<td>13. Parking for the centre</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>14. Centre's hours of operation</td>
<td></td>
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<tr>
<td>15. After hours information available</td>
<td></td>
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</tr>
<tr>
<td>16. Toilets, telephones or other amenities</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

#### Q9.
Please indicate your OVERALL satisfaction with this Visitor Information Centre. Please take all aspects into account.

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>n/a</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

#### Q10.
What were the most useful products or services provided by this centre?

#### Q11.
What additional improvements or products or services would you like to see in this Centre?

#### Q12.
Did any information you gained from visiting this Centre today encourage you to visit some other towns or regions outside of Queensland? (tick one box only)

<table>
<thead>
<tr>
<th>Encouraged</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Q13.
Thinking about what you found out at the Visitor Information Centre today, do you ...

<table>
<thead>
<tr>
<th>wish you had more time to spend in the area?</th>
<th>think you will spend more time than originally planned?</th>
<th>think you will spend more night/s than expected on this trip?</th>
<th>none of these options</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**SECTION 3 – Some Information about you**

**Q14. Where do you usually live?**

<table>
<thead>
<tr>
<th>Town / City / Suburb (Australia only):</th>
<th>Postcode (Australia Only):</th>
<th>Country (Overseas only):</th>
</tr>
</thead>
</table>

**Q15. Please complete details for one person in the travel party only:**

a. Are you .... Male Female

b. Which age bracket do you fall into? Are you:

<table>
<thead>
<tr>
<th>Under 25 years</th>
<th>25 – 34 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>35 – 44 years</td>
<td>45 – 54 years</td>
</tr>
<tr>
<td>55 – 64 years</td>
<td>65 + years</td>
</tr>
</tbody>
</table>

**Q16. How would you describe your immediate travel party?** (tick one box only)

<table>
<thead>
<tr>
<th>Yourself travelling alone</th>
<th>Independent adults travelling in a large group (no children)</th>
</tr>
</thead>
<tbody>
<tr>
<td>An adult couple (ie. partners in a relationship)</td>
<td>Business associates travelling together with family</td>
</tr>
<tr>
<td>A family group – parent(s) and children</td>
<td>Business associates travelling together without family</td>
</tr>
<tr>
<td>Friends / family travelling together with children</td>
<td>School / Uni / college / sporting group or club</td>
</tr>
<tr>
<td>Friends / family travelling together without children</td>
<td>Other (please specify)</td>
</tr>
</tbody>
</table>

Thank you for your time. We hope you enjoy the rest of your stay.
Workplace Health and Safety

To assist you in producing the Workplace Health and Safety section of your Operations Manual, here is an overview of some of the key areas to cover, including duties and workplace requirements under the Workplace Health and Safety Act. Please tailor the information here so it is relevant to your VIC.

The objective of workplace health and safety is to prevent death, injury or illness in the workplace.

Duty of Care is the responsibility one person has for another, in the eyes of the law, for that person's health and safety.

The Employer has a duty of care to provide:

- for the health, safety and welfare of their employees
- for the health, safety and welfare of visitors to their place of business
- safe access to the workplace
- information, training and supervision
- safe equipment
- training to use all equipment safely
- safety equipment needed to carry out duties
- well-lit and well-ventilated place of work
- well-maintained equipment that conforms to safety standards
- consult with all staff and provide a forum for staff to raise safety matters
- maintain an injury register
- make first aid or medical aid available

The Employee has a duty of care to:

- cooperate with the employer
- work and use equipment safely
- take care of the health and safety of themselves and others in the workplace
- not misuse or interfere with anything provided in the interests of health and safety
- work in a safe manner by following the supervisor’s directions and learning how to use all equipment properly
- follow all safety directions when using equipment
- use any safety equipment needed to perform a task
- use common sense – there should be no running in work areas or “mucking around” in areas where accidents can occur
- report any injury or illness as soon as possible to a supervisor
- give workers’ compensation claims to a supervisor
- report any faulty equipment

If an injury or incident occurs whilst at or on your way to work, it must be reported on an incident report form located <insert location> at the Visitor Information Centre.

You must notify the Supervisor as soon possible when an injury or incident occurs.

For an electronic version of this template, please contact the VIC Secretariat at info@visitqueensland.com.au
## INCIDENT NOTIFICATION FORM

### INCIDENT INFORMATION

<table>
<thead>
<tr>
<th>Date and time of incident:</th>
<th>Address of incident:</th>
<th>Postcode:</th>
</tr>
</thead>
</table>

Describe the specific location of the incident:
- e.g. brochure storage room, towards the back, near the black shelf

Description of the incident in detail.
- Attach a page if necessary

Has supervisor/VIC manager been notified:
- ❏ Yes ❏ No

Name:

Type of incident:
- ❏ Work injury
- ❏ Work caused illness
- ❏ Serious bodily injury
- ❏ Dangerous incident

Nature of work injury or illness:
- e.g. strain, fracture, burn

Location of injury on body:

Medical Aid:
- ❏ Nil
- ❏ First Aid
- ❏ Doctor

Hospital admitted to:

### DETAILS OF INJURED PERSON:

<table>
<thead>
<tr>
<th>Given Names</th>
<th>Surname:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Residential Address:</th>
<th>Date of Birth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender:</th>
<th>❏ Male</th>
<th>❏ Female</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Basis of employment:</th>
<th>Full time</th>
<th>Part time</th>
<th>Casual</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Employee Signature: _________________________ Date: ___/___/___

Vic Manager Signature _________________________ Date: ___/___/___

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The First Aid Kit can be found <insert location> at the Visitor Information Centre

**Manual Handling is...**

- Lifting
- Sliding
- Pushing
- Stacking
- Pulling
- Carrying

**The main causes of back injuries are:**

- Frequency / duration of the lift
- Bending the back whilst lifting
- Height where object is to be lifted
- Jerking, stretching or twisting
- The condition & type of load
- The size of the object

**Lifting an Object**

**Before lifting:**

1. Assess the risk
2. Do you need assistance?
3. Position your body correctly
4. Assess the shape of any item you are going to lift
5. Ensure you have a clear path to your destination
6. Ensure there is a clear place for the object to be put
7. Is a trolley available to move heavy, awkward items?
8. Adopt the correct posture

**Then:**

1. Correctly position your feet for balance
2. Firm grip – use your forearm
3. Keep your back straight to avoid strain and disc damage
4. Keep your head raised and chin in (helps to keep back straight)
5. Lift using your legs – these muscles are the strongest
6. Use your body weight to reduce muscle strain and fatigue
7. Bend your legs when placing the item down carefully with a straight back

See diagrams overleaf <which are also displayed at the Visitor Information Centre>

For an electronic version of this template, please contact the VIC Secretariat at info@visitqueensland.com.au
**CORRECT LIFTING PROCEDURES**

- Correct grip
- Chin drawn in
- Use of body weight
- Keep the back straight
- Arms close to the body
- Correct foot position
- Push head upwards

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ERGONOMIC CHECK LIST

At the Computer

Make sure the monitor:

☐ Is correctly positioned on the desk or table
☐ Has no glare
☐ Is tilted at the correct angle

Keyboard:

☐ The keyboard is positioned on the desk so as to allow for a comfortable reach and tilted to permit a 90 degree angle of the elbows

Is your chair:

☐ Correct height – feet touch the floor
☐ Backrest adjusted for comfort

Is your desk:

☐ At the right height with enough space to allow for necessary equipment and documentation on the desk and permitting clearance between the thighs and underneath of desk.

Lighting:

☐ There is adequate lighting to perform work duties

Temperature:

☐ Is at a comfortable level with airflow through workstations

Air-conditioning:

☐ Remember the atmosphere will be drier which can lead to eye irritation and dryness, together with glare from the computer, can result in headaches

Appropriate posture:

☐ Assume correct postural position when speaking with clients. If standing, maintain even weight on both feet and ensure practical and comfortable footwear. Make use of chairs, but ensure your posture is correct, helping both your health and the impression left with clients.

☐ If spending lengthy periods in front of the computer, periods of rest and range of exercises must be done regularly at the workstation.

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CORRECT SITTING PROCEDURE

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EVACUATION PROCEDURES

Evacuation Procedures are displayed on the  <insert where they are displayed>

Key Control

- Do not leave any keys lying around
- Do not let others use your keys
- Do not lend your keys to anyone
- If you lose your keys, report it immediately to the supervisor/ VIC manager

General Security

- Keep all computer logons, passwords secure
- Keep sign in / off sheets up to date
- Know lock up procedures and carry out all steps
- Know cash up procedures and carry out all steps – don’t put yourself at risk when cashing up in front of customers
- Be familiar with the local police number
- If a hold up occurs – always cooperate. Do not enter into a discussion or argument and do not refuse to give the perpetrator what they want. Try to remember as many physical details as possible (e.g height, weight, colour, hair colour, eye colour, voice quality, accents, age)
- Theft, by any staff member, in any form will not be tolerated and will be cause for instant dismissal
- What to do about suspicious people: alert the VIC manager, don’t ignore them, watch them carefully and be observant of their actions, clothing, manner, where they go and what they do

For an electronic version of this template, please contact the VIC Secretariat at info@visitqueensland.com.au
# Appendices

<table>
<thead>
<tr>
<th>Appendix A</th>
<th>Section G - Temporary and Mobile Visitor Information Booths Application Form</th>
<th>105</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix B</td>
<td>Section I Regulatory Compliance 1.0 - Key regulations</td>
<td>107</td>
</tr>
<tr>
<td>Appendix C</td>
<td>Section I Regulatory Compliance 8.3 – Legislation</td>
<td>108</td>
</tr>
<tr>
<td>Appendix D</td>
<td>Section I Regulatory Compliance 9.0 - Staffing and Employment Regulations</td>
<td>108</td>
</tr>
<tr>
<td>Appendix E</td>
<td>Section I Regulatory Compliance 10.0 - Taxation Requirements</td>
<td>111</td>
</tr>
<tr>
<td>Appendix F</td>
<td>Supporting Information Section I Regulatory Compliance 8.2 - Tourism Accreditation Programs</td>
<td>112</td>
</tr>
</tbody>
</table>
Appendix A
Section G / 2.0 Application Process / Page 57

Request form for Temporary and Mobile Visitor Information Booths

This form is to be completed and returned to Tourism and Events Queensland (c/- Visit Queensland) with any supporting documents.

Accredited Visitor Information Centre:

Address:                  Phone:  
Contact:                  Position:  
Email:  

What is the request for? (Please tick)

☐ TEMPORARY BOOTH  ☐ MOBILE BOOTH

☐ Freestanding Table
☐ Caravan
☐ Trailer
☐ Other (please specify)…………………………………………………………….
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

If applying for a TEMPORARY BOOTH:

What is the date of the Event:

Total number of days booth to be open per year:

Hours booth is to be open each day or at each event:

If applying for a MOBILE BOOTH:

Proposed schedule of hours of operation of mobile booth:
   (please attach)

Location (and/or route) of mobile booth:
   (please attach)

For an electronic version of this template, please contact the VIC Secretariat at info@queensland.com.au
A temporary or mobile visitor information booth must meet the following criteria:

<table>
<thead>
<tr>
<th>Checklist</th>
<th>Yes or No</th>
<th>Initial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is supported by the RTO and LGA (mobile booths only)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Links and promotes the location of the permanent accredited VIC by displaying a sign. An example of such sign, “This temporarily accredited information centre is a part of the &lt;insert name of accredited VIC&gt;”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Every effort is made to adhere to the policies and procedures of the accredited VIC as relevant and practicable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will only operate within the township of the accredited VIC. If another accredited VIC operates within the same area, the temporary or mobile booth will not encroach on the activities or patronage of that VIC, unless by agreement.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The accredited VIC's Work Cover Policy covers staff working offsite</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The accredited VIC is covered by Public Liability for offsite work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The accredited VIC's Risk Management Plan and Procedures covers the use of a mobile facility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The accredited VIC has safe working procedures for the temporary booth or mobile service with guidelines on location, set up, operations and packing down, securing moveable objects for both transportation and during the booth's/mobile service's use</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The sign is used to promote the booth/mobile service</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Where to send the completed form and checklist**

Please complete this form and email it, with any supporting documents you wish to provide, to: info@visitqueensland.com.au with the subject title: “Temporary Visitor Information Booth Request”

For any questions about this form, please phone the VIC Secretariat: 0459 992 030.

For an electronic version of this template, please contact the VIC Secretariat at info@queensland.com.au
### Key Regulations

<table>
<thead>
<tr>
<th>Regulatory Compliance</th>
<th>Contact</th>
</tr>
</thead>
</table>
| **Business Name Registration** | ASIC (Australian Securities & Investments Commission)  
phone: 1300 300 630  
web: www.asic.gov.au |
| **Certificate of Incorporation** | Office of Fair Trading  
phone: 13 74 68 (ask to be put through to the Office of Fair Trading)  
web: www.fairtrading.qld.gov.au |
| **Australian Company Number** | ASIC  
phone: 1300 300 630  
web: www.asic.gov.au  
OR the ASIC Queensland State Office  
phone: (07) 3867 4700  
location: Level 20, Commonwealth Bank Building, and 240 Queen St, Brisbane, QLD 400 |
| **Australian Business Number** | Australian Government’s website: www.business.gov.au  
Australian Business Register: www.abr.business.gov.au  
ATO (Australian Taxation Office) info line: 13 28 66 |
| **Licenses and Permits** | Department of Tourism, Major Events, Small Business and Commonwealth Games (DTESB) – Business Support Unit  
phone: 13 25 23  
email: business@dtesb.qld.gov.au  
web: www.business.qld.gov.au (click on the ‘business licensing & information’ link)  
location: Level 3, 80 Ann St, Brisbane, QLD 4001 (by appointment only) |
| **Insurance** | Know the details of your VICs insurance policies:  
- Public Liability  
- Volunteers Liability  
- Professional Indemnity  
- Workers Compensation Cover |

**Your Local Government’s requirements:**  
(Fill in Council’s regulations applicable to your VIC)

For an electronic version of this template, please contact the VIC Secretariat at info@queensland.com.au
8.3.3 Tourism Services Act 2003
The Tourism Services Act 2003 provides greater protection for Queensland’s tourism industry by ensuring all tour guides and inbound tour operators operate in an ethical and professional way, and in the best interests of clients.

Specifically, the act aims to eliminate unfair practices from the industry such as:
- Controlled shopping (restricting the choice of shopping venues, taking control of tourists’ passports and wallets, guarding hotel and shop doorways and making defamatory remarks about retailers who do not pay a fee or commission for bringing tourists to their shop)
- Misrepresentations
- Overcharging for goods and services
- Unconscionable conduct

The Act does not apply to those who provide services to tourists on a not-for-profit basis or if the net proceed gained are applied solely for a community purpose such as charity.

A tour guide is defined as an individual who, for reward, personally supplies guiding services to tourists travelling with tours in Queensland. ‘For reward’ includes payment or other benefits such as accommodation, flights or food, or even if the only personal gain is ‘work experience’.

Guiding services include accompanying tourists or doing something else for them such as translating, giving tourists information or advice, or coordinating or leading their activities.

An inbound tour operator is defined as a person who alone or with others sells travel packages for people visiting or travelling in Queensland to overseas wholesalers, retailers or corporate buyers, for an inclusive price.

A travel package is defined as a prearranged combination of at least two of the following activities, goods or services:
- Accommodation, with or without the provision of food
- Guiding services
- Tourism activities such as ballooning or rafting trips, bushwalking and fishing.
- Food other than that provided with accommodation
- Translation services
- Transport, including transport to, from and within Queensland
- Visits or introductions to retailers at a travel destination
- Visits to tourist attractions at a travel destination including, but not limited to, entry to the tourist attractions. Examples of tourist attractions include theme parks, places of entertainment, beaches, and national parks
- Other activities, goods or services outlined under a regulation

Appendix D
9.0 Staffing and Employment Regulations
Depending on the corporate structure of the VIC, certain employment regulations may be applicable. It is advisable to obtain professional advice to ensure your obligations are being met.

9.1 Registration as a Group Employer
Under the Income Tax Assessment Act 1997, this registration is required by a person or company who employs one or more people during the course of the year. There is no fee payable for this registration. This authority remains in effect indefinitely.

9.2 Superannuation Guarantee Scheme
All employers are required under provisions of the Superannuation Guarantee (Administration) Act 1992 to provide a prescribed minimum level of superannuation support for each eligible employee or pay a charge to the Australian Taxation Office. Most paid employees, whether full-time, part-time or casual, will be covered by the superannuation guarantee legislation.

Some employees are excluded from the Superannuation Guarantee. They include:
- employees paid less than $450 a month
- employees under 18 years and works less than 30 hours a week
employees aged between 65 and 70 and works less than 10 hours a week
employees aged 70 or older
employees that have elected not to receive the superannuation guarantee support because their accumulated superannuation benefits exceed the pension reasonable benefit limit
employee is a non-resident, paid for work done outside Australia
employees is a resident employed by non-resident employers for work done outside Australia
employee is a non-resident employee and received salary or wages in connection with services related to the Olympics or Goodwill Games
employee is working temporarily in Australia and paid salary or wages where a scheduled international social security agreement provides that the employer is not subject to the superannuation guarantee scheme in respect of the work for which the payment was made
employee is a foreign executive who holds certain visas or entry permits, or
employee receives salary or wages under the Commonwealth Government Community Development Employment Program.

As an employer you are required to make superannuation guarantee contributions on behalf of your eligible employees at least once each quarter. Contributions are due by: 28 October, 28 January, 28 April and 28 July each year.

To comply with the provisions you need to:
- calculate 9% of the earnings base for each eligible employee.
- pay this to a complying superannuation fund at least quarterly.
- report in writing to your employees the details of the contributions you have made to their funds at least once every quarter on a pay slip, letter or email. You should note amount contributed, name of fund and, if known, the employee’s account number.

The superannuation scheme is self-assessing, therefore, there is no need for employers to fill in any forms or lodge returns as long as they provide minimum superannuation. However, employers need to keep adequate records to prove they have given their employees the minimum support required.

9.3 Super Choice
It is a legal right for employees to choose which superannuation fund will receive their employer superannuation guarantee contributions. All eligible employees must have the choice to elect the carrier of their superannuation fund.

If you’re an employer there are 3 steps to follow to meet your choice of fund superannuation obligations:
- **Step 1** - Identify eligible employees (those who will receive superannuation payments)
- **Step 2** - Provide a Standard choice form
- **Step 3** - Act on an employee’s choice.

The Australian Taxation Office website contains information to help employees, employers and professional advisers with Super Choice.

For further information, contact
The Australian Taxation Office, Super Choice enquiries
Telephone: 13 28 64
Website: [www.ato.gov.au](http://www.ato.gov.au)

9.4 Workers Compensation Policy
All employers of ‘workers’ in Queensland are required to have a WorkCover Queensland Accident Insurance Policy under the **Workers’ Compensation and Rehabilitation Act 2003**. A WorkCover policy insures employers for the work-related injuries of their workers. You are required to take out an Accident Insurance Policy within five business days of commencing to employ. If you do not take out a policy within this timeframe, penalties may apply.

The following types of volunteers are able to claim for workers’ compensation under the **Workers’ Compensation and Rehabilitation Act 2003**:
- volunteers in a counter disaster organisation (e.g. the State Counter Disaster Organisation, the State Emergency Service, or a local emergency service)
- members of a Queensland rural fire brigade, volunteer fire fighters or volunteer fire wardens
- honorary ambulance officers
- volunteers or persons holding an honorary position who are involved in a religious, charitable, or benevolent organisation
- volunteers or persons holding an honorary position with a non-profit organisation.
- unpaid position holders involved in local government, statutory bodies, an industrial union of employees or employers, or other public bodies
- participants in a community service program or order (excluding persons involved in a Work for the dole project or a community development employment project)
- volunteers involved with Surf Life Saving Queensland or the Royal Life Saving Society Queensland.

For further information, contact WorkCover Queensland:
Telephone: 1300 362 128
Email: [info@workcoverqld.com.au](mailto:info@workcoverqld.com.au)
9.5 Awards
All employees in Queensland must be paid according to a State Award, Agreement or under the Industrial Relations Act 1999 (Queensland Minimum Wage).

An Award sets out minimum conditions of employment for employees in particular jobs. An award prescribes such things as:
- rates of wages
- hours of work
- payment of overtime
- annual leave
- sick leave
- long service leave
- provisions for meal breaks/rest pauses; and
- occupational superannuation

There are a number of State Awards and Agreements that are applicable to the tourism and hospitality industry, the most common Awards for employees in the tourism sector however are:
- Local Government Employees Act – State 2003
- Clerical Employee Award – State 2002
- Retail Industry Award – State 2004

The relevant Award for a tourism officer/coordinate/assistant working for the local government would be the Local Government Employees Act – State 2003. If the employee was not working for local government, the relevant Award would be either the Clerical or Retail Award. To determine which Award applies, the employer needs to identify which role has the largest percentage of work.

For example, a tourism officer with an RTO undertaking a number of different roles including administration, VIC duties, marketing etc. should be paid under the Clerical Award. If the position required a greater emphasis on selling products/services to the visitor or industry, the Retail Award should apply. Where the largest percentage of the work role falls into an Award, the position should be paid under this Award.

Please note this is a summary only and should not be relied on solely without referring to Queensland Government, Fair Work Ombudsman for further details.

If an employer is unsure about what Award should be paid to employees, the inquiry should be directed to Queensland Government, Fair Work Ombudsman, either by phone or website.

9.6 Queensland Government, Fair Work Ombudsman
The Fair Work Ombudsman is an employee, employer and contractor's gateway to information and advice about Australia's workplace rights and rules.

The Fair Work Ombudsman is a statutory office created by the Fair Work Act 2009. The Fair Work Ombudsman's jurisdiction is set out in the Fair Work Act, and it operates independently of Government, making his own decisions about all investigations.

The Fair Work Ombudsman's functions include promoting harmonious, productive and cooperative workplace relations and ensuring compliance with Commonwealth workplace laws. The services of the Fair Work Ombudsman are free to all workers and employers in Australia.

The Fair Work Ombudsman does not advocate or represent on behalf of any specific person or interest.

In exercising these functions, the Fair Work Ombudsman:
- offers people a single point of contact for them to get accurate and timely information about Australia's workplace relations system
- educates people working in Australia about fair work practices, rights and obligations
- investigates complaints or suspected contraventions of workplace laws, awards and agreements
- litigates to enforce workplace laws and deter people from doing wrong in the community
- builds strong and effective relationships with industry, unions and other stakeholders.

The staff of the Fair Work Ombudsman are focused on serving the needs of everyone covered by the Australian workplace system and they work closely with the Fair Work Commission to ensure services are integrated, timely, relevant and accessible to all Australians.

For further information, contact the Fair Work info Line:
Telephone: 13 13 94
Website: www.fairwork.gov.au

9.7 Employment Records
Every employer is required under the Industrial Relations Act 1999 to:
- Keep, and have available for inspection, time and wages records for all employees for a period of six years
- Make payment of wages in the manner prescribed
- Issue payslips/envelopes to all employees detailing wages, overtime, deductions, superannuation contributions, etc.
10.0 Taxation Requirements
Operating a business involves complying with a range of taxation requirements and record keeping responsibilities. The information below will assist you with these obligations. However, seeking professional advice is recommended.

10.1 Tax File Number (TFN)
A TFN is a unique number issued by the Tax Office to individuals and organisations. It is necessary to quote your TFN to government bodies, for example the Tax Office, when lodging income tax returns.

Partnerships, companies and trusts need their own TFN. A TFN can be obtained at the same time as an ABN, using the same application form.

Sole traders use their individual TFN in dealings with the Tax Office.

10.2 Goods and Services Tax (GST)
In June 1999, the Commonwealth Government passed legislation, enabling a GST to come into effect in Australia. GST is a broad-based tax of 10 per cent on the sale of most goods and services and other things in Australia.

Generally, registered businesses include GST in the price of sales to their customers and claim credits for the GST included in the price of their business purchases. While GST is paid at each step in the supply chain, businesses don’t actually bear the economic cost of the tax because they include GST in the price of the goods and services they sell and can claim credits for most GST included in the price of goods and services they buy. The cost of GST is therefore borne by the final consumer, who can’t claim GST credits.

You must register for GST if:
- your business has an annual turnover of $75,000 or more ($150,000 or more for non profit organisations)
- you provide taxi travel as part of your business, regardless of your annual turnover

If you carry on a business and earn less than $75,000 you can choose to register for GST or not.

To register for GST you will need to complete an application form. If you wish to apply for an ABN at the same time, then use the same form. Be aware that you need an Australian Business Number (ABN) to register for GST, as the ABN is part of the GST system. Your ABN will also be your GST registration number.

You should contact the Australian Taxation Office or your tax adviser to clarify your particular requirements, on telephone number 13 28 66 or visit the ATO Website at www.ato.gov.au.

10.3 Pay As You Go (PAYG) Tax
All employers must register for PAYG tax with the Australian Taxation Office. The PAYG system (Pay As You Go) is the way salary and wage earners pay their tax and Medicare levy through instalments deducted from their pay.

PAYG withholding is a legal requirement to withhold amounts for income tax purposes.

If you have employees, you’re required to withhold tax from payments you make to them. You may also have to withhold tax from payments to other workers, such as contract workers. Employers make these deductions from the employee’s salary or wages and pay them directly to the Tax Office. At the end of the financial year, employers provide each employee with a group certificate that details the employee’s earnings for the year and the tax instalments deducted.

All new employers must register with the Tax Office before withholding payments to employees.

If you have an ABN you can register for PAYG withholding:
- By phoning 13 28 66
- By completing an Add a new business account form, which is available from www.ato.gov.au or
- Through your tax adviser.

If you don’t already have an ABN, you can register for PAYG withholding at www.abr.business.gov.au at the same time as you apply for an ABN, using the same form.

10.4 Record Keeping
Under tax law, a person carrying on a business must keep records that record and explain all transactions. These records include all documents that are relevant for the purpose of ascertaining the business’s income and expenditure. A person must keep their records in written English or enable the records to be readily accessible and convertible into written English. You can keep your records in hard copy or electronically. A variety of electronic record keeping packages are available. The Tax Office has tools and information to help, including e-Record, a free electronic record keeping software product.

For further information, contact the Australian Taxation Office on:
Telephone: 13 28 66
Website: www.ato.gov.au
## Tourism Accreditation Programs

Some of the accreditation programs, which apply to the tourism industry, are outlined here:

<table>
<thead>
<tr>
<th>Program</th>
<th>Administrator</th>
<th>Core areas</th>
<th>Application fee *</th>
<th>Cost *</th>
</tr>
</thead>
</table>
| Caterers Gold Licence Accreditation Scheme        | Restaurant and Catering Queensland Ph: (07) 3252 8880 www.restaurantcater.asn.au | COMMERCIAL KITCHEN  
• Insurances  
• Relevant training and experience in hospitality industry | $275 (member)  
$825 (non-member)  
$44 per additional registered trading name (to max of $440)  
$44 per additional kitchen site (to max of $440) | Costs of complying with scheme standards |
| Caravan Parks Accreditation Program                | CRVA Industry of Australia Ltd. Ph: (07) 3262 6566 http://experience.caravanningandcamping.com.au | • Regulatory Compliance Situation Analysis  
• Occupational Health and Safety  
• Environmental Management  
• Human Resources  
• Marketing Situation Analysis  
• Customer Management | $1140 (valid for three years) | On-going costs of complying with scheme standards |
| Eco Certification Program                         | Ecotourism Australia Ph: (07) 3252 1530 eco@ecotourism.org.au www.ecotourism.org.au | Identifies genuine nature-based tourism activities and experiences. Products include tours, attractions and accommodation. 3 levels of certification: Nature Tourism, Ecotourism and Advanced Ecotourism | Once Only Application Fee From $370 | Annual Renewal Fee from $440 |
| EcoGuide Certification Program                    | Ecotourism Australia Ph: (07) 3252 1530 www.ecotourism.org.au/ecoguide.asp | A program for guides involved in ecotourism covering: Skills, Knowledge, attitude and actions. | Once only application fee $130 | Annual renewal fee $99 (includes membership Ecotourism Aus) |
| Savannah Guides                                  | Savannah Guides Ltd Ph: 0408 772 513 www.savannah-guides.com.au | VIC Staff can become Site Interpreters, VICs can become SG Sites | Process involves attending Savannah Guide Schools, refer to website | $105  
$500 |
| Earthcheck                                       | Ph: (07) 3238 1900 www.earthcheck.org | A global environmental certification program for the travel and tourism industry. Sectors can include: airlines, airports, caravan parks, car hire, convention centre, cruise boat, exhibition halls, golf courses, hotels, marinas, railways, restaurants, tour operators, vineyards, and destinations | Cost of onsite independent assessment | Annual renewal fees are calculated according to the number of employees |
| Queensland Visitor Information Centre Signage Policy | Tourism and Events Queensland Ph: (07) 3535 5480 www.tq.com.au/vics | • business and management  
• business hours  
• centre facilities  
• staff and training  
• networking  
• information and displays  
• signage and identification | $385 annual VIC Audit Fee |
| MEA Accreditation Program                         | Meetings and Events Australia (MEA) Ph: (02) 9929 5400 – MEA Old www.meetingsevents.com.au mea@mea.org.au | 2 forms of accreditation  
• Accredited In-House Meetings Manager (AIMM)  
• Accredited Meetings Manager (AMM)~ | One off New Application Fee $85 | AIMM- $360 (valid for 3 years)  
AMM - $360 (valid for 3 years) |

*The costs are indicative only. Contact the accreditation program provider for current cost schedules.*