

STRATEGIC PLAN 2021–25

Department of Tourism, Innovation and Sport

We respect, protect and promote human rights in our decision-making and actions.

We work consistently with the Queensland public service values



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

WHO WE ARE

We are engaged, passionate professionals committed to championing and delivering for the tourism, sport and active recreation industries, and driving innovation as pillars of healthy communities and a strong Queensland economy.

OUR VISION

Enrich the lives of Queenslanders by maximising our visitor and innovation economies and supporting healthy and active lifestyles.

OUR PURPOSE

Support the transformation of the Queensland economy by:

- enabling a more competitive and resilient visitor economy
- enabling a thriving economy through innovation
- improving health and wellbeing outcomes through the sport and active recreation industry
- inspiring extraordinary sporting success.

OUR VALUES



Dedicated



Integrity



Teamwork



Supportive

Our strategic context

As the economy continues to rebound from COVID-19 impacts, our priorities remain focused on supporting recovery of the tourism, sport and active recreation industries, driving innovation across the economy, and assuring readiness to respond swiftly to changing circumstances.

In parallel, we are focused on the future and have a clear view of the strategies we will implement to drive long-term recovery and a sustainable return to strong economic growth for Queensland.

Our culture

Engaged, connected and respected employees are the driving force behind our achievements.

We develop our people and culture by:

- living the public service values and creating safe, inclusive and diverse workplaces
- ensuring we have the right organisational structure and people to deliver for Queenslanders, now and into the future
- embedding innovation and supporting a creative environment that allows people to thrive and translate opportunities into outcomes
- recognising the contribution and achievements of employees in meaningful ways
- strengthening cultural competency and respect for Aboriginal and Torres Strait Islander cultures in our workplace.

Our strategic opportunities

We will embrace strategic opportunities to maximise benefits for Queenslanders:

- Strengthen partnerships (including with investors, industry and corporates, Indigenous and small businesses) to continue driving industry diversification, inclusion and resilience.
- Use major events to provide a lasting economic, tourism, sport and active recreation legacy for the state.
- Develop elite athletes who inspire and connect with their communities, to create the next generation of champions and healthier communities through increased participation in sport.
- Work to our strengths to deliver a prioritised program of work focused on achieving outcomes benefiting Queenslanders.
- Leverage our staff's talents and skills to raise capability across the department and increase functional and process maturity.
- Exploit opportunities to work across the department and whole-of-government to collaborate and achieve outcomes for Queenslanders.
- Make the most of advances in technology and continue to take up digital ways of working as a department.

Our strategic risks

We will manage strategic risks to ensure optimal delivery to the community:

- Major disaster and uncontrollable events may cause a sustained downturn in visitation and investment attraction, and impede participation in sport and active recreation.
- Changing social and economic conditions may impact on the recovery and long-term growth of the visitor economy, innovation success, and sport and active recreation industry.
- Changing customer and investor expectations, and disrupted supply chains may change the demand for Queensland innovation investment, visitor and sport and active recreation experiences.
- Increasing sophistication of cyber security attacks may result in breaches of the department's systems and data.

DTIS is a White Ribbon-accredited employer.

ACKNOWLEDGEMENT

We pay our respects to Traditional Owners – their ancestors and elders past, present and emerging.



Queensland
Government

OUR VISION

Enrich the lives of Queenslanders by maximising our visitor and innovation economies and supporting healthy and active lifestyles.

We contribute to the following Queensland Government objectives for the community:



Safeguarding health



Supporting jobs



Backing small business



Growing our regions

Our objectives	Our strategies	Our performance indicators
<p>Drive economic recovery and growth by attracting and amplifying tourism and innovation investment to sustain and create Queensland jobs.</p> 	<ul style="list-style-type: none"> • Lead the whole-of-government approach for planning, development and investment generation in the state’s tourism infrastructure, products and experiences. • Grow value, add revenue and create global routes to market by connecting research, technology companies and small and medium enterprises with corporates and industry. • Support jobs through delivery of programs to businesses – including tourism operators, startups, Indigenous, regional and small businesses. • In partnership with the private sector, support a strong pipeline of startups and scaleups to grow sustainable businesses, new jobs and new economies. • Drive high-value jobs by supporting innovation hubs and precincts to achieve mass collaboration. 	<ul style="list-style-type: none"> • Estimated number of Queensland jobs supported through tourism and innovation projects. • Sustained private sector investment in visitor economy infrastructure, products and experiences.
<p>Maximise benefits of tourism, major events and sport and active recreation experiences to realise Queensland’s economic potential.</p> 	<ul style="list-style-type: none"> • Strengthen Queensland as a vibrant and attractive domestic tourism destination, and strong competitor in the recovering global tourism market, by supporting the tourism sector to recover and build back better. • Secure future major events and support the rebuilding of an exciting Queensland major events calendar. • Continue to attract world class events and provide quality spectator and fan experiences by investing in Stadiums Queensland venues. • Drive physical activity participation and economic development by facilitating delivery of new and improved sport and active recreation infrastructure and services. • Deliver safe, quality physical activity programs and events in active precincts and venues. 	<ul style="list-style-type: none"> • Recovery and growth of Queensland’s visitation numbers. • Percentage of satisfied clients accessing precincts and venues. • Increased events and participation at active precincts and venues.
<p>Enrich Queenslanders’ way of life by delivering health and social outcomes through sport and active recreation opportunities.</p> 	<ul style="list-style-type: none"> • Implement <i>Activate! Queensland 2019–29</i> including: <ul style="list-style-type: none"> – Empower more Queenslanders to enjoy physical activity to improve their health and wellbeing in active communities. – Create partnerships that maximise the impact of government and industry actions to benefit an active Queensland. – Support the resilience and safe operation of the active industry. – Inspire more Queenslanders to engage with sport and recreation through the success of our elite athletes. – Prepare Queensland’s elite athletes, coaches and high performance sport practitioners for world class success. – Inspire activity with places and spaces that invite an active lifestyle. • Position Queensland as an epicentre for sporting excellence through delivery of the <i>2032 High Performance Sport Strategy</i>, in line with the Elite Success pillar of <i>Activate! Queensland 2019–29</i>. 	<ul style="list-style-type: none"> • Proportion of adults who undertake sufficient physical activity. • Proportion of children who undertake sufficient physical activity. • Increased medal success of Queensland athletes on the world stage. • Percentage of Queensland Academy of Sport athletes selected for national teams.
<p>Create a diverse, productive and sustainable economy for a fairer Queensland, through increased opportunities for women, Indigenous peoples and business – especially in the regions.</p> 	<ul style="list-style-type: none"> • Help realise Indigenous tourism growth potential by undertaking focused engagement with Indigenous businesses and Traditional Owners. • Put Queensland on the map as a leading cultural and ecotourism destination through developing the adventure, nature-based and ecotourism industry – particularly in the regions. • Build innovation networks and collaboration efforts that drive new economies and new jobs in our regions. • Ensure all Queenslanders benefit from the emerging knowledge-based economy through programs for social impact – including women and Indigenous innovators. 	<ul style="list-style-type: none"> • Increased percentage (of the total Queensland tourism offering) of Indigenous, adventure, nature-based and ecotourism experiences. • Number of female and Indigenous applicants and recipients of innovation programs.
<p>Enable organisational excellence and high performance through quality corporate services that drive achievement of strategic and operational objectives.</p> 	<ul style="list-style-type: none"> • Provide robust and compliant enterprise policy, planning and performance management activities. • Increase accountability and agility through ethical decision-making, strong leadership and governance, and effective risk management. • Provide financial and procurement management activities to ensure budgetary and contractual arrangements are established to deliver departmental programs, projects and services. • Enable the workforce to perform at the highest level through strong collaboration, knowledge sharing, development opportunities, recognition and reward. • Build business resilience and preparedness to ensure departmental service delivery in all critical event scenarios. • Provide sound advice on and efficient coordination of input into the Queensland Government’s Cabinet program. 	<ul style="list-style-type: none"> • 100% on-time delivery of strategic financial advice and analysis to enable informed departmental decision-making. • Year-on-year improvement in employee engagement indicators from the Working for Queensland survey. • Support the department’s agile response to disasters by ensuring 100% of emergency, business continuity and crisis communication management plans are in place, up-to-date and subject to annual review.