

STRATEGIC PLAN

2023–2027

Department of Tourism and Sport

OUR VISION

Queensland has world-class, thriving, inclusive and sustainable tourism and sport and active recreation sectors.

OUR PURPOSE

Provide and attract investment to build a more competitive visitor economy, inspire sporting success through Queensland's elite athletes, and support active, healthy communities.

We support the Queensland Government's objectives for the community:

- **Good jobs:** Good, secure jobs in our traditional and emerging industries
- **Better services:** Deliver even better services right across Queensland
- **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow.

We contribute to the following government sub-objectives for the community:



Our strategic opportunities and risks

We embrace strategic opportunities to maximise benefits for Queenslanders:

- Strengthen partnerships (including with investors, industry and corporations, Indigenous and small businesses) to continue driving industry growth diversification, inclusion and resilience.
- Use major tourism, sport and active recreation events to provide a lasting economic, social and cultural 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.
- Leverage 2032 Olympic and Paralympic Games pathways to drive growth and improvements in the tourism and sport and recreation sectors.
- Partner with the sport and active recreation sector and other stakeholders to increase physical activity opportunities for all Queenslanders.
- Make the most of advances in technology to support our industries and continue to take up digital ways of working as a department.

We 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 economic and social conditions may impact on the resilience and return to long-term growth of the visitor economy and sport and active recreation participation.
- Changing customer and investor expectations, and disrupted supply chains may change the confidence for Queensland visitor and sport and active recreation experiences.
- Increasing information security and privacy risk exposure may result in breaches of the department's systems.
- Tight labour market impacts the department's capacity to attract and retain capable and talented staff.
- The department may not have adequate resources to deliver on our strategies and Government objectives for the community, and respond to a changing policy environment.

We value and respect Aboriginal and Torres Strait Islander cultures in all that we do.
We respect, protect and promote human rights in our decision-making and actions.
We are a White Ribbon-accredited employer.

OUR OBJECTIVES

Drive economic transition and innovation

New and diverse business opportunities are enhancing our Queensland lifestyle and creating sustainable jobs of the future



Happy, healthy, performing people

Our communities are active and have access to a breadth of sport and recreation opportunities



Inclusive and connected

Queensland is inclusive and well-connected regionally and globally and has increased opportunities for women, people with disabilities and Indigenous peoples and businesses



Employer of choice

Our inclusive, diverse, passionate professionals provide outstanding expertise in a workplace that champions their wellbeing

Our performance indicators

- Total overnight visitor expenditure continues to increase each year (to achieve \$34 billion by 2027), and more opportunities to visit, experience and stay are created and consumed.
- Tourism remains a key employment sector by employing more than 174,000 Queenslanders.
- Achieve 20% of DTS investment leveraged as a result of sport and recreation infrastructure funding invested.
- Achieve minimum of \$50 million of additional capital attracted into tourism investment.

- 25% conversion annually of Queensland athletes on Australian teams.
- Minimum 70% completion of the annual Queensland Academy of Sport (QAS) Athlete Daily Training Environment Insights survey with a net promoter score of 40 or higher.
- Greater than 80% customer satisfaction with Queensland sport and recreation venues.
- 60% of children are active for the recommended one hour per day.
- 75% of adults undertake sufficient physical activity.

- Return direct air supply (seats) to Queensland back to pre-COVID-19 levels.
- Increased domestic visitor numbers to national parks.
- 100% of funded state-level sporting organisation boards achieve gender equity.
- Increase in tourism operators with accessible experiences/products.
- Proportion of individuals in priority cohorts participating in sport and recreation programs, including women and girls, First Nations peoples and people with disability.

- Minimum of 68% employee engagement in the Working for Queensland metrics.
- DTS meets or exceeds departmental diversity targets minimum of 4% Aboriginal peoples and Torres Strait Islander Peoples, 12% people with disability, 12% culturally and linguistically diverse people, who speak a language other than English at home and 62.5% of women in leadership Senior Officers and 62.5% of women in SES roles.
- 5% increase in result from Working for Queensland metric for 'I feel that my organisation considers the wellbeing of employees to be important'.

Our strategies

- Implement Queensland's long term tourism industry strategy *Towards Tourism 2032* to drive sustainable visitor economy growth, jobs and economic outcomes, and set the direction of tourism in Queensland for the next 10 years.
- Support jobs and skills development through delivery of programs to businesses; tourism operators, SportsTech and sporting organisations, including First Nations, female led, and regional innovative enterprises.
- Continue to attract world class events and provide quality spectator and fan experiences by investing in Stadium Queensland venues and through the adoption of innovative sports technology.

- Implement *Activate! Queensland 2019–29* including:
 - collaborating with the active industry to get more Queenslanders moving
 - enhancing pathways for Queensland's athletes, coaches and officials.
- Inspire more Queenslanders to engage with sport and recreation through the success of our elite athletes.
- Position Queensland as an epicentre for sporting excellence through delivery of the *QAS 2032 High Performance Strategy*.
- Enable community outcomes through safe, quality programs and events in active precincts and venues.
- Drive physical activity participation by:
 - championing an industry leading network of sport and active recreation infrastructure across Queensland
 - operating precincts and venues that service community and industry – from grassroots to elite sporting
 - leveraging events and opportunities to achieve economic, social and physical activity outcomes.

- Implement *Towards Tourism 2032* to support Indigenous tourism growth celebrating the world's oldest living cultures.
- 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 – and an industry that services people of all abilities.
- Partner with the aviation industry to supercharge international aviation by securing more flights to key tourism destinations.
- Create a barrier-free society for people with disability by implementing the DTS Disability Service Plan.
- Build the skills, partnerships, collaborative infrastructure and industries needed to support a growing and resilient Queensland economy.

- Recognise and support the department's important contribution to Queensland's Path to Treaty process.
- Develop contemporary strategies and processes to attract and retain employees in line with the new *Public Sector Act 2022*.
- Effectively communicate the department's achievements to stakeholders and the community.
- Embed the Public Service values and Code of Conduct.
- Implement the department's Strategic Workforce Plan to:
 - foster a high performing workplace culture that is passionate, respectful, innovative, inclusive and safe
 - attract and retain a diverse range of people who are experts in their field and possess the right capabilities for today and the future
 - be a risk smart organisation where risk is understood and our workforce is empowered to safely engage with it.
- Implement the department's Reframing the Relationship Plan to:
 - recognise the importance to Aboriginal peoples and Torres Strait Islander peoples of the right to self determination
 - foster a culturally capable workforce and a culturally safe workplace by developing the cultural capability of entities.

