

# STRATEGIC PLAN 2020–24

Department of Tourism, Innovation and Sport

## Our strategic context

At the time of developing the department's Strategic Plan 2020–24, the world continues to face the COVID-19 pandemic.

Our department remains ready to respond swiftly to changing circumstances, while at the same time continuing to support recovery of the tourism, sport and active recreation industries and drive innovation across the economy.

We are also focused on the road ahead and have a clear view of the strategies we will implement to support long-term recovery and a return to strong economic growth for Queensland.

## Unite and Recover

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



Safeguarding our health



Supporting jobs



Backing small business



Growing our regions

## Our strategic opportunities

- Strengthen partnerships (including with investors, innovators, 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.
- 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.
- Make the most of advances in technology and continue to take up digital ways of working as a department.

## Our strategic risks

- 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 conditions may impact on the recovery and long-term growth of the visitor and innovation economies.
- Changing customer and investor expectations may lead to reduced 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.

## Our vision

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

## Our values

We work consistently with the Queensland public service values.



## Our core purpose

Support the transformation of the Queensland economy by:

- creating a more competitive and resilient visitor economy
- enabling a thriving innovation economy
- improving health and wellbeing outcomes through sport and active recreation.

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

## Our objectives



Drive economic recovery and growth by attracting and amplifying tourism and innovation investment to sustain and create Queensland jobs.



Maximise benefits of tourism, major events and sport and active recreation experiences to realise Queensland's economic potential.



Enrich Queenslanders' way of life by delivering health and social outcomes through sport and active recreation opportunities.



Create a diverse, productive and sustainable economy for a fairer Queensland.

## How we make our vision a reality: Our strategies

- 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 and technology companies with corporates.
- 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 for new jobs and economies.
- Drive high-value jobs by supporting innovation places and precincts to achieve mass collaboration.
- Strengthen Queensland as a vibrant and attractive domestic tourism destination, and strong competitor in the recovering global tourism market, by supporting tourism sector recovery and rebound.
- 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 Stadium Queensland venues.
- Drive physical activity participation and industry development – including jobs – by facilitating delivery of new and improved sport and active recreation infrastructure and services.
- Deliver quality physical activity programs and events in active precincts and venues.
- Implement *Activate! Queensland 2019–29*.
- Drive collaboration and create strategic focus through:
  - partnerships, programs and services supporting Queenslanders to pursue a healthy and active lifestyle and enhance community connection
  - embracing and partnering with the active industry to drive new technology and innovation initiatives.
- Deliver integrated services to improve access to sport, active recreation and other physical activity opportunities – including for Aboriginal and Torres Strait Islander peoples, rural and remote regions – and communities that most need support to be active.
- Support the resilience and safe operation of the active industry, including government-owned venues.
- Prepare Queensland's elite athletes for world class success.
- Inspire more Queenslanders to engage with sport and recreation through the success of our elite athletes.
- 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 for diverse local economies.
- Ensure all Queenslanders benefit from the emerging knowledge-based economy through programs for social impact – including women and Indigenous innovators.

## How we know we're achieving our goals: Our performance indicators

- Estimated number of Queensland jobs supported through tourism and innovation projects.
- Continued COVID-19 recovery and sustained private sector investment in visitor economy infrastructure, products and experiences.
- Recovery and growth of Queensland's visitation numbers.
- Increased usage of venues and precincts.
- Percentage of children and young people redeeming a FairPlay voucher who have not played club sport before.
- Increased medal success of Queensland athletes on the world stage.
- Percentage of Queensland Academy of Sport athletes selected for national teams.
- Percentage of children participating in physical activity 3+ times per week.
- Percentage of adults participating in physical activity 3+ times per week.
- Increased percentage (of the total Queensland tourism offering) of Indigenous, adventure, nature-based and ecotourism experiences.
- Number of female business founders and researchers, and Indigenous innovators as applicants to and recipients of innovation programs.

## How we build departmental capability: Our workforce

We develop our people and culture by:

- Creating an environment that allows people to thrive and translate opportunities into outcomes.
- Embedding innovation and supporting a creative, diverse and inclusive workplace.
- Increasing accountability and agility through ethical decision-making, strong leadership and corporate governance.
- Enabling an effective workforce through strong collaboration, knowledge sharing, systems and process reform.