

# STRATEGIC PLAN

2022–26

Department of Tourism, Innovation and Sport

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

## OUR VISION

The lives of Queenslanders are enriched by our visitor and innovation economies and places, healthy and active lifestyles, and inspirational extraordinary sporting success.

## OUR PURPOSE

Provide and attract investment to build more competitive visitor and innovation economies, inspire extraordinary sporting success through Queensland's elite athletes, and support healthier, active communities.

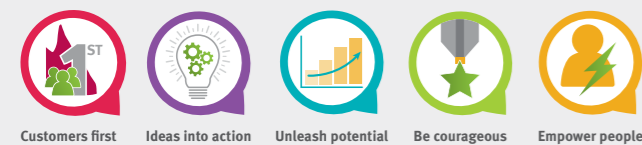
The agency supports the Government's objectives for the community:

- **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:

- Supporting jobs
- Backing small business
- Investing in skills
- Keeping Queenslanders safe
- Growing our regions
- Building Queensland
- Honouring and embracing our rich and ancient cultural history

We work consistently with the Queensland public service values



Through integrated and quality corporate services, we enable organisational excellence and high performance to drive achievement of strategic and operational objectives and maximise efficiencies.

We respect, protect and promote human rights in our decision-making and actions. DTIS is a White Ribbon-accredited employer.

## OUR OBJECTIVES

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



### Our performance indicators

- Estimated number of Queensland jobs supported through specific tourism and innovation projects.
- Sustained targeted private sector investment in visitor economy infrastructure, products and experiences.
- Number of startups engaged in the Queensland ecosystem via Advance Queensland – including QiHub and Dealroom.

### 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, technology companies and small and medium enterprises with corporates and industry.
- Support jobs and skills development 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 and grow skills that support the diffusion of emerging technologies.
- Explore gaps and options for new capital programs to ensure a sustainable pipeline of innovative business growth from idea to unicorn.

Maximise benefits of tourism, major sport and cultural events to realise Queensland's economic and high-performance sporting potential.



- Return and growth of Queensland's visitation numbers.
- Increased medal success of Queensland athletes on the world stage.
- Percentage of Queensland Academy of Sport (QAS) athletes selected for national teams.
- Percentage of satisfied clients accessing precincts and venues.

- Strengthen Queensland as a vibrant and attractive domestic tourism destination, and strong competitor in the global tourism market, by supporting the tourism sector to return and grow.
- 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.
- 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.
- Position Queensland as an epicentre for sporting excellence through delivery of the QAS 2032 High Performance Strategy.
- Enable economic development through safe, quality programs and events in active precincts and venues.

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



- Proportion of adults who undertake sufficient physical activity.
- Proportion of children who undertake sufficient physical activity.

- Implement Activate! Queensland 2019–2029 including:
  - collaborating with the active industry to get more Queenslanders moving
  - enhancing pathways for Queensland's athletes, coaches and officials.
- Drive physical activity participation and programs 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 sport.

Support the creation of a diverse, productive and sustainable economy with increased opportunities for women, Indigenous peoples and business – especially in the regions.



- Increased percentage (of the total Queensland tourism offering) of Indigenous, adventure, nature-based and ecotourism experiences.
- Rate of participation from innovators and entrepreneurs in priority cohorts – including women, First Nations and regional.

- 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 Queensland has a capable, well-connected, thriving and inclusive innovation ecosystem.
- Build the skills, partnerships, collaborative infrastructure and emerging technologies needed to support a growing and resilient Queensland economy.

## Our strategic opportunities

We 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 tourism, sport and active recreation events to provide a lasting economic 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.
- Make the most of advances in technology and continue to take up digital ways of working as a department.

## Our strategic risks

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

- Major disaster and uncontrollable events, including those exacerbated by climate change, may cause a sustained downturn in visitation and investment attraction and impede participation in sport and active recreation.
- Changing environmental, economic and social conditions may impact on the resilience and return to long-term growth of the visitor economy, innovation success, and the 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 information security and privacy risk exposure may result in breaches of the department's systems.