

Corporate governance

Our people

Executive management

In 2019-20, TEQ's senior executive team comprised four Group Executives, led by the CEO, Leanne Coddington. Responsibilities of the Executive management team include:

Chief Executive Officer (Leanne Coddington)

- Provide leadership and direction to TEQ staff to deliver on TEQ's objectives;
- Establish strong relationships with key industry partners, government and business representatives and deliver strategic benefits to Queensland;
- Work with Queensland's event organisers and tourism industry operators and assist them to grow through cooperative and collaborative partnerships, as well as attract national and international tourism and event industry operators and trade partners to leverage the state's unique experiences and destinations;
- Manage the development and implementation of current and long-term plans and objectives in accordance with the board's directions to grow Queensland's visitor economy; and
- Manage the operations of TEQ in compliance with the Act, board policies, strategic plan and budget.

Corporate (Group Executive – Nick Elliott)

- Support TEQ's senior management and board in the delivery of the organisation's operational, strategic, people, research and financial activities;
- Provide leadership and direction to corporate communications, ministerial and government relations activities across all areas of TEQ;
- Provide tourism research and insights to TEQ's senior management and board to monitor industry performance and to identify emerging opportunities and trends; and
- As the Chief Financial Officer and Board Secretary, manage the organisation's financial activities including reporting and financial planning.

The Corporate Affairs Group, consisting of the Corporate Communications and Ministerial and Government Relations teams, merged into the Corporate Group under the ongoing leadership of Nick Elliott following the resignation of Group Executive Corporate Affairs, Megan Saunders, who was on secondment up until her departure on 30 September 2019.

Events (Group Executive – John Drummond Montgomery)

- Deliver a world-class calendar of events for Queensland, guided by the *Events Strategy 2025*;
- Identify, attract, develop, create and promote events that contribute to the Queensland economy, profile the state and foster community pride; and
- Attract people to experience the best address on Earth through optimising the value of Queensland's events calendar and leveraging the competitive advantage provided by Queensland's unique event experiences.

Marketing (Group Executive – Michael Branagh)

- Lead the ongoing development and implementation of the *Marketing Strategy 2025*;
- Develop and oversee a distinctive proposition for Brand Queensland in order to carve out a unique positioning in-market and provide meaning to target traveller segments;
- Promote customer experience best practice in line with evolving traveller needs and behaviours through the Experience Framework, Hero Experiences and BOQEP;
- Develop marketing activity that drives consumer demand for Queensland and delivers increased OVE for industry; and
- Evaluate marketing effectiveness to optimise outcomes, partnerships, content and marketing program activity.

Partnerships (Group Executive – Rick Hamilton 1 July 2019 - 21 February 2020; Interim Group Executive - Therese Phillips from 24 February 2020)

- Work in partnership with RTOs and industry to deliver their destination priorities, with a particular focus on maximising the opportunities that 'Best of Queensland' experiences and products offer consumers;
- Lead international source market engagement with trade and industry;
- Partner with airports, airlines and industry to support aviation route development and increase route capacity;
- Focus on strategic trade partnerships to deliver increased visitor expenditure to Queensland's experiences and products;
- Manage cross-government projects in partnership with DSDTI, state, local and relevant federal government agencies;
- Lead TEQ's engagement in *DestinationQ*, a partnership with DSDTI, QTIC and RTOs to ensure strong collaboration and communication across the network;
- Lead the development of the experience design framework and toolkit, and its implementation with industry; and
- Work in partnership with stakeholders to support Indigenous tourism experience and event development.

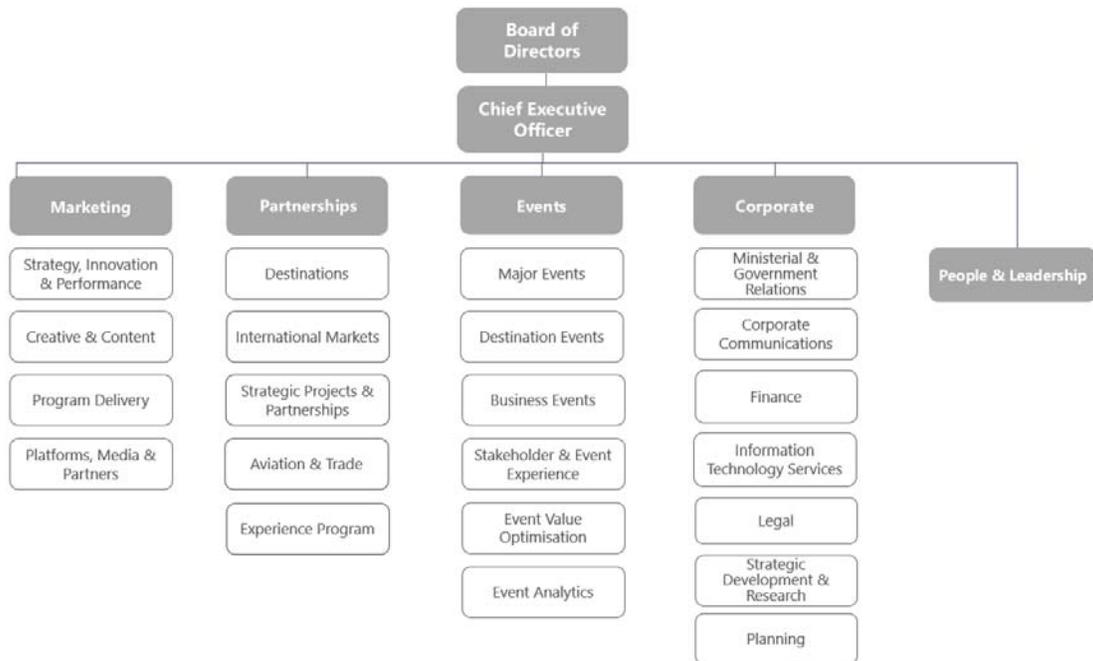


Figure 8: Organisational chart for 2019-20

Tourism and Events Queensland Board

Under the *Tourism and Events Queensland Act 2012*, the Chair and TEQ Board are appointed by the Governor in Council and are responsible to the Minister for State Development, Tourism and Innovation. As at 30 June 2020, TEQ's Board had nine members including the Director-General of DSDTI.

Board appointments have regard to the person's experience and expertise in strategy, business, financial knowledge, promotion and staging of events, and their knowledge of the tourism industry. Diversity is a key factor in board member selection. A board member holds office for a period of not more than three years, and a member may be appointed for no more than two consecutive periods.

TEQ's Board is responsible for the overall performance of the organisation, which should be conducted in a way that is appropriate, effective and efficient, forming committees as appropriate.

Duties and responsibilities of TEQ's Board include:

- ensuring TEQ's strategic direction is aligned to the needs of industry and the objectives of the Queensland Government, and ensuring the organisation has sufficient resources allocated to achieve the objectives;
- conducting meetings of the members (including its committees) and the affairs of the organisation having full regard for the best corporate governance practices;
- agreeing performance targets and monitoring performance;
- approving the strategic direction and related objectives for TEQ;
- considering and approving the annual budget, as proposed by management, ensuring that appropriate resources are available to achieve business objectives;
- ensuring business risks are identified and approving systems of risk management, regulatory compliance, internal control and related policies to manage those risks;
- monitoring the financial performance of the organisation, and reviewing and approving the annual financial statements; and
- determining and approving the level of authority to be delegated to the CEO and management.

Board performance

Each year the board and its committees conduct an evaluation of their individual and collective performance as part of their commitment to ongoing development.

There is continuing contact between the Chair and CEO to discuss major policy and strategic matters, especially when such matters are the subject of board interest or are likely to become so.

Board meetings

During the year six ordinary board meetings were held. In addition, one special board meeting was held due to COVID-19 crisis response and recovery.

TEQ strives to hold board meetings in regional areas in order for board members to connect and engage with RTOs, stakeholders and the local tourism industry. While in the regions, board members meet with local industry representatives to discuss issues and challenges they are facing, and receive feedback from tourism operators to help inform their decision making.

The October 2019 board meeting was held on the Fraser Coast, however additional regional meetings scheduled for early 2020 did not proceed due to the impacts of COVID-19. Three meetings were held in Brisbane (August and December 2019, and February 2020) and two were conducted virtually (April and June 2020). The special board meeting was also held virtually, in March 2020.

The names, positions and appointment terms for members of the TEQ Board are outlined in the following table.

Name	Position	Appointment Date	End Date
Brett Godfrey	Chair	14 September 2017	13 September 2020*
Nancy Bamaga	Member	3 August 2018	2 August 2021
James Dixon	Member	8 June 2017	2 August 2018
	Deputy Chair	3 August 2018	2 August 2021
Karen Hanna Miller	Member	3 August 2015	2 August 2018
		3 August 2018	2 August 2021
Dr Sarah Kelly	Member	3 August 2018	2 August 2021
Brenda LaPorte	Member	3 August 2018	2 August 2021
Chris Mills	Member	3 August 2018	2 August 2021
Johnathan Thurston AM	Member	3 August 2018	2 August 2021
Director-General, DSDTI – Damien Walker	Member	Permanent ex-officio member under the <i>Tourism and Events Queensland Act 2012</i>	

* Mr Godfrey was reappointed by the Governor in Council on 10 September 2020.

Board committees

To foster good corporate governance and for the board to focus on strategy and performance management matters, the board delegates certain duties to board committees.

1. Audit and Remuneration Committee

The Audit and Remuneration Committee is governed by a Committee Charter and follows *Queensland Treasury's Audit Committee Guidelines*. The Committee assists the board in fulfilling its corporate governance responsibilities in regard to:

- the reliability and integrity of financial information for inclusion in TEQ's Annual Report;
- compliance with legislative, regulatory, contractual, policy, industry standards, and good governance principles;
- the integrity of TEQ's internal control framework; and
- safeguarding the independence of the external and internal auditors.

The Committee regularly reports to the board on its activities and recommendations.

Four Audit and Remuneration Committee meetings were held in 2019-20. The CEO, Group Executive Corporate, financial management staff and internal and external auditors attend Audit and Remuneration Committee meetings as requested by the committee. The committee also holds in-camera discussions with the auditors.

Name	Position	Appointment Date	End Date
Chris Mills	Chair	23 October 2018	2 August 2021
Karen Hanna Miller	Member	23 August 2017	2 August 2018
		23 October 2018	2 August 2021
James Dixon	Member	23 October 2018	2 August 2021
Dr Sarah Kelly	Member	23 October 2018	2 August 2021
Damien Walker	Member	23 October 2018	2 August 2021

2. Events Committee

The Events Committee is governed by a Committee Charter and meets ahead of TEQ Board meetings to assess and consider event investment opportunities and make recommendations to the board. The committee assists the board in complying with the *Tourism and Events Queensland Act 2012* and the *Financial Accountability Act 2009* with regard to TEQ's investment in major, business and destination events.

Six Events Committee meetings were held in 2019-20. The CEO, Group Executive Events, Group Executive Corporate and relevant TEQ staff attend Events Committee meetings as requested.

Name	Position	Appointment Date	End Date
Karen Hanna Miller	Member	18 August 2015	2 August 2018
	Chair	23 October 2018	2 August 2021
Nancy Bamaga	Member	23 October 2018	2 August 2021
Dr Sarah Kelly	Member	23 October 2018	2 August 2021
Brenda LaPorte	Member	23 October 2018	2 August 2021
Chris Mills	Member	23 October 2018	2 August 2021
Johnathan Thurston AM	Member	23 October 2018	2 August 2021

3. Aboriginal and Torres Strait Islander Committee

The Aboriginal and Torres Strait Islander Committee is governed by a Committee Charter and meets ahead of the TEQ Board meetings. The committee assists the board in guiding TEQ's reconciliation activities and provides leadership and governance to Aboriginal and Torres Strait Islander experience development and messaging in Queensland.

The Aboriginal and Torres Strait Islander Committee was established in 2019-20 and held one meeting during the period.

Name	Position	Appointment Date	End Date
Nancy Bamaga	Co-Chair	10 December 2019	2 August 2021
Johnathan Thurston AM	Co-Chair	10 December 2019	2 August 2021
Brett Godfrey	Member	10 December 2019	2 August 2021
Karen Hanna Miller	Member	10 December 2019	2 August 2021

Internal audit

TEQ's internal audit function advises all levels of management and the board, through its Audit and Remuneration Committee, on TEQ's systems of internal control and management of business risk. The internal audit function continuously reinforces management's responsibility for effective internal controls and supports TEQ's business objectives and the Audit and Remuneration Committee's need for overall assurance on the quality and cost effectiveness of internal controls.

TEQ's annual and strategic internal audit plan is developed with reference to, and is clearly aligned with, TEQ's strategic risk profile, operational and financial risk assessments and TEQ's assurance map. The plan is developed in consultation with the Audit and Remuneration Committee and management.

During the year the internal audit function:

- operated under an approved charter that is consistent with relevant audit and ethical standards and within a system designed to ensure the effective, efficient and economical operation of the function;
- worked in accordance with a board-approved annual and strategic internal audit plan;
- conducted internal audits in the areas of international office financial and internal controls, Tourism Network Funding grant acquittals, events benefits realisation, marketing performance framework and subsidiary financial controls;
- was independent of management and the external auditors; and
- had due regard to Queensland Treasury's *Audit Committee Guidelines*.

Deloitte commenced as TEQ's internal audit service provider effective 1 July 2019.

Risk management

As required by the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, TEQ has a risk management system which is designed to enable effective identification and management of foreseeable risk associated with its activities. TEQ's risk management framework includes a risk management policy and strategic and project risk register.

The board and executive management team are committed to:

- ensuring TEQ has a robust internal culture and process that is capable of identifying and managing its risks;
- achieving its business objectives while managing the impact of significant risks it can meaningfully and realistically control;
- behaving as responsible and ethical corporate citizens, protecting TEQ, its employees, customers, contractors and their property from injury, loss or damage;
- finding the right balance between the cost of control and the risks that it is willing to accept as part of the business and industry environment it operates within; and
- protecting and enhancing the TEQ brands and assisting the tourism and events industry and stakeholders to protect and enhance the reputation of Queensland and its tourist destinations.

Risk management underpins TEQ's planning and performance framework, comprising strategic planning, program delivery and project management activities. The TEQ internal audit function provides the board, Audit and Remuneration Committee, CEO and executive management with objective assurance on the effectiveness of TEQ's risk management activities.

TEQ undertakes an executive risk workshop annually to review its strategic risk framework. Strategic risks are reported to the Audit and Remuneration Committee at each Committee meeting and to TEQ's Board twice per annum.

External scrutiny

Each year, an external audit is conducted of TEQ's consolidated financial reports and the financial statements of controlled entities. The Queensland Audit Office issued unqualified audit reports for the:

- TEQ consolidated financial statements for 2019-20 on 27 August 2020;
- TEQ Employing Office financial statements for 2019-20 on 27 August 2020; and
- Gold Coast Events Management Ltd financial statements for 2019-20 on 28 August 2020.

There were no material issues identified by external audit in 2019-20.

Government bodies

TOURISM AND EVENTS QUEENSLAND BOARD

Act or instrument *Tourism and Events Queensland Act 2012*

Functions The primary role of TEQ's Board is to provide strategic direction, effective governance and risk guidance over TEQ's affairs, ensuring it discharges its legislated responsibilities and performs its functions in a way that is appropriate, effective and efficient. The board forms committees as appropriate to delegate its powers, duties and responsibilities.

Achievements During 2019-20, the TEQ Board continued to guide the new Queensland brand strategy and its implementation including the appointment of a Creative and Content Panel to support TEQ's marketing approach, and led the continued development of the *It's Live! in Queensland* events calendar. The board also established the Aboriginal and Torres Strait Islander Committee to lead the inclusion of TEQ within the Queensland Government Reconciliation Action Plan.

In response to adverse impacts on the tourism and events industry from the COVID-19 pandemic, the board actively led and supported the organisation's COVID-19 crisis and response activities, including the reprioritisation of skills and resources to assist the Queensland Government with the public health needs of the state.

The board set the strategic direction for the organisation through the 2020-24 Strategic Plan, with a focus on rebuilding consumer demand and aviation capacity.

TEQ's performance against the 2019-20 Service Delivery Statement measure targets is detailed on page 25.

Financial reporting The transactions of the entity are accounted for in the financial statements. The entity is not exempted from audit by the Auditor-General.

TOURISM AND EVENTS QUEENSLAND BOARD

Remuneration

Position	Name	Meetings/sessions attendance	Approved annual fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Brett Godfrey	Board: 7 Aboriginal and Torres Strait Islander Committee: 1	\$35,000	N/A	\$35,000
Deputy Chair	James Dixon	Board: 7 Audit and Remuneration Committee: 1	\$10,000	N/A	\$10,000
Member	Nancy Bamaga	Board: 5 Events Committee: 4 Aboriginal and Torres Strait Islander Committee: 1	\$10,000	N/A	\$10,000
Member	Karen Hanna Miller	Board: 7 Audit and Remuneration Committee: 4 Events Committee: 6 Aboriginal and Torres Strait Islander Committee: 1	\$10,000	N/A	\$10,000
Member	Dr Sarah Kelly	Board: 7 Audit and Remuneration Committee: 2 Events Committee: 5	\$10,000	N/A	\$10,000
Member	Brenda LaPorte	Board: 6 Events Committee: 5	\$10,000	N/A	\$10,000
Member	Chris Mills	Board: 7 Audit and Remuneration Committee: 4 Events Committee: 5	\$10,000	N/A	\$10,000
Member	Johnathan Thurston AM	Board: 5 Events Committee: 4 Aboriginal and Torres Strait Islander Committee: 0	\$10,000	N/A	\$10,000
Member	Director-General, DSDTI Damien Walker	Board: 6 Audit and Remuneration Committee: 3	N/A	N/A	N/A

No. scheduled meetings/sessions	Board: Ordinary board meetings: 6 Special board meetings: 1	Committees: Audit and Remuneration Committee meetings: 4 Events Committee meetings: 6 Aboriginal and Torres Strait Islander Committee meetings: 1
--	---	--

Total out of pocket expenses	\$1,778.60
-------------------------------------	------------

GOLD COAST EVENTS MANAGEMENT LTD

Act or instrument *Corporations Act 2001*

Functions Gold Coast Events Management Ltd trades as Events Management Queensland and operates the Gold Coast Marathon, an annual running event, and the Pan Pacific Masters Games, a biennial multi-sports masters event, both held on the Gold Coast.

Corporate governance Kerry Watson resigned with effect from 31 July 2019 and Paul Donovan was appointed Chair effective 1 August 2019.

Achievements The principal activities for 2019-20 were to plan and stage the 2019 Gold Coast Marathon and plan for the 2020 Gold Coast Marathon (an annual World Athletics Gold Label running event held on the Gold Coast) and the 2020 Pan Pacific Masters Games (the world's biggest biennial multi-sport masters event held on the Gold Coast). As a result of the cancellation of the 2020 events due to COVID-19, focus shifted to planning for the 2020 Virtual Gold Coast Marathon, managing the event cancellations and planning for future events.

Financial reporting The transactions of the entity are accounted for in the financial statements. The entity is not exempted from audit by the Auditor-General.

Remuneration

Position	Name	Meetings/sessions attendance	Approved annual fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Paul Donovan	7	\$27,634 (pro-rata)	N/A	\$27,634
Chair	Kerry Watson	0	\$9,500 (pro-rata)	N/A	\$9,500
Director	Sara Carrigan OAM	8	\$7,500	N/A	\$7,500
Director	Tanya Diessel	8	\$7,500	N/A	\$7,500
Director	Dr Sarah Kelly	7	\$7,500	N/A	\$7,500
Director	Joell Ogilvie	7	\$7,500	N/A	\$7,500
Director	Benita Willis- Johnson	8	\$7,500	N/A	\$7,500
TEQ representative Director	Nick Elliott	8	N/A	N/A	-

No. scheduled meetings/sessions 8

Total out of pocket expenses \$214