

# Corporate governance

## Our people

### Executive management

At 30 June 2021, TEQ's senior executive team comprised three Group Executives, led by the CEO, Leanne Coddington. Responsibilities of the Executive management team include:

#### CEO (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 and tourism industry operators and assist them to rebuild and grow through cooperative and collaborative partnerships, as well as attract national and international tourism and event industry operators and trade partners to leverage Queensland'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 rebuild and 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;
- Lead TEQ's stakeholder and industry engagement activities;
- Provide leadership and direction to corporate communications and 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.

#### Events and Experiences (Group Executive – John Drummond Montgomery)

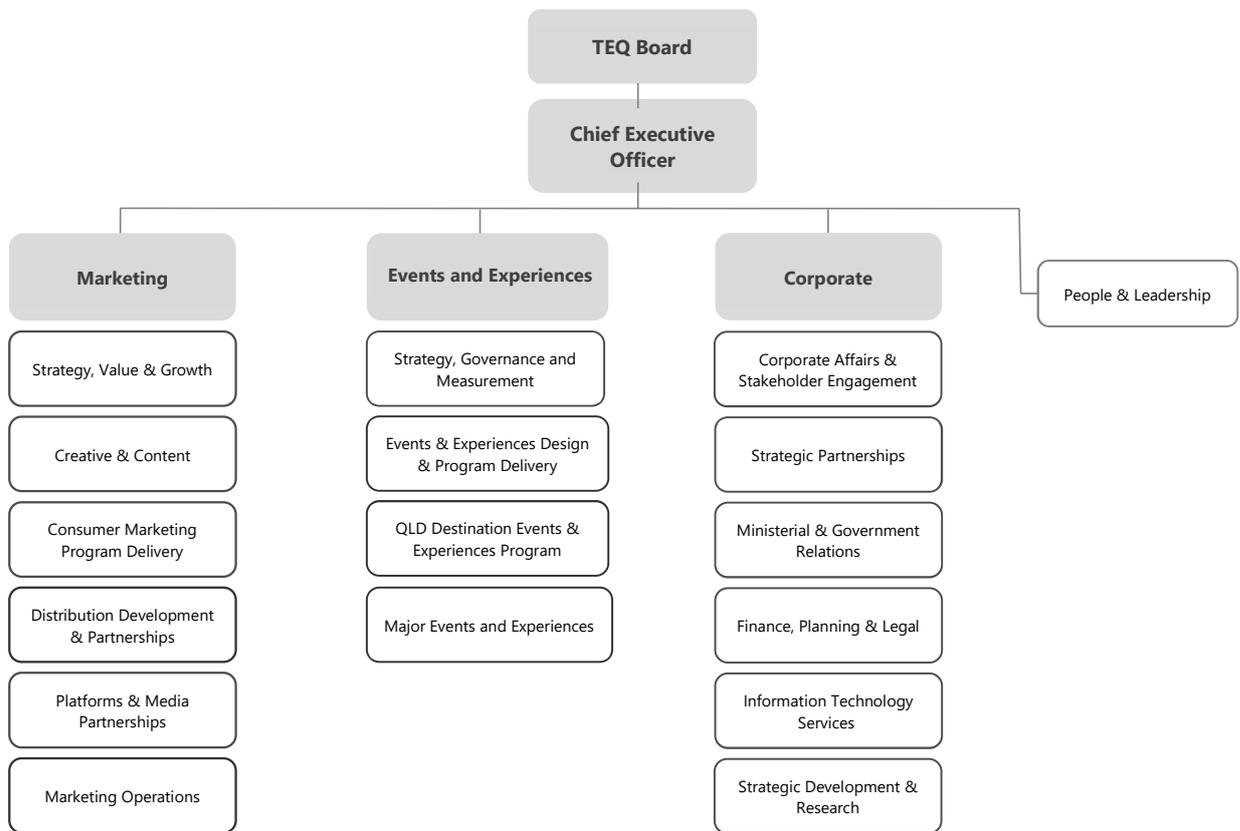
- Deliver a world-class calendar of events for Queensland, guided by the *Events Strategy 2025*;
- Identify, attract, develop, create and promote events and experiences that contribute to the Queensland economy, profile the state and foster community pride;
- Attract people to experience the best address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

#### Marketing (Group Executive – Michael Branagh)

- Lead the ongoing development and implementation of the *Global 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;
- Create and oversee the execution of consumer and trade marketing activity that drives global demand for Queensland and delivers increased OVE from priority traveller segments and identified source markets;
- Lead international source market engagement with trade and industry;
- Identify, collaborate with and initiate strategic partnerships with trade, industry and key distribution partners and platforms to deliver increased visitor expenditure to Queensland;
- Partner with airports, airlines and industry to support aviation route development and increase route capacity; and
- Evaluate marketing effectiveness to optimise outcomes, partnerships, content and marketing program activity.

TEQ's Partnerships Group was merged into the Corporate, Events and Experiences and Marketing Groups in March 2021. Therese Phillips acted in the role of Interim Group Executive for the Partnerships Group until this time.

## Organisational structure



**Figure 3:** Organisational chart as at 30 June 2021

## Workforce planning and performance

TEQ is committed to attracting and retaining a highly skilled team to achieve its objectives and undertakes programs designed to increase staff capability and enhance organisational effectiveness.

### 1. Employee Relations Framework

TEQ employees are remunerated under the following instruments:

- Tourism and Events Queensland Certified Agreement – 2019;
- Tourism and Events Queensland Award – State 2015;
- Common law employment contracts; and
- Local legislation and conditions for international based positions.

At an organisational level, all People and Leadership initiatives are developed with the core philosophy that employees are an integral part of the success of any initiative. As such, employee working parties are drawn from relevant TEQ areas to be involved in the design and implementation of initiatives.

### 2. Workforce

At 30 June 2021, there were 129 full-time equivalent employees (FTE) employed by the TEQ parent entity and the Tourism and Events Queensland Employing Office, comprising of:

- 15 FTE employed by Tourism and Events Queensland parent entity; and
- 114 FTE employed by Tourism and Events Queensland Employing Office.

In addition, there were nine FTE employed by Gold Coast Events Management Ltd, a controlled entity. Excluding Gold Coast Events Management Ltd, TEQ's permanent separation rate was 6.1 per cent.

### 3. Performance and capability

TEQ's performance framework consists of individual achievement of goals and behaviours. The goals are aligned to the strategic plan and key performance indicators outlined in TEQ's annual plan, and the behaviours are identified from TEQ's capability framework.

TEQ's capability framework clarifies the behaviours desired of all employees and leaders to build on our success and to shape our desired culture. These behaviours also assist TEQ to improve the focus and alignment of key people practices, in particular selection for behaviour fit, performance development, reward and recognition, and specialised learning programs to develop our people.

### 4. Flexible work arrangements

TEQ continues to provide flexible work arrangements and offer initiatives that provide a degree of flexibility to enable employees to adapt their work arrangements to suit family responsibilities or evolving COVID-19 restrictions including:

- remote working arrangements;
- part-time arrangements;
- job sharing;
- purchasing additional leave; and
- provision of parenting facilities.

## 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 Tourism, Innovation and Sport. As at 30 June 2021, TEQ's Board had nine members including the Director-General of DTIS.

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.

TEQ strives to hold board meetings in regional areas to provide board members with the opportunity to engage directly 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.

Four of TEQ's six board meetings were held in regional areas in 2020-21 – the Gold Coast (August 2020), Cairns (December 2020), Longreach (April 2021) and Airlie Beach (June 2021). The Board met and engaged with industry stakeholders in Brisbane in October 2020 and February 2021.

Meeting attendance by TEQ board members is included in the *Government bodies* table on page 35.

**Table 3.** Names, positions and appointment terms for members of the TEQ Board

| Name                                      | Position     | Appointment Date  | End Date          |
|---|--------------|---|-------------------|
| Brett Godfrey                             | Chair        | 14 September 2017   | 13 September 2020 |
|   |              | 10 September 2020   | 13 September 2023 |
| 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 OAM                        | 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, DTIS –<br>Damien Walker | Member       | Permanent ex-officio members under the <i>Tourism and Events Queensland Act 2012</i> ** |                   |
| Director-General, DTIS –<br>John Lee      |              |   |                   |

\* Ms Nancy Bamaga, Dr Sarah Kelly, Ms Brenda LaPorte and Mr Chris Mills were reappointed commencing 3 August 2021.

New board members appointed include Mr Brian Hennessy, Mr Duane Fraser and Ms Kylie Blucher, with Mr Paul Martyn joining the board as an ex-officio appointment.

\*\* Mr Damien Walker concluded the Director-General position on 20 November 2020. Mr John Lee commenced as Acting Director-General, DTIS, from 23 November 2020 and was appointed Director-General, DTIS on 18 June 2021.

## 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. Meeting attendance by board committee members is included in the *Government bodies* table on page 35.

### 1. Audit and Remuneration Committee

The Audit and Remuneration 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;
- assessing and reviewing strategic risks; 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 2020-21. 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.

**Table 4.** Names, positions and appointment terms for members of the TEQ Audit and Remuneration Committee

| 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 OAM | Member   | 23 October 2018  | 2 August 2021    |
| Damien Walker      | Member   | 23 October 2018  | 20 November 2020 |

## 2. Events Committee

The Events Committee is governed by a Committee Charter and meets ahead of the 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.

Seven Events Committee meetings were held in 2020-21. The CEO, Group Executive Events, Group Executive Corporate and relevant TEQ staff attend Events Committee meetings as requested.

**Table 5.** Names, positions and appointment terms for members of the TEQ Events Committee

| 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 OAM    | 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 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.

Six Aboriginal and Torres Strait Islander Committee meetings were held in 2020-21. The CEO, Group Executive Corporate and relevant TEQ staff attend Aboriginal and Torres Strait Islander Committee meetings as requested. In addition, two Indigenous Young Tourism Leaders (Simon Thornalley and Anthony Cora) were invited to attend Committee meetings in 2020-21.

**Table 6.** Names, positions and appointment terms for members of the Aboriginal and Torres Strait Islander Committee

| 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 |
| Glen Miller           | Member   | 1 July 2020      | 30 June 2021  |
| Georgina Richters     | Member   | 1 July 2020      | 30 June 2021  |

## 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 2020-21, the TEQ Board continued to guide the organisation's crisis response and recovery activities to support Queensland's tourism and events industry through the impacts of the COVID-19 pandemic. The board also identified efficiency measures, strategically reshaping the organisational structure to three executive groups and five global hubs.

In the delivery of its core functions, the board encouraged the evolution of the Travel for Good brand strategy and implementation of the Good to Go marketing campaign, approved the Nature-based Tourism Strategy 2021-24, endorsed the development of the Industry Framework for COVID Safe Events and supported the creation of the reimagined *It's Live! in Queensland* events calendars in the COVID-impacted landscape.

Through its Aboriginal and Torres Strait Islander sub-committee, the board continued to build on TEQ's contribution to reconciliation by actively participating in the development of the organisation's inaugural 'Reflect level' Reconciliation Action Plan.

The board set the strategic direction for the organisation through the Strategic Plan 2021-25, with a focus on COVID-19 response and recovery and strengthening the visitor economy.

TEQ's performance against the 2020-21 Service Delivery Statement measure targets is detailed on page 18.

**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 <sup>20</sup> |
|--------------|---|--|---------------------|---|------------------------------------|
| Chair        | Brett Godfrey   | Board: 6<br>Aboriginal and Torres Strait Islander Committee: 4   | \$35,000            | N/A                                       | \$36,346                           |
| Deputy Chair | James Dixon   | Board: 4<br>Audit and Remuneration Committee: 3  | \$10,000            | N/A                                       | \$10,385                           |
| Member       | Nancy Bamaga  | Board: 6<br>Events Committee: 6<br>Aboriginal and Torres Strait Islander Committee: 6  | \$10,000            | N/A                                       | \$10,385                           |
| Member       | Karen Hanna Miller                                    | Board: 6<br>Audit and Remuneration Committee: 4<br>Events Committee: 7<br>Aboriginal and Torres Strait Islander Committee: 5 | \$10,000            | N/A                                       | \$10,385                           |
| Member       | Dr Sarah Kelly OAM                                    | Board: 6<br>Audit and Remuneration Committee: 2<br>Events Committee: 5   | \$10,000            | N/A                                       | \$10,385                           |
| Member       | Brenda LaPorte  | Board: 6<br>Events Committee: 7  | \$10,000            | N/A                                       | \$10,385                           |
| Member       | Chris Mills   | Board: 6<br>Audit and Remuneration Committee: 4<br>Events Committee: 6   | \$10,000            | N/A                                       | \$10,385                           |
| Member       | Johnathan Thurston AM <sup>21</sup>                   | Board: 3<br>Events Committee: 6<br>Aboriginal and Torres Strait Islander Committee: 6  | \$10,000            | N/A                                       | \$10,385                           |
| Member       | Director-General, DTIS<br>Damien Walker <sup>22</sup> | Board: 1<br>Audit and Remuneration Committee: 0  | N/A                 | N/A                                       | N/A                                |
| Member       | Director-General, DTIS<br>John Lee <sup>23</sup>      | Board: 4   | N/A                 | N/A                                       | N/A                                |

**No. scheduled meetings/sessions**

**Board:**  
Ordinary board meetings: 6  
Special board meetings: 0

**Committees:**

Audit and Remuneration Committee meetings: 4  
Events Committee meetings: 7  
Aboriginal and Torres Strait Islander Committee meetings: 6

**Total out of pocket expenses**

\$1,195.22

<sup>20</sup> Based upon the fortnight ending 2 July 2021; there were 27 pay fortnights in the 2020-21 financial year.

<sup>21</sup> Mr Johnathan Thurston was unable to attend three board meetings due to pre-existing commitments that coincided with board meeting dates.

<sup>22</sup> Mr Damien Walker was eligible to attend two board meetings; he concluded the Director-General, DTIS position on 20 November 2020.

<sup>23</sup> Mr John Lee was eligible to attend four board meetings; he commenced as Acting Director-General, DTIS from 23 November 2020 and was appointed Director-General, DTIS on 18 June 2021.

## 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. The company has launched and operated highly successful Virtual Gold Coast Marathon and Virtual Halloween Chase events.

**Achievements** The principal activities for the reporting period were to plan the 2020 and 2021 Gold Coast Marathons and the 2020 and 2021 Pan Pacific Masters Games (the world's biggest biennial multi-sport masters event held on the Gold Coast). Due to the COVID-19 pandemic and subsequent restrictions, the company cancelled the 2020 and 2021 Gold Coast Marathon and 2020 Pan Pacific Masters Games. Since taking the decision to cancel these events, focus has shifted to planning for future events, receiving entries for the 2021 Pan Pacific Masters Games, launching the Virtual Gold Coast Marathon and Halloween Chase plus managing the event cancellations.

**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 <sup>24</sup> |
|-----------------------------|-----------------------|------------------------------|---------------------|---|------------------------------------|
| Chair                       | Paul Donovan          | 6                            | \$30,000            | N/A                                       | \$31,154                           |
| Director                    | Sara Carrigan OAM     | 6                            | \$7,500             | N/A                                       | \$7,788                            |
| Director                    | Tanya Diessel         | 6                            | \$7,500             | N/A                                       | \$7,788                            |
| Director                    | Joell Ogilvie         | 5                            | \$7,500             | N/A                                       | \$7,788                            |
| Director                    | Benita Willis-Johnson | 6                            | \$7,500             | N/A                                       | \$7,788                            |
| TEQ representative Director | Dr Sarah Kelly OAM    | 5                            | \$7,500             | N/A                                       | \$7,788                            |
| TEQ representative Director | Nick Elliott          | 6                            | N/A                 | N/A                                       | N/A                                |

**No. scheduled meetings/sessions** 6

**Total out of pocket expenses** -

<sup>24</sup> Based upon the fortnight ending 2 July 2021; there were 27 pay fortnights in the 2020-21 financial year.

## **Statutory obligations**

### ***Public Sector Ethics Act 1994***

TEQ's Code of Conduct (the code) is aligned with the four ethics principles and values outlined in the *Public Sector Ethics Act 1994*. The code requires employees to adhere to the highest standards of ethical practice and conduct and provides each employee with a clear understanding of what is expected of them in relation to their conduct. TEQ's human resource management procedures and practices, including employee performance reviews, have been put in place in accordance with the code. Mandatory training on the code of conduct and awareness sessions regarding public interest disclosures were delivered throughout 2020-21.

### ***Work Health and Safety Act 2011***

TEQ's Work Health and Safety (WHS) Committee continues to meet quarterly to facilitate compliance with the *Work Health & Safety Act 2011*. In 2020-21, TEQ:

- continued its focus on improving the WHS system and the culture of safety first in the workplace;
- finalised the three-yearly first aid certification for employees;
- continued to undertake WHS inductions for all new employees;
- updated the TEQ Board on their responsibilities as 'officers' of the organisation and the organisation's WHS governance processes; and
- required all employees working away from the office to complete a safety self-assessment of their work environment.

With the current COVID-19 climate continuing to impact workplaces during 2020-21, TEQ aligned its work arrangements to the advice and direction of Queensland Health to ensure that employees were safe and productive during this time.

### ***Human Rights Act 2019***

In 2020-2021 TEQ ensured that human rights were incorporated in workforce decisions and when handling public enquiries. TEQ received no complaints related to human rights.

## Risk management

Risk management underpins TEQ's planning and performance framework, comprising strategic planning, program delivery and project management activities. 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.

Strategic risks are regularly reviewed and reported to the Audit and Remuneration Committee at each committee meeting and subsequently shared with the TEQ Board. 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.

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.

## 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:

- worked in accordance with a board-approved annual and strategic internal audit plan;
- conducted internal audits in the areas of payroll outsourcing internal controls, Tourism Network Funding grant acquittals, budget to payment, crisis management and cyber security; and
- acted independently of management and the external auditors.

Deloitte were TEQ's appointed internal audit service providers for 2020-21.

## 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 2020-21 on 31 August 2021;
- TEQ Employing Office financial statements for 2020-21 on 31 August 2021; and
- Gold Coast Events Management Ltd financial statements for 2020-21 on 23 August 2021.

There were no material issues identified by external audit in 2020-21.

## Information systems and recordkeeping

As a Queensland Government statutory body, TEQ meets the accountability requirements of the *Public Records Act 2002*, as well as other whole-of-government policies and standards.

TEQ uses Microsoft Teams as the main system for information management and collaboration, and maintains a range of systems to manage and store information including MicroFocus Content Manager 9 (CM9/TRIM) for the storage of high-value, high-risk and permanent records. These systems also support the strategic pillar of stakeholder and industry engagement, through external collaboration and efficient access to information, and ensures TEQ is a high performing organisation.

Roles and responsibilities for creating, managing and disposing of public records are documented in TEQ's *Information Management Policy*. Mandatory online training is provided to all employees, regular 'lunch and learn' sessions are provided and online refresher training is also available. TEQ has embraced the remote and flexible work efficiencies offered by Microsoft Teams and other cloud applications.

Information security has been strengthened to ensure protection of information assets, with work underway to achieve Maturity Level Two of the ACSC *Essential Eight Maturity Model*.

The CRM system (Dynamics 365) was relied upon to successfully deliver the 'Holiday Dollars' program, with Power BI dashboards an integral part of the program reporting.

## Open data

TEQ has no information to report on the Queensland Government Open Data Portal [www.data.qld.gov.au](http://www.data.qld.gov.au) for 2020-21 for overseas travel, consultancies or the *Queensland Language Services Policy*.

There was no international travel undertaken by Australian-based TEQ staff in 2020-21.

While TEQ engaged contractors during 2020-21, no consultants were used.

The reporting requirement for government bodies (Tourism and Events Queensland Board and Gold Coast Events Management Ltd) is published within this annual report, please refer to pages 34-36.