

Strategic priority highlights 2019-20

TEQ progressed the following key activities during 2019-20, in addition to COVID-19 response and recovery initiatives.

Convert high value travellers from priority markets | Marketing the best address on Earth

Brand strategy

TEQ has undertaken an extensive strategic review of the Queensland tourism brand with the aim to evolve Queensland's global brand strategy and develop a distinct positioning to overcome competitive challenges, meet emerging consumer needs and achieve visitor expenditure growth.

The 2019 review identified global consumer trends driving demand for purpose-led brands that reflect personal values and transformational travel experiences, providing travellers with the opportunity for personal growth and the ability to make a positive contribution whilst travelling.

In alignment with these changes in the global consumer and market landscape, Queensland is moving towards a purpose-led brand position to 'Travel for Good'. This simply means travel is good for travellers' wellbeing and travel makes a positive impact on the world. This is an inclusive invitation for all travellers to participate, contribute and belong – and to ultimately leave Queensland renewed, restored and regenerated.

Implementation of the brand strategy in 2019-20 has included development of a new global creative platform for a phased launch in 2020-21 and significant work to develop an Experience Design Strategy and Toolkit to be launched in 2020-21. The brand strategy will be implemented over a three-phase approach, across a 15-year horizon between 2020 and 2035.

Queensland.com

In early June TEQ launched the brand-new Queensland.com to market Queensland's tourism and event experiences. The new-look Queensland.com was redesigned and rebuilt using the world-leading Adobe platform and will deliver personalised experiences for aspiring travellers all around the world. This major milestone in TEQ's Digital Transformation Project followed the transition to TEQ's new email platform in March 2020, opening up personalised marketing opportunities, and complemented the launch of the 'Good to Go' campaign.

Find Your Perfect Next

In order to leverage major campaign activity undertaken in the first half of 2019, TEQ launched an integrated campaign in July 2019 to connect with High Value Travellers and keep Queensland front of mind. Retail activity was pursued with partners to convert awareness into visitation. The 'Find Your Perfect Next' campaign drove the state's key messages through television, digital and social media channels and included a new television commercial promoting the state's *It's Live! in Queensland* events calendar.

Campaign tracking research undertaken in November 2019⁴⁰ found that 'intention to visit Queensland in the next six months' increased by two per cent to 39 per cent compared to June 2019, and held at 78 per cent for 'intention to visit in the next 12 months'. Of those surveyed, Queensland was the most frequently nominated destination when thinking about a holiday or short break (at 30 per cent, compared to New South Wales at 18 per cent, Victoria at 14 per cent, Tasmania at five per cent, Bali/Indonesia at three per cent and Europe/UK at two per cent). Almost two thirds (65 per cent) of those who saw the campaign would consider visiting in the next 12 months, compared to 51 per cent who had not seen the campaign.

⁴⁰ Source: Kantar Public, November 2019.

Great Barrier Reef campaigns

scUber

In May 2019, TEQ together with Uber launched 'scUber' - the world's first rideshare submarine on the world's greatest natural wonder, the Great Barrier Reef. The scUber campaign aimed to grow positive awareness and change the conversation about the Great Barrier Reef in key western source markets by showcasing the diversity and resilience of the reef in an authentic way. The scUber campaign was a direct outcome of TEQ's Great Barrier Reef Framework 2018-2025, and the priority action of growing positive awareness and demand for Great Barrier Reef experiences.

The campaign generated 4,320 pieces of live global news coverage, reaching an estimated global audience of 4.5 billion people. The publicity coverage was valued at over \$130 million.

In 2019-20 TEQ developed programs and activities to continue the legacy of scUber and ensure audiences are educated and inspired by the Great Barrier Reef including:

- October 2019: Great Barrier Reef Panel Session at the Australian Society of Travel Writers event in Cairns;
- November 2019: Coral Spawning Media Event; and
- April 2020: Facebook livestream with Dr David Wachenfeld, Chief Scientist at the Great Barrier Reef Marine Park Authority (GBRMPA) and diver from Reef HQ in Townsville.

Great Barrier Reef campaign – Europe

To progress priority actions of the Great Barrier Reef Framework 2018-2025 within European markets, TEQ in partnership with all seven reef RTOs, Cathay Pacific and trade partners targeted High Value Travellers in the German cities of Munich, Frankfurt, Dusseldorf, Hamburg and Stuttgart through out-of-home, digital, print, online, content creation and point of sale. The campaign was part of a planned multi-year partnership from November 2019 to March 2021 to promote Queensland as the perfect destination to escape the Northern Hemisphere winter and highlight the Great Barrier Reef as well as its adjoining rainforest, wildlife, islands and beaches, outback and Indigenous experiences as a must-see on any itinerary to Australia. As part of the campaign an agent training roadshow was delivered, with more than 1,800 agents trained.

Queensland Government China Mission

Queensland was showcased across China in September 2019 as part of a Queensland Government trade mission to the state's largest international source market. A number of major tourism initiatives were announced during the mission including:

- The signing of a new Memorandum of Understanding (MOU) between TEQ and the world's largest online payment platform, Alipay, placing Queensland on track to be the most payment-friendly Australian state for Chinese visitors;
- A tourism campaign with Asia's largest online travel agency, Ctrip, which captured the attention of more than 13 million Chinese commuters when the subway station in Shanghai came alive with images of Queensland; and
- An interactive game launched in Guangzhou as part of TEQ's 'Reefocus' tourism campaign aimed at sparking children's curiosity of the Great Barrier Reef. The campaign targeted Chinese families who are interested in 'travelling with purpose' and the educational opportunities offered by the Great Barrier Reef.

Dive market

Following significant 2018-19 activity to market Queensland's diving experiences, leveraging the launch of the HMAS Tobruk, TEQ's United States team undertook a marketing campaign with PADI Media Group (Scuba Diving and SportDiver outlets) and About Australia, a Key Distribution Partner in the North American market, to increase destination awareness of Queensland and visitation to the Great Barrier Reef. The campaign included out of home (billboards), digital and social media, video content, custom emails, banners and e-newsletters, which delivered more than 1.67 million impressions.

TEQ's US team also exhibited at the DEMA Show 2019 – the world's largest trade-only event for companies in the scuba diving, ocean water sports and adventure/dive travel industries. Thousands of dive and travel industry professionals from around the world attended the event, and TEQ was there with industry partners to showcase Queensland's diving experiences, securing business for 2020-22.

Maximise the value of Queensland's events calendar

Guided by the TEQ Events Strategy 2025, TEQ aims to build Queensland's events calendar by investing in events that drive visitation and expenditure, as well as enhancing the profile of Queensland as a world-class event host and fostering community pride. Major, business and destination events all play a vital role in attracting visitors to Queensland and supporting the state's tourism industry.

During 2019-20, TEQ supported 192 events across the major, business and QDEP portfolios including 68 major events, 26 business events and 98 QDEP events. Of these, 122 events were staged prior to COVID-19 restrictions coming into effect, four were staged virtually, 42 were cancelled and another 24 postponed.

The *It's Live! in Queensland* events calendar was curated to contribute an estimated \$880 million in economic benefit to Queensland in 2020. However, the ban on mass gatherings in Australia effectively brought the events industry to a standstill, with the road to recovery remaining uncertain around the impacts of COVID Safe measures on the staging of future events and their strong record in attracting visitors to Queensland. Up until March 2020, TEQ's portfolio of supported events continued to deliver on its growth forecast against the previous corresponding period. Anchor events such as the 2019 Gold Coast Marathon, Toowoomba Carnival of Flowers, Supercars Gold Coast 600 and Townsville 400, and Woodford Folk Festival contributed strong growth to the visitor economies for their host regions.

In 2019-20, TEQ's investments in sport events continued to deliver on Gold Coast 2018 Commonwealth Games legacy outcomes – with the Gymnastics Clubs Carnival on the Gold Coast recording a strong second year in participation and the staging of the UCI Track World Cup in December 2019 at the Anna Meares Velodrome. In January 2020, Brisbane hosted the group stage of the inaugural ATP Cup with the Australian tennis team attracting strong crowds and television audience. Held alongside the Brisbane International Women's tournament, the January event provided Australia with a diverse line up of tennis stars second to the Australian Open Grand Slam. In February, the NRL All Stars returned to Queensland, playing to a near capacity crowd on the Gold Coast to celebrate the Year of Indigenous Tourism.

QDEP continued to invest into the growth of regional visitor economies. Three rounds of funding were approved for events planned up to September 2021, with 60 per cent of these events located outside of south east Queensland.

The Business Events Investment Program, through its Acquisition and Leveraging Fund, continued to support the industry's success in securing future events, including the 2022 UNI Global World Conference in Brisbane and the 2022 XXV Biennial Meeting of the International Society for Eye Research on the Gold Coast. In 2019-20, international incentive travel continued to support Queensland through events such as the AstraZeneca Incentive Travel Group which went to Cairns and the Great Barrier Reef in October 2019.

Connect consumers with meaningful and exceptional experiences

Experience design

TEQ's Experience Design program centres around supporting tourism and events operators to evolve and adapt to a market with changing needs and values, and how these are reflected through the new Queensland brand direction. Through optimising their experience delivery, operators will be better positioned to recover from COVID-19 and respond to the changing needs of their guests.

TEQ has commenced development of a Guest Experience Guide in line with TEQ's travel for good brand positioning, aimed at supporting operators to design and deliver exceptional transformational experiences for their guests through the five stages of travel⁴¹. The Guest Experience Guide will be available to tourism and events businesses in 2020-21.

The Best of Queensland Experiences Program

Since its development, the Best of Queensland Experiences Program (BOQEP) has been guiding the Queensland tourism industry to deliver exceptional customer experiences, create positive word of mouth, help attract more visitors, grow expenditure and increase market share. The program is based on an independent set of criteria that reflects consumer expectations and best practice industry standards in the current market. Operators are provided with an individual report containing valuable consumer insights to drive improved business performance and benefit from consumer advocacy and marketing prioritisation opportunities.

In 2020, 2,394 operators with an active ATDW listing were assessed as part of the program. Of these, 1,368 (57 per cent) were identified as a Best of Queensland Experience. This represents an eight per cent increase in operators meeting the program criteria compared to March 2019, and this is a number TEQ seeks to continue to grow.

With the program currently paused due to COVID-19, a comprehensive review of the BOQEP is taking place to ensure the program and assessment criteria are relevant to the needs of the future traveller, and the intention is to re-launch the program in 2021.

⁴¹ The five stages of travel include dreaming, planning, booking, experiencing, and sharing.

Grow aviation access and capacity

Airline access from key and emerging international markets is critical to the competitiveness of Queensland's tourism industry and the state's economy. Prior to the COVID-19 pandemic, TEQ progressed work under two key aviation attraction initiatives:

1. Attracting Aviation Investment Fund

Since February 2015, the Attracting Aviation Investment Fund (AAIF) has secured 29 new and/or expanded services to Queensland. The fund has provided an additional 3.3 million airline seats and injected more than \$2.4 billion in OVE to the Queensland economy. Services have been secured from major international source markets including China, Hong Kong, Canada, Japan, Thailand, Taiwan, Malaysia, New Zealand, South Korea, Singapore, the USA; and domestically from Uluru.

In 2019–20, AAIF support was confirmed for a number of services which have not commenced due to the global and local travel restrictions imposed as a result of COVID-19.

In support of previously announced AAIF projects, TEQ implemented a number of marketing activities in 2019-20 including:

- A cross-channel digital marketing campaign from November 2019 to March 2020 in partnership with Qantas to build awareness, consideration and bookings on the new non-stop Qantas services from Chicago and San Francisco to Brisbane. This campaign generated 90.4 million impressions across digital, social media, and out of home advertising (including subway station and interior train wraps in Chicago). A VIP media event was held in San Francisco for the inaugural flight in February 2020. The first flight arrived in Brisbane on 9 February and continued until the service was suspended on 22 March 2020.
- Trade and consumer campaign activity in partnership with Jetstar Airways and Destination Gold Coast to promote the launch of Jetstar's new direct service between Seoul and the Gold Coast which commenced in December 2019 and was suspended on 6 March 2020. As part of the launch project, Korea's Channel A travelled to the Gold Coast to film an episode of their new drama series, 'Yoo Byul Na! Chef Mun' in January 2020, and with support from TA, the series featured some iconic Gold Coast locations and products. The Gold Coast episode aired in March 2020, with an expected total audience of 10 million, and an advertising equivalent value of more than AUD500,000.

2. Connecting with Asia

The Connecting with Asia (CWA) program 2017-20 was a consortium-led initiative which sought to attract High Value Travellers from China to Queensland, maximise aviation access opportunities and grow Queensland's market share of Chinese visitation to Australia.

Key projects for 2019-20 included 'Southern Queensland and Beyond' and 'Project 88'. The CWA funding program achieved strong success in both projects.

Southern Queensland and Beyond

In its concluding year, the 'Welcoming China to Southern Queensland and Beyond' project contributed approximately \$61.29 million⁴² in OVE to the state's economy and supported a total of 588 jobs⁴³ during 2019-20.

Aviation partners China Eastern Airlines and China Southern Airlines operated seasonal increases in response to strong load factors between China and Brisbane, including:

- China Eastern Airlines fluctuated between four and seven services weekly on the Shanghai-Brisbane route, with a seasonal increase to nine services weekly during the Chinese New Year 2020 period. Load factors exceeded targets, operating at 85 per cent capacity.
- China Southern Airlines operated daily services on the Guangzhou-Brisbane route, with an additional three services per week (seasonal increase) between 15 December 2019 and 9 February 2020. Load factors exceeded targets, operating at 92 per cent capacity.

Project 88

TEQ continued to leverage its competitive advantage through trusted relationships with key partners Alipay and UnionPay, and to pioneer tourism opportunities through Chinese payment platforms.

The second phase of the CWA Project 88 pilot program sought to make Queensland a more payment-friendly state for Chinese visitors, to drive visitor expenditure through Chinese cashless payment platforms, and generate exposure for Queensland through the Alipay lifestyle app.

Key achievements under the project include:

- Industry engagement - a total 5,148 businesses were engaged through the program including 208 participants at four industry expos and three workshops across Cairns, the Gold Coast, Whitsundays and Brisbane. More than 430 Queensland businesses have become Chinese payment ready, meaning they're better equipped to engage with Chinese travellers.
- Chinese payment educational resources - leading educational pieces were designed to increase operators' understanding of, and showcase the tourism marketing opportunities available through, Chinese payment platforms.
- International and domestic marketing campaigns - through cooperative marketing agreements, TEQ leveraged Alipay and UnionPay's platforms to better connect with Chinese High Value Travellers and drive visitor expenditure for Queensland. This resulted in TEQ increasing Queensland content and product exposure across the Chinese digital platforms, exceeding the performance target by 12 per cent.

TEQ was named Alipay's Partner of the Year in the Australia-New Zealand region at the Chinese payment platform's annual e-commerce expo in Sydney.

⁴² OVE estimate calculated from a number of data sources including: Bureau of Infrastructure, Transport and Regional Economics, March 2020; OAG Schedules Analyser, March 2020; Tourism Research Australia, International Visitor Survey, year ended September 2019; and Department of Home Affairs, Overseas Arrivals and Departures, year ended September 2019.

⁴³ Jobs estimate calculated based on data sources: Tourism Research Australia, State Tourism Satellite Accounts 2017-18; and Tourism Research Australia, International Visitor Survey, year ended September 2019.

Optimise partnerships

Trade partnerships

Trade partners play a critical role in TEQ's global consumer marketing activity, facilitating the 'booking' phase in the consumer journey to travel. In 2019-20 TEQ worked with a wide range of partners, connecting and showcasing Queensland experiences to the consumer, to directly drive OVE for Queensland.

Capitalising on inspirational marketing campaigns, trade partners provide the vital link to conversion through booking platforms, enabling OVE outcomes to be maximised.

TEQ works with numerous trade partners under TEQ's brand message across multiple distribution channels involving airlines, retail, wholesale and online platforms. Partners in 2019-20 included:

- Qantas and Virgin Australia;
- Flight Centre and HelloWorld; and
- Ignite Travel Group and TripAdvisor.

COVID-19 impacted global marketing efforts across the organisation and the broader tourism and travel industries. Trade partners were greatly impacted over the end of the financial year, however prior to that there were strong year on year outcomes from activity undertaken in partnership. During the recovery phase, as intrastate and interstate travel becomes possible, TEQ will recommence working with key trade partners to promote and convert travel intention to bookings for Queensland operators and experiences.

Alongside trade partnerships, an important component of the TEQ strategy is connecting consumers directly with Queensland operators and encouraging direct bookings. TEQ's marketing campaigns have a primary call to action to Queensland.com, which provides consumers a direct booking path through the ATDW online operator listings.

Trade events

TEQ coordinated a series of Queensland on Tour trade missions in 2019-20, focused on facilitating face-to-face meetings, training sessions and networking opportunities between Queensland tourism operators and wholesalers, key distribution partners and travel agents who are crucial in influencing the travel decisions of consumer markets in key international markets.

- Queensland on Tour Japan 2019 was hosted in Osaka and Tokyo from 3 to 6 September 2019, with 26 Queensland operators meeting with approximately 300 partners from the Japanese tourism trade;
- Queensland on Tour North America 2019 saw 14 Queensland operators connect with 155 trade partners via face-to-face meetings;
- Queensland on Tour Europe 2019 comprised 33 Queensland operators and 204 key trade partners; and
- Queensland on Tour UK 2019 saw 29 Queensland operators connect with 102 trade partners via face-to-face meetings and an additional 674 partners via an online training portal.

The 2019 Destination Showcase India was delivered in partnership with Visit Victoria and held in Mumbai and New Delhi from 13 to 14 August 2019. Fourteen Queensland tourism businesses met with around 190 partners and agents from the India travel trade across the two day event. The event followed TA's *Australia Marketplace India*, enabling many of the Queensland participants to attend both events.

The Focus Queensland | Digital Marketplace 2019 trade event was hosted in Chengdu from 7 to 9 November 2019, and saw 21 Queensland tourism businesses meet with 24 buyers from 11 cities across China, with a focus on digital trade partners including online travel agents and emerging platforms. The event preceded TA's *Australia Marketplace China*, enabling many of the Queensland participants to attend both events.

TEQ hosted a China Industry Advisory Group (CIAG) meeting in Cairns in October 2019 with 12 senior representatives from key trade agencies in China participating. The group shared valuable insights and travel trends for both Australia and Queensland with the tourism industry and participated in a familiarisation of the region. The CIAG members indicated that the Cairns and Great Barrier Reef experience offering was compelling and provided recommendations on how to leverage the Great Barrier Reef as a unique selling point for Queensland to their customers.

Year of Outback Tourism

Premier Annastacia Palaszczuk declared 2019 the Year of Outback Tourism in Queensland, a Government initiative to reinforce the state's position as a world-leading tourism destination and support economic, social and cultural growth in Outback Queensland.

TEQ worked in partnership with government stakeholders, OQTA and industry to leverage the Year of Outback Tourism in 2019 and celebrate the Queensland Outback spirit through the promotion of Outback Queensland tourism, history, culture, events and achievements.

TEQ supported the Year of Outback Tourism with dedicated campaign activity to encourage visitors to Outback Queensland and assist regions facing challenges due to the long-running drought. Initiatives comprised:

- Media activations including live weather crosses showcasing a number of Outback events;
- An Outback Events Guide featured in newspaper lift outs;
- Retail campaigns with Sunlover and Qantas;
- Coordination of an Outback Queensland-themed Queensland Government pavilion at the Royal Brisbane Show;
- An Outback on Tour Paleo Study Mission to learn industry best practice management from North America's premier Paleo tourism attractions; and
- A calendar of iconic events throughout Outback Queensland.

The success of the Year of Outback Tourism is demonstrated with visitor numbers to Outback Queensland surpassing one million for the first time ever in the year ended June 2019, and operators throughout the region participating in marketing activities to drive more visitors in the future.

Initiatives proved so successful they were extended into 2020 with even more events being delivered to showcase the extraordinary Outback destinations and support rural and remote communities. Outback Queensland welcomed 1.1 million visitors in the year ended March 2020, spending \$703 million and providing vital support to local economies.

Year of Indigenous Tourism

The Queensland Government declared 2020 as the Year of Indigenous Tourism and committed \$10 million over two years to create tourism jobs for Aboriginal and Torres Strait Islander Queenslanders and to position the state as the nation's leader in Indigenous tourism.

Indigenous culture and stories have been an integral part of Queensland's tourism industry, attracting people from all around the world to learn and experience more about the world's oldest living cultures. In the year ended March 2020, 444,000 overnight visitors to Queensland took part in an Indigenous experience such as visiting an Aboriginal art gallery or festival, visiting an Aboriginal cultural site or community, or taking a tour with an Indigenous guide or ranger⁴⁴.

The Year of Indigenous Tourism sees Aboriginal and Torres Strait Islander tourism experiences take centre stage to profile and further develop Queensland's Indigenous tourism offerings and capitalise on growing demand.

Under the program, a range of support is available for Aboriginal and Torres Strait Islander tourism businesses to further develop their experiences and grow their business including:

- the newly launched Indigenous Innovation and Entrepreneurs Program;
- a new dedicated Indigenous Tourism Development Service;
- the Growing Indigenous Tourism in Queensland Fund; and
- development of an Indigenous tourism strategy for south east Queensland.

Following the events of 2020, in July the Year of Indigenous Tourism was officially extended into 2021 to ensure the opportunity to properly celebrate the unique cultural experiences that Queensland has to offer is maximised. TEQ will continue to support the Year of Indigenous Tourism in partnership with QTIC, DSOTI and industry to showcase Queensland's Indigenous tourism offerings and experiences.

A range of activities to support the promotion of Indigenous tourism experiences in 2020-21 is shown in Table 5.

⁴⁴ Source: *Tourism Research Australia, International and National Visitor Surveys, year ended March 2020*. The domestic visitor number is based on a three-year average due to small sample size.

Table 5: TEQ Year of Indigenous Tourism Key Projects

Communications and marketing	Development of new Indigenous content, to be showcased on queensland.com and through social media
Experience programs	Heighten the inclusion of Indigenous experiences in TEQ Experience Programs (famils)
Distribution	Assist Indigenous tourism experiences to become export ready and participate in trade events
Festivals and events	Provide strategic support to grow existing events and festivals
Experience development	Support Indigenous tourism experiences to participate in the BOQEP, with particular focus on customer experience development and incorporation of Travel for Good into their products
Destination support	Funding to support RTOs to engage with Aboriginal and Torres Strait Islander entrepreneurs and organisations to support their progress within the tourism industry

Government partnerships and *DestinationQ*

DestinationQ is a partnership between DSDTI, TEQ and QTIC which facilitates ongoing engagement between industry and government to deliver on key priorities to drive growth and jobs in Queensland. The annual *DestinationQ* forum is Queensland's leading tourism industry event, bringing industry and government together to connect, collaborate and share knowledge to grow the visitor economy.

The 2019 *DestinationQ* forum was held on the Sunshine Coast in November 2019. The conference included speakers from Queensland, across Australia and internationally who drew on their expertise and experience in the tourism sector to inspire and inform the Queensland tourism industry. Over two days, 650 delegates attended the keynote presentations, panel discussions and a choice of four masterclass sessions relating to the 'Tourism beyond 2020: Innovating for the future' theme.

A series of industry panels over both days examined a range of challenges and opportunities that the industry faces and provided case studies and insights for tourism businesses and professionals to learn from. Demand for the *DestinationQ* annual forum remains strong with 2019 delegate numbers on par with the 2018 forum held on the Gold Coast. Participant satisfaction with the forum was strong at 89 per cent, and also on par with attendee satisfaction for the 2018 forum.

In the lead up to *DestinationQ*, over 150 business leaders, employers, government representatives, tourism organisations, Native Title holders and community organisations gathered as part of QTIC's *Destination IQ* to discuss strategic opportunities for First Nations tourism in Queensland and to launch the First Nations Tourism Potential Plan.

Following *DestinationQ*, the annual Queensland Tourism Awards 2019 were held with more than 900 industry professionals gathering to celebrate the state's best tourism operators. A total of 83 awards were presented across 28 categories including two People's Choice Awards.

In collaboration with government and industry, TEQ contributes towards a range of actions under *Destination Success: the 20-year plan for Queensland Tourism* and also participates in the Australian Standing Committee on Tourism (ASCOT) and Tourism Ministers' Meeting process.

Industry Media Agency for Tourism and Events

TEQ launched a new industry media agency in May 2020 that allows Queensland's tourism and events businesses to plan, book and deliver advertising activity which leverages TEQ's media buy, partnerships and research.

The Industry Media Agency for Tourism and Events (IMATE) provides tourism businesses and event proponents with greater insights into TEQ's marketing activities, media strategy and campaigns, and access to learning resources including a comprehensive marketing toolkit. The service also provides industry with opportunities to align with and leverage TEQ's media activity, and media planning and buying services to maximise return on media investment.

Further information regarding the services IMATE provides and how to get involved is available at imate.queensland.com.

Partnership with EventScotland

TEQ signed an MOU with EventScotland in November 2019. The MOU will see the two organisations work in collaboration over the next three years sharing information and insights into the securing and delivery of major events and opening up potential staff exchange opportunities.

Great Barrier Reef partnerships

The aspirational goal of TEQ's Great Barrier Reef Framework 2018-2025 is that by 2025 Queensland's Great Barrier Reef tourism industry will be recognised as a world leader in responsible reef tourism and best practice reef interpretation. One of the actions for achieving this is TEQ's proud partnership with GBRMPA and the Association of Marine Park Tourism Operators (AMPTO) to deliver the Master Reef Guides Program, which is led by GBRMPA.

In 2020, the program was recognised internationally by the Commonwealth Blue Charter as the first of its kind working on the issue of coral reefs and as one of Australia's commitments to achieving sustainable ocean development. As at February 2020 there are 63 Master Reef Guides across the marine park.

High performing organisation

TEQ has a strong planning and accountability framework in place and seeks to continually improve its operational capability while maintaining efficient business operations and organisational governance and accountability.

Workforce planning and performance

TEQ is committed to attracting and retaining a highly skilled team to achieve set objectives. The following activities and programs undertaken in 2019-20 were designed to enhance organisational effectiveness:

1. Performance and capability

TEQ's performance framework requires each team member to achieve their annual goals and behaviours. Individual performance goals are aligned to strategic priorities and the 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.

2. Talent management

TEQ's talent management framework identifies high performers with high potential to ensure TEQ retains and develops these employees. The framework also identifies business critical roles to ensure that successors to these positions are identified and upskilled to enable a smooth succession if required.

In 2019-20 an *Executive Readiness Pilot Program* was implemented as part of TEQ's commitment to talent management, in particular to build leadership capability and ensure a strong pipeline for the future.

3. Wellness

TEQ's *Healthy Wealthy and Wise* program offers optional benefits and a range of information to assist employees to actively seek a lifestyle that promotes wellness. In 2019-20 this included skin cancer checks, flu vaccinations, yoga sessions and the Salvation Army Christmas corporate volunteering program.

A number of initiatives are offered to employees that provide a degree of flexibility to enable them to adapt their work arrangements to suit family responsibilities including:

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

4. Employee Relations Framework

On 20 March 2020, the Industrial Relations Commission approved the Tourism and Events Queensland Certified Agreement 2019 for a three year period. TEQ also applies the following industrial instruments:

- Tourism and Events Queensland Award – State 2015; and
- Common law contracts.

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.

5. Workforce

At 30 June 2020, there were 145 full-time equivalent employees (FTE) employed by the TEQ parent entity and the Tourism and Events Queensland Employing Office, comprising of:

- 19 FTE employed by Tourism and Events Queensland parent entity; and
- 126 FTE employed by Tourism and Events Queensland Employing Office.

In addition, there were 6 FTE employed by Gold Coast Events Management Ltd, a controlled entity. Excluding Gold Coast Events Management Ltd, TEQ's permanent separation rate was 8.3 per cent.

Overall employee engagement for 2019-20 was 85 per cent, measured by TEQ's annual employee engagement survey.

6. White Ribbon Accreditation

TEQ's White Ribbon Working Group focused on a number of initiatives towards achieving accreditation during 2019-20, including training and reviewing policies.

On 29 April 2019, Communicare acquired White Ribbon Australia's intellectual property and remaining assets. TEQ will continue the accreditation process with Communicare to become part of a global movement to create a society where all women can live in safety, free from violence and abuse.

TEQ is committed to preventing violence against women in all of its forms, supporting affected employees and promoting a safe and respectful workplace culture.

7. Sustainability

TEQ's Sustainability Team (or 'Green Team') comprises representatives from all areas of the business who meet regularly to champion sustainability for TEQ. The team looks for opportunities to progress TEQ as a sustainable work environment, including social responsibility, environmental impact, cultural aspects and economic value of the organisation.

A range of initiatives and internal activations were implemented throughout 2019-20 including a screening of the Great Barrier Reef Panel which was hosted and filmed on Heron Island as part of TEQ's scUber campaign. TEQ's Green Team has also continued to provide and educate the organisation on mixed recycling and composting in the Brisbane office, supported the development of TEQ's Indigenous Participation Plan, implemented a Paper Light Policy to reduce the organisation's impact from printing and to adopt digital alternatives, and continued to promote the Containers for Change refund scheme.

The Green Team continues to provide guidance and support to encourage staff to adopt sustainable and socially responsible practices in the workplace and in their homes by promoting easy ways to reduce waste, consume consciously and positively contribute.

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 staff member with a clear understanding of what is expected of them in relation to their conduct. TEQ's human resource management procedures and practices, including staff performance reviews, have been put in place in accordance with the code.

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 2019-20, TEQ:

- focused on improving the work, health and safety system and the culture of safety first in our workplace;
- continued the program of refresher training for current first aiders;
- continued to undertake WHS inductions for all new staff;
- undertook training for WHS Committee members conducted by an external WHS expert; and
- updated the TEQ Board on their responsibilities as 'officers' of the organisation and the organisation's WHS governance processes.

With COVID-19 impacting workplaces from early 2020, all global TEQ teams worked away from their usual office location/s during the pandemic pending local conditions and restrictions.

TEQ undertook a risk assessment in the Brisbane office and implemented measures to minimise exposure to employees including:

- following advice from Queensland Health and the Department of Housing and Public Works with respect to workplace arrangements;
- consulting with employees and management to ensure views were expressed and taken into account before decisions were made;
- working away from the usual office location during the height of the pandemic;
- planning for a return to the workplace using a measured approach with a maximum 50 per cent capacity in the workplace at any one time;
- promoting physical distancing between employees;
- arranging extra cleaning services during the day; and
- displaying increased signage throughout the workplace.

Human Rights

In 2019-20, staff from the TEQ Legal and People and Leadership teams attended training on the application of human rights principles to public entities. A review of all corporate policies and procedures was undertaken to ensure compliance with the *Human Rights Act 2019*. No human rights complaints were received during the reporting period.

Information systems and recordkeeping

TEQ has an Information Management Policy which incorporates the requirements of the Queensland Government Records Governance Policy.

TEQ uses Microsoft Teams as the main system for business-as-usual records, information storage and collaboration. MicroFocus Content Manager 9 (CM9/TRIM) is used for the storage of high-value, high-risk and permanent information.

TEQ has an assigned and dedicated role for information management responsibility.

There were no serious breaches of TEQ's information security during the year.

Efficient business operations

TEQ continued to review its business operations during 2019-20 to identify cost savings and operational efficiencies. During the year, TEQ:

- Leveraged the existing Information and Communications Technology Strategy of mobile-first, Cloud-first, and collaboration-centric, to seamlessly transition to working from home, with staff using laptops and Microsoft Teams to remain fully productive and engaged;
- Developed a new Customer Relationship Management (CRM) Strategy to extend the existing system to act as an 'All of TEQ' contact management system. The project will continue into 2020-21 and will centrally store all contact information. This will lead to benefits in TEQ efficiency and deeper insights into customers based upon customer interactions;
- Moved to a fully outsourced payroll solution with existing payroll software provider Aurion, resulting in overall cost reduction;
- Increased automation within workflows to improve efficiencies and strengthen internal controls; and
- Replaced all laptops which had reached the end of their useful life with new models with better performance, battery life and security features. The project was implemented successfully in time for the COVID-19 work from home requirement.

Open data

The following reporting requirement is now published online through the Queensland Government open data portal <https://data.qld.gov.au> instead of being included in the annual report:

- Overseas travel.

In 2019–20, TEQ had no information to report for the *Queensland Language Services Policy*.

While TEQ engaged contractors during 2019-20, 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 46-48.