

## Key achievements 2020-21

TEQ progressed priorities under seven strategic pillars in order to deliver its objectives and maximise outcomes for the tourism and events industry:

- Stakeholder and industry engagement
- Consumer demand
- World-class events calendar
- Experience design
- Aviation access and capacity
- Strategy and research, and
- High performing organisation.

The following is an overview of the major achievements and highlights within each pillar for the 2020-21 reporting period.

### Stakeholder and industry engagement

*Engage and influence key stakeholders across the tourism network to effectively connect consumer demand with supply*

- Continued to support Queensland's tourism and events industry navigate the impacts of COVID-19, working with government and industry to support the state through the pandemic. **Crisis support** has been provided to RTOs, event proponents and industry.
- Prioritised resources in order to provide support for a number of **whole-of-Government COVID-19 response** and economic recovery initiatives. This included supporting:
  - Queensland Health, assisting with COVID-19 media and communications activities;
  - the Regional Tourism Network while some regions had reduced staff and resources;
  - DTIS, by leading the Tourism Response Team and assisting industry and operators with any COVID-19 issues, and supporting the Work in Paradise program to attract much needed workforce into tourism and hospitality jobs across regional Queensland;
  - the Department of the Premier and Cabinet's (DPC) COVID-19 Taskforce and 2032 Taskforce;
  - the development of the *We Make it Great in the Sunshine State* Growing Queensland campaign; and
  - the *Give it a Go* marketing campaign to encourage people to take up regional tourism and hospitality jobs.
- Reached more than 5,000 industry stakeholders through **industry engagement events** delivered both virtually and face-to-face (3,340 attendees during the live/online events; 1,709 via post-event video views). Events included TEQ's 'Conversations with Industry' series, global market briefings, a 'Special Invite' series with partners such as Facebook, Google, DSpark and the Lab, and virtual trade engagement events to keep industry connected with key distribution partners in domestic and international markets.
- Delivered industry communications and **crisis recovery information** including global market and aviation updates, a Chief Executive Officer (CEO) and TEQ Board industry update video series, regular e-newsletter communications and a COVID-19 research newsfeed.
- Provided input into the development of **state and federal recovery plans** including:
  - participating in the **Australian Standing Committee on Tourism (ASCOT)** meetings and workshops dedicated to the development of the next national long-term strategy for the visitor economy. This will provide a policy framework to guide the sector through longer term transformation to sustainable growth; and
  - working closely with DTIS on the development of the Queensland Government's **Action Plan for Tourism Recovery**. The development of this plan is done hand in hand with the industry to understand and re-shape the future of the visitor economy in Queensland and identify the actions needed to succeed.
- Participated in senior officer **working groups and advisory committees** including the Tourism Visa Advisory Group, ASCOT and Great Barrier Reef Tourism Advisory Committee.
- Delivered the annual **DestinationQ** forum on 4 September 2020 in partnership with DTIS and QTIC, which was attended by 770 virtual and in-person participants and received more than 260 post-event video views. 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. Almost all (94 per cent) of the post-forum survey respondents rated the forum as either good or excellent, and overall satisfaction with the forum was 80 per cent.

- Administered **Tourism Network Funding** which enabled the RTO network to continue to market to domestic travellers and supported them to move quickly to change or increase activity in response to the changing marketplace conditions due to COVID-19.
- Allocated \$4 million towards a **Restart Marketing Fund** for RTOs to use in their regionally focused domestic marketing activity during 2020-21. The funding was part of the government's \$7 million allocation for domestic tourism marketing from its Economic Recovery Strategy: *Unite and Recover for Queensland Jobs*.
- Partnered with DTIS on the design and implementation of **Education Experience Programs** for Outback Queensland and the Great Barrier Reef. Through these programs, Queensland schools can apply for support for students to attend excursions to experience Queensland's reef and outback tourism experiences and attractions.
- Continued support of the **Master Reef Guides program** in partnership with the Great Barrier Reef Marine Park Authority (GBRMPA) and Association of Marine Park Tourism Operators (AMPTO). The fifth intake of guides took place at a field school on Heron Island in June 2021, taking the number of trained guides to 82.
- TEQ's CEO travelled to all 13 Queensland regions in July 2020, undertaking more than 80 industry engagements. The purpose of the trip was to learn first-hand of the challenges experienced from the COVID-19 pandemic and to show support to Queensland's tourism and events industry.

## Consumer demand

***Generate demand by building Queensland's competitive position in the global market and meeting consumer needs whilst maintaining a balance to our portfolio of source markets to ensure resilience***

- Continued development of the first stage of **Queensland's brand evolution**, a 15-year strategic approach (2020-2035) to achieve the brand aspiration of becoming a more meaningful, purpose-led brand to 'travel for good', which will evolve over time to meet changing consumer expectations and emerging trends. The first stage of the Brand Strategy Implementation Plan focuses on the evolution of the Queensland story and creative assets that bring to life existing stories and experiences.
- Developed a **global consumer segmentation architecture** comprising three layers of segmentation - traveller type, global consumer segments and psychographic sub-segments. This approach enables TEQ to be more dynamic, targeted and relevant in our marketing activity and meet emerging travel experience needs to drive mass global appeal for Queensland.
- Progressed TEQ's **digital transformation program** aimed to increase maturity and overall competitiveness through the implementation of a best-practice marketing technology platform and uplifted website, email and analytics programs. As part of this program TEQ developed and launched a new Queensland.com platform, which received seven million unique visitors (a 42 per cent increase) and generated 800,000 leads to industry (a 16 per cent increase) in the first year. Twelve versions of the new Queensland.com website were launched, including six foreign language sites in Japanese, Simplified Chinese, Traditional Chinese, Korean, French and German.
- Delivered a four phase '**Good to Go**' campaign aligned to the Queensland Government's roadmap to easing COVID-19 restrictions. The campaign ran across print, social media, digital, radio, television and out-of-home advertising targeting holiday travellers aged 18 years or older, and those visiting friends and relatives. Core messages of the campaign are built on the premise that Queensland's tourism industry is open, ready to welcome visitors and following COVID Safe practices. TEQ partnered with several retail distribution partners to provide significant offers as part of the campaign. Over the year the campaign has supported \$7 billion in OVE and 42 million visitor nights.
- Distributed the 48-page '**Big Book of Queensland Travel Ideas**' to inspire Queenslanders to get out, go far and explore their state. The book included 292 'things to do right now', a double-page feature of each of Queensland's 13 regions and retail offers from partners to drive conversion. Copies were distributed within Queensland in late June 2020 and South Australia in September 2020.
- Delivered four '**Holiday Dollars**' campaigns for Cairns, the Whitsundays, Brisbane and the Gold Coast. The campaigns offered travel vouchers to encourage Queenslanders to experience the state's array of tourism products and drive bookings for tourism experiences and accommodation in some of Queensland's regions hardest hit by the COVID-19 pandemic and the loss of international travellers. TEQ worked closely with RTO partners to create campaigns to specifically address the challenges facing operators in each region. As at 30 June 2021, across the four campaigns, almost 22,000 bookings were made using the vouchers, with more than \$6.78 million going directly to tourism operators and accommodation providers in these regions. For every \$1 of program spend, around \$2.60 went directly to operators and in some regions, this was as high as \$2.90. Coverage of the Queensland 'Holiday Dollars' program reached more than 11 million Australians generating a publicity value of \$9.6 million. This campaign will continue to deliver value in the next financial year.

- Launched a marketing blitz in December 2020 to encourage **last-minute summer holiday bookings** in response to Queensland tourism operators receiving booking cancellations as a result of Greater Sydney border restrictions imposed in late 2020. Queensland operators created 106 holiday deals to support the campaign and marketing activity drove 3,000 leads to industry from these deals on Queensland.com over the two-week campaign period. A second marketing blitz commenced in June 2021 in response to further lockdowns.
- Created nine new drive videos and imagery aligned to Queensland strategic drive routes. In response to the increased demand for intrastate and self-drive holidays, five **dedicated drive campaigns** were also undertaken with partners BIG4, Discovery Parks, Britz and Apollo throughout 2020-21, resulting in more than 13,000 bookings and 35,000 room nights.
- Hosted 24 trade partners on familiarisation experiences across six regions as part of the **Australian Tourism Exchange (ATE) 2021**. ATE 2021 was attended by 150 Queensland sellers and 725 buyers, with the hybrid event providing an opportunity to connect with partners both in-person during the live event and online via a virtual platform.
- Continued delivery of the **Industry Media Agency for Tourism and Events (IMATE)**. The service allows Queensland's tourism and events businesses to plan, book and deliver advertising activity which aligns with and leverages TEQ's media activity, media planning and buying services to maximise return on media investment. It also provides insights into TEQ's marketing activities, media strategy and campaigns, and access to learning resources including a comprehensive marketing toolkit. In the first year of operation, IMATE engaged with more than 165 tourism businesses and delivered 129 campaigns.
- Maintained positive relationships and provided inspiring content in TEQ's key **international source markets**, which is key to Queensland's recovery capabilities in these markets in the future. As part of this approach:
  - TEQ continued engagement with trade, media and aviation partners, providing trade training via webinars and face-to-face seminars, virtual roadshows, eNewsletters and content sharing with key distribution partners. TEQ's global hubs achieved more than 25,000 interactions with trade partners throughout 2020-21; and
  - Consumer awareness is being driven through TEQ's owned social media platforms (including Facebook, Twitter, Weibo and WeChat) and via digital placements driving traffic to Queensland.com. The focus of this activity is to ensure Queensland remains in the consideration set of target audiences, inspiring them to dream and consider planning their Queensland holiday when travel restrictions ease.
- Progressed the early development of **integrated market bubble re-build plans** for international source markets, aligned to TEQ's global segment-led approach. These plans will be activated at the appropriate time for each market and will provide clarity, focus and opportunities in the current operating environment.
- Continued trade engagement through the **Aussie Specialist Program (ASP)** in partnership with Tourism Australia. The ASP is a critical and integral trade engagement program that connects State and Territory Tourism Organisations (STO) with key distribution and trade partners who sell Australia in key source markets globally. Originally developed as an international training portal for travel agents, the program was recently adapted for Australian-based travel agents, to ensure they are up to date with Queensland experiences. More than 2,100 Aussie Specialist agents completed the Queensland STO module during the year.
- Launched an integrated **New Zealand market re-opening campaign** in April 2021 aiming to drive awareness, intention and conversion of New Zealand travellers to Queensland. The campaign localises the 'Queensland is Good to Go' message to the New Zealand audience and is planned in a staggered approach until August 2021. Media channels include television, radio, a content partnership, print and social media, with conversion activity through trade and aviation partners aligned to growing consumer sentiment for New Zealanders to travel to Queensland.
- Partnered with Tourism Australia and other STOs to support three days of **live weather crosses** including six pre-recorded stories on 'Breakfast', New Zealand's most popular morning television show. To leverage the activity, TEQ implemented a dedicated television media buy during the three days of Queensland weather crosses. The 'Queensland is Good to Go' television advertisement allowed TEQ to further build awareness around Queensland being open and safe to travel to.
- Delivered the **Australian Tourism Data Warehouse (ATDW)** fee waiver program in conjunction with QTIC and the RTO network. ATDW membership was made available to all tourism and events operators in order to increase coverage of Queensland tourism product in the ATDW and provide much needed operator support. The Queensland database within the ATDW grew by six per cent over the year.

## World-class events calendar

### *Deliver a high performing events calendar guided by the TEQ Events Strategy 2025 to maximise economic and social benefits for Queensland*

- Events supported by TEQ in 2020-21 contributed \$414 million in direct and incremental spending to the visitor economy, generating more than 1.4 million visitor nights in Queensland. Of the 226 events supported, 122 were staged (with 11 staged virtually).
- Assisted with the development of the **Industry Framework for COVID Safe Events** to support the events industry during the pandemic and provided support to the industry to understand and implement it.
- Launched a reimagined **It's Live! in Queensland events calendar** in September 2020, featuring 'Good to Go' events from September to December 2020 that operated under the COVID Safe Events Framework. TEQ supported a number of major events which were able to be staged with crowds in 2020 including the Supercars Townsville races, IRONMAN events in the Sunshine Coast and Cairns, the Toowoomba Carnival of Flowers and Brisbane Festival.
- Launched a six-month **January to June 2021 It's Live! in Queensland events calendar** in December 2020, featuring 80 events anticipated to generate an estimated \$215 million in economic benefit to Queensland. The new calendar featured both large and small events across Queensland, with highlights including The Star Gold Coast Magic Millions Raceday in January, the Harvey Norman National Rugby League (NRL) All Stars match in Townsville in February, CurioCity Brisbane in March, the Australian Surf Life Saving Championships on the Sunshine Coast in April, Port Douglas Carnivale in May and the Noosa Eat and Drink Festival in June.
- Queensland **hosted a number of sporting codes** including the NRL, Australian Football League (AFL) and Super Netball in the second half of 2020 as a result of the state's strong response to the COVID-19 pandemic, providing economic benefits across the state. TEQ provided a range of support for these sporting codes, while also using the opportunity to position Queensland as a world-class sporting host:
  - A record 80 AFL games were played in Queensland during the **2020 Toyota AFL Premiership Season**, including the once-in-a-lifetime **2020 Toyota AFL Grand Final** held at the Gabba – the first time the Grand Final has been played outside of Victoria. The AFL reports the economic contribution generated by the AFL season in Queensland was around \$136 million, supporting more than 1,100 jobs for Queensland. TEQ leveraged the Grand Final providing marketing and promotion support to showcase Brisbane (and Queensland) as 'the home of Australian sport'.
  - A total of 57 netball games were staged across Brisbane, the Sunshine Coast, Townsville and Cairns as part of the **Suncorp Super Netball (SSN) Series**. Netball Australia relocated the majority of its regular season SSN matches plus the finals series to Queensland. TEQ supported the 2020 SSN season in Queensland by driving significant profiling, community pride and strategic outcomes for the state.
  - With the support of local councils in Cairns, Townsville and Mackay, TEQ secured the entire season of the **2020 Women's National Basketball League (WNBL)** which was played over 56 games in a five-week period in November and December 2020 exclusively in North Queensland.
  - Queensland Country Bank Stadium hosted the **2021 Ampol State of Origin** series opener on 9 June 2021, an historic occasion making Townsville the first regional city to host a State of Origin blockbuster. The game set a record attendance for Townsville's new stadium. TEQ leveraged the event providing marketing and promotion support to bolster the profile of Townsville as the host destination and drive increased visitation from out of region.
- Administered the \$3 million **North Queensland Events Package** which was announced in August 2020 as part of the North Queensland Tourism Recovery Package. Funds are being used to drive immediate recovery outcomes until the end of 2021. Events supported under this fund support jobs across North Queensland by stimulating expenditure and consumer confidence and showcase destination experiences to encourage future visitation and generate community pride.
- Secured 36 major events for Queensland during the year, with some of the higher profile events including:
  - QAGOMA European Masterpieces from The Met;
  - QAGOMA The Motorcycle: Design, Art, Desire;
  - Jeff Horn v Tim Tszyu;
  - NRL Magic Round Brisbane 2022;
  - Ampol Women's State of Origin; and
  - 10th Asia Pacific Triennial of Contemporary Art (APT10).
- Secured 17 business events through TEQ's **Acquisition and Leveraging Fund** to be held between 2021 and 2024. It is anticipated these events combined will attract over 91,000 delegates and 274,000 delegate days, generating more than \$100 million for the Queensland economy.

- Introduced the **National Business Events Program** to support the recovery of the business events sector through domestic activity. It is anticipated the 20 business events supported through the program will attract more than 8,300 delegates, almost 26,000 delegate days and generate more than \$14 million for the Queensland economy when they are held between August 2021 and October 2022.
- Worked with destination stakeholders including RTOs, local councils and event organisers to identify events that strengthen the diversity and value of Queensland's events calendar in destination. A total of 61 events were awarded funding under three rounds of the **Queensland Destination Events Program (QDEP)** in 2020-21.

## Experience design

*Lead experience design by guiding and empowering the tourism network to deliver transformational tourism and event experiences aligned to the Queensland brand promise*

- Assessed and distributed results from the 2021 **Best of Queensland Experiences Program (BOQEP)** to more than 3,369 operators across Queensland. Operators received their individual reports in May 2021, containing valuable insights on consumer reviews and perceptions of their experience to drive business performance. More than 1,000 new operators were assessed in the 2021 BOQEP compared to the previous year, allowing TEQ and program stakeholders to reach a new group of tourism operators and help shape their customer experience delivery in line with consumer expectations.
- Finalised TEQ's **Nature-based Tourism Strategy 2021-24**, an internal document focused on guiding the organisation's marketing and experience development activities. The strategy was developed in partnership with key government and industry stakeholders and offers a series of non-binding recommendations for those partners. It identifies initiatives focused in the areas of:
  - Nature-based marketing and promotion;
  - Transformational experience design;
  - Embedded sustainability initiatives within TEQ policies; and
  - Exceptional program delivery.
- Launched the **Ultimate Transformational Experience Guide**<sup>17</sup> aimed at supporting operators to design and deliver exceptional transformational experiences for their guests in line with the Queensland brand direction. TEQ also commenced delivery of a dedicated **Transformational Experience Guide Mentoring Pilot Program** in partnership with RTOs and third-party contractors to support operators in using the guide to benefit their business. The pilot program commenced in February 2021 and will run through until early 2022, targeting more than 110 operators within 15 cohorts across Queensland's 13 tourism destinations. Mentoring sessions had been delivered with 43 operators within seven cohorts across seven tourism destinations as at 30 June 2021.
- Delivered a range of **Year of Indigenous Tourism (YOIT)** activity including:
  - Implementation of the **YOIT Festivals and Events Fund** which will support 14 events anticipated to generate \$7.3 million for the Queensland economy;
  - Administration of the **YOIT Destination Support Program** designed to assist RTOs to support initiatives that aim to grow the number of Indigenous tourism experiences in their destination;
  - **Broadcast partnerships** with Weekender (Channel Seven) and My Way (Channel Nine) to capture new content of Aboriginal and Torres Strait Islander experiences throughout Queensland and promote awareness of those experiences to target segments;
  - Supporting twelve Indigenous tourism experience operators to participate in the **Transformational Experience Guide Mentoring Program** to assist their interpretation of the **Ultimate Transformational Experience Guide** and identify areas for improvement within their experience delivery; and
  - International **trade and media activations** designed to increase the number of Indigenous tourism experiences bookable through international trade distribution partners.
- Launched the **Dinosaur Tourism Roadmap** in May 2021 to help grow Dinosaur tourism in Outback Queensland. Dinosaur tourism is expected to grow in demand and drive increased visitation, directly benefiting Outback Queensland's tourism industry and the many communities encompassed by the region. An industry-led Dinosaur Tourism Action Committee will be established in the coming months and TEQ will work with the Outback Queensland Dinosaur industry to assist in the delivery of the roadmap. This three-year project was made possible through joint funding from DPC and TEQ.

<sup>17</sup> A copy of the guide is available at <https://teq.queensland.com/industry-resources/how-to-guides/experience-development>.

## Aviation access and capacity

### *Rebuild aviation access and capacity through a targeted global strategy in partnership with airports, airlines and industry partners*

- Continued to work closely with airports in Queensland and interstate, and airlines both domestically and internationally, in partnership with DTIS, to ensure Queensland is well positioned in the competitive aviation environment as travel restrictions ease.
- Delivered the **Aviation Route Restart Program** (comprising \$15 million over three phases) in partnership with DTIS as part of the *Unite and Recover for Queensland jobs* plan. Highlights to date include:
  - Sixteen Queensland airports have received a share of \$10 million to negotiate directly with airlines to secure new routes or the accelerated resumption of intrastate and interstate routes, or for marketing activity to attract visitors.
  - In preparation for the commencement of the trans-Tasman bubble, TEQ, in partnership with DTIS, sought expressions of interest from Australian and New Zealand airlines to provide whole-of-Queensland aviation capacity from New Zealand. This resulted in support for year-round services being secured into Cairns and the Sunshine Coast, which, together with existing services into Brisbane and the Gold Coast, will provide yearly access to all four of Queensland's international airports.
  - The program has supported 31 services which are estimated to generate more than \$145 million in OVE and support 1,222 jobs.

## Strategy and research

### *Undertake research and intelligence analysis into global economic impacts, market trends and consumer behaviour to identify opportunities and inform decision making*

- Conducted ongoing **scenario analysis** of COVID-19 impacts to inform decision making and activity and monitored industry performance using a range of data sources including Tourism Research Australia's National and International Visitor Surveys released quarterly as well as accommodation and aviation forward bookings.
- Updated TEQ's **COVID-19 research newsfeed** on a regular basis to keep tourism and events businesses informed regarding national and global trends, impacts and insights relating to the COVID-19 pandemic.
- Circulated detailed market-by-market, global market and aviation updates on a regular basis to provide an overview of international market conditions, consumer sentiment, the status of the global aviation industry, as well as Queensland and competitor marketing activities in international markets.
- Analysed monthly updates containing the latest results from the National Visitor Survey.
- Created and maintained a number of **interactive dashboards** available on [teq.queensland.com](http://teq.queensland.com), including the *Tourism Data Explorer* and *Regional Overnight Mobility Dashboard*, to provide industry stakeholders with the latest tourism research and DSpark mobility data<sup>18</sup> to inform decision making.
- Undertook a range of **primary research** to better understand the needs of Queensland's target markets and the experiences Queensland destinations can offer to meet those needs, including consumer demand research and analysis of community attitudes to tourism and events. To monitor sentiment in the COVID-19 impacted landscape, quarterly tourism business sentiment studies, consumer pulse surveys and bi-monthly community sentiment studies were undertaken. TEQ also conducted brand performance and campaign tracking research to monitor the performance of key marketing campaigns.
- Provided research to support considerations of the **Tourism Industry Reference Panel** and their work on the *Action Plan for Tourism Recovery*, to better understand what the tourism industry will look like beyond the COVID-19 pandemic.

---

<sup>18</sup> DSpark are leaders in processing large geo-spatial temporal data to deliver mobility intelligence on people and places whilst adhering to the highest data privacy standards. Further information can be obtained at [dsanalytics.com](http://dsanalytics.com).

## High performing organisation

### *Continuous improvement of employee capability, operational efficiency and organisational resilience*

- Developed TEQ's inaugural **Reconciliation Action Plan (RAP)**. The 'Reflect level' RAP outlines actions and deliverables for July 2021 to July 2022 to ensure TEQ is engaging respectfully with Aboriginal and Torres Strait Islander stakeholders and maximising opportunities for Aboriginal and Torres Strait Islander people in key areas such as employment, procurement and program delivery.
- Delivered the **Executive Readiness Pilot Program** with employees in Director roles. The program forms part of TEQ's commitment to talent management and the objective is to build leadership capability to ensure a strong pipeline for the future. The program will be implemented again in 2021-22 including the introduction of a similar program aimed at employees in Leader roles.
- Introduced an **employee wellness pulse survey** during the COVID-19 pandemic lockdown to regularly check in with how the team was feeling and to help monitor energy, stress and apprehension levels across the organisation.
- Delivered training to all Leaders and Directors on **managing mental health** in the workplace as part of TEQ's *Healthy, Wealthy and Wise* program, with a focus on providing leaders with the support they need in managing potential impacted employees and teams. A range of webinars were also delivered that focused on the ability to manage stress, the importance of physical health and balancing work, family, finances, physical and psychological health, and social life.
- Progressed work towards **White Ribbon accreditation**. TEQ is committed to preventing violence against women, supporting affected employees and promoting a safe and respectful workplace culture. As part of White Ribbon Day in November 2020, TEQ welcomed a guest speaker from Brisbane Domestic Violence Services to present on their work within the community, and in May 2021 the Queensland Police Service provided a presentation to employees on practical personal safety advice.
- Continued review of TEQ business operations to identify cost savings and **operational efficiencies** including:
  - Leveraging the existing Microsoft Dynamics Customer Relationship Management (CRM) platform to support the 'Holiday Dollars' program;
  - Evolving the Information Communication Technology (ICT) strategy to include 'Single Source of Truth' and establishing data integrations between the Dynamics platform and finance systems to streamline and automate processes;
  - Streamlining operations in global markets, including implementation of a global hub model;
  - Holding positions across TEQ vacant through the year in line with the Queensland Government recruitment freeze; and
  - Subleasing an area within the Brisbane Head Office premises to an independent organisation, the Australian Tourism Data Warehouse.
- Encouraged and supported staff to adopt **environmentally conscious, sustainable and socially responsible practices** in the workplace and in their homes while identifying opportunities to progress TEQ as a sustainable work environment considering social responsibility, environmental impact, cultural aspects and economic value of the organisation. Through TEQ's Sustainability Team (or 'Green Team') a range of initiatives continued including mixed recycling and composting in head office, implementation of the Paper Light Policy to reduce the organisation's impact from printing and adopt digital alternatives, developing recommendations for a Sustainable Travel Policy and promoting the Containers for Change refund scheme.
- Achieved Maturity Level One of the Australian Cyber Security Centre (ACSC) **Essential Eight Maturity Model**, strengthening TEQ's information security.
- Developed '**A Beautiful Way to Work**' strategy for evolving how employees work based on three principles:
  - Health and safety - adhering to public health directions to protect employees and minimise the risk of exposure to COVID-19;
  - Culture - our culture and values are critical to our ability to successfully navigate and thrive; and
  - Flexibility - establishing new ways of working with flexibility front of mind.

This strategy builds on the success of the ICT 'mobile first' principle adopted in prior years, enabling a seamless transition to remote and hybrid working arrangements.

Additional workforce planning and performance information is included in the *Corporate Governance* section on page 30.

## Looking forward 2021-22

TEQ's [Strategic Plan 2021-25](#) sets out our strategic direction and commitment to continue to work with government and industry to support tourism and events businesses as part of Queensland's economic recovery efforts.

We will continue to support broader whole-of-government economic activities in response to COVID-19 and assist the industry transition to a COVID Safe future, responding to insights and ensuring alignment with state and federal recovery plans designed to strengthen the visitor economy.

In light of the turbulent landscape and continuing challenges resulting from the COVID-19 pandemic, TEQ has identified the following priorities within six strategic pillars to deliver our objectives for the year ahead:

### Stakeholder and industry engagement

*Engage and influence key stakeholders across the tourism network to effectively deliver agreed priorities*

- Work with DTIS and other key stakeholders to develop initiatives that support tourism and event recovery, including the *Action Plan for Tourism Recovery*;
- Focused external engagement activity designed to meet the needs of key stakeholders in a dynamic environment, including industry engagement initiatives;
- Strategic knowledge sharing with RTOs and government; and
- Manage the Tourism Network Funding and other network programs as required.

### Consumer demand

*Generate demand by building Queensland's competitive position in the global market to drive awareness, conversion and meet consumer needs, whilst maintaining a balanced portfolio of source markets to ensure resilience*

- Continue to implement the purpose-led brand strategy to grow aspiration, build a competitive advantage and deliver on the brand promise;
- Evolve the 'Good to Go' marketing campaign to build on momentum and drive conversion;
- Deliver international business plans to ensure Queensland maintains a presence in key source markets;
- Develop market bubble re-build plans in partnership with TA, RTOs, aviation, trade and industry partners, that will ensure Queensland is ready to drive conversion initiatives as international borders re-open;
- Deliver a new creative platform to activate our brand strategy; and
- Implement the new global consumer segmentation architecture.

### Events and experiences

*Empower and support the tourism and events network to exceed visitor expectations through the delivery of transformational and hero experiences and a world-class events calendar across Queensland's destinations*

- Showcase the diversity and quality of COVID Safe event experiences to build consumer confidence and lead the recovery of the Queensland events calendar from COVID-19 impacts;
- Market the calendar of events using an integrated *It's Live! in Queensland* campaign;
- Complete the pilot statewide Transformational Experience Guide mentoring program;
- Progress Year of Indigenous Tourism priorities;
- Support regional tourism through QDEP;
- Continue to attract business events to Queensland to support the sector's recovery from COVID-19 impacts;
- Implement key actions for the first year of the Nature-based Tourism Strategy 2021-24;
- Deliver the BOQEP, ensuring alignment with experience design principles including the Queensland brand direction and changing consumer needs; and
- Respond to the Brisbane 2032 Olympic and Paralympic Games opportunity as it develops.

## Aviation

*Rebuild aviation access and capacity through a targeted global strategy in partnership with airports, airlines and industry partners*

- Collaborate with key stakeholders to rebuild aviation capacity;
- Review the Aviation Framework 2018-2025;
- Leverage trade partnerships to drive conversion on targeted routes with key airline partners;
- Work with airports and RTOs to recommence New Zealand access to Queensland airports; and
- Identify opportunities as borders re-open and engage with global airline partners.

## Strategy and research

*Conduct research and analysis into global economic impacts, market trends and consumer behaviour to identify opportunities and inform decision making, using a suite of indicators*

- Ongoing analysis of COVID-19 impacts on the tourism and events industry;
- Monitor and identify consumer attitudinal and behavioural changes and trends on travel post COVID-19;
- Analysis of weekly/monthly accommodation and aviation performance, with a greater focus on forward bookings;
- Lead the tourism and events industry in the use of complementary data sources, e.g. DSpark mobility data, for measuring recovery/performance and assisting in decision making;
- Monitor and track stakeholder and industry sentiment and performance;
- Evaluate the performance of key marketing campaigns, events and experience programs; and
- Provide insight and advice on the implications of consumer research.

## High performing organisation

*Continuous improvement of employee capability, operational efficiency and organisational resilience*

- Maintain effective legal, regulatory, financial, planning, technology and cyber security controls to ensure strong governance and continuous improvement of operational efficiency;
- Ongoing capability building and talent management;
- Continue working towards obtaining White Ribbon Accreditation;
- Launch and implementation of TEQ's Reconciliation Action Plan; and
- Continued focus on cyber security and implementation of the *Essential Eight Maturity Model*<sup>19</sup>.

---

<sup>19</sup> Further information on the Essential Eight Maturity Model is available at <https://www.cyber.gov.au/acsc/view-all-content/publications/essential-eight-maturity-model>.