

## **TERMS OF REFERENCE**

### **Final**

## **QUEENSLAND TOURISM STRATEGY**

### **OPERATIONAL TEAM**

#### **BACKGROUND**

The Minister for Tourism, Fair Trading and Wine Industry Development has requested that a new, long-term, tourism strategy be developed to provide a broad vision for developing the Queensland tourism industry.

The strategy will be jointly developed by the Department of Tourism, Fair Trading and Wine Industry Development (DTFTWID) and Tourism Queensland.

The new tourism document will be an overarching strategic framework that will drive sustainable tourism development in Queensland over the next ten years. It will take a whole of government approach to planning and guide the progress of key whole of state strategies as well as significant coordinating mechanisms including the Growing Tourism Strategy and Tourism Queensland's Destination Management Plans. It will address gaps in current strategic policy development by reflecting industry and community priorities, ongoing market analysis, and the impacts of shifts in the global marketplace and competitor activities.

Development of the strategy will entail broad ranging industry and government consultation including the establishment of a Queensland Tourism Industry Strategy Operational Team to undertake the strategy development process under the supervision of the Joint Industry/Government Steering Committee (the 'Steering Committee').

#### **ROLE OF THE OPERATIONAL TEAM**

The role of the Operational Team will be to:

- Develop a framework to guide the Strategy's development including a comprehensive project plan detailing methodology, resource requirements and key milestones;
- Develop an engagement strategy to maximise government/industry/community consultation and participation in the preparation of the Strategy, including at a regional level;
- Develop a Queensland Tourism Strategy for consideration by the Steering Committee; including an appropriate implementation plan which establishes roles, responsibilities, timeframes and resources
- Facilitate the resolution of issues that transcend regional boundaries or involve more than one government agency, particularly where these issues impact on the preparation of the Strategy;
- Formulate progress reports to the Joint Government/Industry Steering Committee on the progress with the Strategy; and
- Provide advice and undertake tasks as directed by the Steering Committee

#### **MEMBERSHIP**

The Operational Team will be jointly chaired by DTFTWID and Tourism Queensland and comprise relevant officers of DTFTWID and Tourism Queensland. A list of team members is attached.

## **FREQUENCY AND CONDUCT OF MEETINGS**

The Operational Team will meet as frequently as deemed necessary to meet the objectives of the planning process.

Meeting agendas, including briefing papers where appropriate, will be provided to Operational Team members prior to each meeting.

Operational Team members will be provided with minutes of proceedings and decisions of each meeting as soon as practicable after each meeting.

The Chairs of the Operational Team may refer matters to the Chairperson of the Steering Committee for direction as necessary.

## **REPORTING ARRANGEMENTS**

The Operational Team will report to the Steering Committee during preparation of the Queensland Tourism Industry Development Strategy.

The Operational Team is to provide the draft and final Strategy for consideration by the Steering Committee.

## **SECRETARIAT SUPPORT**

Secretariat support and coordination of activities for the Operational Team will be provided jointly by Strategic Services, Tourism Queensland and the Tourism Strategy Division, DTFTWID.

## **ATTACHMENT**

### **MEMBERSHIP OF QUEENSLAND TOURISM INDUSTRY STRATEGY OPERATIONAL TEAM**

- Stephen Clark (Joint Chair)      Manager Strategic Planning, TQ
- Justin Murphy (Joint Chair)      Director, Tourism Strategy Division, DTFTWID
- Jayne Jennings      Manager, Industry Development, TQ
- Mark Jones      Principal Policy Officer, DTFTWID
- Ivan Catlin      Director, Policy Coordination Unit, DTFTWID
- Gabrielle Ashford      Strategic Planning Analyst, TQ
- David Morgans      Director, Destination Queensland, TQ
- Mark Paddenburg      Investment Attraction, DSDI
- Nigel Brown      Director, DSDI
- Daniel Gschwind      Chief Executive Officer, QTIC
- Terry Gibson      Executive Manager, Industry Dev., Arts Queensland
- Ralph Henderson      Director Tourism & Visitor Management Parks Division, EPA

The Operational Team may co-opt the assistance of relevant officers/areas within Tourism Queensland and other agencies to work on priority areas relevant to the Strategy's development e.g. research, destination development, aviation and market development.

The assistance of Destination Directors and Market Development Managers will be vital to developing the new Strategy.

All officers within the Tourism Strategy Division will be available to develop the Strategy.