

Tourism Queensland Corporate Plan 2008–2012

Tourism Queensland Corporate Plan 2008-2012 as agreed on 01 July 2008.

Our Vision	As a global leader in destination management, our vision is to be the champion of world's best practice in sustainable tourism.
Our Target Markets	Tourism Queensland (TQ) focuses on the <i>holiday</i> and <i>visiting friends and relatives</i> markets with a focus on international, interstate, and intrastate markets.
Who We Are	We are the lead creative organisation for tourism in Queensland and a global leader in destination management.

What we do

Specifically, our challenges include how to:

- Capitalise on our global reputation as a must see part of an Australian holiday and expand the consumers' knowledge of destinations within Queensland
- Mitigate the impacts of shocks on the industry through sustainable development
- Facilitate the investment in soft product development and tourism related infrastructure that meets the needs of the consumers and the growing Queensland population
- Counter the increasing overseas travel by Australians
- Minimise the impact to Queensland of the global contraction of aviation services due to increased oil prices and late delivery of larger aircraft

Our Responsibility and Functions

Our primary responsibility is to facilitate the promotion, marketing and development of tourism and travel to and within Queensland.

Our functions are:

- to facilitate the promotion and marketing, domestically and internationally, of tourism and travel
- to facilitate the development of the tourist and travel industry
- to facilitate the making of tourism and travel arrangements
- to facilitate the provision of tourism and travel information services, and
- to prepare a State tourist and industry strategic marketing plan in extensive consultation with the tourist industry, the general community and appropriate departments

How we do things:

- Big picture
- Going global
- Consider all source markets
- Consumer focused
- Whole of destination approach
- Focus on Queensland
- Network of specialists

Tourism Queensland's 8 Key Result Areas are:

1. We provide leadership in tourism **coordination, partnerships** and **industry engagement**
2. We facilitate **investment, infrastructure** and **access** growth through effective coordination
3. We influence effective tourism **workforce development** in Queensland
4. We ensure soft **product development** and **marketing** supports a Queensland-style visitor experience
5. We facilitate sustainable access to and development of Queensland's **natural environment** and **culture**
6. We provide **insights** and **research** as the basis for decision making
7. We operate as a **knowledge** and **performance-driven** organisation
8. We maintain a **streamlined** and **innovative** business environment

1 Lead tourism coordination, partnerships and industry engagement

Our focus for the next few years:

Major Projects

- Work with DTRDI to facilitate implementation of the Tourism Network Review
- Develop and implement partnership agreements with Regional Tourism Organisations (RTOs)
- Increase community engagement for all large TQ projects

Outcomes

- Recommendations relating to TQ are implemented as agreed by Stakeholders
- Stakeholder engagement and partnerships are improved

2 Facilitate investment, infrastructure and access growth

Our focus for the next few years:

Major Projects

- In partnership with DTRDI and relevant stakeholders, develop and implement Regional Tourism Investment and Infrastructure Plans (RTIIPs) in all regions
- Maintain and develop viable international and domestic air services to Queensland destinations

Outcomes

- All TQ led RTIIP initiatives implemented according to schedule
- Increased capacity directly into Queensland, above national capacity growth

3 Influence effective tourism workforce development

Our focus for the next few years:

Major Projects

- Targeting youth, increase interest of tourism as a career or business opportunity
- Assist businesses to maximize their performance and growth opportunities in tourism

Outcomes

- National Tourism Careers Portal is progressed as agreed by all stakeholders
- The 'Online Education Module' for students is integrated into Education Queensland's curricular
- Roll out of Tourism Pipeline Program to all regions

4 Support a Queensland-style visitor experience with soft product development and marketing

Our focus for the next few years:

Major Projects

- Better understand the needs of our key target markets
- Market the Queensland brands internationally and domestically, in line with the Global Brand Strategy
- Increase advertising sales revenue from advertising with TQ
- Implement the Global Marketing Alliance Strategy
- Expand soft product development to focus on opportunities that provide the greatest competitive advantage for Queensland
- Website enhancements to match consumer requirements

Outcomes

- Adoption of TQs international and domestic segments by all stakeholders
- Global Brand Strategy initiatives are implemented as agreed
- Broaden the partnership between TQ and tourism and non-tourism organisations
- Increase the effectiveness of the distribution of Queensland product to consumers
- Best practice in innovative and user friendly online information delivery

5 Sustainable access to and development of Queensland's natural environment and culture

Our focus for the next few years:

Major Projects

- Work with DTRDI to provide leadership on climate change
- Work with DTRDI to encourage accreditation to "green" schemes (subject to program funding)
- Work with DTRDI to implement the Cape York and Torres Strait Tourism Development Action Plan
- Work with DTRDI to develop the strategy to increase indigenous participation in mainstream tourism

Outcomes

- Implementation of schemes to promote the environmental sustainability of the tourism industry in Queensland
- TQ-led initiatives are implemented as agreed

6 Provide insights and research for decision making

Our focus for the next few years:

Major Projects

- Increase research and interpretation capabilities across the Queensland tourism industry
- Revitalise planning, strategy development and encourage idea generation
- Implement the Queensland Tourism Research Strategy

Outcomes

- Foster a culture of knowledge based decision making
- Provide an environment that encourages innovation and idea generation
- Implement the TQ led actions in the Queensland Tourism Research Strategy

7 Operate as a knowledge and performance-driven organisation

Our focus for the next few years:

Major Projects

- Support a skilled motivated team in Australia and overseas

Outcomes

- TQ is an environment that demonstrates innovation and encourages idea generation
- Maintain the staff average overall satisfaction with TQ above 75%

8 Maintain a streamlined and innovative business environment

Our focus for the next few years:

Major Projects

- Optimise resource allocation and project selection
- Adhere to required internal and external standards for finance, governance and risk management
- Set, manage and control budgets
- Streamline and further develop existing technology processes, systems and solutions

Outcomes

- Enhanced reputation as an employer of choice
- No major issues raised by external audit
- Unqualified financial statements
- Manage expenses within budget

How we're measured

All of the major projects outlined in this Corporate Plan are listed in more detail within Tourism Queensland's internal annual business plans. Specific performance measures for each project are tracked annually through internal reporting mechanisms.

This three-year Corporate Plan is also tracked annually, but using the following highline performance measures:

- Minister's feedback
- Stakeholder feedback
- Staff feedback
- Financial performance

Additionally, we have secondary performance indicators derived from the Queensland Tourism Strategy targets.