

GREAT OCEAN ROAD REGIONAL TOURISM LTD

STRATEGIC PLAN 2013-2016

Approved by the Board February 2014 (To be reviewed February 2015)

INTRODUCTION

The Great Ocean Road Regional Tourism Ltd (GORRT) Draft Strategic Business Plan has been prepared by the Board to guide its operations and the development of the region as a competitive and sustainable visitor destination.

DESTINATION OVERVIEW

In 2011-12 the tourism industry contributed an estimated \$1.8 billion to the Great Ocean Road economy (11.1% (of gross regional product) and employed 20,000 people (11.6% of regional employment) source: Deloitte Access Economics Regional TSA model.

The region captures more domestic and international visitors than any other region of regional Victoria. Over the past decade international visitor expenditure has grown by 4% pa and domestic by 3% pa to \$670m and \$1.4b respectively. The region supplies a significant amount (9%) of the state-wide direct contribution of tourism, ranking 2nd behind only Melbourne.

The geographic region represented by GOORT includes the local government areas of Surf Coast, Colac Otway, Corangamite, Moyne, Warnambool and Glenelg (Torquay to the SA Border).

The region is diverse with its major tourism product strengths being nature based, (coastal and hinterland), supported by touring, history and heritage, food and wine and events.

The major challenges and opportunities for the region include

- Whole of region (beyond the road) and destination development (infrastructure, product and visitor experiences)
- Increasing visitor dispersal (seasonally, mid week and geographically)
- Increasing visitor yield
- Increasing business participation, engagement and support
- Increasing community engagement, awareness and support
- Visitor demand expectations from growth markets (eg: China)
- Maximizing seamless visitor satisfaction
- Managing visitor growth in the Surf Coast and specific destinations (eg 12 Apostles)
- Skill shortages
- Integrated economic and community planning
- Risk management
- Resourcing capacity, efficiency and equity

VISION

The Great Ocean Road Region will be Australia's foremost sustainable tourism region providing outstanding seamless visitor experiences to drive yield and dispersal growth. Its community and stakeholders value the contribution of tourism to the economic, environmental, social and cultural health of its destinations and the region.

KEY OBJECTIVES

1. To facilitate, promote and advocate for the sustainable development (product, infrastructure and industry), marketing and management of tourism for the region.
2. To increase visitor yield by 5 % pa.
3. To increase visitor dispersal geographically and seasonally
4. To increase visitor satisfaction
5. To increase business and community participation, engagement and support

STRATEGIC GOALS

The role of GORRT is to lead the development, marketing and management of tourism for the region to achieve the key objectives above.

To achieve this will require a focus on specific strategic goals over the next 3 years

- a. To prepare, action and regularly review a Strategic Tourism Master Plan for the region incorporating strategic plans for development, marketing and management (visitors and industry)
- b. To progressively prepare Tourism Destination Action Plans for specific destinations of the region
- c. To advocate for the sustainable tourism development of the region
- d. To build a strong brand of experience diversity
- e. To develop and implement cooperative marketing programs and initiatives for the region with industry and stakeholder partners and contributors
- f. To identify, advocate for and facilitate infrastructure, product ,experience and industry development priorities and initiatives for the region and its destinations

- g. To develop, implement and facilitate community awareness strategies and programs to promote the value of tourism
- h. To facilitate, implement and support research programs and initiatives to enable measurement of the regions tourism performance, community attitudes and visitor satisfaction
- i. To govern the affairs of the organization in accordance with best practice principles of efficiency and compliance
- j. To report regularly to stakeholders on the performance of the region and the organization
- k. To prepare and implement a Tourism Risk Management Plan for the region
- l. To raise the standard of visitor service throughout the region

STRATEGIC PRIORITIES:

NOTE:

PRIORITY 1 = HIGH, FOR IMMEDIATE ACTION IN YEAR 1

PRIORITY 2 = IMPORTANT, FOR ACTION IN YEAR 1 OR 2

PRIORITY 3 = FOR ACTION AFTER 1 & 2

A) TOURISM PLANNING AND DEVELOPMENT

GOAL: To prepare a Strategic Tourism Master Plan and Destination Action Plans for the region including identification of development, marketing and management priorities consistent with market demand and industry and community expectations .

<u>STRATEGY</u>	<u>ACTIONS</u>	<u>MEASURES</u>	<u>RESPONSIBILITY</u>	<u>PRIORITY</u>
1. Prepare a Strategic Tourism Master Plan	a. Establish a Project Task Group to plan and implement the project b. Consider options for the funding and management of the project. c. Facilitate industry, stakeholder and community consultation d. Review and update if	<ul style="list-style-type: none"> • Task Group established • Project plan prepared and approved by the Board • Funding established as required • Consultation process implemented including on a draft 	Executive Chairman	1

	<p>necessary the Great Ocean Road Destination Management Plan (Feb 2012) as a supplementary component of the Master plan</p> <p>e. Incorporate marketing and management strategies</p>	<p>plan</p> <ul style="list-style-type: none"> • Final Plan approved by the Board and launched 		
2. Prepare Destination Action Plans for specific destinations	<p>a. Identify specific priority destinations.</p> <p>b. Establish a Project Task Group to oversight the program</p> <p>c. Appoint and train a panel of facilitators</p> <p>d. Establish Destination Reference Groups for priority destinations in accordance with a progressive timetable.</p> <p>e. Progressively facilitate and manage the preparation of plans.</p> <p>f. Incorporate priority actions in the Regional Master plan</p>	<ul style="list-style-type: none"> • Destination Action Plans prepared and implementation monitored 	Executive Chairman	1
3. Based on the Strategic Master Plan and Destination Plans,	<p>a. Establish a RTB Tourism Development Sub Committee to oversight and coordinate</p>	<ul style="list-style-type: none"> • Sub Committee established • Work Plan prepared 	Board Sub Committee General Manager	1

<p>facilitate the progressive development of infrastructure, products & services which diversify visitor experiences and respond to market demand opportunities</p>	<p>the above Planning Task Groups</p> <p>b. Prepare and implement an advocacy and facilitation strategy which supports development of existing business, implementation of plans and identifies and supports new product opportunities eg: Heritage Centre,Adventure Trail,National landscapes, Food and Wine trails,</p> <p>c. Prepare an Events Strategy (business, sport, cultural) to diversify the range and calendar of events capable of attracting diversified target markets</p>	<ul style="list-style-type: none"> • Events strategy prepared • New product & visitor services strategy established • Master Plan and Destination Plans implementation progress monitored and achieved 		
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B) MARKETING

GOAL: To increase visitor yield and dispersal.

<p>1. Prepare and implement a Strategic Marketing Plan including brand strategy development to increases brand equity, visitation growth & dispersal and achieves an annual increase of cooperative industry participation & support</p>	<p>a. Establish a RTB Marketing Sub Committee including possible market segment Task Groups (e.g. International)</p> <p>b. Prepare a Strategic Marketing Plan incorporating the projects in progress and proposed</p> <p>c. As part of the Marketing Plan prepare a digital,PR and social media distribution strategy.</p> <p>d. Prepare and implement an industry co-op buy in prospectus</p> <p>e. Implement the Plan, measure and communicate the results</p> <p>f. Review and replan</p>	<ul style="list-style-type: none"> • Sub Committee established • Marketing Plan prepared • Digital Strategy prepared • Industry buy in targets achieved • Results measured and communicated • Plan reviewed annually 	<p>Board Sub Committee General Manager</p>	<p>1</p>
<p>2. Develop and maintain strategic marketing partnerships</p>	<p>a. Prepare a Strategic Partner strategy to leverage cooperative marketing opportunities and market development e.g.</p> <ul style="list-style-type: none"> • Other RTB's • Corporate sponsors 	<ul style="list-style-type: none"> • Prepare strategy • Identify possible partners • Partnerships established • New market opportunities 	<p>General Manager</p>	<p>2</p>

	<ul style="list-style-type: none"> • Major operators <p>b..Investigate domestic and international market development opportunities.</p> <ul style="list-style-type: none"> • Cooperate with other destinations • In market visits • Industry events • Tourism Victoria & Tourism Australia engagement 	identified		
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C) MANAGEMENT (VISITORS, INDUSTRY AND STAKEHOLDERS)

GOAL: To maximise visitor satisfaction and industry /stakeholder engagement

1. Develop and implement a visitor experience excellence program	<p>a. Establish a RTB Visitor Service Sub Committee</p> <p>b. Develop an integrated program to provide seamless visitor experience excellence.</p> <ul style="list-style-type: none"> • Research & benchmark visitor satisfaction • Utilise Victoria’s Tourism Excellence program for 	<ul style="list-style-type: none"> • Sub Committee established • Program developed and implemented • Service standards benchmarked & improved • Recognition awards 	Board Sub Committee General Manager	2
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	<p>industry education</p> <ul style="list-style-type: none"> • Undertake visitor service audits <p>c. Identify, reward and promote visitor service excellence exemplars across the region</p>	implemented		
2. Prepare and implement a Stakeholder engagement and Communication Program	<p>a. Establish a comprehensive business and stakeholder database.</p> <p>b. Prepare an industry and key stakeholder engagement plan including specific regular reports and presentations.</p> <p>c. Negotiate Partnership Agreements with Local Government partners</p> <p>d. Hold regular Stakeholder Forums, training and business development programs and investigate the establishment of an annual conference and industry recognition awards program.</p>	<ul style="list-style-type: none"> • Database established • Communication Plan implemented • Positive feedback monitored via survey 	Executive Chairman General Manager	1
3. Facilitate industry development to assist	a. Establish a RTB Industry Development Sub Committee	<ul style="list-style-type: none"> • Sub Committee established 	Board Sub	2

<p>business growth and sustainability and improve visitor satisfaction</p>	<p>or Task Group</p> <p>b. Prepare an Industry Development Strategy including:</p> <ul style="list-style-type: none"> • Business development training including digital marketing and online systems management. • Tourism Excellence Program • Tourism Leadership Program • Review and agree RTB, LGA and LTO roles and cooperation via a MOU • Community organisation engagement • Business & community networking <p>c. Increase business participation via database marketing & communication to complement LTO membership</p>	<ul style="list-style-type: none"> • Plan prepared and implemented • Business participation and satisfaction measured 	<p>committee General Manager</p>	
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D) ADVOCACY

GOAL: To represent the Great Ocean Road Region tourism industry and advocate for its positive development

<p>1. Engage the community to increase awareness and support for the value of visitors to the economy, community, culture and environment of the region</p>	<p>a. Prepare and implement a community communication plan on the value of the visitor economy</p> <p>b. Engage with community groups and involve them in industry networking events and destination planning</p> <p>c. Undertake a regular community attitudes survey and benchmark results</p>	<ul style="list-style-type: none"> • Communication Plan implemented • Attitudes Survey implemented and improved results achieved 	<p>Board General Manager</p>	<p>2</p>
<p>2. Prepare a Tourism Policy agenda and</p>	<p>a. Engage with stakeholders to identify issues which are</p>	<ul style="list-style-type: none"> • Policy program identified 	<p>Board General</p>	<p>2</p>

advocacy plan	either barriers to or will enhance tourism development b. Prepare a policy platform for positive tourism development c. Prepare and implement an advocacy and representation strategy d. Take up membership of the Victorian Tourism Industry Council and participate in its policy development and advocacy program	<ul style="list-style-type: none"> • Advocacy and Representation Plan in place • Positive progress achieved on policy objectives 	Manager	
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RESOURCING:

1. GOVERNANCE

The Interim Board of an independent Chair and representatives of the participating Councils and Shipwreck Coast Tourism are acting to facilitate the establishment of GORRT Ltd, wind up of Shipwreck Coast tourism and the transfer of staff and assets, manage the process of appointments to the Board and continue the oversight of marketing and industry development projects in progress.

The board of GORRT Ltd consists of 5 Council appointed members, 5 Skill based industry members and an independent Chairman with power to co-opt to fill vacancies. The board will appoint Sub Committees and Task Groups as required.

A Board Charter will be progressively developed to guide the operations of the Board and to establish governance policies. An annual performance review of the board and individual members will be undertaken.

2. BUDGET

The Board will prepare a detailed Annual Budget and 3-Year Forecast. As a guide the following is a draft forecast for 2014-15.

Income

- Local Government \$500,000
 - Tourism Victoria 500,000
 - Industry 250,000
- \$1,250,000

Expenditure

- Operations \$500,000
 - Marketing/Industry Development 750,000
- \$1,250,000

Note: This draft will require

- A review of the formula for equitable Council contributions and negotiation of 3 year agreements

- Completion of work in progress projects from funds allocated by Tourism Victoria for 2011-12, 2012-13
- Approval by Tourism Victoria of 2013-14 RTPP projects and Strategic Initiative Projects
- Implementation of a prospectus of business services to capture industry contributions
- Decisions on forward staffing, administration, operations and projects

3. STAFFING

The inaugural board will consider the staffing needs and organisation structure. Initial staffing will consist of those transferred from Shipwreck Coast Tourism, supported by the Executive Chairman and contracted service providers.

The Board has approved the appointment of an Executive Chairman until a General Manager is recruited. At that time the role will revert to non-executive Chairman.

The business model applied to resourcing is to minimize directly employed staff and to establish a Preferred Service Provider Panel of contractors to be engaged on casual needs or project basis. Additionally, coordination with and possible secondment of Council employed staff will complement service delivery.

Competitive tenders for substantive projects will also be applied as required.

Professional accounting, human resources and business services have been contracted for the first 12 months and will be continued subject to review.

This strategy is aimed at maximizing operational viability and stakeholder collaboration, utilisation of best skills and enhancement of efficiency, capacity, flexibility and professional capability.

4. FACILITIES

An office will be established in Warnambool and consideration will be given to other office needs as required. An assessment of facilities and support services required will be undertaken during the establishment phase.

STRATEGY REVIEW

The board will prepare annual business plans guided by this Strategic Plan

The board will review the Strategic Plan annually including a process of stakeholder and industry engagement.

The board will report annually to stakeholders and the industry on the implementation of the Strategic Plan.