

FINAL REPORT

REVIEW AND RECOMMENDATION OF GOVERNANCE MODEL FOR TOURISM IN FAR WEST NSW



TABLE OF CONTENTS

Introduction	3
Industry Consultation and Engagement	3
Related Research, Plans and Recommendations	5
Visitation	5
Current Structures and Funding	8
Future Structures - A New Way Forward	11
The Role of Local Government	11
Structure Options	12
Model Evaluation	16
TTF Input and Evaluation	17
The Preferred Model	18
Implementation Plan	26
Appendix A - Industry Consultation and Engagement Sessions	28
Appendix B - Summary of Key Discussions from Sessions	30

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Disclaimer:

Information in this document is current at the time of publication (August 2014)

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INTRODUCTION

The purpose of this report is to provide background information and strategic options for the development of a tourism structure, which best serves the needs of the Broken Hill and Surrounds Tourism Region.

Regional Development Australia (RDA Far West) initiated the commissioning of this report, after identifying a need to review existing tourism structures in the region.

As part of this review process, the RDA Far West developed a Tourism Taskforce who in turn contracted Lightfoot Marketing to undertake the entire project.

The report has been developed following extensive consultation within Far Western NSW and surrounding regions. The consultation phase of the project has included industry operators, the general community, Local Government, Destination New South Wales, Outback NSW Tourism and Inland NSW Tourism. The paper is designed to identify the future tourism structure and outline a path the region can take as it moves towards the preferred tourism governance model.

In addition to the development of the future structure, the report also looks at current structures and funding, current management and destination plans, industry consultation findings and other best practice models.

Far West Tourism Taskforce would like to acknowledge the contribution made by a range of agencies, organisations and communities in the development of this report.

These are; Broken Hill City Council, Inland Tourism, Destination NSW, Outback Regional Tourism, NSW National Parks & Wildlife Service, Central Darling Shire, Broken Hill Chamber of Commerce and RDA Far West.

INDUSTRY CONSULTATION AND ENGAGEMENT

A total of seven industry consultation and engagement sessions were held in Broken Hill on 21, 22, 23rd May, 2014 at the Musicians Club in Broken Hill. More than 120 people attended the sessions over the three days, with each session running for between 2.5 and 3 hours and producing high level discussions and a general consensus and direction for the future of tourism in Broken Hill.

In addition to Broken Hill, RDA Far West undertook sessions in Packsaddle, Tibooburra, White Cliffs, Wilcannia and Menindee. 33 people attended five sessions over four days in these surrounding areas of Broken Hill.

Far West RDA undertook newspaper and radio advertising to encourage attendance at the sessions and ensure access for all that were interested and would be potentially impacted by the recommendations and outcomes. Electronic direct mail (EDM's) was also developed and distributed along with flyers that were distributed around Broken Hill.

People from the following sections of community and industry were in attendance; local and regional tourism industry operators, representatives from local and regional business organisations, representatives from local, state and federal government and interested residents.

KEY FINDINGS

The review of related research, plans, industry consultation and engagement sessions and online surveys aligned thinking during the project with common issues, themes and patterns arising.

This report has drawn from these in the development of its findings, models and recommendations.

The **key findings** of the project are:

- There was unanimous support from industry and government bodies for the development of an industry driven tourism body for Far West NSW region.
- This body needs to be the peak tourism body for the region and sustainable over time.
- The industry is disengaged and fractured, they do not feel connected to the overarching tourism strategy, plans and implementation activities being delivered at a state, regional or local level.
- Industry is looking for solutions they can manage and control that will attract more visitors and increase length of stay in the region and contribute to overall tourism growth.
- Transport and access issues are ongoing – limited and expensive airline service routes, reduced train and bus services and non visitor friendly arrival and departure times,
- New product revival and redevelopment are high on the agenda along with the creation of new events as a tourism economic driver for the region.
- Service levels provided across the region need to be lifted.

The **key product strengths** of the region have been further identified as;

- History & Heritage - Mining, Heritage Townships, Streetscapes, National Heritage Status (pending).
- Arts & Culture – Galleries, Film, Indigenous Culture.
- Outback – National Parks, Desert Landscapes, Outback Characters and Personalities (proud, independent, resilient).

(The TRA Visitor Profile and Satisfaction Report - July 2006 support these findings).

A summary table of key discussions from consultation and engagement sessions and Far West Tourism Structures 2014, online survey can be found in Appendix B.



RELATED RESEARCH, PLANS & RECOMMENDATIONS

Throughout the desktop review phase of this project the following plans and documents were reviewed:

- Broken Hill Strategic Plan 2012 – 2020 (BHCC).
- Outback NSW – Regional Destination Management Plan, October 2013 - (Inland NSW Tourism).
- RDA Far West NSW Regional Plan 2013 - 2023.
- Far West Regional Action Plan 2012 (NSW State Government).
- Community Road Map – Outback NSW Sept 2013 (Inland NSW Tourism).
- Community Road Map – Balranald, Broken Hill, Central Darling, Corner Country, Hay, Unincorporated Sept 2013 (Inland NSW Tourism).
- SA Outback Destination Action Plan 2012 – 2015 (as updated July 2013).
- Flinders Ranges and Outback SA Region – Integrated Strategic Tourism Plan (2008 - 2014).
- Proposed Plan for Far West NSW Tourism Task Force.
- Far West Regional Economic Updates (RDA Far West).

The plans that have been researched and developed for the region in the past few years are sound in their content, however we have found through this project that the issue seems to lie in distribution, understanding and implementation of these plans.

A key outcome of the industry consultation and engagement sessions was a sense that all are aware of the plans however are unsure who and how they are implemented. If they are being implemented, the progress and status is unclear.

This further highlighted a need to ensure ongoing and consistent engagement and communication around tourism activities being undertaken for and on behalf of industry.

VISITATION

VISITORS TO OUTBACK NSW

Travel to Outback NSW (year ended Dec 2013) **Source NVS YE Dec13*

In the year ended March 2014, 18.2 million **domestic overnight visitors** traveled to regional NSW. Outback NSW received 352,000 **domestic overnight visitors** for year end Dec 2013– up 24.8% on year end Dec 2012. The region receives 2% of visitors and 1.9% of visitor nights from those traveling to regional NSW.

The main purpose of visit to the region is ‘Holiday or Leisure’ at 47.7%, followed by ‘Business’ at 21.9% and ‘Visiting Friends and Relatives’ at 20.7%. Not surprisingly ‘Holiday and Leisure’ is also the largest purpose of visitor in terms of visitor nights, however this is followed by ‘Visiting Friends and Relatives’ at 26.9% and then ‘Business’ at 12.9%. In the past few years Holiday and Leisure and Visiting Friends and Relatives has grown as the purpose of visitor nights.

Caravan park or commercial camping grounds are the most popular accommodation at 28.5%, followed by standard hotel or motor inn below 4 star at 23.2% and friends and relatives at 22.1%.

Regional NSW is the largest source market at 38.9%, followed by South Australia at 17.6% and Queensland at 15.3%. All visitor source markets have increased in the past few years.

In terms of visitor nights Regional NSW continues to be the largest source market at 33.8%, however it declined by 7.8% for the year end Dec 2013, as did Sydney by 20%. South Australia and Queensland follow at 19.3% and 16.6% respectively – a growth of 137% for South Australia and 132% for Queensland. Victoria produces 15.9% of the visitor nights which translates to healthy growth of 128% for the year-end Dec 2013.

Private or company vehicle is the most predominate mode of transport at 76.4% followed by air transport at 7.7% and rented or hire vehicle at 5.1%. 40.1% of visitors stated that eating out at restaurants as the most popular activity followed by visiting friends and relatives at 31.3% and pubs, clubs, discos at 24.4%.

29.3% of visitors traveled alone followed by 26.7% that traveled as an adult couple and 21.3% who traveled as a family group.

Outback NSW receives 180,000 **domestic day-trip visitors**, which is 0.6% of all day-trips to regional NSW. Business is the main reason for travel at 45.6% followed by holiday and leisure at 35.6%. Visiting friends and relatives is the main activity at 22.8% followed by eating out at restaurants at 18.9% and general sightseeing at 18.3% and fishing at 16.1%.

Outback NSW receives low visitation from **international** markets with 10,600 international visitor nights for year-end Dec 13', the majority of these visitors are from Western markets.



VISITORS TO BROKEN HILL

According to the **Broken Hill Visitor Profile and Satisfaction Report (July 2006)**, the top two reasons people visit Broken Hill is to visit the city of Broken Hill (76%) and to experience the scenery (48%). More than 65% of these visitors expect the opportunity to tour around and explore, experience the nation's history, have the opportunity to discover something new and experience wide open spaces as well as having a nature based experience.

When they arrive at the destination they are; going to the Visitor Information Centre, eating out, shopping for food and clothing, visiting Silverton, shopping for gifts and souvenirs, visiting history and heritage buildings, sites or monuments and visiting retail art galleries.

A large 85% of visitors were satisfied with their visit and the experiences they had and state the key strengths of Broken Hill as being:

- Desert landscapes
- Information services
- Personal safety and security
- A variety of things to see and do
- The history of the city
- Friendliness of the locals

Broken Hill is seen, as a destination in its own right and not surprisingly is the most visited city in the region with 76% of visitors claiming they wanted to 'visit Broken Hill'. Visitors to Broken Hill visit or pass through other regional destinations on their journey to the city - the top four being Silverton at 59%, Wilcannia at 39%, Cobar at 36% and Peterborough at 30%.

As shown in the National Visitor Survey, year end Sept 13', the Local Government area of Broken Hill attracted 146,00 overnight visitors for the year ending Sept 13' and total nights of 490,000. 61% of these overnight visitors travel for the purpose of a holiday whilst only 16% travel to visit friends and relative and 16% travel for business.

The highest percentage of overnight visitors reside in regional NSW (23%) and also Victoria (23%) with total interstate visitors making up 69% of all visitors. 64% travel in a private or company vehicle, 11% travel by air and 7% by rail.

Activities visitors undertake are in line with those of visitors to Outback NSW with 50% eating out at restaurants, 38% undertaking general sightseeing, 30% visiting museums and galleries, 24% going to pubs, clubs and discos and 21% visiting friends and relatives (which was higher at 31% for those visiting Outback NSW).

34% stay in a hotel, motel or motor inn, followed by 25% who stay at a caravan park or commercial camping ground and 20% stay at a friend or relatives property which is in line with the purpose of visit to Broken Hill.

The highest percentage of visitors is traveling as an adult couple (36%) or with friends and relatives (21%), followed by those traveling without children (19%) and those traveling alone (18%).

27% of visitors to Broken Hill are in the age group of 55 – 64 years, compared to NSW, which sits at 17%; this is followed by 25% of visitors who fall into the 65 years and over category.

It can be concluded that the majority of visitors to Broken Hill are 55 years and over, from Victoria and regional NSW, staying in hotels, motels, caravan park and commercial camping grounds and participating in a range of activities including; eating out, visiting galleries and museums and undertaking general sightseeing.



CURRENT STRUCTURES AND FUNDING

STRUCTURE

Broken Hill City Council, Central Darling Shire and the large unincorporated area all sit within the RDA Far West region in NSW. In addition, there are other landowners in the area including NSW National Park and Wildlife.

Broken Hill is the undisputed destination and tourism hook for the region – it is integral to any visitor's tourism experience and the hub from which a tourism and touring holiday, visit or business trip is undertaken.

The key product strengths and tourism offer of Broken Hill and the surrounding regions are identified as; History & Heritage, Arts & Culture and Outback.

Until 2007, the Broken Hill Regional Tourism Association (BHRTA) was a hybrid BHCC Committee and semi-incorporated body, charged with the oversight of the Broken Hill Visitor Centre.

As a result of a decline in the strength of its membership and the Committees' conflicting roles and responsibilities, two alternative options were approached:

- The formation of the Broken Hill Tourism Association, which was disbanded at a council meeting held on November 28th, 2007 and where it was also agreed to establish Broken Hill Tourism Advisory Group as a section 355 Committee of Council.
- The section 355 Committee of Council was disbanded due to BHCC's decision to implement an alternative to a 355. As a result FWTTF was formed.

In 2011, the Outback NSW regional model as established by Tourism NSW (now Destination NSW), was folded into a broader Inland regional tourism structure – now Inland Tourism NSW. This organisation takes in a geographic area that includes parts of Central NSW, the New England North West Region and Corner Country.

Inland Tourism NSW has developed 4 Destination Management Plans (DMP) incorporating 8 Community Road Maps (CMP) across inland NSW - including 1 DMP for Outback which incorporates 2 CMP's. The Region that Broken Hill and Surrounds falls within is termed Outback NSW (Outback NSW Regional Destination Management Plan).

Outback NSW extends west to the NSW and SA border, encompassing Broken Hill and the Unincorporated Far West, south to Balranald and Hay; east to Central Darling; and north to the Queensland border, capturing Cobar, Bogan, Brewarrina, Bourke, Walgett and Lightning Ridge.



With a region this size and stakeholders involved, two sub regional destination working groups were formed by Inland NSW for this broader Outback NSW area.

The cities and areas of; Balranald, Central Darling, Broken Hill, Corner Country and Unincorporated Far West form one of these two sub regional destinations and is termed Far West Outback NSW.

Inland Tourism published a Community Road Map Plan for this area in September 2013. A Destination Management Working Group was to be set up to manage and implement key priorities as outlined in the DMP's.

Essentially the CMPs are the activation plans for the delivery of the strategic and targeted industry and product development and marketing of the region.

It is understood that the Destination Management Working Group for this area, is not set up at this time.

Both the BHCC and RDA agree on the need to foster cooperation between the broader tourism industry structures as well as more locally with government, industry, business and the community.

BHCC has increasingly played a role managing and leading the delivery of tourism and tourism services for the industry and within Broken Hill. They are currently responsible for the provision, management and delivery of industry development, product development, marketing and visitor services.

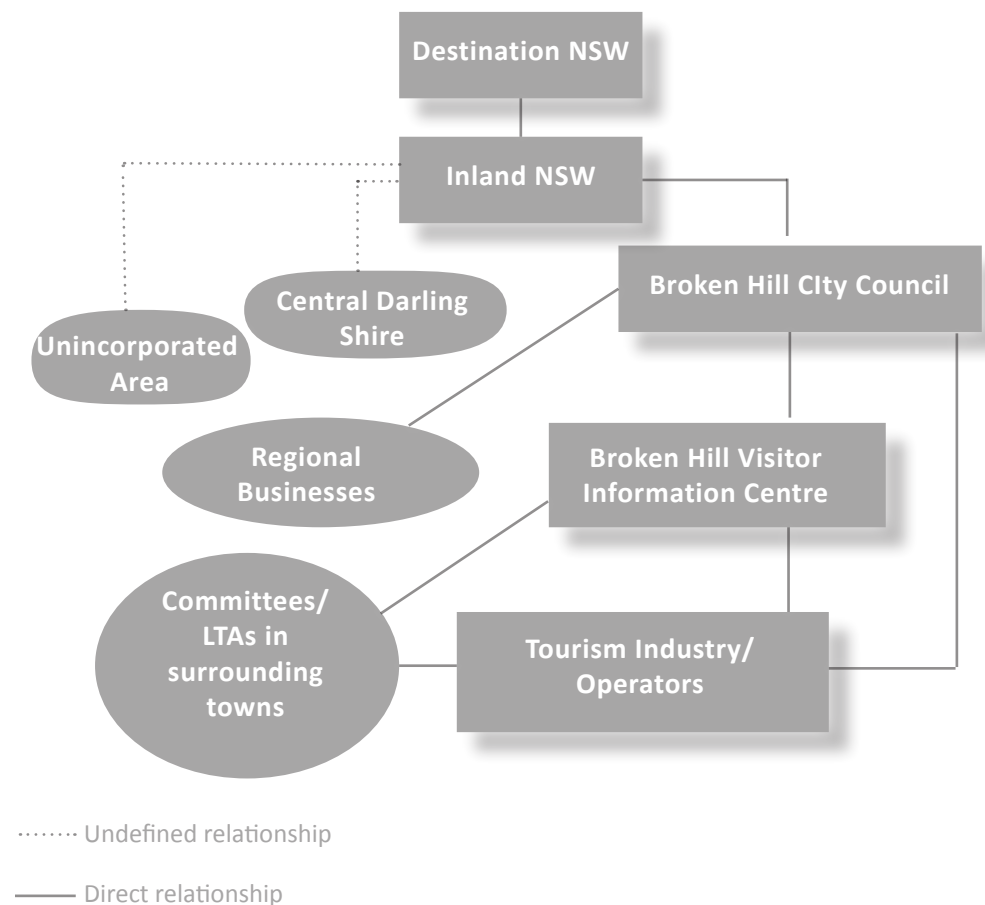
This has left 'grass roots' operators without a collective voice or an independent body that works with industry, for industry and for the region's future development.

The Broken Hill Visitor Information Centre is currently run by BHCC and all staff are employees of BHCC. The centre runs with restricted operating hours.

BHCC has participated for more than 30 years in the growth and development of tourism within the far west region. The Council recognises tourism as being important to the community and the economy as Broken Hill moves towards the end of mine life. While local government performs an important range of functions to support the sustainable growth and development of the sector, BHCC understand that a holistically developed tourism industry requires partnership between government and business to succeed.

As stated by the Mayor, BHCC are not in a position to continue to manage and fund tourism services, at current levels in the future. FWTTF require a governance structure and body that is guided, owned and supported by industry. This body should have an integrated destination management focus and a structure that can professionally and effectively engage, lead and manage tourism within the context of the broader visitor economy.

Diagram of current tourism structure in far west NSW



Committees and Local Tourism Associations (LTA's) that also operate in the region include:

- **Tibooburra Village Committee** – small village committee that produces basic visitor information collateral
- **White Cliffs Tourism Association** - operating at an LTA level with nominal membership fees, produces some basic collateral and runs networking for members.
- **Wilcannia Tourism Association** – part of the unincorporated region and have their own small tourism committee who meet regularly, are engaged and interested.
- **Menindee Tourism Committee** – part of the unincorporated region, a proactive group
- **Silverton Village Committee** - small village committee
- **Sunset Strip Progress Association** - small passionate committee



FUNDING

Indicative figures supplied by BHCC, indicate the **current income and expenses** that can be attributed to the Visitor Information Centre are:

CURRENT INCOME	REVENUE
Industry fees & charges (membership)	\$45,000
Visitors Guide	\$120,000
VIC - Rental of spaces	\$35,000
VIC - Souvenir sales	\$200,000
VIC - Signage sales	\$20,000
VIC - Booking commissions	\$20,000
TOTAL	\$440,000

* Potential to obtain matching funds via Inland NSW/ Destination for campaigns and activity (e.g. up to \$120,000 for Visitors Guide)

CURRENT EXPENSES	EXPENSE
Employee costs	\$420,000
Office admin	\$40,000
Computer/ IT	\$2,000
Office equipment & furniture	\$6,000
Bank charges	\$4,000
Security	\$10,000
Training (including famils)	\$5,000
Souvenir Stock	\$110,000
Tourism Campaign	\$45,000
Visitors Guide	\$120,000
Rates/ Cleaning/ Compliance	\$150,000
Marketing budget (BHCC)	undetermined
TOTAL	\$912,000

Funds spent by BHCC on industry and product development and marketing activities, independent of what is shown in the tables above, is not included.

FUTURE STRUCTURES – A NEW WAY FORWARD

Regional tourism structures are often the impediment to tourism growth rather than the facilitator of growth.

Often tourism in regional areas is fragmented resulting in a duplication of effort and poor communication and linkages within the industry. Such a situation leads to a blame game scenario and a downward spiral of industry confidence.

Any future structure must address these issues and provide:

- A destination and coordinated approach to tourism development
- An opportunity to remove duplication of effort
- Role clarity and determination of responsibilities
- A representative voice on tourism issues
- Genuine leadership
- Strong corporate governance
- Improved coordination between like organisations
- A central point of contact for governments and stakeholders at all levels
- Improved communication
- Regional ownership
- Transparency and accountability

Paramount in any future structure is the development of a structure which is truly owned by the region, is funded as a true partnership between the industry and key shareholders and a structure which is truly linked to regional and state-wide tourism organisations.

Failure to achieve this will result in continued fragmentation and blame game.

THE ROLE OF THE LOCAL GOVERNMENT

Local Governments role in tourism has been the subject of debate ever since the first Local Government Authority opted to “play” in the tourism space. Local Government have basically three options when it comes to tourism.

1. Total Control (Hands On)

Under this model Local Government has total control over the tourism industry and provides Visitor Services, Marketing and Industry Development. Whilst this model ensures delivery of appropriate services, it does have the potential to alienate the industry and create a hand out mentality.

2. No Involvement (Hands Off)

This model sees tourism totally managed and funded by the tourism industry. Whilst this model provides industry ownership, it often lacks sufficient funds, consistent leadership and the necessary coordination to effectively manage and grow the tourism industry.

3. Partnership Approach (Holding Hands)

The partnership approach sees Local Government working with the tourism industry to manage and grow tourism. Local Government often fund Visitor Services and the Tourism Industry fund the Marketing and Industry Development.

A Board made up of Directors from the Industry and Local Government usually manages the Industry. Under this model, the Industry has real ownership and there is greater equity in funding.

The most successful regional structures operate under this partnership approach.

STRUCTURAL OPTIONS

As part of the structural review, consultation and development process; the following 3 potential models were presented for consideration. Whilst the FWTF identified Model 2 as the preferred model, it was deemed important by FWTF to seek input from industry to determine their views before fully developing the preferred model.

MODEL Option 1.

Destination Far West NSW Regional Tourism Board

STRUCTURE

Based on industry consultation and best practice models elsewhere in Australia and discussion with Inland NSW Tourism and Destination New South Wales, the following model is considered a viable option for the Broken Hill Region.

- The new board would be the peak tourism organisation for the Far West NSW region.
- The board would be focused on strategy and policy and meet 6-8 times per year.
- Broken Hill City Council, Central Darling Shire, Inland NSW Tourism and RDA Far West would hold a seat on the board as shareholders and contributions.
- The establishment of MOU's would outline terms, conditions and KPI's between relevant organisations.

FUNCTIONS

The board would be responsible for the holistic development of tourism in the Far West NSW region. Functions would include; industry development, product development and marketing.

MODEL 1



STRATEGIC PLAN

- The board would operate under a 3 year strategic plan developed in consultation with all key stakeholders.
- The board would develop one year business plans with clearly defined key performance indicators.

BOARD MEMBERS

- The board would operate as an incorporated association.
- An independent panel following a public call for expression of interest would appoint the independent chair and skills based board directors.

MODEL Option 1 (cont)

- The independent appointment panel could consist of:
 - 1 Industry Representative
 - 1 Local Government Representative
 - 1 Inland Tourism Representative
 - 1 RDA Far West Representative
- Local Government and Inland NSW Tourism would directly appoint their directors.
- The new board may operate distinct sub committees with a capacity to involve non board members.

MOUs

The Board would develop formal MOUs with;

- Broken Hill City Council
- Central Darling Shire
- Inland NSW Tourism

to set down roles, functions, funding (where appropriate) and reporting.

The formal MOUs would also detail stakeholder reporting requirements and annual review processes. The board would operate under a formal charter endorsed by all stakeholders.

INDUSTRY ENGAGEMENT

The board would engage on a bi monthly basis with the tourism industry via an industry forum. The industry forum would update the industry on activities and programs as well as provide the industry with an opportunity to give the Board feedback.

STAFFING

As a minimum, the board would operate with a manager, supported by a tourism officer plus administration support.

FUNDING

The Board would require funds to;

- Employ the above staff
- Finance operational requirements (e.g. office)
- Conduct industry development programs and product development activities

Funds would need to be considered as a true partnership between industry and local government.

Corporate sponsorship can be considered as part of the funding mix. The official visitor guide should be seen as a revenue opportunity.

Whilst further analysis would be required on the financial model a minimum of \$500,000 revenue is likely required to run this organisation.

VISITOR INFORMATION CENTRE

Under this model the Visitor Information Centre would continue to be operated by the Broken Hill City Council.

The official visitors guide (OVG) and tourism campaigns, which are currently managed by the VIC, should be transferred to the new Destination Far West NSW Regional Tourism Board.

MODEL Option 2.

Destination Far West NSW Regional Tourism Board – Operating the VIC

STRUCTURE

The Model 2 is predominantly the same as Model 1; however under this model the Far West Regional Tourism Board would also be responsible for the operation of the Visitor Centre.

- The new board would be the peak tourism organisation for the region.
- The board would be focused on strategy and policy meeting 6-8 times per year.
- Broken Hill City Council, Central Darling Shire, Inland Tourism and RDA Far West would hold a seat on the board as shareholders.
- The establishment of MOU's would outline terms, conditions and KPI's between relevant organisations.

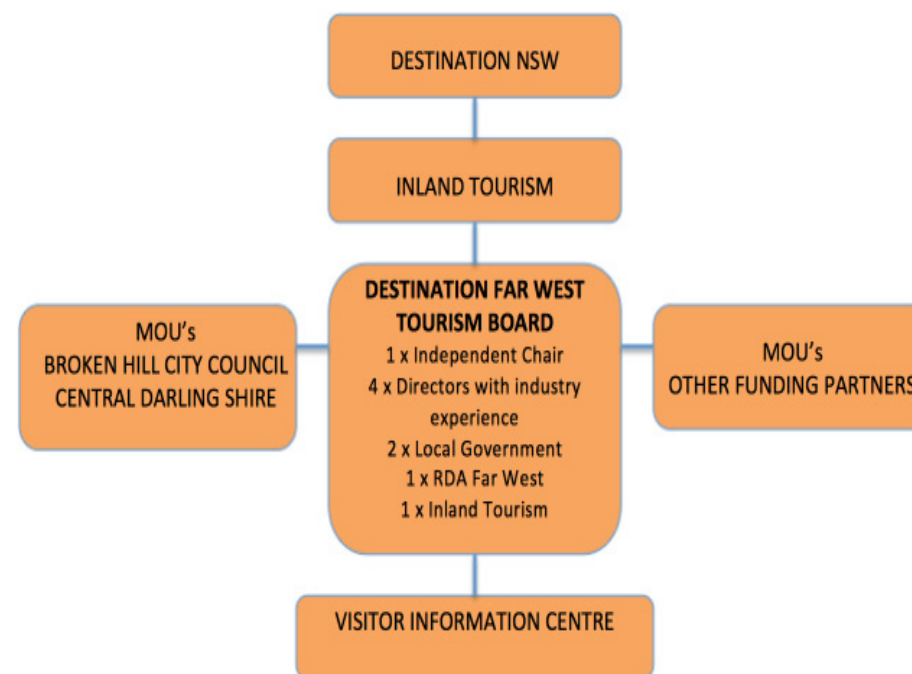
FUNCTIONS

The board functions would be as outlined in Model 1 with the addition of visitor servicing. Functions would therefore include; **Industry Development, Product Development, Marketing and Visitor Servicing**

The board would operate under a strategic plan and one year business plan as detailed in Model 1.

Detail in relation to board composition, appointment processes, MOU's and industry engagement would be as set down for Model 1.

MODEL 2



STAFFING

- The Staffing structure under this model would include a Manager, supported by a Tourism officer plus Administration Support.
- In addition to this structure, the VIC would operate with 2 full time staff, 2 part time staff plus Ambassadors/Volunteers.

FUNDING

The Board would require funds to;

- Employ staff
- Run the office and outgoings
- Deliver Industry Development, Product Development and Marketing Services

VISITOR INFORMATION CENTRE

Under Model 2, the Destination Far West NSW Regional Tourism Board would officially run the Visitor Information Centre.

It is proposed that the Destination Far West NSW Regional Tourism Board would operate the VIC under a contract with BHCC. The acquisition of the VIC would be staged over a period of time, which would be determined and negotiated between the involved parties.

Under the contract BHCC would pay a fee to the Destination Far West NSW Tourism Board for the Board to provide all Visitor Servicing. The contract could specify;

- A minimum level of service to be offered (opening hours).
- That all revenue streams generated by the VIC be retained by Far West NSW Regional Tourism Board for product development and marketing.
- The Board could negotiate with BHCC to consider locating the VIC at an existing Council or privately operated tourist attraction.
- Far West Regional Tourism Board would be the employers of Visitor Centre Staff.

The Board could also consider the use of Volunteers to assist in the delivery of Visitor Services.

A COMPARABLE MODEL

- The Echuca Moama Tourism Board located on the Murray River provides an excellent comparable model to one proposed under option 2.
- Echuca Moama Tourism (EMT) is an Incorporated Association run by a skills based Independent Board.
- EMT is responsible for Marketing, Industry Development, Product Development and Visitor Services.
- EMT receives annual funding from 2 Local Government Authorities to run the Visitor Information Centre, with a smaller amount provided for marketing.
- The Industry, via annual membership, contributes approximately \$220,000 with further revenue coming from booking commissions, sponsorships and grants.
- EMT operates on an annual expense budget of \$835,000, which includes a CEO, Marketing Officer, a VIC Manager, VIC Officer and 3 casual part time VIC Officers.
- One of the Local Government authorities provides the building where the VIC and EMT offices are located; however the organisation is responsible for all outgoings.

MODEL Option 3.

Inland NSW Tourism Area Tourism Manager Model STRUCTURE

Under this option, BHCC and industry funds would be channeled through to the Inland NSW Tourism Board who, in turn would provide an Area Tourism Manager (ATM) to operate out of Broken Hill/ Far West NSW.

- The ATM Model would see a full time permanent staff member employed by Inland Tourism operating out of Broken Hill/ Far West RDA.
- The role of the ATM would be to deliver Inland NSW Tourism programs in the Far West NSW region.
- Under this model Local Government authorities and industry funds would be directly managed by Inland NSW Tourism to fund the employment of the ATM and to deliver programs.
- The Broken Hill VIC would continue to be run by BHCC.
- Inland NSW Tourism could establish a local advisory committee to support tourism growth in the region provide industry with a link into the management structure.



MODEL EVALUATION

In consultation with the FWTTF, an assessment of the optional models against the criteria (identified in an earlier section of this paper), was undertaken. FWTTF concluding that the models met criteria as follows;

CRITERIA	Model 1	Model 2	Model 3
Coordinated approach	✓	✓	✗
Removal of duplication	✗	✓	✗
Role clarity	✗	✓	✗
Representative industry voice for tourism	✗	✓	✗
Genuine leadership	✓	✓	✓
Central point of contact	✗	✓	✓
Improved communication	✓	✓	✓
Regional industry ownership	✗	✓	✗

Based on the above analysis, Model 2 meets all the key criteria. Whilst Models 1 and 3 have important attributes and would also provide excellent outcomes for the region, Model 2 is the one which provides;

- True regional ownership.
- The clearest voice for the regional tourism industry.

Model 2 is the one most likely to provide engagement with industry and also has the greatest potential to generate the funds from industry to ensure the long-term sustainability of the structure and organisation. Model 2 presents less of a financial risk in terms of taking on the operation of the VIC and Model 3 provides the least financial risk, for what will essentially be a start up tourism body.

FWTTF INPUT AND EVALUATION

A discussion paper outlining three possible tourism model structures was presented to the Far West TTF in mid July 2014.

After a period of review, feedback and comments were received and reviewed, the top line outcomes of this were:

- Model 2 was seen as the preferred option, however Model 1 could be a good starting point.
- More detailed costing's were required on the potential model before a final decision on the preferred model could occur.
- The model needed to include strategic alliance and engagement with Inland NSW Tourism and Destination NSW.
- There is some dispute around who and what organisations should hold a seat on the Board and under what terms and conditions (this would be debated and decided during the implementation phase).
- The establishment of an Implementation Committee with industry and stakeholders is favoured as a means to guide, discuss, develop and finalise all governance and structure elements of the establishment of the Regional Tourism Board.
- Implementation of the chosen model should be staged over a period of time and as determined by the Implementation Committee.



THE PREFERRED MODEL

Following input from FWTTF, the consultants were requested to provide further detail around Model 2 - the preferred model as identified by FWTTF. The detail is as follows:

DESTINATION FAR WEST NSW REGIONAL TOURISM

The preferred model seeks to:

- Provide regional ownership.
- Develop a true partnership approach to the development of tourism.
- Remove duplication of effort and funding.
- Provide absolute role clarity.
- Improve communications and connection.
- Provide genuine tourism leadership.
- Provide transparency and accountability.
- Link the region into the established tourism network.

The degree to which the above is achieved will largely depend on the commitment of all parties to embrace change, and in particular embrace a true partnership approach.

The new board will be the peak tourism organisation for the far west NSW region or the region covered by the same footprint as RDA Far West NSW. It is anticipated that the board will meet 6 – 8 times per year.

THE PREFERRED MODEL



FUNCTIONS

Destination Far West Tourism (working title) will be responsible for:

Industry Development

- Develop, implement and support strategies to grow the skill base of the tourism industry within the region
- Activities could include workshops, seminars, mentoring, webinars etc.

Marketing

- Develop an annual Marketing Plan to ensure a strategic and coordinated approach to driving visitation to the region
- The Marketing Plan should be based on sound research and identify clear target markets

Visitor Servicing

- Run the Visitor Information Centre for the region
- Explore other options to support the visitor once they arrive in the destination

Product Development

- Identification of product gaps in the region
- Developing strategies to attempt to fill product gaps

Destination Far West NSW Regional Tourism will be a strategic organisation focused on the holistic development of tourism in the region – it should not become directly involved in operational issues. Operational issues will be dealt with by the organisations' management team.

The key direction for the organisation should be spelt out in a **3 year Strategic Plan** which needs to be developed as a priority action for the new organisation. The 3 year Strategic Plan should be developed following extensive consultation with all shareholders and stakeholders.

Much of the research and development work for this plan has already been undertaken via the Broken Hill Strategic Tourism Plan and the Outback NSW Destination Management Plan. The **Destination Far West Tourism** 3 year Strategic Plan, can therefore draw from much of this.

The Plan should detail the Vision and Mission for the organisation and set down key activities under the 4 planks of; Industry Development, Marketing, Visitor Servicing and Product Development

In order to further guide the work of the new organisation a **One Year Business Plan** should be developed which links to the 3 Year Strategic Plan.

The One Year Business Plan details the action to be undertaken in the 12 month period with clear timelines and key performance indicators. The One Year Implementation Plan should be reported against at each Board Meeting and should undergo an extensive review 6 months after the commencement of the implementation year.

The 3 Year Strategic Plan should be reviewed annually to ensure the strategic direction of the organisation and the industry is still appropriate for the prevailing external conditions at the time. Failure to establish a clear 3 Year Strategic Plan and a One Year Implementation Plan is a recipe for failure.

In developing the Business Plans, it is essential that the goals are realistic and achievable. It is best to do 3 to 4 things really well than 6 to 8 things not so well!

STAFFING

The challenge with any regional tourism organisation model is to develop a staffing structure which delivers on the strategic direction of the organisation without placing the organisation under financial stress or allocating a significant proportion of revenues to administration.

A further difficulty with the model presented is that it contains a requirement to operate a 7 day a week Visitor Information Centre. VIC's by their very nature are expensive services to operate and we often find regions and Local Governments spending more on servicing the visitor once they arrive than they do in trying to attract visitors and grow the industry (Marketing, Industry Development, Product Development).

For the purpose of this model we have allocated minimum staff based on models in similar sized destinations.

In addition to the listed staff it is recommended an 'Ambassador Program' (Volunteers) be established to support the operation of the VIC.

It is also possible that the new organisation could opt to "outsource" certain aspects of the listed roles. Activities for outsourcing include:

- Membership
- Official Visitors Guide (OVG) development

An officer within the organisation could be designated to manage the contracts. The contracts could be commission based as an incentive for the appointed contractor. It is imperative that the staff runs the organisation. The Boards role is to oversee the way they go about the running of the business and whether or not they are meeting set targets. Destination Far West NSW Regional Tourism would employ the staff identified and outlined.

The proposed staffing structure for Model 2 is as follows:

TITLE	Function	FT/PT	Salary Range
Executive Officer	Managers the business Key spokesperson for tourism Product Development	FT	\$110,000 to \$125,000
Tourism Officer	Industry Development Research Campaign Management Digital	FT	\$45,000 to \$50,000
Tourism Officer	Visitor Servicing OVG Management Familiarisations Includes rostered weekends	FT	\$45,000 to \$50,000
Tourism Officer	Visitor Servicing Industry Communication Ambassadors Program Includes rostered weekends Accommodation Booking	FT	\$45,000 to \$50,000
Tourism Officer	Visitor Servicing for peak times and weekends Accommodation Booking	PT	\$35,000 to \$40,000
Finance/Admin	General Administration Financial Management	PT	\$25,000 to \$30,000
Membership Officer	Driving New Membership	PT	\$18,000 to \$20,000

OFFICE AND VIC LOCATION

The logical geographic location for the new organisation and the Visitor Information Centre is Broken Hill.

The actual location of offices and the VIC within Broken Hill is not so clear-cut.

Currently, the Broken Hill Council operates the Visitor Information Centre in Bromide Street as a stand-alone Information Centre. Within the same complex is the Coach Terminal, Gloria Jeans and a Car Hire Company (call out office).

A number of vacant offices exist which would allow for the Destination Far West NSW Regional Tourism staff to office share.

The question we have to ask is do we need a Visitor Information Centre of this size? We also need to consider what the long term lease and financial arrangement are for this site.

The new organisation may also look to operate from within other Council run tourist attractions or develop an arrangement with a private operator. Under this arrangement the new organisation could:

- Reduce costs by operating a smaller Visitor Information Centre component of the business
- Reduce staffing costs by multi skilling staff to not only run the tourist attraction but also provide Visitor Information Centre services
- Create a revenue stream by successfully operating a tourist attraction on a profit sharing basis

The final decision will be made by the new organisation. The acquisition of the VIC would be staged over a period of time, which would be determined and negotiated between the involved parties.

OPERATIONAL COSTS

In order to progress the model it has been assumed that Destination Far West NSW Regional Tourism will operate from the existing VIC in Bromide Street. It is also assumed that Council, as part of its contribution, will:

- Provide the office and VIC space rent free
- Provide maintenance on the building
- Maintain the surrounds of the complex



Making these assumptions the likely operational costs of the new structure would be as follows:

EXPENSES

OPERATIONS/ MARKETING	BUDGET
Campaigns	\$110,000
Image Library	\$3,500
PR/Famils	\$2,400
International	\$5,000
Industry Forums	\$10,000
Exhibitions/Consumer Shows	\$8,000
OVG Production	\$40,000
Audit/bank Fees	\$5,000
Computer/Digital	\$3,000
Board Expenses	\$10,000
Electricity	\$7,000
Directors Liability Insurance	\$1,200
Photocopier (50%)	\$4,000
Postage	\$5,400
Printing and Stationery	\$3,000
Motor Vehicle	\$22,000
Salary/On costs	\$230,000
Superannuation	\$16,500
Training/Prof Development	\$3,000
Communications	\$5,000
Storage	\$2,000
Research	\$10,000
Contingency	\$8,000
TOTAL	\$514,000

VISITOR INFORMATION CENTRE	BUDGET
Advertising	\$2,400
Accounting/Legal	\$1,000
Ambassador Expenses	\$2,000
Audit/Bank Charges	\$8,000
Reservation System	\$8,000
Cleaning	\$10,200
IT Expenses	\$3,500
Cost of Sales	\$15,000
Electricity	\$15,000
Photocopier (50%)	\$7,000
Insurance	\$7,500
Postage	\$6,000
Printing and Stationery	\$5,200
Repairs and Maintenance	\$5,100
Salary/Wages/On Costs	\$190,000
Superannuation	\$18,000
Uniforms	\$1,000
Security	\$2,000
Telephone/Communications	\$15,000
Staff Training	\$5,000
Sundries	\$2,400
Contingency	\$5,000
TOTAL	\$334,300

TOTAL Operations, Marketing and VIC expenses are:

BUSINESS UNIT/SECTOR	BUDGET
Operations/ Marketing	\$514,000
Visitor Information Centre	\$334,300
TOTAL	\$848,300

REVENUE

The potential revenue required to ensure the new organisation is a viable and sustainable operation are as follows:

BUSINESS UNIT/SECTOR	BUDGET
Member Fees	\$156,000
Website Advertising/Listing Sales	\$8,000
OVG Sales	\$80,000
Interest	\$5,000
Cooperative Campaign Contributions	\$25,000
Sponsors	\$5,000
Grants	\$5,000
Broken Hill Council	\$272,000
Central Darling Shire	\$30,000
TOTAL	\$586,000

BUSINESS UNIT/SECTOR - V.I.C	BUDGET
Bookings Commission	\$25,000
Retail Sales/Souvenirs	\$50,000
Grants	\$5,000
Exhibition Space Sales	\$5,500
Sponsors	\$5,000
Broken Hill Council	\$200,000
Central Darling Shire	\$45,000
TOTAL	\$335,500

TOTAL Revenues can be summarised as follows:

BUSINESS UNIT/SECTOR	BUDGET
Member/Marketing/Operations	\$586,000
Visitor Information Centre	\$335,500
TOTAL	\$921,500

The pressure points in these revenue estimates are:

Member Fees

- Can the organisation generate \$156,000 in member fees when the existing VIC's estimate of member fees and charges is only \$45,000?
- A comparable size organisation is generating approximately \$220,000 in member fees but is it achievable for Destination Far West NSW Regional Tourism?

OVG Sales

- OVGs in other regional areas generate over \$35,000 profit for their organisations. This is only the case however where advertising sales and design of the guide is undertaken by staff members of the organisation - the associated salary costs are accommodated within an existing budget and not costed against the project specifically.
- Current figures made available suggest that the Broken Hill OVG generates \$120,000 in revenue but has an expense of \$120,000.
- The OVG sales offer potential to obtain some matching funds from Inland NSW Tourism.

Cooperative Campaigns

- The estimated revenue from cooperative campaign contributions has potential to attract matching funds from Inland NSW Tourism.

Retail Sales/Souvenirs

- Current estimates from BHCC suggest the existing VIC generates approximately \$120,000 in sales. Our estimates are more conservative at \$50,000.

Booking Commissions

- Existing VIC estimates suggest that over \$40,000 annually is generated through booking commissions and signage sales.
- Our estimates of \$25,000 are conservative in comparison and are also well under commissions generated by comparable sized organisations.

Local Government Contributions

The recommended contribution from Local Government is;

- Broken Hill Council \$472,000 (tbc)
- Central Darling Shire \$75,000 (tbc)

The suggested figure for BHCC to contribute is the current 'spend' on tourism (refer page 10 of this document), which would be deemed at set up funding that could be reduced by an agreed percentage annually and as part of the implementation phase. The suggested figure for Central Darling Shire is a new funding amount, which would also need to be discussed and negotiated as part of the implementation phase.

Clearly ensuring the funding model is viable and sustainable is a critical step in establishing Destination Far West NSW Regional Tourism. As there are a number of unknowns in the revenue side of the equation, it is recommended that negotiations occur with the Councils to underwrite the start-up year and continue to fund the second and third years on a sliding scale until the Council contributions and the industry contributions are more aligned. Greater detail would be developed in the implementation phase.

To be noted and of concern with the funding options for Model 2 is that it is projected to operate on an annual surplus of \$73,200. This is not advisable and the sustainability could be questioned. If the industry are genuinely committed to being a true long term funding partner and the identified pressure points are all addressed, the model can work - and does work in other regions.

BOARD DIRECTORS

It is recommended that Destination Far West NSW Regional Tourism be an Incorporated Association and utilise the recommended model rules as a starting point to its establishment.

Incorporation provides the organisation with its own legal entity separate from its directors, providing protection to directors in legal transactions.

The directors of the structure and the reasoning for this composition are outlined in the adjacent table.

FWTTF would manage the appointment of the Board Directors.

The recommended process is:

- Develop a position description for the Independent Chair and the skills based directors (tourism and non tourism).
- Develop a newspaper and online advertisement seeking Expressions of Interest for Board Members.
- Review and short list applications.
- If required, establish interviews for short listed candidates.
- Make formal recommendations back to the FWTTF for approval.
- Write to RDA Far West, Shareholder Councils and Inland NSW Tourism asking them to nominate a Director. The correspondence should include an outline of the Directors role and the proposed operation of the new organisation.
- Once all nominations are finalised formally, announce the new Board. It is recommended that you utilise this opportunity to formally launch the new entity.

Membership of the Board has been recommended as follows:

BOARD DIRECTOR	REASONING
Independent Chair	Provides the opportunity to appoint a skilled chair that is truly independent.
Skills Based (non tourism) x2	These positions provide the opportunity to appoint directors with specific skills, which would enhance the operation of the Board, e.g. finance, legal.
Skills Based with Tourism Industry Background/ Involvement x4	Allows for the appointment of directors with specific skills but also who have knowledge of the Tourism Industry. Could also allow appointments from various sections within the Tourism Industry.
Local Government X2	Shareholder Local Governments (financial contributors) should be invited to nominate a Board Director. The decision as to whether it is an officer or councilor would be left with the particular council to decide.
RDA Far West	This appointment ensures a linkage to the funding organisation but also to a potential partner organisation particularly in the area of product development.
Inland Tourism	This appointment would provide a direct link to the Destination NSW supported organisation, which is a potential funding partner with Destination Far West NSW Regional Tourism. The case for matching funds will be greatly strengthened if there is a direct working relationship with Inland NSW Tourism.

MEMORANDUM OF UNDERSTANDING

It is important that Destination Far West NSW Tourism enter into MOU's with key shareholders including Local Government, RDA Far West, and Inland NSW Tourism.

MOU's should be for a 3 year period with renewals for a further 3 years, completed by the end of the second year of the agreement; thus allowing full disclosure regarding ongoing support for Destination Far West NSW Tourism.

MOU's should clearly state the roles, functions and funding (where appropriate) and reporting procedures to ensure clarity between all parties.

INDUSTRY ENGAGEMENT & COMMUNICATION

Unless Destination Far West NSW Tourism and more particularly, the management, engage with the Industry, the organisation will fail.

As a minimum, it is recommended that Destination Far West NSW Tourism undertake:

- Bi-monthly industry forums that incorporate a professional development component as well as a mechanism to allow the industry to provide feedback to Destination Far West NSW Regional Tourism.
- Monthly Industry Updates (email or electronic direct mail) highlighting news and activities relevant to the industry.

SHAREHOLDERS

The shareholders of Destination Far West NSW Regional Tourism are the funding parties (Local Government, Inland NSW Tourism and the Industry). The key funding party is local government(s) and it is therefore imperative that Destination Far West NSW Regional Tourism develops a structured half yearly process to formally present to the Councils to ensure they are aware of activities, events, issues and challenges relevant to the tourism industry.

IMPLEMENTATION PLAN

IMPLEMENTATION PROCESS

In order to move the region from its current model to the new structure it is recommended that the following be considered:

1. Formally establish the Far West TTF as the structures Implementation Committee.

- The implementation committee would be responsible for managing the entire implementation of the new structure.

2. The Implementation Committee appoint an Executive Officer

- It is essential that the implementation committee appoint an officer to lead the entire process and act as Executive Officer of the Implementation Committee.

Once the Implementation Committee is in place and the structural model has been endorsed they should then work through the following key activities.

a) Finalise the Financial Model and Sign on Shareholders (Funding Partners)

- This is obviously a critical step as the implementation committee work through a process that ultimately results in signing on the key funding partners.
- The committee needs to review the financial model and agree on funding partner commitments.
- It is essential during this phase that a professional 'pitch' be developed to sell the benefits of the new structure and provide the councils with the compelling reasons why they should be a partner and commit funds.
- It is important that a 3 year funding model is developed which has the Councils committing increased dollars during the start-up phase (Years 1 and 2) with a reduction in the third year.

- This entire process has to be carefully managed and the focus should always be about building a partnership.
- The end result of this phase of the process is the signing of key funding partners via a 3 year memorandum of understanding.

b) The 3 year Memorandum of Understanding

The 3 year memorandum of understanding should set out:

- What is being planned?
- The role of the new structure.
- The relationship of the new organisation to other tourism and business structures.
- Membership of the new board.
- The appointment process.
- Key Performance indicators.
- Review and reporting processes.
- MOU renewal processes.
- Dispute resolution.
- Wind up of the organisation.
- Funding schedule.

The above are minimum requirements to provide the funding partners with a level of confidence required to commit funds.

c) Position Descriptions and Advertising

- Detailed position descriptions should be developed for the Independent Chair and Board Director roles.
- Advertisements should then be developed seeking “Expressions of Interest” for the Chair and Director roles.
- The implementation committee should review all expressions of interest and short list.
- Short listed candidates should be interviewed.
- The implementation committee would formally announce the successful candidates.

d) Incorporation and Charter

- While the Director and Chair appointment process is underway the implementation committee should also be working on the development of a board charter and incorporating the new organisation.

e) Executive Officer Appointment

- The implementation committee should develop a position description for the Executive Officer role.
- The role should be widely advertised.
- The timing of the advertising, short listing and interviews should be coordinated so that the newly appointed Chair can be involved in the process and included on the appointment panel.

f) 3 Year Strategic Plan

- The implementation committee has a role to play in coordinating and leading this process however it should be timed in such a way that the new Board (and ideally the Executive Officer) can be involved in the process.

g) Launch

- The new structure should be launched at a function where the implementation committee formally hands over management of tourism in the region to the new Board.





APPENDIX : A

INDUSTRY CONSULTATION & ENGAGEMENT SESSIONS

A total of seven industry consultation and engagement sessions were held in Broken Hill on 21, 22, 23rd May, 2014 at the Musicians Club in Broken Hill. More than 80 people attended the sessions over the three days, with each session running for between 2.5 and 3 hours and producing high level discussions and a general consensus and direction for the future of tourism in Broken Hill.

RDA Far West undertook newspaper and radio advertising to encourage attendance at the sessions and ensure access for all that were interested and would be potentially impacted by the recommendations and outcomes. EDM's were also developed and distributed along with flyers that were distributed around Broken Hill.

People from the following sections of community and industry were in attendance; local and regional tourism industry operators, representatives from local and regional business organisations, representatives from local, state and federal government and interested residents.

Sessions and attendees are outlined in the following tables.

<p>SESSION 1</p> <p>Leesa Zupanovich - Far West RDA Michael Williams - FWTTF, Far West RDA Ann Rogers - FWTTF, COCommerce, Manager Robinson College Dinitee Haskard - FWTTF, NPWS Robin Edgecumbe - FWTTF Chris Anderson - FWTTF Jason King - FWTTF Andrea Roberts -FWTTF, BHCC Economic Dev</p>	<p>SESSION 2</p> <p>Karen & Ben - Demo Club Eric Ralph Hugh Gough – Caledonian Accommodation Tegan Hickey & Chloe Bennet – Murdi Park Aboriginal Affairs Patrick Kreitner – BHCC VIC Tourist Information Centre Helen Murray – Helbar Farm Photography Gallery Peter Price – Silverton Hotel Robin Chapman – Adkins Hardware Susan Williams - RFDS Hannah Illingworth – Broken Hill Art Exchange Jason Cox – McMahons Mining Company Steve & Noelene Sliwka – Old Royal Hotel Beth – Daydream Mine Therese Mann – BHCC General Manager Christine Barr – Railway Museum Dinitee Haskard – NPWS and TTF Gavin Coote - ABC Radio Jodie Bear, & Andrew Spencer – Sureway Employment Margaret McBride – Old Fashioned Favourites Dallas – Coburn Hotel Chris – Silver city Tours Les Silvercity Tours Jason - Manager Woolworths</p>	<p>SESSION 3</p> <p>Larry & Rod Angel Phil Dungey Helen – Broken Hill Print Gary Bowden Elaine Gillet Jason King - TTF</p>	<p>SESSION 4</p> <p>Jack Absolom – Absolom Art Gallery Amy Lee – First National RE Peter Bevan (Sturts Meadows Grazier) Naomi Schmidt -Eldee Station Sean Fargher – BHCC VIC Linda Nadge – Outback Astronomy Christine Adams – Railway Museum Kim Fell – BHCF Rohan Jones – Life without Barriers Terry Smith – Scarsdale Station Fran Savage- Break Free Solutions Christine Outback Lodge Tracie Lee - Duke of Cornwall Dionne Devlin – Devlin Dental Narelle Symonds – Apprenticeship Association Catherine Farry – Regional Art Gallery Anne Bransdon – Chamber of Commerce Lee Cechin – Pandora’s Palett Owner /Chef Corey – BHCC VIC Dinitee Haskard – TTF NPWS Steve – Community Member David – Fireman Katherine – Community Member Otto – Community Member Kevin White – Daydream Museum Margaret – Community Member</p>
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SESSION 5

Marion Browne – BHCC Councilor (Acting mayor for 2 weeks)
Damien Cox – BHCC Communications Specialist
Darrea Turley – BHCC Councilor and RDA Committee Member

SESSION 6

Bushy (Kevin) / Whites Museum
Michael McCulkin - FWTF, Tri-State Tours
Joanne McCulkin – Tri-State Tours
Craig & Julie Willoughby – Gloria Jeans Coffee Shop, BHCC VIC
Bill Elliot – Wilcannia Tourism Association
Esther - Palace Hotel
Gary Radford
Wayne & Ruth Stubbings – Silver spade Motel and Broken Hill Tourist Lodge

APPENDIX: B

SUMMARY OF KEY DISCUSSIONS FROM CONSULTATION & ENGAGEMENT SESSIONS

SURVEY QUESTION	RESPONSES/ SUMMARY
Types of business or body completing survey	Community – 7 Local/ State Govt – 6 Tourism Services – 2 Attraction – 1 Tour Operator – 3 Other - 11
Key product strengths	Heritage Buildings Australian History Australian Characters Experiences Art Galleries Mining Film Desert Landscapes Menindee Lakes National Parks Indigenous culture – Mungo, Mutwintji Miners Memorial Attractions Surrounding unique towns Friendly people Australian animals Climate Golf Course Community Events

SURVEY QUESTION	RESPONSES/ SUMMARY
Key issues facing tourism	<p>Disengaged industry – no management/ leadership/ driver</p> <p>Inconsistent and inadequate support from Inland NSW and other Government bodies – no direct contact/ engagement</p> <p>Sustainability and succession planning</p> <p>Council leadership</p> <p>Apathy from industry and community</p> <p>Poor service</p> <p>Air travel – cost & access</p> <p>Train travel - frequency</p> <p>Pricing – too high</p> <p>Not enough events and experiences</p> <p>Limited product development</p> <p>Lack of coordination and communication</p> <p>Being open for business</p> <p>VIC access and not being open</p> <p>Attractions being closed</p> <p>Dispersal to surrounding towns and region</p> <p>Increasing numbers of Asian/ Chinese visitors and lack of services</p> <p>More product needed to encourage longer stays</p> <p>Need more visitors, consistently</p> <p>Lack of funding and resource for tourism marketing</p> <p>Lack of engagement with travel and tourism trade sector</p>
Idea's on how to address key issues	<p>Independent business and community based tourism body, supported by Council</p> <p>A leader, advocate, lobbyist and driver for tourism</p> <p>Coordinated structured approach to tourism</p> <p>Strong communication</p> <p>Regular product audits</p> <p>Encourage event organisers to develop and run events</p> <p>Service training</p> <p>Weekend penalty rates – address the cost to business somehow</p> <p>More events and festivals to drive visitation</p> <p>Lobby Governments to address transport issues</p>

SURVEY QUESTION	RESPONSES/ SUMMARY
Enhancing the visitor experience	<p>Sunset Tours, Living Desert Tours</p> <p>Better customer service</p> <p>Volunteers with passion at the VIC</p> <p>More events and festivals to experience</p> <p>RV dump sites</p> <p>Cater for grey nomads – food, service, tours</p> <p>Community pride, lead by civic leadership</p> <p>4 -5 Star Hotel with conferencing facilities</p> <p>Product development</p> <p>Development of more Caravan and Motor Home products and packages</p> <p>Higher quality food & wine offerings and experiences – outback flavours, good foodie experience, taste the outback</p>
Strategic priorities	<p>Form tourism body</p> <p>Strategically manage tourism</p> <p>Destination and brand marketing</p> <p>Develop events calendar</p> <p>Product development for key target markets</p> <p>Short break market and packaging to suit this market</p> <p>Strategies to address air travel issues</p> <p>Educate community and business on the benefits of tourism</p> <p>Engaging industry</p> <p>Raise funds from industry to support</p> <p>Strong management of visitor services</p>
Key roles of a peak tourism body	<p>Drive visitors to the region</p> <p>Implement brand and destination marketing campaigns</p> <p>Connect operators</p> <p>Collective marketing and networking opportunities</p> <p>Training and development</p> <p>Information distribution</p> <p>Develop strategic plans for growth</p> <p>Be highly visible and positive and involve community</p> <p>Ensure we works with State and Federal tourism bodies</p>

