

## Key Insights



### Working together is a no brainer – why aren't we doing it?

For a partnership to be successful, it must demonstrate the value of collaboration to encourage commitment and participation. Collaborating on funding and grants projects, training, information sharing and skills exchanges will yield better outcomes and have more widespread impact.

A tourism partnership framework needs to be operationalised at all levels; political, executive, officer and in private industry to be successful. The challenge is to outline a framework in which everyone can find their place.



### A tourism partnership framework isn't a replacement for local campaigns

Aggregate marketing efforts sometimes don't work and can compromise on specific details. The tourism partnership framework is not a campaign or a replacement for a campaign but rather a roadmap for how to hook individual campaigns or offers into a bigger and more compelling regional message. Getting the balance right is important.

An agreed way of describing the region and a commitment to leverage campaigns around it is required at all levels. The development of a regional personality or story will help grow the market and ensure all efforts are aligned and on message.



### There is plenty of low hanging fruit

Several priority actions have been identified as first steps in actioning a tourism partnership framework including; joint familiarisation or showcase tours, shared grant applications, packaged offers that use Canberra as a gateway and capitalise on the international airport, and skills exchanges and training programs.

Most industry operators currently take advantage of the region's proximity to the city of Canberra through targeted advertising and marketing. There is further opportunity to leverage Canberra as a source market with residents and people visiting friends and relatives.



### There's never been a better time than right now

The VEIAP 2030, a soon to be updated Visit Canberra brand, the Canberra Region Joint Organisation, the Canberra International Airport, and MOU between NSW and ACT, integrated community strategic plans for Councils and new Destination Networks provide the conditions for collaboration and there is both intent and capacity to move forward.



### Customers don't see the boundaries that often constrain us

It is important to acknowledge the constraints of collaboration (funding, personnel resources, administrative boundaries) and use a tourism partnership framework as a way to identify issues and seek to overcome them.

Putting the customer at the centre of all that we do is vital. We must ensure what we say and how we market the region must reflect market demand.



### The regional experience is a tale of the big and the small

There is a wide spectrum of maturity and experience across the region and a tourism partnership framework needs to capitalise on promoting mature and export ready products now while supporting development of new and emerging products.



### Transport connectivity is an issue – maybe beyond the scope of this framework but important to keep in mind

Many stakeholders nominated better public transport and road infrastructure as key to encouraging greater visitation from Canberra.

## Rationale

The region represented by Destination Southern NSW (DSNSW) is strategically adjacent to the Australian Capital Territory (ACT). This unique geographic situation presents a range of opportunities and challenges for the development and delivery of tourism experiences and products. During the development of a Destination Management Plan for the Southern NSW Region, it was identified that greater collaboration and partnership with the ACT was needed to leverage relationships in a coordinated and consistent way.

## Approach

During October and November 2018, a program of review and consultation was undertaken. The views and experiences of key stakeholders from across Government, Councils, industry, education providers and from within the Destination NSW network were sought as well as a detailed desktop review of related policies and plans.



# Strategic priorities, goals and actions



The following strategic priorities, goals and actions have been developed by stakeholders across the sector. They represent the practical steps required to implement a tourism partnership framework for the Destination Southern NSW region and the ACT.

Strategic Priorities, Goals and Actions	Lead	Collaborators	Indicators of Success
<b>Strategic Priority: Collaboration and Decision Making</b>			
<b>Goal 1: Collaborative planning and decision making</b>			
Establish an inter jurisdictional reference group on tourism to provide a forum for liaison on tourism matters for the region and ensure alignment of key priorities and actions identified  Focus of the group is to be on managing supply side issues and coordination rather than marketing or demand creation	<ul style="list-style-type: none"> <li>■ DSNSW</li> </ul>	<ul style="list-style-type: none"> <li>■ Canberra Region Joint Organisation (CRJO)</li> <li>■ DNSW</li> <li>■ NSW Cross Border Commissioner</li> <li>■ NSW Dept Premier and Cabinet</li> <li>■ Visit Canberra</li> </ul>	<p>Individual organisations work plans are aligned to the shared priority goals and actions identified in the regional tourism partnership framework</p> <p>Reference group is considered as the key forum for engagement on tourism projects across multiple jurisdictions</p> <p>(Potential) Annual tourism summit with Destination Networks, Visit Canberra, CRJO, Ministers to establish priorities and themes</p> <p>Tourism is considered a critical pillar in the new MOU between NSW and ACT</p>
Build alignment with the DSNSW DMP and strategic planning processes within Local Government on tourism	<ul style="list-style-type: none"> <li>■ Local Councils</li> </ul>	<ul style="list-style-type: none"> <li>■ CRJO (via tourism Working Group)</li> <li>■ DSNSW</li> </ul>	<p>Local Council Community Strategic Plans reflect priority goals for greater regional alignment and collaboration on key tourism projects</p> <p>Recognition of the tourism sector as a significant economic contributor to local government regions</p>
Activate existing regional forums to align tourism with other economic development programs  Forums may include; Regional Leadership Forum hosted by NSW Dept Premier and Cabinet, General Managers of Local Councils Forum and the Canberra Region Joint Organisation	<ul style="list-style-type: none"> <li>■ CRJO</li> <li>■ NSW DPC</li> </ul>	<ul style="list-style-type: none"> <li>■ DSNSW</li> <li>■ Visit Canberra</li> </ul>	<p>Socialisation and promotion of tourism projects across the region</p> <p>Tourism issues are progressed and considered by agencies and departments with responsibility for related programs including transport and regional investment</p>
<b>Goal 2: Demonstrating the value of collaboration</b>			
Showcase successful examples of collaboration through storytelling and development of sector case studies	<ul style="list-style-type: none"> <li>■ DSNSW</li> </ul>	<ul style="list-style-type: none"> <li>■ Industry</li> <li>■ Visit Canberra</li> </ul>	<p>Written and video case studies are well received by sector and help encourage future collaboration</p>
Establish a data and evaluation framework for tourism across the region with agreed metrics to be collected and reported by ACT and NSW	<ul style="list-style-type: none"> <li>■ DSNSW</li> <li>■ Visit Canberra</li> </ul>	<ul style="list-style-type: none"> <li>■ DNSW</li> <li>■ Local Councils</li> <li>■ Local Tourism Operators</li> </ul>	<p>Metrics collected are aligned, and reported as part of ACT Visit Canberra program and as part of the NSW VEIAP 2030</p> <p>Councils encouraged to collect and report on agreed evaluation metrics</p>
Undertake annual research to understand customer sentiment and awareness of the offerings across the region and to determine priorities for large scale/multi-jurisdictional campaigns	<ul style="list-style-type: none"> <li>■ DSNSW</li> <li>■ Visit Canberra</li> </ul>	<ul style="list-style-type: none"> <li>■ DNSW</li> <li>■ Local Councils</li> <li>■ Local Tourism Operators</li> </ul>	<p>Benchmark research is established and built on over time. The results are used by the sector to understand trends and inform future project development</p>
<b>Goal 3: Coordinated funding and projects</b>			
Establish grants hub that provides advice and support for applicants – to be administered by the interjurisdictional reference group described in Goal 1	<ul style="list-style-type: none"> <li>■ DSNSW</li> </ul>	<ul style="list-style-type: none"> <li>■ CRJO</li> <li>■ DNSW</li> <li>■ Visit Canberra</li> </ul>	<p>Number of successful regional grant applications and funded projects</p> <p>Growth in the number and diversity of grant funding opportunities available in the region</p>

Strategic Priorities, Goals and Actions	Lead	Collaborators	Indicators of Success
<b>Strategic Priority: A Strong Regional Character</b>			
<b>Goal 4: A shared regional narrative</b>			
Develop an agreed regional narrative that describes the region, its features and value proposition  Ensure the narrative is based on sound market research and customer feedback when determining use of terms, names and descriptions and is responsive to market demand	<ul style="list-style-type: none"> <li>■ Visit Canberra</li> </ul>	<ul style="list-style-type: none"> <li>■ CRJO</li> <li>■ DNSW</li> <li>■ Canberra Region Tourism Leaders Group</li> <li>■ DSNSW</li> </ul>	<p>The regional brand and narrative are adopted and used by Councils, DSNSW, ACT Govt, NSW Govt and operators across the sector</p> <p>The regional narrative is a rallying point for the region and versatile enough for a wide spectrum of users</p> <p>The regional narrative is consistently described in key strategies and DMPs by Visit Canberra, DSNSW, DNSW and Destination Networks</p>
Capitalise on international visitors and those visiting friends and relatives by ensuring that packages hubbing in and out of Canberra are marketed effectively	<ul style="list-style-type: none"> <li>■ Industry</li> </ul>	<ul style="list-style-type: none"> <li>■ DNSW</li> <li>■ DSNSW</li> <li>■ Visit Canberra</li> </ul>	<p>Number and diversity of new products that are tailored to the international market and that showcase more than one destination within the region</p>
<b>Strategic Priority: Growing the Sector</b>			
<b>Goal 5: Capacity building, training and skills</b>			
Develop a program of shared training and networking opportunities that are open to staff and industry from both NSW and the ACT and that leverage the suite of tools and programs currently offered by DNSW and Visit Canberra	<ul style="list-style-type: none"> <li>■ DSNSW</li> <li>■ Visit Canberra</li> </ul>	<ul style="list-style-type: none"> <li>■ DNSW</li> </ul>	<p>Number of events and opportunities that meet the needs of industry and the sector and provide professional development and improved capabilities</p> <p>Staff secondment/placement/exchanges are a feature of the sector and valued by employers and employees</p> <p>There is readily available information on training and skills based learning opportunities across the region</p>
Undertake a review and alignment of education opportunities within ACT and the DSNSW region to support the development of job ready workers	<ul style="list-style-type: none"> <li>■ Canberra Institute of Technology</li> <li>■ TAFE NSW</li> </ul>	<ul style="list-style-type: none"> <li>■ DNSW</li> <li>■ DSNSW</li> <li>■ NSW Dept Premier and Cabinet</li> <li>■ Visit Canberra</li> </ul>	<p>CIT and NSW TAFE programs offer training that meets emerging demands of regional tourism sector. Internships across multiple locations are a feature of graduate employment</p> <p>Effective leveraging of strategic employment programs across the Region to build sector capability and resources</p>
<b>Goal 6: Leveraging the whole region as a value proposition</b>			
Support mature market offers with a history of successful delivery by coordinating joint familiarisation tours and campaigns to showcase the region	<ul style="list-style-type: none"> <li>■ DSNSW</li> <li>■ Visit Canberra</li> </ul>	<ul style="list-style-type: none"> <li>■ Industry</li> <li>■ Local Councils</li> </ul>	<p>Strong and effective regional campaign that showcases the hero experiences of the whole region</p>
Support new and emerging products with 1-2 years of experience by providing opportunities for networking with experts, upskilling teams and linking into to regional narrative and campaigns	<ul style="list-style-type: none"> <li>■ DSNSW</li> <li>■ Visit Canberra</li> </ul>	<ul style="list-style-type: none"> <li>■ Industry</li> <li>■ Local Councils</li> </ul>	<p>Transition of emerging and new experiences to become export ready and suitable to be showcased nationally and internationally as part of a regional packaged offer</p>
Support those in the sector looking to establish a product or new experience with an opportunity to participate in an introductory start up program that ensures development of quality products that are aligned to the regional brand and narrative	<ul style="list-style-type: none"> <li>■ DSNSW</li> <li>■ Visit Canberra</li> </ul>	<ul style="list-style-type: none"> <li>■ Industry</li> <li>■ Local Councils</li> </ul>	<p>Number and diversity of quality new products and experiences across the region that align with the brand and narrative</p>