Central NSW Tourism

Destination Management Plan

June 2013



Executive summary

Where are we now?	Where do we want to be?	How will we get there?	Are we there yet?
The Central NSW region consists of 11 local government areas including the shires of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Mid Western Regional, Orange, Parkes, Weddin and Wellington with a population of 181,042 and annual visitor numbers of 4.5 million. Our research tells us that growth of the visitor economy in this region has some communities in Central NSW trending well over the past twelve years while others reflect the slower national trajectory. Within this, intraregional visitation and visiting friends and relatives are significant and growing components of the visitor economy. Food, wine and events have been significant anchors for visitation where the natural beauty of the landscape and heritage of the region have added value. The region is well serviced with accommodation, restaurants and pubs, with a growing use of local produce. Through workshops, surveys and interviews with industry, key tourism organisations, state agencies, tourism managers and local	This region has identified priorities recognising the vision of both the State and Federal Governments. Within the context of the Federal Government's Tourism 2020 Plan and the State Government's 2021 Plan, this region will implement credible foundations to double overnight visitation by 2020. The strategies for this region will deliver on Central NSW Tourism's mission which is to create partnerships and a model of collaboration between operators, major stakeholders, community bodies, Councils, ROCs and State Government that stimulates the development of high quality experiences, increases overnight visitation and builds local economic prosperity, through planned initiatives and marketing of the region.	Central NSW operates within a Sustainable Regional Tourism Framework. Within this framework, seven strategies have been developed for management, marketing and product development: Ÿ Advance leadership and motivation Ÿ Grow physical capacity Ÿ Improve visitor experiences Ÿ Revitalise destinations and celebrate local culture Ÿ Increase visitor spend and grow local economic benefits Ÿ Raise destination awareness and appeal, and Ÿ Increase overnight visitation. Within these strategies, the region will target actions that build on growth sectors for tourism in Central NSW: caravan and camping, sports tourism, ecotourism and domestic leisure tourism. The region will also target high- expenditure sectors of the tourism market: business events, Pampadours,	To know that the region has achieved its goal of doubling overnight visitation, evaluation will need to be undertaken. Evaluation uses SMART principles for its indicators of Simple, Measurable, Appropriate, Realistic and Timely. Each year surveys will be customised to measure for the outputs and outcomes identified in the Plan.

Where are we now?	Where do we want to be?	How will we get there?	Are we there yet?
government, the research undertaken to develop this Destination Management Plan has identified a significant suite of actions based on identifying our strengths, weaknesses, risks and opportunities. The plan contains a considerable amount of research and number of recommendations. These have been prioritised according to available resources.		wedding parties and international visitors, particularly visitors from China. There will also be concerted effort around improving existing services. This will be resourced through collaboration and co-funding by LGA local tourism organisations coordinated by Central NSW Tourism. This resource will be leveraged at both the State and Federal level.	

How will we get there?

Action plan: time frame and responsibilities for implementing the strategies

	Central NSW Tourism	LGAs
2013/14	Advance leadership and motivation	Advance leadership and motivation
	S1.1: Build wide awareness of the DMP strategies; produce a summary of the DMP (e.g. 12-page colour information brochure) as online PDF and send hard copies to the tourism sector, special interest groups, media. Establish clear roles and responsibilities for LGA tourism managers and CNSWT Executive Officer. S1.2: SP1.2.1 Assist with preparation of an integrated list of whole-ofgovernment support programmes; SP1.2.2 Make accessible information which encourages tourism providers and key stakeholders.	 S1.3: Raise local awareness of the value of tourism to build greater involvement. S1.7: Forge strategic partnerships at a local level. S1.16: Monitor average room rates to identify negative economic impacts. Grow physical capacity
	information which encourages tourism providers and key stakeholders to apply for funding to improve their sustainability; SP1.2.3 Work with stakeholders in key regions to present information on relevant government programmes for tourism providers; SP1.2.4 Showcase	S2.8: Examine scope for attendance expansion; S2.8.1 Examine management plans for key icon sites e.g. Mr Panorama, CSIRO Radio Telescope, Wellington Caves, Mudgee Food & Wine, Orange shopping; S2.8.2 Examine seasonality and peak times where there might be

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tourism providers who have taken measures/started these government programmes in PR campaigns; SP1.2.5 Link with local community actions and inform tourism providers via CNSWT monthly newsletter; SP1.2.6 Monitor progress via annual surveys as part of the Sustainable Destination Indicators.

S1.5: Maximise relationships; S1.5.1 Forge long-term strategic partnerships with organisations that have high coverage of the source markets, add value to the tourism experience or high penetration of specific visitor segments e.g. NRMA, National Trust, CCIA; S1.5.2 Develop a plan to add value to visitor experience and meet partners objectives; S1.5.3 Integrate added value experiences in promotional materials and websites.

S1.6: Conduct Indicators surveys and provide feedback to LGAs and CNSWT members.

S1.14: Hold CNSWT board meetings in different regions across the years and invite local operators.

S1.15: Establish a monthly newsletter to build awareness of CNSWT activities, encourage feedback and state results.

S1.17: Monitor overnight expenditure using the visitor surveys quarterly.

Grow physical capacity

S2.1: Increase dedicated high quality conference and exhibition facilities; S2.1.1. Contact all conference & event venues to learn of any development plans; S2.1.2 Meet with Sydney/ACT wedding and business event organisers to identify key factors that will make the region more competitive; S2.1.3 Prepare a business case for developing the conference, event, market; S2.1.4 Present this to major venue owners, councils and event marketing group which collaboratively promote region to build market sector.

S2.5: Maximise use of grant funding; S2.5.1 invite widespread

LGAs

congestion; S2.8.3 Compare plans with DMP strategies and make recommendations to key stakeholders and key asset partners; S2.8.4 Support responsible growth plans and enhanced visitor experiences.

S2.11: Implement an accommodation study to identify necessary accommodation growth opportunities to deliver long-term overnight expenditure increases. An occupancy survey (proposed in the marketing section) will provide evidence of which categories have constraints.

Improve visitor experiences

S3.1: Enhance the destination through interpretation: S3.1.1 Prepare a register of tangible and intangible cultural heritage; S3.1.2 Identify major sites and intangible assets with tourism potential (economic and contribution to conservation); S3.1.3 Plan and implement an interpretation programme for heritage sites and intangible heritage.

S3.9 (with CNSWT): Establish a working group with Wiradjuri community members and develop an Aboriginal tourism plan that builds on the success of the Wiradjuri Condobolin Corporation. Consider integrating the Lachlan Catchment Authorities Dreamtime videos, sacred site Mt Canobolas and the songlines, oral histories, performance and art.

S3.1.4 Collaborate with special interest groups and community and refine plan; S3.1.5 Brief and involve tourism providers and roll out interpretation plan.

Increase overnight visitation

S7.8: Conduct accommodation occupancy level automated monthly survey. Incentivise participation.

Central NSW Tourism	LGAs
participation in workshops that brief on grant funding opportunities from whole-of-government sources; S2.5.2: Provide support information and advice as required.	
S2.7: Prepare a prospectus for tourism investors.	
S2.11: Implement an accommodation study to identify necessary accommodation growth opportunities to deliver long-term overnight expenditure increases. An occupancy survey (proposed in the marketing section) will provide evidence of which categories have constraints.	
Improve visitor experiences	
S3.2: Review and refine the Discovery Tours and attract more Pledge Partners, food and wine and dining experiences to stimulate longer visitor stays.	
S3.8: Enhance museum experience; S3.8.1 Work with community groups and councils to establish a destination-wide Museum Trail with consistent opening times; S3.8.2 Plan opportunities for use of technology (Augmented Reality); S3.8.3 Enhance exhibitions.	
S3.15: Conduct twice-a-year visitor qualitative research to learn more about behaviour and attitudes towards the attractions and new product ideas.	
Revitalise destinations and celebrate local culture	
S4.1: Focus resources; S4.1.1 Audit the events, rationalise the calendar, identify core events which target specific growth segments and that are suitable to raise the destination's unique qualities; S4.1.2 Coordinate calendar with DNSW website; S4.1.3 Maximise access link with public transport.	
S4.4: Prepare a Wiradjuri tourism economic development plan that offers opportunities and celebrates their cultural heritage.	
Increase visitor spend and grow local economic benefits	

Central NSW Tourism	LGAs
S5.1: Build local food & wine producer linkage; S5.1.1 Create an online registry on 100 Mile Diet producers; S5.1.2 Run B2B road show events to tourism providers to encourage greater participation; S5.1.3 Increase the number of producers through networks, markets, council lists and agri lists; S5.1.4 Increase the number of producers on the Discovery Trails; S5.1.5 Conduct surveys during festivals/events/markets to monitor visitor expenditure.	
S5.5: Monitor, refine and expand the Discovery Tours and the primary method to channel visitors to purchasing opportunities. Increase the number of Pledge Partners food & wine producers to increase the number of visitors who follow the trails.	
Raise destination awareness and appeal	
S6.1: Build appeal and relevance; S6.1.1 Design a brand identity and design management application manual (who we are, what we do, how we do it); S6.1.2 Apply the brand identity consistently (all key stakeholders) and supply a brand design manual.	
S6.2: Use the National Trust as an endorsement of the region's outstanding range of cultural heritage attractions; S6.2.1 Audit the cultural heritage assets to select lead attractions; S6.2.2 Present them as lead in attraction on website, brochures; S6.2.3 Produce a travel app for culture tourists which links attractions with food & wine, arts & crafts; S6.2.4 Work with National Trust and special interest groups to include online donation and conservation support programmes to help sustain tourism attractions; S6.2.5 Conduct tourism provider training on attractions.	
S6.3: Build a comprehensive picture library and video footage which clearly emphasises the destinations unique qualities.	
Increase overnight visitation	
S7.3: Increase VFR marketing through 100,000 Hand network and local PR to encourage residents to invite visitors.	

	Central NSW Tourism	LGAs
	S7.4: Approach a specialist private tour operator to create packages targeting high net worth visitors.	
	S7.14: Establish strategic alliance with the Hunter Valley and Blue Mountains to grow China market and specific experiences which attract high net worth travellers.	
2014/15	Advance leadership and motivation	Advance leadership and motivation
	S1.8: Maximise the visitor economy benefits for producers; S1.8.1	S1.24: Source and train regional tourism event volunteers.
	Develop a cluster strategy to emphasise differences in the destination	Grow physical capacity
	and encourage innovation; \$1.8.2 Encourage tourism providers to buy local produce that reflects their local area; \$1.8.3 Utilise Discovery Tours as a method to channel visitors to purchase opportunities and to interpret the different local characteristics and tourism innovations; \$1.8.4 Monitor the uptake, evaluate and refine the strategy	S2.2: Continue to increase 'home hosts' to help smaller communities benefit from event and festival visitors to their region; S2.2.1 Announce a 'home host' initiative to the community; S2.2.2 Use the successful Elvis Festival 'home hosts' as a case study example; S2.2.3 Prepare register and link to VIC database and establish information section on website.
	S1.9: Work with major stakeholders to develop a tourism & transport infrastructure plan which should examine the needs of interconnected services between rail, bus and communities, airport development and the Bells Line of Road.	S2.8: Examine scope for attendance expansion; S2.8.1 Examine management plans for key icon sites e.g. Mr Panorama, CSIRO Radio Telescope, Wellington Caves, Mudgee Food & Wine, Orange shopping; S2.8.2 Examine seasonality and peak times where there might be
	S1.10: Work with other major stakeholders to propose critical improvements for mobile phone coverage and internet services to improve the destination's competitiveness.	congestion; S2.8.3 Compare plans with DMP strategies; make recommendations to key stakeholders and key asset partners; S2.8.4 Support responsible growth plans and enhanced visitor experiences.
	S1.20: Work with key stakeholders to prepare a risk management	Revitalise destinations and celebrate local culture
	preparedness and communication plan.	S4.6: Build market days; S4.6.1 Encourage expansion of the Farmers'
	Grow physical capacity	Markets to be held in the centre of more towns and villages; S4.6.2 Recommend supporting entertainment and extended shopping hours;
	2.4: Target growth in capacity; S2.4.1 Brief cellar doors, cafes, restaurants and accommodation providers on DMP and growth potential; S2.4.2 Identify those tourism providers seeking to expand their facilities and provide detailed consultation support, council links	S 4.6.3 Provide support for decorations and seek promotional opportunities to showcase community 'country life'; S4.6.4 Actively promote Farmers' Markets and seasonal produce.
	and grant advice; S2.4.3 Support their growth plans through	Increase visitor spend and grow local economic benefits
	integration into the DMP review.	S5.3: Target weddings; S5.3.1 Audit the wedding venues; S5.3.2 Develop a weddings website with comprehensive wedding planning

Central NSW Tourism	LGAs
S2.7: Prepare a prospectus for tourism investors. S2.9: Support local government and regional agencies to target grant funding for infrastructure that supports the DMP.	information, local suppliers and link to accommodation, tours, cellar doors, local performers, florists etc.; S5.3.3 Showcase weddings on CNSWT website and optimise for search; S5.3.4 Attend wedding shows and local PR for VFR segment.
Improve visitor experiences S3.4: Provide hospitality training and skills development. Attendees become 'Ambassadors', organise mayors recognition event, local media. S3.6: Campaign to promote 'Ambassadors', establish and maintain strategic network of high quality tourism providers which can act a stimulus for others to join; use the network for PR and case study examples.	S5.6: Facilitate linkage between Wiradjuri art and craft producers and tourism providers to encourage promotion and visitor purchase. Increase overnight visitation S7.9: Prepare a promotional strategy and media plan to target Canberra and regional NSW residents specifically.
Revitalise destinations and celebrate local culture S4.2: Re-energise Museums/Galleries; S4.2.1 Audit museums and galleries and identify their needs and opportunities; compare with DMP strategic priorities; S4.2.2 Create strategies to refresh their visitor experiences; S4.2.3 Identify opportunities for networking, interpretation and resource needs; S4.2.4 Identify funding sources and additional revenue streams.	
Increase visitor spend and grow local economic benefits S5.2: Build local arts linkage; S5.2.1 Encourage tourism providers to support local arts and crafts though displays in their own business; S5.2.2 Encourage the distribution of information to encourage visitors to buy souvenirs, visit galleries and craft shops; S5.2.3 Create a register of micro businesses which provide services to tourism providers or visitors, communicated in regular e-newsletters.	
S5.7: Conduct a regular survey to update producers listing, product range, distribution method and new product information (communicated in regular e-newsletters). S5.9: Run capacity-building workshops in collaboration with state	

	Central NSW Tourism	LGAs
	development agencies targeting micro enterprise to stimulate economic linkages to tourism.	
	Raise destination awareness and appeal	
	S6.4: Produce a PR kit with brand stories (activities, food & wine, accommodation, arts and crafts) and facts and information.	
	S6.5: Feasibility to target New Australians in Sydney and emphasise the historic values of the region. Investigate the opportunities of utilising formal migrant social groups and foreign language radio. Consider community readiness.	
	6.12: Install large regional entry signs attractively presented and themed to emphasise to visitors that they are arriving in Central NSW. This is particularly important on the Newell and Great Western highways.	
	6.13: Systematically install town and village 'welcome' signs and information boards.	
	6.14: Attract film/TV production by producing an information brochure with library shots, locations and facilities and target advertising and television production houses. Successful imagery should be used on the CNSWT website and in PR.	
	Increase overnight visitation	
	S7.20: Develop a strategic partnership with the National Trust and a tour operator to utilise their membership base for visitor promotions.	
2015/16	Advance leadership and motivation	Grow physical capacity
	S1.18: Work with catchment authorities to support water conservation practices and support water controls during droughts.	S2.3: Prepare a plan for local councils, the RMS and NPWS that recommends necessary growth in car parking for cars with caravans or
	S1.19: Support government energy efficiency programmes to facilitate tourism providers' participation.	mobile homes to reflect growth in Wanderers. Explore 'Park n Ride' services during festival and events. Identify partners for developing cycle routes.
	Grow physical capacity	Improve visitor experiences

Central NSW Tourism	LGAs
S2.6: Undertake a feasibility study with historical societies for a family history resource which will help to build visitation.	S3.12: Arrange regular VIC staff information days so that when they visit attractions, they are briefed on the facilities to improve local knowledge.
S2.11: Implement an accommodation study to identify necessary accommodation growth opportunities to deliver long-term overnight expenditure increases. An occupancy survey (proposed in the marketing section) will provide evidence of which categories have	Revitalise destinations and celebrate local culture S4.8: Provide training for tourism managers to practically apply local economic development strategies to benefit micro businesses and
constraints. S2.12: Expand and enhance nature attractions in partnership with stakeholders; S2.12.1 Review NPWS plans of management and compare with DMP strategies; S2.12.2 Determine opportunities for ecotourism activity providers; S2.12.3 Identify opportunities for adventure sports to create new visitor experiences; S2.12.4 Promote the opportunities for activity providers through key stakeholders, local media and tourism providers and provide a business support package. Improve visitor experiences	social enterprises in their communities. S4.9: Audit event facilities and identify business event needs for high quality venues. S4.10: Maximise use of council sporting facilities by encouraging both leisure and business event use; S4.10.1 Produce a comprehensive facility register; S4.10.2 Establish case studies to use for demonstration; S4.10.3 Prepare a digital facility/service guide with examples of use by business events; S4.10.4 Distribute information kit to sport event organisers, regional and peak bodies.
S3.5: Improve the quality of tourism accommodation by incentivising participation in accreditation, awards, incentivising their promotion by showcasing 'leaders', grants.	Increase overnight visitation S7.13: Develop 'festival packages' which best highlight Central NSW's USP and work with strategic partners to showcase the region e.g. with
S3.16: Identify high quality tourism providers that seek to attract overseas visitors and provide a support programme to help them become 'internationally ready'.	an airline.
Revitalise destinations and celebrate local culture	
S4.3: Wider promotion of art events/retail and bring travelling shows/popular cultural events.	
S4.5: Event and festival management workshops for community special interest groups that utilise heritage buildings, sites and public spaces. Emphasis given to reflecting the local distinctiveness of each particular area.	
Increase visitor spend and grow local economic benefits	

	Central NSW Tourism	LGAs
	S5.1: Build local food & wine producer linkages; S5.1.1 Create an online registry on 100 Mile Diet producers; S5.1.2 Run B2B road show events to tourism providers to encourage greater participation S5.1.3 Increase the number of producers through networks, markets, council lists and agri lists; S5.1.4 Increase the number of producers on the Discovery Trails; S5.1.5 Conduct surveys during festivals/events/markets to monitor visitor expenditure.	
	S5.6: Facilitate linkage between Wiradjuri art and craft producers and tourism providers to encourage promotion and visitor purchase.	
	S5.8: Develop a community tool kit with retailers and food & beverage providers to encourage day visitors to spend more with local providers. Consider special shopping days, street activities, promotions, sampling and strategic partner support.	
	Raise destination awareness and appeal	
	S6.7: Focus branding on festivals, exhibitions and the unique cultural heritage attractions that emphasise the destination's USP to make Central NSW distinctive and appealing. It is essential that the unique qualities of Central NSW's towns and villages are clearly emphasised.	
	S6.8: Establish a long-term strategic value-adding partnership with the NRMA to promote the region's USP through editorial content promoting high quality examples of the region's attractions.	
	Increase overnight visitation	
	S7.10: Create Trip Advisor pages for the key assets and sub destination regions and monitor consumer feedback and link to Strategic priority 4 'Improving Visitor Experience'.	
2016/17	Advance leadership and motivation	Increase overnight visitation
	S1.21: Reduce risk; S1.21.1 Work with Rural Fire Services and accreditation providers who provide frameworks and examples; S1.21.2	S7.16: Encourage regional NSW visitors to book overnight stay with special shopping and large-scale festivals and major sporting events.
	Run workshops on risk management; S1.21.3 Distribute bushfire and	S7.17: As part of expanding the conference & events & weddings sector,

Central NSW Tourism	LGAs
water conservation information to gain wider participation; \$1.21.4 Incentivise tourism providers through parallel motivational aims which achieve both preparedness and protection.	produce a dedicated website which lists venues, table planning, venue facilities and links to local suppliers.
S1.22: Reduce waste; S1.22.1 Liaise with local councils on landfill volumes during peak seasons and events; S1.22.2 Work with organisers and tourism providers to reduce landfill and increase recycling and reuse; S1.22.3 Publicise progress and build tourism reputation in the community.	
S1.23: Manage water consumption, meet with catchment authorities and brief them on future visitation levels, identify future requirements.	
Improve visitor experiences	
S3.18: Partner with NPWS and Forests NSW to develop a strategy for improved signage, parking and interpretation.	
Revitalise destinations and celebrate local culture	
S4.10: Maximise use of council sporting facilities by encouraging both leisure and business event use; S4.10.1 Produce a comprehensive facility register; S4.10.2 Establish case studies to use for demonstration; S4.10.3 Prepare a digital facility/service guide with examples of use by business events; S4.10.4 Distribute information kit to sport event organisers, regional and peak bodies.	
S4.13: Build awareness of the heritage assets; S4.13.1 Conduct road show to build tourism providers awareness of tourism product and heritage; S 4.13.2 Produce a digital resource with oral histories and picture library, place on the web for long-term access.	
Increase overnight visitation	
S7.18: Encourage the target of high net worth visitors by promoting packaged personalised experiences at boutique tourism providers.	
S7.20: Develop a strategic partnership with the National Trust and a tour operator to utilise their membership base for visitor promotions.	

	Central NSW Tourism	LGAs
2017/18	Advance leadership & motivation	Increase overnight visitation
	S1.25: Prepare a CNSWT Business Continuity Plan by conducting a SWOT analysis of operations, resources and technical support.	S7.11: Research school syllabus and facilitate tourism providers to cater for field trips to achieve regional 'life-long' visitation.
	S1.26: Prepare a sustainable tourism tool kit to assist 'best practice' and raise tourism quality standards.	S7.12: Lever motor racing heritage with specialty events through tourism provider e-newsletter, PR and social media.
	Improve visitor experiences	
	S3.7: Develop Chinese heritage tour in Mandarin which can be targeted to Sydneysiders and international visitors and education tourism VFR.	
	S3.8: Enhance museum experience; S3.8.1 Work with community groups and councils to establish a destination-wide Museum Trail with consistent opening times; S3.8.2 Plan opportunities for use of technology (Augmented Reality); S3.8.3 Enhance exhibitions.	
	S3.17: Source funding to conduct a professional training programme for guides: town, museums and ecotourism.	
	Increase visitor spend and grow local economic benefits	
	S5.4: Prepare a plan and conduct workshops to encourage tourism providers to develop experiences which can be 'added' to conferences and school sporting fixtures.	
	S5.8: Develop a community tool kit with retailers and food & beverage providers to encourage day visitors to spend more with local providers. Consider special shopping days, street activities, promotions, sampling and strategic partner support.	
	S5.9: Run capacity-building workshops in collaboration with state development agencies targeting micro enterprises to stimulate economic linkages to tourism.	

	Central NSW Tourism	LGAs
2018 – 20	Improve visitor experiences	
	S3.11: Increase number of accredited caravan and camping sites where Central NSW has supply gaps and where a range of attractions and activities can encourage expenditure and longer overnight stays.	
	S3.19: Review and update accessible tourism destination planning.	
	Raise destination awareness and appeal	
	S6.9: As part of the education tourism taskforce's activities, produce promotional materials which are given to visiting education groups (via participating members of the taskforce) to take home and encourage a family return trip.	
	S6.10: Create a design display system so that all VICs follow the same consistent information presentation to aid visitors in identify the breadth of 'what to do'.	
	Increase overnight visitation	
	S7.15: Review government report on Accessible Tourism and promote accessible tourism providers through the online booking facility, VICs and Discovery Tours.	