





# Acknowledgments

The development of the Tasman Destination Action Plan has been facilitated by Destination Southern Tasmania (DST) with the support of the Department of State Growth.

The process brought together representatives from all stakeholder groups that benefit from the visitor economy; local government, state government agencies, industry and the community to develop a Plan. This Plan seeks to identify the challenges and opportunities facing the Tasman region and to establish achievable affordable priorities that if delivered would increase the destination's competitiveness.

This is an action focused plan that identifies specific priorities and actions that if cooperatively acted on by stakeholders will contribute to the achievement of agreed objectives in the short term (rolling three years). As such the Plan does not purport to be a comprehensive strategic plan but is deliberately focused on identifying the key challenges and opportunities facing the destination and to establish achievable and affordable priorities and actions to address them. It is a 'bottom up' plan driven by the community (business and residents) while being cognisant of State and regional strategic plans and programs.

Destination Southern Tasmania would like to thank all who participated in the plan development process:

## Facilitator

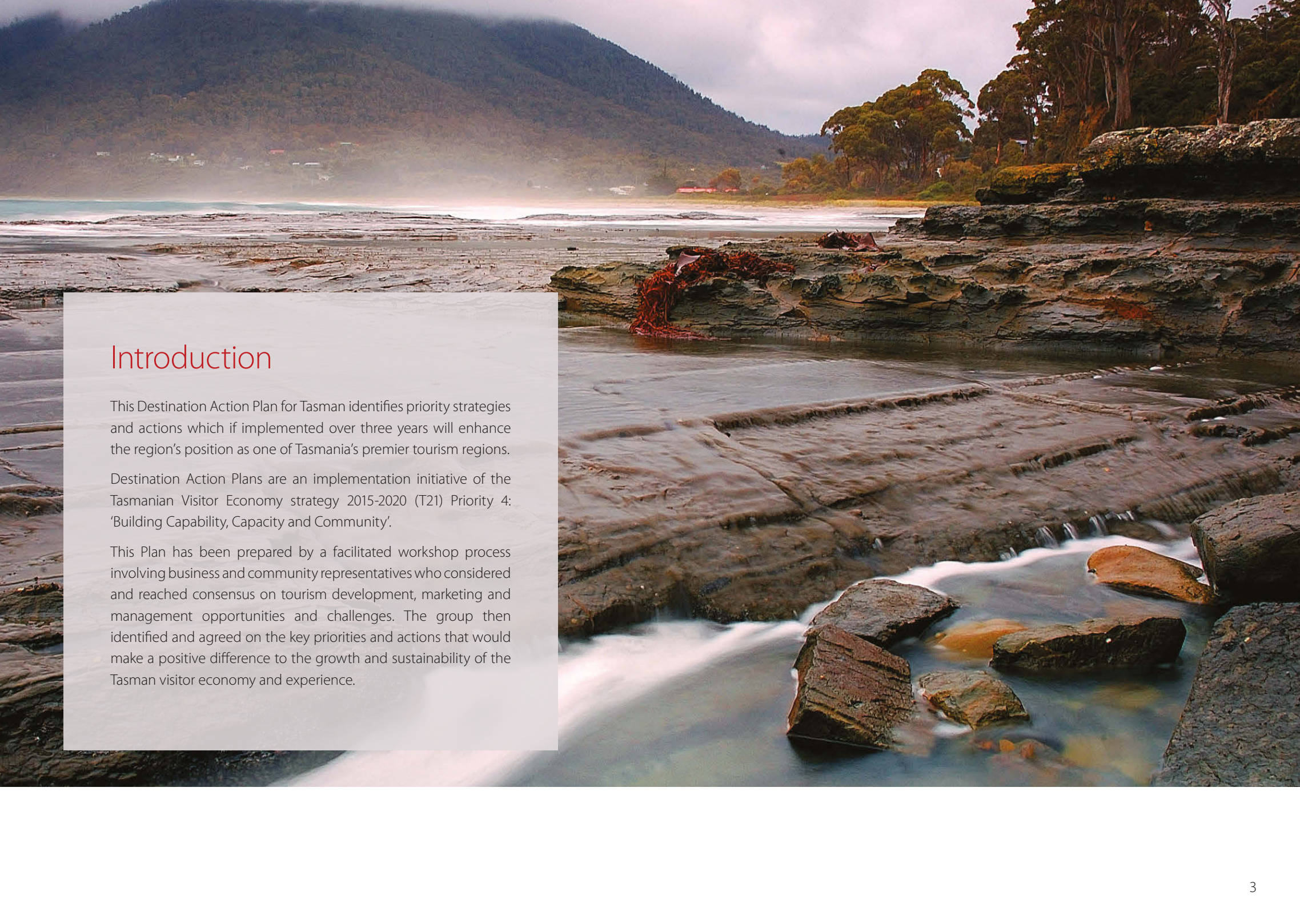
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## Tasman Destination Action Plan Working Group

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Images used within this document are courtesy of Tourism Tasmania, Port Arthur Historic Site, Tasmania Parks and Wildlife Service, Coal Mines Historic Site, Port Arthur Lavender, Sorell Fruit Farm, McHenry Distillery, Stewarts Bay Lodge, Three Capes Track, Tasmanian Devil Unzoo, Bangor Wine & Oyster Shed, Tasman Island Cruise, Bill Bachman, Sean Scott, Jesse Dejardins, Peter Jarvis, Wai Nang Poon, Lap Fung Lam, Paul Fleming, Rob Burnett, Kathryn Leahy, Nick Osborne, James Emms, Stay Tasmania, Michael Walters Photography.





## Introduction

This Destination Action Plan for Tasman identifies priority strategies and actions which if implemented over three years will enhance the region's position as one of Tasmania's premier tourism regions.

Destination Action Plans are an implementation initiative of the Tasmanian Visitor Economy strategy 2015-2020 (T21) Priority 4: 'Building Capability, Capacity and Community'.

This Plan has been prepared by a facilitated workshop process involving business and community representatives who considered and reached consensus on tourism development, marketing and management opportunities and challenges. The group then identified and agreed on the key priorities and actions that would make a positive difference to the growth and sustainability of the Tasman visitor economy and experience.





## The visitor economy

Visitors to the Tasman region are substantial contributors to the local economy. Visitors include leisure tourists (intrastate, interstate and international), visitors to friends and relatives, business visitors, students and day trippers. Their expenditure is 'new money' contributed to the local economy which supports jobs, real estate value and the provision of services, facilities and activities in the community.

### Interstate and international visitors

Year ending March 2016 the Tasman (including Sorell/Port Arthur/Tasman) region attracted 259,083 interstate and international visitor nights resulting in an estimated expenditure of \$50,262,102\* in the region.

#### TOTAL VISITATION (DAY AND OVERNIGHT):

- Port Arthur/Tasman – 224,817
- Sorell – 248,478 (NOTE: 137,563 of these visitors passed through Sorell rather than stopped and visited).

#### TOTAL OVERNIGHT VISITATION:

- Port Arthur/Tasman – 86,809 (average length of stay 2.0 nights)
- Sorell – 20,937 (4.1 nights). NOTE: This figure is from a small sample size and should be treated with caution.

### Intrastate visitors

The Sorell/Tasman region received 253,000 intrastate visitors during 2015. 72 per cent of these were day trippers and 28 per cent overnight visitors. Overnight visitors stayed 143,000 nights.

### Employment

The tourism industry in Southern Tasmania provides the most significant contribution to the State's tourism sector in terms of output, employment, wages and salaries and other economic indicators (Economic Impact Analysis in Southern Tasmania 2013):

- Tourism sector represents 7.1% of total employment in Southern Tasmania (approximately 6,800 jobs)
- Tourism in the south is estimated to generate \$973.4m in economic output
- Major tourism related industries are accommodation and food services
- Tourism contributes \$1,849.5m to the Southern Tasmanian region, accounting for nearly 13,000 jobs.

**Source:** Tasmanian Visitor Survey year ending December 2015, International Visitor Survey year ending December 2015, National Visitor Survey year ending December 2015, Economic Impact Analysis in Tasmania's South 2013, Remplan.

\*Expenditure figures are calculated based on average expenditure per night in Tasmania. They are estimates only.





## Our opportunities

- Converting day visitors to overnight visitors
- Leverage Three Capes Track to grow market –be seen as a premium walking destination, day and overnight
- Identify gaps in product offering to support brand positioning
- Event development to support brand position
- Peninsula Devil Conservation Project – we have the only secure wild population of devils
- Increase accessible education opportunities for operators to enhance visitor servicing
- Dunalley Marina and cultural hub development, Remarkable Lodge (DA with substantial commencement); 3-4 star accommodation feasibility and business case recommendations for three hub options – entry at Eaglehawk Neck, hub at Port Arthur and golf course option at Port Arthur Golf Club; commercial walking operator for Three Capes Track, Tasman Island opportunities – as per Priority 4

## Objectives

The common objectives for tourism are:

1. To increase visitor numbers
2. To increase visitor length of stay
3. To increase visitor expenditure
4. To increase visitor dispersal (geographically and seasonally)
5. To increase visitor satisfaction.

The primary objective of this Plan is **NOT** to increase visitor numbers but to maximise the visitor experience and increase visitor satisfaction, dispersal (geographic and seasonal), length of stay and visitor expenditure.

- Project Tasman – local/state/private agency coordination – resource allocation
- Converting visitation to population growth, including business investment
- Product development for high yield visitors including food and beverage opportunities and niche experiences including game fishing and surfing
- Engaging local operators to become a powerful voice for promoting the region
- Positioning to expose the local stories, better interpretation – the Australian experience
- Education integration, community support and engagement
- Visitor feedback, visitor satisfaction knowledge
- Contemporary integrated visitor information provision.





## Our challenges



- Need for improved visitor facilities – toilets, signage, visitor information
- Regional operator engagement, overreliance on government – greater leadership, expertise and energy to drive the vision
- New product development to differentiate brand position and complement icons of Port Arthur Historic Site and Three Capes and the Wild Devil Recovery Zone – Tasman Peninsula now has the only secure natural population of devils on the planet
- Need for coordinated regional marketing
- Accommodation range and scale
- Self regulation and standards of quality
- Private investment attraction
- Capacity of local government to respond to visitor demand and balancing community needs

- Coordination of agencies
- To increase food and beverage options focussed on local produce
- Recovering from bushfire impacts
- Labour market, lack of qualified staff and training programs
- Funding fluctuations
- Over reliance on Port Arthur Historic Site
- Seasonality
- Technology: lack of phone/WiFi capacity and prolonged power outages
- Public and private investment attraction.



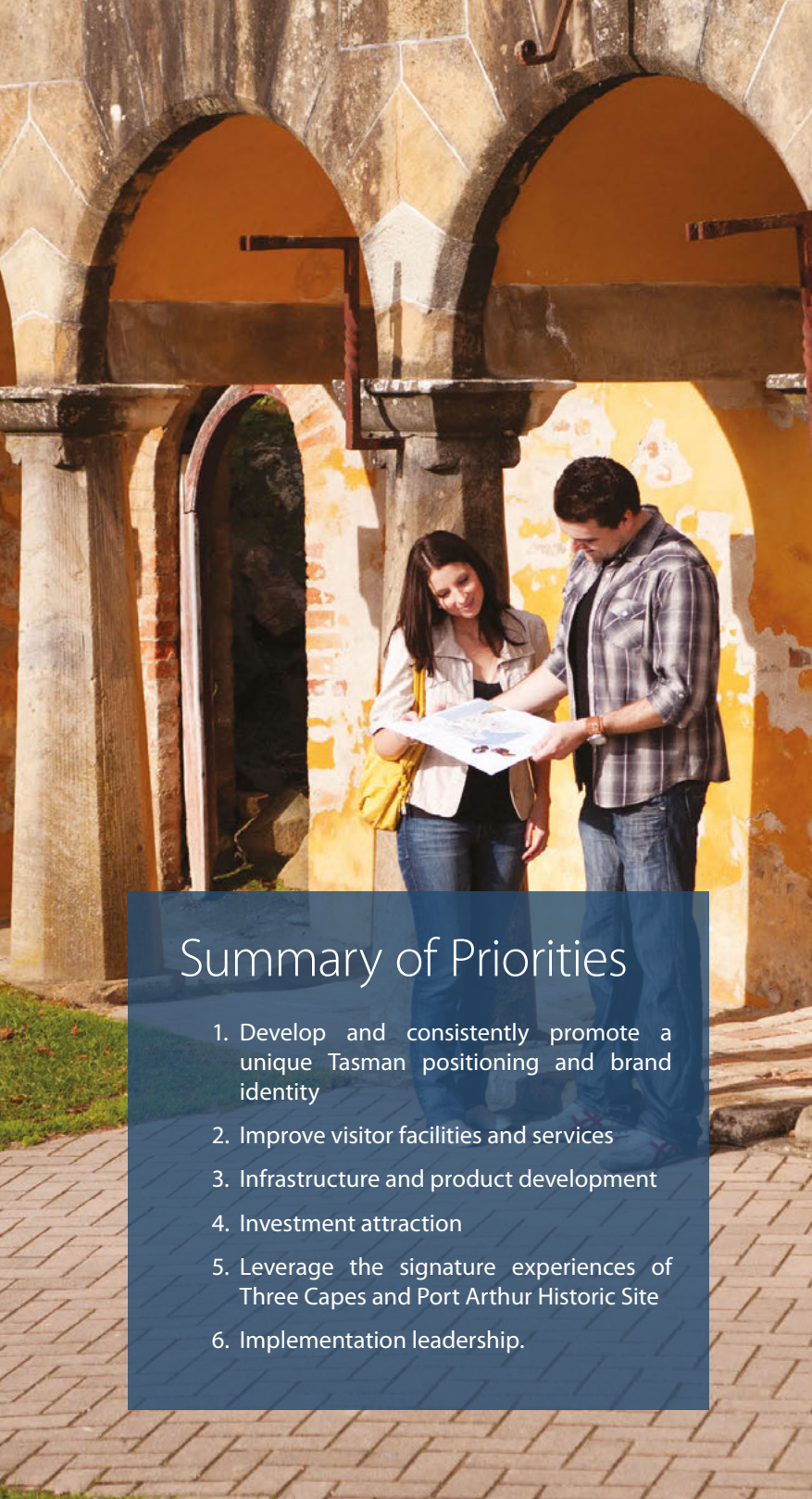


## Success factors

### DIAGNOSTIC RATING

Industry research has established that the following factors are present in successful destinations that are achieving the above objectives. The workshop participants considered these factors relative to Tasman in reaching consensus on the priority strategies and actions. A focus on continuous improvement of all these factors will contribute to the competitive growth and sustainability of the visitor economy of Tasman.

Characteristics	Rating	Comments
1. Strong local tourism organisations focused on their core role of visitor servicing	5.07	Opportunity to strengthen
2. Strong regional organisations focused on their core role of regional marketing and development	6.71	Ongoing communication and engagement
3. Local Government support	5.13	Opportunity to strengthen collaboration
4. Strong, consistent and effective leadership by individuals or organisations	6.80	Support leadership development
5. Strategic planning for the region with economic, social, environmental and cultural objectives supported by local destination plans	5.00	In progress
6. Consistent visitor service excellence	4.60	Need to improve
7. Research driven cooperative marketing	4.14	Increase collaboration and communication
8. A breadth and depth of tourism infrastructure, experiences and events matched to market demand	5.53	Opportunity for continuous improvement
9. Risk management plans in place	5.85	Address visitor risk mitigation and recovery planning
10. Supportive communities which understand the value of tourism.	5.87	Opportunity for improvement.



## Summary of Priorities

1. Develop and consistently promote a unique Tasman positioning and brand identity
2. Improve visitor facilities and services
3. Infrastructure and product development
4. Investment attraction
5. Leverage the signature experiences of Three Capes and Port Arthur Historic Site
6. Implementation leadership.

## Action Plan implementation

The following Action Plan outlines priorities and actions as a guide for stakeholders to collaboratively and cooperatively implement the Plan. To facilitate this, an Implementation Leadership Group of representatives will be formed. While the Plan identifies primary organisational responsibilities and in many cases joint responsibility, it is reasonable to expect that the Implementation Leadership Group will consider and review this progressively. One key consideration will be the availability and securing of resources to progress the implementation of the Plan in a timely manner. It may also be appropriate and necessary to involve other organisations and to seek funding for specific projects.

The Plan does not commit any organisation to the actions proposed but is a guide to pursuing priorities and actions which will make a positive difference to the achievement of the tourism objectives noted above.

The priority actions have been assigned a KPI priority rating as a guide. These ratings are:

- HIGH** within the first year
- MEDIUM** within one to two years
- LOW** within three years

Progress of implementation of the Plan will be undertaken annually by Destination Southern Tasmania in consultation with the Implementation Leadership Group. This may result in a revision and updating of the Plan. Regardless, a new plan will be prepared in three years.

The following organisations have been identified to have an important role to consider and progressively work together to implement the priority actions. This will include nominating representatives to form the core of an Implementation Steering Group.

- Port Arthur and Tasman Tourism Association
- Destination Southern Tasmania
- Port Arthur Historic Sites Management Authority
- Tasmanian Parks and Wildlife
- Sorell and Tasman Councils
- Volunteer groups
- Tasman Business Association
- Business Council of Sorell
- South East Region Regional Development Authority
- Southern Tasmanian Councils Authority.

For each action item, participation by appropriate organisations will be determined by the Implementation Leadership Group.

All action items have been prioritised as high or medium to high. The Leadership Group will identify the order in which actions will be addressed.





## PRIORITY 1

Develop and consistently promote a unique Tasman positioning and brand identity.

### Actions

- In consultation with key stakeholders undertake a destination brand and positioning process. Give consideration to signature experiences that can determine an unique sense of place:
  - The Convict Experience, including Port Arthur, Coal Mines and Eaglehawk Neck
  - Rugged Coastal Nature, including Three Capes Track, Tasman Island Cruise and the Tasmanian Devil Unzoo, fishing and surfing
  - Consistency and relevance to the southern Tasmanian brand and positioning.
- Undertake a comprehensive industry and community engagement and communication process to build ownership of the brand and positioning.
- Develop a brand style guide, including target markets, narrative and signature images. Encourage business and organisations to consistently use in their promotional activity and communications.
- Ensure that the positioning features consistently in operator, destination, regional and Tasmanian websites including signature images and the agreed narrative.
- Consider including signature images on roadside signing at all key entry points to the Tasman Peninsula, including at the airport.

### Participating Organisations

Industry workshops have been conducted by DST in association with PATTa

### Priorities

High





## PRIORITY 2

Improve visitor facilities and services.

### Actions

1. Undertake an audit of visitor facilities, amenities and services to identify opportunities for maintenance renewal, service gaps and development, relative to contemporary, competitor destination and visitor expectations. Consider a standard of excellence consistent with the unique signature experiences of Port Arthur Historic Site and Three Capes.
2. Undertake an ongoing visitor satisfaction survey to benchmark performance and to identify opportunities for improvement. Communicate the results to the industry and community with commentary to encourage a lift of standards throughout the region.
3. Consider a rostering system to provide hospitality and services to visitors beyond normal business hours and over 7 days to meet visitor expectations and demand opportunities.
4. Participate in the THA customer engagement training program.
5. Consider the outcomes of the Tasmanian Visitor Engagement project and apply to service delivery in the Tasman as a best practice destination.
6. Identify key visitor touch points and train staff and volunteers on the delivery of customer service excellence with consistent welcome and information on the Tasman experience.
7. Review the presence of the Tasman destinations, attractions, restaurants and accommodation on Trip Advisor reviews, respond and encourage operators to do so with the aim of lifting the review performance to 'best in Tasmania'.

### Participating Organisations

DST, PATTa, Tasman Council

### Priorities

Medium





**PRIORITY 3**  
Infrastructure and product development.

**Actions**

1. Undertake an audit of public and private visitor infrastructure, products and experiences (accommodation, attractions and services) to identify market offering gaps and opportunities for maintenance, renewal and development.
2. Establish an industry development program focussed on encouraging innovation such as operator visits to other destinations/ attractions to benchmark the Tasman experience and to explore opportunities for development to meet visitor expectations and new opportunities.
3. Encourage and support existing operators to renew and develop their visitor experiences, products and services. Add support by communicating to the industry, community and the market.
4. Consider the establishment of a 'business to business' peer mentoring program to collectively raise standards and contribute to seamless visitor service excellence.
5. Facilitate and support the development of volunteers to assist with event delivery and visitor services as Tasman brand ambassadors.

**Participating Organisations**

DST, PATA, Tasman Council

**Priorities**

Medium





**PRIORITY 4**  
Investment attraction.

**Actions**

1. Undertake an accommodation demand and opportunity analysis.
2. Identify opportunities for infrastructure and product development.
3. Consult with Councils to identify appropriate sites for development which have appropriate land use zoning in place.
4. Prepare an investment opportunity prospectus for public and private investment attraction, supported with demand analysis and business cases.
5. As per Priority 3, encourage and support existing operators to invest in new and improved visitor experiences, products and services. Add support to those making investments by communicating to the industry, community and the market.
6. Consistent with Priority 3, identify competitive products and services in other destinations which would add value and contribute to yield, visitor dispersal (geographic and seasonal) and visitor satisfaction.

**Participating Organisations**

DST, PATA, Port Arthur  
Historic Sites Management  
Authority, Tasman Council

**Priorities**

In progress

High





**PRIORITY 5**  
Leverage the signature experiences of Three Capes and Port Arthur Historic Site.

Actions	Participating Organisations	Priorities
1. Incorporate the unique signature experiences in the Tasman brand and positioning. ( refer Priority 1)	DST, PATTA, Tasman Council,	High
2. Encourage and support the continuous development and improvement of the signature experiences.		
3. Consider the development and promotion of complementary experiences to increase visitor length of stay, dispersal and expenditure. E.g. <ul style="list-style-type: none"> <li>▪ Day walks</li> <li>▪ Wild Tasmanian Devils</li> <li>▪ Flora and fauna guided experiences</li> <li>▪ Events</li> <li>▪ Beverage and produce experiences</li> <li>▪ Arts and cultural exhibitions and product.</li> </ul>	Tasmanian Unzoo – adventure hub, Three Capes Experiences, Port Arthur heritage hub	In progress
4. Building on the State Government’s visitor engagement strategy, consider place making opportunities such as a ‘Villages of the Tasman’ promotional theme featuring and progressively developing the towns and districts of the region as: <ul style="list-style-type: none"> <li>▪ Service centres for hospitality</li> <li>▪ Event destinations</li> <li>▪ Heritage and culture sites and stories of interest</li> <li>▪ Sorell as the ‘gateway’ to the Tasman (Signature welcome sculpture/signing/photo point)</li> <li>▪ Promotion at the airport</li> <li>▪ Local ‘markets’.</li> </ul>		





**PRIORITY 6**  
Implementation leadership.

Actions	Participating Organisations	Priorities
1. Consider a formal launch of the Destination Action Plan to engage and motivate industry stakeholders and the community.	DST, PATTA	In progress
2. Establish a Destination Action Plan Implementation Leadership Group or steering committee.		High
3. The group to identify 2-3 actions for immediate action over the first year and apply sound project management process with support from Destination Southern Tasmania.		
4. Implement a communications plan to keep all stakeholders informed of progress and to maintain engagement and momentum.		
5. Encourage Councils to endorse the Plan and to actively participate in the Implementation Leadership Group.		
6. Consider options to strengthen local business and tourism organisations to facilitate core focus on visitor servicing, industry and community engagement and cooperation with Destination Southern Tasmania for cooperative marketing and destination development.		