



MODULE 1

Executive Summary

VERSION: August 2019

Lachlan Shire Council DESTINATION MANAGEMENT PLAN 2019 - 2022



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1. EXECUTIVE SUMMARY – A summary of key strategic elements of the DMP

Tourism is currently a relatively small but growing industry within the Lachlan Shire. The **Lachlan Region Economic Development Strategy 2017-2020** (“the Economic Development Strategy”) acknowledges that tourism is viewed and supported as an important potential growth area for the region and that opportunities exist for the local community in the tourism sector.

The Economic Development Strategy also acknowledges that issues have been identified in terms of branding and marketing of the region and identified the potential to capitalise on the region's natural assets and scenic beauty. The Economic Development Strategy suggests that Lachlan Shire apply a strategic framework – a Destination Management Plan – to improve visitor services including product offering and facilities, industry capabilities, branding and promotion, community awareness and participation in tourism.

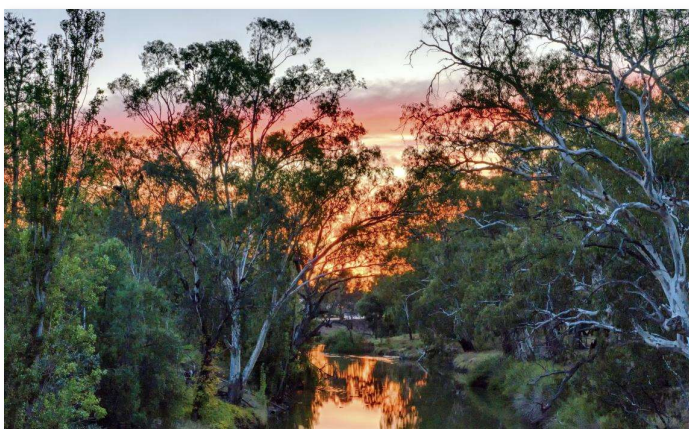
1.1 Destination Management Plan's Ambition

In developing the Destination Management Plan (DMP) a long term **ambition** has been identified which is:

To provide an inspiring and effective approach to grow the visitor economy of the Lachlan Shire and create meaningful connections between the place, its people, its business operators and with visitors to the shire.

This ambition recognises the objective to grow and sustain the visitor economy through developing assets, infrastructure, attractions and world-class experiences, which connect visitors to the place and its characters. It acknowledges that success will be best achieved through strengthening the industry and enabling effective engagement of the communities and businesses who make up the region.

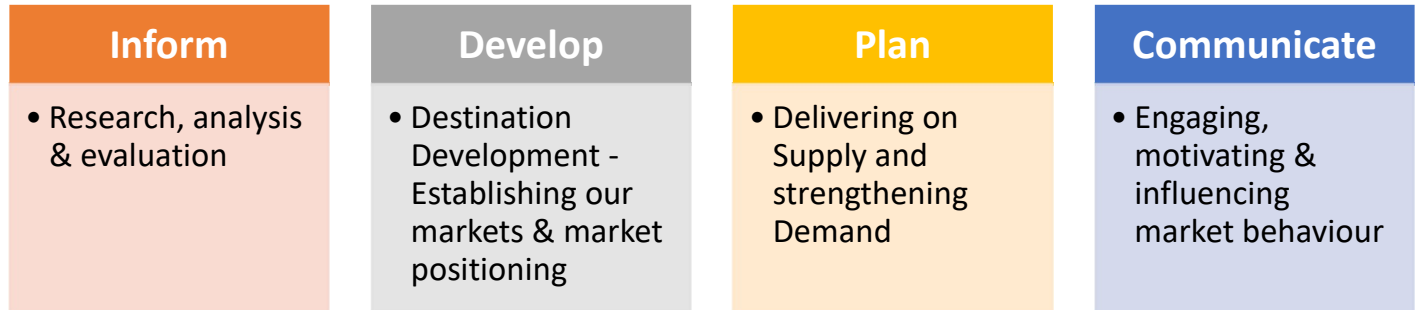
The DMP also recognises that the development of the Lachlan Shire as a visitor destination needs to be collaborative and coordinated to ensure that activities address identified gaps and meet market needs to reinforce the Region's strengths while developing brand loyalty with visitors and industry.



The Destination Management Plan aims to capitalise on the region's natural assets – lakes, rivers landscapes, night skies, stunning sunsets and sunrises, bird life; - its cultural assets & bush life

1.2 Destination Management Framework & Best Practice Planning

The Destination Management Framework established by Tourism Australia was used in developing this DMP and is defined according to the customised approach taken by this DMP:



Furthermore, the plan aims to align with Destination Country & Outback DMP's objectives and strategies where possible and deemed relevant to Lachlan Shire in accordance with the research audit that was conducted in developing this Plan.

Meaningful destination planning involves:

- ★ Adopting a visitor-centric approach to boundary identification, product and experience development and marketing
- ★ Strengthening partnerships with stakeholders and businesses across sectors
- ★ Applying local meaning to global and domestic trends (Think Global, Act Local) and being informed by consumer and visitor research and stakeholder consultation
- ★ Identifying the experience framework and signature experiences that can be promoted as the shire's lead products, including opportunities for investment in infrastructure, experience and product development
- ★ Determining enablers, including but not limited to opportunities for capacity and capability building, training or education to support and grow the visitor economy
- ★ Allocating resources and accountabilities and evaluating outcomes against Key Performance Indicators (KPIs)
- ★ Best Practice means the continuous improvement approach to research, planning and effective strategies

**THINK GLOBAL
ACT LOCAL**

1.3 Construction of the Destination Management Plan (DMP)

Upon release of the first draft of the DMP, it was suggested through the consultation process that the DMP be constructed in “stand-alone” modules to make it easy for:

- Referencing
- Planning
- Revising & Updating
- Attachments to submissions & other important communications

However, **each Module follows the other in sequence to act as a whole.**

The **4 Modules** are as follows:

Module 1. Executive Summary

- Summary of all the key strategic elements of the DMP

Module 2. Research Insights

- Includes market & industry trends & local audit findings & implications for strategy

Module 3. Development & Planning

- Includes Market objectives, Target markets, Market positioning & branding, Experience development & Product development, Marketing & Communications, Visitor Information Services Planning

Module 4. Strategic Action Plan

- The DMP's strategies & actions formulated against the Plan's **5 Strategic Pillars**

1.4 Key Steps taken in the DMP Development Process

In developing the Destination Management Plan the following process was taken to ensure that the optimum Plan, relevant to the Lachlan Shire, was developed.

1. Inception meeting with Lachlan Shire mangement to understand needs

2. Development of Market Reach and Shire-wide Audit Plan

3. Development of Market Research & Audit tools

4. Implementation of market reasearch & Tourism Audit (Refer to Module 2 for methodoloies & sources used)

5. Consultation with key Stakeholders (local & regional)

6. Collation of data from market research and audit

7. Analysis of Data & reporting

8. Development of Draft 1 of Destination Managment Plan

9. Draft 1 presented to Council and other stakeholders for further consultation and feedback

10. Further development of the DMP and the 4 Modules of the DMP scheduled for June 2019 presentation and proposed adoption at July 2019 Council Meeting

1.5 The DMP's 5 Strategic Pillars

The **5 Strategic Pillars** were established as a result of the development process. The Strategic Action Plan (Module 4) is based on these 5 pillars and are the DMP's key **strategic objectives** upon which the **strategies** & relative **actions** have been formulated



1.6 Market Objectives

EXISTING MARKETS & CURRENT VISITORS

With our current markets and visitors, the aim is to **strengthen** the appeal and experience of the destination to achieve the following objectives:

- ★ Extend length of stay
- ★ Increase visitor experience value & visitor satisfaction
- ★ Increase visitor spend
- ★ Enable visitor advocacy, destination loyalty and the sharing of experiences

NEW MARKETS & PROSPECTIVE VISITORS

With new markets and prospective visitors, the aim is to **Influence** their decision to:

- ★ Visit the Shire as a destination of choice
- ★ Motivate & influence travellers passing through the Shire to stop & stay longer
- ★ Motivate & influence travellers to divert into the shire from the surrounding main highways and thoroughfares

1.7 Key Target Markets & Segments

Although there are various markets to be explored, **the recommended target markets** outlined in the DMP (**Module 3**) are based on the findings of the market research which identified either the markets that most aligned with what the Lachlan Shire has on offer, or to current markets and visitors where the best opportunities exist to increase market value and enhance the visitor experience for longer stay, greater spend, repeat visitation and advocacy.



Drive/Explore



Highway Travellers



Touring Caravan
& Motorhome



Coach Tour
Groups



Special Interest
Groups



Birdwatchers/
Birders



Nature Lovers & those
seeking nature-
based experiences



Visiting Friends
& Relatives



Business
Travellers



Short Break –
Regional Market



Millennials



Families



Active 55+



Women 40+

MARKET DEVELOPMENT OPPORTUNITIES



Conferences &
Business Events/
Organisers



Accessibility for All

1.8 Strategic Themes

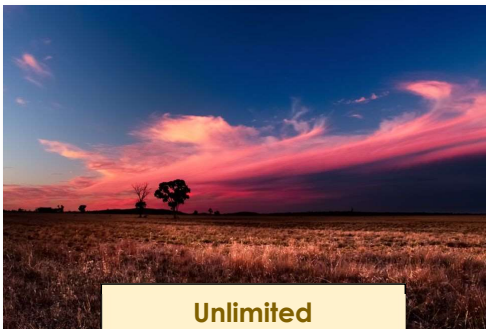
The following are the strategic themes that Destination Country and Outback has established as a high-level experience framework for the region with the knowledge that each LGA area has its own personality, character and assets. **This Plan's goal is to align these themes with experiences that are relative and relevant to Lachlan Shire's tourism assets, personality and markets - (Module 3).**



**Celebrating Culture
on Country**



**Foodie
Finds**



**Unlimited
Horizons**



**Exploring our
Nature**



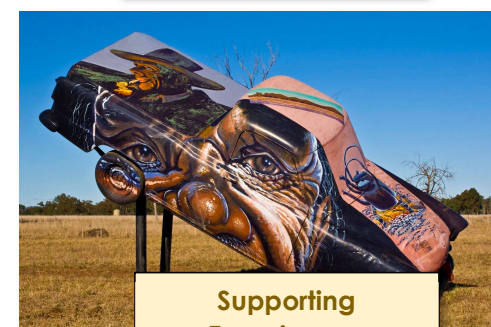
**Revealing our
Heritage**



**Little Places
Big Stories**



**Events &
Conferences**



**Supporting
Experiences**

1.9 Market Positioning & Branding

In **Module 3** the DMP addresses both the Market Positioning and Branding elements of the proposed Tourism Destination Branding of the Lachlan Shire.

Positioning creates the definition and expresses the feeling of the Shire's tourism strategy, conveying the Shire's tourism promise, uniqueness and relevance in reference to its tourism offerings. Positioning defines how we want our markets to view and perceive our offerings relative to competitive offerings – in this case those of the neighbouring LGAs.

Branding is the way those positioning messages are expressed and articulated to our markets by way of words, design, imagery, look, colour, sound and tone. All the branding elements should work together to consistently convey our tourism positioning sentiments and how we want to be perceived in the marketplace as a tourism brand and destination.

★ The DMP addresses the following **Market Positioning & Branding** elements as part of the process needed to arrive at the best approach in positioning the shire as a tourism destination of choice in the marketplace and in distinguishing the Lachlan Shire from other destinations:

Market Positioning elements addressed in the DMP (**Module 3**) includes:

- Identifying Market Needs
- Core Offerings
- Core Points of Difference
- Extended Value
- Internal Positioning Statement (for internal use and guidance)
- Promise/Benefit Statement



Branding elements addressed in the DMP (**Module 3**) includes:

- Brand Positioning
- Brand Promise & Proof
- Brand Experience & Image Credibility
- Brand Personality
- Brand Values (that influence/impact on visitors)
- Brand Style
- Brand Imagery
- Tourism Brand Name with Slogan working together (**Recommendations made**)
- Logo – (**Recommendations made with design options**)
- Brand Supporting Messages (**Recommendations made**)

1.10 Marketing & Communications

In developing our Marketing & Communications approach in **Module 3**, we needed to take into account the following:



- Ensure that we know what mediums best align with the market we are targeting and the mediums they use and source information from (Refer to Module 3, Section 3.2)
- Have a clear understanding of what we want to say and how we want to say it and reflects our brand, our brand personality and promise (Refer to Module 3, Section 3.4)
- Create the ideas and let the words and pictures tell our story in a consistent and coherent way
- Reflect the feel and look of our Shire and our tourism offerings
- Develop a schedule that maximises our market exposure and return on investment
- Have an integrated approach and use a mix of Above-the-line and Below-The-Line mediums (above-the-line marketing involves using mass media whilst below-the-line marketing is more direct and targeted).

In developing our marketing strategies we need to be aware of a prospective visitor's buying processes and have an understanding that consumers switch their attention on and off to information around them, only taking in those messages that are appealing to them and hold some interest to them. Essentially, that is why we can't target everyone in a particular campaign and which is why we need to use different mediums (or combination of mediums), to reach specific target audiences.

The marketing & communications elements and mediums addressed in the DMP (Module 3) includes the following:

Element	Medium
Promotion & Advertising	<ul style="list-style-type: none"> ➤ Brochures & Flyers ➤ Print Media – Magazines ➤ Print Media – Newspapers ➤ TV & Radio (regional) ➤ Public Relations & Publicity ➤ Direct Marketing ➤ Incentives ➤ Trade Shows & Consumer Shows ➤ Cooperative Advertising
Online & Digital Media	<ul style="list-style-type: none"> ➤ Tourism website ➤ Search Engine Optimisation (SEO) ➤ Online Marketing ➤ Blogs & Blogging
Social Media	<ul style="list-style-type: none"> ➤ Social Media Platforms & Tactics ➤ Social Media Imagery & Videos ➤ Measuring success on Social Media ➤ Developing a Social Media Strategy ➤ Approach to Social Media Content (Example)

The Planning Trip Cycle

➡ Communications in the Trip Cycle & Visitor Engagement Journey

1.11 Visitor Information & Services

As a critical part of delivering on the DMP's strategic objectives, the Plan identified that focus and priorities needed to be directed towards:



- ★ Improving and aligning visitor servicing within the Shire
- ★ Adapting and maximising the opportunities available in emerging visitor servicing technologies
- ★ Focusing resources on developing and/or enhancing Visitor Information Centres and services in the shire
- ★ Implementing a range of resource sharing initiatives between surrounding Councils (Joint Organisation of Councils)
- ★ Maximising efficiencies in each Visitor Information Centre
- ★ Where possible, implementing new best practice standards for visitor servicing
- ★ Incorporating new technology into the Visitor Information Centres and/or throughout the Shire for better visitor access to information
- ★ Implementing new models for visitor servicing including, but not limited to, traditional bricks and mortar centres, mobile centres and interactive self-serve models
- ★ Increasing engagement and collaboration with industry and business operators and support capability development initiatives
- ★ Resourcing the improvement and development of wayfinding, interpretive and informative signage throughout the Shire

The DMP (Module 3) identifies areas of focus and makes recommendations. The areas of focus includes:

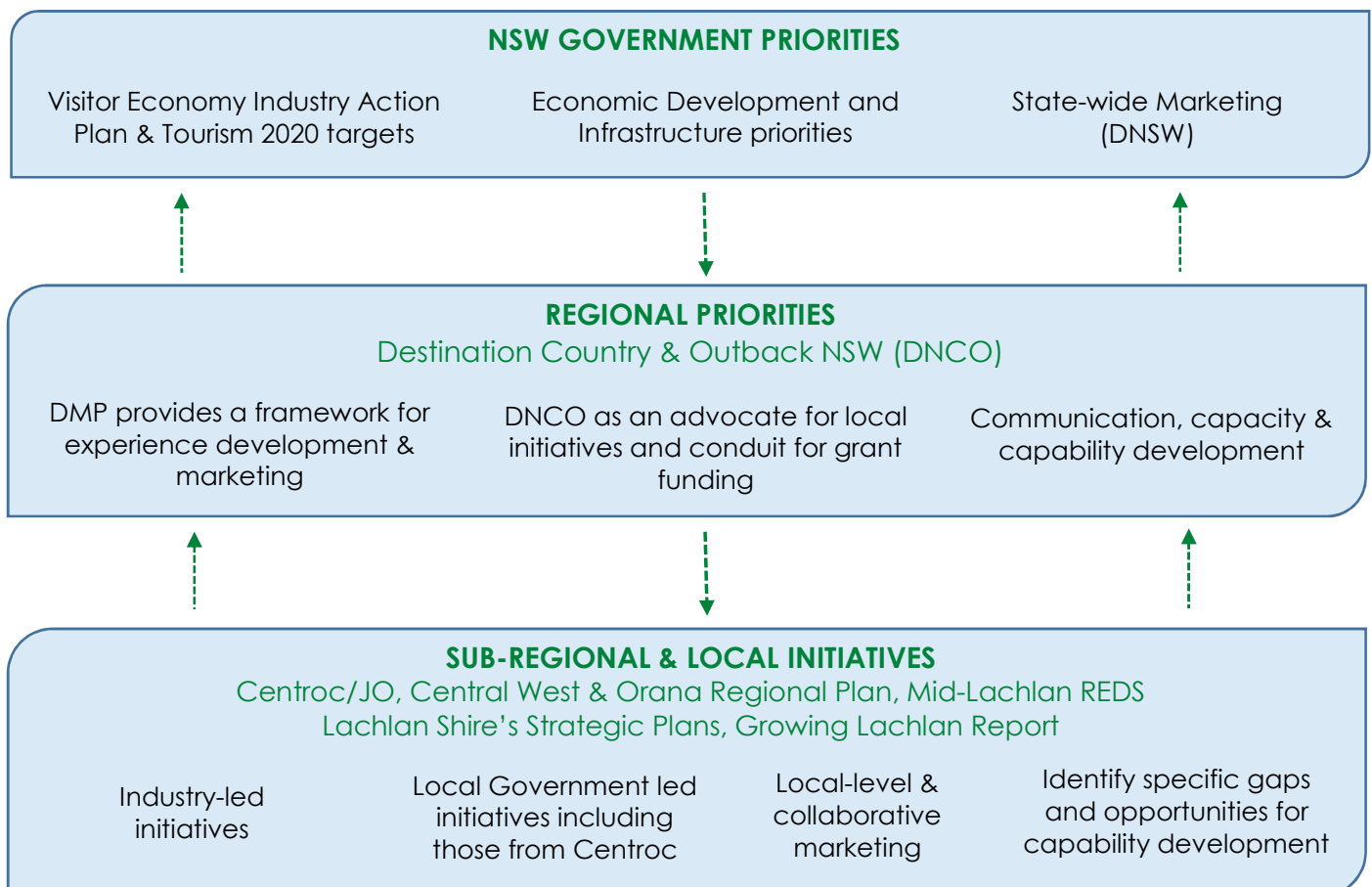
- ➡ Current Information Centres – Current Functions
- ➡ Signage & Display Services – Best Practice
- ➡ Information Services – Best Practice
- ➡ Booking Services – Best Practice
- ➡ Retailing Services – Best Practice
- ➡ Print & Marketing Services – Best Practice
- ➡ Regional Cooperation & Communication – Best Practice
- ➡ Online & Electronic Delivery of Visitor Information
- ➡ Alternative Visitor Information Delivery Formats

- Proposed Accredited Visitor Centre & Tourist Precinct
- Professional Development
- Support Capability Development of Industry Operators

1.12 Connecting Statewide & Regional Priorities to Local Initiatives

This Plan plays a key role in connecting State and regional priorities to local initiatives. It does this primarily by:

- ★ Providing a framework for Council, local operators, groups, agencies and other local stakeholders throughout the Shire to strengthen supply and grow demand. This includes opportunities for experience development as well as understanding the motivations and appeal of the region and shire to existing and new markets.
- ★ Identifying network-wide opportunities to enhance capacity and capability of the industry and local government to build the visitor economy;
- ★ Creating opportunities for sharing best practice and strengthening collaboration within the networks as well as across LGA boundaries
- ★ Providing a model for advocating on behalf of local stakeholders for infrastructure, grant funding or other enabling projects that support the visitor economy.



1.13 Stakeholders & Partners

A key aim of this Plan is to facilitate partnerships and engagement with industry for the development and delivery of collaborative, meaningful destination management activities, including:

- ★ Product and experience development
- ★ Infrastructure programs
- ★ Attracting funding and support
- ★ Marketing and promotion activities.



Collaboration with stakeholders will be a key factor in the successful implementation of this Plan

The implementation of this Plan will require close liaison with state and regional stakeholders. It will also require genuine collaboration and cooperation across the shire and region, including local operators, community groups, Local Aboriginal Land Councils, and other NSW Government agencies and the private sector. These relationships are particularly important for the enhancement and development of cultural and nature-based experiences, as well as agri-tourism that are fundamental to the Plan's strategies.

A critical element in the initial stage of each initiative within the DMP will be the identification of key partners to ensure the right players are in place for the best outcomes.

Key stakeholders and partners for the Shire's Tourism initiatives and implementation of this Plan will include, among others, the organisations identified in the table of key stakeholders below:

Key Stakeholders	Role & Relationships in the Tourism space
Lachlan Shire Council (LSC)	Council is responsible for local destination management; <ul style="list-style-type: none"> ★ Provision of tourism infrastructure and services; ★ Management of planning policies and processes, including those that facilitate economic development; ★ Tourism events, festivals and signature experiences; ★ Tourism marketing
Destination NSW (DNSW)	Develops and implements strategies to grow the NSW visitor economy; <ul style="list-style-type: none"> ★ Collaborates with Destination Networks (DNs) including Destination Country & Outback NSW on the respective Destination Management Plans and co-ordination of marketing campaigns; ★ Provides operational funding to DN's and contestable funding to industry, local tourism organisations (LTOs) and Councils; ★ Manages specific funding programs such as the Regional Flagship Events Program

Key Stakeholders	Role & Relationships in the Tourism space
Destination Country & Outback NSW (DNCO)	<p>It is one of six Destination Networks across NSW. It has been established to assist in building the capability of industry and strengthen the visitor economy of Country and Outback NSW. Roles include:</p> <ul style="list-style-type: none"> ★ Building industry capacity and capability through training, mentoring and supporting centres of excellence as well as through sharing of best practice and providing access to research and industry data; ★ Engaging and advocating for industry through effective communication as well as representing the DNCO region to Government, including on infrastructure and transport; ★ Facilitating relationships and partnerships for accessing funding, including the Regional Visitor Economy Fund and other grant programs as well as strengthening connectedness with Destination NSW on industry and marketing activities; and ★ Driving more effective destination management and business planning, especially to support experience development and marketing.
Central NSW Joint Organisation (CNSWJO)	<p>Central NSW Joint Organisation is a voluntary regional collaboration of councils in Central NSW. It exists to advocate for and improve operational efficiencies of its member councils;</p> <ul style="list-style-type: none"> ★ The lead organisation advocating on agreed regional positions and priorities for Central NSW whilst providing a forum for facilitating regional cooperation and sharing of knowledge, expertise and resources including tourism initiatives; ★ Uses regional strength and leadership in advocacy to lobby State and Federal Governments to present a more compelling case for regional priorities. ★ Will be essential in facilitating collaborative partnerships between neighbouring councils
Chamber of Commerce and the Business community	<p>Providers of tourism businesses, visitor services, hospitality services, investors, etc.;</p> <ul style="list-style-type: none"> ★ Critical partners for identifying, developing and delivering tourism opportunities and visitor services, and investing in infrastructure, experiences, packaged products, etc.
Local Organisations/Groups & Visitor Information Centres <ul style="list-style-type: none"> - Proposed Visitor Information Centre in Condobolin - Growing Lachlan Alliance - Lake Cargelligo Visitor Information Centre - Western Plains Regional Development Inc. - Lower Lachlan Community Services 	<p>Essential in supporting local tourism growth and development in collaboration with the Shire Council and local tourism industry.</p> <ul style="list-style-type: none"> ★ Offers a cross-shire collaborative approach for supporting and promoting specific tourism initiatives and activities

Key Stakeholders	Role & Relationships in the Tourism space
Regional Development Australia – Central West (RDA Central West)	<p>Australian Government-funded not-for-profit organisation responsible for the sustainable economic development of the NSW Central West region.</p> <ul style="list-style-type: none"> ★ Works in partnership with governments, local communities and other stakeholders to develop initiatives that enable the Central West region to grow sustainably ★ Promotes investment and economic development opportunities such as tourism. <p>Some of the key roles relevant to the implementation of this plan include:</p> <ul style="list-style-type: none"> ★ Collaborating with relevant stakeholders to identify economic opportunities ★ Promote and disseminate information on Australian Government policies and grant programs to state and local governments and industry, business and community sectors ★ Support community stakeholders to develop project proposals to access funding ★ Develop and maintain positive working relationships with the local government bodies in their regions ★ Engage with regional entrepreneurs and emerging business leaders to explore new opportunities to grow local jobs in their regions
Aboriginal Organisations <ul style="list-style-type: none"> - Local Aboriginal Land Councils (LALCs) - The Wiradjuri Condobolin Cooperation (WCC) - NSW Aboriginal Tourism Operators Council (NATOC) 	<p>Key organisations involved in the engagement and support of Aboriginal communities, including in the visitor economy;</p> <ul style="list-style-type: none"> ★ Manage services delivered to local Aboriginal communities; ★ Will be critical in facilitating engagement and partnerships with local communities in relation to cultural tourism development, delivery and capacity and capability building.
The Shire's Local Community	<p>The Lachlan Shire community will be essential in embracing, supporting and participating in local tourism development for sustainable tourism that meets local needs and aspirations;</p> <ul style="list-style-type: none"> ★ Essential participation through provision of tourism and visitor services, VFR hosting, visitor hosting, advocacy, volunteering and share economy services; etc.
Volunteers	<p>Volunteers play an important role in delivering visitor services and assisting the development and management of events throughout the Lachlan Shire. Their contribution to the visitor economy is invaluable. However, a key challenge is to ensure appropriate recognition of and motivation for people to volunteer to avoid volunteer fatigue and to have facilities such as museums open longer.</p>

Key Stakeholders	Role & Relationships in the Tourism space
NSW National Parks and Wildlife Service (NPWS)	<p>NPWS is part of the Department of Planning, Industry and Environment (DPIE). It manages protected areas;</p> <ul style="list-style-type: none"> ★ Facilitates access to parks and protected areas for nature-based recreation and experiences; ★ Develops nature-based products and experiences and works with operators to deliver on park tourism opportunities; ★ Supports development and delivery of Aboriginal cultural tourism on park; ★ Essential for any cross-LGA product development initiatives on park – e.g. nature and cultural trails
Forestry Corporation of NSW	<p>Manages NSW State forests; facilitates access to forests for outdoor recreation and experiences;</p> <ul style="list-style-type: none"> ★ Develops nature-based products and experiences and works with operators to deliver outdoor experiences and tourism opportunities; ★ Essential for nature-based product development initiatives held in local state forests
Caravan & RV Associations/Clubs <ul style="list-style-type: none"> - Caravan Industry Association of Australia (CIAA) - Caravan & Motorhome Club of Australia (CMCA) 	<ul style="list-style-type: none"> ★ CIAA is the peak national body for the caravanning and camping industry in Australia. It operates as a not-for-profit organisation with a membership base comprising the individual state caravanning and camping associations. They undertake and provide detailed and credible research reports on the caravanning and camping industry in Australia, including on RUVs. ★ Valuable in getting greater market share of this market in the region ★ CMCA is the largest recreational vehicle (RV) club in the southern hemisphere. ★ Initiatives include the RV Friendly Town program & the CMCA Dump Point subsidy program ★ Promotes & supports RV Friendly Towns & RV Friendly Destinations ★ Holds national rallies & special interest group activities ★ Valuable in getting greater market share of this market in the region
Business Enterprise Centres (BEC) <ul style="list-style-type: none"> - Parkes/Forbes BEC - Central NSW BEC 	<p>Provides information, advice and assistance to business intenders and existing business owners so that they are well placed to develop their businesses as successful and profitable entities.</p> <ul style="list-style-type: none"> ★ Endorsed by DNSW ★ Provides mentoring support, business analysis, business information, training programs and support with Government Grants & Assistance Programs ★ Valuable in building capacity of the business community in support of the development /enhancement of visitor services and growth of the visitor economy

Key Stakeholders	Role & Relationships in the Tourism space
Small Biz Connect - Small Business NSW Commissioner	Is a quality, personalised and highly subsidised business advisory program for small businesses in NSW <ul style="list-style-type: none"> ★ Funded by the NSW Government ★ Provides expert advice to small businesses, face-to-face support & support in business skill development ★ Links to other business support services ★ Valuable in building capacity of the business community in support of the development/enhancement of visitor services and growth of the visitor economy
TASAC - Tourist Attraction Signposting Assessment Committee	TASAC is a group formed by the NSW State government to have overall responsibility for the planning and implementation of tourist signposting systems <ul style="list-style-type: none"> ★ Valuable for development of signposting initiatives and the promotion and directional signposting of key attractions and annual events
Other Organisations of note	The following are a list of other organisations & agencies that may be valuable in the implementation of this plan and the development of tourism products, services and experiences: <ul style="list-style-type: none"> • NSW Business Chamber • Australian Regional Tourism • Accommodation Association of Australia • Australian Hotels Association NSW • Backpackers Operators Association NSW • Bed & Breakfast & Farmstay New South Wales • Bus NSW • Clubs NSW • Exhibition & Event Association of Australia • Hosted Accommodation Australia Ltd • Local Government NSW • Meetings & Events Australia • Museums and Galleries NSW • Australian Retailers Association NSW/ACT • Tourism Accommodation Australia
DNSW Regional Tourism Development - Contact for the Country & Outback Region	Mitchell Gunn Regional Tourism Development Manager, Country & Outback NSW Contact: mitchell.gunn@dnsw.com.au Phone: +61 2 9931 1392
Destination Country and Outback NSW - Contact	Rhonda Taylor Destination Country and Outback NSW General Manager Email: rhonda.taylor@dnconsw.com.au Phone: +61 422 222 446 Website: dnconsw.com.au

1.13.1 Benefits of Collaboration

Initiate Change, Improvements & Social Acceptance

The involvement of a wide range of stakeholders and partners who are best in their respective fields helps to support and initiate change and improvements where and when required. It also helps to increase social acceptance of initiatives and policies so that implementation of strategies may be easier to achieve.

Ignites Creative Synergy

Working together ignites creative synergy leading to greater innovation, ideas and effectiveness.

Cooperative Marketing

Working with key partners, including Destination NSW, Destination Country & Outback NSW, surrounding LGA's and other state & regional organisations, facilitates cooperative marketing opportunities that will benefit not only the Lachlan Shire but also other LGA's within both the immediate and outer region.

Integration of Tourism initiatives within the local community

Collaboration with local stakeholders ensures that the destination management goals & tourism initiatives are adopted and integrated into the infrastructure, social and cultural planning programs & activities.

Knowledge Sharing

Collaboration in destination development activities and networks that educate, inform and assist in developing respective tourism initiatives will in turn enhance the quality of products and services developed and provided by the Lachlan Shire.

Industry Updates & Research

Industry & market data is vital for developing, reviewing and measuring strategy and the quantitative and qualitative research conducted by state and regional partners will help identify key market and industry insights to drive our strategies.

Creates understanding

A collaborative approach helps all parties to understand their role in achieving the desired vision/outcomes.

Fosters commitment to the desired vision/outcomes

Collaboration and regular communications ensures partners are committed to improving and developing tourism initiatives that help to increase the visitor economy.

Access to Government Funding

Regional Tourism Organisation members have the opportunity to apply for specific government funding and grant to help with destination development. When available and approved these programs help boost marketing and product development activities.

1.14 Strategic Alignment with Key Industry Objectives & Imperatives

The Destination Management Plan seeks to align with key NSW Government Plans and Policies including the Premier's Priorities and the recently released Economic Vision for Regional NSW. The Plan also aligns with and supports numerous local, regional and state strategies and goals.

1.14.1 NSW Government's Visitor Economy Industry Action Plan – Strategic Imperatives

Objective/Imperative	This Plan's Approach
Increase Visitation	<p>This Plan aims at increasing visitation to the area via a number of initiatives and strategies which includes:</p> <ul style="list-style-type: none"> • Renewed branding and market positioning messages • Measured and targeted marketing & promotional activities that promote Lachlan Shire as a destination of choice offering unique experiences • Development of new experiences and renewed promotions of current experiences • Development of new events and renewed promotions of current events • Capacity building of visitor services to generate high levels of visitor satisfaction and returned visitors as well as generating new visitors through positive word of mouth and social media postings • Enhanced directional signage to attractions within the shire <p>The Plan also supports the development of a new and centralised Visitor Information Centre (VIC) and tourism precinct located in Condobolin to capitalise on the opportunities afforded by visitors to the region by providing a central information point to create and promote Lachlan Shire as a destination of choice for domestic and international travellers and thereby attracting new visitors and new markets to the area.</p> <p>Activities at the proposed VIC will be aligned with (and support) the implementation of the Destination Management Plan and brand strategy to attract new markets and new visitors to the Shire as a destination of choice</p> <p>Providing high levels of visitor services and promoting local and regional tourism attractions, experiences, routes and signature events from the proposed VIC and precinct will help to increase visitor satisfaction and consequently repeat visitation to the area as well as new visitors through sharing of positive experiences via word of mouth, social media platforms and travel review sites.</p>

Objective/Imperative	This Plan's Approach
Grow Physical Capacity	<p>It is anticipated that the implementation the Destination Management Plan will help to create demand for more services such as accommodation venues and retail outlets with the possibility of new venues and shops being developed and/or opened.</p> <p>The expected growth in the visitor economy due to the implementation of this Plan may also have the potential to stimulate new physical developments such as tourism attractions, ecotourism developments, Aboriginal-based tourism developments, the re-use and/or preservation of Heritage buildings, redevelopment of caravan parks and other tourist parks, etc.</p> <p>The proposed VIC and tourism precinct infrastructure is also key to being able to develop Lachlan Shire as a tourist destination, as a place to live and as a place to work. It will also serve as a focal point for the community to mingle with visitors to the shire.</p>
Renew And Revitalise Destinations	<p>It is expected that the implementation of this Plan will help to renew and revitalise the Lachlan Shire community in the following ways:</p> <ul style="list-style-type: none"> • Development and staging of events will engage community groups and individuals • Development of cultural activities and experiences will engage the Aboriginal community and increase participation and collaboration • Increased visitor numbers will help benefit local businesses and boost the local economy and thereby restoring business enthusiasm and rejuvenating the community spirit and vibrancy • The proposed VIC and tourist precinct proposed and supported by this Plan will also act as a community hub where people meet with local and visiting friends and family and become enthused advocates in promoting local attractions, events and experiences to create a warm, friendly and welcoming environment for visitors.
Improve The Visitor Experience	<p>The Plan's strategies propose to improve the visitor experience in the following ways:</p> <ul style="list-style-type: none"> • Building visitor services capabilities to help generate high levels of visitor satisfaction and returned visitors as well as generating new visitors through positive word of mouth and social media postings • The proposed presence of a well located and well managed and resourced VIC will not only improve the visitor experience but also positively influence the behaviour of the visitor/traveller.

Objective/Imperative	This Plan's Approach
Improve The Visitor Experience (cont.)	<ul style="list-style-type: none"> • Development of unique experiences that will capture visitors' hearts • Development of authentic cultural events involving more engagement and participation from visitors • Renewed branding and tourism collateral that better promote attractions and experiences thus encouraging visitors extending length of stay to undertake additional activities and improving their visitor experience
Increase Visitor Spend	<p>The Plan's strategies to increase visitor numbers to the Shire will also help to increase visitor spend due to:</p> <ul style="list-style-type: none"> • Better promotions and communications about attractions and experiences on offer will thereby increase length of stay and spend per day and night • Enhanced visitor services due to the Plan's proposed capacity building activities will also help to increase spend on visitor services and retail • The Plan's proposed centralised VIC will also have an impact in directing visitors and travellers to local businesses within the shire for accommodation, retail outlets, eateries and other services thus encouraging further spending within the Shire.

1.14.2 Destination Country & Outback Destination Management Plan – Key Priorities

The Plan identified key priorities for the region to 2020. The following are the key priorities that align with this Plan

Key Priorities	This Plan's Approach
Building an understanding of the Visitor Economy + Capability development	<p>One of the Plan's key strategic pillars is to build tourism capacity within the Lachlan Shire as this will be fundamental in attracting new visitors, increasing length of stay of visitors, increasing spend and providing visitors with a better visitor experience and thereby delivering high levels of visitor satisfaction and return visitation. The Plan identifies several strategies in the Strategic Action Plan on achieving that goal.</p> <p>One of the objectives of the plan is to support and encourage the business owners in developing and bundling products and services for visitors to help increase length of stay and visitor spend.</p> <p>The Plan also addresses ways of communicating with the business community and the greater shire community on the benefits of Tourism and how to work together to build capacity and deliver exceptional visitor services and offerings that will stimulate growth of the visitor economy.</p>

Key Priorities	This Plan's Approach
Visitor research + Enhanced understanding of the contribution of tourism to local and regional economies	<p>The development of this plan was based on industry, market and local research to identify opportunities and strategies that align with the state of Tourism within the shire.</p> <p>The Plan identifies key measures and metrics that will be put into place to measure the performance of strategies and actions and to measure the contribution tourism has made the shire and visitor economy.</p> <p>The Plan's proposed Visitor Information Centre would be accredited means that certain visitor data and statistics need to be collected for the industry to have a better understanding of visitor travel movements, profiles and behaviours.</p> <p>Alongside the data collected as part of the accreditation standards, other data and statistics will be collected from the VIC to measure visitor satisfaction, marketing activities, visitor profiling and influences of the VIC on visitor behaviour.</p> <p>All the data collected by the VIC will be used for strategic planning purposes and for monitoring and measuring performance against set tourism related objectives set and for reporting purposes to stakeholders.</p> <p>The Plan also identifies ongoing reporting activities to Council and stakeholders to ensure that the value of tourism and the visitor economy to the Shire and the region is shared and understood.</p> <p>According to DNCO's Plan, one of the actions to be taken against this priority is the development of a framework for the delivery of economic analysis of the value of the visitor economy at the local level – this will be developed in collaboration with the Council & the Central JO and will leverage the work being done or completed by the NSW Government for the Regional Economic Development Strategies (REDS). The Plan acknowledges this action and it is included in the Strategic Action Plan section of this Plan.</p>
Strengthening demand & visitor services	<p>The Plan addresses a number of elements and relevant strategies that are key to strengthening demand & visitor services, these include (but not limited to):</p> <ul style="list-style-type: none"> • Developing visitor services capabilities in collaboration with the business community and other key stakeholders • The construction of a centralised VIC and tourism precinct • Addressing gaps and development requirements identified in the market research and Tourism audit conducted

Key Priorities	This Plan's Approach
Strengthening demand & visitor services (cont.)	<ul style="list-style-type: none"> • Developing and promoting experiences and events based on market demand, desires and trends • Enhancing and developing on current attractions, events and experiences currently • Enhancing branding and market positioning • Developing a targeted, relevant and integrated approach to marketing, promotions and communications • Source collaborative marketing opportunities with regional stakeholders • Enhancing current products to current markets while developing new markets and new products • Identifying each step of the traveller/visitors' travel and "buying" process to better align visitor needs with deliverables and products/service on offer to match the needs • Assess and develop signposting infrastructure to ensure that we are better capable of capturing the touring market • Conduct familiarisation tours to promote what the shire has to offer • Work collaboratively with DNSW, DNCO and Centroc to enhance marketing opportunities, strength and reach
Delivering on Supply (based on a number of strategic themes that DNCO has identified in their DMP)	<ul style="list-style-type: none"> • Destination Country & Outback NSW network identified a number of strategic themes for development that encapsulated what the region has to offer. This Plan through its research has identified the potential of developing experiences, events and products around these themes relevant to the Lachlan Shire. • As part of "Delivering on Supply" goals in Section 5 of this plan, each of these themes are identified and addressed in context of what the Lachlan Shire has already in terms of attractions, products etc., the proposed experiences to match the theme and what is still required for development



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In delivering on supply, one of the strategic themes identified for Lachlan Shire is the development of Aboriginal Cultural Tourism and Celebrating Culture on Country. Condobolin's Wiradjuri Centre and Wiradjuri Corporation will be key stakeholders and partners in delivering cultural tourism experiences, events and activities

1.14.3 Mid-Lachlan Regional Economic Development Strategy (REDS)

The Mid-Lachlan Regional Economic Development Strategy (REDS) was developed to identify economic development opportunities that capitalise on the existing endowments of its functional economic region which includes the Lachlan Shire, Parkes & Forbes LGAs.

The document outlines 5 key strategies for the area which includes:

Key Strategy	This Plan's Approach
Making Mid-Lachlan a Major Tourist Destination Capitalising on natural assets and ease of travel from major population centres to bring more visitors into the economy	<p>The Plan's vision is to support the development of Tourism as a sustainable growth industry for the shire with the ultimate benefit of growing the local visitor economy while supporting growth within the Mid-Lachlan region and beyond.</p> <p>The Plan has also identified the natural assets of the Shire and establishing "Exploring our Nature" as one of the strategic themes earmarked for the development of experiences, events and activities.</p> <p>Strategies have also being developed for attracting visitors to the shire as a destination of choice but also to motivate the touring travellers to divert off the main roads such as the Newell Highway into the Lachlan Shire.</p> <p>Collaboration with surrounding LGAs such as Parkes and Forbes for cross-marketing and regional product development opportunities is also a key strategy from this Plan.</p>

1.14.4 Central West and Orana Regional Plan 2036

The Central West and Orana Regional Plan 2036 applies to 20 local government areas. Recognising and strengthening the role of the Central West and Orana will mean that communities can continue to access the infrastructure and services they need to sustain healthy, vibrant lifestyles." Lachlan Shire falls within the Central West region and amongst key directions for the area, including the following:

Key Direction	This Plan's Approach
Promote & diversify regional tourism markets	Through market research and a tourism audit, the Plan (Section 4) identifies existing markets and potential new market opportunities based on market needs and desire and what Lachlan Shire has currently and potentially on offer.

Key Direction	This Plan's Approach
Promote & diversify regional tourism markets (cont.)	<p>The Plan also identifies and explores emerging experiential tourism themes and opportunities to both enhance current markets and diversify into new markets.</p> <p>The Plan also identifies opportunities within specific tourism sectors such as eco-tourism, agri-tourism and Aboriginal cultural tourism</p>

1.14.5 Lachlan Shire's Economic Development Strategy 2017-2020

Council's Economic Development Strategy outlines the importance of providing a lifestyle for current and future residents.

The document highlights key strategic goals and opportunities and has identified **Tourism** as a **high growth industry sector**.

The following are elements of the Strategy document that aligns with the Tourism Strategic & Destination Management Plan:

Key Direction	This Plan's Approach
Key Opportunity: Enhancing the tourism experience and extending stay	<p>As highlighted earlier, the Plan's strategies proposes to improve the visitor experience and helping to extend stay in the following ways:</p> <ul style="list-style-type: none"> • Building visitor services capabilities to help generate high levels of visitor satisfaction and returned visitors as well as generating new visitors through positive word of mouth and social media postings • The proposed presence of a well located and well managed and resourced VIC can not only improve the visitor experience but also positively influence the behaviour of the visitor/traveller. • Development of unique experiences that will capture visitors' hearts • Development of authentic cultural events involving more engagement and participation from visitors • Renewed branding and tourism collateral that better promote attractions and experiences thus encouraging visitors extending length of stay to undertake additional activities and improving their visitor experience

Key Direction	This Plan's Approach
Objective: To develop and support the tourism industry and lifestyle through the development of the region's infrastructure, tourism product and marketing programs to encourage increased visitation to the region	<p>The Plan's vision is to support the development of Tourism as a sustainable growth industry for the shire with the ultimate benefit of growing the local visitor economy</p> <p>The plan's ambition is: To provide an inspiring and effective approach to grow the visitor economy of the Lachlan Shire and create meaningful connection between the place, its communities and businesses with visitors to the region –</p> <p>The DMP's 5 Pillars underpin the achievement of this ambition.</p>

1.14.6 Lachlan Shire's Delivery & Operational Plan 2017/18 -2020/21

As part of the Delivery Plan's **Outcome 2.1** to achieve a "Vibrant tourism Industry, the following Operational objectives/actions are outlined

Key Objectives	How does the Plan align with this objective?
Promote Lachlan Shire as tourist destinations	<p>The DMP clearly addresses the way to best achieve this objective by developing strategies to:</p> <ul style="list-style-type: none"> ➤ Promote each destination within the shire ➤ Develop and implement marketing & promotional activities ➤ Develop a tourism brand and market positioning ➤ Develop tourism collateral including a new website, brochures, flyers ➤ Develop experiences to attract new visitors and retain existing markets ➤ Influence prospective visitors to visit Lachlan Shire as a destination of choice
Increase things to see and do for visitors to the shire	Module 3 of the DMP – Development & Planning addresses experience development and product development ideas and approaches
Provide a visitor Information Centre	Module 3 Section 3.7 outlines Visitor Information Services Development strategies and approaches including the development of an Accredited Visitor Information Centre
Promote the Wiradjuri Centre as a location for Tourists to visit	<p>The Centre is well featured in the experience and product development sections of the DMP particularly in Module 3 section 3.5.</p> <p>It also features under a number of Strategic Themes including "Celebrating Culture on Country" and "Revealing our Heritage"</p>

Key Objectives	How does the Plan align with this objective?
Improve the marketing of existing events.	<p>The DMP clearly addresses existing events and the development of new events in Module 3 Section 3.5.</p> <p>This includes the development of an Events Calendar which will also be promoted on the tourism website and the use of social media platforms to promote upcoming events. It also suggests the development of an APP to promote What's Happening in the Shire.</p>
Develop Forbes to Condo Sculpture Trail Support the Lake foreshore Development	These two objectives has been included in Module 3 Section 3.5 as part of the development objectives
Support potential environmental and eco-tourism projects	<p>Under the Strategic Theme "Exploring Nature" this has been highlighted as one of the development strategies.</p> <p>Birdwatching and other nature-based activities has been identified as niche markets with "Birdwatchers" and "Nature Lovers" identified as two niche target groups in Module 3 and section 3.2 of the DMP</p>

1.14.7 Growing Lachlan

Key Direction	This Plan's Approach
Community Renewal Economic Sustainability	<p>The DMP will facilitate local events to be more actively promoted with visitors to the Shire learning about the many attractions and events on offer. Promotion of the region through word of mouth, combined with advertising, will enhance the overall financial viability and liveability of the region. Local businesses will benefit from increased visitor numbers and expenditure and Condobolin will develop an increased vibrancy.</p>
Development and the Provision of Training and Employment opportunities	<p>The Shire is committed to seeking, developing and implementing initiatives that will provide greater economic sustainability for the community and the surrounding region. Part of this commitment is to develop the tourism sector into a sustainable industry. Through support for tourism related initiatives, such as the DMP, will help bring new visitors to the area and boost the economy, stimulating demand for services. Increased demand will help create additional training and employment opportunities.</p>