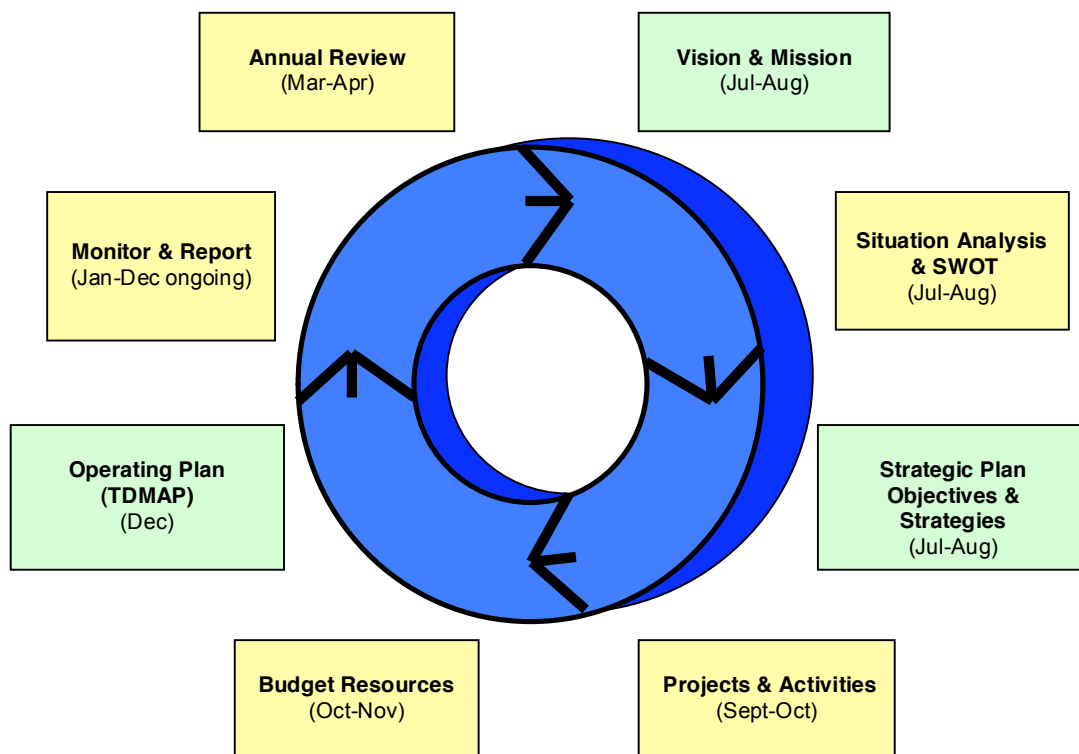




Northern Rivers Tourism Incorporated

Strategic Plan 2009 – 2011



Vision & Direction for Tourism

From the Chief Executive

As a seasoned traveller, I appreciate a map to help me plan my journey and to assist me in arriving at my destination in accordance with my aspirations and expectations.

From a business perspective, the role of the Northern Rivers Tourism Strategic Plan is not so different. The Strategic Plan provides high level leadership for the organisation by defining the way in which it intends to do business and what it hopes to achieve in its predicted operational environment over the next three years.

The Strategic Plan is also parent to the Northern Rivers Tourism Development & Marketing Action Plan (TDMAP) that develops the specific projects and activities that will drive the organisation towards achievement of its objectives as laid out in its Strategic Plan.

I thank the Board for its commitment to this document and the members of the Board for their involvement and enthusiasm in developing a Strategic Plan at a particularly challenging time. The Global Financial Crisis playing out at the time of writing and world environment concerns, provide an undeniably difficult backdrop to any planning process. In our particular aspect of the tourism industry, the O'Neill Review into NSW tourism has also been the catalyst of significant organisational change that will be implemented during the period of this NRT Strategic Plan.

However as is often the case, significant change also brings significant opportunity. The Board and I believe a challenging but successful and rewarding period lies ahead of our organisation and I commend the Northern Rivers Tourism Strategic Plan to you.



Russell Mills
Chief Executive Officer
Northern Rivers Tourism
May 2009

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1.0 EXECUTIVE SUMMARY

The Northern Rivers Tourism (NRT) Strategic Plan concerns itself mostly with leadership of the organisation and provides a road map that defines the aspirations of the organisation and contemplates the mid term future of the organisation, taking into account the various influences on the NRT operating environment that were identified at the time the plan was written.

In 2008 the NRT Board gave careful consideration to the development of suitable Vision and Mission Statements. It also considered a range of questions including why NRT exists, what inspires and captures the essence of the Northern Rivers region, what NRT says to its various publics, and how the NRT Vision could encompass the organisation, the destination or both.

In 2009 when formulating this Strategic Plan, the Board and the Chief Executive Officer assessed the appropriateness of NRT's Vision & Mission Statements in the context of the operational environment prevailing and predicted during the planning period.

1.1 NRT Vision Statement

“Tourism is integral to the culture, economy and community of the Northern Rivers.”

1.2 NRT Mission Statement

The mission statement for Northern Rivers Tourism reflects the aspirations, roles, responsibilities and aims of the organisation. Commercial, environmental and social contexts were taken into consideration in determining that:

“NRT is to be recognised as a leading facilitator of authentic & diverse tourism experiences to ensure a sustainable future for the regional community.”

This Mission Statement uses the guiding principle that sustainable economic development improves or maintains the prosperity of the region without prejudicing the capacity for future generations to enjoy the environment. (*Framework for a Sustainable Future for the Northern Rivers Region, 1999, as quoted in RIEP Nov 2005*)

1.3 Key Performance Areas

The Chief Executive and NRT Board have identified three Key Performance Areas for which Objectives and Strategies have been developed:

1. *Business & Capacity Building.*
2. *Marketing & Demand Building.*
3. *Industry, Destination & Professional Development.*

1.4 Business & Capacity Building

The Chief Executive and NRT Board are committed to the continuing development of NRT as a well managed, commercially aware organisation with the highest standards of corporate governance and the organisational capability to deliver its Strategic Plan and annual Tourism Development & Marketing Action Plan or TDMAP (previously the NRT Annual Business Plan).

1.4.1 Business & Capacity Building Objectives

In accordance with the foregoing, NRT's Business & Capacity Building Objectives are to:

- Establish systems, policies and procedures to ensure the highest standards of Corporate Governance.
- Increase revenues for sustainable business growth.

1.4.2 Business & Capacity Building Strategies

To achieve the stated objectives a number of strategies have been agreed:

- Policy development to govern organisational direction and operation.
- Enhanced Stakeholder and Media communications, including the issue of NRT statements (eg policy, strategy) as a means of communicating with Stakeholders.
- Recruitment and retention of industry members.
- Development of private and public sector partnerships.
- Identification of revenue generating projects and initiatives consistent with the NRT Vision, its Mission Statement and related policies.

1.5 Marketing & Demand Building

All objectives, including those developed for Marketing, must be measurable and achievable. Given NRT's role as a facilitator of marketing opportunities for its stakeholders, its marketing objectives relate to the level of stakeholder engagement in its projects, the commercial return on investment made by NRT and its stakeholders and the positioning of the Northern Rivers as a destination relative to its competitors.

1.5.1 Marketing & Demand Building Objectives

In accordance with the foregoing, NRT's marketing objectives are to:

- Increase industry participation in NRT initiated projects.
- Increase awareness of Northern Rivers destinations, products, experiences, cultures and events.
- Increase Northern Rivers share of visitors and visitor nights (against national and state shares).

1.5.2 Marketing & Demand Building Strategies

The strategies adopted in pursuit of the agreed objectives must be capable of implementation with available resources and selected/prioritised on a basis of greatest progress towards the objective for each dollar invested.

- Competitively differentiate the Northern Rivers based on its strengths.
- Incorporate these strengths into an integrated plan of marketing communications targeting domestic and international markets.
- Establish and/or build profile in targeted, distribution channels and markets.
- Facilitate or coordinate cooperative tactical marketing opportunities for industry.
- Interpret and package marketing intelligence for industry members and strategic partners.

1.6 Industry, Destination & Professional Development

NRT will act as a conduit to advance the standing and appreciation of the tourism industry and as an agent for promotion of the industry to stakeholders in its region.

NRT will be alert to opportunities to promote the Northern Rivers destination, its constituent attractions and seek to take advantage of selected opportunities for the benefit of stakeholders.

NRT will endeavour to facilitate training and development interventions (as perceived by NRT and as requested by stakeholders) that advance the professional capability of stakeholders as individuals, organisations and operators in the Northern Rivers region.

1.6.1 Industry, Destination & Professional Development Objectives

In accordance with the foregoing, NRT's Industry, Destination & Professional Objectives are to:

- Improve tourism skills and professionalism amongst members and industry.
- Facilitate sustainable tourism infrastructure and experiences for the region.

1.6.2 Industry, Destination & Professional Development Strategies

NRT intends to achieve its objectives in this area by implementation of the following strategies:

- Facilitate/Coordinate professional development and events for members and industry.
- Distribute timely and relevant communications to members, industry and stakeholders.
- Interpret and communicate marketing intelligence for industry.
- Leverage public and private sector partnerships to provide input to tourism infrastructure and product development projects.
- Provide advocacy for greater private and public sector investment in tourism.
- Conduct ongoing audit of the region's tourism products and experiences.

1.7 Implementation, Monitoring & Management

Operational implementation of the rolling three year Strategic Plan will be via the annual NRT Tourism Development Marketing Action Plan (TDMAP) formerly known as the NRT Business Plan. The change of name and revised format represent a proactive move by NRT to incorporate the reporting needs required by its Deed of Agreement (DOA) with TNSW (on which NRT funding from TNSW is based) into a document that has genuine operational currency.

To further aid efficient administration and to assist in the clarity of effective performance management, the Board of NRT will consider aligning the NRT Financial Year (July – June) with the Calendar Year (January – December). If adopted this change will be introduced during 2009 therefore this document is to some extent transitional. The change will align the NRT Financial Year with the TNSW funding year and the DOA between NRT and TNSW.

The NRT TDMAP will be based on the Objectives and Strategies developed and adopted in the NRT Strategic Plan. The NRT TDMAP will identify “Core Components” and related, carefully selected project and activities within each of the Key Performance Areas for which Objectives and Strategies have been developed.

1.7.1 Budget Allocation

Each year the Executive Officer will allocate expenditure and where appropriate, attribute forecast revenue, to each project/activity included in the NRT TDMAP. Thus the TDMAP will be the basis of the Annual NRT Budget and both documents will be submitted jointly for NRT Board approval in November each year in accordance with the annual cycle depicted in Section 2.5 (see Page 10).

1.7.2 Performance Management

The NRT TDMAP will incorporate Key Performance Indicators (KPIs) with associated reporting requirements and targets. Performance management will be effected by the nature and content of bi-monthly reporting to the NRT Board, underpinned by adherence to the reporting requirements of the Deed of Agreement between NRT and TNSW.

It is expected that all of the foregoing will be integrated into a personal performance management system linked to the employment contract of the Chief Executive Officer.

Formal review of the NRT Strategic Plan and its update to cover a three year period will take place annually with an interim review at six months, or less if deemed necessary.

The NRT Strategic Plan will be re-issued every year, according to the Planning Cycle depicted in Section 2.5 of this document (Page 10).

2.0 BACKGROUND

2.1 *The Northern Rivers Region*

Stretching from the mighty Clarence River up to Tweed Heads on the Queensland border and out to the foothills of the Great Divide, the Northern Rivers region of NSW is an intriguing blend of old-school and new-age. It's where the world's largest expanse of subtropical rainforest meets mountains forged from ancient volcanoes, overlooking more than 300 kilometres of spectacular coastline.

In this one compact region, you'll discover the endless stretch of Pacific Coast beaches that gave rise to the Australian surfing legend; lush rolling countryside dotted with quaint and quirky townships; rugged cattle country; mystical rainforests; and deep river gorges disappearing up into the mountains.

Unspoilt beaches offer surfing, whale-watching, frolicking dolphins and flocks of seabirds. Inspiring surroundings attract creative personalities – artists, writers and musicians. Colourful local festivals brim with arts and crafts, kites, crystals and local produce.

Counter-culturalists, environmentalists, farmers, artists, academics, entertainers, entrepreneurs and more, co-exist in a unique collection of communities. If nothing else, they have this in common; an appreciation that this region offers an unrivalled quality of life for residents and visitors alike.

The population of the region is 262,200 with an average age of 39 years and is expected to grow to 319,100 by June 2017.

Tourism employs approximately 7,200 people in the region, or 6.8% of the region's workforce and generates approximately \$1.2 billion in revenue for the regional economy.

Climate

The region lies within a subtropical zone on the eastern seaboard of Australia and temperatures are generally mild all year round. Mean minimum and maximum temperatures range from 13.2 to 25.5 degrees Celsius. Mean annual rainfall is 120mm and the mean number of clear days is 109, based on a regional snapshot using Lismore as the largest and most geographically central city in the region.

2.2 Tourism in New South Wales

New South Wales has been divided into thirteen tourism regions to provide a workable administrative structure upon which to manage tourism in the State. Each region (other than Sydney and Lord Howe Island) has a Regional Tourism Organisation (RTO) that is a separate independent body to Tourism NSW.

Within each region, including Northern Rivers, Local Tourist Associations (LTAs) and Visitor Information Centres (VICs) work with the local tourism industry, local government, the RTO and Tourism NSW to develop and market tourism in their local area. Each LTA and VIC operates independently. A council may have an employee whose role is managing tourism within the council area.

The RTOS, LTAs and VICs work within, and in partnership with, the diverse local tourism "industry". This industry includes operators, many other business sectors, industry associations, support services and government agencies. A local, integrated approach to tourism results in the provision of higher quality tourism products and services to visitors.

2.3 Northern Rivers Tourism

Northern Rivers Tourism (NRT) is the regional tourism organisation and peak body for the tourism sector in the Northern Rivers region of New South Wales, Australia.

An incorporated association, Northern Rivers Tourism was established in 1995 and is one of thirteen regional tourism organisations across New South Wales. The regional footprint covers seven local governments and shires: Ballina, Byron, Tweed, Clarence Valley, Richmond Valley, Lismore and Kyogle.

1) Major Cities/Towns

- Grafton
- Casino
- Ballina
- Kyogle
- Lismore
- Byron Bay
- Murwillumbah
- Tweed Heads

What we do

Our aim is to provide a strategic focus for the region to increase tourism visitation and yield, facilitate sustainable development and promotional opportunity for the tourism industry, be a conduit for regional marketing intelligence and be an effective advocate for the interests of the regional community in relation to tourism.

How we're funded

- By Tourism NSW (TNSW) under the Regional Tourism Partnership Program
- Industry Memberships
- Fee for Service activities
- Successful government grant applications
- Corporate Partnerships & Sponsorship

How we measure our performance

- Destination Awareness
- Value of Cooperative Partnerships
- Number of Premium Members

We also monitor industry health indicators, including the number of people who visit the region (Visitors and Visitor Nights) and the amount each visitor spends on average in the region (Yield). It is important to note that these industry health indicators are influenced by factors other than destination development and marketing initiatives of tourism organisations like NRT. Such factors include the global and national economic climate, socio-demographic trends, technological and environmental developments. The following data is useful as an indication of travel behaviour but not necessarily as a performance indicator that can be meaningfully applied in isolation to the activities of NRT.

**Northern Rivers Visitation & Yield 2006 – 2008
(Year Ended 31 December)**

	2008		2007		2006	
	Visitation	Yield (\$AUD)	Visitation	Yield (\$AUD)	Visitation	Yield (\$AUD)
Domestic (Daytrip)	3.2 million	\$105 (per trip)	2.7 million	\$73 (per trip)	2.8 million	\$86 (per trip)
Domestic (Overnight)	6.9 million (nights)	\$130 (per night)	6.5 million (nights)	\$112 (per night)	8.0 million (nights)	\$120 (per night)
International	1.7 million (nights)	\$60 (per night)	1.6 million (nights)	\$79 (per night)	1.6 million (nights)	\$66 (per night)

Source: TNSW Corporate Website

2.4 Purpose of the NRT Strategic Plan

The NRT Strategic Plan concerns itself mostly with leadership of the organisation and provides a road map that defines the aspirations of the organisation and contemplates the mid term future of the organisation, taking into account the various influences on the NRT operating environment that were identified at the time the plan was written.

No business exists in a vacuum and by definition NRT is no exception. Every business is affected by the operating environment in which it exists including the external operating environment, on which NRT can exert little or no influence, and the environment within NRT that can obviously be affected to a much greater extent, depending on the resources available.

The success of a business can be fundamentally affected by the extent to which it is able to adapt to its operating environment and develop realistic and practical objectives consistent with its Vision and Mission.

It is inevitable that operating environments are subject to change, likewise if a Strategic Plan is to be a useful and relevant document then it must be subject to periodic review to ensure it accurately reflects the environment in which the business operates.

The NRT Board will re-issue the NRT Strategic Plan every year in accordance with the Planning cycle that follows in 2.5, with an interim review at 6 months or less if deemed necessary.

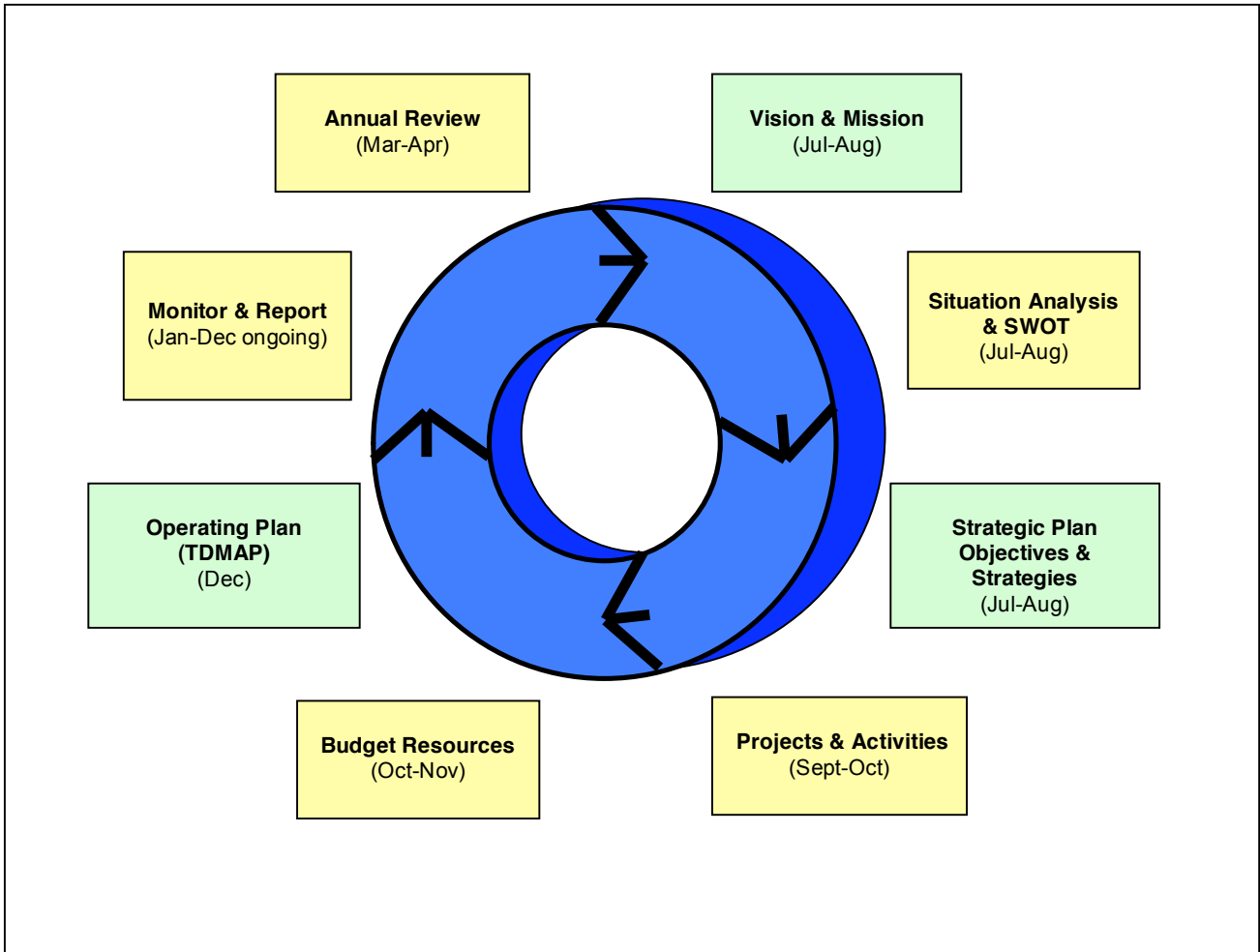
2.5 Planning Model & Timing

There are many approaches to strategic planning and just as many interpretations of key words and definitions. The NRT Board has opted to establish a Vision and Mission for the organisation and then consider the appropriateness of these guiding statements in the context of the operating environment in which NRT currently exists.

The Board and Chief Executive then evaluated NRT's relative strengths, weaknesses, opportunities and threats (SWOT Analysis) against the backdrop of the predicted operating environment to establish Objectives and Strategies in three key areas of Business & Capacity Building, Marketing & Demand Building and Industry, Destination & Professional Development.

The process adopted by NRT and described above, can also be conveniently expressed as a process diagram as shown on the following page. The diagram also includes indicative timing of the various activities required in accordance with a financial year that runs from January to December each year.

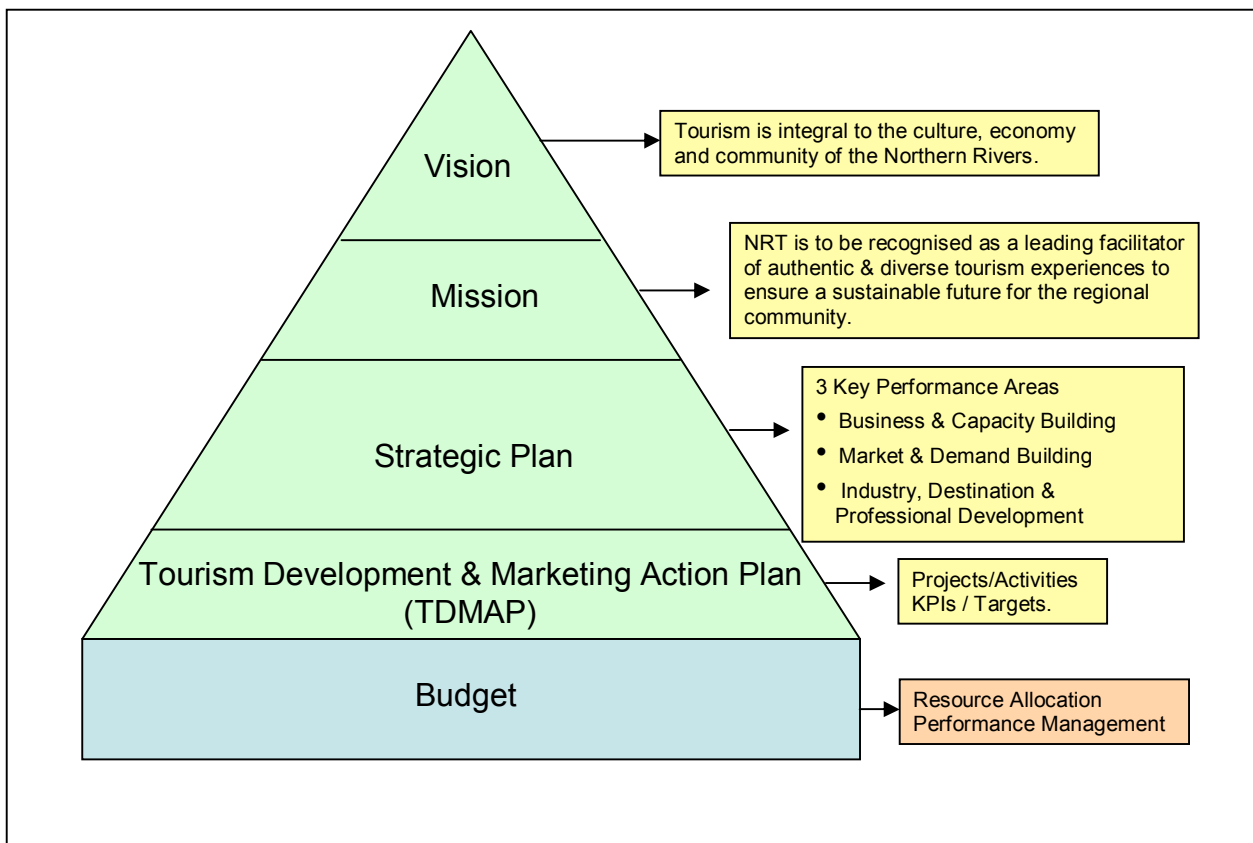
NRT Planning Model & Timing



2.6 NRT Vision, Strategy & Implementation

The NRT Strategic Plan is the parent reference document for an Annual Operating Plan (TDMAP) and Budget that is submitted for NRT Board approval in Nov/Dec each year. The relationship between the NRT Vision and Mission Statements and the subsequent relationship between the Strategic Plan, the TDMAP and the NRT Operating Budget is illustrated by the following diagram:

NRT Vision, Strategy & Implementation



Given the direct relationship between the NRT Strategic Plan and the NRT Annual Operating Plan, the NRT Strategic Plan incorporates a section on Implementation, Monitoring & Management (Section 9) that has been included specifically to provide transitional information between the two documents and describe performance reporting to the NRT Board.

To promote ease of reference, the NRT Annual Operating Plan will be retitled the NRT Tourism Development, Marketing & Action Plan (TDMAP) to reconcile directly with the funding related reporting requirements of Tourism New South Wales (TNSW) and the Deed of Agreement (DOA) with NRT that formalises these arrangements.

The NRT TDMAP retains the same Objectives and Strategies developed in the NRT Strategic Plan with the addition of Status Updates, Key Performance Indicators (KPIs) and KPI Targets that will be monitored during the operating year and which will form the basis of bi-monthly Board Reports, submitted by the CEO to the NRT Board for approval.

Hence routine monthly NRT Board reporting is linked to the NRT Strategic Plan via the TDMAP. This provides the NRT Board with a regular, ongoing opportunity to maintain the alignment of operational activity with the Strategic Plan and assess any related risks associated with operational delivery. This is consistent with the aspiration of the NRT Board to deliver the highest level of corporate governance on behalf of its members and stakeholders.

3.0 VISION & MISSION STATEMENTS

In 2008 the NRT Board gave careful consideration to the development of suitable Vision and Mission Statements. It also considered a range of questions including why NRT exists, what inspires and captures the essence of Northern Rivers region, what NRT says to its various publics, and how the NRT Vision could encompass the organisation, the destination or both.

3.1 NRT Vision Statement

“Tourism is integral to the culture, economy and community of the Northern Rivers.”

3.2 NRT Mission Statement

The mission statement for Northern Rivers Tourism reflects the aspirations, roles, responsibilities and aims of the organisation. Commercial, environmental and social contexts were taken into consideration in determining that:

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This Mission Statement uses the guiding principle that sustainable economic development improves or maintains the prosperity of the region without prejudicing the capacity for future generations to enjoy the environment. (*Framework for a Sustainable Future for the Northern Rivers Region, 1999, as quoted in RIEP Nov 2005*)

4.0 SITUATION ANALYSIS

In 2009 when formulating this Strategic Plan, the Board assessed the appropriateness of NRT's Vision & Mission Statements in the context of the operational environment prevailing and predicted during the planning period.

4.1 Global Environment

Social/Demographic

- Gold Coast/Tweed is one of the fastest growing areas of regional Australia with one the biggest population catchments in the country.
- Ageing world population and trend toward longer overall life expectancy amongst developed nations.
- House prices in cities like Brisbane and Sydney are driving population redistribution as families and empty nesters move for professional and lifestyle reasons.

Economic

- Global economic factors including world oil prices, have a significant impact on the cost of air travel and the cost and capacity of aviation.
- Global recession.
- Fuel costs, economic factors and confidence are impacting on discretionary income for travel.
- Value of Australian \$ is impacting on travel patterns.
- Employment levels and impact on labour market.

Environmental

- Awareness of climate change is at unprecedented levels as economists join scientists, environmentalists and media commentators in warning of the dangers of not acting to minimise its effect.
- The NSW government has a strong record of protecting wilderness national parks and marine parks through legislation.
- Weather extremes.

Political

- The change of Federal Government and recently announced policies on climate change and indigenous affairs suggest these issues have risen in political importance alongside the traditional party policy drivers of the economy, rural affairs, health and education.
- The threat of terrorism and immigration control continue to be linked.

Technological

- Media convergence and the penetration of high-speed wireless connectivity to the World Wide Web have in turn driven growth in online advertising and commerce.
- The technologies enabling uploading, self-publishing and user-generated content are reshaping the approach of the marketing industry to branding, product development and promotion.
- The "Long Tail" phenomenon that posits that the future of selling is in the internet distribution of products and services to millions of niche markets.

4.2 Task Environment

4.2.1 Industry

The market is being driven by major changes in both supply and demand:

- The substantial consolidation of Australia's traditional travel distribution channels and potential for subsequent splintering.
- Long haul aviation developments such as the increased future capacity of larger, more fuel efficient aircraft like the Airbus A380 and the Boeing Dreamliner.
- The impact of climate change on tourism and vice-versa.
- The growth in online advertising and commerce.
- The market penetration of online travel companies represents opportunities for niche product development as the cost of inventory and distribution reduces.
- Increased aviation competition as low cost carriers like Tiger Airways, Jetstar, Regional Express, and Virgin Blue increase capacity and compete aggressively on price for market share.
- The evolution of the low cost carrier model into long haul aviation.
- The outcomes of the O'Neill Review into tourism and events in NSW have become strategic priorities for the Tourism industry and government in NSW.
 - Placing Sydney in the Global Market
 - Aviation strategy
 - Incentivising regional tourism
 - Events NSW
 - Tourism Australia experience focus global marketing campaign

4.2.2 Northern Rivers Tourism Industry

The Northern Rivers tourism industry is made up of approximately 1500 tourism operators, 7 local governments and shires, numerous Level 1, 2 and 3 Visitor Information Centres and Industry Associations.

A defining characteristic of the Northern Rivers tourism industry is that it is semi industrialised and lacks cohesion. Small businesses compete for the same tourism dollars as large corporations. The focus of the majority of operators is on seasonal, domestic tourism business generated directly, with a dozen or so operators actively involved in inbound tourism.

While good models of cooperation exist within specific LGAs and their constituents, there is a lack of regional coordination between various industry associations, councils, Visitor Centres, operators and the regional tourism authority. This contributes to many missed opportunities and dislocated communication between Northern Rivers industry, state and national tourism organisations and other peak industry bodies.

4.2.3 Consumer

- Increasing middle class affluence and confidence of international travellers coupled with new technology and tools for travel, trade and consumers is fuelling the growth of new niches in long haul tourism.
- Health and well-being are strong motivations for affluent holiday makers.
- Weak AUD and cheap fares to Asia Pacific destinations are reducing outbound travel demand.
- The Queensland market represents potential growth in yield.
- Corporate travel market downturn in the global economy. Corporate conscience and discretionary spend.
- Mistrust of the tourism industry is evident – reaction to recent advertising has been mixed and approach may have “missed the mark”.
- Transparency of total cost.
- Travel fatigue influencing increase in domestic tourism.

4.2.4 Competitors

Domestic:

- Aggressive international and domestic marketing by Gold Coast Tourism, popularity of coastal lifestyle destinations like the Sunshine Coast, Hunter and Newcastle, South Coast NSW, Tropical North Queensland, Western Australia.
- Tourism QLD has aggressive intra and inter state marketing campaigns.
- Regional tourism bodies now have greater marketing resources.

International:

- Inbound: Long haul travel less attainable.
- Outbound: New Zealand, Thailand, Bali, Polynesia, Vietnam, India, Japan, Fiji, and USA.

5.0 SWOT ANALYSIS

Having considered the operational environment pertinent to NRT, the Board then conducted an analysis of the strengths, weaknesses, opportunities and threats relative to NRT and its aspirations based on its Vision and Mission Statements.

The tables on the following two pages illustrate the NRT SWOT analysis with Weaknesses shown relative to Strengths and Threats shown relative to Opportunities.

Based on the Situation and SWOT analyses three Key Performance Areas have been formulated to group the Objectives and Strategies agreed by the NRT Board in pursuit of the organisation's Vision & Mission Statements.

- 1. *Business & Capacity Building.***
- 2. *Marketing & Demand Building.***
- 3. *Industry, Destination & Professional Development.***

*Northern Rivers Tourism Strategic Plan 2009-2011
Confidential*

Strengths	Weaknesses
<ul style="list-style-type: none"> • Year round climate conducive to tourism • Concentration of Protected/World Heritage Areas • Natural beauty with charming towns & villages – seaside/rural/hinterland • Rainforest Way - an asset of NRT • World class surf beaches • Strengths in adventure and water-based activities • Environmental activism reinforcing destination strengths • Population growth • Proximity to major source market in South East Queensland • Good destination awareness of Byron Bay • Airports/Access • Geographic location convenient to the Pacific Coast Touring Route (PCTR) Unique historical and contemporary culture especially living indigenous culture • European and Asian Heritage • Traditional farming communities • Traditional architecture • Healthy arts and entertainment scene - highest national per-capita employment in arts and creative industries outside of metropolitan areas • Arts, Events & Markets – catering for a range of tastes and interests • Locally grown produce – wide range/high quality • Food experience – wide variety/high quality • Highly regarded University/Educational Institutes • Biodiversity – 2nd highest in Australia • Reputation for offering spiritual/self-awareness experiences • Health and wellbeing product (including indulgence/pampering experiences) and environment • Active engaged community • Nucleus of committed operators – accommodation, tours, attractions, transport providers, restaurants experiences • Backpacker/campervan/camping/family holiday market already established • Celebrity interest, ownership & visitation 	<ul style="list-style-type: none"> • <i>Weak destination awareness, branding and positioning</i> • <i>Lack of depth/structure in Product, particularly outside coastal areas</i> • <i>Low level of professionalism</i> • <i>Lack of cohesion amongst stakeholders</i> • <i>Lack of strategic alliances</i> <i>Varying levels of maturity amongst operators & inconsistent customer service issues</i> • <i>Incidence of transient operators/ unapproved/regulated operators & activities</i> • <i>Low rate base vs. high expectations of return</i> • <i>Low base organisational funding (NRT) limiting capacity to deliver</i> • <i>Ageing Infrastructure</i> • <i>Poor linkages between towns etc</i> • <i>Lack of tourist signage</i> • <i>Inconsistent and low quality mobile and internet telecommunications infrastructure</i> • <i>No Regional State Minister (lack of interest/understanding)</i> • <i>Reliance on government funding (NRT)</i> • <i>Lack of capacity/funding/resources in local government to meet expectations & manage a growing industry</i> • <i>Lack of proactive tourism management in selected local government areas</i> • <i>Red tape & planning bureaucracy</i>

Opportunities	Threats
<ul style="list-style-type: none"> • Designated National Landscape at heart of the region • Progress with Clarence River Way project • Leverage of natural assets – nature based tourism • Potential for development of authentic indigenous cultural tourism experiences • Education Tourism opportunities • Tourism NSW network & products • Tourism NSW Surf Strategy • TQUAL grant funding available through life of strategic plan • Potential to build alliances with traditional partners (an “A team” of industry partners, aviation/industry partners, Tourism QLD, Tourism NSW, Tourism Associations/VICs) • Potential to build alliances with non-traditional partners (events, retailers, ethanol fuel suppliers, telecommunications suppliers, legal, SCU) • Opportunities to grow tourism through collaboration of other sectors (food, creative industries, education and climate change collaboration) • Develop stronger ties with asset rich beneficiaries of tourism (e.g. hoteliers, restaurants and catering sector) • Biosphere system/UNESCO event • Events NSW/major events, Rally Australia • Tourism and LGAs to work together for mutual advantage • NRRDB/ACC amalgamation • Collaboration potential in Tourism and National Parks Tourism Strategy • Standards benchmarking potential through National Tourism Accreditation Scheme <p><i>Funding opportunities</i></p> <ul style="list-style-type: none"> • Enhanced capacity and demand building funding under new Regional Tourism Partnership Program • LGA partners • Industry members • Community members • Regional Business (Corporate partners) • Fee for Service activities • Government Grants • Federal funding program to replace TQUAL Federal Grant Program • Economic stimulus package potential to fund tourism infrastructure projects • Dept of State and Regional Development Economic and Community Development Programs 	<ul style="list-style-type: none"> • <i>Climate Change</i> <i>Environmental activism conflicting with tourism</i> • <i>Cultural clashes – Quality of life vs. economic development vs. history and values equals community angst</i> <i>Infrastructure and resource management vs. potential growth</i> • <i>Change without community engagement</i> • <i>Environmental Impact – financial responsibility may inhibit development/new entrants</i> • <i>Population growth – suburbanisation</i> • <i>Over development – loss of essential character</i> • <i>Strong competitors in close proximity</i> • <i>Daylight saving – border issues affected by QLD/NSW difference</i> • <i>Competition for membership and sponsorship \$ (threat)</i> <i>Lack of acknowledgement by state government of impact of tourism when calculating RDF (Regional Distribution Funding) to local government</i> • <i>State Government as an operator/Land Owner – possible conflict of interest?</i> • <i>Low understanding or assumed knowledge of tourism dynamics within LGAs</i> • <i>Lack of understanding of tourism’s importance amongst community</i> • <i>Global financial crisis</i> • <i>Access to funding for infrastructure development from the private sector (global recession)</i> • <i>Economic volatility and commodity supply</i> <ul style="list-style-type: none"> ○ <i>Petrol</i> ○ <i>Inflation</i> • <i>Fluctuations of Australian dollar and its impact on:</i> <ul style="list-style-type: none"> ○ <i>Inbound source market currencies</i> ○ <i>Outbound Domestic travel</i> • <i>Debt levels and fuel prices impact on discretionary income for holidays</i> • <i>Change to Travel patterns</i> <ul style="list-style-type: none"> ○ <i>Industrial</i> ○ <i>Economic</i> ○ <i>Casualisation of workforce</i> ○ <i>Leave debt - 123million days of accrued leave amongst Australians</i> • <i>Perception of market vs. delivery</i> <ul style="list-style-type: none"> ○ <i>Expectations of cost and quality not being met</i> • <i>Convergence of terrorism and organised crime</i> • <i>Shortage of skilled staff</i> • <i>Unregulated competition</i>

6.0 BUSINESS & CAPACITY BUILDING

The recent Task Force Review of Northern Rivers Tourism included recommendations to:

- Implement a commercial approach to the operations of NRT.
- Develop a range of income streams for NRT and increase the component of RTO budget that is self-funding.
- Ensure NRT operates with business principles in mind and can demonstrate its value commercially.

The current operating environment for NRT is a challenging one, exacerbated by a general lack of stakeholder engagement and support. Modest and limited human and financial resources also present significant challenges to the ability of NRT to implement strategy while managing operations.

The intellectual capital of the Board and CEO of NRT will be instrumental to business growth. Commercially-oriented policies that address project management and resourcing are needed to underpin strategy and operations.

Clearly articulated roles and responsibilities, an effective communication strategy and a framework for managing stakeholders are required to increase stakeholder engagement with NRT.

A priority for NRT is to build and access sufficient capital and resources to deliver its objectives in the areas of Industry, Destination & Professional Development and Marketing & Demand Building.

6.1 Business & Capacity Building Objectives

In accordance with the foregoing, NRT's Business & Capacity Building Objectives are to:

- Establish systems, policies and procedures to ensure the highest standards of Corporate Governance.
- Increase revenues for sustainable business growth.

6.2 Business & Capacity Building Strategies

To achieve the stated objectives a number of strategies have been agreed:

- Policy development to govern organisational direction and operation.
- Enhanced Stakeholder and Media communications, including the issue of NRT statements (e.g. policy, strategy) as a means of communicating with Stakeholders.
- Recruitment and retention of industry members.
- Development of private and public sector partnerships.

6.3 Corporate Governance

NRT is well advanced into a period of transition following the changes to its Constitution leading to the election of a new Board and recruitment of a full time CEO. Administrative and financial services are currently being provided by the Northern Rivers Regional Development Board.

The NRT Board is working to establish NRT as a truly independent peak tourism body, employer and corporate citizen. Due diligence is being followed to establish appropriate systems, policies and procedures, including participation in ongoing corporate governance discussion groups convened by NRRDB to assist organisations across the region with compliance in this area.

As measures of its compliance with corporate governance, NRT will (over the medium term and with the assistance of its Board) develop policies for employment, environmental sustainability, corporate social responsibility, communications, sponsorship, cultural acknowledgement, membership, credit and financial responsibility, dispute resolution.

Published material suggests that clear policies on environmental sustainability, corporate social responsibility and cultural acknowledgment are of increasing importance to global consumers and as such can become influential attributes of corporate brands.

NRT will continually upgrade its policy framework to ensure it complies with corporate governance standards. Corporate social responsibility, indigenous cultural acknowledgement and sustainable practice policies will be added to standard policies. This policy framework will be developed with the assistance of suitably qualified and resourced institutions such as the Tourism and Hospitality Faculty at Southern Cross University.

6.4 Strategy Development

To achieve the specified objectives a number of strategies are proposed. Further development and prioritisation of these strategies will be made following their testing for feasibility. This will involve a calculated degree of risk that is necessary, given that in-action will lead to nothing.

6.4.1 Memberships

- NRT to secure a critical mass of members to generate revenues and increase the organisation's profile amongst industry and the community
- NRT currently offers membership for a nominal fee of \$365 a year (\$1 per day)
- Members receive access to marketing and development opportunity, marketing intelligence, advocacy for the region's tourism industry and other services.
- These services are offered at a cost that factors in a project management fee and the cost of outsourcing the project, if necessary.

- NRT has conducted trials with flexible membership options (e.g. as contra for financial participation in NRT initiatives) and will continue to adapt its membership program to drive participation from a critical mass of industry partners.

Factors impacting on securing a critical mass of members.

- Many other membership organisations exist in the region. These include Chambers of Commerce, Visitor Information Centres, and Tourism Associations.
- The challenge is in making membership of NRT both significantly different yet complementary to membership of these organisations. NRT membership needs to be clearly articulated through a value proposition. This proposition is that NRT represents the interests of the entire region's tourism industry, is a powerful advocate for its interests and provides access to a suite of services and opportunities that suit different needs, stages of industry maturity and budgets.
- NRT is in ongoing discussions with LTAs on developing mutually beneficial joint membership programs. Feasibility and planning work has been modelled on successful programs in other areas of regional Australia.

6.4.2 Government Grants

- NRT will focus resources where it has potential to secure government funding for all of region development and marketing projects.
- Current priorities are on providing input into collaborative funding applications for the Australia's Green Cauldron National Landscape (incorporating Rainforest Way), and the Pacific Coast Touring Route.
- NRT will work collaboratively with Local Government and Shires (as well as State Government) on other government grant applications where they are consistent with the business, development or marketing objectives of NRT.

6.4.3 Fee for Service Activity

As the peak tourism body for Northern Rivers, NRT is uniquely placed to access and provide a range of services to industry stakeholders. Consistent with its business objective of increasing revenues, this is to be operated on a fee for service basis where an acceptable return has been deemed feasible. Areas of expertise include public relations, online marketing, product representation and destination marketing and tourism management.

6.4.4 Lobbying and Advocacy

Utilising the expertise and contacts of its Board and CEO, NRT will engage all levels of government, industry bodies, the media and the community to advance the interests of the region's tourism industry consistent with NRT's vision and mission statements.

This strategy will support the objective of increasing revenues for the organisation and assist in achieving the more general corporate objective of establishing NRT as the region's effective peak industry body.

NRT has an established and ongoing strategic partnership with TNSW that is fundamentally important to NRT. In addition NRT also has established relationships with NOROC, LG and Shires, State and Federal MPs through the Disaster Relief Submission and will continue to strengthen these relationships through effective and regular communications.

6.4.5 Strategic Partnerships

Successful organisations work with partners for mutual benefit. NRT currently under-utilises its status as the region's tourism authority and lacks alliances with other influential private and public sector partners.

NRT prioritises development where synergies are evident and is building a suite of 'corporate partnership packages' to pitch to a range of partners. Subsequent alliances and partnerships will be designed to generate revenue, use collective resources more efficiently and/or improve NRT's profile and access to other industry sectors.

Potential partners include:

- Local Government and Shires.
- Regional Airports.
- Airlines.
- Other peak industry bodies (Federal/State Regional Development Agencies, NOROC, Arts Northern Rivers, NSW National Parks, Events NSW, Australian Macadamia Society, and associations or corporations representing industries aligned with tourism including restaurants and catering, hospitality, major events, food and beverage production, and community events.)
- Southern Cross University, TAFE NSW, Language Schools and other education institutions
- Suppliers to industry (e.g. legal, telecommunications, photography, retailers, fuel and energy suppliers).
- Other RTOs.
- Property Developers.
- An "A Team" of tourism operators with demonstrable commitment to all of region promotion.

The benefits to private and public sector partners would be stratified according to contribution with benefits including:

- Invitations to Ministerial, VIP and Industry networking functions.
- Representation on industry reference groups.
- Sponsorship opportunities.
- Corporate logo on all NRT corporate communications.

- Website links.
- Inclusion of partner news in NRT industry and member communications.
- First right of refusal in all cooperative marketing opportunities.
- First right of refusal in all media and trade familiarisations.
- Corporate signage at NRT forums, functions, workshops and seminars.
- Public acknowledgement at NRT forums, functions, workshops and seminars.
- Access to NRT imagery, destination collateral and corporate logo.
- Complimentary advertising/editorial in NRT corporate collateral.

6.4.6 Cooperative Marketing Projects and Industry Development Forums

NRT adopts defined project management principles in the delivery of strategies to achieve its development and marketing objectives. Where NRT provides access to cooperative marketing campaigns, promotional opportunities and professional skills development forums, it will implement a project management fee for its role in facilitating such services.

This fee will reflect the costs involved in project management as well as a margin to enable NRT to continue its capacity to deliver such services

6.4.7 Internship Program

Northern Rivers Tourism has held discussions with the Internships Office at Southern Cross University with a view to securing an internship placement to work on agreed projects to mutual benefit.

7.0 MARKETING & DEMAND BUILDING

All objectives, including those developed for Marketing, must be measurable and achievable. Given the role of NRT as a facilitator of marketing opportunities for its stakeholders, its marketing objectives relate to the level of stakeholder engagement in its projects, the commercial return on investment made by NRT and its stakeholders and the positioning of the Northern Rivers as a destination relative to its competitors.

7.1 Marketing & Demand Building Objectives

In accordance with the foregoing, NRT's marketing objectives are to:

- Increase industry participation in NRT initiated projects.
- Increase awareness of Northern Rivers destinations, products, experiences, cultures and events.
- Increase Northern Rivers share of visitors and visitor nights (against national and state shares).

7.2 Marketing & Demand Building Strategies

The strategies adopted in pursuit of the agreed objectives must be capable of implementation with available resources and selected/prioritised on a basis of greatest progress towards the objective for each dollar invested.

- Competitively differentiate the Northern Rivers based on its strengths.
- Incorporate these strengths into an integrated plan of marketing communications targeting domestic and international markets.
- Establish and/or build profile in targeted, distribution channels and markets.
- Facilitate or coordinate cooperative tactical marketing opportunities for industry.
- Interpret and package marketing intelligence for industry members and strategic partners.

7.3 Target Markets

In defining NRT's target market(s) its industry and consumer audiences need to be distinguished:

Industry

Northern Rivers Tourism exists to facilitate authentic and diverse tourism experiences for a sustainable future for the regional community. While this means a responsibility to deliver to the regional community, it does this primarily by working with the region's tourism industry. As such NRT's target audience is firstly Northern Rivers tourism industry operators.

Consumer

There are many market segments that Northern Rivers Tourism can choose to focus on. These can be defined geographically, demographically, by purpose or type of travel, or by other more complex (e.g. socio-psychographic and attitudinal) definitions. Prioritisation of these markets is made in the context of available resources to communicate regularly and effectively with those audiences, and global and industry trends that point to opportunities to generate greater return on investment through the targeting.

Geographic Location

- International
- Domestic

Duration

- Day trip
- Overnight

Purpose of Travel

- Business
- Visiting Friends and Relatives
- Conference, Meeting, Exhibition or Incentive
- Leisure holiday
- Working Holiday Makers
- Education
- Employment
- Other

Type of Travel

- FIT (includes Fly-Drive, Touring by Car (self-drive), backpacking, touring, rail, caravanning and motor-home, Short/weekend breaks, day touring)
- Group Travel (seniors, package group series, school groups)

Niche/Special Interest Travel

- Sporting Events
- Arts and Cultural Events and Experiences
- Festivals
- Nature-based
- Adventure
- Honeymoon/Wedding
- Romance
- Agricultural Tourism
- Gay/Lesbian
- Health/Medical Tourism
- Spiritual
- Pampering
- Cycle Tourism
- Farm tourism
- Technical/education tourism

Clearly however, NRT is not resourced to target all of these segments effectively.

Based on analysis of its strengths, weaknesses, opportunities and threats, NRT's marketing strategy will emphasise development and promotion of its competitive strengths to niche markets. In other words, "purpose of travel" categories other than exclusively leisure and holiday visitation are identified according to their potential to generate the best return on investment from a social, economic and environmental perspective. The region's depth of cultural events, the slow food movement, regional market culture, natural beauty, creative industries and education opportunities are key messages in the destination marketing strategy of NRT.

On current analysis, NRT will allocate resources to targeting the following market segments:

- Domestic leisure and VFR visitors from key source markets of QLD, Regional NSW, Sydney and Melbourne most closely fitting the Experience Seeker audience identified by Tourism Australia
- International leisure and VFR visitors from New Zealand, the United Kingdom and Europe, North America and Canada most closely fitting the Experience Seeker audience identified by Tourism Australia
- Domestic and international education travellers from SE Asia, Japan, Canada and Continental Europe most closely fitting the Experience Seeker audience identified by Tourism Australia
- Business travellers within 3-4 hours of the region.

7.4 Using Marketing Insights

Northern Rivers Tourism and its partners have access to a wide range of insights and research that can inform marketing planning. These include;

- International, National and Destination Visitor Surveys
- Other Tourism Research Australia research reports
- Tourism NSW research reports
- Local Government research reports
- Australian Regional Tourism Research Centre Reports
- NRRDB research reports
- NRACC research reports
- Independent research reports
- Visitor Information Centre Surveys and reports

Northern Rivers Tourism proposes consolidating, interpreting and packaging these resources for the benefit of the tourism industry. The value in interpreting and presenting this research for tourism industry operators will be manifest in its availability exclusively to NRT members via regular newsletters.

7.5 Marketing Growth Strategies

In a marketing context, NRT aims to increase its penetration of existing markets (trade and consumer). Specific growth strategies proposed are both trade and consumer facing:

7.5.1 Trade Marketing Growth Strategies

- Increase penetration of wholesale and online distribution channels through trade events, distribution agreements and familiarisations
- Stimulate investment in tourism development and marketing amongst stakeholders and strategic partners.
- Increase industry participation in NRT-initiated projects

All of these strategies require close cooperation with federal, state and local tourism organisations to be implemented effectively.

7.5.2 Consumer Marketing Growth Strategies

- Use public relations (media famils, media relations, destination content development) to build credible editorial content about Northern Rivers destinations, products, events and experiences.
- Lever tourism NSW regional marketing plans to highlight Northern Rivers and provide conversion opportunities for industry.
- implement website development and employ cost effective traffic generation methods.
- Explore power of social networking sites to harness user-generated content about Northern Rivers NSW.
- Lever aviation and tourism industry developments to raise awareness of destinations, products, events and experiences within the region.
- Develop partnerships between tourism industry and event promoters to create packages and accommodation allocations etc.
- Develop or make use of existing collateral for trade events and other trade marketing on a cash-flow positive basis.
- Identify resource-effective ways to grow share in niche/special interest market segments.

7.6 Competitive Advantage

In a marketing context, NRT must make use of its partnerships and alliances to compete effectively and meet its objective of increasing its share of visitors and visitor nights. It must also identify its competitive advantages relative to other RTO and tourism organisations. These include:

- Relatively concentrated geographic area with proximity to high proportion of national population.
- Year round tourism climate.
- Distinct 'product' quality.
- Depth of cultural events.
- World Heritage-listed natural assets.
- Marine Reserves.
- Regional market culture.
- Biodiversity of natural assets.
- Sustainable creative industries.
- Prominence of organic food production (the slow food movement).
- Prominence of educational institutions and respect for academic excellence.
- Research progress into renewable energies and environmental science

The last point is especially notable. While other destinations share many of these strengths, NRT has competitive advantages in the biodiversity of its natural assets coupled with a high awareness amongst the community of the growing importance of sustainability.

Combined with its year round tourism climate, enlightened development principles, and proximity and appeal to a demographic market growing in size and affluence, Northern Rivers has a significant opportunity to become one of Australia's **top three demonstrably sustainable holiday destinations**.

While the sensitivities of disproportionate focus on specific destinations within the region are acknowledged, Northern Rivers must utilise its assets where there are opportunities to do so. For example, destinations with high international and domestic awareness like Byron Bay should be used to the region's advantage, provided it is done in a way that is relevant to the activity, contributes to meeting objectives and is coupled with initiatives that encourage dispersal and highlight other regional highlights.

7.7 Experiences Framework

This table articulates regional strengths as experiences for the traveller. These experiences are the framework through which NRT will promote the region to target markets and subsequently distinguish its competitive advantage.

Nature & Wilderness	Market Culture	Beach Lifestyle	Arts, Events and Creative Industries	Health & Wellbeing	Regional Food
<p>Northern Rivers NSW is the place to commune with nature. The lush semi-tropical rainforests rolling gently towards the coast and west to the tablelands grow out of rich volcanic soil. The topography is defined by three mighty rivers carving their inexorable path to the sea.</p>	<p>The Northern Rivers is the birthplace of the weekend market culture. Artisans and producers from around the region commune at country markets held in various towns and villages every weekend.</p>	<p>The 300km coastline of white sandy, often deserted beaches, wide arcing bays and majestic headlands have given rise to the iconic surf and beach culture that have drawn residents and visitors to the region for decades. A labyrinth of waterways throughout the region's hinterland complements the coastal assets.</p>	<p>The Northern Rivers is a culturally diverse and creative region that has the highest concentration of artists and creative industries workers outside the capital cities. This characteristic is a defining feature of the destination appeal, and manifests itself through the rich and evolving range of cultural, social, entertainment events in the region</p>	<p>Health of mind, body and spirit are motivations of many who choose to call the Northern Rivers home. The region has an enormous range of health and wellbeing experiences; numerous modes of alternative healing therapies, luxurious spas and countless ways to interact with and experience nature.</p>	<p>The sub-tropical climate and fertile volcanic soil of the Northern Rivers gives rise to an abundance of small scale agriculture and produce from dairy, seafood and tropical fruit to tea, coffee, pecan and macadamia. There is an emphasis on quality cuisine using local and organic ingredients that blend well with the cosmopolitan ambience and local cuisine of many of the towns and villages.</p>

8.0 INDUSTRY, DESTINATION & PROFESSIONAL DEVELOPMENT

8.1 *Industry, Destination & Professional Development Objectives*

In accordance with the foregoing, NRT's Industry, Destination & Professional Objectives are to:

- Improve tourism skills and professionalism amongst members and industry.
- Facilitate sustainable tourism infrastructure and experiences for the region.

8.2 *Industry, Destination & Professional Development Strategies*

NRT intends to achieve its Objectives in this area by implementation of the following strategies:

- Facilitate/Coordinate professional development and events for members and industry.
- Distribute timely and relevant communications to members, industry and stakeholders.
- Interpret and communicate marketing intelligence for industry.
- Leverage public and private sector partnerships to provide input to tourism infrastructure and product development projects.
- Provide advocacy for greater private and public sector investment in tourism.
- Conduct ongoing audit of the region's tourism products and experiences.

8.3 *Industry Development*

NRT will act as a conduit to advance the standing and appreciation of the tourism industry and as an agent for promotion of the industry to stakeholders in its region.

8.4 *Destination Development*

NRT will be alert to opportunities to promote the Northern Rivers destination and its constituent attractions for sustainable investment and/or development and seek to take advantage of selected opportunities for the benefit of stakeholders.

8.5 *Professional Development*

NRT will endeavour to facilitate training and development interventions (as perceived by NRT and as requested by stakeholders) that advance the professional capability of stakeholders as individuals, organisations and operators in the Northern Rivers region.

9.0 IMPLEMENTATION, MONITORING & MANAGEMENT

Operational implementation of the rolling three year Strategic Plan will be via the annual NRT Tourism Development Marketing Action Plan (TDMAP) formerly known as the NRT Business Plan. The change of name and revised format represent a proactive move by NRT to incorporate the reporting needs required by its Deed of Agreement with TNSW (on which NRT funding from TNSW is based) into a document that has genuine operational currency.

To further aid efficient administration and to assist in the clarity of effective performance management, the Board of NRT will consider aligning the NRT Financial Year (July – June) with the Calendar Year (January – December). If adopted this change will be introduced during 2009 therefore this document is to some extent transitional. The change will align the NRT Financial Year with the TNSW funding year and the DOA between NRT and TNSW.

The NRT TDMAP will be based on the Objectives and Strategies developed and adopted in the NRT Strategic Plan. The NRT TDMAP will identify “Core Components” and related, carefully selected projects and activities within each of the Key Performance Areas for which Objectives and Strategies have been developed :

1. Business & Capacity Building.
2. Marketing & Demand Building.
3. Industry, Destination & Professional Development.

9.1 Budget Allocation

Each year the Executive Officer will allocate expenditure and where appropriate, attribute forecast revenue, to each project/activity included in the NRT TDMAP. Thus the TDMAP will be the basis of the Annual NRT Budget and both documents will be submitted jointly for NRT Board approval in November each year in accordance with the annual cycle depicted in Section 2.5 (see Page 10).

It should be borne in mind that Capacity Building funding from TNSW is essentially of a transitional nature to assist in building the capability of the organisation within specified timeframes over the duration of the DOA. Although these timeframes cannot be exceeded there is no reason why NRT cannot plan to achieve the related KPI targets sooner rather than later. For this reason it is unlikely that Capacity Building expenditure will be spread evenly over the duration of the DOA.

NRT has decided to be an early adopter of the changes required, hence a greater expenditure of capacity building funds will be incurred during the early years of this Strategic Plan.

Demand Building funds from TNSW are made available on a dollar matching basis and whilst it will always be the aspiration of NRT to utilise the full extent of Demand Building funds available, this may not always be possible and logically will be more likely as NRT membership grows and its capacity as an organisation increases.

The following table provides an indication of the forecast financial performance of NRT over the period of this NRT Strategic Plan.

**Northern Rivers Tourism Forecast Financial Performance (\$)
January 2009 – December 2011
(Calendar Years)**

	2009*	2010	2011
General Revenue			
Memberships	30,000	50,000	180,000
Corporate Sponsorship	15,000	45,000	45,000
LGA/Industry Demand Bldg	138,000	138,000	600,000
Other Non-Grant	56,000	85,000	85,000
<i>General Revenue Sub-Total</i>	239,000	318,000	910,000
Grants/Funding			
Demand Building	138,000	138,000	600,000
Capacity Building	170,000	198,000	29,000
Flood Recovery	188,000	0	0
Symposium	51,000	16,000	20,000
Other	74,000	0	0
<i>Grants/Funding Sub-Total</i>	621,000	352,000	649,000
Total Revenue	860,000	670,000	1,559,000
Total Costs	832,000	641,000	1,450,000
Surplus (Loss)	28,000	29,000	109,000
Employees (FTE)	1	2	2

* Transitional year - NRT financial year altered to align with calendar year.

9.2 Performance Management

The NRT TDMAP will incorporate Key Performance Indicators (KPIs) with associated reporting requirements and targets. Performance management will be effected by the nature and content of bi-monthly reporting to the NRT Board, underpinned by adherence to the reporting requirements of the Deed of Agreement between NRT and TNSW.

It is expected that all of the foregoing will be integrated into a personal performance management system linked to the employment contract of the Chief Executive Officer.

9.3 Evaluation, Review & Update

Formal review of the NRT Strategic Plan and its update to cover a three year period will take place annually with an interim review at six months or less if deemed necessary.

The NRT Strategic Plan will be re-issued every year, according to the Planning Cycle depicted in Section 2.5 of this document (Page 10).

Glossary of Terms & Abbreviations

A genuine attempt has been made to write the NRT Strategic Plan and the NRT Tourism Development & Marketing Action Plan in plain English and an easy to read style. Inevitably a degree of familiarity and/or limited space can result in the use of jargon and abbreviated terms and the following glossary is an attempt to address this issue.

ACC	-	<i>Area Consultative Committee – same as NRACC</i>
AGM	-	<i>Annual General Meeting</i>
ASIC	-	<i>Australian Securities & Investments Commission</i>
ATDP	-	<i>Australian Tourism Development Program</i>
ATDW	-	<i>Australian Tourism Data Warehouse</i>
ATE	-	<i>Australian Tourism Exchange</i>
ATEC	-	<i>Australian Tourism Export Council</i>
CEO	-	<i>Chief Executive Officer</i>
DOA	-	<i>Deed of Agreement</i>
DSRD	-	<i>Department of State & Regional Development</i>
Famil(s)	-	<i>Familiarity visit(s)</i>
FORTO	-	<i>Forum of Regional Tourism Organisations</i>
ITO	-	<i>Inbound Tour Operator</i>
KPA	-	<i>Key Performance Area</i>
KPI	-	<i>Key Performance Indicator</i>
LGA	-	<i>Local Government Authority</i>
LTA	-	<i>Local Tourism Association</i>
MNCRTO	-	<i>Mid North Coast Regional Tourism Organisation</i>
NLSC	-	<i>National Landscapes Steering Committee</i>
NOROC	-	<i>Northern Organisation Region of Councils</i>
NR	-	<i>Northern Rivers</i>
NRACC	-	<i>Northern Rivers Area Consultative Committee same as ACC</i>
NRRDB	-	<i>Northern Rivers Regional Development Board</i>
NRT	-	<i>Northern Rivers Tourism</i>
OFT	-	<i>Office of Fair Trading</i>
PCTR	-	<i>Pacific Coast Touring Route</i>
RDA	-	<i>Regional Development Agency</i>
RFW	-	<i>Rainforest Way</i>
RTO	-	<i>Regional Tourism Organisation</i>
SWOT	-	<i>Strengths, Weaknesses, Opportunities & Threats Analysis</i>
TA	-	<i>Tourism Australia</i>
TDMAP	-	<i>Tourism Development & Marketing Action Plan</i>
TNSW	-	<i>Tourism New South Wales</i>
TQUAL	-	<i>Tourism Quality Program (Ausindustry)</i>
UNESCO	-	<i>United Nations Educational Scientific & Cultural Organisation</i>
VFR	-	<i>Visiting Friends & Relatives</i>
VIC	-	<i>Visitor Information Centre</i>
VIP	-	<i>Visitor Information Program</i>