
1. Executive summary

Industry structure and desktop review

Topic	Summary observations
<p>Industry structure</p>	<p>Regional tourism industry and stakeholders</p> <ul style="list-style-type: none"> • The regional tourism industry stakeholder group of entities comprises Tourism Tasmania, 3 RTAs, 5 ZMGs, 29 LGAs, 21 centres in the TVIN, 28 LTAs – a total of 86 organisation over 5 'layers'. In addition, there is the TICT and are a number of Sector Associations representing groups of like-operators • Tasmanian tourism operators are characterised by a large number of small operators. Over 2/3 of the operators have 5 beds or less or are small tour operators, which increases the challenge of connecting this many stakeholders in the network • Our initial 'mapping' of this current structure indicates there may be areas of overlap and some gaps in the coverage of Tasmania
<p>Other reviews of regional tourism</p>	<p>Other reviews of regional tourism in Australia</p> <ul style="list-style-type: none"> • Over the last 5 years, reviews and reforms of regional tourism models/ structures have occurred in Victoria, Queensland and Western Australia • Directions/ themes that appear to have been common to these three reviews have been <ul style="list-style-type: none"> - Reduce the number of layers in governance - Determine regional tourism related <u>infrastructure and product development</u> spending requirements - Improve tourism <u>industry skills</u> - Deliver consistent <u>communications</u> from the State Government to industry <p>Earlier Tasmanian reviews of regional tourism</p> <ul style="list-style-type: none"> • Regional tourism in Tasmania has been the subject of seven reviews over the last twenty years • <u>Clarifying roles and funding</u> has been an ongoing challenge, giving rise to periodic formal reviews • The need for <u>clarifying the purpose and roles</u> of the RTAs in particular, within the model has been a common theme <p>New Zealand review of RTOs</p> <ul style="list-style-type: none"> • A review of RTOs in New Zealand The New Zealand review of RTOs concluded that opportunities for improvement could come from: <ul style="list-style-type: none"> - <u>improved role clarity</u> - advocating to stakeholders the value of tourism - introducing agreements between LGAs and RTOs to <u>define relationships and duties</u> - Improving tourism <u>industry skills</u> • There is no one single structure that will work in all regions as every region has features that another may not possess.

Topic	Summary observations
Survey summary	<p>Roles and functions</p> <ul style="list-style-type: none"> • The survey returns indicated that marketing and promotional activities are undertaken by the greatest number of respondents, followed by communication/ networking • Functions undertaken by the lowest number of respondents were <u>skill development and infrastructure projects</u> • Other functions undertaken by respondents were tourism strategy development, visitor information services and tourism product development • In terms of qualitative data, respondents pointed to issues with <u>skill development</u>. <u>Communication/ networking</u> with industry and <u>marketing/ promotional</u> activities were regarded as functions that are both working well and need improvement as a result of role uncertainty <p>Funding arrangements</p> <ul style="list-style-type: none"> • There are a number of common funding arrangements in place, but there is a wide range of unique, local funding flows between stakeholders within the structure that results in a complex map of fund flows within the current approach to regional tourism. • The survey returns indicated that the quantum of funding in the current regional tourism system may range between \$7M and \$29M, indicating there is a significant pool of resources that should be managed in a coordinated manner to deliver improved regional tourism outcomes • In terms of qualitative data, respondents pointed to issues relating to the funding model, which is often project based, and the adequacy of funding. Respondents noted that some cooperative funding arrangements are working well. <p>Human resources</p> <ul style="list-style-type: none"> • The survey returns indicated a total of 65 permanent staff are employed in regional tourism, mostly in the LGAs and TVINs. When extrapolated, there may be in excess of 250 employees directly involved in regional tourism. • The survey returns indicated approximately 450 volunteers are utilised, mostly in the TVIN's and LTAs. When extrapolated, there may be in excess of 1,500 volunteers. • In terms of qualitative data, respondents pointed to the need for additional resources. Volunteerism and resource flexibility were seen as factors that are working well. • Respondents indicated that relationships with Tourism Tasmania, RTAs and ZMGs needed the greatest improvement.

Emerging conclusions and a suggested way forward

Topic	Summary observations
Emerging conclusions	<p>Roles and responsibilities</p> <ul style="list-style-type: none"> ● We have used a simplified Destination Management model as the theoretical framework to provide the functions needed within regional tourism ● Our mapping would allow us to conclude the <u>need for improved role clarity</u> ● There is the <u>risk of overlap/ duplication</u> in some areas where many stakeholder groups undertake tasks in these functions (see this as their role) to a partial or significant extent <ul style="list-style-type: none"> - promotional/ marketing activities - communication/ network ● There may be <u>gaps</u> in some areas where relatively few stakeholder groups undertake tasks in these functions (see this as their role) to any significant extent <ul style="list-style-type: none"> - infrastructure development - product development - skill development ● <u>These gaps also emerged in the analysis of regional tourism reviews undertaken in other States</u> <p>Funding arrangements</p> <ul style="list-style-type: none"> ● The administration and performance monitoring of the current funding arrangements in regional tourism would consume resources ● The relatively small quantum of funds involved in each agreement may not be sufficient to make material differences and secure leverage over performance ● There may be an argument for providing greater levels of funding to a fewer number of well resourced participants

Key elements of the way forward

Topic	Summary observations
<p>Key elements of the way forward</p>	<ol style="list-style-type: none"> 1. Pursue structural reform to reduce the number of organisations involved in delivering regional and local tourism services throughout Tasmania in order to remove duplication, improve efficiency and achieve some economies from scale 2. Review boundaries/ borders involving RTAs, ZMGs, LTAs, touring routes and Local Government since overlap and uncertainty around these jurisdictions these can be an impediment to collaboration 3. Revisit regional tourism funding arrangements with a view to aggregating larger pools of funds to a lesser number of effective and well resourced entities 4. Implement effective funding agreements with appropriate performance measures to leverage accountability and stakeholder commitment 5. Embrace and promulgate the Destination Management Framework as a model that captures the functions needed to manage, develop and market regional tourism 6. Continue to clarify roles and responsibilities for the key functions as set out in the Destination Management Framework with a focus on: <ul style="list-style-type: none"> - reducing duplication in marketing/ promotion and communication/ networking - building capacity and funding in infrastructure development, product and experience development and workforce and skill development 7. Recognise that while clarity around roles and responsibilities is required, differing capacity and organisational structures will mean that flexibility in the final model is required across Tasmania 8. Revisit the existing model for the provision of on the ground visitor information in light of the impact of digital information applications 9. Identify streamlined membership models within the various stakeholder groups that offer value to industry members and create connections between the organisations 10. Empower Tourism Tasmania to provide leadership and make the necessary reforms, notwithstanding the need for some level of positive engagement with constituent organisations in the decision making process 11. Develop more structured and consistent two-way communications within the industry with Tourism Tasmania at the centre of that network