

# NORFOLK ISLAND TOURIST BUREAU

*Destination Management - Norfolk Island Tourism - Visitors Information Centre*

Taylors Rd. - P.O Box 211 - Norfolk Island - 2899 – Australia - South Pacific

Ph +6723 23310 fx +6723 22708 E.info@nigtb.gov.nf www.norfolkisland.com.au www.facebook.com/NorfolkIslandTourism

## FACT SHEET

### Norfolk Island Tourism Strategic Plan 2013-23

#### Background

In Mid-2011, the Norfolk Island Government Tourist Bureau (NIGTB) advisory Board was asked, by the then NIG Tourism Minister, to deliver a replacement to the *2007 Five Year Tourism Strategy*. This process started with a review of the *2007 Five Year Tourism Strategy* completed in Feb 2012.

The review found that the Industry needed a replacement plan however the overall plan needed;

- A general Tourism Vision, Guiding principles, Strategic Themes
- An understanding that the NIGTB was not entirely responsible for the success, or failings, of the plan as the NIGTB did not have the responsibility or the ability to influence many of the outcomes.
- Ownership and commitment from all Private and Public sectors/Organisations/Industry Bodies.
- Leadership from Government (Tourism Minister)
- Linkages to the Australian Government Tourism 2020 Plan

From this it was determined that;

- The NIGTB would take the role of developing the plan
- Overall community and stakeholder consultation would provide the Vision, principles and Strategic themes
- A planning structure that provided opportunities for stakeholder commitments be developed
- A reporting structure that recognised Government as the driver of the Strategy be developed
- Identification of the role of the NIGTB in relation to all stakeholders be developed.

#### ORIGINAL PLAN STRUCTURE:



#### ORIGINAL REPORTING STRUCTURE:



The Planning structure sought to provide opportunity for Private and public sectors to make appropriate connections and commitments in their planning processes to the Tourism Strategic Plan.

This reporting structure provided the Minister for Tourism to report Tourism Plan outcomes on an annual basis and drive overall commitment to the Plan

**Development Process:** The process of the development of the plan included consultation with all stakeholders through various engagement processes, by the Minister, the NIGTB advisory Board and the GM including public forums, Industry meetings, and community representation.

The Draft Strategic Plan was delivered in October 2013, the Final Plan was endorsed by Government in November 2013

**Changes:** During the process of development it was determined that;

- Stakeholder understanding of a Strategic Plan and the role these plans play in business/operations was very low
- After seven years of Tourism decline the industry was distressed, focused immediate growth in Visitor numbers and engagement in strategic initiatives was low priority.
- The Industry considered it the role of the NIGTB to ‘own’ the Strategic plan and it should focus on what the NIGTB can do and not industry.
- It was not possible to get any organisation to provide input via annual action plans or similar.

**Result:** The view was taken that the NIGTB would provide a leadership role in;

- Establishing how Strategic plans connect to organisation Business plans and operational plans in Planning Structure. It was planned that this approach would provide an education process over time to both the Private and Public Sectors on both how to use the plan and how to input into the future direction of Tourism.

**Current NIGTB Planning structure:**



- Providing an Overview of organisations, departments & bodies that played major roles in the Strategic Plan to promote that the groups develop and submit their own action plans, deliverables and measurements to ensure roles and responsibilities are understood and the Strategy achieves a ‘whole of community’ approach.
- Assign key areas as portfolios for the NIGTB Advisory Board to enable the Board to build stronger connections in an effort to drive this initiative.

<p>Page 29 Norfolk Island Strategic Tourism Plan 2013-2023:</p>	<b>NIGTB Advisory Board Membership</b>
	<b>Community organisations - Mike Perkins</b>
	<b>Environment – Peter Barney</b>
	<b>Heritage &amp; Culture – Anita French</b>
	<b>Industry – Sandy Petit (NICOC) / Rael Donde (ATA)</b>
	<b>Government – David Porter</b>

- Inserting an Overview of the NIGTB Action Plans, Deliverables and Measurement for 2013-2015 into the Strategic Plan to provide a simple template for stakeholders to look at to provide their own input.

7 Overview of the NIGTB Action Plans, Deliverables and Measurement for 2013-2015

Objectives	Key Activities	Deliverables	Measurement
<p>Develop a strategic vision, mission statement and values for the NIGTB</p> <p>Develop a strategic plan for the NIGTB</p> <p>Develop a business plan for the NIGTB</p> <p>Develop a marketing plan for the NIGTB</p> <p>Develop a financial plan for the NIGTB</p> <p>Develop a human resources plan for the NIGTB</p> <p>Develop a risk management plan for the NIGTB</p> <p>Develop a sustainability plan for the NIGTB</p>	<p>Conduct a strategic vision, mission statement and values workshop</p> <p>Conduct a strategic plan workshop</p> <p>Conduct a business plan workshop</p> <p>Conduct a marketing plan workshop</p> <p>Conduct a financial plan workshop</p> <p>Conduct a human resources plan workshop</p> <p>Conduct a risk management plan workshop</p> <p>Conduct a sustainability plan workshop</p>	<p>Strategic vision, mission statement and values</p> <p>Strategic plan</p> <p>Business plan</p> <p>Marketing plan</p> <p>Financial plan</p> <p>Human resources plan</p> <p>Risk management plan</p> <p>Sustainability plan</p>	<p>Strategic vision, mission statement and values</p> <p>Strategic plan</p> <p>Business plan</p> <p>Marketing plan</p> <p>Financial plan</p> <p>Human resources plan</p> <p>Risk management plan</p> <p>Sustainability plan</p>

NORFOLK ISLAND TOURISM STRATEGIC PLAN 2013 - 2023  
A plan to guide the tourism sector towards a sustainable and profitable future in the Norfolk Island tourism industry

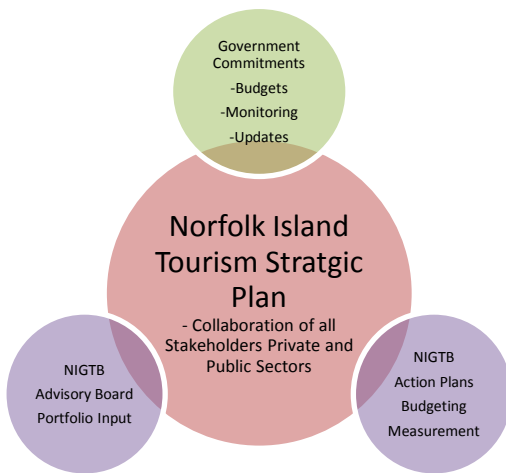
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Current Status (Sep 2015).

Since the adoption of the Strategic Plan the following have had an impact

- Commonwealth Funding Agreements
- Joint Standing Committee report on the National Capital and External Territories inquiry into Economic
- Changes to the Norfolk Island Act
- The dissolving of the Norfolk Island Legislative Government structure

Current STRUCTURE:



Current REPORTING STRUCTURE:



Notes:

- Due to the larger governance issues evolving in 2015/16 the former Norfolk Island Government did not prioritise it's leadership role in the Communication or development of the Strategic Plan.
- Industry changes have seen the role of industry bodies diminish over the past few years however the intent of industry for the bodies to be involved is there.
- As the NIGTB is the only government body actively engaged with Industry the NIGTB is still been seen as having the sole responsibility of the Strategic Plan.
- The removal of the NIGTB Advisory Board has meant the NIGTB GM operational role has been prioritised.
- Due to the changes in Governance and the NIGTB Board a strategic focus in Government appears to have diminished.
- There has not been a review of the current Strategic Plan, due to uncertainty in future Government/governance arrangements, NIGTB organisation structure, funding, airline services and impacts of Taxation and compliance changes provide for a difficult environment to establish recommendations.