



Strategic Plan

2014 - 2018



SAVANNAH WAY | RAVENSHOE | INNOT HOT SPRINGS | MT GARNET
MILLAA MILLAA | MALANDA | YUNGABURRA | HERBERTON | IRVINEBANK | ATHERTON
TOLGA | MAREEBA | KURANDA | CHILLAGOE | CANECUTTER WAY

athertontablelands.com.au

Business Name: Atherton Tablelands Promotion Bureau Ltd
Trading Name: Tropical Tablelands Tourism
Business Structure: Company limited by guarantee
ABN: 50 010 684 241
ACN: 010 684 241
Address: PO Box 257, Atherton QLD 4883
Date Established: November 1999
Business Owners: Members

This document sets out the proposed strategic plan for Atherton Tablelands Promotion Bureau Limited, a company limited by guarantee, long established as the local tourism organization for the Atherton Tablelands region.

Document Control

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Mission Statement

The role of Tropical Tablelands Tourism (TTT) is to support, promote, facilitate, and encourage development of, a professional regional integrated and successful Tourism Industry for the economic benefit of members and the Atherton Tablelands community.

1.0 Introduction

Tourism has been a part of the economy for a long time Tourism is the second largest economic driver to the Atherton Tablelands. This is due to the region's scenic mountains, rainforest, lakes and waterfalls, its natural, geological and mining history, uniquely combined with outback landscapes to the west.

It is now being further developed as part of the process of diversification. This has been driven in part by declines in traditional Tablelands industries. (eg. Establishment of the Wet Tropics World Heritage and the consequent loss of the timber industry, decline in the Tobacco industry, the failure of alternative cropping such as tea tree plantations, and dairy deregulation), and accelerated by the impact of increased tourism market focus and visitation to Cairns and the broader Tropical North Queensland region. The potential centres on its attraction in other Queensland markets, and its proximity to Cairns with its 2.2 million visitors, and the range of scenic attractions quite different to the coastal strip.

The region is seen as the gateway to Cape York. It is part of the Savannah Way and the Great Tropical Drive has numerous drive experiences that flow through the entire area. These drive routes appeal to both Domestic and International visitation because of the diversity of landscapes across the whole region.

The Atherton Tablelands Tourism Profile produced by Tourism and Events Queensland, outlines the following visitor statistics sourced from national annual surveys of travelers and averaged over a four year period (2009 – 2012):

Overview	Atherton Tablelands	QLD
Key Measures – domestic and international visitors		
Visitors (overnight and daytrip '000)	731	54,653
Nights ('000)	957	\$113,444
Spend (\$million)	\$227	\$20,164

Source: <http://teq.queensland.com/~media/8DA140F98B6543E588588030354770F3.ashx?la=en>

1.1 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Outstanding Natural Environment • Pristine area complemented by World Heritage Listed • Rainforests • Close proximity to Cairns and Port Douglas as a tourism Hub • Demonstrated tourism visitation to the area with an extremely high satisfaction level • Good access to the destination allowing access from Port Douglas, Cairns and then the Southern areas of Townsville • Easy to recognise core experiences • Growing engagement with traditional trade 	<ul style="list-style-type: none"> • Core experiences not promoted as the main draw card • Confusion on what the destination name is • Centralisation of visitor number in one area (Kuranda) with no real dispersal further in to the Tablelands • No real sustainable funding for the LTO • Better recognition from the area as to the role of TTT • Tourism not recognised as being a key industry on the Tablelands • Lack of Trade Ready product to maximise visitation • Lack of human resources to undertake activity • Definite peak and troughs of the Tourism Season • Visitation from Intra Region strongly geared towards weekends, where-as weekdays are very weak in terms of visitation • Virtual absence of credible research data or monitoring facilities. • Limited or no large scale multi-purpose accommodation facility
Opportunities	Threats
<ul style="list-style-type: none"> • Development of product wanting to engage with trade • Events on the Tablelands • Taste Paradise • Mountain Biking/Trekking destination development • Booking arrangements in Visitor Information Centres • Development of packages between product on the Atherton Tablelands to extend stay • Development of Unique Fauna as a unique selling point • To grow membership of organisation to produce results • Japanese Charters • Bird Watching • Event Tourism • Highlighted targeted markets • Partnerships with TRC, MRC and TTNQ • Development of Tourism Trails throughout the region • Military Tourism 	<ul style="list-style-type: none"> • Funding withdrawal by Key Stakeholders • Reducing membership • Lack of activity • Products not recognising how to grow tourism • Changing Customer needs and wants • Products not recognising that they are in tourism

1.2 Destination Overview

The area that is the Atherton Tablelands is located just one hour from the Tropical North's central hub of Cairns. The area is blessed with a multitude of natural attributes and a climate that is more moderate to that of the coastal strip.

The World Heritage Rainforests feature Queensland's two highest mountains Mt Bartle Frere and Mt Bellenden Ker together with the Misty Mountains walking trails invite visitors to immerse into this natural wonderland.

The Waterfall Circuit is known throughout Australia and around the world. Millaa Millaa Falls is one of the most photographed places in Australia, and is just one of many that are easily accessible for visitors.

The ancient forming of the land is on show with the stunning beauty of the Crater Lakes contrasting with the awe inspiring Lava Tubes at Undara.

For birdwatchers and lovers of wildlife, the Atherton Tablelands will delight with no less than 370 bird species to be found, many of them endemic to the region. The region is home to a healthy population of one of Australia most iconic wildlife mammals, the Platypus, as well as the Lumholz Tree Kangaroo which is unique to the Wet Tropics.

The Atherton Tablelands is also the final stopping off point before engaging two of Australia's most popular touring routes Cape York and The Savannah Way. During the months June through October the regions roads are full of travellers looking to see Australia's last frontiers.

Since settlement began on the Atherton Tablelands, the area has been known for it's rich and fertile soil and primary produce has flourished. Macadamia Nuts, Bananas, Sugar, Coffee, Tea, Mangos and avocado's are just a small selection of the produce that is grown and produced and sold on the Atherton Tablelands. It is the region's foodbowl and visitors are invited to immerse and indulge.

In recent years the area has become "the" destination for Mountain Bike Riding in the Tropical North. Highlighted by the world class Atherton Forest Mountain Bike Park and Davies Creek Mountain Bike Park, the area has a huge number of tracks for enthusiasts to experience and enjoy.

Kuranda - The Village in the Rainforest also adds to the creative fabric of the destination. Since the 1960's the village has been a hub for people looking to express themselves through arts, crafts and music. Kuranda has now evolved into one of the "must see and do" highlights of the entire Tropical North Queensland Region.

The Atherton Tablelands are also home to the largest ballooning operations in the Southern Hemisphere. On any given morning throughout the year, the crystal clear skies of the area are shared by the wonderful spectacle of hot air balloons drifting on the early morning breeze offering their passengers a spectacular view of the whole region.

Accommodation wise, the area is home to some of the regions most unique and award winning accommodation. Wilderness Retreats, B & B's, and Cottages abound with all of them showcasing the friendly hospitality that make the area one of the most popular getaways from Cairns and Townsville.

1.3 Operational Philosophy

Operational philosophy is therefore to establish partnerships, linkages and relationships, and to ensure all operational activities are primarily focused towards facilitation and leverage. Emphasis is on exerting influence, and “causing” desired outcomes to be achieved.

Primary partnerships and linkages will be with:

- Tourism Tropical North Queensland
- Mareeba Shire Council
- Tablelands Regional Council
- Visitor Information Centres
- Other local tourism organisations including Tourism Port Douglas; Tropical Coast Tourism (Cassowary Coast); Tourism Cape York; Cairns; Savannah Way Limited
- Other industry organisations including Tourism Kuranda; Chambers of Commerce

1.4 Market Review

Data from Tourism and Events Queensland from year ending December 2009 to December 2012 outlines a snapshot of visitation numbers and trends to the Atherton Tablelands.

- Domestic overnight visitors equate to 207,000 pax per year, 109,000 of which are holiday makers, 49,000 are visiting friends or relatives and 25,000 are on business.
- The vast majority are self-drive visitors (81%) and are mainly from intrastate (83%). 34% travel as an adult couple and 24% as a family group.
- Their average length of stay is three nights, and per night spend is an average of \$207 per person. Eating out at restaurants, general sight-seeing and bushwalking rank within their top five activities.
- Domestic day trippers equate to 501,000 pax per year, 255,000 of which are holiday makers, 167,000 are visiting friends or relatives and 34,000 are on business.
- They are typically Tropical North Queensland residents (99%), a large proportion of which are parents with young children, or older non-working visitors.
- Their per visitor spend is \$106. Eating out at restaurants, general sight seeing and visiting national or state parks rank within their top five activities.
- The disparity between overnight stays compared to day trips to the region is directly linked to the lack of accommodation on the Tablelands.
- International overnight visitors equate to 23,000 pax per year, 83% of which are holiday makers and 15% are visiting friends or relatives. Their average length of stay is 14.5 nights, and per night spend is \$134 per person. These figures are reflective of the high proportion of working holiday makers and backpackers in this market at present.
- International overnight visitors are mainly from Continental Europe (45%), North America (16%) and United Kingdom (14%), and like the domestic overnight market, are primarily self-driving to the region (80%). They are either travelling as an adult couple (41%) or alone (38%).
- Day tour and overnight coach operators are also an important source of both international and domestic business to the Atherton Tablelands, though these are not clearly reflected in the data provided by TEQ.

These patterns are largely in line with that seen by the whole of Tropical North Queensland - a strong domestic market with an increasing international market.

A very important statistic to note is the length of stay enjoyed by visitors from Europe. This allows them to disperse into more regional areas of TNQ and this remains one of the key reasons why TTT targets these markets.

What the figures relating to the region do not show is the amount of visitation that is bought in by both single day touring companies and also the extending touring coach companies. Figures tend to focus on the domestic/international self-drive FIT and it would be remiss of this document not to take into account the number of operators engaging with the Atherton Tablelands region.

These operators provides a consistent and ongoing amount of visitation to a significant amount of attractions and in some cases accommodation as well.

1.5 Target Markets

In line with the development of the new brand for Tropical North Queensland, a significant amount of work was undertaken to understand the type of traveller that would be undertaking a trip to Tropical North Queensland.

While there was no work undertaken for specific areas like the Atherton Tablelands, it is useful to note and understand the traveller that is being targeted and to align where appropriate marketing activity that best fits the region.

Target Market	Profile
Social Fun Seeker	<p>Social Fun-seekers make up 25% of the domestic holiday market. It's the second largest segment, with 3.75 million Australians.</p> <p>Social Fun-seekers look for lots of activity and plenty of people to share the fun with.</p> <p>They're always seeking new destinations, and will often look overseas.</p> <p>What they are looking for</p> <p>Accommodation</p> <ul style="list-style-type: none"> • luxury resort or hotel with pool and spa, day spa and health treatments • or moderate clean and comfortable accommodation • happy to save on accommodation so have money to spend on activities <p>Getting Around</p> <ul style="list-style-type: none"> • likely to drive to their holiday destination and consider the journey as part of the experience • once at their destination, prefer not to drive much <p>Dining</p> <ul style="list-style-type: none"> • chance for a break and to have someone else cook • seek casual, relaxed social occasions • enjoy new or local cuisine <p>Social Interaction</p> <ul style="list-style-type: none"> • more likely than other segments to travel with a group of friends • will also travel with partner or family • enjoy meeting and mixing with new people <p>Holiday Patterns</p> <ul style="list-style-type: none"> • open to package holidays • take annual short but indulgent breaks • travel overseas every few years • like to find a new holiday destination every year

Target Market	Profile
Connectors	<p>Connectors are by far the largest segment. It makes up 32% of the domestic holiday market, that's 4.8 million consumers.</p> <p>For Connectors, holidays are about bonding with family and friends. This segment is the most likely to holiday in their home state and drive to their destination.</p> <p>What they are looking for</p> <p>Accommodation</p> <ul style="list-style-type: none"> • Standard hotel room, self-contained house, apartment or holiday unit • must be clean, comfortable, child friendly with cooking facilities • the latest technological conveniences and day spas are not so important • a commitment to environment protection is valued <p>Getting Around</p> <ul style="list-style-type: none"> • More likely than other segments to drive to their destination • consider the journey as part of the experience • not averse to flying <p>Dining</p> <ul style="list-style-type: none"> • is about getting family/friends together to enjoy good food • taking a break and having someone else cook is more important than the venue <p>Social Interaction</p> <ul style="list-style-type: none"> • May travel with their partner only • more likely to travel with family • segment most likely to travel with family • happy to mix with others in passing <p>Holiday Patterns</p> <ul style="list-style-type: none"> • Holidays are built around family and friends • weekends away are rare, but couples look for a short break at least once a year without the kids.

From an international perspective, we need to look at conventional geographical market segments. These target markets is defined and have been determined over a number of years by wholesaler feedback, in market trips and general visitation to the region.

Target Market	Profile
UK and European visitors	<p>For the UK and European visitors, the target market centres very much around travellers self- driving into the region either with overnight stays or just as day touring out of the main centre of Cairns. The main draw cards are again the scenery, the waterfalls and the ability to see what they perceive as the real Australia.</p>
Japan	<p>The Japanese market is broken down into two target segments. Day Touring and Student Education. In the visitation section it is very obvious to see the number of Japanese operators coming into the region on a daily basis, while the Education market centres around the Japanese student is again a very well defined target market.</p>

2.0 Strategies

The Tropical North Queensland Destination Tourism Plan (DTP) was developed by Tropical North Queensland (TTNQ), the Regional Tourism Organization (RTO) for Tropical North Queensland (TNQ) and Tourism Events Queensland (TEQ) in consultation with all TNQ Local Tourism Organisations (LTO), Local Government and various key stakeholders.

The purpose of the TNQ Destination Tourism Plan (DTP) is to provide the definitive direction for tourism and events in TNQ towards 2020 by highlighting the resources required to create a sustainable and competitive tourism destination. Furthermore the plan identifies the key priorities that will facilitate this goal.

The DTP focusses on building, promoting and exposing the diversity of TNQ's five 'hero' experiences across the largest RTO region in Queensland. The focus of the strategies is to:

- Increase the number of overall visitors but with a particular focus on the low and shoulder seasons;
- Increase length of stay;
- Increase expenditure per visitor;
- Increase likelihood of repeat visitation;
- Distribute economic benefit across TNQ;
- Further develop and promote TNQ's five hero experiences.

Eight key strategic priority themes were identified in the DTP and the related strategies and actions required to achieve the 2020 growth targets. These Priority Themes proposed are:

TNQ DTP Priority Themes		
Building the Context	Primary Drivers	Enabling Drivers
Destination Image	Touring	Infrastructure & Product Investment
	Events	Digital Leadership
	Aviation	Quality Service & Innovation
		Partnerships & Building Delivery Capability

The Primary Drivers of growth will be led through Touring, Events and Aviation. These priorities will only be successful if sufficient focus is also provided on Building the Context (Destination Image) and the Enabling Drivers. These will be required to raise the profile and further develop the capacity of the region to achieve and sustain the growth targets.

Tropical North Queensland is a destination built on the draw of its one of a kind natural assets, lifestyle and culture and is home to five 'Hero Experiences'.

Hero Experiences	
TNQ	Atherton Tablelands
<ul style="list-style-type: none"> • Great Barrier Reef • The world's oldest tropical rainforest • Tropical lifestyle and culture • Adventures • Aboriginal and Torres Strait Islander People 	<ul style="list-style-type: none"> • Waterfall circuit including Rainforests • Food and Wine trails • Gateway to Savannah Way, Cape York • Natural and unique beauty • Birding and unique wildlife • Village atmosphere

2.1 Touring

DTP Priority Driver – The **goal** of the Touring Priority is to **increase expenditure from domestic and international visitors by investing in a whole of destination Touring Experience by increasing length of stay, maximising dispersal of the economic benefits across the region and repeat visitation**. The region has a number of existing touring routes and themed experiences can be further developed and expanded by investing in a whole of destination Touring Experience.

Strategies	Actions
Promote and expose the diversity of TNQ's Hero Experiences through an integrated TNQ Touring Development Strategy and Framework	Establish and engage the TNQ DTP Touring Development Group
	Audit existing touring routes, assets, infrastructure and products
	Identify target markets, priority customers and competitive environment
	Conduct Gap Analysis and Opportunity Identification
	Develop Brand Strategy and Experience Positioning
	Develop touring themes aligned with TNQ hero experiences
	Develop TNQ Touring Development Strategy and Framework
	Develop Infrastructure and Product Investment Plan
Develop TNQ Touring Marketing Strategy and Plan	

2.2 Events

DTP Priority Driver – The **goal** of the Events Priority is to **increase expenditure from domestic and international visitors by investing in an enlarged TNQ Events Program**. This will be achieved through attracting increased expenditure from domestic and international visitors during the shoulder season. In addition, to increase length of stay, maximise dispersal of the economic benefits across the region and attract repeat visitation.

Strategies	Actions
Grow shoulder visitation and destination dispersal through the attraction and promotion of sports, lifestyle and cultural events	Develop an integrated TNQ Events Attraction and Development Strategy and Plan
	Identify and support high potential existing events aligned with hero experiences
	Identify and build new events aligned with hero experiences and Touring Strategy
Grow low season visitation	Explore low season signature event opportunities
Increase visitation by attracting Business Incentive Groups, Meetings and Events	Invest in marketing to attract Business Incentive Groups from North Asia and USA
	Invest in a TNQ Seasonal Event Incentive Program
	Advocate growth of the TEQ Subvention program fund

2.3 Destination Marketing

DMP Priority Driver - The *goal* of the Destination Marketing is to **optimise economic benefit from domestic and international visitors through aggressive & sustained destination marketing to create a positive, distinctive and compelling destination image that can be leveraged by the TNQ tourism industry**

Strategies	Actions
Achieve growth through investment in shoulder seasons	Attract Business Meetings and Events from Melbourne, Sydney and Brisbane
	Promote the TNQ Events Portfolio with TNQ Touring to intra-region and SEQ
	Target Japan & China to attract visitation during fixed holiday periods that coincides with TNQ shoulder and low season
	Undertake partner marketing with the agriculture industry to attract working backpackers
Achieve growth through investment in repeat visitation	Promote the GBR Great Eight initiative
	Develop initiatives that encourage customer satisfaction and destination advocacy through visitors
Build and invest across a diversified and profitable portfolio of markets and customers	Grow fly and stay leisure visitation from Sydney, Melbourne and South East Qld
	Grow fly and stay leisure visitation from New Zealand
	Grow FIT leisure visitation from China and Japan
	Retain market share of leisure travellers from UK, France, Germany, Japan and USA
Showcase the range of TNQ Hero Experiences to increase dispersal of visitors throughout the region	Grow TNQ Touring participation from Fly and Stay visitors
	Attract Grey Nomads to TNQ
	Review the role of Drive North Queensland in the marketing of TNQ Touring

2.4 Infrastructure and Product Investment

DMP Priority Enabler – The **goal** of the Infrastructure and Product Investment Priority is to **secure investment in tourism product, infrastructure and interpretation that enables delivery of the TNQ DTP vision**. This needs to be achieved through protecting and enhancing the quality of TNQ’s natural assets, amplifying TNQ’s Hero Experiences and supporting the development of the Primary Drivers (Touring, Events & Aviation).

Strategies	Actions
Amplify TNQ Hero Experiences through Investment in Sustainable public infrastructure	Maintain and improve visitor access by investing in select roads, boardwalks, tracks, trails, signage & Rail
	Improve visitor experience by investing in select infrastructure e.g. camp sites, toilets, telecommunication, waste collection and general utilities
	Align public Infrastructure Investment Programs to support the proposed TNQ Events & Touring Strategies
	Leverage existing Local Government Sports Infrastructure Development Plans that aligns and supports target events
	Support implementation of the QPWS Regional Visitor Management Strategy to identify potential private sector investment locations
Stimulate private sector investment in tourism infrastructure, product development and interpretation	Increase private sector investment by aligning the TNQ Regional Investment Strategy with the needs of the TNQ DTP and supporting its implementation refer Partnerships and Capability
	Attract private sector investment by developing and promoting an investment portfolio to enhance the iconic Hero Experiences
	Identify opportunities to increase evening activities in major tourism hubs

2.5 Digital Leadership

DMP Priority Enabler - The **goal** of the Digital Leadership Priority is to **engage visitors through leading digital assets, content management creation and infrastructure enabling delivery of the TNQ DTP vision**.

Strategies	Actions
Increase destination awareness and engagement online through a widened and stronger digital footprint	Invest in Industry Digital Development and Training
	Invest in growing the volume and quality of content within the ATDW
Stimulate global conversation through online relationship development strategies, assets, content creation and initiatives	Engage industry and community in a Global Conversation Program

2.6 Quality Service and Innovation

DMP Priority Enabler – The **goal** of the Quality, Service and Innovation Priority is to **empower industry to deliver on the TNQ DTP vision through creating a regional centre of excellence in service and innovation leadership and support.**

Strategies	Actions
Inform industry and government decision making through the gathering, analysis and dissemination of contemporary knowledge and research	Initiate a whole of TNQ research program to fill data and insight gaps
	Identify a lead organisation responsible for ownership, coordination, analysis and dissemination of research information
Improve the competitiveness of tourism by identifying policy impediments and advocating for policy reform	Improve the competitiveness of TNQ tourism industry by advocating for workplace relations reform by coordinating and liaising with QTIC and other key industry bodies to advocate on behalf of industry
	Assist innovation and new experiences through the processes of identifying red tape, green tape and visa issues and advocate for change
Skill industry to delivery on the TNQ DTP Vision through the delivery of industry training and education programs	Increase supply of labour, skills and Indigenous participation by supporting the implementation of the FNQ tourism employment plan
	Coordinate and liaise with QTIC and other stakeholder bodies to Identify workforce priorities to meet the needs of industry and support relevant advocacy initiatives
	Deliver a competitive customer service program

2.7 Partnerships and Delivery Capability

DMP Priority Enabler – The **goal** of the Partnerships and Delivery Capability Priority is to **develop a united regional commitment that delivers the TNQ DTP outcomes.**

Strategies	Actions
To secure sufficient funding and resources to successfully deliver the TNQ DTP	Identify an effective governance and delivery framework and secure the resources to enable the successful delivery of the TNQ DTP, which also supports the development of other TNQ industries in alignment with the TNQ Regional Economic Plan
	Secure sufficient investment for undertaking destination marketing by further developing partnership and relationships with Qld Government Agencies (Department of Tourism, Major Events, Small Business and the Commonwealth Games, Tourism Events Qld & Arts Qld) and Local Governments to provide a coordinated approach across LGA's & LTO's
	Identify the new and existing resources and partnerships that are required to deliver the TNQ DTP
	Review the size of the RTO geographic coverage and the purpose, operating and governance arrangements of and between the RTO and LTO's
	Strengthen industry stability and capacity through a sustainable RTO/LTO funding and operating model
	Implement a communication and engagement plan with local government and other industry sectors to maintain and develop support for a strong and sustainable tourism sector

3.0 Organisation Capacity

3.1 Membership

The **goal** is to maximise and ensure the continuing strength and effective influence of the organisation through strong member commitment, achieved from realisation of both direct and indirect benefits flowing from member participation and collaborative effort

Strategies	Actions
Provision of genuine direct and indirect benefits to members.	Collaborative destination marketing, industry representation and product and standards development opportunities;
	Facilitation of education and training opportunities
	Networking opportunities
	Opportunity to participate in industry and promotional famils
	Opportunity to participate in advertising in regional brochure
	Frequent and timely communication of news and opportunities via newsletter and other communications;
Maintenance and increase in membership participation.	Establish credibility of TTT in the eyes of members by achieving targets and reporting outcomes.
Increase in member mix and representation.	Broaden the membership base across different industries targeting the retail, trades, restaurant and services sectors.
	Conduct a membership public relations campaign to increase the awareness of the role of the organisation, membership benefits and tourism in the Tablelands region.

3.2 Human Resources

The **goal** is to ensure the organisation is at all times appropriately resourced.

Strategies	Actions
Professional and experienced personnel are engaged to deliver the objective of the organization	Review or conduct a call for tenders for marketing, media/public relations and administration/executive officer support to ensure value for money and appropriate skills.
Tourism Advisory Groups are established to address key areas of influence	Establish Terms of Reference for each Tourism Advisory Group
	Report monthly individual TAG progress

3.3 Board Structure

The **goal** is to ensure the organization is managed by an effective Board of Directors with the appropriate skills, competencies and clear responsibilities.

Strategies	Actions
The Board of Directors are representatives of the membership base and a strong mix of skills and experience	Establish Board skills matrix Review constitution to increase Special Interest Directors to address any skills or experience shortage
The Board of Directors are aware of legal obligations	Review current Board induction process and ensure clarity on Directors legal obligations
Members of the Board have clear responsibilities and actions	Review Governance Policies and Constitution to ensure Board member responsibilities are clear and effective
Board Meetings are conducted in an efficient manner and targets key decisions	Chairman and EO review Board Meeting proceedings including agenda outline; delivery of documents and how actions are monitored
Directors have access to key documents and other internal documents	Develop Board portal for Directors to access key documents and other internal matters.
Ex-officios have a clear understanding of their role	Review current policies to ensure Ex-Officio's have clear outline of their role and related confidentiality policies
Ex-officios have access to key documents and other internal documents	Develop portal access for Ex-Officio's

3.4 Financial Management

The **goal** is to ensure the financial affairs of the organisation are professionally managed, and to provide accurate, timely and useful financial reports and services to the Board and Executive Officer

Strategies	Actions
Ensure the organization is financially sustainable	The Board are well informed of the financial position of the organisation
	Annually, the Board reviews previous year financials and adopts a budget for the following year
Establish other income streams above core funding	Develop action plan to increase member listings on Bookeasy Reservation System to generate an income stream
	Develop action plan to incorporate Bookeasy reservation system in VIC websites
	Develop and implement action plan to secure Corporate Sponsors
	Work with other RTO, LTO's and Council's to develop a rate payer levy to support destination marketing
Ensure a financially competent person is engaged to prepare and maintain the books of the organization	Engagement of a bookkeeper with the appropriate BAS Agent qualifications to ensure compliance with statutory responsibilities and obligations
	Engage an independent auditor to annually review and provide audited financial statements

3.5 Communication

The **goal** is to ensure effective communication channels are in place to communicate organization and industry news to stakeholders, the community and the membership base.

Strategies	Actions
The membership base are aware of organization strategies, news and opportunities	Member inductions are undertaken with new members
	Newsletters are distributed monthly
	Corporate website provides links to industry resources and organization strategies
	Develop and implement Members portal
Stakeholders are kept well informed of organization strategies and deliverables	EO meets monthly/quarterly with council staff/councilors
	Quarterly reports are prepared and distributed to key council staff and councilors
	Corporate website provides links to industry resources and organization strategies
	Annual presentations are conducted to Council outlining deliverables achieved and future plans
Establish effective point contact for TTT	TTT office and EO is promoted as first point of contact for TTT
Establish measures to engage with the community	Monthly newspaper columns/article
	Develop partnerships with Chambers of Commerce
Effective measures are in place to engage with TTNQ	EO attends bi-monthly LTO Strategic Panel meeting
	Develop partnerships with neighbouring LTO's

4.0 Reference Documents

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