VICTORIA’S TOURISM AND EVENTS INDUSTRY STRATEGY 2020
Incorporating Victoria’s Events Industry Development Plan
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Appendix A:  
  Victoria’s Events Industry Development Plan  

Appendix B:  
  Extract from the VECCI Discussion Paper,  
  “Tourism Industry Leadership and Structure Evolution in Victoria” (May 2010)
Victoria’s Tourism and Events Industry Strategy 2020 has been developed by the Victoria Tourism Industry Council and the Victoria Events Industry Council. It follows on from the Tourism and Events Strategy 2016, first developed by industry in 2008, and incorporates an assessment of where we are coming from and outlines a vision for where we want to go.

The Strategy represents the commitment and drive of the industry to demonstrate leadership in setting and achieving its future goals.

A key determinant to achieving industry goals will be the level of engagement and participation by industry operators and key stakeholders. Increased engagement, further collaboration and a commitment to ongoing industry and product development is vital to capturing the benefits of future growth markets.

These are exciting times and I am pleased to have the opportunity to help shape the future direction of this inspiring and significant industry.

Todd Blake
CEO, Victoria Tourism Industry Council
CEO, Victoria Events Industry Council
General Manager, Tourism and Events, VECCI

Message from the Chair

Tourism continues to make a vital contribution to the Victorian economy, in both an economic sense, and through broader based benefits.

The latest figures indicate that the industry contributes $15.8 billion per annum to the State economy - that is, 5.9 per cent of Victoria’s GSP. In terms of its direct contribution to the State, the tourism industry is larger than both the agriculture industry and the utilities sector. Such comparisons highlight the magnitude of the sector and reinforce the need for the industry to receive both the recognition and support it deserves.

Melbourne is a well known beacon for domestic and international tourists - and the benefits to the State are clear. In regional Victoria, the importance of tourism is just as significant, with tourism-related investment fundamental to the overall regional development strategy for many local communities.

The past 12 to 18 months have been challenging for many parts of the industry, and the landscape within which the operator competes has now changed quite markedly. Factors such as changing market preferences, climate change, and strong competition mean we are going to have to be more proactive and innovative in facing these challenges and meeting the needs of the future growth markets.

Reviewing the industry strategy at this time has provided an excellent opportunity to assess where we are at, and refocus our goals for the future.

While Governments have certainly contributed to the strength of the industry, and will continue to do so going forward, it is the private sector that must ultimately take the lead and drive the industry to bigger and better things.

Industry is ready to do this, with VTIC (as the peak industry body for the tourism sector in Victoria) prepared to lead the way. Through greater industry engagement, participation and collaboration, reaching our goal of being an internationally competitive, profitable, sustainable and innovative tourism and events industry is definitely possible.

Jeremy Johnson
Chair, Victoria Tourism Industry Council
The Victoria Tourism Industry Council (VTIC) is the peak policy council for Victoria’s tourism industry, which represents key industry associations, corporate operators and Government agencies, providing a united industry voice.

**VTIC’s Role**

VTIC provides leadership for Victoria’s tourism industry through advocacy and representation supported by industry and business development services.

**VTIC’s Mission**

To provide leadership for Victoria’s tourism industry.

- VTIC is recognised by the industry as Victoria’s peak organisation for the development of tourism policy.
- VTIC undertakes activities that serve to develop the capacity of the Victorian tourism industry.
- VTIC seeks to enhance professional networks within the Victorian tourism industry.
- VTIC seeks to create a united tourism industry that speaks with one voice.
- Government working with industry has a vital role to play in tourism investment, promotion and legislation.
Executive Summary

Victoria’s Tourism and Events Industry Strategy 2020 has been developed by the industry, for the industry.

While the industry recognises the role that Governments play in its future success, and acknowledges the significant support received to date across many areas, the industry must now take greater ownership and leadership in establishing its future direction and driving its success.

This Strategy focuses on the industry across the State, incorporating Melbourne, broader metropolitan areas and regional Victoria. It also recognises the need to increasingly influence the national and international agendas.

The Strategy focuses on industry wide, strategic issues across both the tourism and events sectors. It considers the unique aspects relevant to each sector as well as the many interrelationships, and recognises the need for enhanced collaboration and cooperation within the industry and greater integration with the broader economy.

The Strategy considers the next decade, out to 2020, and outlines the industry vision and actions needed to enhance leadership, industry development, infrastructure and investment and marketing.

In addition to the overarching Tourism and Events Industry Strategy, this document also incorporates a detailed Events Industry Development Plan for Victoria which outlines actions to enhance the development of the events industry (Appendix A), and an extract from the VECCI Discussion Paper “Tourism Industry Leadership and Structure Evolution in Victoria” which outlines a model for the evolution of Victoria’s tourism industry structure (Appendix B).

VISION AND MISSION

By 2020 Victoria’s tourism and events industry will be internationally competitive, profitable, sustainable and innovative, and an increasingly significant and acknowledged contributor to the State.

In 2020, Victoria’s tourism and events industry will deliver:

- Strong and united leadership at a State and national level.
- Innovative and ongoing industry development activities including the development of high yielding and high quality products and services to meet current and future market demand, along with a superior level of visitor servicing, industry skills development and training.
- Significant and profitable growth in industry investment, including public private partnerships.
- In partnership with Government, well articulated, targeted and cooperative domestic and international strategic and tactical marketing campaigns that secure ongoing growth in visitor expenditure and satisfaction.
Introduction

The tourism and events industry makes a vital contribution to Victoria, through economic growth, employment and exports. It is also part of what makes Victoria a great place to work, live and visit, adding to the vibrancy and diversity of the State, attracting visitors from near and far to experience the wide range of excellent product, services and experiences on offer.

The industry continues to strengthen and develop, and is increasingly taking on a greater leadership role. Working together with Governments, the tourism and events industry in Victoria has set a path for its future, and through this Strategy outlines industry priorities and direction for the coming decade.

While there are many interrelationships within the wider tourism and events industry, both the tourism and the events industry are distinct and significant in their own right, and face numerous challenges and opportunities. This Strategy recognises both the common and unique aspects of these sectors.

Victoria’s tourism and events industry continues to grow and incorporates world-class sporting events, highly successful cultural events, increasingly popular regional events, and significant business events. The Victoria Events Industry Council (VEIC) incorporates key industry players, provides strong leadership, continues to promote the value of events and advocates for ongoing investment and support.

The tourism industry continues to enhance its offering of unique, high quality experiences and products. Through the Victoria Tourism Industry Council (VTIC) the industry has a strong voice which advocates for and seeks to advance the needs and goals of the industry.

The industry also incorporates many other important industry organisations representing geographic locations, sub-sectors, and specific interests and activities. Combined, these provide a cohesive, cooperative, well organised and well represented industry. The variety of representative organisations is a strength, not a weakness, and it is incumbent on all in the industry to understand the representative and combined roles of these organisations.

RATIONALE FOR THE REVIEW OF THE TOURISM AND EVENTS STRATEGY

Victoria’s Tourism and Events Industry Strategy is a dynamic document which reflects the key issues facing the tourism and events sector. It will be reviewed regularly. The environment within which the tourism and events industry operates has changed quite markedly since the time the document was first developed in 2008, as a result of economic, policy, environmental and social factors, heightening the need for review. In addition, the Victorian Government has carried out an internal review of its own plan – the 10 Year Tourism and Events Industry Strategy – and as such it is appropriate that the industry shows leadership and updates its own plan at this time.

Originally called the Tourism and Events Strategy 2016, the strategy will now look 10 years ahead and be called Victoria’s Tourism and Events Industry Strategy 2020.

KEY STATISTICS

The tourism and events industry is a major economic driver for Victoria. Figures released by Tourism Victoria indicate that the tourism industry is estimated to be worth $15.8 billion or 5.9 per cent of Victoria’s total Gross State Product (GSP). The industry employs approximately 184,800 people, 7.1 per cent of employment in Victoria.

Updated forecasts provided by Tourism Victoria in April 2010 indicate that by 2016 the industry is expected to be worth $21.9 billion and employ 231,300 people. Undertaking a simple extrapolation, taking the current annual average growth rate of 4.2 per cent for economic contribution and 2.9 per cent for employment, indicates that in 2020 the industry could be worth $25.8 billion and employ 259,321 Victorians. However, in order to realise this growth potential, further investment is needed in infrastructure, skills and labour, product and service offerings, together with enhanced collaboration and effective marketing. In particular, areas for concentration must include, further tourism growth of regional destinations, opportunities in key international growth markets including China and India, and overcoming the challenges presented by climate change and other environmental issues. Competition for the tourism dollar is expected to continue strengthening. In order to maintain, if not grow, our market share, investment and innovation is required.

According to the March 2010 International Visitor Survey, growth in international overnight visitors, visitor nights and expenditure in Victoria for the year to March 2010 exceeded the national average and outperformed key competitors New South Wales and Queensland. Despite the challenges over the past year, including the global financial crisis (GFC) and swine flu, the number of international visitors to Victoria reached the highest level for the State on record.

In total, Victoria received 1.54 million overnight international visitors for the year, 1.44 million of these visited Melbourne. International visitor expenditure increased 3.8 per cent, to reach $3.8 billion. While there was a small decline in the number of international visitors visiting regional Victoria, visitor nights and expenditure levels continued to increase. The leisure and holiday markets remain dominant, however, over the year significant growth was experienced in both the education and the visiting friends and relatives (VFR) markets.

Over the past twelve months, significant growth has occurred in the number of visitor nights, among international visitors travelling for the primary purpose of visiting friends and relatives (16.7%), education (15.4%) and holidays (8.1%). There was a decline in the number of visitor nights, among those travelling for the purpose of business (-10.3%).
Over the past decade, annual average growth in international visitor nights has been positive across all major categories, with particularly strong growth in visitors travelling for the primary purpose of education (12.0%).

**International Visitor Nights for Victoria**

<table>
<thead>
<tr>
<th>Category</th>
<th>% Growth YE March 2009 - 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday</td>
<td>20.0</td>
</tr>
<tr>
<td>VRF</td>
<td>10.0</td>
</tr>
<tr>
<td>Business</td>
<td>0.0</td>
</tr>
<tr>
<td>Education</td>
<td>-10.0</td>
</tr>
</tbody>
</table>

Forecasts indicate that significant international growth markets over the next decade include China, India, as well as a number of other Asian countries. Traditional markets such as New Zealand, the United Kingdom and the United States remain important. While expected growth rates in these traditional markets are lower, the forecasted volume of visitors remains significant.

According to the March 2010 quarter National Visitor Survey, Victoria recorded an increase in visitor nights over the year reaching a total of 50 million, outperforming national average growth. However, both domestic overnight visitors and expenditure levels declined. While, Victoria’s domestic market has been relatively flat over the longer term, there have been changes in visitor behaviour, including an increase in domestic day trips, and a decrease in domestic overnight visitors and dispersal. The VFR, leisure and education markets remain significant in size and growth. The business events market continues to show strong growth. The domestic market has faced many challenges of late, including the ongoing growth in outbound travel by Australians which has been supported by discounted airfares, favourable exchange rates, and growth in airlines services.

Over the year ending March 2010, growth has occurred in the number of visitor nights, among domestic visitors travelling for the primary purpose of business (5.9%) and holidays (5.5%). There was a decline in the number of visitor nights among those travelling for the primary purpose of visiting friends and relatives (-9.1%). Over the past decade the annual average growth in domestic visitor nights has been negative across all major categories, where a small net decline was recorded.

**Domestic Visitor Nights for Victoria**

<table>
<thead>
<tr>
<th>Category</th>
<th>% Growth YE March 2009 - 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday</td>
<td>10.0</td>
</tr>
<tr>
<td>VRF</td>
<td>0.0</td>
</tr>
<tr>
<td>Business</td>
<td>-5.0</td>
</tr>
</tbody>
</table>

Nature-based tourism is an important subsector. According to estimates generated by Ernst and Young on behalf of Parks Victoria, nature-based tourism generates $2.6 billion per year (GSP), and 41,200 jobs (one quarter of Victoria’s total tourism workforce).

The major events sector is estimated to be worth $1.2 billion to Victoria, together with the business events sector which is worth a further $1.2 billion. In all, the events industry contributes more than $2.4 billion in economic activity each year. Business events are estimated to employ more than 22,000 people. The International Visitor Survey indicates that for the year to March 2010 international visitors travelling for the primary purpose of business stayed a total of 2,451,000 nights. Over the past year, there were approximately 31,500 international visitors who travelled for the primary purpose of attending a business event.
The new Melbourne Convention Centre has already secured more than 60 international business events, which are expected to attract around 120,000 delegates to Victoria. Growth in this area will be further supported by any extension to the Melbourne Exhibition Centre.

The tourism and events industry also delivers a range of non-economic benefits to the State. These include regional development, infrastructure provision, branding, social cohesion and participation. Business events, a high yielding component of the industry, are increasingly recognised for their important contribution to innovation, knowledge generation and collaboration. Business events bring together industry leaders and experts, creating an environment in which many business and investment decisions are made.

**INDUSTRY TRENDS, CHALLENGES AND OPPORTUNITIES**

The tourism and events industry faces many challenges and opportunities resulting from internal and external pressures. While a number of issues have been accentuated in recent times, many reflect underlying trends that have existed for some time.

The recent economic downturn has in many ways changed the landscape within which the industry now operates. The downturn has not only affected the outlook for domestic tourism, but has significantly changed the expectations for international tourism. As a result, assumptions and strategies that have worked successfully for many years must now be reviewed.

The current economic downturn has meant that many households and corporate consumers are looking more closely at their expenditure. While some consumers are turning to lower cost options such as camping and caravanning, others continue to spend but are increasingly seeking assurance that they receive value for money. Operators also face competition from substitute products and services, such as technology, home entertainment, hobbies and pets. While tourism was once a top choice for discretionary expenditure, research indicates it is now ranked 10th.

Operators face strong competition from both domestic and international destinations. The recent strength of the Australian dollar, together with the expansion of low cost carriers, the increase in airline capacity, and an increase in packaging and quality offerings by international competitors mean consumers have a wider range of choices open to them and competition is heightening. In the events industry, Victoria faces strengthening competition from Asia and the Middle East, not only for major events but also for business events. The industry must rethink its value proposition and marketing strategies, continue to further differentiate, and ensure it provides both value and quality. While often considered a challenge, low cost carriers also present a significant opportunity to attract visitors to the State, through a combination of strategic and tactical marketing campaigns and attractive product packaging.

Regional Victoria has been particularly impacted by the downturn. While the metropolitan area and regions within one and a half to two hours drive from Melbourne have experienced a level of recovery following the GFC, many parts of regional Victoria continue to struggle. The dispersal of metropolitan based visitors to regional locations remains a major challenge, particularly in relation to the dispersal of international visitors who often have limited time and specific interests and expectations.

Regardless of the uncertainty over the introduction of an emissions trading scheme and other regulatory measures, climate change remains a real and present challenge. Changes to weather patterns and temperatures has the potential to have a significant impact on many of Victoria’s natural attractions including the coastal environmental, the alpine country and forested areas, and brings with it increased incidents of floods, storms and bushfires and associated damage. It is not only the physical threat that poses a challenge, but also the associated media and messaging that can have a significant impact on Victoria’s reputation and ability to attract visitors.

In addition, consumers are increasingly demanding environmentally sustainable options, including carbon neutral events, carbon offsets for travel, and environmentally friendly accommodation options. To add to the challenge, many still demand a ‘special’ experience, and still want to enjoy the comforts that make a holiday relaxing.

Changing demographics and household structures represents both a challenge and an opportunity. The increase in double income households often provides higher disposable income; however this is regularly offset by greater financial pressure from higher house prices, rising interest rates and family care services. Work commitments can lead to stockpiling of annual leave. Other trends such as ‘back to basics’, ‘cocooning’ and entertainment and expenditure choices all have market implications.

The aging population is also a significant issue that is having an impact on the availability of skill and labour, and increases the need (and opportunity) to tailor products and services to suit this large cohort of potential holiday-makers.
Other demographic issues include varying generational expectations. For example, generation Y has grown up taking international holidays and continue this pattern into adulthood. Traditional domestic holidays, at the beach or visiting friends and relatives are increasingly rare. In addition, with almost one quarter of the population born overseas, holiday times are often reserved for visiting relatives. The flow on of this is the growth opportunities in the VFR market when overseas families visit Victorian based relatives.

Social issues remain an ongoing challenge and include anti-social behaviour, alcohol and drug related incidents, as well as associated safety and reputational risks. While some issues have become more prominent as a result of regulatory changes and policy decisions regarding policing resources, many have been apparent for some time. However, increasing globalisation and technological developments mean that what was once an isolated local issue can instantly be broadcast globally. There is a particular concern about the impact on the international student market, and the flow on impacts to tourism including the VFR market.

The industry continues to face many employment challenges. It is dominated by small operators, has a high proportion of casual and part-time positions, and attracts many young people. As such, it can be a challenge to both attract and retain a sufficiently skilled and flexible labour force. Regional Victoria faces particular challenges in this area.

Technology continues to play a significant role. The prevalence of the internet and wireless technology means potential customers are seeking readily available information. Customers expect prompt (if not immediate) information regarding availability and are increasingly using the internet to research and secure bookings. Through social media and digital technology, customers expect to gain an understanding of what the experience will be like, while in the comfort of their own home. The business sector is increasingly turning to technology in order to reduce travel expenditure.

The nature of the industry itself is a challenge. It is not considered an industry by conventional means but combines activities across many traditional industries. This presents a challenge in understanding and promoting the importance and needs of the industry to decision makers, as well as engaging industry operators in the industry’s future. While by international comparisons, Victoria and Australia have a reasonably well established set of regular and occasional statistical and research releases, more can be done in this area.

The barriers to private sector investment remain a challenge. Disincentives resulting from complicated planning processes and regulatory impacts, particularly for private sector investors seeking to invest across regions, on public land or in a development that involves multiple agencies is a concern and must be addressed to ensure opportunities are not lost. Improvements are needed to ensure there is greater transparency, improved timeliness in applications and a greater understanding of the value tourism and events related investment can provide to the wider community in order to ensure greater support for such developments.

While there are no doubt many challenges facing the industry, there are also many opportunities. As a country, Australia has emerged from the GFC in a much better position than many of our international competitors. There are opportunities for growth that should be capitalised on now and into the future.

Many opportunities exist within the events sector in Victoria. Melbourne has a well established series of major sporting, cultural and business events, but there are opportunities to further leverage off these and increase yield by promoting complementary tourism products and services. The business events sector is an increasingly important area, with potential to not only attract and retain events, but also to collaborate more closely with broader industry players to develop new events around Victoria’s key industry strengths. Regional Victoria, with its wide array of natural, cultural and physical attractions, has an opportunity to leverage off these and enhance differentiation in the meeting and conventions market. There are also many successful regional events that have the opportunity to grow further, together with new events. The UCI Road Cycling World Championships, to be held in Geelong in late 2010, is an excellent example of a high quality event attracted to regional Victoria.

While some areas have struggled of late, the tourism industry as a whole has many opportunities before it. A well thought out and implemented strategy to meet the needs of the Chinese and Indian markets, two of Victoria’s projected growth areas, has the potential to bring significant benefit to the State. The VFR market also remains largely untargeted, with enormous potential to tap this through improved connection with the host, including those linked to international education. The tourism industry has much to gain from greater coordination and collaboration with the events industry, maximising visitor yield and encouraging repeat visitation. Nature-based tourism remains a well recognised area of future growth potential.

The long running and successful destination marketing ‘Jigsaw’ campaign which promotes Victoria’s diversity and accessibility has considerable ‘life’ and relevance to meet the changing market. Increasing cooperative marketing between the industry and Government will build on this sustainable marketing platform. It is timely for the industry to increase its participation and leadership, in partnership with Government.
Review of the Tourism and Events Strategy 2016

The original Tourism and Events Strategy 2016, developed by industry in 2008, has been reviewed to assess achievement towards growth and development targets. The first part of this document incorporates this assessment and re-establishes priority areas for the future. The second part of this document outlines recommended actions to achieve growth potential over the coming decade.

Below is the assessment of the original development targets outlined in the Tourism and Events Strategy 2016. The original recommendations were considered under six key theme areas, and the assessment has occurred against each of these:

• Growth in sustainability and nature-based tourism.
• Improved aviation access and transport networks.
• Support new infrastructure and attract investment.
• Attract and retain events.
• Demonstrated industry leadership and participation.
• Foster business and service excellence.

REVIEW CLASSIFICATION

Each of the original six theme areas and associated recommendations has been considered.

An overall statement has been made regarding progress, with individual comments highlighting further examples. Each recommendation has been assessed on its progress status and also its priority rating.

Progress status

While many recommendations are ongoing, some have been completed, and others have not yet commenced. Progress has been broadly classified as follows:

• Yet to be established
• Ongoing
• Complete

Priority levels

While recognising that all recommendations are important, assigning them a current priority level helps assess areas of priority. Recommendations have been broadly classified as follows:

• High - immediate and important priority
• Medium - important but less immediate priority
• Low - less important and less immediate priority
GROWTH IN SUSTAINABILITY AND NATURE-BASED TOURISM

Original Industry Vision
Victoria's tourism industry is comprised of environmentally aware, resource efficient, sustainable businesses. By 2016, Victoria will have: an efficient, environmentally aware tourism industry which uses these strengths to leverage further growth and industry development; 25 ‘showcase’ environmentally sustainable tourism businesses that can be used as best-practice examples around the world; and demonstrated growth in the nature-based tourism segment.

Overview of Progress to Date
Much work is now underway to improving sustainability processes and practices within tourism and events businesses, with many different programs underway - some specifically designed for tourism and events businesses and others for business more widely. While there are many examples of leadership in this area, more can be done to engage industry participants. While the delay of the proposed emissions trading scheme means that the policy implications may remain some way off, such considerations remain significant. This is particularly relevant given Australia is considered a long-haul destination for many visitors, and the growing ‘sustainability’ expectations of consumers and stakeholders in both tourism and event markets. In addition to climate change, other associated environmental considerations such as water and resource efficiency and waste reduction remain significant.

Nature-based tourism has significant growth potential, and many linkages to environmental sustainability. In addition, associated markets such as food and wine are influenced by Victoria’s environmental reputation. The release of the Nature-Based Tourism Strategy represents a significant step towards future industry growth. However, accelerated and ongoing commitment of resources and action, together with opportunities for private sector investment, is needed to ensure this Strategy is implemented in its entirety and in a timely manner.

As at June 2010 progress towards the original recommendations include:

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Status</th>
<th>Current Priority Level</th>
<th>Comment</th>
</tr>
</thead>
</table>
| Environmental sustainability principles integrated into all aspects of industry development and core business activities. | Ongoing | Medium | • Incorporation of relevant categories within major industry awards e.g. Victoria Tourism Awards (Excellence in Sustainable Tourism, Ecotourism)  
• Various Government and private sector programs encouraging the use of renewable resources and improved energy efficiency  
• Environmentally Sustainable Tourism Strategic Plan 2009-2012 launched by Government in October 2009.  
• Increased uptake of accreditation and commitment to implementing improvements through various programs.  
• Many operators within the industry demonstrating leadership in this area e.g. MCEC, Alto Hotel. |
<table>
<thead>
<tr>
<th>Awareness program developed and implemented.</th>
<th>Ongoing</th>
<th>Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>VECCI's Grow Me the Money program aimed at raising awareness of environmental sustainability, improving efficiencies and reducing waste. The program includes tourism operators as one of its target audiences.</td>
<td></td>
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</tr>
<tr>
<td>Victoria's Tourism Excellence program promotes sustainability in tourism among operators.</td>
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<td></td>
</tr>
<tr>
<td>Various organisations undertaking research in this area, and developing tools to encourage the application of this knowledge e.g. STCRC (Now discontinued).</td>
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</table>

<table>
<thead>
<tr>
<th>Industry ‘carbon profile’ mapped.</th>
<th>Ongoing</th>
<th>Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various organisations undertaking research in the area of carbon profiling and adaptation e.g. STCRC and Victoria University.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private organisations and Government continue to work to raise awareness including VECCI’s Carbon Down program which seeks to raise awareness around carbon reduction.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Whole of Government Nature-Based Tourism Strategy funded, supported and implemented.</th>
<th>Strategy released Implementation ongoing</th>
<th>High</th>
</tr>
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<tbody>
<tr>
<td>State Government funding over 2010/11 and 2009/10 for various nature-based facilities and attractions including:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$25 million for new tourism assets and redevelopment of existing tourism assets with a focus on nature-based tourism infrastructure to develop key regional areas as world-class tourist destinations.</td>
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<tr>
<td>Rehabilitation work to enable further protection to Phillip Island’s iconic fairy penguins.</td>
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<tr>
<td>Improved facilities, walking trails, and signage.</td>
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<td></td>
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<tr>
<td>Parks Asset and Replacement program to upgrade infrastructure.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish four new National Parks on the Murray.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transform the former Port Nepean defence site into a nationally significant heritage park.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Government establishment of recognised carbon offset schemes and sustainability programs.</th>
<th>Yet to be established</th>
<th>Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broad support for accreditation and certification programs through Tourism Excellence and other Government and industry programs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is currently no single national or State wide recognised standard or provider of carbon offset schemes. The proposed National Carbon Offset Standard (NCOS) is being revised in light of changes to ETS implementation. There is some uncertainty over interaction with existing offset products and providers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is currently no national standard on the recognition of sustainability schemes. However there are some preferred suppliers/supply chain procurement programs in place which are helping to drive broader adoption of sustainable business practices. There is no single approach within the tourism and events industry as yet.</td>
<td></td>
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</tbody>
</table>
Original Industry Vision

By 2016, Victoria will have aviation capacity to support international visitation targets, a transport network that encourages regional dispersal, and an aviation policy setting that allows the industry to adapt to change.

Overview of Progress to Date

Improved aviation access and transportation networks are vital to the attraction, retention and dispersal of visitors to the State, supporting visitor numbers and yield. Direct international flights are vital to supporting the industry. Growth in direct flights has been supported by the curfew-free status of Melbourne’s Tullamarine Airport and cooperative promotion and negotiation by the airport and Government.

The increase in low cost carriers has created both a challenge and an opportunity. While it makes visiting Australia more attractive to international visitors, it also makes international travel more attractive to residents. There is a significant opportunity to capitalise on the offerings of low cost carriers and increase domestic inbound travel to Victoria. Ongoing advocacy has seen an increasing alignment between aviation, transport and tourism policies. However, further work is required.

Fly-drive holidays remain an important product development tool, encouraging dispersal of visitors to regional areas. Again, while some progress has been made, work must continue. The ongoing development of regional airports will also facilitate the regional dispersal of visitors including those travelling for leisure and business. Consistent and clear signage is vital to supporting visitor dispersal and experience. Work is ongoing to reduce the occurrence of inconsistent and confusing signage.

Transport networks, including roads, are a vital component to the industry. There has been significant transport funding in infrastructure in recent years by both State and Federal Governments. However, this does not negate the need for ongoing maintenance and further investment in key areas. Regional dispersal needs to be given priority and addressed on an ongoing basis.

As at June 2010 progress towards the original recommendations include:

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Status</th>
<th>Current Priority Level</th>
<th>Comment</th>
</tr>
</thead>
</table>
| Liberalisation of international air access arrangements and support for low-cost carrier services which benefit Melbourne. | Ongoing | Medium | • Strong progress in international direct flight acquisition.  
• Increase in low cost international carriers (e.g. Tiger Airways and AirAsia X) together with an expansion of international and domestic services.  
• Development of Avalon Airport, including increased services by JetStar and more recently Tiger Airways.  
• Ongoing industry representation to Government supporting liberalisation and increased direct flights.  
• Over the year to June 2009 Melbourne Airport reported a 2.9% increase in international passenger volumes, and 7.4% increase in international aircraft movements. |
**Stronger alignment of aviation, transport and tourism policies.**

<table>
<thead>
<tr>
<th>Ongoing</th>
<th>Medium</th>
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</table>
| • Ongoing representation to Government by industry supporting stronger alignment of policies.  
• Support received from current State Government is relatively strong. |

**Industry product development of packaged fly-drive holidays to regional Victoria and the promotion of these.**

<table>
<thead>
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<th>Ongoing</th>
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| • Dispersal of visitors to regional Victoria remains a key priority of industry and Government.  
• In general, Victoria lags behind other States in this area.  
• Tourism Victoria has undertaken various cooperative marketing fly/drive campaigns to promote travel to specific regional locations including Daylesford, Mildura, Victoria’s High Country, and the Great Southern Touring Route.  
• Recent State and Commonwealth funding has included initiatives to promote tourism and events in regional Victoria including:  
  – $36 million to encourage interstate and international visitors to rural and regional Victoria.  
  – $10 million tourism package to encourage tourists to visit regions affected by the bushfires.  
  – $1 million for a Regional Business Events program to attract more conferences and conference delegates to regional Victoria. |

**Lobby for increased road funding under the Auslink program.**

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<th>Ongoing</th>
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</table>
| • Increased road funding under the Auslink program remains a priority.  
• Significant road funding has been provided in recent State and Commonwealth Budgets including:  
  – $129.2 million to upgrade regional roads, including $76.9 million to continue the Geelong Ring Road project.  
  – $759 million towards the construction cost of Peninsula Link.  
  – $22.8 million to continue the Transport Connections program which links rural and smaller communities. |

**Support for the development of coordinated signage policies between regions.**

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<thead>
<tr>
<th>Ongoing</th>
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</table>
| • Tourism Victoria in partnership with Vic Roads released new Tourist Signage Guidelines (2009)  
• Ongoing work underway regarding consistency of signage in bushfire prone areas.  
• Other initiatives include the City of Melbourne visitor signage alignment program, and Destination Melbourne’s integrated visitor services initiatives. |

**Improved regional air access.**

<table>
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<th>Ongoing</th>
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</table>
| • Modernisation and capacity building programs underway for various regional airports including Bendigo, Ballarat and Mildura airports.  
• Further work is needed to develop complementary, accessible and affordable fly-drive options. |

“Improved aviation access and transportation networks are vital to the attraction, retention and dispersal of visitors to the State, supporting visitor numbers and yield.”
SUPPORT NEW INFRASTRUCTURE AND ATTRACT INVESTMENT

Original Industry Vision
To grow the value of the tourism industry in Victoria by working collaboratively to support the development of new infrastructure and attract investment. By 2016: Victoria will have; high quality, high-yield, unique luxury regional accommodation; a record of collaboration on local infrastructure projects; an average visitor spend (per night) above the national average; new and redeveloped tourism and events infrastructure; new investments in attractions (natural, cultural and built); and fully integrated telecommunications and information infrastructure to support demand.

Overview of Progress to Date
Support for new infrastructure and investment, as well as ongoing maintenance of existing infrastructure is vital to the ongoing growth and competitiveness of tourism and events in Victoria. Significant investment has been made to date by both the private sector and Governments. Industry acknowledges the ongoing support received by Government in relation to the investment in major tourism and events attractions and infrastructure in Victoria.

The commitment for the first stage of the expansion of the Melbourne Exhibition Centre was secured in the 2010/11 State Budget. A further commitment is needed to ensure the completion of the extension occurs in a timely manner.

Despite some progress, by international comparisons Victoria still lags in its provision of high quality, high yield, luxury nature-based and regional accommodation. Extending the lease on public land to 65 years was a significant step in supporting ongoing investment attraction. However, further reform is needed to the planning system, which still presents a significant barrier to new private sector investment. Recent investment in bays and maritime infrastructure, and investment in infrastructure and supporting services in national parks has been positively received by industry. Again, this needs to continue over time, while removing remaining barriers to complementary private sector investment.

As Melbourne continues to advance the quality and diversity of its offering, regional Victoria must also enhance its offering in order to remain competitive, encourage regional dispersal and grow market share. If regional Victoria is to capture the benefits of international growth markets, further investment in high quality products and services is needed, that meets the needs and expectations of these markets, and is supported by accessible and cost-effective transportation.

“Recent investment in bays and maritime infrastructure, and investment in infrastructure and supporting services in national parks has been positively received by industry.”
As at June 2010 progress towards the original recommendations include:

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Status</th>
<th>Current Priority Level</th>
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</table>
| Investment in, and by, industry on product development and experience delivery. | Ongoing  | High                   | • A significant level of awareness among much of industry and Government regarding the need for ongoing product development and experience delivery, particularly as it relates to new growth markets. Implementation of this remains a priority.  
• Ongoing advocacy by industry regarding the need for Government support to complement private sector leadership and investment. |
| Alignment of tourism policy and planning schemes.                               | Ongoing  | High                   | • Ongoing advocacy by industry to Government resulting in an increasing appreciation of tourism and events and its linkages with wider industry.  
• Difficulties in some areas of planning regulation remain a concern and a barrier to investment. This is particularly true of investment on public land or across regions. |
| Regional tourism and development investment strategies.                         | Ongoing  | Medium                 | • Tourism is identified as a priority infrastructure area in the expansion of the Regional Industry Development Fund outlined in the Blueprint for Regional and Rural Victoria (released June 2010).  
• Government priorities identified in the Regional Tourism Action Plan and Nature-Based Tourism Strategy.  
• Government acknowledgement of the need for a Land Bank strategy.  
• Funding and strategic advice provided by Government for regional projects such as Hepburn Bathhouse, Sovereign Hill, scuttling of former HMAS Canberra off the Bellarine Peninsula, and the Mildura Riverfront. |
| New and improved boating infrastructure.                                        | Ongoing  | Medium                 | • Investment is ongoing. Examples include:  
  – St Kilda Harbour redevelopment.  
  – Apollo Bay, Gippsland Lakes and Mildura. |
| Appropriate high yield development.                                             | Ongoing  | High                   | • There is still a lack of appropriate high yield development in icon locations. |
| Improved visitor services in National Parks.                                    | Ongoing  | Medium                 | • Investment is ongoing. Examples include:  
  – Great Ocean Walk.  
  – East Gippsland, Alpine and Grampians long distance trails.  
  – The proposed expansion of the Great Ocean Road Interpretive Centre development.  
  – Funding approved for metro and regional walking trails, upgrades, crossings and new signs and maps for 25 walking trails.  
  – Funding for the Park Asset and Replacement Program to upgrade infrastructure. |
ATTACT AND RETAIN EVENTS

Original Industry Vision
By 2016, Melbourne will have enhanced its competitiveness and international recognition for its capacity to host world best major events, sustainable regional high quality flagship events and grown its business tourism market share and yield.

Overview of Progress to Date
Much progress has been made in this area since the original industry strategy was prepared in 2008. VEIC was established in 2007, under VECCI and alongside VTIC, as the peak policy council for the events industry. Membership of this group is strong and engaged, with increasing levels of collaboration occurring. The Council has established a growing media presence, outlining the importance of the industry and influencing policy and decision makers.

While growth varies across the State, many sectors of the events industry continue to show solid growth including major events, business events, sporting and cultural events. Their success is the result of strong industry leadership, Government support, private sector investment, and world-class knowledge and experience.

Events in regional Victoria remain an area for further development, with many challenges including; slower tourism growth across many regions, difficulties with visitor dispersal, distance, transportation linkages, and the need for further high quality tourism product. However, there are examples of many regional events that remain popular and are displaying growth.

In addition to attracting and retaining events, we need to grow existing events. There are also increasing opportunities to develop new events, particularly in the business events sector.

“Many sectors of the events industry continue to show solid growth including major events, business events, sporting and cultural events.”
As at June 2010 progress towards the original recommendations include:

<table>
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<th>Comment</th>
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</table>
| Ensure widespread recognition of the value of events to Victoria, in terms of economic, social and community benefits. | Ongoing      | High                   | • VEIC, established 2007 as the peak policy council for the events industry, has developed an increasing media and market presence.  
• While a number of studies have been undertaken into major events and business events (e.g. Victoria University, and Business Events Council of Australia), this area remains a priority.  
• There are many challenges in establishing a common methodology. |
| Event infrastructure development needs, now and into the future, to be considered and effectively communicated to ensure adequate investment. | Ongoing      | Medium                 | • First stage of the Melbourne Exhibition Centre approved in 2010/11 State Budget.  
• Other recent investment includes:  
  – AAMI Stadium.  
  – Melbourne Convention Centre and precinct ($1.3 billion).  
  – Melbourne Park redevelopment approved - stage 1, ($363 million).  
  – Ongoing advocacy by VEIC and VECCI on behalf of the industry. |
| Coordination and cooperation between all tiers of Government, event organisers, venues and suppliers to effectively managing the events calendar in Melbourne. | Ongoing      | Medium                 | • Victoria’s Events Industry Development Plan developed by industry and supported by Government includes event calendar priorities.  
• Increasing levels of collaboration and cooperation among industry and Government.  
• VEIC brings together key industry players. |
| Attraction and growth of events in Victoria that provide an authentic experience, and offer a reflection of ‘What Victoria Is’. | Ongoing      | Medium                 | • MCVB, VMEC and MCEC along with Government and other industry operators continue to work together to secure business from these markets. |
| Focus on repeat events.                                                        | Ongoing      | Medium                 | • Demonstrated commitment by Government to repeat events.  
• Specific marketing funding to attract and retain business events and meetings in Victoria, including those in regional Victoria. |
| Industry must be encouraged to collaborate in order to share knowledge and expertise, successfully lobby Government, and secure positive outcomes for the events industry in Victoria. | Ongoing      | Medium                 | • There are many industry networks, including VEIC, that facilitate collaboration.  
• Advocacy continues to strengthen through VEIC and VECCI, and other industry associations.  
• Ongoing evolution of the industry structure to further support the strength of the industry. |
DEMONTURED INDUSTRY LEADERSHIP AND  
PARTICIPATION

Original Industry Vision
Victoria will lead the nation in providing a model for industry leadership, with cohesive cooperation between relevant industry and business associations, and a strong level of participation from tourism businesses.

Overview of Progress to Date
The industry continues to grow and develop, and now has comparatively strong leadership and cohesion. The ongoing consolidation of the industry has strengthened this further. With Tourism Alliance Victoria (TAV) now located at VECCI together with VTIC and VEIC (and their respective industry sector association members), this sector now has a strong hub of resources and influence. While there will always be a role for different organisations that provide specialised services, increasing collaboration remains important.

Despite the sector’s achievements, participation levels by business need to be strengthened. The structure of the industry presents a challenge to building collaboration, with stakeholders spread across the breadth of the State. While Melbourne has many of the larger players and strong representation, this is in contrast to the many other operators who are small, and reside in regional Victoria. The definition of the industry also presents a challenge. While many direct and non-direct businesses are technically included in the industry, many do not identify with tourism or events, and therefore do not engage. There is also a challenge to provide better career paths for younger industry leaders.

As at June 2010 progress towards the original recommendations include:

<table>
<thead>
<tr>
<th>Recommendation</th>
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<th>Current Priority Level</th>
<th>Comment</th>
</tr>
</thead>
</table>
| Industry and business organisations must continue to work together to provide a unified voice for the tourism industry in Victoria and influence the policy agenda. | Ongoing | High                   | • Ongoing consolidation of the industry, including the inclusion of TAV within VECCI (2009), together with VTIC, VEIC, HMAA and BOAV, bringing together resources and influence.  
• Ongoing evolution of the industry structure. |
| Leadership is recognised and nurtured.                                        | Ongoing | Medium                 | • State Tourism Awards.  
• Tourism Leadership programs underway e.g. Melbourne Tourism Industry Leadership Program, Gippsland Tourism Industry Leadership Program.  
• Tourism Excellence Program.  
• Further mentoring and succession planning required. |
| Ongoing education and awareness campaigns on the differentiated roles of industry organisations should be implemented to bridge the knowledge and participation gap. | Ongoing | Medium                 | • Associations now meeting in various forums e.g. VTIC, VEIC, HMAA, TAV, BAOV board and Council meetings, Victorian Tourism Conference and many other industry networks and associations.  
• Increasing support for indigenous tourism. |
| Industry associations should investigate the feasibility of value added collaborative membership. | Ongoing | Medium                 | • Ongoing evolution of the industry structure. |
“Despite the sector’s achievements, participation levels by business need to be strengthened.”
FOSTER BUSINESS AND SERVICE EXCELLENCE

Original Industry Vision

Victoria's tourism industry will realise a competitive advantage on the basis of quality products and service delivered by skilled competent staff. By 2016, Victoria will have a tourism industry that embraces a culture of business and service excellence, with a 20 per cent increase in participation in relevant industry-based business excellence programs.

“There is a strong link between trained staff, repeat visitation and profitability, making ongoing training essential.”
Overview of Progress to Date

Fostering business and service excellence remains a key priority for the development of the industry. There are many well recognised programs and initiatives that seek to improve excellence among the industry. While many operators have benefited from these programs to date, there is opportunity for participation levels to increase.

The industry has been significantly impacted by the recent economic downturn. While Victoria and Australia emerged in a much better position than many of our trading partners, many industry operators have been impacted and even now continue to struggle. Many have also been impacted by the February 2009 bushfires, as well as the ongoing impact of bushfire threat and code red days, together with the relatively high Australian dollar and other new cost pressures (e.g. wages, energy and water, and higher interest rates). Despite these difficulties, there is a challenge to provide high quality and excellence in order to remain competitive, attract new and repeat customers, ensure business profitability, and support ongoing industry growth.

As at June 2010 progress towards the original recommendations include:

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Progress</th>
<th>Current Priority Level</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>As set out in the Tourism and Events Strategy 2016 (developed 2008)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivery of Tourism Excellence Program.</td>
<td>Ongoing</td>
<td>Short</td>
<td>• The Tourism Excellence Program is becoming increasingly recognised within the industry and continues to expand.</td>
</tr>
<tr>
<td>Deinstitutionalised industry training in order to provide recognition for on-the-job training and experiences, as well as local or technology-driven delivery.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>• Ongoing collaboration between registered training organisations to enhance relevance for the industry.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Deinstitutionalisation is supported by the new VET model which facilitates the capacity for industry to interact with training providers to develop specific skill sets.</td>
</tr>
<tr>
<td>Nationally consistent recognition of industry competencies.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>• National Tourism Accreditation Framework (NTAF) supported by Federal Government, $5.5 million over four years.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Progress towards universal recognition of RSA (Responsible Service of Alcohol) training between States and Territories.</td>
</tr>
<tr>
<td>Improve business profitability.</td>
<td>Ongoing</td>
<td>Short - Medium</td>
<td>• In recent times profitability has been impacted by the GFC, bushfires, Code Red days, and Swine Flu.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Increasing recognition of the threat to the viability of individual operators and the impact on the broader industry, and various programs developed to assist.</td>
</tr>
<tr>
<td>Continual up-skilling of existing workers which is vital to future growth and development of industry.</td>
<td>Ongoing</td>
<td>Short - Medium</td>
<td>• Tourism Excellence</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Various training programs available</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• New VET model supporting more flexible learning</td>
</tr>
</tbody>
</table>

Continually updating industry and employee skills is a vital part of meeting the challenge. There is a strong link between trained staff, repeat visitation and profitability, making ongoing training essential. In particular, excellent customer service that meets the needs of current and future markets is vital. There is a need for greater industry input into training programs, as well as greater recognition for on-the-job training. There also needs to be greater sharing of skills and knowledge between industry operators.
Review of the State Government’s 10 Year Tourism and Events Industry Strategy
In 2007, the Victorian State Government released a 10 Year Tourism and Events Industry Strategy.

Tourism Victoria has recently carried out an internal review of the progress to date, and have concluded that in general, the directions of the strategy remain relevant. However some adjustment and ongoing innovation is required to respond to the changing external environment and to achieve future growth potential. Priority areas identified by Tourism Victoria are:

- Improving the branding and marketing of Victoria.
- Aviation access.
- Investment attraction and facilitation.
- Emerging markets.
- Regional tourism.
- Major events.

The major recommendations resulting from the review include:

- Promote Melbourne to priority international growth markets, including the internationalising of the Jigsaw campaign through brand campaign activity in China, the Western Hemisphere and India.
- Establish a targeted funding assistance program to leverage new major tourism investment to the State.
- Attract new investment in iconic accommodation and facilities that appeal to high yield tourism markets and match priority segments and destinations that are consistent with marketing and industry development activities.
- Review and prioritise growth and emerging international markets as relevant to Victoria.
- Select the top three emerging markets and increase in-market activities for a period of three years.

Recommendations relating to regional tourism include:

- Develop a regional tourism program that consolidates existing programs such as the Regional Marketing Program, support for regional tourism boards and the Tourism Excellence Program.
- Tourism Victoria will utilise its new investment attraction division to actively attract potential entrepreneurs to develop iconic tourism product in regional Victoria.
- Continue rollout of the direction of Regional Tourism Action Plan including four key initiatives:
  - Improving regional industry structures.
  - Improving the supply and quality of tourism experiences.
  - Increasing consumer demand for regional tourism experiences.
  - Addressing skills, service standards and environmental sustainability.

Tourism Victoria has identified the following major achievements (as at February 2010):

- Regional Tourism Board Implementation Committees established in the Murray, North East Victoria, Yarra Valley Dandenong Ranges, Daylesford Macedon Ranges and the Great Ocean Road.
- Expanded the Tourism Excellence Program.
- Developed 2009-2012 Regional Marketing Program.
- Enhanced the capabilities of visitvictoria.com by integrating online booking.
- Worked with regional communities to facilitate concept development and concept ready projects (e.g. Apollo Bay Harbour, Mildura Riverfront and Marysville redevelopment).
- Launched Daylesford, Nature-Based and Food and Wine campaigns.
- Commissioned an investigation into the current alignment of Geelong and Bellarine Peninsula with the Great Ocean Road campaign region.

In addition, the Government recently announced $2 million over four years to support Regional Tourism Boards as part of the Blueprint for Regional and Rural Victoria - Ready for Tomorrow.

In reviewing the industry’s own strategy, it is important that the outcomes of the Government’s 10 Year Tourism and Events Industry Strategy review are considered and integrated as appropriate.
Victorian Tourism and Events Industry Vision to 2020

In supporting the long term competitiveness of the Victorian tourism and events industry at national and international levels, leadership, industry development, investment and infrastructure, together with strategic and well funded marketing programs will be critical to the long term success of the sector.

By 2020 Victoria’s tourism and events industry will be internationally competitive, profitable, sustainable and innovative, and an increasingly significant and acknowledged contributor to the State.
VICTORIAN TOURISM AND EVENTS INDUSTRY MISSION

In 2020 Victoria’s tourism and events industry will deliver:

• Strong and united leadership at a State and national level.

• Innovative and ongoing industry development activities including the development of high yielding and high quality products and services to meet current and future market demand, along with superior level of visitor servicing, industry skills development and training.

• Significant and profitable growth in industry investment, including public private partnerships.

• In partnership with Government, well articulated, targeted and cooperative domestic and international strategic and tactical marketing campaigns that secure ongoing growth in visitor expenditure and satisfaction.

INDUSTRY PILLARS

Moving forward the tourism and events industry in Victoria needs to be united, strong, intelligent and strategic.

The previous six key areas have been reviewed and consolidated into four major pillars:

• Leadership.

• Industry development.

• Investment and infrastructure.

• Marketing.

Each of these pillars incorporates a vision, discussion of major issues, and a series of key actions and recommendations as they relate to the tourism and/or events industry. There is also consideration for areas of responsibility including industry and Government, and an indication of the timeframe associated with each of these recommendations.

Victoria’s Events Industry Development Plan (Appendix A) provides further information on actions and recommendations for the events industry.

“… leadership, industry development, investment and infrastructure, together with strategic and well funded marketing programs will be critical to the long term success of the sector.”
Industry Pillar - LEADERSHIP

Leadership - Statement
By 2020, Victoria will lead the nation in providing an effective model for industry leadership and will have doubled the current participation level of tourism and events businesses and organisations in representative bodies. The industry will provide leadership in tourism and events through effective and results oriented advocacy and representation, supported by industry and business development services.

Leadership - Discussion and Issues
The industry is well established and displays increasing levels of collaboration. However, there is a need to continue to increase the participation level of individual operators in the future direction of the industry. Increasing participation will strengthen the industry’s ability to influence key decision makers, and attract greater support, investment and infrastructure. It will also benefit the industry by:

• Facilitating information sharing and industry development.
• Enhancing the development of a coordinated response to external market shocks (e.g. bushfires).
• Increasing the ability to attract major events and tourism investment through a ‘Team Victoria’ approach.
• Influencing national and international marketing campaigns to support Victoria’s strengths.

Central to this challenge, is the underlying nature of the industry, with its many diverse and widely dispersed industry members. The industry comprises small and large operators, from many industries, spread across the State.

“Increasing participation will strengthen the industry’s ability to influence key decision makers, and attract greater support, investment and infrastructure.”
Research undertaken by Tourism Victoria in 2005 identified that there were approximately 15,000 primary tourism businesses (earning more than 50 per cent of income from tourism) in Victoria and a further 75,000 tourism related businesses. However, collectively industry organisation membership currently represents less than 15 per cent of primary and related tourism businesses.

There are currently numerous associations and related Government and private bodies providing support and representation to tourism and event related businesses. This does not indicate fragmentation, as different bodies play different roles and represent particular segments of the industry, or particular regions. In general these parties work well together, sharing information and resources to achieve their common goal of supporting the industry and its going development.

Peak organisations such as VTIC and VEIC provide effective and targeted State and national policy, advocacy and representation, either directly or through partner organisations. Recent consolidation of resources between VECCI and Tourism Alliance Victoria (TAV) has further integrated the industry. VEIC, VTIC, TAV, HMAA Victoria and BOAV now operate as a single business unit within VECCI, enhancing industry leadership and strengthening opportunities for member engagement.

The industry is continuing to evolve over time, and is now ready to create the platforms and structures from which it can develop further. The industry in Victoria has experienced consistent growth since 1994, but currently faces significant challenges. By contrast there are significant opportunities to grow Victoria tourism industry and product development, however accelerated programs and growth in industry participation by business is essential to address these opportunities. In particular, participation by both primary and tourism related businesses as members or customers of industry organisations needs to be substantially increased. This is important to enhancing industry leadership and advocacy, as well as invigorating individual operators to engage with the industry and be involved in its future.

The consolidation of industry management services by VECCI, its influential policy and advocacy capacity and business services resources provides an opportunity to further evolve the effectiveness, strength and maturity of the industry. This consolidation provides the opportunity to equip the industry with the leadership and capacity to plan for and act to address these challenges. While there is an appropriate and valuable role for peak industry sector organisations to represent and provide services for their specific constituency, the peak role of industry leadership, policy, strategy, advocacy, representation, industry development and demand driven business services is arguably best delivered by a well resourced single peak industry organisation - that is a Council of Tourism Organisations.

To facilitate the development of the Council of Tourism Organisations a range of ‘entity structures’ are possible. It is recommended the Council of Tourism Organisations evolves as a VECCI supported Peak Policy Council governed by a Charter formalising the structure outlined in Appendix B.

It is recommended the Charter contain a mechanism for the Governance Board to consider the further evolution of the ‘entity structures’ once the Council of Tourism Organisations is fully operational two to three years from launch. (Appendix B includes an extract from the VECCI discussion paper, “Tourism Industry Leadership and Structure Evolution in Victoria” (May 2010), which outlines a proposal to create a Council of Tourism Organisations.)

In addition, to increase industry participation and consolidation, there is also a need for a clear and consistent measure regarding the significance of the tourism and events industry to the State economy, as well as ongoing promotion of its value in order to increase the level of support it receives. While the broader tourism industry benefits from regular and well recognised statistical reports such as the Tourism Satellite Account, the events industry does not currently have a comparative measure. This in part relates to the diverse nature of individual events and various measurement difficulties. The events industry would benefit from a State, if not national measure of industry value. In the interim, estimates produced in 2006 which remain in use today, need to be updated. While not easily achieved, ideally any such measure should consider, economic benefit, community benefit, global reputation, other strategic benefits, the contribution to innovation and research, enhanced business connections and agreements, as well as any social and environmental benefits.

A key competitive advantage for Melbourne and Victoria is the ability to strategically coordinate event calendar activities – particularly those relating to major events and large business events. Work that has already occurred to date must continue. A range of industry benefits can be achieved through further improving the management and coordination of event calendars, including:

- Enhanced coordination to identify and address gaps.
- Shared expertise across the industry, including enhanced collaboration between the events and tourism sectors.
- Enhanced skills and labour sharing between events to overcome current challenges.

Finally, the future of the industry is reliant on developing a core group of future leaders. Whilst the development and implementation of programs developing industry leaders and tourism excellence, have in part begun to address this issue, there is a cultural shift that needs to occur across differing levels of industry and Government.
<table>
<thead>
<tr>
<th>LEADERSHIP</th>
<th>Actions and Recommendations</th>
<th>Timeline</th>
<th>Tourism</th>
<th>Events</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Continue to evolve the industry structure model for Victoria, supported by VECCI, in order to enhance industry participation, leadership development and advocacy.</td>
<td>Short - Medium</td>
<td>▲</td>
<td>▲</td>
<td>Industry, VECCI</td>
</tr>
<tr>
<td></td>
<td>Industry should seek to demonstrate a more influential advocacy role at the national level, ensuring that Victoria is effectively and equitably represented.</td>
<td>Short - Medium</td>
<td>▲</td>
<td>▲</td>
<td>Industry</td>
</tr>
<tr>
<td></td>
<td>Enhance industry engagement, by doubling the current level of industry participation in representative bodies.</td>
<td>Medium - Long</td>
<td>▲</td>
<td>▲</td>
<td>Industry</td>
</tr>
<tr>
<td></td>
<td>Develop a State and nationally recognised measure of the value of events, to complement estimates of the value of tourism. Specifically; • Pursue an agreement on a common method for evaluating the contribution of individual events to the economy, while taking into account the different nature and scale of individual events. • Undertake further research to update and enhance current estimates of the value of the events industry in Victoria. • Conduct research on the broader-based value of events to identify the key measures that should be adopted, how they should be assessed and then disseminate these widely.</td>
<td>Medium</td>
<td>▲</td>
<td></td>
<td>Industry, Government</td>
</tr>
<tr>
<td></td>
<td>Raise the profile and awareness of the importance of the industry among Government, industry and the community, through a dedicated campaign (e.g. “Events Matter” and “Tourism Matters”)</td>
<td>Short - Medium</td>
<td>▲</td>
<td>▲</td>
<td>Industry</td>
</tr>
<tr>
<td></td>
<td>Develop a VEIC facilitated, ‘industry only’, centralised and strategic calendar of events to enhance the planning of events, and support advocacy for new and expanded events that complement and enhance Victoria’s current event calendar.</td>
<td>Medium</td>
<td>▲</td>
<td></td>
<td>Industry</td>
</tr>
<tr>
<td></td>
<td>Accelerate the development of leadership skills through the State wide implementation of currently successful industry leadership programs.</td>
<td>Medium</td>
<td>▲</td>
<td>▲</td>
<td>Industry</td>
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<td>Secure a minimum of three years of funding to further promote and expand the uptake of business excellence practices, including ongoing support for the Tourism Excellence Program.</td>
<td>Short - Medium</td>
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<td>Industry, Government</td>
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<td></td>
<td>Produce a quarterly Tourism Excellence Magazine, to enhance participation levels and promote excellence.</td>
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<td>Industry</td>
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<td>Ongoing development of Victorian Tourism Week to continue to raise the industry profile.</td>
<td>Short - Medium</td>
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<td>Industry</td>
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</table>

**Key**
- Short term = up to two years
- Medium term = two to five years
- Long term = five or more years
Industry Development - Statement

By 2020, Victoria’s tourism and events industry will realise a competitive advantage on the basis of its high quality and high yield tourism and events products, services and experiences, delivered with superior levels of service by skilled and competent staff. The industry will embrace a culture of business and service excellence, with an increase in participation in relevant industry-based business excellence, skill development and training programs.

Victoria will have achieved demonstrated growth in the nature-based tourism segment. This will be complemented by an environmentally sustainable, internationally competitive industry that provides high quality products and services. Victoria will also have an extensive range of products and services tailored to meet the expectations of future international growth markets including, but not limited, China and India.

Industry Development - Discussion and Issues

The tourism and events industry faces numerous challenges associated with globalisation (including competition and vulnerability to economic fluctuations), and change resulting from social, demographic, environmental and technological change.

In order to capitalise on future growth potential, the industry needs to ensure it understands and is able to meet the needs and expectations of visitors, through the provision of innovative and competitive tourism and event offerings, excellent service standards, and the attraction and retention of a suitably skilled workforce.

Product development should meet market demand, be developed by industry in collaboration with Government, complement marketing campaigns, and align with industry plans to ensure a sustainable and viable path for the industry as a whole. This is particularly important in regional Victoria where further product development is needed to capitalise on key international growth markets, through the provision of high quality products and services, that meet the needs and expectations of these markets.

Strong strategic and business-driven tactical marketing campaigns are vital to stimulating demand and achieving growth. However, in order to be successful, marketing activity must be complemented by product and service development, to ensure the visitor experience meets expectations. This requires ongoing innovation and improvement to products and services supported by research and updated visitor profiles. In addition to the product development process itself, support is also required for the pre-product development research and planning phase.

Priority areas for product and service development include:

- Nature-based tourism e.g. walking tracks, mountain bike trails, enhanced visitor experience centres, nature-based accommodation.
- Sports e.g. golf, soccer and cycling.
- Spa and wellness
- Food and wine
- Arts, theatre and culture
- Product packaging to encourage regional dispersal e.g. Mildura fly/drive packages.
- Tailored products that meet the needs of growth markets e.g. China, India and other Asian markets.

“Product development is needed to capitalise on key international growth markets, through the provision of high quality products and services, that meet the needs and expectations of these markets.”
In order to add value to the existing experience offering, there needs to be enhanced linkages between tourism and event product, as well as further product packaging, joint ticketing, and integrated visitor services linking transportation, visitor information and customer service.

Melbourne and Victoria have a strong, well balanced major events calendar with a range of cultural and sporting events. In an intensely competitive global marketplace, Melbourne needs to ensure there is ongoing competitor analysis and associated innovation in existing events, as well as support for new events.

Enhanced event calendar management will assist in identifying peak periods and gaps, and provide opportunities for greater linkages with tourism product offerings including accommodation and attractions. An enhanced calendar could consider the integration of second tier events. In addition to attracting and retaining current events, there is also an opportunity for event organisers and venues to collaborate with the wider business community and Government in order to develop new business events. The science, medical, technology, sustainability, and aviation fields are of particular importance. Developing business events in these areas offers the opportunity to promote Victoria as leaders in these specialised industries, offering economy-wide benefits, and helping attract international investors to the State. In order to facilitate this, analysis is needed to identify Victoria’s key current and future economic industry strengths, in order to ensure a strategic approach to the development of new events.

The establishment of a Business Events Development Assistance Fund would support the development of new business events, in areas of strategic Victorian capability and influence. Such a fund would provide a proportion of total investment to supplement private sector contributions, and would be based on key criteria.

With a comparatively low unemployment rate and strong growth in other sectors of the economy, tourism and events industry operators continue to report difficulties in attracting appropriately skilled and experienced staff. The demand for labour is also influenced by the seasonal nature of many tourism and event operation.

Skill development remains a priority, and reflects the changing market and future growth areas. For example, meeting the needs of international visitors will require cultural understanding and visitor services education and development. There is also a need for enhanced specialist skills to complement generalist skills currently being provided by training providers. Both industry and Government need to support high quality training. In particular, industry must continue to work with training providers to identify training gaps and ensure training is relevant. The recent launch of the Discover Tourism careers program, being implemented by the National Tourism Alliance, is a positive step towards promoting tourism and events as a career of choice. However, skill and labour needs are much broader.

There is a range of training needs present within the industry, including but not limited to:

- Increased access to appropriate and affordable training, particular for SMEs.
- The development of generational networks for future leaders including mentoring and the development of career paths in both the private and public sector.
- Continual up-skilling of existing workers, through training that is focused on developing specific skill-sets, relevant to the current and future needs of the industry
- Ongoing support for business clusters to enhance opportunities to share skills, knowledge and experience.
- ‘Train the Trainer’ programs that enable business owners and operators to better impart knowledge to employees.
- ‘Real’ work experience programs and placements, supported and recognised by industry.
- Structured employer education programs, specific to the tourism and events industry, supported by manuals and guides to assist with:
  - Staff retention and succession planning.
  - Implementation of workplace aptitude tests.
  - Facilitation of career development, up-skilling and multi-lingual staff development.
  - Identification of preferred training providers.
  - Encouragement of flexible work arrangements.
  - Understanding generational differences.

Despite uncertainty surrounding an emission trading scheme, climate change and environmental sustainability will remain key influences on the industry. Following on from actions already undertaken by leaders, the industry must take a lead in ensuring environmental sustainability becomes a part of everyday business operations. Any early action in this area will reduce the need for over-regulation in the future and will position Victoria’s tourism and events industry at the forefront of sustainable industry development. While investment in this area is important, action cannot ignore competitive realities. Benefits must be balanced against costs to find the most effective and efficient solutions.

Recognising Australia’s position as a long haul destination, industry must work to differentiate product and service offerings to remain attractive to international visitors. While some operators are now offering carbon offsets for travel and carbon neutral events, there is a need for a single State, if not national, accreditation of such offsets and other environmentally sustainable products and services.

The bushfires of February 2009 highlighted Victoria’s vulnerability to natural disasters. As a result of climate change and weather patterns change, there is an increased likelihood of bushfires, floods, storms, and rising sea levels. Planning and risk management is vital to minimising the impacts of such events. Consideration needs to be given to short term messaging, contingency planning and recovery, as well as longer term strategic considerations.
As a result of current social issues impacting the industry, there is a need for an industry-wide strategy for the management of social and safety issues. Such a strategy should incorporate risk management, promotion of responsible alcohol consumption, information provision, as well as coordination with appropriate authorities including transportation and police.

There also needs to be enhanced support for the concept of destination planning, which requires a collaborative and strategic approach to marketing and industry development, and seeks to maximise the use of industry and Government support.

### INDUSTRY DEVELOPMENT

**Actions and Recommendations**

<p>| Continually refresh research and update visitor profiles to reflect new market information and trends. Use industry networks to distribute this information in a user-friendly format. Priorities include identification of motivations for travel, and incentives to extend travel. | Short - Medium | | | Industry, Government |
| Increased collaboration between industry and research bodies to ensure research has industry relevance and applicability. | Medium | | | Industry, Training providers |
| Advocate for additional funding for pre-product development research and planning to support ongoing industry innovation. | Medium | | | Industry |
| Enhance and support product development in identified priority areas including: • Nature-based. • Golf, soccer and cycle. • Spa and wellness. • Food and wine. • Arts, theatre and cultural. • Indigenous. | Short - Medium | | | Industry, Government |
| Develop and implement a coordinated Victorian integrated visitor services strategy, incorporating integrated visitor transportation, visitor information and visitor experience initiatives. | Medium | | | Industry, Government |
| Develop and fund cultural awareness, language and visitor service programs for Chinese, Indian and other international visitors. | Medium | | | Industry, Government |
| Ongoing support for industry development in regional Victoria including: • Fly/drive packages to encourage regional dispersal. • Touring routes and packages. • Accommodation supply. • Further differentiation of the regional events offerings, by leveraging off local tourist and natural attractions. | Medium - Long | | | Industry, Government |</p>
<table>
<thead>
<tr>
<th>Pursue the establishment of a Business Events Development Assistance Fund to provide support for the development of inaugural business events in the areas of strategic Victorian capability and influence.</th>
<th>Medium - Long</th>
<th>▲</th>
<th>Industry, Government</th>
</tr>
</thead>
</table>
| Ongoing priority support for workforce development initiatives including:  
  • Assessing the viability of a database for seasonal, casual, volunteer workers, and working holiday makers. Such a database should also seek to incorporate working holiday makers. | Medium | ▲ | Industry, Government |
|  • Modernise human resource management information, specific to the needs of small business, to include recruitment and retention strategies. | Short - Medium | ▲ | Industry, Government |
|  • Create and implement structured ‘train the trainer’ employer education programs, tailored to the needs of small tourism and events businesses. | Medium | ▲ | Industry, Government |
|  • Implement strategies to attract multi-lingual employees to the industry, as well as up-skill current employees in the cultural and language skills to meet the needs of emerging markets. | Medium | ▲ | Industry, Government |
|  • Support for appropriate recommendations made in the Tourism Workforce Development Strategy upon its release. | Short - Medium | ▲ | Industry, Government |
| Support and assist in the delivery of the Victorian component of the Discover Tourism careers program (being implemented by the National Tourism Alliance). | Short - Medium | ▲ | Industry, Government |
| Support increased engagement by industry in environmental sustainability practices to position the industry at the forefront of sustainable industry development, giving consideration for cost-benefit analysis and competitive realities. | Short - Medium | ▲ | Industry, Government |
| Advocate for a single, nationally accredited carbon offset scheme and for the certification of providers of environmental sustainability programs/services. | Medium - Long | ▲ | Industry, Government |
| Develop an industry wide strategy around social and safety issues, incorporating risk management, promotion of responsible alcohol consumption, information provision, as well coordination with appropriate authorities including transportation and police. | Short - Medium | ▲ | Industry, Government |
| Ongoing proactive industry involvement in the review and implementation of messaging and communication regarding bushfires and Code Red days, giving consideration to the needs of visitors, employers and their staff. | Short - Medium | ▲ | Industry |
| Support the enhanced use of a collaborative communication and educational strategy to assist businesses and visitors prepare for and recover from a natural disaster, and the ongoing impact of climate change, including improved contingency planning. | Short - Medium | ▲ | Industry, Government |
| Ensure natural disaster and bushfire recovery funding includes financial support for businesses indirectly affected by such events (in addition to those directly affected). | Short - Medium | ▲ | Government |

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**VICTORIA’S TOURISM AND EVENTS INDUSTRY STRATEGY 2020**
Industry Pillar - INVESTMENT AND INFRASTRUCTURE

Investment and Infrastructure - Statement
By 2020, Victoria's tourism and events industry will be supported by innovative, efficient and sustainable infrastructure and supporting services on both public and private land. Victoria will attract more domestic and international investors, who will benefit from a significant reduction in regulatory and other barriers to investment.

Investment and Infrastructure - Discussion and Issues

Victoria, and in particular Melbourne, has an impressive range of tourism and events infrastructure including many sporting venues and convention facilities. The investment made by both industry and Government to date has had a significant impact on the current strength of major events and business events in particular. In addition, the wide range of tourist attractions, national parks and existing coastal, bays and maritime facilities are also a major asset. However it is important that complacency does not set in. In order to remain competitive and a destination of choice for visitors, there must be ongoing investment in new infrastructure together with regular maintenance of existing infrastructure.

Even though demand levels are generally weaker than they were two years ago (2008), investment in tourism and events infrastructure and assets, together with supporting facilities, must be maintained, and where possible expanded to allow Victoria to capture the benefits of the global and domestic recovery. Government, working with industry, has a vital role to play in further enhancing tourism and events investment, supporting infrastructure development, and supporting investment through appropriate planning and regulatory settings.

Investment must be strategic. There must be alignment between tourism and broader policy objectives, as well as linkages with industry and Government strategic plans. In addition to new investment, it is important that existing assets are also maintained.

Nature-based tourism is a growth market in Australia, but Victoria lags competitively. Victoria has the natural assets to compete effectively in this segment but requires infrastructure investment, investment attraction and product development, as well as advertising and promotion. Following on from the release of the Government's Nature-Based Tourism Strategy, this strategy now needs to be fully implemented to realise the growth potential. The decision to extend leases on public land to 65 years will go some way to encouraging private sector tourism investment in this area. In addition, there are many potential projects outlined within Parks Victoria’s “Public Land Tourism Infrastructure Case” (Natural Icons) that have the potential to create real competitive advantage, and economic and community benefit.

Planning provisions as they currently stand, often present a barrier to tourism and events investment in both metropolitan and regional Victoria, with a considerable gap between tourism policy objectives and Victoria’s planning system. Further efforts are required to reduce unnecessary regulation, streamline the planning and approvals process, and improve transparency and clarity, in order to reduce development costs and avoid delays. Industry can contribute by highlighting barriers, and recommending policy solutions including taxation and regulation reform options.

Past initiatives to pursue an investment profile of the industry needs to be reinvigorated to attract industry investment. The profile should include the ‘top 10’ identified investment ready infrastructure projects across the public and private sector, in order to attract and facilitate interested investors without having to run the gauntlet of planning uncertainty and community opposition. While the private sector is generally best placed to deliver infrastructure projects, Government support and facilitation is vital. Identified project areas for funding and investment moving forward include, but are not limited to:

- Nature-based tourism, including projects identified in the Parks Victoria Natural Icons investment study.
- Increased accommodation, attraction and associated product development for regional Victoria.
- Improved visitor ‘welcome’ infrastructure as key points of entry including airports, public transport points and ports.
- Key regional developments, including consideration of a casino at Mildura.
- Improved aquatic based infrastructure to boost associated sporting activities.
- Federation Square East, including the rail yard extension.
- Transport infrastructure, including road, rail and ports particularly those that facilitate increased regional dispersal of visitors.
- A new convention and exhibition centre in Geelong.
- Appropriate investment along the Yarra, including river transport.
- Bays and maritime projects.

In addition, the expansion of the Regional Development Investment Fund will help stimulate new investment in regional Victoria, and accelerate Victoria’s tourism and events advantage.

Visitors increasingly demand direct travel services to and from major destinations, including Melbourne. International seat availability is vital in attracting tourists, business travellers and corporate head offices to Melbourne. In addition to Australia’s national airlines, international airlines have played a vital role in delivering growth in seat capacity since 2000. Further liberalisation of the Australian aviation sector will underpin Victoria’s efforts to attract visitors and business travellers alike.
and can also play a role in encouraging businesses to locate in Victoria, further supporting the industry. Ongoing advocacy to attract direct international flights to Melbourne Airport is a must. Low-cost carriers are now a well established in Melbourne, and contribute significantly to the supply of domestic and international flights in Victoria. They benefit the industry by making it cheaper to travel to Melbourne and by assisting in improving price competition between tourism and other discretionary consumer goods. Ongoing work is needed by industry to ensure it capitalises further on the opportunities provided in this area.

The expansion and development of Melbourne Airport, together with opportunities to increase capacity at Avalon airport are both important developments for the industry. Melbourne Airport is the entry point for many tourism and events visitors, but needs ongoing investment in visitor greeting mechanisms and services. There is also an increasing need for improved public transport links to and from the major airports, as well as improvements to approach roads around Melbourne Airport to assist in dispersal and reduce congestion.

Regional dispersal of visitors within Victoria, particularly to the outer regions, requires efficient and convenient air travel services. Recent State Budget allocations have included provision for the investment in regional airport infrastructure, however, ongoing investment and upgrades are required together with support for fly-drive packages. Victoria has earned the enviable reputation as Australia’s best State to tour by car due to its extensive road network, accessibility of Victoria’s diverse natural and built attractions, and reputation for a quality, safe and efficient road network. Road infrastructure is critical to the supporting the regional dispersal of visitors, therefore it is important that Victoria receives its fair share of future Federal spending on roads. Ongoing investment in rail is also important in facilitating visitor dispersal.

The Port of Melbourne, as the entry point for the lucrative cruise ship market also requires a review of physical infrastructure including visitor transport infrastructure and supporting services. At present the arrival and transport experience is second rate for this marker sector.

Planned tourism, recreational, bays and maritime facilities are being realised around the State which will attract local, interstate and international visitors. There are a number of planned marina projects listed in the Government’s Bays and Maritime Strategy. Some of these are at an advanced stage and require a relatively small amount of public investment to trigger significant private sector investment.

The improving reach and quality of telecommunications infrastructure has the potential to enhance the delivery of tourism and event products and services. Ensuring communities have adequate access to high quality infrastructure, as well as information to capitalise on its potential, will be vital to the development of the industry. This is particularly important as technological interaction becomes commonplace among customers, who increasingly demand timely and functional information and booking facilities.

Supporting the development of the industry will require ongoing investment in workforce education relevant to the high standards proposed for Victoria’s industry. An example of this is the William Angliss Institute’s proposed Graduate Management Centre.

Numerous regional centres in Victoria have limited opportunities for development through growth in manufacturing and services, as a result of their size and location. However further investment in tourism and events offer the opportunity for regional growth and visitor attraction. There is a need for increased advocacy for greater Government support for key regional festivals and events, together with tourism infrastructure and investment, in order to support broader regional development activity. Consideration should be given to identifying current gaps and opportunities, and associated infrastructure and investment needs, in order to meet future market demand.
<table>
<thead>
<tr>
<th><strong>INVESTMENT AND INFRASTRUCTURE</strong></th>
<th><strong>Actions and Recommendations</strong></th>
<th><strong>Timeline</strong></th>
<th><strong>Tourism</strong></th>
<th><strong>Events</strong></th>
<th><strong>Responsibility</strong></th>
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<tbody>
<tr>
<td>Establish an investment development profile, outlining the top 10 tourism and events investment ready infrastructure opportunities across the State, in order to attract and assist potential investors.</td>
<td>Short - Medium</td>
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<td>Secure sufficient medium term Government funding to ensure the ongoing maintenance of existing tourism and events infrastructure and assets.</td>
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<td>Advocate for and secure public sector development funding for the Geelong Convention and Exhibition Centre. Assess the viability of an additional facility in regional Victoria (e.g. Bendigo/Ballarat).</td>
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<td>Secure public sector funding for industry infrastructure and support service priorities including:</td>
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<td>• The extension of the Melbourne Exhibition Centre.</td>
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<td>• Further modernisation and capacity building in regional airports.</td>
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<td>• Melbourne's airports and supporting infrastructure.</td>
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<td>Advocate for the implementation of natural icon infrastructure projects as identified by Parks Victoria, and the promotion of Victoria as a destination rich in nature-based experiences that meet the needs and expectations of current and future key markets.</td>
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<td>Further investment in Melbourne Airport's forecourt and visitor interface between air travel and land transit.</td>
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<td>Support ongoing investment in training and education facilities such as the William Angliss Institute's proposed Graduate Management Centre.</td>
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<td>Ongoing efforts to secure international direct flights to Melbourne Airport.</td>
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<tr>
<td>Assess and implement key Productivity Commission recommendations that assist in reducing the barriers to investment at both the State and national level. Ongoing advocacy to address remaining investment constraints, particularly those relating to investment on public land.</td>
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<td>Industry, Government</td>
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<td>Ongoing advocacy to State and Federal Governments to ensure that aviation policies are influenced by broader tourism and event objectives together with ongoing liberalisation of international air access arrangements.</td>
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<td>Full implementation of planned bays and maritime tourism infrastructure development as outlined in the Government’s Bays and Maritime Strategy.</td>
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<td>Industry, Government</td>
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<td>Greater advocacy to ensure that Federal funding through TQUAL grants delivers on key Victorian tourism priority projects.</td>
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<td>Industry, Government</td>
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<td>Support for appropriate recommendations arising from the release of ‘Ready for Tomorrow: A Blueprint for Regional and Rural Victoria’ that relate to further support and development of regional tourism and events, including the expanded Regional Development Investment Fund to attract future investment and accelerate Victoria’s tourism advantage.</td>
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<td>Industry, Government</td>
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Industry Pillar - MARKETING

Marketing - Statement

By 2020, Victoria will have an increased number of high yield visitors. This will be a result of strategic and well coordinated marketing strategies, delivered by Tourism Victoria in collaboration with industry, which effectively communicate Victoria’s key tourism and events assets and offerings. This strategy will be supported by industry and Government through appropriate product development of high yield tourism products, world class infrastructure and supporting services, along with excellent visitor services and experience delivery. Victoria will remain a world class leader in major events and enjoy significant growth in business events. It will have an international reputation for innovative and creative cultural and sporting events across the State.

“Industry needs to continue to complement Government led marketing programs, with increased tactical advertising and program buy-in, together with high quality offerings.”
Marketing - Discussion and Issues

For more than a decade Victoria has successfully delivered the ‘Jigsaw’ brand and associated campaigns. This highly effective positioning, brand and campaigns have secured Victoria as a leader in the tourism and events industry. As the longest running State brand campaign ever delivered, it is well recognised and successfully portrays Victoria’s key product strengths and diversity. While the ‘Jigsaw’ Strategy is still relevant, and is expected to continue contributing to industry growth, ongoing investment and innovation is needed to ensure Victoria remains competitive.

As identified in the Government’s review of the 10 Year Tourism and Events Strategy, destination and marketing planning should consider identified growth and emerging markets along with traditional markets. The Government’s key focus areas for marketing and program include: wellness and spa, golf tourism, nature-based tourism, backpacker, food and wine, arts, and theatre, and culture and heritage tourism.

The State Government, through Tourism Victoria, is responsible for the delivery of many domestic, national and international strategic brand and marketing programs. While it is appropriate that Government remains the driver and contributor of such programs, industry increasingly has a cooperative and supportive role to play. Industry needs to continue to complement Government led marketing programs, with increased tactical advertising and program buy-in, together with high quality offerings. There is a need for enhanced engagement by the sector in local and regional marketing activities, and greater participation by industry in well executed marketing of individual businesses and products through both traditional and new channels (such as online and social networking sites).

There is a need for greater cooperative marketing, incorporating increased investment by industry. There is also a need for increased overall input by industry into brand development for specific destinations and sub-brands at a regional level, along with an ongoing commitment to the overarching Victorian brand. More broadly, there is an opportunity for greater collaborative marketing between the tourism and events industry, including business events.

Funding of tourism and events marketing for the State is vital to ensure that Melbourne and Victoria continue to attract a growing share of international, interstate and intrastate visitors. Such marketing also provides direct and indirect benefits to regional areas.

Doubling of Government funding for strategic tourism and events marketing for international, interstate and intrastate markets is imperative to building and maintaining a competitive advantage and achieving growth targets. Priority needs to be given to international marketing to restore brand damage in the emerging market of India. Activity needs to be increased for a minimum period of three years.

While recent Government announcements include funding for marketing to the Chinese market, and interstate visitors to Melbourne, are welcome, further investment is needed to ensure appropriate product development and services for these markets.

China and India are expected to be the major growth markets for Victoria over the coming five to 10 years. In the short term, much of this growth is expected to benefit Melbourne and surrounding areas, as regional dispersal remains a challenge. Of immediate concern is how to maintain market share and Victoria’s current competitive advantage in the China market, as well as improving the strategic focus on the Indian market. These markets require a medium to long term commitment to marketing activities to reap long term volume and yield aspirations.

While there is significant growth potential in the international markets, the domestic market should not be under estimated and will continue to deliver the highest volume of tourists for the State. The intrastate market has good potential for growth, particularly in the day trip market. The interstate markets have the potential to encourage regional dispersal. However spreading dispersal to regional destinations beyond one and a half to two hours from Melbourne will need separate attention.
The VFR market holds great potential from all geographic markets, and to date has largely been undervalued, if not ignored. The challenge for Government and industry is realising this potential and developing strategies and actions to capture this market. An obvious starting point would be the high yield international education market.

Melbourne has a reputation as a world leading destination for major events and is a leading destination for business events. Regional Victoria also has a vibrant annual, special and business events program. There is a need to advocate to Government for funding to continue to strengthen Victoria’s international reputation and brand and to facilitate growth in the events sector via the attraction and retention of major, business and regional events. The marketing of Victoria internationally supports not only the events industry, but also the wider tourism industry, and indeed the broader economy by raising its profile.

Victoria’s events are highly integrated, and leverage off the breadth and depth of the State’s facilities, assets and climate, as well as social, cultural and business networks. The key to success is to have a mix of repeat and one off events, whether annual or bi-annual. This provides both long and short term benefits and capitalises on Melbourne’s distinct seasons.

Victoria’s business events brand as it currently exists is very ‘Melbourne-centric’. Victoria’s cool climate, and the cosmopolitan Melbourne business events brand and experience do not fit with the traditionally marketed Australia tourism brand. Victoria’s position as part of the national tourism and events landscape has therefore not been clearly positioned and defined. Consideration should be given to how this is developed in the future.

The new Melbourne Convention Centre was opened in 2009 and has the potential to attract an additional $197 million in economic activity annually. It will however require sustained marketing support directed specifically at attracting business events. The Government recently announced the first stage of the expansion of the Melbourne Exhibition Centre which will support the expanded opportunities for business and major events and allow Melbourne and Victoria to maintain its competitive advantage in this industry beyond 2020.

<table>
<thead>
<tr>
<th>MARKETING</th>
<th>Actions and Recommendations</th>
<th>Timeline</th>
<th>Tourism</th>
<th>Events</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>Secure additional Government funding of at least $20 million annually for strategic tourism and events marketing across international, interstate and intrastate markets including:</td>
<td>Short - Medium</td>
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<td>Government</td>
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<tr>
<td>• City and regional campaigns</td>
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<td>• Key international growth markets</td>
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<td>• Major events</td>
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<td>• Business events</td>
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<td>• VFR market</td>
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<td>• International education</td>
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<tr>
<td>Enhanced industry support in cooperative marketing, including support for the jigsaw strategy, in order to maximise funds available and ensure a strategic and coordinated approach.</td>
<td>Short - Medium</td>
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<td></td>
<td>Industry</td>
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<tr>
<td>Using updated research, undertake an industry marketing strategy to promote the value of tourism and events.</td>
<td>Short - Medium</td>
<td>▲</td>
<td>▲</td>
<td>Industry</td>
<td></td>
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<tr>
<td>Undertake a marketing campaign to promote industry investment opportunities outlined in the industry development profile.</td>
<td>Short - Medium</td>
<td>▲</td>
<td>▲</td>
<td>Industry</td>
<td></td>
</tr>
<tr>
<td>Undertake complementary Victorian based marketing activities in support of the Discover Tourism careers program (being implemented by the National Tourism Alliance).</td>
<td>Short - Medium</td>
<td>▲</td>
<td></td>
<td>Industry</td>
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</tr>
<tr>
<td>Increase industry participation in business-driven, brand, tactical, trade sales and marketing activities, including online and digital marketing and other social marketing avenues.</td>
<td>Medium</td>
<td>▲</td>
<td>▲</td>
<td>Industry</td>
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Key

Short term = up to two years
Medium term = two to five years
Long term = five or more years
APPENDIX A
Victoria’s Events Industry Development Plan
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Message from the Chief Executive Officer

Victoria’s Events Industry Development Plan represents a significant step towards recognising this unique and vital sector. It also signals ongoing industry maturity and represents a commitment towards enhanced industry and product development. This Plan complements the broader Tourism and Events Industry Strategy 2020.

Through the development of this Plan, the industry has identified ten key priority areas for attention over the coming decade. These incorporate; an improved industry profile, integration of visitor services, enhanced calendar management, development of product and event portfolio, greater industry participation, ongoing workforce development, support for regional events, improved sustainability and ongoing competitor analysis.

While there are many challenges facing the industry, not the least of which is the continued strengthening of international competition, by focusing on these key priorities the industry will be able to work together towards a common goal.

As the CEO of VEIC, I look forward to working with the events industry to implement the recommendations outlined in this Plan, and help drive growth in this important sector.

Todd Blake
CEO, Victoria Events Industry Council

ACKNOWLEDGEMENT

We acknowledge the support of Professor Leo Jago and Professor Margaret Deery of Tourism and Business Events International in the preparation of this Plan.
Message from the Chair

The events industry in Victoria continues to go from strength to strength.

Despite a challenging year, the industry continues to prosper and receives admiration from competitors in other states and internationally in terms of our ability to work together as an industry, provide world class events and attract strong attendee numbers.

The sector continues to make a significant contribution to Victoria, with major events worth an estimated $1.2 billion annually, and the business events sector estimated to contribute a further $1.2 billion.

As well as Victoria’s high profile major events, sporting and cultural events, the caliber of business events continues to develop. Recent research into the value of this important sector highlights not only the significant economic contribution, but also the strategic value, business connections and innovation initiated through business-related events.

The development of this VEIC-led industry development strategy - the first of its kind in Victoria - is an important milestone in the ongoing maturity and strength of the industry. It is pleasing to see the level of engagement by key stakeholders and the level of commitment within the industry towards enhanced growth. The Strategy identifies ten key industry develop priorities. These must be the focus of attention over the coming decade if we are to achieve our goal of being internationally competitive, profitable, sustainable and innovative and an increasingly significant contributor to the State.

Victoria is well placed to capture the benefits of international growth, however we must remain vigilant, and determined in our efforts to be the best. Significant investment by industry and Governments has occurred to date. This has, without a doubt, contributed to our strong position. However, further investment in new infrastructure and events, together with ongoing improvements to existing infrastructure and events, is vital to maintaining our competitive position, and maximising opportunities arising as the world economy continues to recover.

VEIC continues to play an important role through its leadership, advocacy and industry development. VEIC is gaining an increasing media presence and advocates on behalf of members on key issues such as the need for further investment and the importance of international and intrastate marketing. In order to enhance growth, the industry needs to increase industry participation and must collaborate further with the broader tourism industry in order to maximise opportunities for cross-promotion and integrated product and service offerings.

I look forward to the coming year and am confident in our industry’s capacity for innovation and excellence and believe we will continue to deliver events of world acclaim.

Peter Jones
Chair, Victoria Events Industry Council
Introduction and Rationale

Victoria’s Events Industry Development Plan is the first to be developed by Victoria’s events industry. It seeks to identify key industry development priorities over the coming decade.

The Events Industry Development Plan complements Victoria’s Tourism and Events Strategy 2020. First developed in 2008, the Tourism and Events Strategy has been reviewed and updated to reflect the current industry direction and priorities to the year 2020.

While there are many interrelationships within the wider tourism and events industry, both the tourism and the events industry are distinct and significant in their own right, and face unique challenges and opportunities. Victoria’s Events Industry Development Plan focuses on issues that are particular to events.

The events industry in Victoria continues to strengthen and develop, and is taking on an increasing leadership role. The industry has set a path for its future and, with support from Governments, is working towards achieving its goals.

Victoria’s Tourism and Events Industry - Vision and Mission

The vision and mission outlined for the broader industry, as described in Victoria’s Tourism and Events Strategy 2020, is as follows:

By 2020 Victoria’s tourism and events industry will be internationally competitive, profitable, sustainable and innovative, and an increasingly significant and acknowledged contributor to the State.

In 2020, Victoria’s Tourism and Events industry will deliver:

- Strong and united leadership at a State and national level.
- Innovative and ongoing industry development activities including the development of high yielding and high quality products and services to meet current and future market demand, along with a superior level of visitor servicing, industry skills development and training.
- Significant and profitable growth in industry investment, including public private partnerships.
- In partnership with Government, well articulated, targeted and cooperative domestic and international strategic and tactical marketing campaigns that secure ongoing growth in visitor expenditure and satisfaction.
OVERVIEW OF EVENTS IN VICTORIA

The events industry in Victoria incorporates a diverse range of activities including:

- Major Events.
- Business Events.
- Festivals.
- Cultural Events.
- Sporting Events.
- Regional Events.
- Community and Local Events.

These events range from large internationally renowned ‘major’ events to smaller community events. They occur across the State, in both metropolitan and regional locations. Some are one-off events; others are regular or ongoing events. Some take place over one or two days, while others continue over a number of weeks or months. While there are many common issues experienced within the industry, there is also a significant level of diversity between individual events.

Industry players include: venue providers, event organisers, event suppliers, and various government departments and agencies. In addition, no event can occur without attendees, including those from intrastate, interstate and international destinations.

Victoria’s events industry continues to grow and incorporates world-class sporting events, highly successful cultural events, increasingly popular regional events, and significant business events. The Victoria Events Industry Council (VEIC) incorporates key industry players, provides strong leadership, continues to promote the value of events, and advocates for ongoing investment and support.

The industry also incorporates many other important organisations representing geographic, industry sub-sectors, and specific interests and activities which combined provide a cohesive, cooperative and well organised and well represented industry.

The Value of Events

The events industry makes a vital contribution to Victoria, through economic growth, employment and exports. It is also adds to the vibrancy and diversity of the State, and encourages innovation and industry connections through business events.

The major events sector is estimated to be worth $1.2 billion to Victoria, together with the business events sector which is worth a further $1.2 billion. In all, the events industry contributes more than $2.4 billion in economic activity each year.

The tourism and events industry also delivers a range of non-economic benefits to the State. These include regional development, infrastructure provision, branding, social cohesion and participation.

Business events, a high yielding component of the industry, are increasingly recognised for their important contribution to innovation, knowledge generation and collaboration.

Business events bring together industry leaders and experts, creating an environment in which many business and investment decisions are made.

Trends, Opportunities and Challenges

The events industry, as with the tourism industry, faces many challenges and opportunities resulting from internal and external pressures.

Key challenges and opportunities include:

- the economic downturn and the impact on domestic and international economies,
- strong competition,
- new growth markets,
- climate change and environmental considerations,
- technology,
- changing demographics other social considerations,
- attracting private sector investment, and
- supporting growth in regional Victoria.

Many opportunities exist within the events sector in Victoria. Melbourne has a well established series of major sporting, cultural and business events, but there are opportunities to further leverage off these and increase yield by promoting complementary tourism products and services.

The business events sector is an increasingly important area, with potential to not only attract and retain events, but also to collaborate more closely with broader industry players to develop new events around Victoria’s key industry strengths.

Regional Victoria, with its wide array of natural, cultural and physical attractions, has an opportunity to leverage off these and enhance differentiation in the meetings and conventions market. There are many successful regional events that have the opportunity to grow further, together with new events. Supporting key events in regional Victoria can also provide a valuable regional development opportunity.

Event Industry Priority Areas

Ten priority areas have been identified and discussed within Victoria’s Events Industry Development Plan. The priority areas are:

- Identify and Promote the Value of Events.
- Development of the Business Event Portfolio.
- Product Development and Packaging.
- Integrated Calendar Management.
- Integrated Visitor Transport.
- Coordinating and Broadening Participation in the Event Industry.
- Workforce Development.
- Sustainability in Event Delivery.
- Regional Events.

The Plan outlines each of these in detail, including the background, key issues and recommended actions to support growth in this area.
**IDENTIFY AND PROMOTE THE VALUE OF EVENTS**

**Background**

Victoria has developed a vibrant world leading events industry. The contribution of events to Victorian tourism, economic growth, visitation and brand is significant, but the events industry also makes a major contribution in its own right.

In order to demonstrate the benefits of support provided to events by Government and sponsors, as well as enhance the broader profile of the industry, it is important that the ‘value of events’ to the economy, individual sponsors, and wider community is measured in a manner that is transparent and has widespread acceptance.

Although evaluations have been undertaken for many individual events, most of these evaluations have focused on the short term economic gains due to visitors and have generally not incorporated the broader benefits that events can generate.

While a degree of flexibility is required in evaluating different types of events, there have been concerns that the array of methodologies adopted in evaluating the impact of events makes comparison between events problematic. In addition, there is some criticism that particular evaluations have been overly optimistic in the assumptions adopted.

Without consistent and credible measures of the broad-based benefits of the events that are staged, it is difficult to promote their true value. Local community support is essential to the sustainability of events, and therefore it is crucial that the local community is well informed as to the true benefits of events.

**Issues**

As the economic impacts of events are sought by the media and are of significance to the community, it is critical that consistent, transparent and widely accepted approaches are adopted across the sector.

Events have impacts on the community and economy that are much broader than short term economic impacts and it is very important that these impacts are assessed and reported. While many of these broader impacts are difficult to measure, they do have an important and ‘real’ value. The media and community need to be educated on the importance of the non-economic contribution of events which include innovation, enhanced opportunities for business relationships and transactions, branding, and social cohesion and participation.

Once the broader based value of an event has been identified, it is then possible for event owners and organisers to compare their event’s performance with other similar events and to take action as required improving this performance on various dimensions.

To enhance the promotion of the value of events, key industry drivers should be identified and supported, including significant sporting, cultural, business and regional events as well as the broader factors, such as Melbourne’s vibrancy and Victoria’s diverse attractions. It also provides significant branding opportunities for the State and helps attract and retain high-quality events and draw attendees.

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<tr>
<th>Action</th>
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<tbody>
<tr>
<td>Pursue an agreement on a common method for evaluating the contribution of individual events to the economy, while taking into account the different nature and scale of individual events. This method should be broadly publicised.</td>
<td>Short - Medium</td>
<td>Researchers, Government, Industry</td>
</tr>
<tr>
<td>Such a method must be appropriate to the needs of industry and accepted by applicable Government agencies.</td>
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<tr>
<td>Undertake further research to update and enhance current estimates of the value of the events industry in Victoria.</td>
<td>Short</td>
<td>Researchers, Industry</td>
</tr>
<tr>
<td>Conduct research on the broader-based value of events to identify the key measures that should be adopted, how they should be assessed and then disseminate these widely.</td>
<td>Short - Medium</td>
<td>Researchers, Industry</td>
</tr>
<tr>
<td>Consider universal support for Business Events Venue Performance (BEVP) Software used by Exhibition centres and hotels to provide a measure of the business events sector.</td>
<td>Short - Medium</td>
<td>Researchers, Industry</td>
</tr>
<tr>
<td>Develop a communication strategy to raise the profile and promote the true benefits of events to the Victorian (and where relevant, nation) economy. This needs to incorporate benefits beyond the pure economic benefits.</td>
<td>Medium</td>
<td>Industry, Media</td>
</tr>
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</table>

**Key**

- Short term = up to two years
- Medium term = two to five years
- Long term = five or more years
Background

While business events do not tend to have the high profile or receive the media attention of major events, they represent a high yield component of the industry, and can provide a significant and regular contribution to the host destination.

The State Government of Victoria, together with industry, has made a substantial investment in infrastructure needed to host high quality business events in what has become a very competitive market internationally. As well as attracting high yield delegates to the State, business events profile the State’s broader industry base, facilitate domestic and international business transactions and help underpin innovation.

In addition to attracting and retaining current events, there is also an opportunity for event organisers and venues to collaborate with the wider business community and Government in order to develop new business events. The science, medical, technology, sustainability and aviation fields are of particular importance.

Developing business events in these areas offers the opportunity to promote Victoria as leaders in these specialised industries, offering economy-wide benefits, and helping attract international investors to the State. In order to facilitate this, analysis is needed to identify Victoria’s key current and future potential key economic industry strengths, in order to ensure a strategic approach to the development of new events.

“To enhance the promotion of the value of events, key industry drivers should be identified and supported...”
Issues

As many destinations around the world have recognised the contribution that business events can make to a destination’s economy and have invested heavily in business event infrastructure, the market for business events has become extremely competitive. This has led to a growing incidence of subvention where the governments in many destinations provide financial inducements to win business, particularly in the association market.

There is increasing concern regarding the carbon footprint of business events, particularly those held in long haul travel destinations such as Victoria. As a consequence, there is increased pressure for many organisations to hold events closer to home or to use technology to reduce the need for some types of business events.

Business events make a contribution to the local economy that greatly exceeds the short term tourist benefit that they generate. However, these broader benefits are not well measured or recognised and therefore business events do not always get the support that their contribution demands. More effective measurement of the true value of business events should also increase the range of organisations that see themselves as part of this sector, and the number that are actively engaged.

There are a number of studies underway by various industry and research bodies which seek to measure particular aspects of the event industry. Such research is important and must be supported and communicated in order to enhance a greater understanding and improved measurement in this area.

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<tr>
<td>In order to compete with destinations that outlay significant financial incentives to win business in the business events sector, the industry must document and continually update information outlining the value of the key hard and soft assets of the State used for hosting business events.</td>
<td>Short - Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Pursue the establishment of a Business Events Development Assistance Fund to provide support for the development of inaugural business events in the areas of strategic Victorian capability and influence.</td>
<td>Medium - Long</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>As universities are important in underpinning business events, particularly in the association market, a comprehensive list of benefits for university, industry, and the wider State needs to be prepared to ensure that senior management of universities fully appreciates the value of hosting business events.</td>
<td>Short - Medium</td>
<td>Industry</td>
</tr>
<tr>
<td>Research is needed to further identify the broader based benefits of business events and once templates have been established and adopted, it is critical that the benefits are measured and publicised.</td>
<td>Medium</td>
<td>Researchers, Industry</td>
</tr>
<tr>
<td>Secure ongoing support for the attraction, retention and development of key business events in regional Victoria.</td>
<td>Medium - Long</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Advocate for and secure public sector development funding for the Geelong Convention and Exhibition Centre. In addition, assess the viability of additional facilities in regional Victoria.</td>
<td>Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Secure sufficient medium term funding to ensure the ongoing maintenance of existing events infrastructure.</td>
<td>Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Establish an Events Investment Development Profile, outlining the top 10 events infrastructure and investment opportunities across the State, in order to attract and assist potential private investors.</td>
<td>Medium - Long</td>
<td>Industry, Government</td>
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**PRODUCT DEVELOPMENT AND PACKAGING**

**Background**

One of the important characteristics of events is that they are able to attract visitors from outside the host region who often have the time and funds to consume other tourism products and services during their visit. Evidence shows that many delegates stay on for a number of days post event. Results from the Melbourne Convention and Visitors Bureau (MCVB) 2006/07 Melbourne Convention Delegate Study indicate that 46 per cent of international delegates attending conventions in Melbourne also undertake pre- or post-touring throughout the State, and that international business event delegates spend five to six times more than leisure tourists.

In order for a destination to realise its full potential in this regard, it is critical that there is an attractive range of competitively priced tourism product that links with the event, and is promoted to event patrons. The availability of suitable tourism packages also supports the dispersal of event-related tourists throughout regional Victoria.

**Issues**

As the focus of event organisers is to deliver highly successful events, they do not generally have the time, resources or expertise to consider activities beyond the event itself. Similarly, destination managers often do not appreciate the time pressures that event organisers face and that their performance is almost exclusively aligned to the success of the event itself.

Many tourism operators do not fully recognise the incremental value that event patrons can offer and therefore may not provide appropriately priced packages to attract event attendees. In addition, the link between business events and major events is not well recognised. There is further potential for business events to be staged around a major event, which can act as a further attractor for business event delegates.

There are significant benefits to be gained through enhanced communication and collaboration between tourism and event operators. Following the example of leaders in this area, industry would benefit from a greater strategic approach and further cooperation in order to develop packaged product and service offerings, and improve communications with attendees. Such information should be provided through a variety of channels, including through the use of technological applications.

**Action**

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<tr>
<td>Destination managers in conjunction with the tourism industry need to develop a comprehensive suite of tourism product that can be linked to or made available to event attendees. This is applicable to destinations across the State, including, but not limited to, Melbourne.</td>
<td>Short - Medium</td>
<td>Tourism industry, Destination Managers</td>
</tr>
<tr>
<td>Develop a communication and distribution strategy to ensure that event attendees are able to easily access the available product.</td>
<td>Short - Medium</td>
<td>Tourism Industry, Destination Managers, Event Organisers</td>
</tr>
<tr>
<td>Building on work already underway, assess the viability of expanding the use of event concierges, to provide tourism information to attendees.</td>
<td>Short</td>
<td>Industry</td>
</tr>
<tr>
<td>Establish a coordinator within the destination to link with event organisers and ticket agencies to ensure that access to suitable tourism product is maximised for each event.</td>
<td>Short - Medium</td>
<td>Destination Managers</td>
</tr>
<tr>
<td>Undertake further research to map the distribution of tourism related expenditure of event attendees within the Melbourne CBD.</td>
<td>Short</td>
<td>Industry, Researchers</td>
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INTEGRATED CALENDAR MANAGEMENT

Background

In order to maximise the contribution that events can make to a destination, it is critical that there is a good spread of events across the year. This makes better use of the infrastructure needed to support events and reduces any over-crowding during peak periods.

An up to date, well publicised industry event calendar can help distribute events across the year. Destination managers, event organisers and public sector agencies can use an event calendar to identify quieter periods during the year, when there may be benefit in providing incentives for event organisers to stage events during those particular periods.

Issues

For an event calendar to be effective, it must be well known, easily accessible and kept up to date.

The (industry only) calendar should include all types of events and have different levels of access to account for competitive confidentiality.

Destination managers need to use event calendars to identify periods during which activity is at a lower level in order to incentivise organisers to stage events during those periods. For this to be effective, calendars must be up to date well in advance so that there is sufficient lead time to take action.

Even with event calendars in place, there is still substantial pressure to stage events during the peak periods because of favourable climatic conditions, holiday weekends and the like.

Given Victoria’s increasingly multicultural population, further consideration should be given to events that operate outside the traditional Western calendar. Not only does this provide an opportunity to boost events in off-peak season, but it also provides an opportunity to engage with new market segments. For example there may be an opportunity to develop targeted events to complement Chinese New Year. In addition, current events could be adjusted to reflect an increasingly multi-cultural population and attendee base.

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<tr>
<td>Develop a VEIC facilitated, ‘industry only’, centralised and strategic calendar of events to enhance the planning of events, and support advocacy for new and expanded events that complement and enhance Victoria’s current event calendar</td>
<td>Short - Medium</td>
<td>Industry</td>
</tr>
<tr>
<td>Such a calendar must be accessible and function, that is well publicised by event organisers and broader industry.</td>
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<tr>
<td>Develop and implement a commercially viable model which provides the incentive to organisers to upload the details of their events in a timely fashion.</td>
<td>Short</td>
<td>Destination Managers</td>
</tr>
<tr>
<td>Ensure that there is a primary contact within a destination that has responsibility for monitoring the event calendar and encouraging a spread of events across the year.</td>
<td>Medium</td>
<td>Destination Managers</td>
</tr>
<tr>
<td>Increase the range of events that can be held indoors so that the quieter periods of the event calendar can be filled.</td>
<td>Medium</td>
<td>Industry, Destination Managers</td>
</tr>
<tr>
<td>Ensure that the calendar is well balanced in terms of the range, themes and target markets across the year.</td>
<td>Medium</td>
<td>Industry, Destination Managers</td>
</tr>
<tr>
<td>Assessment of event calendar cycles outside those operating in the traditional Western calendar, and identify potential events to meet new target markets (including Asia).</td>
<td>Medium</td>
<td>Industry, Destination Managers</td>
</tr>
</tbody>
</table>

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APPENDIX A: VICTORIA’S EVENTS INDUSTRY DEVELOPMENT PLAN
INTEGRATED VISITOR TRANSPORT

Background
Transport plays a fundamental role in the operation of an event, both in relation to attendees accessing the destination and also moving around the destination during the event. Transportation needs to be integrated to be effective so that event attendees are not stranded or experience unacceptable delays during their visit. The assessment of the effectiveness of the transport commences with the arrival in the destination and continues until the person leaves. As events often involve the movement of large crowds in a very short space of time, problems in relation to transport can lead to substantial frustration for attendees, as well as potential safety issues.

Issues
Many major events involve the arrival at the destination of a large number of attendees in a very short space of time. The standard facilities at airports and transport services to the destination are often not able to cope with this excess demand, which leads to delays and a poor first impression of the destination.
Traffic congestion and parking problems are often a major source of frustration associated with events. This can also cause delays for road based public transport. Events that have specific start and end times pose even greater problems in that the peak transport loads are concentrated into two periods. Delays in getting to and from the event site can cause substantial frustration for event attendees as can uncertainties regarding the connections between different modes of transport.

Short term visitors to a destination are often unaware of the fare and ticketing arrangements on public transport, which can result in event attendees not utilising the transport services. Attendees who come from interstate and overseas often do not have their own independent transport and are thus reliant upon public transport and tour services if they wish to visit other areas during their stay for the event. Access to regular, convenient and well sign-posted public transport is essential if these attendees are to utilise other tourism product in association with the event.

Integrated transport services should be part of a broader integrated visitor services strategy. Integrated visitor services link transportation, visitor information and customer service. In today’s environment, such a service should incorporate a digital overlay to meet the needs and expectations of customers. Integrated visitor transport should link the airport, public transport services, and other visitor transport services adding value to the industry, and linking transport with tourist products, services and events.

Integrated visitor services should also incorporate public safety and risk management considerations, particularly for major events. Collaboration is required between Victoria Police, the State transport authority and the events industry.

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<tr>
<td>Enhance State wide transportation strategies and plans to incorporate events specific considerations, identifying services available, key contacts, and outline the process needed to operationalise the plan for specific events.</td>
<td>Short</td>
<td>Government</td>
</tr>
<tr>
<td>Establish a centralised contact point within the State transport authority in order for event organisers to facilitate the transport action plan for the event.</td>
<td>Short</td>
<td>Government</td>
</tr>
<tr>
<td>Establish clear communication with event attendees regarding transport options pre, post and during the event.</td>
<td>Medium</td>
<td>Industry, Destination Managers, Government</td>
</tr>
<tr>
<td>Increase advocacy around risk management and public safety, particularly at major events, in order to seek greater support by applicable Government departments.</td>
<td>Short - Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Collaborate with wider stakeholders to develop a sustainable and integrated transport strategy within Melbourne, giving consideration for connectivity of public transport, joint ticketing options (events/transport), safety considerations, and the link between transportation and new infrastructure.</td>
<td>Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Develop and implement a coordinated State wide integrated visitor services strategy, incorporating integrated visitor transportation, visitor information and visitor experience initiatives.</td>
<td>Medium</td>
<td>Industry, Government</td>
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</tbody>
</table>

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ON GOING COMPETITIVE ANALYSIS AND EVENT PRODUCT INNOVATION

Background
While Australia in general, and Victoria in particular, were early adopters of events to underpin their respective tourist industries, there is now substantial competition from a wide selection of events in many destinations - both in Australia and overseas.

In addition, there are also many other types of leisure activities that compete very effectively for the consumers' discretionary income. Consumers have become increasingly discerning as to what they are seeking from a leisure experience so it is critical that event products are continually refreshed, competitive and effectively promoted, to ensure that they remain attractive to consumers.

Issues
For some types of events, the market is becoming saturated therefore threatening the sustainability of these events. The need to keep events fresh in order to maintain the support of the local community is important in retaining the competitive edge for Victorian events.

Different generations are seeking different types of leisure experiences and events. Generation Y, and increasingly Generation Z, are seeking significantly different experiences and are accessing products and services in new ways. In contrast, the older generations, which are growing in size due to the general aging of the population, seek other types of experiences. Advances in technology and changing consumer behaviour have led to more opportunities for sophisticated home-based entertainment.

While Melbourne has a reputation for world class events, it too increasingly faces competition from Asia and the Middle East in particular, but also more widely, for not only major events but also for business events. Traditionally Sydney has been viewed as a primary rival. However event organisers must look beyond Sydney, and consider potential global competitors. Despite the excellent reputation currently enjoyed by event organisers in Victoria, it is important that complacency does not set in. Without ongoing investment and innovation there is a serious risk of losing our competitive advantage.

Consideration should also be given to the sector’s intellectual property, and opportunities to sell related services, nationally and globally.
### Action Timeline Responsibility

<table>
<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td>There needs to be continual scanning of the horizon, including international competitor analysis, to identify key trends impacting upon the event sector so that new events can be introduced or existing events modified.</td>
<td>Continuous</td>
<td>Event organisers, Destination Managers</td>
</tr>
<tr>
<td>All events must be re-invented and/or refreshed every couple of years to ensure that they remain in line with consumer needs and expectations.</td>
<td>Continuous</td>
<td>Event organisers</td>
</tr>
<tr>
<td>Regular attendee market research must be undertaken in order to understand the changing needs of consumers, including the analysis of attendee profile and satisfaction levels.</td>
<td>Continuous</td>
<td>Event organisers</td>
</tr>
<tr>
<td>As destinations evolve, it is critical that steps are taken to ensure that the events on offer fit with the destination.</td>
<td>Continuous</td>
<td>Destination Managers</td>
</tr>
<tr>
<td>Ensure that the suite of events on offer in the host destination, as opposed to individual events, appeal to a wide range of consumer markets.</td>
<td>Medium</td>
<td>Event organisers, Destination Managers</td>
</tr>
</tbody>
</table>

**Key**  
Short term = up to two years  
Medium term = two to five years  
Long term = five or more years
COORDINATING AND BROADENING PARTICIPATION IN THE EVENT INDUSTRY

Background
The events industry is well established and continues to display increasing levels of collaboration. However there is a need to continue to increase the participation levels of individual operators in the future direction of the industry.

Like the tourism industry, the event industry is very broad and comprises a wide diversity of organisations. In addition, many industry operators do not identify themselves as belonging to the industry, despite receiving what can be a sizeable proportion of their income from the industry - directly or indirectly.

Substantial coordination of the industry is required if it is to realise its full potential.

Although Victoria coordinates the events industry more effectively than many other states in Australia, the ongoing turnover of businesses and staff means that striving for effective coordination must be an ongoing exercise.

Issues
Many organisations do not recognise that they derive a substantial percentage of their overall business from the events industry and therefore are not inclined, or willing, to be formally recognised as a part of the industry through association membership or other related activities. In addition, many operators are small in size adding further to the challenge of greater participation and engagement.

Increasing the level of industry participation will strengthen the industry's ability to influence key decision makers, and allow it to attract greater support, investment and infrastructure. If an industry is well coordinated and speaks with a single voice on key issues, governments are far more likely to respond to that voice. As the industry's peak policy, advocacy and industry development body, VEIC in cooperation with other key industry associations should continue to bring together the broader events industry as well as maintain and develop linkages with the tourism industry.

Action
Continue to evolve the industry structure model for Victoria, supported by VECCI, in order to enhance industry participation, leadership development and advocacy.

Produce a communication package to demonstrate to organisations in the events industry that they are part of this industry and that there are key benefits from becoming an active participant.

Enhance industry engagement, by doubling the current level of industry participation by event organisers, venue suppliers and other stakeholders in representative bodies.

The Victorian Events Industry Council (VEIC) must continue to reinforce its position as the pre-eminent policy and advocacy organisation for the industry.

VEIC should take greater responsibility for industry development to lead the implementation of the Events Industry Development Plan.

VEIC should continue to integrate with mainstream tourism bodies to enhance collaboration and strategic direction.

<table>
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</table>

Timeline | Responsibility
--- | ---
Short | Industry, VECCI
Short | Industry
Short | Industry
Short - Medium | Industry
WORKFORCE DEVELOPMENT

Background

While individual events often involve a significant amount of work in advance, the majority of employees are required during a peak period; that is, immediately before, during and immediately after the actual event. Events are short term occurrences that rely heavily on the skills and availability of paid and volunteer workforces in order to succeed. This workforce may be engaged on a full-time, part-time or casual basis. The right number of appropriately skilled people is needed for events to proceed.

There is also a strong link between workforce availability and suitability, and the ability to continually refresh events, maintaining the support of the local community and retaining the competitive edge for Victorian events.

Issues

As individual events require the majority of employees during the peak, and relatively short, period there is often a major challenge finding a sufficient number of suitable staff and/or volunteers. This can be a particular problem in regional Victoria, or for large one off events.

It is often difficult to provide the training that is necessary to deliver the highest possible quality events. Further to this, once the investment in training is made, it is beneficial to maximise this investment by utilising those skills across numerous events. Victoria is recognised for its ‘events’ related intellectual property and expertise.

There are definite benefits to be gained from further collaboration between event organisers and suppliers, to maximise the skills and workforce availability, coordination and utilisation.

With increasing concerns regarding public risk and litigation, there is pressure to certify staff working in the industry. However, the cyclical nature of the nature of events and the cost of training prove barriers.

Career development of professionals to lead and manage the events industry requires institutional education, training and industry support.

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<tr>
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<tbody>
<tr>
<td>The industry needs to explore the concept of an ‘internal labour market’ (ILM) for events in order to improve coordination and maximise utilisation of event staff across different events and enhance career opportunities for employees. This will require the development and maintenance of an industry database. Such a database should consider seasonal, casual and volunteer workforce. It should also seek to incorporate working holiday makers.</td>
<td>Medium</td>
<td>Industry</td>
</tr>
<tr>
<td>Development and implementation of a certification or accreditation scheme in order to help ensure the quality of staff working in the industry. This may include certification of volunteers.</td>
<td>Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>The industry should develop career maps for employees in the industry outlining the potential opportunities that are available across organisations, in order to attract and retain skilled employees.</td>
<td>Medium</td>
<td>Industry</td>
</tr>
<tr>
<td>Advocate to ensure that safety training requirements incorporate the needs of the events industry, and do not create an inappropriate regulatory burden for event organisers.</td>
<td>Short</td>
<td>Industry</td>
</tr>
<tr>
<td>Consider strategies to attract multi-lingual employees to the industry, as well as up-skill current employees in the cultural and language skills to meet the needs of emerging markets.</td>
<td>Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Increase collaboration between industry and training organisations, to ensure students obtain industry relevant skills, including an increasing focus on specialised skills and training (to complement generalist skills).</td>
<td>Medium - Long</td>
<td>Industry, Education Providers</td>
</tr>
<tr>
<td>Career and professional development for event industry leaders and managers should be progressed by a collaborative strategy and progress initiated by VEIC with education providers.</td>
<td>Short - Medium</td>
<td>Industry, Education Providers</td>
</tr>
</tbody>
</table>

Key Short term = up to two years Medium term = two to five years Long term = five or more years
Background

The ongoing viability of individual events and the industry more broadly, is dependent on achieving economic, environmental and social sustainability.

Despite uncertainty surrounding an emission trading scheme, climate change and environmental sustainability will remain key influences on the industry. Following on from actions already undertaken by leaders, the industry must take a lead in ensuring environmental sustainability becomes a part of everyday business operations across the industry. Any early action in this area will reduce the need for over-regulation in the future and will position Victoria’s events industry at the forefront of sustainable industry development. While investment in this area is important, action cannot ignore competitive realities. Benefits must be balanced against costs to find the most effective and efficient solutions.

Environmental sustainability has a close link to economic sustainability that can be achieved through reducing waste, and improving water and energy efficiencies. More broadly, economic sustainability depends on ensuring individual events become increasingly self-sustaining over time. In addition, there needs to be ongoing efforts to reduce the planning and regulatory burdens currently facing the industry. This is particularly important for small businesses that contribute significantly to the vibrancy of Melbourne and the wider state.

Socially, there are a number of trends occurring which place the industry at risk. Concerns over anti-social behaviour, alcohol and drugs related incidence, safety considerations, and broad reputational risks have the potential to have a significant impact on the industry.

“Environmental sustainability has a close link to economic sustainability that can be achieved through reducing waste, and improving water and energy efficiencies.”
Issues

Over recent years, events have been used as a means of enhancing the sustainability awareness and/or practice of event attendees. This will only become more important over time. Further to this, there is an opportunity to develop an area of specialisation, establishing Victoria as a leader in alternative energy technology, and nature-based tourism. Events and attendees could then be attracted to the State to showcase examples and expertise.

Recognising Australia's position as a long haul destination, industry must work to differentiate event offerings to remain attractive to international and domestic visitors. Work is underway by various industry groups and research bodies in promoting green events and meetings, including through the production of the Melbourne's Green Credentials Report (prepared by MCVB). Industry must also work to continue reducing the carbon footprint of individual events, in order to remain internationally competitive. While some operators are now offering carbon offsets for travel to events and carbon neutral events, there is a need for State, if not national, accreditation of such offsets and other environmentally sustainable products and services.

Although climate change and other environmental issues are commonly discussed in the event context, relatively little has been done to demonstrate the environmental bona fides of the industry.

In addition to consideration of ‘consumer’ needs and expectations around sustainability, the expectations of Government and other stakeholders are equally relevant.

Many events rely on direct or indirect Government support, including major events, smaller local events and regional events. It is important however, that there is a strategy in place to ensure that these events become increasingly self sustaining as the current level and breadth of Government support cannot be guaranteed indefinitely.

Social issues remain a significant concern, including anti-social behaviour, alcohol and drug related incidents, as well as broader safety issues. These can have both an immediate and direct impact, but also have the potential to cause significant reputational damage. While some issues have become more prominent as a result of regulatory changes (such as the smoking ban) and policy decisions regarding policing resources, many have been apparent for some time. Increasing globalisation and technological developments mean that what was once an isolated local issue can instantly be broadcast globally.

There is a need for an industry-wide strategy to the management of social and safety issues. Such as strategy should incorporate risk management, promotion of responsible alcohol consumption, information provision, as well coordination with appropriate authorities including transportation and police.

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<tbody>
<tr>
<td>Continuing efforts must be made to minimise the carbon footprint of the events sector. The sector's performance in this area must be measured, benchmarked and communicated.</td>
<td>Medium</td>
<td>Government, Industry</td>
</tr>
<tr>
<td>A communication strategy is needed to highlight the performance of the sector in relation to its environmental performance, particularly in comparison to competing destinations.</td>
<td>Medium</td>
<td>Industry</td>
</tr>
<tr>
<td>Advocate for a national accreditation of carbon offset schemes and providers of environmental sustainability programs/services, incorporating event specific considerations.</td>
<td>Medium - Long</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Support increased engagement by industry in environmental sustainability practices, through the development of standards and/or best practice models and encouragement for the widespread take up and assessment, incorporating cost-benefit analysis and giving consideration to competitive realities.</td>
<td>Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Encourage the use and showcasing of Victorian wine and produce at Victorian (and national) events, attractions and accommodation.</td>
<td>Short - Medium</td>
<td>Industry</td>
</tr>
<tr>
<td>Develop an industry wide strategy around social and safety issues, incorporating risk management, promotion of responsible alcohol consumption, information provision, as well coordination with appropriate authorities including transportation and police.</td>
<td>Short - Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Ongoing advocacy to reduce the planning and regulatory burden to support the vibrancy and diversity of the industry, particularly small businesses.</td>
<td>Short - Medium</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>Ongoing industry development to ensure that individual events becoming increasingly self sustaining.</td>
<td>Ongoing</td>
<td>Industry</td>
</tr>
</tbody>
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Key: Short term = up to two years  Medium term = two to five years  Long term = five or more years
Background

A wide range of regional events occur throughout the year and across the State. These events add to the unique tourism offerings available in Victoria, and attract many visitors and residents every year. These include sizeable cultural events, smaller community based events as well as business related events.

As with metropolitan based events, the value of the event and quality support from locals contributes to the overall appeal. However, in general, these events risk being less well co-ordinated than those events held in Melbourne and receive far less media attention.

“Successful regional events have the potential to strongly encourage the dispersal of visitors to regional Victoria, and generate associated tourism expenditure.”
Issues

Events within Melbourne tend to be well documented and marketed, while those in the regional areas are not so well catered for. There is benefit to be gained from further collaboration across regional Victoria, with metropolitan based event organisers, as well as tourism operators.

Successful regional events have the potential to strongly encourage the dispersal of visitors to regional Victoria, and generate associated tourism expenditure. As such there should be ongoing support for existing flagship regional events, to ensure these are not lost.

While Melbourne benefits from an extensive range of event and related infrastructure, there is currently not that same level of supporting infrastructure available in regional Victoria. The industry would benefit from further strategic investment in a range of infrastructure in regional Victoria, in order to support the growth of regional based events. Such infrastructure should include further conferencing facilities in Geelong and Bendigo/Ballarat, further sporting facilities, as well as further supporting tourism and transport infrastructure and services.

Numerous regional centres in Victoria have limited opportunities for development through growth in manufacturing and services, as a result of their size and location. However further investment in tourism and events offer the opportunity for regional growth and visitor attraction. There is a need for increased advocacy for greater Government support for key regional festivals and events, together with tourism infrastructure and investment, in order to support broader regional development activity. Consideration should be given to identifying current gaps and opportunities, as well as associated infrastructure and investment needs.

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<tbody>
<tr>
<td>Advocate for ongoing Government support for the development of key regional events, together with broader tourism and transport infrastructure and initiatives, as a regional development activity.</td>
<td>Medium - Long</td>
<td>Industry, Government</td>
</tr>
<tr>
<td>An enhanced regional calendar of events would benefit regional and rural areas and support greater coordination across the State.</td>
<td>Short</td>
<td>Industry, Destination Managers</td>
</tr>
<tr>
<td>To complement any State wide promotion of the value of events, undertake research into and promotion of the value events in regional Victoria.</td>
<td>Short - Medium</td>
<td>Industry, Researchers</td>
</tr>
<tr>
<td>Further differentiation and promotion of the regional events offerings, by leveraging off local tourist and natural attractions.</td>
<td>Medium</td>
<td>Industry, Government</td>
</tr>
</tbody>
</table>

Key

Short term = up to two years          Medium term = two to five years          Long term = five or more years
APPENDIX B

TOURISM AND EVENTS INDUSTRY BUSINESS, ASSOCIATIONS, AGENCIES

Council of Tourism Organisations (eg VTIC or TICV) BOARD

POLICY AND INDUSTRY DEVELOPMENT COUNCILS/COMMITTEES
- EVENTS POLICY COUNCIL
- ACCOMMODATION POLICY COUNCIL
- ATTRACTIONS POLICY COUNCIL
- SERVICES POLICY COUNCIL
- TOUR OPERATORS POLICY COUNCIL
- DESTINATIONS (Local & Regional) POLICY COUNCIL

VECCI TOURISM AND EVENTS BUSINESS SERVICES
- Policy, advocacy and representation services
- Membership services
- Industry development services
- Business development services
- Management services

CTO Board
- Appointed Executive Chair
- Events Council (2)
- Accommodation Council (2)
- Attractions Council (2)
- Tour Operators Council (2)
- Services Council (2)
- Destinations Council (2)

The CTO would be governed by
a) An operating charter
b) A policy charter

APPENDIX B: TOURISM INDUSTRY LEADERSHIP AND STRUCTURE EVOLUTION IN VICTORIA
Council of Tourism Organisations (CTO)

Nominated:
- Local and/or Regional Tourism Association
- Industry Sector Associations

VECCI Services
- Membership/subscription
- Policy, Advocacy and Representation
- Industry Development
- Business Services

CTO membership fee structure - Multi level by business/organisation size and/or magazine subscription.

CTO ‘member’ nominates (optional) their LTA/RTA and industry interest (eg accommodation, attraction, services).

CTO ‘member’ (full fee paying) eligible to nominate for CTO policy committee.

Businesses may also opt to join their LTA/RTA or sector Association directly. These Associations would pay a membership fee levy on behalf of their direct members CTO.

Industry Sector Associations and Local/Regional Associations may pay a full membership fee to CTO to participate in Policy Councils. They may also negotiate management services provision from VECCI for a fee.

The subscription option is via subscribing to an industry magazine Tourism Excellence with a dividend paid to CTO affiliated Associations.
Victoria’s peak tourism industry association
(Governance board drawn from industry committees)

Policy development process upward from committees and downward from council

APPENDIX B: TOURISM INDUSTRY LEADERSHIP AND STRUCTURE EVOLUTION IN VICTORIA
For further information, please contact:

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