

TOURISM NETWORK YARRA VALLEY

STRATEGIC PLAN 2019 – 2022

ACTION PLAN 2019 – 2020





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ACKNOWLEDGEMENTS

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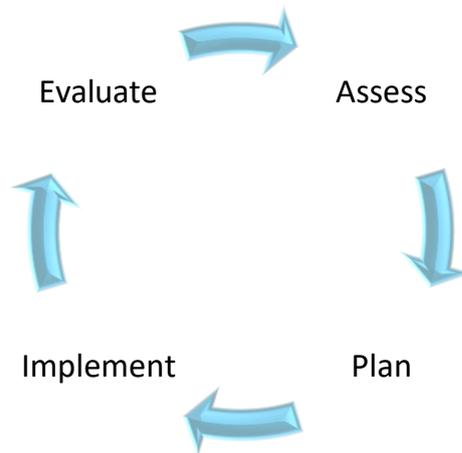
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OVERVIEW

The Aim of these Plans

Tourism Network Yarra Valley (TNYV) is committed to taking a strategic approach to the Governance, Management and Operational aspects of the organisation.

The following simple but effective planning cycle underpins TNYV's approach to planning.



This Strategic Plan aims to assist TNYV to be sustainable and to grow over the next three years, by:

- Clearly articulating the organisation's Values, Vision and Mission
- Considering critical internal factors, as well as factors in the environment in which TNYV currently operates
- Prioritising the Key Result Areas that will enable TNYV to most effectively and efficiently deliver on its Mission and progress towards the Vision identified

The accompanying Action Plan outlines the specific goals, and the associated strategies, responsibilities and timeframes which will enable TNYV to work towards achieving in its Key Result Areas in the coming year.

Our Organisation

TNYV began life in the early 1920s as the Healesville Tourism and Progress Association.

In recognising the need to look beyond the local Healesville area, the organisation became the Yarra Valley Regional Tourism Association in 1986.

In 2014 the organisation was renamed TNYV to better reflect the new directions and activities of the organisation.

The main purpose of TNYV is help create a sustainable local tourism industry.

TNYV provides the following resources for its members:

- Advocacy via the regional and state tourism bodies.
- Representation to Local and State Governments on Tourism related issues.
- Training and Education Seminars on related tourism and business issues.
- Local business related networking events.



- Member to Member dialogue through a dedicated members Facebook page.

The TNYV is unique as it has a broad geographical coverage.

The Association has members in all sectors of the tourism industry; the accommodation sector accounts for 45% of total membership and wineries represent 17%.

Other relatively large sectors include attractions, restaurants/cafes, tour operators, and trade and retail that each account for 7% of membership.

The TNYV does not have any paid employees and is run by a volunteer committee of management.

Amongst the many roles that TNYV is involved in is the education of our members in regards to industry specific training and industry networking.

Our Values

The TNYV Values have been defined as:

- *Industry Advocacy – providing a common representative voice*
- *Leadership – leading by example and direction*
- *Networking – enabling the sharing of expertise and knowledge*
- *Openness and Accountability – ensuring transparency in all we do*
- *Valuing our Environment – valuing and protecting our natural assets*
- *Innovation – creating and embracing new ideas*

Our Vision

TNYV's Vision is:

A tourism industry in the Yarra Valley that is diverse, prosperous, sustainable and innovative.

Our Mission

The group's Mission is:

To encourage, facilitate and empower our fellow industry participants to improve, grow and contribute to the local tourism industry.

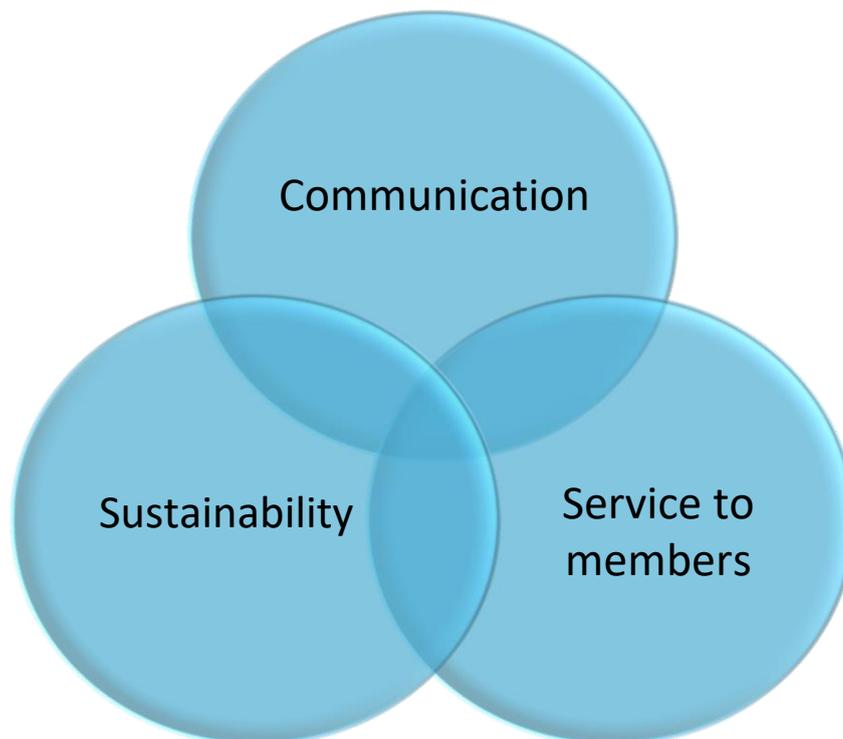
OUR STRATEGIC DIRECTION

Situational Analysis

At the April 2019 TNYV Planning workshop, participants undertook a SWOT Analysis, identifying what they saw as the group's Strengths, Weaknesses, Opportunities and Threats. Current and potential risks to the organisation were also considered as part of this exercise. A summary of the information generated from this Situational Analysis can be found in the Appendix.

Our Current Priorities

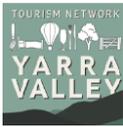
This Situational Analysis enabled the most pressing matters for the organisation to be identified, from amongst the many areas the organisation could potentially work on, and thus it was agreed that over the next three years, the priorities upon which to focus, would be:



Our Key Result Areas

From these three priorities, the Key Result Areas (KRAs) can be more specifically defined as:

- Securing sufficient human and financial resources to ensure a viable organisation into the future
- Providing services that are useful, of interest, and which meet the needs of members
- Ensuring members, YRT Board & other LTO's are aware of the priorities and activities of the organisation



Our Priority Goals

The Priority Goals stemming from the KRAs were determined as follows:

Securing resources

- Continue a Membership Growth Strategy
- Explore and pursue applicable grant opportunities

Member services

- Ensure members are provided with high quality Annual Conferences & Events workshops
- Provide members with quality Networking Events
- Deliver a high-quality regular Member Newsletter
- Produce a quality website profiling each member business

Profiling priorities and activities

- Share the organisation's Strategic Plan and Action Plan with members
- Provide an Annual Scholarship to support study locally in the area of tourism
- Engage effectively with the media

MOVING FORWARD

Implementation and Monitoring

The TNYV Committee as a whole will be responsible for driving the Strategic Plan through the associated annual Action Plans.

To support the implementation of the annual Action Plan, progress against the Plan will be discussed at every monthly meeting of the Committee to ensure the necessary tasks are being completed as planned.

If any issues arise that impact on the implementation of the Action Plan, this regular monitoring of progress will enable the Committee to identify these issues early and move quickly to take any action necessary to address the issues.

Evaluation

In June 2020, TNYV will evaluate the overall achievement against the 2019-2020 Action Plan.

This evaluation will trigger a re-assessment of TNYV's then current situation in relation to the three KRAs, and lead into the beginning of the next cycle of action planning to further deliver upon these areas.

Beyond 'Action Plan 2019 – 2020'

Following the planning cycle model outlined previously, TNYV will develop new annual Action Plans in July of Year 2 (2020 – 2021) and Year 3 (2021 – 2022), to support TNYV to further deliver on the priorities of this three-year Strategic Plan, thus continuing TNYV's progress towards achieving its overall Vision.



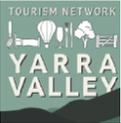
TOURISM NETWORK YARRA VALLEY ACTION PLAN 2019 – 2020

Key Result Area 1: Sustainability Secure sufficient resources to ensure a viable organisation into the future

Priority Goals:

- Create a Membership Growth Strategy
- Sponsorship & grants
- Share member profiles

Goal	Strategies	Responsibility	Due
Inform members and potential members who we are and what we do for the tourism industry	Define and develop a catchy, clear and concise pdf document to describe who we are and what we do – distribute to prospective members	Committee	
	Update hard copy membership application instruction form / postcard	Finance & Membership	
Inform members and potential members about the advantages of TNYV membership	Continue to give members the opportunity to promote their business through TNYV networking events, conferences, newsletters and website profiles	Communication	
	Add member testimonials to website and on social media to attract new members	Communication	
	Continue to market events to non-members via social media sponsored ads & MGL database	Communication	
Create and implement professional membership process	Develop a checklist to make membership enrolment process easy and welcoming	Finance & Membership	
	Use online communication instead of mail outs to welcome new members	Finance & Membership	
	Encourage current and new members to join Facebook groups	Communication	
	Update administrators of TNYV Facebook pages to current committee members	Communication	
	Keep track of other local organisation membership fee structures and processes to ensure TNYV is accessible & value for money	Finance & Membership	



Sustainability of the Committee	Develop succession planning for outgoing committee members & implement by September - discuss viability of 10 or 12 committee members	Committee	
	Ensure outgoing Executive committee members have a scheduled handover meeting prior to new member taking up position	Executive Committee	
	Invite & encourage members who are not on the committee to join sub-committee groups eg. the conference or networking sub-committee	Committee	

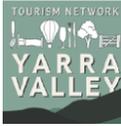


Key Result Area 2: Service to members Provide services that are useful, of interest, and which meet the needs of members

Priority Goals:

- Ensure members are provided with quality education
- Provide members with quality networking events
- Deliver a quality regular member newsletter

Goal	Strategies	Responsibility	Due
Deliver a high quality annual educational forum for TNYV members	Survey members to find out their needs and expectations via survey monkey	Conference	
	Ensure adequate communications with members on event info - plenty of notice, advertising, notification by phone, newsletter and social media	Communication	
Provide quality networking events for TNYV members	Run pub nights or networking breakfasts monthly and inform members via newsletter, website, social media and text	Networking Events	
	Encourage new members to come to TNYV networking events through social media & direct email	Networking Events / Comm.	
Deliver a high quality member newsletter twice quarterly	Committee to support newsletter by providing content by due date	Committee	
	Run a newsletter agenda item on every committee meeting agenda and confirm deadline for content	Committee	
	Capitalise on member experience and knowledge and pass on via newsletter	Committee	
	New members to receive latest newsletter with welcome email package	Finance & M'ship / Comm.	
Profile Members businesses	New members invited to submit short profile and picture for newsletter	Communication	
	Add business profiles to TNYV website with a photo and short profile with a link to the business's own web page	Communication	

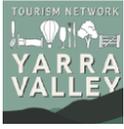


Key Result Area 3: Communication Ensure members are aware of the priorities and activities of the organisation

Priority Goals:

- Share the organisation’s Strategic Plan and Action Plan widely
- Provide an annual scholarship locally to support study in tourism
- Communicate effectively using social media

Goal	Strategies	Responsibility	Due date
Develop a media strategy	Make members and non-members aware of our organisation through a new website, media releases, social media posts and regular contact with journalists of local newspapers	Committee	
	Work on Facebook pages to make them easier to manage and more accessible to current and prospective members	Communication	
	Redesign and update current website including new Member Directory for each financial member	Communication	
	Maintain relationship with Yarra Ranges Business for event promotions for both TNYV and YRB	Communication	
Education	Continue to deliver an informative & educational annual Conference, ensuring a diverse profile of speakers to cover all areas of Tourism	Conference	
	Keep up to date with changing tourism trends through Yarra Ranges Tourism and Visit Victoria	Committee	
	Seek training opportunities to do with new technologies relevant to tourism through YRB, YRT & YRC	Committee	
Provide an annual TNYV scholarship locally to support study in tourism	Provide a direct scholarship of \$1000 annually to a local school in the Yarra Valley to encourage the continuing development of Tourism in the area	Committee	
	Plan a timeline for scholarships at May committee meeting	Committee	



Annual TNYV award	Review the annual award criteria by August and encourage members to nominate by the October committee meeting in preparation for presentation at the November AGM	Committee	
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APPENDIX

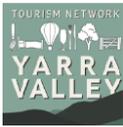
Situational Analysis Summary (April 2019)

Strengths

- Wealth of local knowledge and experience
- Strong
- Passionate
- Caring
- Supportive
- Enthusiastic
- Financially sound
- Good will and cooperation between members
- Diverse range of skills
- Innovative
- Always seeking to provide relevant experiences of growth to our members
- Industry knowledge
- Common purpose
- Generous and sharing

Weaknesses

- Responsibility carried by too few
- Inability to engage with some members
- Disconnection of members
- Lack of processes and systems
- Membership not broad based
- Reliant on volunteer labour
- Relevance – to industry, to members
- Lack of role clarity within the tourism industry
- Don't know where we fit in the broader structure
- Lack of defined goals
- Homogeneous committee
- Advocacy efforts are 'falling on deaf ears'
- Time poor
- Limited communication
- Lack of identity – confused with Yarra Ranges Tourism
- Don't share the load equally



Opportunities

- Linking and connecting more with Dandenong Ranges Tourism, Marysville Triangle Business and Tourism, and the Warburton local association
- Tapping into the motor home and caravan travel market
- Survey the members
- Pursue grants for training and projects
- Build a larger and more diverse membership
- Yarra Valley Business – capitalise on opportunities to network and collaborate with the new organisation
- Identify and meet product gaps in industry
- Build on calendar of events
- Increase attendance at events
- Act on and follow up ideas from this planning workshop
- Establish a local 'Standard' for quality
- Introduce an awards program

Threats

- Disruptive technology i.e. AirBnB
- Difference in standards with AirBnB
- Loss of reputation
- Relevance of identity

Risks

- Drop in member numbers resulting in a decrease in finances
- Inability to recruit and retain committee members
- Confusion within tourism community as to what TNYV does and does not do
- Attempts at advocacy not being heard or not being successful
- Not following through and doing what we say we will
- Division of member priorities creeping in
- Other organisations and competition
- Bushfires and bad weather
- Drop in quality of events
- Not making enough money
- Time poor volunteers
- Misrepresenting ourselves

Other Considerations

- Committee structure – understudy roles
- Paid person
- Policy needs/procedures