KING ISLAND
Destination Action Plan 2016–2020
18 February 2016
Acknowledgments

The development of the King Island Destination Action Plan has been facilitated by the Cradle Coast Authority in partnership with the Department of State Growth.

The process brought together representatives from all stakeholder groups that benefit from the visitor economy; local government, state government agencies, industry and the community to develop a plan. This Plan seeks to identify the challenges and opportunities facing King Island and to establish achievable affordable priorities that if delivered would increase the King Island competitiveness.

Specifically we would like to thank the individuals that participated in the plan development process:

**Facilitator**
Wayne Kayler-Thomson

**King Island Destination Action Plan Working Group**

Debbie Fisher – Cape Wickham Links
Angela Williams – P & A Car Rental and King Island Tourism Inc
Duncan Mcfe – King Island Council
David Laugher – King Island Council
Rosemary Hallett – King Island Regional Development Organisation
Jim Benn – King Island Tourism Inc
Ian Waller – Cradle Coast Authority
David Hayward – Australian Air Holidays
Jenny Thorn – King Island Council

Nelson Da Silva – Ocean Dunes Hotel
Kathleen Hunter – King Island Beef Producers Group
Ken Chapman – Portside Links
Chris Green – Cultural Centre
Alexandra Quigley – King Island Breaks
Millie Whitehouse-Summers – Seafood
Andrea Bowden – Youth and Local business
Greg Morris – King Island Regional Development Organisation/Shipping Group
Kate Ravich – Wings on King

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SUPPORTED BY

Tasmanian Government

CRADLE COAST AUTHORITY
Introduction

The Cradle Coast Authority in partnership with the Department of State Growth is completing a series of Destination Action Plans for a number of Tasmanian destinations including King Island.


A core strategy is to recognise that visitors to the Cradle Coast Region are primarily attracted to destinations and experiences. Therefore the development, marketing and management of the regions destinations, i.e. King Island, are pivotal to the success of the whole region.

This Destination Action Plan for King Island identifies priority strategies and actions which if implemented over three years will enhance the competitiveness of King Island as a primary visitor destination of the region.

The Plan has been prepared by a facilitated workshop process involving business and community representatives who considered and reached consensus on tourism development, marketing and management opportunities and challenges. The group then identified and agreed on the key priorities and actions that would make a positive difference to the growth and sustainability of the King Island visitor economy and experience.
The visitor economy

King Island is a unique and picturesque island community located midway between Victoria and mainland Tasmania, on the western side of Bass Strait. The island covers over 1,098 square kms, 64 kilometres north to south, and 27 kilometres east to west. It is home to some 1,500 permanent residents and boasts an exceptionally clean environment, with spectacular natural beauty.

Originating from its prime food production products, King Island is extremely well established as an internationally recognised quality brand. Seafood, Beef and Dairy produce in particular benefit from this ‘top end’ product recognition, but the ‘Brand’ is also now embracing a significant shift into the tourism market – driven largely by golf tourism. Two new world class golf courses have (or will shortly) emerged as market collateral in this space. The Cape Wickham course is currently listed at number 24 in world rankings for golf courses – number three in Australia. Ocean Dunes is still in the final stages of construction but is expected to be equally competitive in world rankings. Planning continues for a possible (36 hole) international class course on the island in the near future.

Growth from 5,000 visitors to 25,000 in two years – the island has significant challenges and opportunities.

Objectives

The common objectives for tourism are:

1. To increase visitor numbers
2. To increase visitor length of stay
3. To increase visitor expenditure
4. To increase visitor dispersal (geographically and seasonally)
5. To increase visitor satisfaction.
Our collective strengths

- Unique natural attractions – coastline – birds and animals
- To see a place where good food comes from
- Pace of life – deserted beaches
- Golf
- Spectacular scenery
- Surfing
- History
- Geographical conditions
- Isolated island – self-sufficiency – power station
- Brand

- Welcoming nature of locals to visitors
- To run across the island
- To sail to the island without wrecking
- Fishing
- Farm tours
- Lighthouses
- Clean green reputation
- Business
- Isolation attracts creative people
- The People – community friendly.
Our challenges

- Road improvement and maintenance
- Collaborative tourism planning and strategies
- Shipping reliability and costs
- Limited skilled staff on the island
- Financial resourcing – attracting investment
- Trades availability (builders – electricians – plumbers etc.)
- Engaging with current providers with trainers
- Lack of accommodation for permanent residents and guests
- Planning to support tourism development
- Youth retention and skill building
- Internet and phone coverage
- Dollars for infrastructure
- Population growth
- No control of quality service provided
- Public toilets (lack of)
- Lack of parenting services
- Management of brand and collective marketing
- Brand damage
- Loss of local control
- Transport options in the island for visitors
- Accommodation for new staff/residents – affordable and reasonable
- Lack diversity
- Attraction of investments
- Youth engagement
- Lack of education and training resources
- Transport to the island.
Our opportunities

- Another boat – freight – competition
- Unique eco resort
- Utilise government incentives for staff education and training
- New business start-ups – cleaners – transport
- Government to support update of align infrastructure
- Development of visitor centre – community centre – harbour – crowd funding – airport – tourism hub – tours booking centre
- Cruise ships market
- New tourism experiences – start up – diversification of current businesses
- Link for non-tourism experiences for golf supporters
- Capitalise on the sale of King Island produce – marketing and product development – Paddock to plate
- Confirm what is King Island’s point of difference
- Encourage multiple diverse options and experiences
- Quality control for service and experience standards
- Keep the island open beyond 8pm – night time experiences
- Opportunities for young people – employment
- Paid Events Coordinator
- Fund tourism association through Council rates (Event Coordinator – Tourism Manager)
- Maximise opportunities of the islands flora, fauna and geology
- New building and construction
- Encourage land owners to maintain and develop their properties – tidy properties – tidy island
- Crowd funding for projects
- Golf is the catalyst of the King Island tourism development.
## Success factors

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strong local organisations focused on their core role of visitor servicing.</td>
<td>5.87</td>
<td>Room for improvement.</td>
</tr>
<tr>
<td>2. Strong regional organisations focused on their core role of regional marketing and development.</td>
<td>5.43</td>
<td>Need for engagement and two way communication.</td>
</tr>
<tr>
<td>3. Local Government support.</td>
<td>5.06</td>
<td>Room for improvement.</td>
</tr>
<tr>
<td>4. Strong, consistent and effective leadership by individuals or organisations.</td>
<td>5.62</td>
<td>Leadership development opportunity.</td>
</tr>
<tr>
<td>5. Strategic planning for the region with economic, social, environmental and cultural objectives supported by local destination plans.</td>
<td>5</td>
<td>Work in progress.</td>
</tr>
<tr>
<td>6. Consistent visitor service excellence.</td>
<td>2.75</td>
<td>To be addressed as a priority.</td>
</tr>
<tr>
<td>7. Research driven cooperative marketing.</td>
<td>3.37</td>
<td>Opportunity to improve.</td>
</tr>
<tr>
<td>8. A breadth and depth of tourism infrastructure, experiences and events matched to market demand.</td>
<td>4.12</td>
<td>Product development opportunity.</td>
</tr>
<tr>
<td>9. Risk management plans in place.</td>
<td>-5</td>
<td>Needs work.</td>
</tr>
<tr>
<td>10. Supportive communities which understand the value of tourism.</td>
<td>5.50</td>
<td>Opportunity for action.</td>
</tr>
</tbody>
</table>

### DIAGNOSTIC RATING

Industry research has established that the following factors are present in successful destinations that are achieving the above objectives.

The workshop participants considered these factors relative to King Island in reaching consensus on the priority strategies and actions. A focus on continuous improvement of all these factors will contribute to the competitive growth and sustainability of the visitor economy of King Island.
Action Plan implementation

The following Action Plan outlines priorities and actions as a guide for Stakeholders to collaboratively and cooperatively implement the Plan. To facilitate this, an Implementation Leadership Group of representatives will be formed. While the Plan identifies primary organisational responsibilities and in many cases joint responsibility, it is reasonable to expect that the Implementation Leadership Group will consider and review this progressively. One key consideration will be the availability and securing of resources to progress the implementation of the Plan in a timely manner. It may also be appropriate and necessary to involve other organisations and to seek funding for specific projects.

The Plan does not commit any organisation to the actions proposed but is a guide to pursuing priorities and actions which will make a positive difference to the achievement of the tourism objectives noted above.

The priority actions have been assigned a KPI priority rating as a guide. These ratings are:

- **HIGH** within the first year
- **MEDIUM** within one to two years
- **LOW** within three years

Progress of implementation of the Plan will be reviewed annually by the Cradle Coast Authority in consultation with the Implementation Leadership Group. This may result in a revision and updating of the Plan. Regardless, a new plan will be prepared in three years.

The following organisations will collaborate to consider and progressively work together to implement the priority actions. This will include nominating representatives to form the core of an Implementation Steering Group.

- King Island Tourism Inc. (KITI)
- King Island Regional Development Organisation (KIRDO)
- King Island Council (KIC)
- Cradle Coast Authority (CCA)
- Tasmanian Government and Departments
- Commonwealth Government.

These organisations may be part of the Implementation Leadership Group which will identify the lead organisation responsibility for each priority action.
**PRIORITY 1**

Address labour skill gaps including tourism, hospitality and associated trades skills gap and accommodation shortage.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead organisation</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Undertake an integrated research project, including:</td>
<td>King Island Destination Action Plan Working Group</td>
<td>High</td>
</tr>
<tr>
<td>- A skills and works force analysis – all industry sectors</td>
<td>Department of State Growth</td>
<td></td>
</tr>
<tr>
<td>- A land availability analysis in accordance with the King Island planning scheme</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- A rental housing stock analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Identify opportunities for locals to capitalise on accommodation gaps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Accommodation occupancy rates - current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Develop and implement an integrated digital marketing campaign to promote the employment, housing and business investment opportunities. Incorporate promotion of multi skill opportunities and family attraction.</td>
<td>King Island Destination Action Plan Working Group</td>
<td>High</td>
</tr>
<tr>
<td>- Investigate opportunities to attract backpackers and vocational/higher education work experience placements</td>
<td>Department of State Growth</td>
<td></td>
</tr>
<tr>
<td>3. Consider hospitality (including youth) training program development.</td>
<td>Tas Tafe</td>
<td>High</td>
</tr>
</tbody>
</table>
PRIORITY 2
Improve the range and quality of visitor accommodation to meet demand.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead organisation</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Undertake a demand analysis of accommodation scale, type and quality:</td>
<td>Office of the Coordinator General</td>
<td>High</td>
</tr>
<tr>
<td>a. Audit rating of current accommodation stock</td>
<td>King Island Destination Action Plan Working Group</td>
<td>Medium &amp; Low</td>
</tr>
<tr>
<td>b. Range required matched to current and future demand</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Identify land availability and facilitate appropriate land use planning to support accommodation development.</td>
<td>King Island Council</td>
<td>High &amp; Medium</td>
</tr>
<tr>
<td>3. Facilitate and accelerate the current pipeline of accommodation development.</td>
<td>King Island Council</td>
<td>High &amp; Medium</td>
</tr>
<tr>
<td>4. Prepare and promote an investment prospectus of accommodation opportunities for new and redevelopment of existing stock.</td>
<td>Cradle Coast Authority</td>
<td>Medium</td>
</tr>
<tr>
<td>5. Engage with the Department of State Growth and the Coordinator General to advocate for investment and infrastructure improvement project priorities.</td>
<td>King Island Council</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Medium &amp; Low</td>
</tr>
</tbody>
</table>
**PRIORITY 3**

Improve visitor access to the Island.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead organisation</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Facilitate a workshop and consultation with airlines to identify barriers and opportunities to expand frequency and capacity. (In progress)</td>
<td>Department of State Growth (Hans Von Pelt)</td>
<td>High</td>
</tr>
<tr>
<td>2. Consider opportunities and barriers to increase shipping capacity. (In progress)</td>
<td>Department of State Growth</td>
<td>High</td>
</tr>
<tr>
<td>- Small cruise ships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Implement the planned availability of on island aviation fuel</td>
<td>King Island Council</td>
<td>High</td>
</tr>
<tr>
<td>(In progress)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# PRIORITY 4

Develop visitor infrastructure, product and services to enhance the range and quality of visitor experiences.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead organisation</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Undertake an analysis of existing visitor products and services relative to demand. Identify specific opportunities to expand existing product, supporting infrastructure and new products and services. Consider non-golfer options for accompanying persons.</td>
<td>Cradle Coast Authority</td>
<td>High Medium &amp; Low</td>
</tr>
<tr>
<td>2. Prepare a prospectus of business investment opportunities and consider start up and promotional support.</td>
<td>Cradle Coast Authority</td>
<td>High</td>
</tr>
<tr>
<td>3. Review the current availability and scope of visitor information collateral and develop a co-op integrated digital (website/app). Consider options such as:</td>
<td>King Island Tourism</td>
<td>High &amp; Medium</td>
</tr>
<tr>
<td>a. <a href="http://www.kingisland.com">www.kingisland.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Integrated Digital strategy including Marketing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. App</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Print Visitor Guide for internal and promotional distribution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Visitor Engagement – digital connection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Consider itinerary options to link visitor experiences and extended stay options.</td>
<td>King Island Tourism</td>
<td>Medium</td>
</tr>
<tr>
<td>5. Develop the airport as an ‘Experience Centre’ to welcome and orient visitors, provide a ‘taste’ of visitor experiences on offer, provide a tour operators hub and appropriate hospitality and retail services including island produce. Consider a unique Island Welcome experience.</td>
<td>King Island Council</td>
<td>High Medium &amp; Low</td>
</tr>
<tr>
<td>6. Consider the development of a Co-op Business Centre to provide business administration, marketing, events and support services.</td>
<td>King Island Council</td>
<td>Medium</td>
</tr>
<tr>
<td>7. Consider the appointment of a Visitor Economy Development Coordinator.</td>
<td>Cradle Coast Authority State Government</td>
<td>High</td>
</tr>
<tr>
<td>8. Prepare an events strategy to facilitate the development and sustainability of existing events and new events to fill seasonal gaps. Potential role for the Visitor Economy Development Coordinator. Consider:</td>
<td>Cradle Coast Authority (Resource required)</td>
<td>Medium</td>
</tr>
<tr>
<td>a. Digital Strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Events Calendar – Online</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Australian Tourism Data Warehouse (ATDW)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Investigate priority access and servicing for ‘exclusive’ high yield experiences.</td>
<td>King Island Tourism</td>
<td>Low</td>
</tr>
</tbody>
</table>
### PRIORITY 5
Increase visitor satisfaction.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead organisation</th>
<th>Priorities</th>
</tr>
</thead>
</table>
| 1. Use the current visitor survey to benchmark visitor satisfaction performance, set targets and to identify opportunities for improvement.  
  - Expand the survey to identify opportunities for development of visitor experiences. | King Island Tourism                    | High               |
| 2. Encourage visitors to post their experiences on digital sites such as Instagram, Trip Advisor and the King Island website and respond to and monitor posts, consider as part of the King Island Digital Strategy | King Island Tourism                    | High               |
| 3. Prepare and implement a Tourism Excellence program focussed on business development and customer service. Involve all businesses and encourage the consistent delivery and promotion of the unique King Island lifestyle and heritage values. ‘The King Island way’ of relaxed professionalism. | Cradle Coast Authority                 | Medium             |
| 4. Develop and implement a Visitor Service Excellence Awards program to recognise and promote great service by volunteers and employees. | King Island Tourism                    | Low                |
| 5. Promote participation in the Tourism Industry Council Tasmania accreditation program and give promotional priority to accredited operators. | Tourism Industry Council of Tasmania   | Medium             |
| 6. Consider participation in the Tasmanian Hospitality Association customer engagement program. | Tasmanian Hospitality Association      | Low                |
| 7. Develop a communication plan to promote the value of the visitor economy through schools and to the community. | Cradle Coast Authority                 | High               |
### Destination marketing

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead organisation</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maintain King Island’s unique market positioning (Brand Equity)</td>
<td>King Island Tourism</td>
<td>High Medium &amp; Low</td>
</tr>
<tr>
<td>2. Participate in Cradle Coast cooperative marketing activities</td>
<td>King Island Tourism</td>
<td>High Medium &amp; Low</td>
</tr>
<tr>
<td>3. Participate in Tourism Tasmania cooperative marketing activities</td>
<td>King Island Tourism</td>
<td>High Medium &amp; Low</td>
</tr>
<tr>
<td>4. Consider incorporation of King Island golf brand</td>
<td>King Island Tourism</td>
<td>High</td>
</tr>
</tbody>
</table>
### PRIORITY 7

Establish the leadership capacity to drive the implementation of the Destination Action Plan.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead organisation</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Consider a formal launch event for the Destination Action Plan to engage and motivate all stakeholders.</td>
<td>Cradle Coast Authority</td>
<td>High</td>
</tr>
<tr>
<td>2. Establish an Implementation Leadership Group, including but not limited to Council, King Island Tourism Inc. and the Chamber of Commerce. The Group to identify 2-3 priority projects for action over the first year and apply sound project management process, including support from Cradle Coast Tourism. Establish a communications plan to ensure ongoing progress reporting and engagement.</td>
<td>King Island Tourism</td>
<td>High</td>
</tr>
<tr>
<td>3. King Island Council to endorse the Destination Action Plan and actively participate in the Implementation Leadership Group.</td>
<td>King Island Council</td>
<td>High</td>
</tr>
<tr>
<td>4. Enhance the resourcing and capacity of King Island Tourism Inc.. Consider alternative funding options such as:</td>
<td>King Island Tourism</td>
<td>High</td>
</tr>
<tr>
<td>a. Special rate levies on all business</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Membership expansion based on development and business services programs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Encourage King Island Tourism Inc. and Chamber of Commerce integration and cooperation for the provision of business services and networking.</td>
<td>King Island Regional Development Organisation</td>
<td>High</td>
</tr>
<tr>
<td>6. Ensure engagement and participation with Cradle Coast Tourism to maximise promotion and development opportunities.</td>
<td>King Island Tourism</td>
<td>High</td>
</tr>
<tr>
<td>7. In collaboration with Council emergency planning, King Island Tourism Inc. to prepare a Risk Management Plan as part of its Business Plan. Consider:</td>
<td>King Island Tourism</td>
<td>High</td>
</tr>
<tr>
<td>a. Maintenance of brand integrity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Visitor safety and access</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Operator responsibility</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Workshop priorities
(Notes provided from the 1st Destination Action Plan Workshop)

Population and skills attraction
- What land is available?
- Housing stock available for rental
- What options are there for locals to embrace accommodation options?
- What are the options for Airbnb/Uber?
- Marketing Campaign - Digital
- Skills Gap Analysis
- Hospitality Training – Youth
- Backpacker Option
- Workplace Learning
- Attract multiple skill opportunities
- Options to offset travel costs

Accommodation development
- Needs assessment – identify needs
- Retain access
- Manage growth/pre-planning
- Currently 4 developments on council books (4-20 units)
- Is there appropriate land available and zoned appropriately?
- Facilitate pipeline for current projects
- Need for a 40/50 bed resort type facility

LTA Resourcing
- Special rates
- Bed tax
- Landing fees
- Membership
- Very high membership from all island businesses
- 25% Council – 25% King Island Tourism Inc. – 50% State Government (Chamber + King Island Regional Development Organisation)
- Chamber/King Island Tourism Inc. amalgamation – cooperation

Visitor Experience Centre and product development
- Uber/taxi
- Marketing Coordinator
- Quality information (resourcing)
- Things for non-golfers
- Start-up businesses
- Support current businesses to grow
- A single point of promotion (linked to the airport)
- Develop itinerary based options
- Build Events/Events Strategy
- Manage expectations
- Coop of business support – Admin and Marketing
- Identify opportunities – what do our market require

Q/C Executive
- Visitor research – demand
- Train locals
- Employ skilled people
- Business Development Program Quality Assurance Program (Tourism Victoria Website)
- Local Tourism Awards Program
- QC programs
- Accreditation
- Generation/schools

Access
- Limited access – priority based
- Aviation fuel on the island (on the way)
- Get airlines involved in industry workshops and planning
- Shipping options (competition)