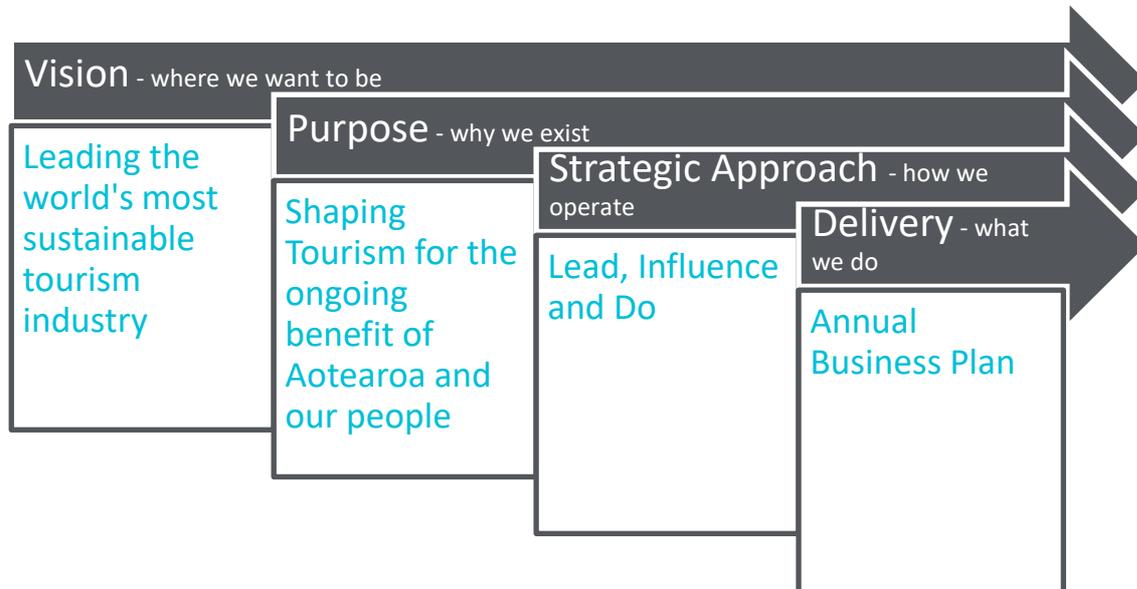




# 2019/20 BUSINESS PLAN

1 April 2019 to 31 March 2020



## TIA VISION STATEMENT

The Tourism Sustainability Commitment has a Vision Statement: "*Leading the world in sustainable tourism*", with the aspiration that this is a defensible and justifiable claim by 2025.

A slight adaption of this makes sense for TIA as a peak body membership organisation:  
**"Leading the world's most sustainable tourism industry".**

## TIA PURPOSE STATEMENT

TIA is an active player constantly seeking to shape tourism-related outcomes allowing the industry to develop in a sustainable way, which delivers tangible benefits for business, communities, government, visitors and our environment.

This is encapsulated in our Purpose Statement:

**"Shaping Tourism for the ongoing benefit of Aotearoa and our people."**

## STRATEGIC APPROACH

2019/20 provides the opportunity for TIA to deliver some tangible gains against an agreed re-set of the industry framework, Tourism 2025.

The Tourism Sustainability Commitment, launched in November 2017 and a key priority of the 2018/19 Business Plan, continues to underpin TIA's work. The Tourism 2025 framework has been re-set to incorporate the sustainability values and elements.

The essential requirement for 2019/20 is therefore to identify those elements where action is required to ensure overall progress towards the goals of T2025 and TSC, and where concerted TIA effort can make a difference.

TIA needs to represent the interests of its members and the wider tourism industry, coordinating discussion, creating consensus and being the conduit for productive two-way engagement with decision makers.

This Plan identifies the strategic priorities, for the 2019/20 year, where TIA should be seeking to **lead, influence** or **do**. Other important issues are captured in a detailed 2019/20 Work Plan, a management level document.

## STRATEGIC FRAMEWORK

The reset *Tourism 2025 & Beyond – A Sustainable Growth Framework*, with its incorporation of the Sustainability elements, provides the context for all of TIA's activities in 2019/20. However, it is an industry framework and TIA must constantly determine where it can effectively use its resources to deliver the greatest benefit.

# TOURISM 2025 & BEYOND

## A SUSTAINABLE GROWTH FRAMEWORK



## 2019/20 TIA STRATEGIC PRIORITIES

There are five TIA Strategic Priorities for 2019/20, which are closely linked and are intended to:

- Ensure **Industry Alignment** to the Tourism Sustainability Commitment and Tourism 2025 and Beyond
- Influence **Funding and Investment** decisions at both central and local government levels
- Address critical **Workforce** issues, and
- Foster **Public Support** through improved understanding of tourism.

## SUSTAINABILITY

### 1. A Sustainable Industry (*Lead, Influence, Do*)

There has been a very strong take-up of the Tourism Sustainability Commitment. In 2019/20 the emphasis shifts from promotion and recruitment (although this will continue) to enabling, upskilling and facilitating effective industry actions, and measuring progress. Having created a new sustainable community there is also considerable servicing required; surveys and performance reporting; maintaining the website and guiding information; social media discussion and exemplar case studies. TIA will collate and promote the industry advances in sustainability that are already occurring.

It is essential that the programme is taken forward, adapted as necessary and has a clear pathway for further development including measurable objectives. The Board has signalled its support for a 'hardening' of the TSC over time. It is an aspiration that acting sustainably is a 'given' with all TIA members required to commit to the TSC and a timetable for this will be developed.

Sustainability has been imbedded into Tourism 2025 in a significant re-set of the industry framework. '**Tourism 2025 & Beyond - A Sustainable Growth Framework**' will identify a set of actions to be undertaken within the next 3 years. The Government Tourism Strategy will also include a work plan. Deliverables require commitments that lead to clear and measureable actions by industry and government.

#### Objectives:

- Promote TSC uptake towards universal participation.
- Identify and promote industry advances in sustainability.
- Support behaviour change by individual businesses.
- Identify a sustainable funding model for the TSC.
- Alignment of private and public sector strategic frameworks.
- Agree executable initiatives to deliver sustainable tourism.

#### Measures of Success:

- 80% of TIA members are signed up to the TSC by 31 March 2020.
- Measurable progress achieved for at least six of the eight industry level TSC goals.
- Resources, including an online assessment tool, are being used by businesses to make progress against the Commitments.
- A 5-year funding path for the TSC has been secured.
- Government endorsement and support for *Tourism 2025 & Beyond*.
- Identifiable progress made on at least one third of the 3-year action list established by *Tourism 2025 & Beyond*.

## 2. Efficient and Effective Funding Models (*Lead, Influence*)

The new International Visitor Levy is to be introduced in the second half of 2019, with the \$80m a year split between tourism and conservation. TIA will seek to exert considerable influence over how the funds are spent. TIA is seeking to identify a fair and practical regional tourism funding model. The Productivity Commission is due to deliver its report on local government funding in November 2019 (just after new Councils are elected). TIA will be the key source of factual information about tourism for the Commission as it develops this report.

TIA must ensure the tourism industry is listened to, and has a strong influence over all decisions on tourism funding (source) and investment (distribution).

Objectives:

- Government funding mechanisms, including the IVL, BCL and TIF, are efficiently administered and delivering well-targeted investment.
- A fair and practical regional tourism funding model is being advanced.

Measures of Success:

- TIA's identifiable influence over Government decisions on its tourism investments.
- TIA's proposed regional tourism funding model has positive endorsements from industry and local government.

## 3. Building the Tourism Workforce for the Future (*Lead, Influence*)

Following on from the Tourism Perceptions research carried out in conjunction with ATEED, TIA commissioned Angus & Associates to come up with a package of industry initiatives to support a successful tourism workforce. For 2019/20, actions need to be agreed and funding secured to implement them. Suitable access to overseas workers remains important. Immigration NZ is consulting on a new approach to work visas and regional workforce planning and wishes to negotiate a sector agreement with tourism and hospitality for implementation in early 2020.

Objectives:

- Initiate a package of industry actions to attract more New Zealanders into the tourism industry.
- Secure funding and support to sustain the package of People and Skills initiatives over a three-year period.
- Tourism employers have efficient access to overseas workers when suitable locals are not available.

Measures of Success:

- All agreed People and Skills initiatives for 2019/20 are underway by 31 March 2020.
- A three year funding path for the People and Skills initiatives has been secured.
- A tourism and hospitality sector agreement has been reached with Immigration NZ.

## COMMUNITY

### 4. Telling our Tourism Stories (*Lead*)

In September 2018, the TIA Board approved the Tourism Narrative project. This is a long term initiative and will require a major commitment of time and resource through 2019/20. Organising our industry to influence external perspectives is a key requirement. TIA is working with TNZ, RTNZ and others to tell the tourism story to the New Zealand public, local government and non-tourism businesses.

#### Objectives:

- The New Zealand public understands the role of and is supportive of tourism.
- Key tourism influencers are actively supporting the tourism narrative.
- Tourism operators around the country are being assisted to tell their stories.

#### Measures of Success:

- Improved public support for tourism as measured in the Mood of the Nation Survey.
- TIA has led a coordinated industry communications approach.
- Monitoring shows increased positive coverage of tourism.

### 5. Local Government Elections October 2019 (*Influence*)

History tells us that local body elections require TIA to provide a loud voice on behalf of the tourism industry to counter-balance a lack of understanding and misrepresentation of issues. A Manifesto will be produced supported by a targeted engagement programme.

#### Objectives:

- Councils are well informed about the value and importance of tourism.
- Tourism operators have supportive local government partners who are working with them to attract visitors and manage the impacts of growth.

#### Measures of Success:

- A Local Government Manifesto has been distributed and on a minimum of 15 occasions been used to engage directly with local government.
- Analysis of public comments shows the majority of newly elected Councils are supportive of tourism and tourism growth.

## OTHER FOCUS AREAS

The following areas will be addressed in detail in TIA's 2019/20 Work Plan, with specific objectives and measures of success.

KAITIAKITANGA

MANAAKITANGA

WHANAUNGATANGA

### Maori Cultural Journey (*Do*)

In September 2018, the TIA Board made a Statement of Commitment to lead TIA on a journey of incorporating Maori culture as an organisation and industry. TIA has embarked on this journey to cultural competency. Waiata have been learnt, staff are being supported to learn their own Pepeha and to be comfortable giving short Mihi. Karakia are used at Board and other meetings. All staff were taken to Te Puia to gain cultural insights. Further cultural competency initiatives will be developed in 2019/20.

## SUSTAINABILITY

### **TIA Commitment to Sustainability (Do)**

TIA has a staff committee leading our commitment as a signatory to the TSC. 5 of the 14 commitments have been identified for particular attention and progress in the coming year.

## KNOWLEDGE

### **Advocacy and Policy (Influence)**

TIA's core function is advancing the interests of the industry. Using a well-tested filter process to determine priorities, TIA will continue to provide a strong, considered and well-informed voice on the key issues impacting on tourism.

### **Integrated, relevant and well-funded Insight (Lead, Influence)**

The TIA-led Tourism Industry Insight Framework released in November 2017 identified 20 actions. Some of the broader actions – such as identifying industry priorities and potential funding sources - have been advanced. In 2019/20, there is the opportunity to advance some of the other specific actions, working with the Insight Leadership Panel established by TIA, and with government agencies like MBIE and Stats NZ.

### **Leadership Platforms (Lead, Do)**

TIA will use its established leadership platforms – TRENZ, New Zealand Tourism Awards, Tourism Summit Aotearoa, Hotel Industry Conference and Discussing Tourism Forums – to inform and lead industry discussions. The events provide multiple benefits including advocacy, education, capability building, communication, b2b connections and networking opportunities.

## ENVIRONMENT

### **Conservation and Tourism (Lead, Influence)**

TIA interacts with DOC across a broad range of issues. As DOC seeks to introduce new commercial models, the relationships with concessionaires are becoming increasingly fraught. TIA needs to take a strong leadership role in representing the interests of commercial operators, while also encouraging them to make meaningful commitments to conservation efforts.

## VISITOR

### **Tiaki Promise (Lead, Influence)**

TIA's role is to encourage tourism businesses to get behind the initiative, actively participating in educating visitors about New Zealand's cultural and behavioural expectations. TIA's existing leadership roles on responsible camping and visiting driver safety will also continue.

## ECONOMY

### **Sustainable funding model for TIA (Do)**

To support its major projects in the past 3 years, TIA has gone to the industry to request funding and has received considerable support from the Tourism Industry NZ Trust. The Trust's ability to provide ongoing support is limited. TIA's membership growth is strong but it is struggling to retain corporate sponsors. TIA will undertake work on sustainable long-term funding options for the organisation and for major initiatives like the Tourism Sustainability Commitment, the Insight Framework, Tourism Narrative, and People and Skills Initiatives. TIA will actively seek to obtain funding from the International Visitor Levy for building industry capability.



## OUR VALUES



**SHARE THE  
PASSION**



**TAKE  
IT ON**



**PEOPLE  
MATTER**



**MAKE A  
DIFFERENCE**