



Adelaide Hills

Regional Strategic Tourism Plan 2015-2020

Review and Interim Plan

For:

Adelaide Hills Tourism

FINAL 6th May 2019
Incorporating Resourcing adjustments
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AHT Strategic Regional Tourism Plan 2015-2020: Review and Interim Plan

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Chair's introduction

The *Adelaide Hills Strategic Regional Tourism Plan 2015-2020* is now mid-way through implementation and it is timely to undertake a review of the 2015-2020 Plan and produce an Interim Plan that reflects revised State and Commonwealth tourism policy and direction, the work already achieved on our *2015-2020 Plan* and the rapid pace of change for tourism in our region.

The Adelaide Hills annual tourism spend has grown from \$77m in 2007 to \$168m today. Over the past three years, the Adelaide Hills Tourism region has achieved the strongest growth of any region outside of Adelaide City. This reflects the development of new product in the region – more things to do and see; the acceleration of the new economy – especially in Airbnb accommodation; and Adelaide's success in attracting domestic and international visitors – with a day trip to the Adelaide Hills being part of the appeal.



Guided by the *Adelaide Hills Strategic Regional Tourism Plan 2015-2020 (AHSRTP)*, Adelaide Hills Tourism has worked hard to ensure good linkages between operators and government to drive investment, to identify and advocate for regional tourism priorities, and to build the capability of the tourism sector so that the Adelaide Hills can continue to grow its tourism spend to meet the South Australian Tourism Commission's stretch target of \$310m per annum by 2030. In line with our available resourcing, the focus of Adelaide Hills Tourism is to increase visitor spend, overnight stays and visitor dispersal across the region.

This *Review and Interim Plan* report is intended to be read as a supplement to the original *AHSRTP*, and therefore largely follows the structure of the *2015-2020 Plan*. Readers of both Plans will notice that the original plan included a theme relating to governance and operations. The actions relating to this theme have been successfully implemented, hence the *Interim Plan* has a stronger external focus - on activities that drive growth in the sector.

The next redevelopment of the *AHSRTP* is planned for early 2021, informed by the scheduled review of the South Australian Regional Visitor Strategy, the completion of the South Australian Tourism Plan (currently in development) and Tourism Australia's review of its 2020 Plan.

A handwritten signature in black ink that reads "H Edwards". The signature is fluid and cursive.

Helen Edwards
Chair, Adelaide Hills Tourism



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The review process

Dr Kristine Peters (who developed the original Plan) was commissioned to undertake the review of the *AHSRTP*, via:

1. An online survey (October 2018) to identify changes, priorities, and progress of the actions – 29 responses were received. A comprehensive *Survey Findings Report* was provided to Adelaide Hills Tourism.
2. A key stakeholder workshop in November 2018 to test the findings of the survey and fine-tune the actions for the remaining period of the Plan (i.e. 2019-2020).
3. Development of an initial draft to inform Adelaide Hills Tourism involvement in South Australian Tourism Commission (SATC) workshops (November 2018) for redevelopment of the State Government tourism strategy.
4. Inclusion of key findings of the SATC workshop for AHT Board consideration and a Board workshop (February 2019) to consider the updated Draft.
5. Production of a revised Draft, based on Board feedback.
6. Consideration of this revised Draft by the Board, with feedback included in the final *Review and Interim Plan*.

Two key plans underpin the AHSRTP, the *South Australian Tourism Plan* (currently being updated) and the *South Australian Regional Visitor Strategy 2020*.

SATC also provides data and tourism research insights, as does Tourism Australia and these are considered in the review of the Plan, as well as distributed widely to tourism operators and investors.

The RDA Adelaide Hills Fleurieu and Kangaroo Island's *Regional Roadmap 2016-2019* identifies specific infrastructure priorities, and Adelaide Hills Tourism maintains a current list of government investment priorities as a basis for advocacy and response to government funding and policy initiatives.

SATC's funding agreement with Adelaide Hills Tourism specifies the following key tasks and performance indicators:

1. Communications with SATC, operators and Councils
2. Providing regional content for SATC marketing
3. Australian Tourism Data Warehouse listings
4. Deliver one strategic initiative with SATC
5. Assist SATC with photo shoots, and help coordinate SATC regional functions
6. Regional Response Plan for the SA Regional Visitor Strategy
7. Reporting to SATC

These have been factored in to the updated Tourism Plan.

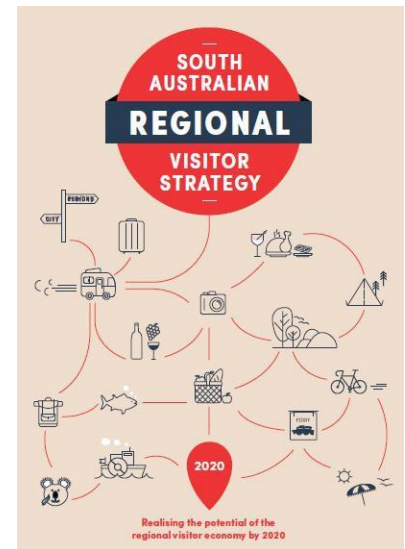


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Regional Visitor Strategy

The *South Australian Regional Visitor Strategy 2020* (SARVS) was produced by the Regional Tourism Chairs in collaboration with SATC. The SARVS was based on eight strategic pillars: marketing, collaboration, accommodation, experience development, events, industry capability, cost of doing business, and visitor infrastructure. Each region identified its regional priorities, with the key Adelaide Hills priorities being:

- Marketing and communications:
 - Proximity to Adelaide
 - Increased visitation (including mid-week)
 - Digital marketing alignment with SATC
 - Marketing targeted at the Visiting Friends and Relatives (VFR) market
 - Promote nature and wildlife
- Events:
 - Refresh existing wine-based events
 - Optimise cross regional events
- Collaboration:
 - Cohesive approach with State organisations
 - Partnerships, bundles, joint promotions
 - Signage, wayfinding and promotion of the Epicurean Way
 - Meet changing visitor information needs
 - Cross regional crisis management planning
 - Capitalise on cruise ship visits
- Accommodation:
 - Advocate for additional rooms
 - Encourage new five star facilities
- Experience development:
 - Support the development of operator-led experiences
- Industry development:
 - Build industry capability
- Visitor infrastructure:
 - Parking in Hahndorf
 - Address infrastructure barriers in new tourism areas
 - Improve Wi-Fi/telephone connectivity
 - Influence investment in Cleland Wildlife Park and The Cedars



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Tourism research

SATC and Tourism Research Australia (TRA) provide regular updates on visitor numbers and behaviour. The following data are noteworthy for the Adelaide Hills (from SATC: *Annual Visitor Summary December 2015 - December 2017*):

- Adelaide Hills has achieved 92% of the 2020 target of \$177m annual visitor expenditure.
- In 2016-17 the tourism industry contributed \$126m to the Adelaide Hills economy, directly employed 1,200 people and indirectly employed a further 400.
- In the period December 2015 - December 2017, there were 1,206,000 domestic day trips and 173,000 international day trips. Domestic visitors peak in the 35-44 age group, and international visitors in the 55-64 age group.
- 23% of domestic visitors are from Adelaide and 34% from other parts of South Australia. Victorians are the next largest domestic visitor group (12% from Melbourne, and 10% from other parts of Victoria).
- The largest overseas visitation is from Germany (19% of international visitors), the UK (18%) and New Zealand (13%).
- 85% of visitors fall into the leisure category (holiday + VFR).
- Of the 186,000 overnight visits (619,000 nights), 96% are domestic with 57% intrastate and 42% interstate. International and interstate visitors stay more nights than intrastate visitors. Average occupancy is 58%, although this rises to 66% and 68% in November and April; and drops to 50% mid winter.
- 47% of overnight trips were VFR, and VFR visitors stayed longer than other categories of visitors.
- According to the Australian Tourism Data Warehouse (ATDW), the category with the highest number of listings is events (31% of listings in the Adelaide Hills), followed by: food and drink (25%); events (40%); accommodation (20%); and attractions (17%).
- Apart from visiting friends and relatives and eating out (67% and 59% of domestic visitor activities), the most popular activities are shopping (30%), sightseeing (28%) and pubs/clubs etc (26%). Only 11% of domestic visitors visit wineries (the same number that visit national parks).

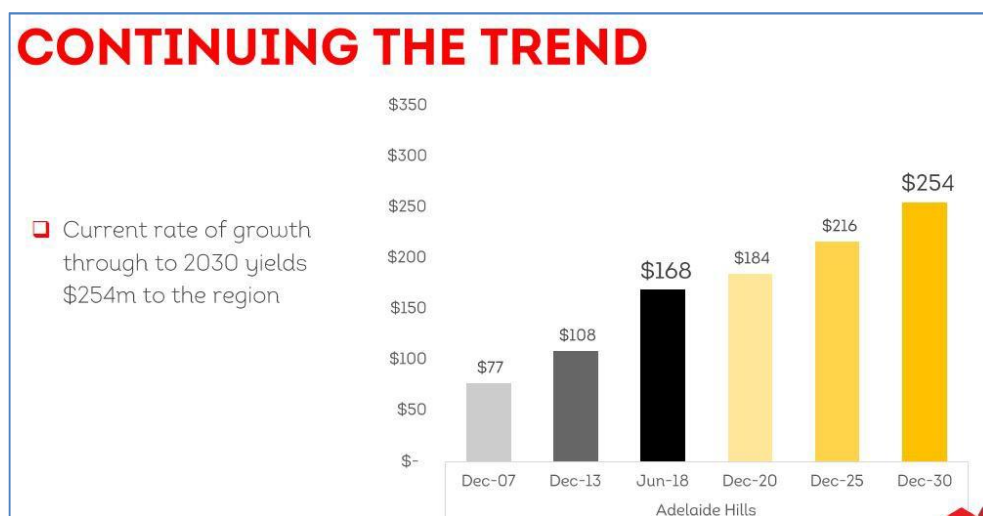


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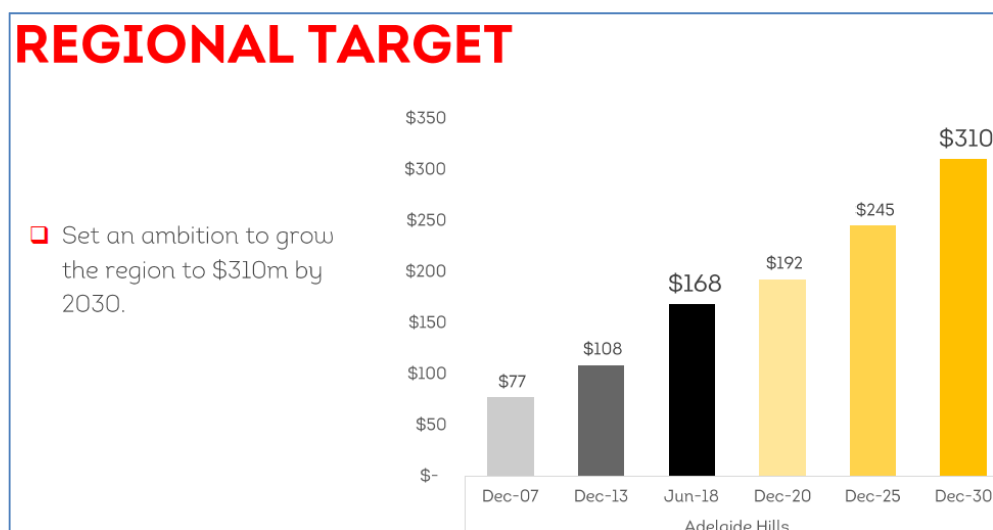
Changes and trends

The consultation for this review considered changes in the tourism sector from two perspectives: changes in the past three years (this provides context for assessing the achievement of existing actions); and expected changes over the next three years (to inform new and updated actions).

SATC's consultation for the review of the *2030 Tourism Plan* highlighted the rate of tourism growth in the Adelaide Hills region – from \$77m in 2007 to \$168m today (a growth of 119%). If this trend continues, the regional tourism yield will be \$254m by December 2030 (see *Continuing the Trend* graph).



SATC's stretch target for the Adelaide Hills is \$310m by 2030 (see *Regional Target*) – an additional \$5m in visitor expenditure every year. To achieve this, and maintain liveability and preserve the amenity that makes the region unique, we need to balance volume and yield.



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Changes over the past three years

This list of changes has been compiled from the online survey conducted at the start of the review process. The most commonly-mentioned changes by survey respondents were:

- An increase offerings/attractions (20 comments)
- Growth in demand (14 comments)
- Promotion (11)
- Industry development (9)
- Collaboration (8)

These changes reflect very well on the local tourism industry as all categories except 'growth in demand' are under the direct control of the Adelaide Hills tourism sector.

Emerging trends

There was a greater range of topics mentioned in response to the survey question "What changes are you expecting over the NEXT three years?". The most frequently-mentioned changes related to:

- Promotion – development of messages and markets (15 comments)
- Changing demand – especially Asian tourists (13)
- Changes in product/supply – new and more diverse offerings (11)
- Collaboration and bundling (7)
- Planning/regulation (7)

Somewhat surprisingly considering the current level of digital disruption, only three comments related to digital transformation.

The workshop identified the following changes that have emerged (or accelerated) since the *AHSRTP* was developed in 2015 – numbers in brackets show the number of responses where there were multiple mentions.

- Changing and more diverse tourism markets (5)
- Collaboration and clustering, packaged experiences available online (4)
- Experienced-based tourism (including agriculture, arts) (2)
- Regional capability and business evolution – night time economy (3)
- Increased role for technology in tourism and digital promotion (2)
- Better customer service and stories (visitor experience)
- Demand for first nation cultural experiences
- Nature based tourism
- Demand for premium, locally produced gifts
- More small/boutique operators (e.g. share economy)
- Capitalise on tourism in peak season and locals in off season
- Transport challenge is addressed



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SATC Tourism Plan 2030 workshop discussion

As part of its consultation for the 2030 Tourism Plan, the South Australian Tourism Commission held a workshop with Adelaide Hills operators and stakeholders. At this workshop, SATC presented the following features of the future traveller:

- International: shorter stays; growth from Asia
- Domestic: ageing (from wealthier baby boomers to poorer Gen X and Millennials), more ethnically diverse
- Digital connectivity and disruption
- High expectations for service: on demand, instant and personalised

The following content reflects the discussion at the SATC workshop

Participants noted the following infrastructure constraints in the Adelaide Hills: Hahndorf parking; mobile/web coverage; public transport; drinking water (especially in National Parks); road quality (dirt roads and cyclist clearances); public toilets; and red tape restrictions for on-farm experiences (e.g. farm shop).

Changes to tourism in this region are expected to be:

- Increase in nature based tourism
- More of South Australia will be accessible
- Traditional promotional mediums will have changed
- Focus on the Indian economy
- Change in tourism operator (e.g. share economy)
- Wellness and immersive experiences
- New technology – driverless cars, artificial technology on demand
- Green economy
- Safety

These priorities were identified (shown in priority order):

1. Marketing/Driving Demand/Consumer Focus
2. Labour and Skills
3. Experience Development
4. Collaboration
5. Infrastructure
6. Promoting the value of tourism and investment
7. Digital



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AHT Goals

The review considered whether the current goals are still appropriate:

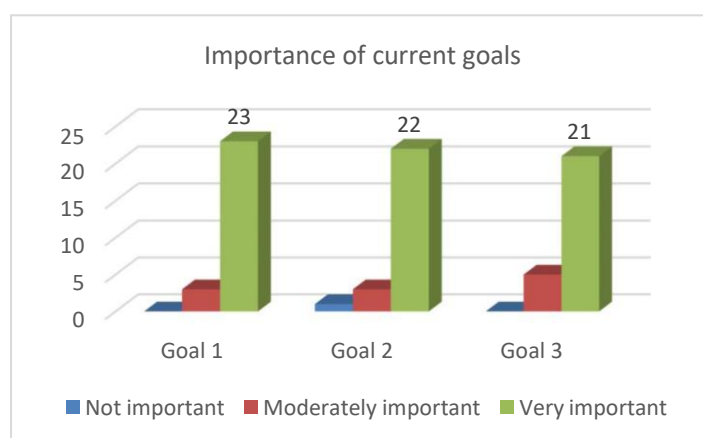
GOAL 1: We are an integrated and coordinated tourism region that presents a compelling reason to visit for Adelaide and Adelaide Hills residents, their friends and relatives, and interstate and overseas tourists.

GOAL 2: We are all proactively promoting the region via digital platforms and traditional media, and industry and consumer events to raise awareness and grow the tourism market.

GOAL 3: We support the sustainable development of, and investment in, existing and new tourism ventures (including events) that bring more people to the region and get them staying longer and spending more.

The vast majority of survey respondents felt that the goals were very important. Some people commented that there needs to be more emphasis on branding and promotion and on product and industry development.

Discussion at the workshop identified some adjustments to these goals, with the updated goals shown here:



GOAL 1:

We are an integrated and coordinated tourism region that engages the entire visitor economy in bundling and promoting experiences to create a compelling reason to visit.

GOAL 2:

We have clearly articulated an Adelaide Hills identity and developed and use key messages that make it easy for the consumer to identify and select the Adelaide Hills as a favoured destination.

GOAL 3:

We support development of and investment in tourism ventures, in the take-up of transformational technologies, and in operator marketing to bring more people to the region and get them staying longer and spending more.

GOAL 4:

We connect to other regions and their key attractions (e.g. Adelaide events, The Bend) to maximise visitor stay and spend.



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How did we perform?

The survey asked respondents to provide feedback on all actions in the 2015-2020 Plan, in summary the findings were:

1. There were no actions that are 'done and dusted'. All actions that received votes for 'Achieved and Complete' had more votes for 'Achieved but there's more to be done'.
2. The actions that were least successful (i.e. scored highest on 'This action didn't work') were:
 - Business Association collaboration (Theme 2) with 12 responses
 - Online consumer newsletter (Theme 7) with 5 responses
 - Information sharing with Councils (Theme 1) with 4 responses
 - Operators collaborating to bundle (Theme 2) with 4 responses
 - Positive Council planning processes (Theme 15) with 4 responses
3. The maximum number of people who scored 'Actions that haven't started yet' was 2, indicating that all actions have been initiated.
4. The highest scores for 'It's started but too early to tell' were:
 - Adding value to World Heritage Bid (Theme 4) with 6 responses
 - Visitor information (Theme 11) with 6 responses
5. Actions that had poor awareness ('I don't know enough about this') were:
 - Working groups to create packages (Theme 13) with 13 responses
 - AHT committee representation (Theme 5) with 11 responses
 - Online consumer newsletter (Theme 7) with 11 responses
 - Develop a Who's Who (Theme 1) with 10 responses
 - Information sharing with Councils (Theme 1) with 10 responses

While it is not surprising that respondents who are not involved in AHT governance and coordination are unaware of matters relating to governance (e.g. committee membership and information sharing with Councils), these findings indicate the need for a renewed effort in creating bundles.

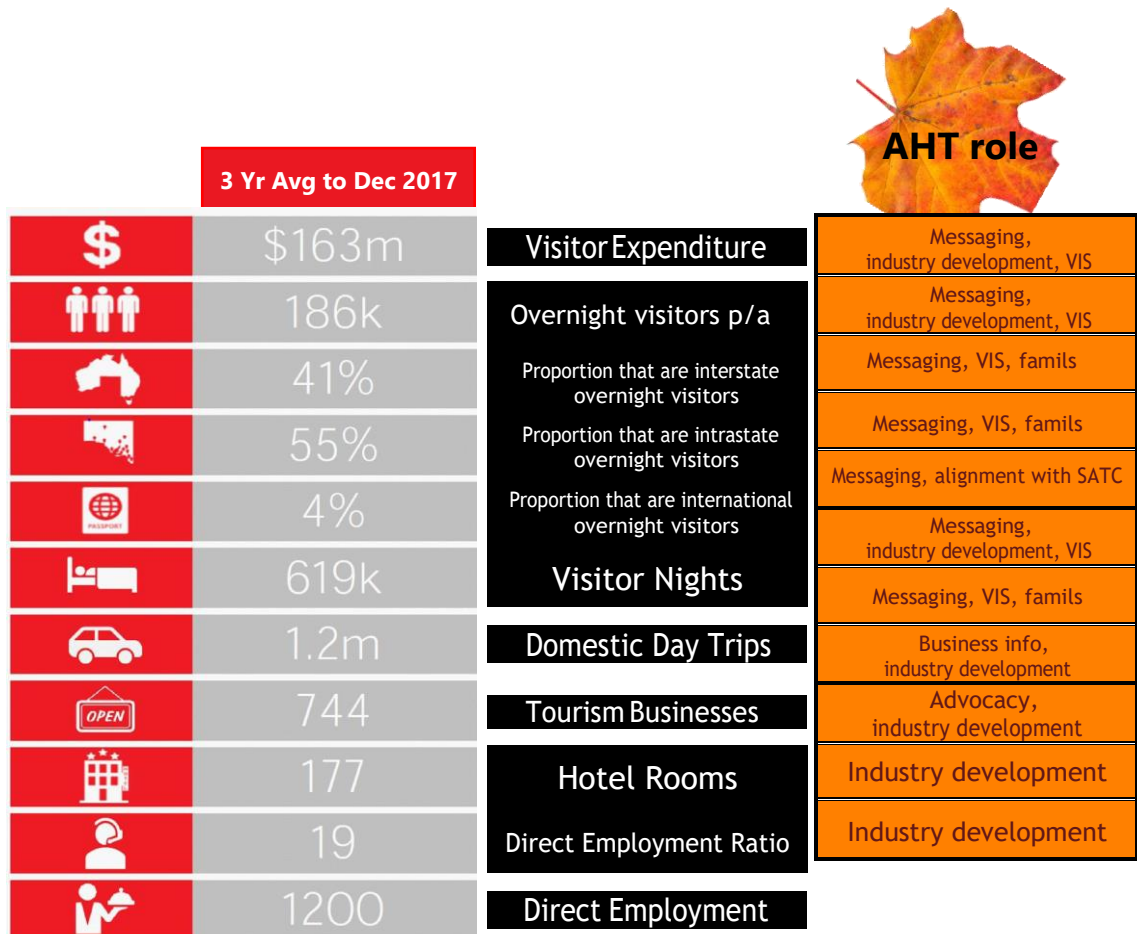
6. Actions that scored highest on 'Achieved but there's more work to be done' were:
 - Tourism information is distributed (Theme 1) with 16 responses
 - We know what SATC is doing (Theme 1) with 15 responses
 - Coordinated social media (Theme 7) with 15 responses
 - A good AH tourism website (Theme 7) with 14 responses
 - AH being 'top of mind' for media (Theme 9) with 12 responses
 - AH on third party sites (Theme 7) with 12 responses



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Industry benchmarks

The key measures of Tourism Value are published annually by SATC. The diagram below describes Adelaide Hills Tourism's role in delivering these outcomes.



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Updated actions

The updated actions were developed at the Stakeholder workshop in November 2018 and reviewed by the Board in February 2019. Actions in the 2015-2020 Plan that are no longer relevant, or have been achieved and are no longer required, are not shown (including the entire section on Governance).

Working together

Working together to stay abreast of developments, reduce duplication and create appealing packages continues to be important. Adelaide generates 59% of the state tourism economy and Adelaide Hills is the most accessible region to Adelaide – we therefore need to maintain our focus on the Adelaide tourism market – and advocate for further development of luxury accommodation in the Hills to respond to demand. We need to develop a new itinerary-based website (e.g. dining, activities, accommodation) and ensure positive online attention, as well as building operator capabilities to create and be part of a seamless customer focused experience.

Theme	Updated Actions	Measure	Lead	Deadline
1. Effective communication and information sharing	1. Stay up to date with industry news and consumer trends and share as appropriate	<ul style="list-style-type: none"> Monitor and report on updates to stakeholders and operators 	AHT staff	Report at Board meetings
	2. Review and implement strategy for communications with regional operators	<ul style="list-style-type: none"> Communications Strategy and supporting industry database developed 	AHT staff	December 2019



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Theme	Updated Actions	Measure	Lead	Deadline
	3. Councils provide AHT with regular updates on activities and policies that affect tourism and events	<ul style="list-style-type: none"> Council updates at AHT meetings 	AHC, MBDC	Report at Board meetings
	4. Councils promote VFR activities to residents	<ul style="list-style-type: none"> VFR-targeted information on website, VICs and new resident packs 	AHC, MBDC	Report at Board meetings
2. Connected business and industry groups	1. Engage and collaborate with industry groups to coordinate and leverage our activities	<ul style="list-style-type: none"> AHT directions presented annually to each regional industry/tourism group 	AHT staff	Annual Report
	2. Organise industry networking and briefing events to develop capabilities, provide information about AHT activities and ensure good cross-region communication	<ul style="list-style-type: none"> At least two AHT focused regional functions per annum that result in new collaborations 	AHT staff	Annual Report
	3. Support key regional industry events	<ul style="list-style-type: none"> Regional operator involvement in events organised by stakeholders (e.g. TiCSA, SATC, Adelaide Convention Bureau) 	AHT staff	Report at Board meeting
	4. Facilitate opportunities for operators to collaborate to create packages that are promoted online	<ul style="list-style-type: none"> At least 4 new collaborative packages are created each year 	AHT staff	Annual Report



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Theme	Updated Actions	Measure	Lead	Deadline
3. Strategic collaborations	1. Work with neighbouring regions to support touring routes (e.g. the Epicurean Way), crisis management planning and other strategic initiatives	<ul style="list-style-type: none"> Integrated crisis management plans are developed and reviewed regularly Timely response to strategic initiatives 	AHT staff	December 2019
	2. Promote the region to the Adelaide accommodation and MICE (Meetings, Incentives, Conference and Events) sectors to bring more city-based visitors to the Adelaide Hills	<ul style="list-style-type: none"> AHT is an active member of Adelaide Convention Bureau Regular liaison with Events SA (at SA Tourism Commission) Regular liaison with hotel concierges (1 briefing and 1 famil annually), Adelaide Hills regional Visitor Guide readily available Increased visitation in off peak periods 	AHT staff	Annual Report
	3. Increase awareness with trade and industry partners through events and familiarisations	<ul style="list-style-type: none"> Support familiarisations for key trade and industry influencers (e.g. hotel concierges, conference/incentive organisers, visitor information servicing staff/volunteers, inbound tour operators/wholesalers) 	AHT staff	Annual Report
	4. Provide input into Elected Member induction and education about the value of the visitor economy and the role of Councils	<ul style="list-style-type: none"> As part of AHT's annual budget proposals to Councils 	AHT Chair	February annually



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Theme	Updated Actions	Measure	Lead	Deadline
4. The community values the visitor economy	1. Source content for Council newsletters, local newspapers, social media pages, relevant radio and you tube channels to reinforce the benefits of tourism, and describe AHT's intent to focus on value over volume	<ul style="list-style-type: none"> Evidence that information has been provided to key channels 	AHT staff	Review annually

Effective marketing

The marketing strategy has changed the most since 2015, with digital now 'business as usual' (although continual change and development means we have to invest money and effort to stay up-to-date). Big data research is now becoming more accessible and will provide evidence to direct our product and marketing. Nature based (especially landscape, wildlife and clear night skies), cultural tourism (including Aboriginal tourism product) and traveller safety are becoming more important and should be included in marketing strategies. Using social media, the consumer has taken over telling the story, it's that story that gets engagement – we no longer own our brand identity and stories like we have in the past, so we need to monitor the story to make sure it's accurate for our region.

Theme	Updated AHT Actions	Measure	Lead	Deadline
1. Using data to understand our customers	1. Monitor 'big data' and industry intelligence offerings (e.g. Spendmapp and Destination Think's Tourism Sentiment Index) and provide advice to Councils, RDA and other partners re investment	<ul style="list-style-type: none"> 'Whole of region' intelligence is available to inform Council and industry planning 	AHT staff	As needed



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Theme	Updated AHT Actions	Measure	Lead	Deadline
2. Staying up-to-date with digital trends	1. Identify and disseminate information about emerging technologies or practices that may disrupt or transform operations and marketing	<ul style="list-style-type: none"> Information is captured and conveyed according to its impact and urgency 	AHT staff	Ongoing
3. Maximum benefit from digital marketing	1. Develop strategic digital and social media marketing initiatives, aligned with SATC, that make Adelaide Hills appealing and discoverable to a diverse range of audiences (domestic and international)	<ul style="list-style-type: none"> Review and update the Digital Marketing Strategy to ensure it has maximum impact and value with target markets Increase in web/social media hits Increase in Day Trip visits 	AHT staff	March 2019 Annual Report Annual Report
	2. Maintain a strong and co-ordinated presence on social media	<ul style="list-style-type: none"> At least three new social media posts per week per platform (Facebook and Instagram) Key metrics outlined in the Quarterly Digital Report Regular liaison with SATC's Digital Content team including quarterly meeting 	AHT staff	Report at Board meetings
	3. Develop a new Adelaide Hills website	<ul style="list-style-type: none"> Website is contemporary (mobile first), appealing, up to date, ATDW-integrated and offers itineraries and integrated maps that drive longer stays and greater spend 	AHT staff	August 2019



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Theme	Updated AHT Actions	Measure	Lead	Deadline
	4. Conduct an annual review of ATDW listings to identify gaps and outdated information then target businesses/sectors that attention	<ul style="list-style-type: none"> • ATDW review shows greater uptake, improved quality, and the ability for visitors to identify a complete package of experiences and services 	AHT staff	Annual Report
	5. Monitor Adelaide Hills content on key third party sites and apps (e.g. TripAdvisor, online travel agents, SATC website) and address gaps and inconsistencies in key messages	<ul style="list-style-type: none"> • Audit of relevant third party websites and apps is complete and strategies implemented 	AHT staff	Annual Report
	6. Conduct digital audits of operator online marketing and distribution and develop and implement a sector training plan	<ul style="list-style-type: none"> • Engagement with 50 operators annually • Sector Training Plan updated annually 	AHT staff	Annual Report
4. Consistent branding and storytelling	1. Promote consistent use of regional identity and key messages by operators and other stakeholders	<ul style="list-style-type: none"> • AHT consistently uses key messages and branding 	AHT staff AHT Board	June 2019
	2. Monitor and source video and written content and make available for marketing	<ul style="list-style-type: none"> • Content is used by AHT and operators 	AHT staff	December 2019
	3. Embrace SATC-led opportunities to feature the region in television productions and media coverage, particularly those targeting large eastern seaboard cities	<ul style="list-style-type: none"> • Opportunities are communicated to operators in a timely manner 	AHT staff	Activities and outcomes (quality and reach) are reported at Board meetings



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Theme	Updated AHT Actions	Measure	Lead	Deadline
5. Strong and effective Visitor Information Services	1. Support Councils' implementation of the Visitor Servicing Strategy	<ul style="list-style-type: none"> Strategy is implemented according to agreed timelines 	Councils	Ongoing
	2. AHT elements of the Visitor Servicing Strategy implemented	<ul style="list-style-type: none"> AHT implements destination website, regional visitor guide production and distribution, tear-off maps 	AHT staff	As per Strategy

Building capacity and capability

While Adelaide Hills performs very well as a region, there is always need for development of new initiatives and strategies to reduce blockages and barriers.

Theme	Updated AHT Actions	Measure	Lead	Deadline
1. AHT governance	1. Review AHT meeting structure to allow time focus on strategy and information sharing, as well as oversee implementation	<ul style="list-style-type: none"> Meeting structure review is complete and findings implemented 	AHT Chair	June 2019
2. Tourism investment attraction and support	1. Provide a 'soft landing' for potential investors and operators via local information, industry data and useful connections	<ul style="list-style-type: none"> Assistance is provided in a timely manner 	AHT staff	Annual Report
		<ul style="list-style-type: none"> Tourism is adequately addressed in the RDA Roadmap 	AHT Board	Roadmap 2020



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Theme	Updated AHT Actions	Measure	Lead	Deadline
	2. Monitor supply/demand for accommodation, report to SATC	<ul style="list-style-type: none"> SATC has up-to-date information about accommodation gaps 	AHT staff	Annual Report
	3. Influence strategic investment (e.g. Cleland Precinct, the Cedars, World Heritage Bid) within our resourcing capacity	<ul style="list-style-type: none"> Demonstrate involvement in new initiatives to realise opportunities 	AHT Board	As needed
3. Initiatives to address development barriers	1. Provide development feedback to Councils based on feedback received from operators	<ul style="list-style-type: none"> Councils understand tourism development imperatives 	AHT staff	Ongoing
	2. Maintain an up-to-date list of regional tourism investment priorities to provide timely and informed response to government enquiries	<ul style="list-style-type: none"> List is current 	AHT Board	Annual Report
	3. Advocate to government to address barriers that can be resolved through policy and budget decisions	<ul style="list-style-type: none"> Good working relationships with key agencies 	AHT Board	Ongoing
4. Training addresses capacity and capability gaps	1. Identify training and development need, and facilitate training and development	<ul style="list-style-type: none"> Capability building priorities are identified 	AHT staff	Annual Report
	2. Improve capacity to take up opportunities re China-ready, international marketing, online	<ul style="list-style-type: none"> Training and development is provided with good uptake by Adelaide Hills operators 	AHT staff	Annual Report



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Theme	Updated AHT Actions	Measure	Lead	Deadline
	distribution, digital marketing and experience development are actioned			
5. Support for businesses and events that grow tourism expenditure	1. Provide basic information via free support	<ul style="list-style-type: none"> Number of operators provided with free support 	AHT staff	As needed
	2. Identify and implement a Fee For Service model for more in-depth support	<ul style="list-style-type: none"> Numbers and revenues from FFS 	AHT Board, implemented by AHT staff	June 2020

