

NORFOLK ISLAND

Tourism Industry Strategy



2024 ————— 2027

Background

The tourism industry as a whole has weathered unprecedented upheaval and disruption in recent times due to a pandemic, an evolving cost-of-living crisis, increased climate change variability and worldwide geopolitical instability.

On top of all these external macro forces, the Norfolk Island Tourism Industry has also faced very unique internal challenges. Navigating extensive, significant change to the local governing landscape since the previous Tourism Strategy was created back in 2013.

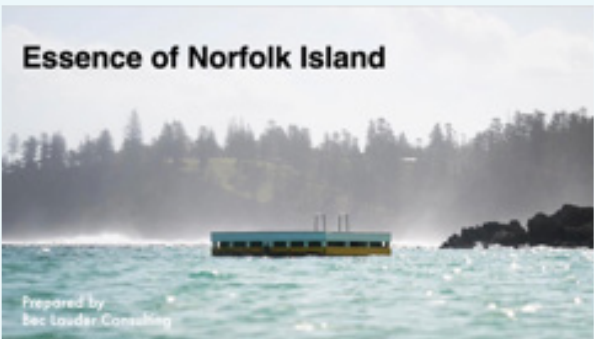
This has resulted in a chapter of community fragmentation and loss of direction for the Norfolk Island Tourism Industry.

With the pandemic in the rear-view mirror, the evolution of the modern traveler needs proving to be here to stay and a change in governance around the corner, now is the right time for the Norfolk Island Tourism Industry to come together and set a course for the future.

This 3-year plan has been created from the ground up by the local Norfolk Island Community in order to foster collaboration and identify where the industry needs to evolve so to unlock the modern opportunities best suited to Norfolk Island.



This document is a conduit to future, more nuanced strategic development and is supported by previous extensive community research and consultation.



Essence of Norfolk island

A brand discovery document that captures the doorways into Norfolk Island and the potential visitor segments for growth, as seen through the eyes of Norfolk Islanders.



Community Consultation Debrief

A comprehensive documentation of extensive community consultation on the future of the Norfolk Island Tourism Industry.



Norfolk Island 3yr Tourism Strategic Framework

A clear, concise strategy document that provides overarching direction and growth ambitions, whilst also focusing on tangible actions to be undertaken against planning horizons.

Foundations for Sustainable Growth

- Destination Marketing Strategy.
- Data & Insight Strategy.
- Training & Development Program.
- Tourism Sustainability Strategy.

Evolution and Innovation of Visitor Experience

- Events Strategy.
- Health & Wellness Strategy.
- Arts, Culture & History Strategy.
- Eco Tourism Strategy.

Role of this strategy

To inspire innovation
& offer development.

To foster a cohesive
& collaborative community.

To promote & facilitate
sustainable growth.

To provide structure
& guidance.

To prioritise
initiatives & focus.



Ensuring the Norfolk Island Tourism Industry

- Is focused & efficient.
- Is evolving & has momentum.
- Is diverse & thriving.
- Is Inclusive, cohesive & collaborative.
- Is rewarding & motivating.





**Norfolk Island is more than
a destination or place;
it is a feeling & a way of life.**

**Memories that matter
are made here.**

**They stay deep within your soul
& call you back time and again.**

**There is something for
everyone who discovers
Norfolk Island.**

**It is a warm welcome
for people to be themselves,
without judgment.**

**To Explore, Learn, Create,
Connect, Relax & Breathe.**



The Future Vision for Norfolk Island Tourism Industry

To make Norfolk Island **the boutique South Pacific Island destination of choice, time and again** for high value, low impact travellers seeking respite, curious natural adventures or a sense of discovery, thru **excellence in visitor experience** whilst authentically showcasing the Norfolk way of life.

— **The Boutique South Pacific Island**

Transitioning away from a reliance on deeply discounted package deals to celebrating the scarcity and uniqueness of the experience.

— **Destination of choice, time and again**

Improving the traveller lifetime value, transitioning from a bucket list destination to being a staple in the holiday cadence for HVLI travellers.

— **Excellence in visitor experience**

Working collaboratively to improve & innovate the visitor experience so to consistently meet & exceed the expectations of the modern visitor.



Implementation Enablers

We as a community are all engaged & contribute to a collaborative, inclusive & high performing culture.

We Value & Focus on:

- Visitor Experience Excellence.
 - Effective Systems, Structures & Processes.
 - Continuous Optimisation & Innovation
-

We create the best external partnerships in the tourism industry by being easy to deal with, professional, reliable, authentic, sustainable & innovative.

We all drive marketing & brand awareness that enhances our island's reputation.



How We Show Up

We act like owners of the strategy
& are supportive of each other.

We are curious, open
minded & agile.

We are ingenious & creative
problem solvers.

We are accountable & proud.

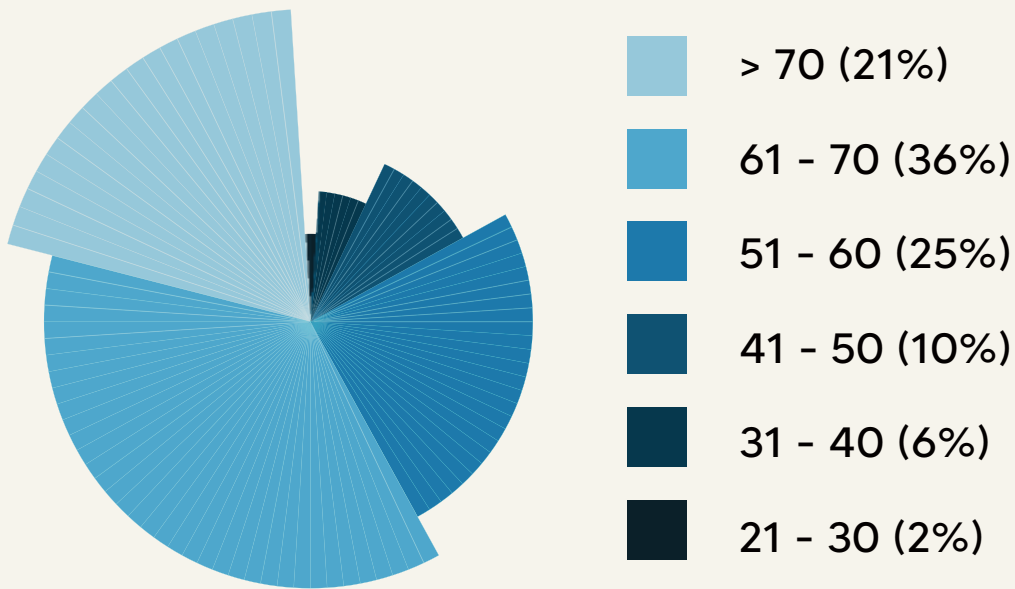
We are authentic & pragmatic.



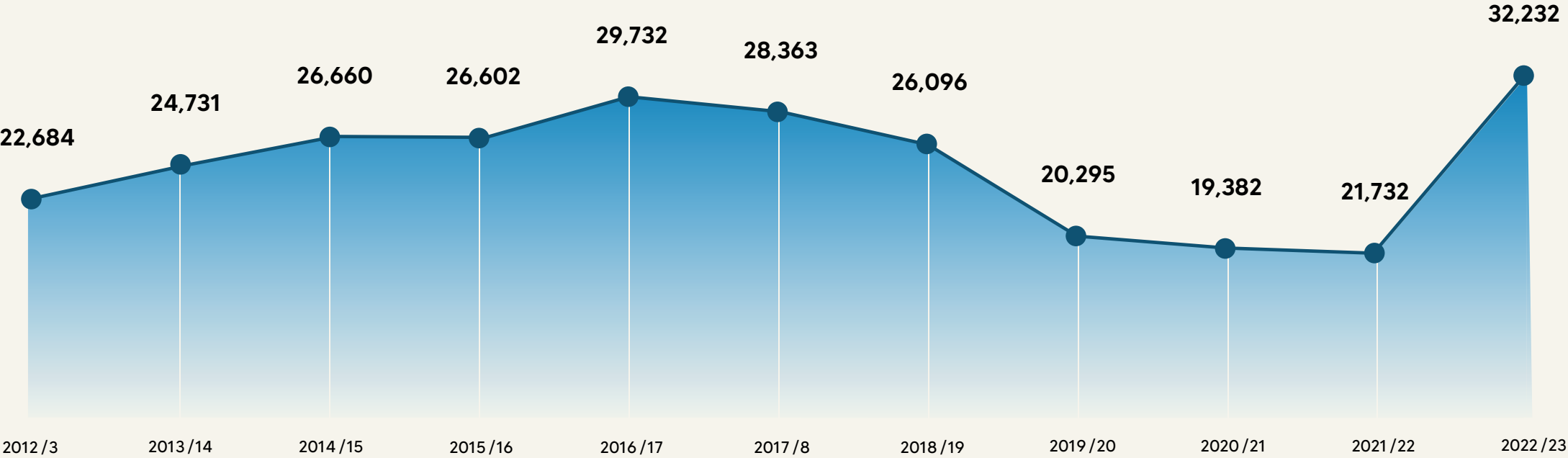
Norfolk Island Tourism Industry Snapshot

Today, the industry is very seasonal & has a high concentration of visitor segment.

Customer age group
Nights (QFF Only)

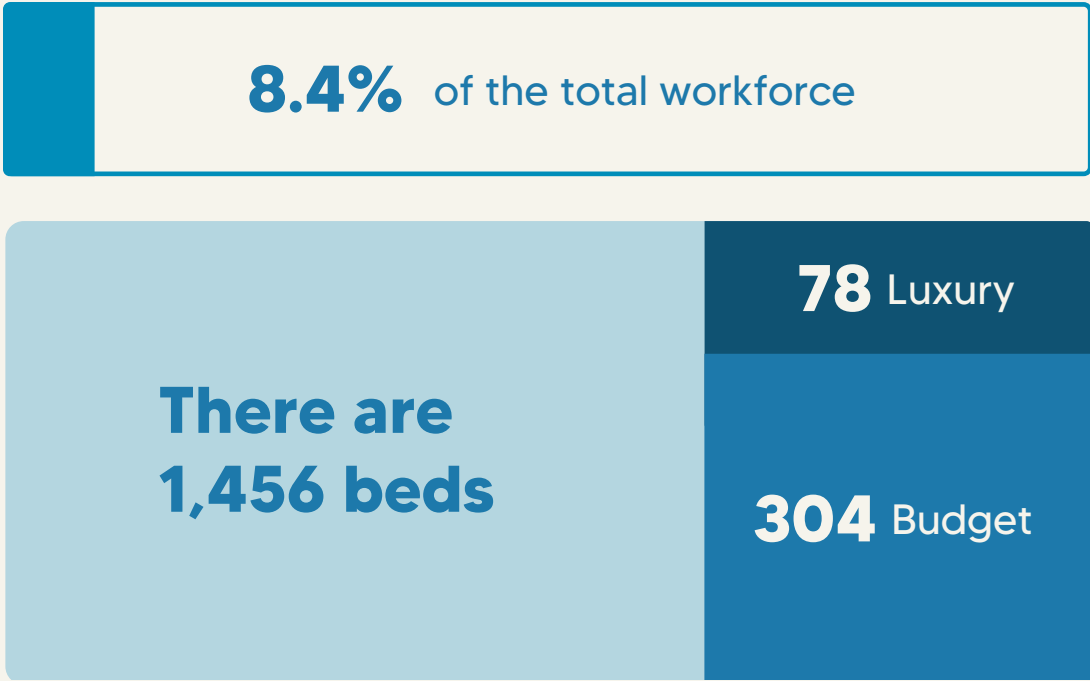


Total Visitor Numbers

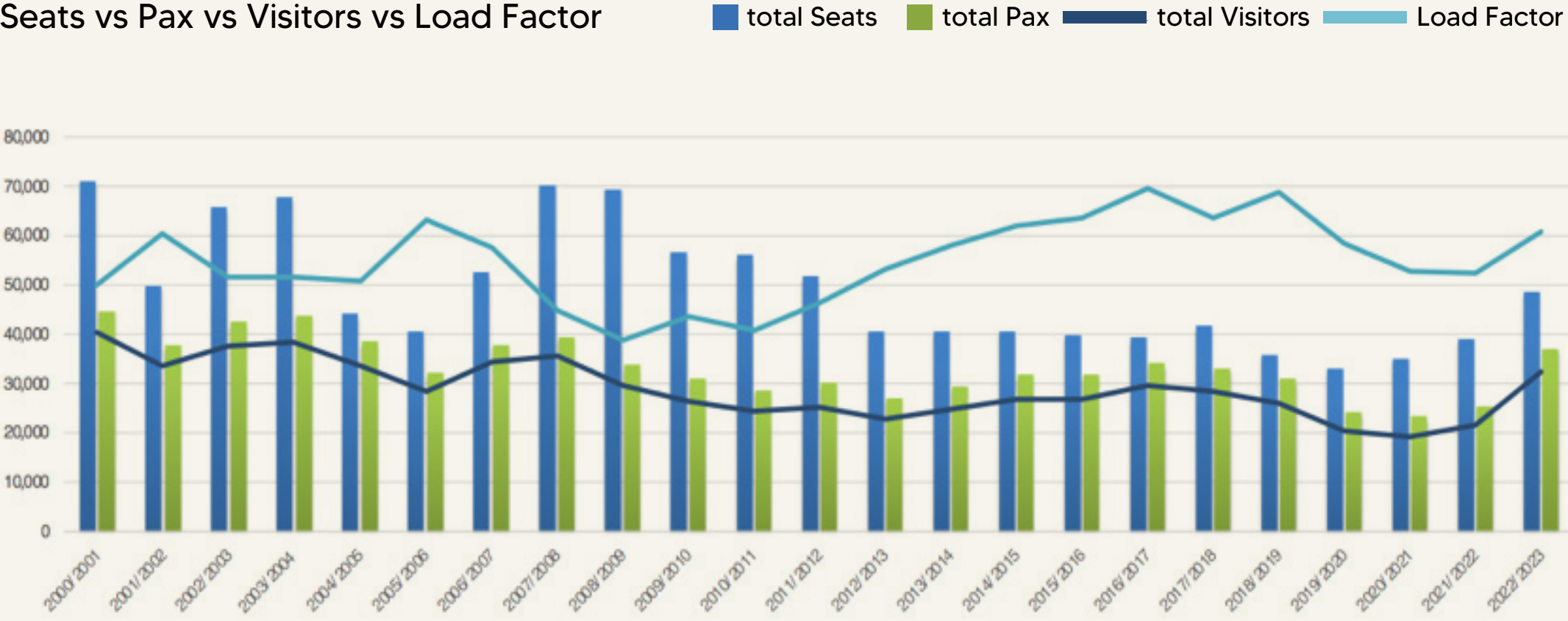


Accommodation

Accommodation is the largest employer on Norfolk.

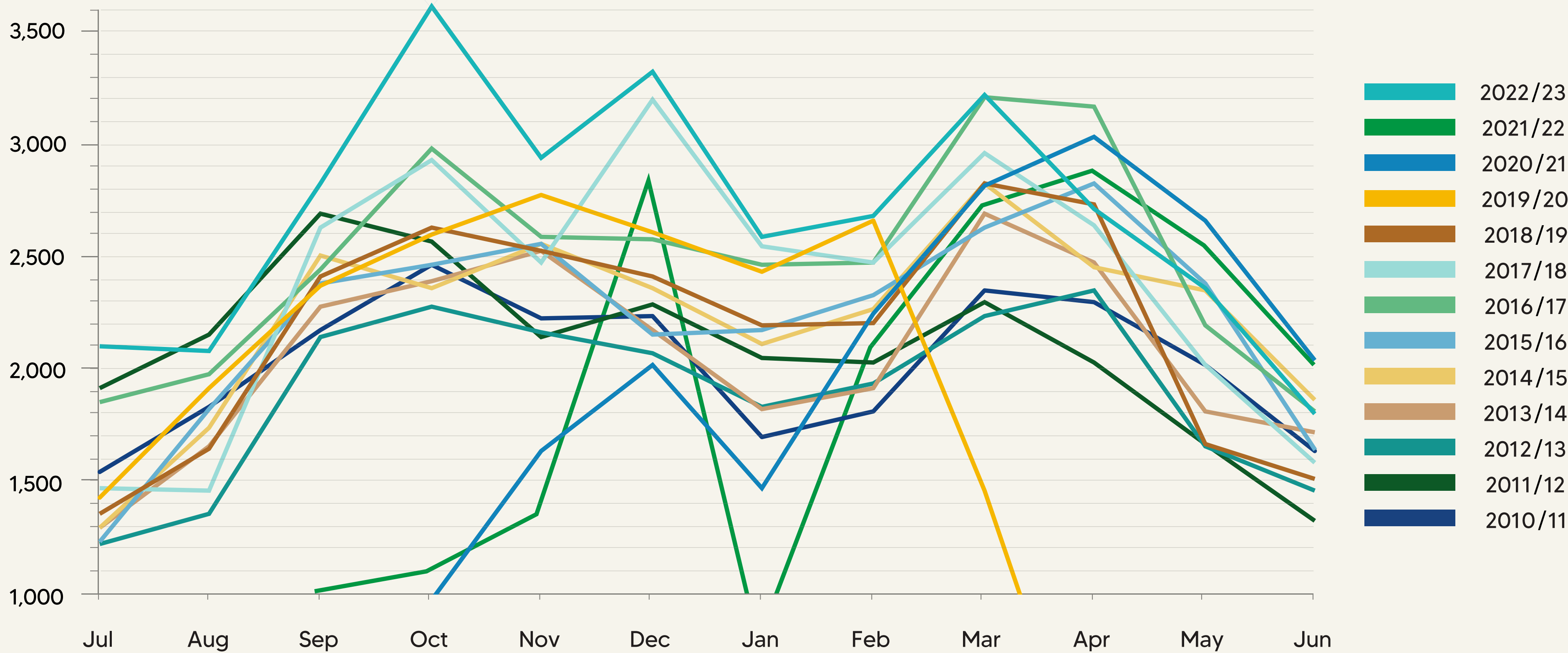


Annual flight breakdown
Seats vs Pax vs Visitors vs Load Factor



Norfolk Island Tourism Industry Snapshot

Montly Visitors Arrivals 2010 - 2022



The Norfolk Island Tourism Industry is a collaboration of a multifaceted, complex ecosystem of stakeholders and partners.

Governance



Australian Government
Department of Infrastructure, Transport,
Regional Development and Communications



Regional
Development
Australia



Australian
BORDER FORCE

NORFOLK
ISLAND
Regional Council



NORFOLK ISLAND
GOVERNANCE COMMITTEE

Industry



TOURISM
AUSTRALIA



NORFOLK
ISLAND
TOURISM

NORFOLK ISLAND
ATA

Transportation



QANTAS



Air Chathams



P&O
CRUISES



SILVERSEA



Sydney
Airport



BRISBANE
AIRPORT
AUSTRALIA
BNE



TRANSAM

Preservation



unesco



Kingston, Norfolk Island
Daun'taun, Norf'k Ailen



NORFOLK ISLAND
NATIONAL PARK



THE NORFOLK
WAVE



Australian
Marine Parks



REVOLVE YOUR WORLD

Guiding Principles to Sustainable Growth

The potential of Norfolk Island Tourism Industry to deliver aspirational & memorable experiences that cater to the desires of the modern visitor market is enormous.

Efforts made in the pursuit of future growth & modernisation of the Norfolk Island Tourism Industry must be done thoughtfully & evaluated continuously.

There are 4 priority areas of consideration the local industry identified which are of upmost importance.

- **Environment**
- **Sustainability**
- **Economic**
- **Community & Culture**

— Environment

Understanding & Monitoring Impact of Visitor Activity

Proactively working alongside other environmental agencies & custodians to measure & track the impact of existing or new tourism activity.
Monitoring the needs of visitors on Norfolk Island’s limited natural resources & planning infrastructure accordingly.

Beyond Just Preservation & Aiming For Regeneration

Ensuring that any tourism infrastructure or increased visitor accessibility to natural environments is done in consultation with custodians.
Enhancing visitor experiences whilst also providing opportunities & investment into regeneration efforts.



Sustainability

Identifying Waste Reduction & Visitor Education Opportunities

The tourism industry proactively evaluates opportunities for continued waste reduction. Ensuring we also play an active role in the education of visitors on waste management practises on Norfolk Island. Improving compliance but also celebrating the local efforts.

Embracing Clean, Green Innovations Across The System

Fostering a culture of innovation & open mindedness to trial & adopt new technologies that can assist in decarbonisation. These can encompass larger infrastructure investments to smaller interventions across the whole visitor experience ecosystem.



— Economic

**Equitable Opportunities &
A Diverse, Healthy Industry**

The industry needs to maintain a balance between large & small players. Ensuring there are opportunities for investment & growth across the industry. As the visitor profile evolves, there must be an economic environment conducive to start-ups & small business.

**Management, Training &
Development of the Workforce**

Ensuring as the industry grows & diversifies, there are proactive initiatives addressing labour needs. There is a social & economic benefit realised by investing in the local community. Allowing for a better visitor experience & a meaningful path for Norfolk’s youth.



Community & Culture

Visitors Positively Contribute To Community Well Being

The tourism industry needs to be a force for good, that is more than just economical. It must also monitor the social impact of any adverse visitor behaviour, ensuring the visitors are informed, respecting the way of life & social values of the local community.

Awareness, Education & Respect of Pitcairn Culture

Pitcairn Islander culture is a unique & proud part of the visitor experience. It is imperative that tourism operators across all sectors proactively inform visitors of any cultural sensitivities, traditions, customs or values. Mitigating as best as possible, disrespect or misunderstanding



Guiding principles to diversification of the Norfolk Island Visitor Profile

Currently, the Norfolk Island visitor profile is predominately an older generation of traveller, 60+yrs old. This generation that has known and supported Norfolk Island for decades and has been a cornerstone to the success of the industry to date.

However, the next generation of travellers, 30-50yr olds know very little, if anything about Norfolk Island. This poses a risk to the sustainability of longer-term growth for the industry.

The Norfolk Island Tourism Industry support an evolution of the visitor profile, but it must be approached thoughtfully.

Should be

- Diversification & Transition
- Embracing new visitor segments
- Evolving with modern needs of visitors
- Investing in emerging visitor markets
- A Pipeline

Shouldn't be

- Wholesale Revolution
- Alienating or discouraging existing ones
- A set & forget experience or offer
- Single minded & short term
- Static

Guiding principles to diversification of the Norfolk Island Visitor Profile

Current Visitor Profile

- Approx. 75% are over 56 years old (with 21% being older than 70 years old)
- Retired, prefer organized tours & mostly less interested in active, nature based or self guided experiences
- Often more value conscious & prefer package deals

Target Visitor Growth Profile

- 40 – 60yr old SINK / DINK / Empty Nester
- Med-High HH Income ~ \$140K+ pa
- FIT – Interested in active living & seeks rest, relaxation
- Metro / Urbanite from Brisbane, Sydney or Auckland
- Rural / Coastal Regional Hubs (Eg Orange / Newcastle)

Visitor Growth Segments

- Solo Travellers
- Health & Wellness
- Eco Tourism
- Nature Based Adventure
- Niche Interests
- Intergenerational Families
- Volunteerism / Citizen Science



Norfolk Island Tourism Industry Growth Drivers

They create the circumstances for growth

Drive awareness & equity with a new brand positioning

- Creation & deployment of a new brand positioning.
- Consistency in key messaging across the industry to help Norfolk stand out from competitors & keep Norfolk top of mind.
- New and updated digital assets across the industry, enhancing the image of Norfolk Island.
- Refreshed photography, websites & social media accounts to entice modern travellers.

Diversify the visitor profile

- Transitioning the Norfolk visitor profile from the reliance on a single market segment to a portfolio of segments.
- Maintaining the current 60–80yr old market
- Growing the 40–55yr old market
- Seeding the 30–39yr old market
- Attracting special interest / niche groups

Innovate & elevate the Norfolk Island visitor experience

- Ensuring every encounter in the visitor experience from pre travel to return visitation is understood, fully optimised and reflects the Norfolk way.
- Development of new tourism products & services that are tailored to the modern high value, low impact traveller.
- Across accommodation, tours, experiences, arts, cultural & history, events, retail & hospitality sectors.

Unlock investment & commercial trade partnership

- Securing appropriate funding & support from Government & Tourism Industry Bodies.
- Incentivising local industry investment & reinvestment
- Strengthening Trade partnerships & effective collective investment in tourism initiatives.

Growth KPIs

Improve tourism profitability by attracting more high value, low impact travellers

Increase Norfolk Island Brand awareness & consideration

Norfolk Island’s brand equity within the broader Australian & New Zealand tourism market is highly concentrated to the older retiree traveller segment. It’s a long-term imperative to broaden the reach & appeal of Norfolk Island to a wider generation of high value, low impact traveller segments.

Increase accommodation occupancy rates

The Norfolk Island Accommodation sector is a very diverse offering, as an industry we need to ensure there is enough visitor demand to improve the viability of reinvestment for modernisation, this starts with increasing occupancy rates, thereby improving the stability of operator cashflow.

Increase visitation over winter months

Due to the highly seasonal nature of Norfolk Island’s current visitation, it is not economically viable for a number of operators to remain open over winter. These peaks & troughs need to be proactively smoothed, ensuring a consistent quality offering of visitor experiences all year round.

Increase average visitor spend

The Tourism Industry is a significant contributor to the economic wellbeing of the Norfolk Island community as a whole. It is important that we attract visitors with a higher disposable income and a greater propensity to spend whilst on holiday, ultimately improving the prosperity & profitability of local businesses.

Increase return visitation

Norfolk Island needs to transition from being a bucket list destination to a preferred choice in the regular holiday cadence of domestic travellers. Proactively increasing the lifetime value of a Norfolk Island Visitor will assist in long-term industry stability, improved marketing ROI & brand resilience.

Increase the number of Qantas Frequent Flyer (QFF) Visitors

Many of the hallmarks of a QFF member profile attitudinally align to Norfolk Island’s high value, low impact visitor growth segments. Cost of flights to Norfolk Island are comparatively high, so by encouraging the spend of QFF points may greatly address this barrier. Reducing the financial outlay on flights could also help stimulate additional spend when these visitors are on island with local businesses.

A Holistic Understanding of the Norfolk Island Tourism Industry

Future Data and Insights Required to achieve this

Making informed decisions & tracking their progress is a critical component to the sustainable growth of the industry. These are the important datapoints & insights the industry has identified as fundamental to understand & track, to enhance decision making & set realistic targets

Booking Behaviour

- How did they find out about Norfolk (incl marketing campaign effectiveness metrics)
- What attracted them to book this holiday
- Where / how they found their chosen accommodation
- What accommodation they booked
- What their total trip budget is (Incl spend per day)
- How did they go about booking their trip

Visitor Profile

- Age / Gender
- Postcode
- Length of stay
- Profession
- First time / return traveller
- Total spend
- Allocation of spend
- Reason for travel

Airlines & Cruise Ships

- Flight capacity month by month & YoY
- Qantas Tier Membership insights
- P&O Passenger benchmarks

Experienced Feedback

- What they expected the experience to be
- What was done well / What was missing
- What would make them want to return

Staged Approach to Growth

Year 1 | 2024-2025
Basic Foundations



Year 2 | 2025-2026
Innovate & Diversify



Year 3 | 2026-2027
Nurture & Grow



Staged Approach to Growth

Year 1 | 2024-2025 Basic Foundations

What this means

- Audit & understand the end-to-end Norfolk Island visitor experience
- Capture a holistic data view of the industry
- Create mechanisms for meaningful community contribution & cohesion
- Outline what sustainable growth looks like & create a holistic destination marketing plan

Why this is important

- A foundation to set meaningful KPIs & start to track progress which will help make better decisions in year 2 & 3
- Kickstart the whole industry working together again, fast tracking productivity
- Ensure Industry preparedness for growth & transition of the visitor profile

Year 2 | 2025-2026 Innovate & Diversify

What this means

- Inspire & stimulate the industry to evolve the Norfolk experience via thoughtful, collaborative strategies including Events, Arts, Culture & History, Eco Tourism & Nature-Based Adventure, Health & Wellness
- Continue to actively attract new visitor segments to Norfolk

Why this is important

- Building on a sound insight & capability foundation, investment decisions with the best ROI can be confidently identified, planned for & implemented across the industry
- Valuing the collective power to evolve the visitor experience & island’s reputation

Year 3 | 2026-2027 Nurture & Grow

What this means

- Continue to optimize & support innovative initiatives, including destination marketing
- Strengthen and expand trade partnerships
- Modernize Heritage Tourism
- Significant review of systems, structures & processes post the change of governance taking effect, ensuring effectiveness

Why this is important

- An important chapter of stabilization & consistency, to embed the evolved Norfolk experience & market positioning to the broader industry & new visitor segments
- Chart a course for the next tourism strategy that builds on this momentum

Year 1 | 2024-2025

Basic Foundations

Priority areas of focus

Staged Approach to Growth

Embed a culture of data & insight led decisions	Create a holistic Destination Marketing Plan	Launch a Training & Development Portal	Establish a Sustainability Committee & Strategy
<p>NI Tourism to scope & build a knowledge portal for the Tourism Industry that includes:</p> <ul style="list-style-type: none">- Local data- Marketing media metrics- Macro industry trends & intelligence <p>Develop and execute an ongoing market research plan, including methods of collection</p> <ul style="list-style-type: none">- A collaboration between NI tourism and local industry on data that can be shared <p>Quarterly Industry round table to discuss data, identify quick wins and set growth targets accordingly</p>	<p>Create a marketing plan that includes:</p> <ul style="list-style-type: none">- Norfolk Island’s marketing objectives, target audiences & detailed campaign- A marketing activity calendar that also captures external trade partners activities E.g. Qantas Norfolk Sale Events <p>Create an industry toolkit that will assist tourism operators to capitalize on upcoming marketing activity & rollout of campaign assets</p>	<p>NI Tourism to source and/or connect the community to training resources that relate to:</p> <ul style="list-style-type: none">- Digital Marketing and Content Creation- Best in class guest experiences and hospitality for the modern traveller- The fundamentals of business planning, sales & growth strategy- Culture based tourism best practice	<p>The creation of an environmental & sustainability leadership committee who can</p> <ul style="list-style-type: none">- Consolidate & inform the broader tourism industry of the breath of initiatives- Consult & advise how best to mitigate any environmental impacts that are a direct result of tourism activity- Advise of industry innovation opportunities in this space <p>Development of a Tourism Sustainability Strategy that is aligned with the broader Norfolk Island Council Strategy</p>

Year 1 | 2024-2025

Basic Foundations

Staged Approach to Growth

Embed a culture of data & insight led decisions	Norfolk Island Tourism Industry Knowledge Portal		
What & Why	Initial Key Parameters For Success:	Initiative Owner:	
<p>The democratised access & sharing of knowledge is a vital first step for the betterment of the Norfolk Island Tourism Industry.</p> <p>A Knowledge Portal plays a role in:</p> <ul style="list-style-type: none">- Increasing the ease & efficiency of sharing knowledge by centralising the access- Making better informed decisions- Tracking the progress of investments & initiatives- Upskilling the industry to meet the modern needs of the tourism sector- Inspiring innovation & guiding the optimisation of the Norfolk Island visitor experience	<ul style="list-style-type: none">- Create a brief to develop a secured site that can hold proprietary knowledge & assets, allowing access only to verified Norfolk Island tourism stakeholders & industry partners.- Ensure intuitive content structure & ease of search functionality (Leveraging AI where appropriate)- Minimum requirement for the content library to house<ul style="list-style-type: none">• The latest Tourism Industry reports & market intelligence• Full Suite of Norfolk Island Destination Branding assets, marketing strategies, & industry toolkits• A live marketing activation & island events calendar• A responsive industry dashboard- Optional (Budget Scope TBC)<ul style="list-style-type: none">• Enable community collaboration & user uploads• Include capability to host e-learning	Lead - Norfolk Island Tourism Team	
		Source of Funds:	
		Primary - Annual NIRC Tourism Budget	

Year 1 | 2024-2025

Basic Foundations

Staged Approach to Growth

Embed a culture of data & insight led decisions	Holistic Market Research Plan		
What & Why	Initial Key Parameters For Success:	Initiative Owner:	
<p>There is a need to improve data integrity and develop a holistic understanding of the dynamics that drive the Norfolk Island Tourism industry.</p> <p>A Holistic Market Research Plan plays a role in:</p> <ul style="list-style-type: none">- Establishing a foundation of understanding that can be universally agreed upon within the industry- Setting sustainable growth ambitions and key performance indicators with confidence and rigour- Better identifying and understanding local industry shifts along with potential opportunities for growth or innovation- Timely feedback and insight of the visitor experience across various segments	<ul style="list-style-type: none">- To have a holistic view of the tourism industry the market research plan needs to be a blend of data collected from tourism stakeholders (eg occupancy rates) and an innovative, sustainable approach to collecting primary data directly from visitors- Collection of the data needs to occur all year round, with aligned minimum monthly sample size quotas for primary research with visitors and tourism stakeholder data across agreed visitor segments.- Explore data collection methods direct from visitors that is not resource intensive but ensures a reliable sample size- Ensure what data is collected direct from visitors is representative of what the consultation with the tourism industry outlined as important to understand & measure	<p>Lead - Norfolk Island Tourism Team</p> <p>Support - ATA & BCNI</p>	
		Source of Funds:	
		<p>Primary - Research with visitors & reporting - Annual NIRC Tourism Budget</p> <p>Tourism Stakeholders Data - Volunteered</p>	

Year 1 | 2024-2025

Basic Foundations

Staged Approach to Growth

Launch a Training & Development Portal	Training & Development Portal		
What & Why	Initial Key Parameters For Success:		Initiative Owner:
	This Training & Development portal needs to be housed within the wider Norfolk Island Tourism Industry Knowledge Portal, ensuring there is secured access.		Lead – Norfolk Island Tourism Team
	- It needs to act like a centralised directory to any relevant e-learn courses or “How to” resources for the local tourism industry.		Support – Tourism Australia, ATE, RDA & other government education programs
	- Easy navigation & thoughtful curation of external training opportunities as they relate to the key areas of interest as expressed by the local community		Source of Funds:
Training & Development plays a role in:	- Future proofing the industry skillset in the fast-changing digital landscape & meeting the modern needs of visitors		A pragmatic approach to curating existing training programs provided by government agencies that align with local industry needs.
	- Ensuring the Norfolk Island visitor experience is delivered at a consistently high standard across the industry		Investigate specific government funding, subsidies & incentives for both individuals & local businesses where there are gaps in existing program offers
	- Inspiring & guiding the creation of sustainable & innovative business models		
	- Attracting and retaining talent in the tourism industry		
Initial Key Parameters For Success:		Initiative Owner:	
This Training & Development portal needs to be housed within the wider Norfolk Island Tourism Industry Knowledge Portal, ensuring there is secured access.		Lead – Norfolk Island Tourism Team	
- It needs to act like a centralised directory to any relevant e-learn courses or “How to” resources for the local tourism industry.		Support – Tourism Australia, ATE, RDA & other government education programs	
- Easy navigation & thoughtful curation of external training opportunities as they relate to the key areas of interest as expressed by the local community		Source of Funds:	
- Digital Marketing and Content Creation		A pragmatic approach to curating existing training programs provided by government agencies that align with local industry needs.	
- Best in class guest experiences and hospitality for the modern traveller		Investigate specific government funding, subsidies & incentives for both individuals & local businesses where there are gaps in existing program offers	
- The fundamentals of business planning, sales & growth strategy			
- Culture based tourism best practice			
- Optional			
- The Norfolk Island Tourism Team to negotiate bespoke discounts codes or free training courses			
- Capability to house a training session booking system (On island or virtual sessions)			

Year 1 | 2024-2025

Basic Foundations

Staged Approach to Growth

Establish a Sustainability Committee & Strategy	A Tourism Environment & Sustainability Leadership Committee		
What & Why	Initial Key Parameters For Success:	Initiative Owner:	
<p>Norfolk Island is a small, diverse & fragile natural ecosystem. There is currently a plethora of innovative environmental initiatives, organisations & highly motivated individuals who are taking pragmatic action to restore & regenerate the natural environment.</p> <p>Establishing a specific leadership committee of existing on island environment custodians will help embed the broader Norfolk Sustainability agenda within the tourism industry & give focus to industry specific challenges.</p> <p>A Tourism Environment & Sustainability Committee plays a role in:</p> <ul style="list-style-type: none">- Helping to elevate Norfolk Island’s sustainability credentials by being consulted on tourism industry specific challenges.- Connecting the dots in order to tell a holistic story that celebrates all the efforts Norfolk Island invests in protecting & regenerating the natural environment.- Assisting the development of educational messages for tourists & helping to raise awareness within the tourism industry.	<ul style="list-style-type: none">- Establishing a committee that consists of representatives from<ul style="list-style-type: none">• NIRC, Environment Department• Norfolk Wave• Norfolk National Parks & Marine Parks• Tourism Industry (min 2 people)- Align on an appropriate regular meeting interval e.g. quarterly or on a specific project/request basis- Ensuring there is a balanced agenda that includes<ul style="list-style-type: none">• Opportunities to amplify or educate the local tourism industry & visitors on current initiatives or milestones, providing a brief to the Norfolk Island Tourism Team for both the knowledge portal & to incorporate into marketing collateral.• Identify areas for improvement or challenges to address relating to the specific impact of tourism activities. Providing course of action recommendations (incl identifying additional funding requirements for larger initiatives)• Review & give guidance on upcoming tourism related activities & projects. Eg. Considerations that are unique to Norfolk Island when running a week-long event.- Leaders in the development of a Tourism Sustainability Strategy	<p>Lead - Tourism Environment & Sustainability Leadership Committee</p> <p>Support - Norfolk Island Tourism Team</p>	
		Source of Funds:	
		<p>Volunteer based committee that identifies additional funding requirements - These funds could be sourced locally or from external/government programs</p>	

Year 2 | 2025-2026

Innovate & Diversify

Priority areas of focus

Change in Local Governance

Staged Approach to Growth

Establish an Arts, Culture & History (ACH) Strategy	Create an Events Strategy	An Eco Tourism / Nature Based Adventure Strategy	Audit & Improve Important Public Tourism Services
<p>Create a working group in charge of leading the creation of an ACH strategy, consisting of existing arts & culture committees & KAVHA representatives</p> <p>Outlining the role of these sectors in elevating the visitor experience & diversifying the attractiveness to new segments</p> <p>Identifying quick wins & funding sources for concepts with community support</p> <p>Proposals for longer term, significant infrastructure projects to enhance accessibility & experience of these sectors</p>	<p>NI Tourism to lead a cross industry working group to investigate, consolidate & reimagine the events calendar</p> <p>Ensuring a focus on off peak events that can boost visitation</p> <p>An external market review of effective modern events formats & technologies</p> <p>Event production feasibility- Labour & volunteer needs & infrastructure/ equipment</p> <p>Ensure there is an effective risk matrix to mitigate poor ROI & confidence in economic delivery</p>	<p>Coordination between sustainability & environment leadership committee & tour operators for a ETNBA Strategy</p> <p>Identify where existing infrastructure & services can be either modernized or built upon</p> <p>Create an all-year-round program of different natural activities & identify the support required to deliver best in class, low impact visitor experiences</p> <p>Where appropriate, look to secure government funding to incentivize & assist business start ups looking to develop this sector</p>	<p>NI Tourism to identify & secure funding for: Public tourism infrastructure such as signage, transport & mobility, Burnt Pine revitalization</p> <p>Conduct an extensive Airport & Cruise Terminal review to Identify opportunities to modernize & improve visitor experience. Create a plan that includes both short term, quick wins & longer-term projects</p> <p>NI tourism, in partnership with the Business Council & external stakeholders, re-establish the Norfolk Island Tourism Industry Awards</p>

Year 2 | 2025-2026

Innovate & Diversify

Staged Approach to Growth

Establish an Arts, Culture & History (ACH) Strategy	Revitalise Norfolk Island’s Art, Culture & History		
What & Why	Initial Key Parameters For Success:	Initiative Owner:	
<p>Norfolk Island has a rich tapestry of human history, culture & arts. It was identified during the online community consultation platform that there has been limited focus & investment into innovative initiatives that elevate these within the tourism experience ecosystem.</p> <p>Arts, Culture & History plays a role in:</p> <ul style="list-style-type: none">- Appealing to the modern high value, low impact visitors who value these local, authentic experiences- Creating unique opportunities for storytelling that visitors can tangibly connect with, setting Norfolk Island apart from other destinations- Ensuring visitor curiosity is sparked thoughtfully & respectfully	<ul style="list-style-type: none">- Establishing an ACH committee that consists of representatives from existing groups<ul style="list-style-type: none">• KAVHA• Council of Elders• Artist community• Local Leaders- Align on an appropriate regular meeting interval eg monthly or bimonthly- Review the concepts & feedback collated from the online community consultation platform- Collate a comprehensive overview of the Arts, Culture & Historic sectors within Norfolk Island<ul style="list-style-type: none">• Identifying where the opportunities are for the intersection of Art, Culture & History to work together• Understanding the areas to improve the visitor experience & storytelling & any current pain points- Outline the future vision of each of these pillars and the role they play in the value of the visitor experience- Create a roadmap & resources that can help ensure a whole of industry capability development & support of the Arts, Culture & History of Norfolk Island	Lead - Arts, Culture & History Committee	
		Source of Funds:	
		Volunteer based committee that identifies additional funding requirements - These funds could be sourced locally or from external/government programs	

Year 2 | 2025-2026

Innovate & Diversify

Staged Approach to Growth

Create an Events Strategy	Reinvigorate The Events Landscape		
What & Why	Initial Key Parameters For Success:	Initiative Owner:	
<p>A vast array of events have long played a key role in the Norfolk Island Tourism Industry, however mainly due to the disruptions of COVID, the Island has lost its cadence in this space. Events have proven to be of benefit not just to tourism but to the local Norfolk Island community as a whole.</p> <p>Events play a role in:</p> <ul style="list-style-type: none">- Building visitor demand in both shoulder & off seasons- Showcasing Norfolk Island in a unique & memorable way- Providing opportunities to collaborate with partners & add a sense of vitality & innovation to the visitor experience- Encourage return visitation- Bringing the local community together	<ul style="list-style-type: none">- Establishing a committee of at least 6 people that consists of a mix of members<ul style="list-style-type: none">• Half of which that have long term experience in organising & running events on Norfolk Island, understanding the unique challenges the island faces in event management• Half of which that are new to the events space on island but have a passion & energy to modernise event concepts- Align on an appropriate regular meeting interval e.g. monthly or bimonthly- Initial objective of the committee is to<ul style="list-style-type: none">• Collate a comprehensive overview of the existing Events landscape (I.e. What events are occurring, estimated attendance)• Provide a simple SWOT analysis of previous hallmark events that are no longer running (E.g. Country Music Festival, Food Festival)- Develop an Events Strategy that outlines the vision & role of events in tourism including important benchmarks for new event concepts (Funding & resource may determine how detailed this is)<ul style="list-style-type: none">• Discuss & build on the early events concepts that were researched in the online community consultation platform• Prioritise exploring what a winter events calendar could look like, taking inspiration from best practice in the marketplace	Lead - Events Committee Support - Norfolk Island Tourism Team	
		Source of Funds:	
		Volunteer based committee that identifies additional funding requirements - These funds could be sourced locally or from external/government programs	

Year 2 | 2025-2026

Innovate & Diversify

Staged Approach to Growth

An Eco Tourism / Nature Based Adventure Strategy	Embracing Eco Tourism & Nature Based Adventure		
What & Why	Initial Key Parameters For Success:	Initiative Owner:	
<p>Norfolk Island is a nature lovers paradise, with the opportunity for visitors to immerse in both land & sea adventures. This has been a somewhat untapped area for growth in the visitor experience for the tourism industry. However, to realise this opportunity there needs to be alignment on how Norfolk Island wants to pursue this, and the development of any infrastructure, business models or services required.</p> <p>Eco Tourism & Nature Based Adventure plays a role in:</p> <ul style="list-style-type: none">- Diversifying the visitor economy by attracting a new visitor profile to Norfolk Island- Incentivising new visitor experience innovation & business start ups- Elevating the importance & diversity of Norfolk Island’s natural environment- Showcasing the responsible environmental stewardship of the island	<ul style="list-style-type: none">- The Environment & Sustainability Leadership Committee to collate a foundation of understanding<ul style="list-style-type: none">• Outlining existing areas that need improvement (Be that education or infrastructure)• Explore, understand & distil best practice in this sector that has been achieved by other destinations• Identify sustainable opportunities to innovate & create new visitor experiences- Develop an Eco Tourism & Nature Based Adventure Strategy that outlines the vision & role within in the growth of the tourism industry, including important parameters for development & management of nature based activities (Funding & resource may determine the approach to development & how detailed this is)<ul style="list-style-type: none">• Leverage the ideas, aspirations & early watchouts that were raised in the online community consultation platform• Provide a framework that prioritises the easy, quick wins to boost this sector and the outlines longer term investments that will help set Norfolk Island apart from other destinations.	<p>Lead – Tourism Environment & Sustainability Leadership Committee</p> <p>Support – Norfolk Island Tourism Team & Local Tour Operators</p>	
		Source of Funds:	
		<p>Volunteer based committee that identifies additional funding requirements – These funds could be sourced locally or from external/government programs</p>	

Year 2 | 2025-2026

Innovate & Diversify

Staged Approach to Growth

Audit & Improve Important Public Tourism Services		Enhancing The Foundations of The Visitor Experience	
What & Why		Initial Key Parameters For Success:	Initiative Owner:
<p>The Norfolk Island Tourism Industry needs to ensure there is a culture of continuous improvement of the visitor experience, meeting the needs of the modern visitor. Public infrastructure & services play a critical role in the industry being able to consistently deliver a best-in-class experience for our visitors.</p> <p>Public Tourism Services play a role in:</p> <ul style="list-style-type: none">- Enhancing the island’s reputation with both the trade & visitors- Ensuring better visitor accessibility, mobility & comfort- Revitalising key sectors to stimulate economic growth, such as the Burnt Pine Precinct- Providing critical infrastructure & services to meet the needs of the modern visitor experience expectation		<ul style="list-style-type: none">- The Norfolk Island Tourism Team, in consultation with the broader community, conduct an audit of the condition of all public infrastructure & services that visitors utilise & engage with.<ul style="list-style-type: none">• Providing an inventory report that details the condition or effectiveness of these assets and when an upgrade or refresh is likely needed• Building on the infrastructure needs & concepts that were raised in the online community consultation platform, identify opportunities for additional infrastructure & services that can meet the needs of modern tourists e.g improved access to WiFi- Norfolk Island Tourism Team to commission a specific in-depth report into the Airport & Cruise Ship visitor experience.<ul style="list-style-type: none">• Identifying opportunities for optimisation• Forecasting any future needs or upgrades to infrastructure or service delivery.- Norfolk Island Tourism Team, in partnership with BCNI & external corporate/trade partners re-establish the Norfolk Island Tourism Industry Awards<ul style="list-style-type: none">• Recognising businesses, individuals & initiatives that have made a difference to the local industry & actively helping to improve the island’s reputation with visitors & the wider Tourism Industry	<p>Lead - Norfolk Island Tourism Team</p> <p>Support - Norfolk Island Regional Council</p> <p>Source of Funds:</p> <p>Airport & Cruise Ship Report - Funds could be sourced locally or from external/government programs</p>

Year 3 | 2026-2027

Nurture & Grow

Priority areas of focus

Staged Approach to Growth

Create a plan to Modernise Heritage Tourism	Review & Evolve Destination Marketing	Expand Training & Development Opportunities	Prepare for the next Tourism Strategic Plan
<p>Conduct external market research to uncover best practice case studies in heritage tourism. Who this will attract & what is the most motivating experiences that align to our target segments</p> <p>Create an industry toolkit that outlines best practice</p> <p>Build on the previous, significant “Kingston Site Master Plan” (Circa Feb 2023) with fresh concepts for community consultation.</p> <p>Inclusive of small interventions right through to substantial programs of work</p>	<p>NI Tourism Team conducts a review of the current destination marketing campaign.</p> <p>Identifying key assets to retain & new visitor segments of focus</p> <p>Refresh industry toolkits</p> <p>Coordinate with Tourism Australia to arrange a market visit</p> <p>Hold an external stakeholder summit on Norfolk Island to discuss the future marketing growth opportunities for the industry</p>	<p>NI Tourism Team to conduct community consultation to attain the additional needs & priorities of the industry.</p> <p>Then source and/or connect the community to resources that could relate to:</p> <ul style="list-style-type: none">- E-Commerce- Tourism Product Development- Branding & Market Positioning- Partnerships & Collaborations- Employee Recruitment, Retention & Regulation Compliance	<p>Conduct a holistic review of the industry, identifying pain points, opportunities & initiatives to continue to support & invest in</p> <p>Explore the appetite for accommodation accreditation or environment/ sustainability schemes</p> <p>Outline a robust Tourism Industry Innovation Strategy to maintain momentum, investment & viability of new ideas & experiences</p> <p>Create the next Tourism Industry Strategy with considerable community contribution</p>

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Nurture & Grow

Staged Approach to Growth

Create a plan to Modernise Heritage Tourism	A plan to Modernise Heritage Tourism		
What & Why	Initial Key Parameters For Success:	Initiative Owner:	
<p>Visitor expectations are rapidly evolving, often being shaped by the modern digital landscape. This is transforming how people expect to engage with & learn about historical sites & moments of significance.</p> <p>Modernising Heritage Tourism plays a role in:</p> <ul style="list-style-type: none">- Ensuring Norfolk Island’s rich history remains an enticing experience for the next generation of visitors- Amplifying Norfolk Island’s already unique UNESCO World Heritage experience- Building agility & vibrancy into the experience, allowing for storytelling content to be constantly refreshed throughout a year- Norfolk Island catering to a more diverse visitor demographic with varying interests, better servicing guided or self-guided experiences	<p>Creation of Heritage Working Group</p> <ul style="list-style-type: none">• This group’s sole focus is to identify & create opportunities to modernise heritage tourism• Members should include, but not limited to, representations from KAVHA & ACH committee <p>Important workflows for this group are:</p> <ul style="list-style-type: none">• Understand best practice & potential transferable technology or innovations from heritage sites globally, including leading edge museum experiences• Share learnings & best practice with the local industry to inspire local tour operators to innovate & prioritise any easy quick wins• Conduct a review of the existing Norfolk Island visitor experience, identifying areas of improvement & innovation (Also leveraging prior work undertaken in the “Kingston Site Master Plan” & concepts raised in the online community consultation platform)• Compose a funding submission to conduct a feasibility & costing proposal of identified opportunities most relevant & impactful to Norfolk Island’s Heritage visitor experience	Lead - Heritage Working Group Support - KAVHA & Norfolk Island Tourism Team	
		Source of Funds:	
		Volunteer based committee that identifies additional funding requirements - These funds could be sourced locally or from external/government programs	

