



Flinders Ranges and Outback SA Region Integrated Strategic Tourism Plan 2008-2014

Final Plan – Executive Summary & Action Plan

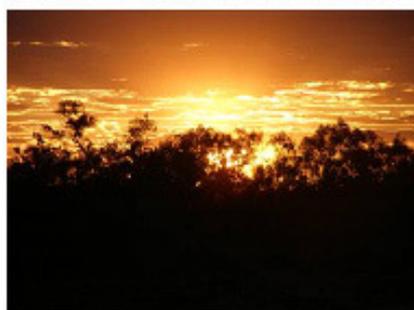
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This Plan has been funded and endorsed by the following Stakeholders



EXECUTIVE SUMMARY

Premise for the Plan

The primary purpose of this plan is twofold. Firstly, to increase the level of expenditure by those already visiting the region by providing additional and enhanced products and services they will be willing to pay more for. Secondly, to increase the number of visitors to the region by addressing current gaps in transport, products and service and targeting marketing initiatives to those markets most likely to find that the Flinders Ranges and Outback SA offers what they are looking for.

Underpinning the achievement of our primary purpose is the need to protect and enhance the natural environment and landscapes that provide the source of the region's appeal to visitors. It is also critical to ensure that rural communities are adequately resourced and supported to manage the impacts of tourism and provide satisfying experiences for visitors. The plan is built on the following six foundational premises:

- Be true to who you are
- Attract those who respect and value what you have to offer
- Build on and strengthen existing quality products to generate immediate additional returns from current visitors
- Focus on new developments – products and infrastructure – that reflect the essential character of the region and can be managed sustainably to deliver experiences your markets will pay for
- Support the regional leaders in tourism to maintain their efforts to build the profile and position of the region
- Align the rules to reinforce your vision for tourism.

Tourism – A Vital Part of the Regional Economy

In 2006 total tourism expenditure in the region exceeded \$250 million and contributed to 1,380 jobs, \$145 million of gross regional product and an additional resident population of over 3,300 people. Unlike industries like mining, those who work in tourism are likely to live in the region with their families. Jobs in tourism generate a significant level of flow-on economic activity in sectors such as health and education.

Tourism – The Key to Viable Communities

For some small communities and pastoral properties, involvement in tourism offers them the best opportunity for long term viability. Tourism can keep people in communities, where other forms of employment take them out of the community. Tourism therefore provides obvious benefits for the sustainability of these communities, notwithstanding the pressures it can place on these communities to manage and maintain the infrastructure that supports tourism.

An Appealing Destination

The Flinders Ranges and Outback South Australia have the potential to play an even stronger role in giving people a compelling reason to visit South Australia. This Plan seeks to find ways to promote the best of what we have to offer, build more appealing experiences and products and remove barriers to access and investment. The recognition of the Flinders Ranges as a Landscape of National Significance by Tourism Australia provides an opportunity to increase international awareness of the ancient beauty of this landscape. The Outback, not defined by State and Territory borders, is high on the list of many Australians' future travel plans. It also has a great appeal to overseas visitors wanting to experience the vast spaces and brilliant colours of the desert environment.

Our Vision and Targets for Sustainable Tourism

We want more people to visit our region and we want them to experience the people, places and stories that make this a very special part of Australia. We want to be able to do that without damaging the natural environment and quality of life we currently enjoy. In fact, we see tourism as a long term investment in sustaining our land and its people. We want to provide high quality contemporary experiences that enable visitors to connect to this timeless land, its natural beauty, continuous culture and the “down to earth” people that call the Flinders Ranges and Outback South Australia their home.

In summary our vision is to:

Reward those who are drawn to experience our ancient, awe-inspiring and diverse landscapes, and our rich living heritage with high quality products, services and infrastructure that supports their connections to our people and places and enables them to delight in an adventure they will always remember.

Our central promise is that: ***We will reward our visitors with experiences that they will remember with delight.***

If everyone in the region lives this vision then we will succeed in attracting more people to visit and in generating higher levels of expenditure from those who are already coming. To be successful we must have a clear goal that everyone in the region is committed to working towards.

Our vision is to achieve the following growth in tourism expenditure in the next six years:

- 5 per cent per annum over the period 2008/09 to 2009/10; and
- 10 per cent per annum over the period 2009/10 to 2013/14.

This will result in an increase in tourism expenditure to \$432million by 2013/14 contributing an additional \$81million to Gross Regional Product (GRP), creating an additional 724 full time equivalent jobs and bringing almost 1600 new residents to live in the region.

The theme for this plan is Journeys, Tracks and Trails

This theme recognises that the Flinders Ranges and Outback South Australia are key places that Australian and international visitors wish to include as part of a longer journey of exploration.

It highlights the fact that for visitors there are no borders or boundaries to their journeys. The Flinders Ranges and Outback SA tourism region is a construct developed to assist in marketing and managing a specific geographic area. It is incumbent on those responsible for implementing this Plan to ensure that this construct does not become a barrier to developing seamless experiences for visitors.

Beyond these roads and tracks are the trails people will take to get right off the highway whether this be on bike, foot, horse or camel.

Adventure in an Ancient Land

The Brand Proposition in Section 5.1 of the Plan has as its theme ***“Adventure in an Ancient Land”*** and its promise ***“Ancient awe inspiring landscapes and generous open hearted people”***. The Plan describes the way the Brand Proposition was developed, its alignment

with the South Australian Brand and how it should be used to inform the development of media and marketing campaigns and by operators in their businesses.

Attracting Those Who Value What we have to Offer

We have clearly identified those we want to attract to visit our region by our ability to provide experiences they are looking for, whether they want to:

- Enjoy nature either as an active participant walking, cycling or riding or as an observer watching birds, enjoying sunsets or wondering at the stars and planets in the night skies
- Meet friendly local people and share some of their stories informally at pubs or as guests in their accommodation or more formally as tour guides and tag-along leaders
- Learn about the culture and history of the places they visit, again both passively and incidentally and in more structured interactive settings such as interpretive centres, museums and on guided tours
- Be adventurous and engage in activities they would not do at home, perhaps testing themselves to achieve a personal goal or stretch their capabilities
- Socialise with others, either those in their travel party or those they meet along the way who share their interests and stories of places to see and things to do
- Eat and drink well and stay in places that are well set up to provide the type of accommodation experience they are seeking – whether this is a bush camp or a 4 star underground resort.

In particular our region's products are well matched to sub markets of the international and domestic "Experience Seeker" target markets, being "activity seekers" in the post family life cycle stage, high income long distance tourers and young "excitement seekers".

Developing a More Appealing Flinders Ranges and Outback SA

The Priority Product Development Directions to meet the needs of these market segments are described in detail in Section 7.2. They include:

- Improving the quality of food and beverage service
- Providing more tourism experiences on pastoral properties
- Developing additional high quality eco accommodation
- Creating new interpretive experiences including tours that focus on geology, ecology and cultural heritage building on the Mountains of Memory project
- Continuing to develop cycle tourism such as The Flinders by Bike Initiative and a major cycling event
- Increasing access to Aboriginal culture and art
- Investigating the feasibility of an accommodated 4-5 day walking tour on the Heysen Trail (Huts on Heysen).

Getting to the region: Air, Road and Rail Transport

Just as South Australia has as one of its key goals “ Getting More Planes to Land”, the Flinders Ranges and Outback SA needs to increase access to the region by improving infrastructure, attracting larger planes, developing new tour routes and increasing time spent in the region by those travelling through it on long distance rail and bus services.

Section 8 of the Plan describes some of the key actions needed to develop the level of access that will result in increased numbers of visitors to the region and higher yield from that visitation.

Infrastructure and Services that Support Positive Visitor Experiences

Infrastructure includes physical items such as roads, toilets, signage, boat ramps, picnic facilities, shelters, boardwalks, cycle paths and jetties which are usually provided by public authorities for the free use of residents and visitors. These items facilitate the experience for visitors.

It also includes utilities such as power, telecommunications and water supply. Services are those items provided by local people to tourists while they are in the area to support their visit. This includes visitor information services, chemist and medical services, internet access, groceries and fuel.

The Outback Areas Community Development Trust undertook an assessment of regional infrastructure as part of the State of the Outback Report released in 2005. The assessment focussed on water, transport, energy and communications and found significant shortcomings in the areas of

- basic tourism infrastructure including toilets and signs
- water – quality and quantity to support industry development including tourism and mining
- Roads and safety
- communications – access to equivalent standard including broadband internet access
- power – access to a continuous adequate and secure source of power
- waste management.

Section 9 of the Plan provides a discussion on these infrastructure issues as they relate to tourism as well as consideration of how to provide a more effective Visitor Information Service Network.

The Capacity of the Community, Tourism and Hospitality Industries to Manage Tourism Growth

There are two key challenges for the region in being able to meet the growth in tourism demand envisaged by the plan.

The first challenge will be to attract, retain and develop a skilled workforce able to provide high quality customer focussed service and experiences.

The second challenge will be to adequately resource and support the dwindling core of volunteers in small country towns and outback communities, who maintain the infrastructure and public amenities; organise the community events and fundraising initiatives; write the grant applications and attend to the myriad of requirements of Government bureaucracies, planning consultants and others who want their input and expertise.

Neither of these challenges are unique to the Flinders Ranges and Outback SA region, however both are exacerbated by the impact of the boom in mining which creates competition for skilled workers which tourism businesses can't afford to match and removes workers from local communities for extended periods of time.

Managing the Impacts of Visitor Behaviour to Protect Ecological Assets

Section 11 of the Plan provides a framework to assist property owners and managers to manage tourism activities and visitor behaviour to protect the region's valued ecological assets. This framework is supported by Checklists for Prospective Tourism Developers in Attachment Three to the report. Additional information is contained within the South Australian Tourism Commission's Design Guidelines for Sustainable Tourism.

Aligning the Planning Roles to support the Vision

Making sure that planning policies support and facilitate sustainable tourism developments is a key requirement for attracting investors willing to meet the needs of our target markets.

Section 12 of the Plan describes the kinds of changes to planning policies that may be needed.

Implementing the Plan

Governments have an important role to play in facilitating and supporting tourism. Section 13 of the Plan provides details of the proposed model for implementing the Actions in this Plan. It recommends the establishment of a **Tourism Development Team** and a **Strategic Plan Implementation Group**.

Priority Actions

The Action Plan Framework in Section 14 provides a summary of all of the Actions in the Plan and identifies the urgent and important actions which need to be addressed as a matter of priority by the Tourism Development Team and Strategic Plan Implementation Group.

The seven **urgent** actions identified by the Project Partners are:

- Adopting and implementing the theme of Journeys, Tracks and Trails. (Action One)
- Improving the quality of food and beverage service. (Action Seven)
- Articulating the Brand Proposition through the Development of a Media Kit and support for business operators. (Action Three)
- Developing the FROSAT Tourism Plan, formerly known as the Marketing Plan. (Action Five)
- Increasing the range of tourism experiences on pastoral properties. (Actions Eight, Nine and Ten)
- Proving additional rail and holiday options and coach touring routes (Actions Thirty One and Thirty Two) and continue the focus on increasing the capacity of operators to deliver geotourism experiences. (Actions Twelve and Thirteen)

- Working with operators with an interest in and capacity to provide high quality eco-accommodation. (Action Eleven)

These actions need to be progressed in the next twelve months.

The eight **important** actions identified by the Project Partners may have a longer lead time but work needs to either commence or continue in order to realize the targets established for tourism growth in the region. These actions are:

- Developing new interpretive experiences. (Actions Fourteen and Sixteen)
- Addressing priority infrastructure improvements. (Actions Thirty Three, Thirty Four and Thirty Five)
- Upgrading airport infrastructure (Action Twenty Eight)
- Increasing air services to Coober Pedy and Port Augusta. (Action Twenty Nine)
- Continuing to implement the Southern and Central Flinders Cycle Tourism Initiatives (Actions Seventeen, Eighteen and Nineteen)
- Developing more effective links with interstate tourism organizations to support cross border itineraries and packages. (Action Two)
- Increasing access to Aboriginal art and culture. (Actions Twenty and Twenty One)
- Investigating the feasibility of Huts on Heysen – an accommodated 4-5 day walking experience. (Action Twenty Two)
- Working with regional tourism operators to bundle products for sale by domestic and international retailers. (Action Six)

Leading Together

The region is home to many powerful personalities, each of them great leaders in their field. It is also a place where the concept of “mates lending a hand” is lived out unselfconsciously every day. These two attributes are part of the Flinders Ranges and Outback SA Brand and the key to our success as **the** Australian destination for “**Adventure in an Ancient Land**”. With the leaders in tourism working together we will undoubtedly achieve our vision and targets to grow a strong and vibrant tourism industry that delivers exceptional experiences to our visitors.

ACTION PLAN FRAMEWORK

This Action Plan Framework links the actions in the Plan to Key Strategy areas. It indicates how these strategies relate to the Strategic goals for South Australia indicated as:

C: Communicate a More Appealing SA of Today

A: Activate and Improve Air Access

D: Develop a More Appealing SA of Tomorrow

P: Planning - influence positive planning policy

The Framework identifies the agency or agencies with primary responsibility. The key drivers for the action are show in bold text. Partners in the achievement of the actions are also indicated. A suggested timeframe has been provided. As indicated in Section 13 this Action Plan needs to be regularly monitored by the FROSAT Strategic Plan Implementation Group and an annual review undertaken.

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- Working with operators with an interest in and capacity to provide high quality eco accommodation. (Action Eleven)

These actions need to be progressed in the next twelve months.

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- Upgrading airport infrastructure. (Action Twenty Eight)

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- Continuing to implement the Southern and Central Flinders Cycle Tourism Initiatives (Actions Seventeen, Eighteen and Nineteen)
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ACTION PLAN FRAMEWORK

OVERALL GOAL FOR PLAN

Increase the tourism expenditure in the region to achieve economic growth, employment outcomes and community benefits.

ACTION

Implement the marketing, product development, infrastructure and planning actions in this plan to underpin a 5% growth in tourism expenditure per annum for the next 2 years to 2009/2010 and 10% growth per annum for the following 4 years to 2013/2014 to achieve an average annual growth of 7.8% over the next six years.

RESPONSIBILITY

FROSAT, all project partners, tourism operators and regional communities

State Directions Reference	Strategy	Key Actions	Primary Responsibility	Partners	Timeframe	Priority
C	Develop a seamless approach to marketing the Flinders Ranges and Outback SA as an integral part of the visitor's total journey	Adopt the theme of Journeys, Tracks and Trails as a tool to provide information about the region in ways that enable visitors to better understand the choices available to them and increase their awareness of the benefits of allowing the time to take "the road less travelled".	FROSAT	TNT TQ DTEI OACDT Tourism Australia SATC	Next 12 months and ongoing	Urgent
		Develop effective links with Tourism Organisations in Queensland, NSW, WA and the Northern Territory to promote a consistent continuous experience for travellers to the Australian Outback and to encourage exploration of adjoining areas as an integral part of their journey.	FROSAT	State Tourism Organisations Regional RTO's	Next 12 months and ongoing	Important
C	Brand and Position the Region to Attract those Value what we have to offer who Respect and Value what we have to offer	Use the Brand Proposition in this Plan and the Mountains of Memory Brand for the Flinders Ranges to inform the development of a media kit.	FROSAT	FRTOA Tourism Operators SFRTA	Next 12 months	Urgent
		Seek funding to support operators to apply branding to their own businesses.	SFRDB NRDB	FRTOA Tourism Operators FROSAT SFRTA	Ongoing	

State Directions Reference	Strategy	Key Actions	Primary Responsibility	Partners	Timeframe	Priority
C	Brand and Position the Region to Attract those who Respect and Value what we have to offer	Develop the FROSAT Tourism Plan, formerly known as the Marketing Plan that engages tourism operators and regional stakeholders in collaborative marketing initiatives and media activities that utilise the avenues accessed by our target markets	FROSAT	SATC Tourism Operators	By end 2008	Urgent
		Work with regional tourism operators to bundle products and create links that add value to the experiences available for sale by domestic and international retailers.	FROSAT	FRTOA SFRTA Tourism Operators SATC TRADE	Ongoing	Important
D	Develop a more appealing Flinders Ranges and Outback SA of tomorrow	Work with existing food and beverage businesses to identify opportunities for training to improve their level of service. An initial focus could be on a Regional Barista Challenge supported by a major coffee retailer. Outback Pubs have also been identified as needing support to provide a consistent standard of customer service.	NRDB SFRDB	TAFE & other Training Partners Taste of Outback SATC Accreditation OACDT	Next 12 months & ongoing	Urgent
		Advocate for the review of the Pastoral Act to provide greater clarity with respect to undertaking tourism developments and activities on Pastoral land and improve procedures for obtaining approvals.	SATC	Pastoral Board (DWLBC) Pastoralists	Next 12 months	Urgent
		Undertake training with tourism operators based on pastoral properties to better match the way they market their product with the expectations of different market sectors from those seeking 4-5 star luxury to others willing to trade luxury for a chance to share the rural lifestyle In shearers quarters or a shepherd's hut.	SFRDB NRDB	SFRTA SFRTA OACDT Outback Pastoral Operators	Next 12 months	Urgent
		Support strategic opportunities for the development of pastoral tourism product such as that proposed by the William Creek community. Assist communities to prepare feasibility studies and contribute to product development and marketing if the concept is viable.	SATC	FRTOA OACDT Progress Associations Pastoral Property Owners	Next 12 months	Urgent

State Directions Reference	Strategy	Key Actions	Primary Responsibility	Partners	Timeframe	Priority
D	Develop a more appealing Flinders Ranges and Outback SA of tomorrow	Work with operators with interest in and capacity to provide high quality ecologically sustainable accommodation	SATC	NRDB SFRDB Industry	In response to investor interest	Urgent
		Investigate the establishment of a Flinders Ranges Visitor Information Centre, in association with an Interpretive Centre of the region's geology, ecology, culture and history staffed by independent professionally trained personnel, possibly supported by "Friends of Parks" volunteers at peak times and able to generate income through a quality café, regional art gallery and sales of regional product and locally made souvenirs.	Under Review (to be confirmed)	Councils Tourism Operators	2009/10 for scoping study	Important
		Continue to provide training opportunities for tour operators and accommodation providers to develop geotourism experiences in accordance with the model developed through the Mountains of Memory Project. Support the Introduction of high yield and high value guided tours to geological sites that need to be protected.	SATC FRTOA	Partners in The Mountains of Memory Project	Ongoing	Urgent
		Continue to develop the interpretive facilities associated with rail, mining, pastoral and other aspects of our regional heritage. Support the funding proposal for development of the next stage of the Blinman Mine Interpretive Experience.	Councils OACDT SFRDB NRDB Blinman Progress Association	Steam Town Pichi Richi Railways DTIE DEH – Heritage Branch SATC	Ongoing	Urgent
		Implement the initiatives of the Mountains of Memory project with respect to authentic souvenirs that represent the region's geological and ecological features.	FRTOA	NRDB SATC SFRTA	Ongoing	
A	Provide Information in a range of ways to increase awareness of and participation in our geological and cultural heritage	Investigate cost effective ways of utilising new technology to support increased access to places off the main routes and tracks and to build itineraries that match travellers' interests to the available experiences. This could be piloted by working with existing operators on the Birdsville Track.	SATC	Desert Knowledge CRC NRDB OACDT SAALNRM	2008/09 and ongoing	Important
D	Develop a more appealing Flinders Ranges and Outback SA of tomorrow	Progressively implement the Southern Flinders Ranges Cycle Tourism Master Plan.	SFRDB SFRTA	DEH SATC Councils	Ongoing	Important

State Directions Reference	Strategy	Key Actions	Primary Responsibility	Partners	Timeframe	Priority
D	Develop a more appealing Flinders Ranges and Outback SA of tomorrow	Progressively develop and promote the Flinders Ranges Bike trail network in the Central Flinders Ranges	Flinders by Bike	DEH SATC	Ongoing	Important
		Develop links between the Southern and Central Flinders Ranges for Cycle tourism. Undertake a feasibility study for a major regional tourism cycling event in partnership with State and National cycling organisations.	SFRTA Flinders by Bike	DEH SFRDB NRDB SATC FRTOA	Ongoing	Important
		Support existing Aboriginal tourism ventures to develop and enhance their products and service levels to enable them to be recognised as "ready" for international distribution in partnership with other tourism operators. Actively promote those operators who achieve the requirements for international trade.	SATC	NRDB OACDT Indigenous operators	Next 12 months and ongoing	Important
		Identify opportunities to increase access to Aboriginal art and crafts and to provide additional guided tours and cultural experiences.	NRDB	DEH Cooperative Management Boards Aboriginal Communities FROSAT Country Arts SA	Next 12 months and ongoing	Important
		Investigate the feasibility of serviced huts that would support a high yield bushwalking experience on or near the Heysen Trail. Explore a range of delivery mechanisms that would facilitate a public/private partnership that would satisfy conservation and community objectives.	DEH	Industry investors SATC Heysen Working Group	2009/10	Important
		Support new events that reinforce the region's key attributes and deliver real benefits to communities.	FROSAT Councils	Events organizers SATC OACDT	Ongoing	
C	Communicate the most appealing Flinders Ranges and Outback SA of today	Promote the best that Coober Pedy has to offer our international and domestic target markets. Enhance and expand existing products to provide outstanding experiences for those seeking opal, adventure and high quality service in a totally distinctive physical and cultural environment.	SATC FROSAT	Coober Pedy Council Tourism Operators	Next 12 months and ongoing	

State Directions Reference	Strategy	Key Actions	Primary Responsibility	Partners	Timeframe	Priority
D	Develop a more appealing Flinders Ranges and Outback SA of tomorrow	Support the development and promotion of new night time activities as a chance to experience the clarity of our star filled night skies and our stunning sunsets and to meet the people who and live and work in these places.	Tourism Operators FRTOA	NRDB FROSAT	In response to operator interest	
		Ensure the provision of infrastructure and amenities to support existing water based tour operators in Port Augusta.	NRDB	City of Port Augusta	Next 12 months and ongoing	
		Attract a new operator to Innamincka for Cruises on Cooper Creek.	NRDB	Innamincka Progress Assoc OACDT DEH	Before April 2009	
A	Increase access to and within the region to improve the yield from tourism	Upgrade airport infrastructure.	DTEI	Councils OACDT NRDB SFRDB	2010 and beyond	
		Increase the frequency of air services to assist in the development of fly/drive and fly/tour packages out of Port Augusta and Coober Pedy.	Councils – Coober Pedy/Port Augusta SATC	Air services Tourism Operators NRDB DTEI	2010 and beyond	Important
		Improve airstrips in regional communities to support air charters and self-fly tourists and better address emergency rescue services for tourists and residents.	DTEI OACDT	NRDB RFDS	2010 and beyond	
		Work with Great Southern Rail and tourism operators to facilitate the development of holiday options for the Flinders Ranges and Outback SA (as an integrated part of their packages). Upgrade railway station infrastructure to provide a sense of welcome for existing travellers.	SATC	Port Augusta & Peterborough Councils Tour Operators	Next 12 months and ongoing	Urgent
		Identify appropriate tour operators and accommodation product and explore the development of an itinerary for a Brisbane-Innamincka- Adelaide Coach tour with stopovers in the Flinders Ranges.	FROSAT	Coach companies Tourism Operators NRDB	Next 12 months	Urgent

State Directions Reference	Strategy	Key Actions	Primary Responsibility	Partners	Timeframe	Priority
A	Increase access to and within the region to improve the yield from tourism	Help remove impediments to local initiatives to introduce passenger bus services able to provide low cost fares, including concession rates for students and pensioners, to increase visitation by independent travellers who prefer not to drive themselves to the Flinders Ranges.	Angorichina Village	NRDB FRTOA DTIE SFRTA	Next 12 months	
D	Provide and maintain infrastructure and services that support tourism growth	Investigate the potential to establish a shared approach to maintaining Public Access Routes (PARs) between the State Transport Department (DTEI), the Pastoral Board, pastoral property lessees and DEH.	DTEI DWLBC (Pastoral Board)	DEH NRDB FROSAT OACDT	2009/10 and ongoing	
		Identify priority infrastructure improvements required to support tourism growth and lobby for the resources to progress these improvements.	NRDB/SFRDB OACDT Councils	Progress Associations DEH	Next 12 months and ongoing	
		Identify and support opportunities to introduce alternative technologies for energy and water supply.	NRDB/SFRDB OACDT Councils	Progress Associations Operators	Ongoing	
		Review the existing provision of Visitor Information Services across the region to establish a well resourced network of centres and outlets. Support staff and volunteers with appropriate training and skill development.	Under Review (to be confirmed)	Councils DEH VIC Staff and Volunteers		
A	Increase the capacity of tourism businesses and communities to provide excellent service in a changing environment	Work with other tourism regions in Australia to establish a casual staff pool that is able to be rotated seasonally according to peak demand. Target early retirees and international backpackers with a one year visa as well as suitably skilled international immigrants.	NRDB FRTOA Outback Tourism Operators	National Backpacker Operators	Ongoing	
		Acknowledge and work with the leaders in communities and in the tourism sector to build on their sense of pride and achievement. Explore the development of a Leaders Link-up that enables them to meet together at least once a year to share their stories and generate new ideas that can be tested and developed.	FROSAT	Aboriginal Management Boards FRTOA Outback Tourism Operators Councils SFTA	First Linkup In 2009	

State Directions Reference	Strategy	Key Actions	Primary Responsibility	Partners	Timeframe	Priority
P	Encourage sustainable tourism development through policy change and practical support	Recognise the importance to tourism of protecting and interpreting ecological assets through planning policy and management frameworks informed by specialist advice.	Councils Property Owners DEH	NRM Boards DWLBC Planning SA	Ongoing	
		Amend Development Plans to ensure that these provide clear definitions and additional guidance on the nature and form of tourism development consistent with the Desired Character of the locality.	Councils Planning SA	OACDT SATC	Within next 3 years as part of Council Section 30 Review or Planning SA program	
		Adopt and customise the Guidelines for Developers prepared as part of this Strategy to assist land owners to understand the impacts of their proposal and the process for addressing these and obtaining the necessary approvals.	Councils Planning SA	SATC OACDT	Next 12 months and ongoing	
		Identify key towns that require the preparation of Master Plans and provide ongoing support for the implementation of these Master Plans to enhance their performance as tourism destinations in a way that is sympathetic to their existing character and appeal.	OACDT Councils	Planning SA	2009/0 and ongoing	
P	Build and Maintain partnerships to deliver successful tourism outcomes	Establish a Tourism Development Team Comprising the Marketing Manager of FROSAT and the Product Development Officers employed by NRDB and SFRDB to commence implementing the priority actions in the plan.	FROSAT	NRDB SFRDB	Next 6 months	Urgent
		Establish the FROSAT Strategic Plan Implementation Group by inviting nominations from the member organisations and conducting a preliminary briefing on the Plan prior to February 2009	FROSAT	All project partners	Next 6 months	Urgent