



# BOA NSW STRATEGIC PLAN 2010 – 2011

## MISSION STATEMENT

BOA NSW is the peak industry body of all backpacker operators in New South Wales and the Australian Capital Territory.

## AIM

To address the concerns and issues of backpacking operators and work collaboratively with industry to grow the segment.

## OBJECTIVES

1. Develop and grow the backpacking segment in NSW and the ACT
2. Raise industry standards
3. Promote industry cohesion
4. Develop and grow membership

## OBJECTIVE 1. DEVELOP & GROW THE BACKPACKING SEGMENT IN NSW & ACT

To proactively support the development and growth of backpacking in NSW and ACT through strategic partnerships with Tourism NSW, Australian Capital Tourism and other key industry stakeholders.

STRATEGIES	ACTIONS	WHEN	WHO	KPIs	STATUS
Strengthen the relationship with Tourism NSW and create a backpacker tourism action plan for FY10/11 to help grow, promote and support the NSW backpacking sector.	Consult with Tourism NSW to design, develop and deliver an action plan to:	1 July 2010	President	Action plan delivered and implemented.	
	<ul style="list-style-type: none"> <li>Identify key regional markets of interest to the NSW backpacking sector.</li> </ul>	1 July 2010	Member Services & Regional Development Sub Committee		
	<ul style="list-style-type: none"> <li>Identify and collate NSW backpacker market ready product.</li> </ul>	ongoing	Tourism NSW		
	<ul style="list-style-type: none"> <li>Focus Tourism NSW's international and domestic promotional campaigns, famils and educational activities in the backpacking sector and encourage member support.</li> </ul>	1 Sept 2010			
	<ul style="list-style-type: none"> <li>Update backpacker relevant content on visitnsw.com, sydney.com and other Tourism NSW campaign websites/online assets.</li> </ul>	1 Jul 2010			
	<ul style="list-style-type: none"> <li>Secure support from Tourism NSW's of BOA educational events (BOA TALKS) and ABIC in Sydney annually.</li> </ul>	Ongoing			
	<ul style="list-style-type: none"> <li>Improve industry collaboration and maintain regular dialogue on BOA activities &amp; action points for Tourism NSW</li> </ul>	April / July / Oct / Jan			
<ul style="list-style-type: none"> <li>Produce a quarterly industry snapshot.</li> </ul>					

STRATEGIES	ACTIONS	WHEN	WHO	KPIs	STATUS
Improve communication and develop stronger relationships with key backpacking industry stakeholders, particularly in regional areas across NSW/ACT.	Maintain regular contact with BOA Port Stephens committee & report on issues and achievements.	Ongoing	Member Services & Regional development sub committee  BOA Port Stephens sub committee	Quarterly report delivered on regional issues	
	Working closely with regional tourism organisations, Tourism NSW and other stakeholders, identify, develop and maintain communication with key backpacker regions: <ul style="list-style-type: none"> <li>• Sydney</li> <li>• Mid North Coast/Coffs Harbour</li> <li>• Northern Rivers/Tweed Heads/Byron Bay</li> <li>• Hunter &amp; Blue Mountains</li> <li>• South Coast, ACT &amp; Snowy Mountains</li> </ul>	Ongoing (extra committee/s established by 1 August 2009)	Member Services & Regional development sub committee  Tourism NSW  President	Quarterly report delivered on regional issues  One BOA NSW subcommittee developed annually	
	Invite key BOA members to sub committee meetings to improve communication and provide a forum to raise industry issues and/or share expertise.	Ongoing	All Sub committees	Report to committee at each meeting.	
	Maintain regular contact with all members and share issues with committee.	Ongoing	All sub committees	Report delivered to committee at each meeting.	
	Attend industry meetings and events as appropriate and report to committee.	As required	TBA	Report delivered to committee	

STRATEGIES	ACTIONS	WHEN	WHO	KPIs	STATUS
Build and maintain relations with key NSW government, national, state and regional tourism organizations, niche sectors and other tourism industry stakeholders.	<ul style="list-style-type: none"> <li>• Maintain regular dialogue with Presidents from other state BOAs and with BTAP/ATEC on backpacking issues.</li> <li>• Maintain regular dialogue with the Head of Tourism NSW and Director, Strategy &amp; Alliances through networking and face-to-face meetings.</li> <li>• Build relationships with NSW Tourism Minister and Shadow Tourism Minister.</li> <li>• Attend industry events and meetings as appropriate and report to committee</li> </ul>	Ongoing	President and committee members as appropriate	Meetings achieved and actions delivered.	
Build relationships with key industry media to promote the value of the backpacking sector in NSW and ACT.	<p>Identify and build relationships with key journalists to promote the value of the sector to NSW</p> <ul style="list-style-type: none"> <li>• Build and maintain a database of media and industry contacts</li> <li>• Host a lunch for key media contacts to explain BOA's role</li> </ul> <p>Produce 10 press releases during the year on issues relating to the backpacking industry and circulate this to key consumer and travel trade media for publication and follow-up interviews</p>	Ongoing	Media, PR & Representation Committee	<p>PR contact current in BOA database current</p> <p>Media event delivered</p> <p>10 releases delivered</p>	
Improve industry research to distribute quarterly backpacking industry snapshot.	<p>Work closely with Tourism NSW to identify gaps in research provided about Backpacking industry in NSW</p> <ul style="list-style-type: none"> <li>• Consult with key industry stakeholders on requirements to improve and deliver timely research.</li> <li>• Communicate industry research to BOA members as required.</li> </ul>	Quarterly	<p>President</p> <p>Member Services &amp; Regional Development Sub Committee</p> <p>Tourism NSW</p>	Quarterly research communicated	

## OBJECTIVE 2. RAISE INDUSTRY STANDARDS

To set a benchmark for industry standards, and lobby for improvements in local and state legislation to support the interests of the backpacking sector.

STRATEGIES	ACTIONS	WHEN	WHO	KPIs	2010	STATUS
Support the continued raising of standards in the backpacking sector in NSW and ACT.	Support and maintain a code of ethics between operators and the general public. <ul style="list-style-type: none"> <li>Maintain open communication amongst the industry and between members to communicate issues of industry standards, safety and risk management</li> </ul>	Ongoing	All	Issues raised & communicated		
	Lobby local councils to combat illegal backpacker accommodation across NSW and ACT. <ul style="list-style-type: none"> <li>Monitor and take action with Sydney City Council to action touting and close illegal hostels.</li> <li>Investigate the reliability and of online hostel rating systems and industry awards and if necessary develop recommendations for improvements.</li> </ul>	Ongoing  TBA	Hostels sub committee	Issues raised & auctioned  Report delivered		
	Proactively lobby and raise other issues affecting backpacking operators at local and state government level and with BTAP for national issues.	Ongoing	President Hon Secretary	Issues raised & auctioned		
	Develop and host BOA Regional Talks in Port Stephens/Hunter Valley (February 2010) and Wollongong/Kiama (June 2010). <ul style="list-style-type: none"> <li>Organise speakers on topics of interest, working closely key tourism organisations and other industry stakeholders.</li> <li>Organise venue and catering for BOA events in: <ul style="list-style-type: none"> <li>Sydney</li> <li>South Coast/Wollongong</li> <li>Port Stephens/ Hunter Valley</li> </ul> </li> <li>Poll members to gauge feedback</li> </ul>	February 2010 June 2010	Member Services & Regional Development Sub Committee	BOA events successfully delivered within budget  Funding secured from Tourism NSW for industry events.		

STRATEGIES	ACTIONS	WHEN	WHO	KPIs	2010	STATUS
Educate and inform members, the media and the community on industry standards and issues.	Ensure the President becomes the first point of contact for media and tourism bodies when writing or researching reports which relate to the backpacking industry in NSW/ACT.	Ongoing	Media, PR & Representation Committee	Quoted in news/research		
	Prepare relevant communication to educate backpackers on industry standards, particularly regarding illegal or shared accommodation. <ul style="list-style-type: none"> <li>Distribute online through backpacking section on Tourism NSW website, via relevant social networks and online noticeboards where shared accommodation is advertised.</li> </ul>	December 2009	Hostels sub committee	Content developed and distributed.		
	Improve standards across all sectors of the industry by: <ul style="list-style-type: none"> <li>Encouraging member participation in accreditation and awards programs through BOA newsletter.</li> <li>Providing details on BOA NSW website where required.</li> </ul>	Ongoing	Secretariat  Member Services sub committee	Communication delivered		
	Secure national industry forum for NSW supported by BTAP/ATEC.	TBA	President	ATEC national forum delivered.		

### OBJECTIVE 3. PROMOTE INDUSTRY COHESION

Promote industry cohesion and collaboration through timely communication, social events / networking opportunities and other member services to grow BOA NSW membership.

STRATEGIES	ACTIONS	WHEN	WHO	KPIs	STATUS
Provide a social networking environment for BOA members, sponsors and industry stakeholders.	<p>Organise a series of annual BOA social events which maximise BOA NSW fund-raising opportunities.</p> <ul style="list-style-type: none"> <li>• Create and manage budget for committee approval</li> <li>• Secure venue, entertainment &amp; catering</li> <li>• Source sponsors &amp; prizes</li> <li>• Promote to membership and industry stakeholders and sponsors</li> <li>• Poll members to gauge success of events</li> </ul>	Ongoing (refer to events calendar)	Events sub committee	Events delivered within budget	
Improve communication with industry stakeholders and BOA NSW members and their staff.	<p>Create and distribute industry events calendar to BOA members and their staff,</p> <p>Produce wall planners and desk pad calendars with key industry dates and BOA events for distribution to the membership and partners.</p>	December 2009	Events subcommittee	Calendar created and distributed	
	Provide timely member and industry communication on industry events, issues, research and BOA activities.	Bi - Monthly	Secretariat	Newsletters created and distributed	
	Propose topics for Directions covering what's happening in the industry and what BOA is doing about it.	Bi - Monthly	All Sub committees	Content included in newsletter	

## OBJECTIVE 4. DEVELOP & GROW BOA NSW's MEMBERSHIP

To increase BOA membership to represent all business sectors across the entire state and to remain a solvent industry association.

STRATEGIES	ACTIONS	WHEN	WHO	KPIs	STATUS
Improve BOA NSW member benefits and reduce members' operating costs.	Enter in a reciprocal membership discount (10%) agreement with ATEC, applicable to their new Youth/Backpacker membership category.	December 2009	Secretariat	Created and communicated to membership	
	Maintain regular dialogue with existing sponsors to maintain long standing relationships <ul style="list-style-type: none"> <li>Insurance Advisernet</li> <li>Travelex</li> </ul>	Ongoing	President & Secretariat	Alliances and sponsorships maintained for 2010/11.	
	Identify and develop strategic alliances with industry to provide additional member benefits. <ul style="list-style-type: none"> <li>Source new sponsors</li> </ul>	Ongoing	Member Services/Reg. Dev sub committee	Report to committee as appropriate	
	Reduce cost of BOA NSW events and encourage participation. <ul style="list-style-type: none"> <li>Source event sponsors</li> </ul>	Ongoing	Events Committee	BOA events delivered within budget.	
Increase the number of memberships and aid member retention.	All sub committees to work closely with the membership services committee to increase the number of memberships. <ul style="list-style-type: none"> <li>Invite industry prospects and stakeholders to all BOA events. Follow up with membership pack/call.</li> <li>Identify and establish satellite BOA committee in key backpacking regions.</li> </ul> Proactively encourage and invite non-members to join BOA.	Ongoing	All sub committees  Secretariat	20% increase in memberships.  Develop one new regional BOA committee per year	

STRATEGIES	ACTIONS	WHEN	WHO	KPIs	STATUS
	Retain, develop and service existing BOA NSW members through: <ul style="list-style-type: none"> <li>Ongoing review of entry and exit polls for new/not returning members</li> <li>Proactive membership drives as required</li> <li>Report on membership status</li> </ul>	Ongoing	Member Services/Reg. Dev sub committee  Secretariat	90% member retention rate	
Maintain BOA NSW cash flow and overall profitability on all BOA activities	Prepare & maintain budgets for all events/activities for approval of Treasurer/President.	January 2009	All Sub Committees	All activities delivered within budget	
	Prepare annual budget  Review BOA membership pricing for committee's approval  Send timely membership renewal reminders	March 2009	Hon Treasurer & secretariat	Maintain positive cash flow	
Develop annual strategic plan for BOA NSW.	Develop a actionable strategic plan	December 2009	All	Plan delivered	

## SUB COMMITTEES 2009/10

### Membership Services and Regional Development Committee

#### Members

Chris Harrison, Marcus Lenarduzzi, Brett Eldershaw, Rick Schindler

#### Mission Statement

To facilitate opportunities to improve members' products, reduce members' operating costs and raise members' profile within the backpacker industry in NSW and the ACT.

### Events Committee

#### Members

Christian Millett, David Lamyman, Richard Swanton

#### Mission Statement

Organise the BOA social events calendar, maximising fund-raising opportunities, providing a social networking environment for the membership and communicating the events calendar fully to the membership and their staff.

### Hostels Committee

#### Members

Rob Henke, Matt Clay

#### Mission Statement

Continue to work on standards, touting and closing illegal hostels and to actively promote interaction between BOA and its hostel members.

### PR, Media & Representation Committee

#### Members

Martin Lane, Katrina Greeves

#### Mission Statement

To proactively work to position BOA NSW as the peak industry voice of the backpacker sector in NSW and ACT.

#### Key Objectives

- To become the voice of the backpacking sector in NSW/ACT by proactively building relationships with tourism stakeholders and media.
- To ensure the President becomes the first point of contact for media and tourism bodies when writing or researching reports which relate to the backpacking industry in NSW/ACT.

## 2011 SCHEDULE OF MEETINGS & EVENTS

Date	Event	Type	Location
Fri 21 January	Lawn Bowls	Networking	Sydney
Thu 10 February	BOA NSW Committee Meeting	Committee Meeting	South Coast
	BOA NSW Regional Talks	Regional development Industry development Networking	South Coast
Thu 9 March	Cricket Match	Networking	Sydney
Fri 11 March	Ball	Networking Fundraising	Sydney
Thu 5 May	BOA NSW Business Speed Dating	Networking	Sydney
Thurs 15 April	BOA NSW Committee Meeting	Committee Meeting	Sydney
Thu 16 June	BOA NSW Committee Meeting	Committee Meeting	Byron Bay
	BOA NSW Regional Talks	Regional development Industry development Networking	Byron Bay
Thu 21 July	AGM	Formal Event	Sydney
	BOA Talks followed by Wine & Cheese Tasting	Industry development Networking	Sydney
Thurs 11 August	BOA NSW Committee Meeting	Committee Meeting	Sydney
Fri 19 August	Golf Day	Networking	Sydney
Thu 8 September	BOA NSW Committee Meeting	Committee Meeting	West (location TBC)
	BOA Regional Talks	Industry development Networking	West (location TBC)
Tue 1 November	Melbourne Cup Lunch	Networking	Sydney
Thu 8 December	BOA NSW Committee Meeting	Committee Meeting	Sydney
	Christmas Party	Networking	Sydney