

BEVERLEY TOURISM PLAN

Beverley, Western Australia
2016



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1 EXECUTIVE SUMMARY

The Beverley Tourism Plan outlines a shared community vision to pursue tourism planning as a means of economic development and social benefit as referenced in the Shire of Beverley Strategic Community Plan 2013 -2017.

The Tourism Plan has been informed by findings of the Beverley Tourism Steering Committee and describes the current actions and environment from which the Beverley community approaches tourism and includes a framework of strategic recommendations that will:-

- facilitate decision making by Council
- support economic growth
- provide direction for tourism stakeholders
- encourage community collaboration
- enable integrated planning and review
- encourage planning for assets and initiatives that are sustainable and enhance “what we already have”
- form the basis for development of new products, services or experiences for the tourism market in the future

To realise this community vision, tourism planning needs an integrated approach with all strategic actions being overseen by one officer or organisation in conjunction with a community advisory group and the Shire of Beverley. The development of a “Beverley” brand will reinforce this unified approach with all tourism initiatives, products, services and experiences being promoted under this unique identifier.

The Shire of Beverley is identified as the employer of a Tourism Project Officer at an annual cost of \$35,000 to oversee implementation of the Plan. The Shire of Beverley will also provide one-off funding of \$10,000 for external assistance to develop a marketing and communications plan which will include brand development and \$4000 for a branding launch and official presentation of the Beverley Tourism Plan. In total the 2016/2017 Shire of Beverley financial commitment to tourism, including membership to Avon Tourism and Visitor Centre support to the Beverley CRC will be \$59,000 - \$64,000. In subsequent years the total commitment will be \$45,000 - \$50,000, subject to a review of outcomes.

With an expected increase to 3000 day visitors per annum by 2020, the *minimum* forecast economic benefit from tourism spend by day visitors alone will increase from \$57,771 to \$172,511 per annum. These calculations do not include other key economic impacts such as new local jobs, traineeships, additional local value-add, additional output, additional wages and salaries and the option of leveraging community assets for visitor use with the potential for the tourism dollar to contribute to asset maintenance.

The Tourism Plan and Framework does not provide actions or funding options for tourism initiatives conducted by private enterprise or individual groups and organisations (other than those specifically mentioned in the budget – refer to page 39). The Plan is strategic in intent, promoting a unified approach to tourism which will provide flow-on economic benefits for the businesses and community of Beverley and a platform to support growth and development through tourism.

2 INTRODUCTION

In response to an invitation from the Shire of Beverley a committee of local representatives known as the Beverley Tourism Steering Committee was established to explore all matters relevant to developing a planning framework for tourism in the Shire of Beverley. The findings and recommendations of the Committee has formed the basis of this Beverley Tourism Plan and supporting Beverley Tourism Framework 2016 – 2020.

3 BACKGROUND

Prior to 2014 tourism in Beverley was overseen by the Beverley Community Development Association Inc in consultation with and financial support from the Shire of Beverley and a database of members comprising of mainly local business owners. Over time the achievements of this community group ranged from organisation of events, distributing Beverley merchandise, promotion and advertising, managing the Aeronautical Museum and providing customer service to visitors through the Beverley Visitor Information Centre.

In 2014, the volunteer Association was dissolved due to a lack of volunteers and onerous record keeping. A Memorandum of Understanding was signed by the Shire of Beverley and the Beverley Community Resource Centre (CRC) to provide for the current and future direction of the Beverley Information Centre and Tourism Services. The Memorandum includes an understanding to plan, develop, progress and evaluate tourism initiatives and activities. Through this process it became obvious that a coordinated and strategic approach to tourism planning was necessary to achieve sustainable outcomes, and it was proposed to form a community steering committee to investigate how this could be done.

In March 2015, guided by Terms of Reference agreed to by the Council, the Beverley Tourism Steering Committee was established with the aim of informing the future direction of tourism in Beverley.

4 LINKAGES TO STRATEGIC COMMUNITY PLAN

The Beverley Tourism Plan aims to support the Beverley Strategic Community Plan in achieving local economic growth through encouragement of diversified business and by facilitating and promoting Beverley as a tourist destination to achieve increased visitor numbers (and spend).

The Tourism Plan has been developed around a community vision of economic growth whilst retaining local identity and values. The Plan is based on an integrated and strategic approach for delivering sustainable outcomes, both for the local community and for “visitors who will enjoy day trips, will be welcomed and will wish to visit often.”

5 OBJECTIVES OF BEVERLEY TOURISM STEERING COMMITTEE

The Terms of Reference for the Steering Committee state:

“The role of the Tourism Steering Committee (the Committee) is to investigate tourism as an economic development opportunity for Beverley and to assist the Council of the Shire of Beverley with development of a Tourism Planning Framework.

The Tourism Steering Committee does not have executive powers, management functions or authority to implement actions, however will provide appropriate advice and recommendations on matters relevant to its Terms of Reference in order to facilitate decision making by Council.”

Based on these Terms, the objectives set by the Steering Committee were to:

- Remain strategic in its intent;
- Engage the community in consultation;
- Develop recommendations;
- Present a Tourism Plan and supporting Framework for presentation to Council and the community.

6 PURPOSE, SCOPE AND CONTENT OF THE BEVERLEY TOURISM PLAN

6.1 PURPOSE

The Beverley Tourism Plan and supporting Strategic Framework (refer to pages 34-36) have been developed to:

- facilitate decision making by Council;
- support economic growth;
- provide direction for tourism stakeholders;
- encourage community collaboration;
- enable integrated planning and review processes;
- support the achievement of a standard level of sustainable, quality products, services and experiences.

6.2 SCOPE & CONTENT

The Tourism Plan & Framework is an advisory document for the Shire of Beverley aiming to support planning for assets and initiatives that are sustainable and enhance, in the first instance, “what we already have”. It will also form the basis for development of new products, services or experiences for the tourism market in the future.

Over a period of six months the Steering Committee has facilitated a series of community consultations and surveys to determine:

- WHY a Tourism Business Plan and Framework should be developed;
- HOW to progress the Plan and Framework;
- WHAT actions should be included in the Plan and Framework;
- WHO will progress the actions within the Plan and Framework.

The answers to these questions are reflected in this Plan and Framework. This plan outlines the shared vision of the Beverley community to pursue Tourism Planning as a means for economic development and social benefit. To realise this vision, tourism planning needs an integrated approach with all strategic actions being overseen by one officer or organisation in conjunction with a community advisory group and the Shire of Beverley. The development of a “Beverley” brand will reinforce this unified approach with all tourism initiatives, products, services and experiences being promoted under this unique identifier.

6.3 STATE, REGIONAL & LOCAL TOURISM STRATEGY

6.3.1 State Tourism Strategy

“The State Government Strategy for Tourism in Western Australia 2020 outlines a vision of the industry achieving its full potential through partnership between the private sector and government against a tourism brand promise.”

State Government Strategy for Tourism in Western Australia 2020

The development of this Plan and Framework is indicative of the willingness of stakeholders to create an environment of collaboration and partnership to achieve economic and social benefits for Beverley through tourism. Strategies are based on improvements in communication, support, planning, cooperation and developing partnerships.

6.3.2 Regional Tourism Strategy

The Shire of Beverley sits within one of the six Experience Perth tourism precincts, namely the Avon Valley.

“The key purpose of Experience Perth is to build destination awareness ... through a program of targeted marketing initiatives that grow sustainable leisure tourism... (and spend for our region’s tourism experiences and products)”

Perth Region Tourism Organisation Inc t/a Experience Perth, Experience Perth Membership Prospectus <http://experienceperth.blob.core.windows.net/web/marketing-activities/experience-perth-membership-prospectus-brochure-lres.pdf?sfvrsn=0>

A key outcome of the Beverley Tourism Framework is the development and implementation of a Beverley Marketing Plan, including a visual identity and key messaging.

6.3.3 Local Tourism Strategy

The Shire of Beverley is a financial member of Avon Tourism Inc. The primary role of Avon Tourism is to continue to develop the Avon Valley Brand, to maximise and strengthen the area as a desired holiday location through marketing and promotion of the Avon Valley. Avon Tourism is a member of Experience Perth.

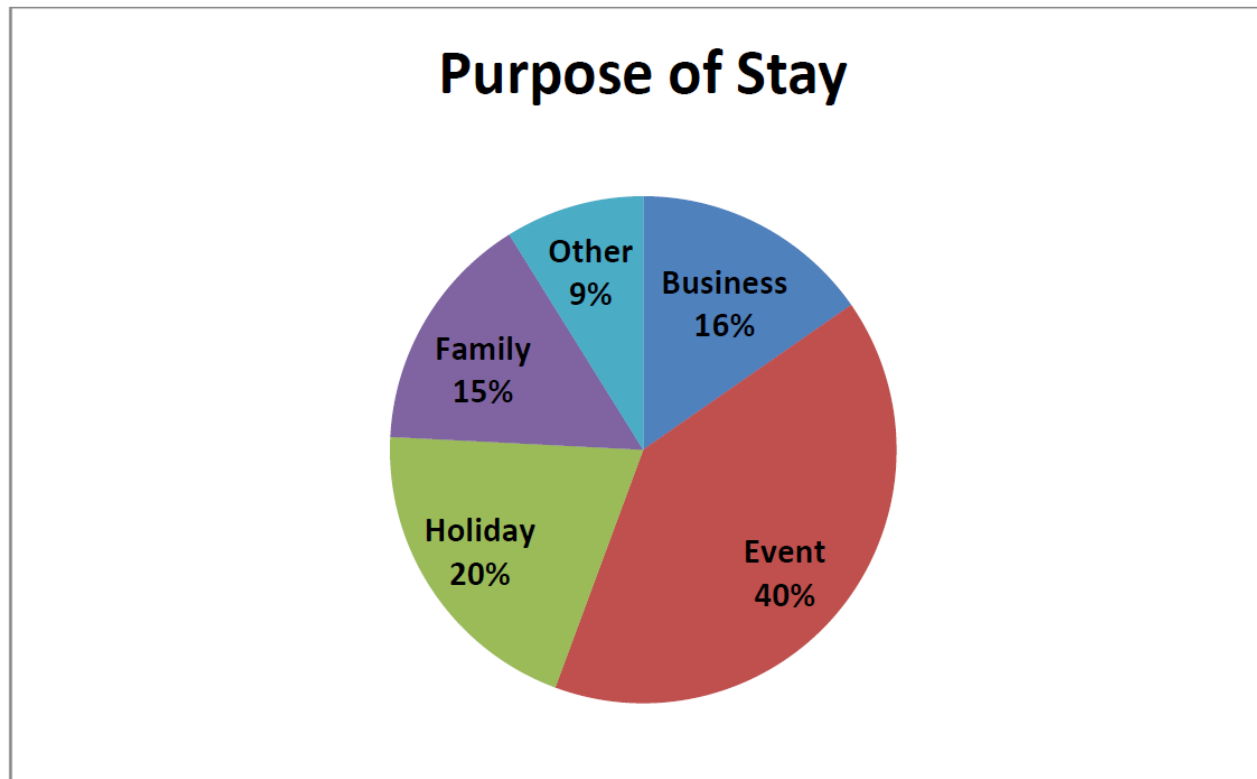
At a local level the Shire of Beverley and the Beverley Community Resource Centre collaborate on tourism initiatives under a Memorandum of Understanding, with a formal strategy being the outcome of this plan.

6.4 LOCAL TOURISM CONSULTATION

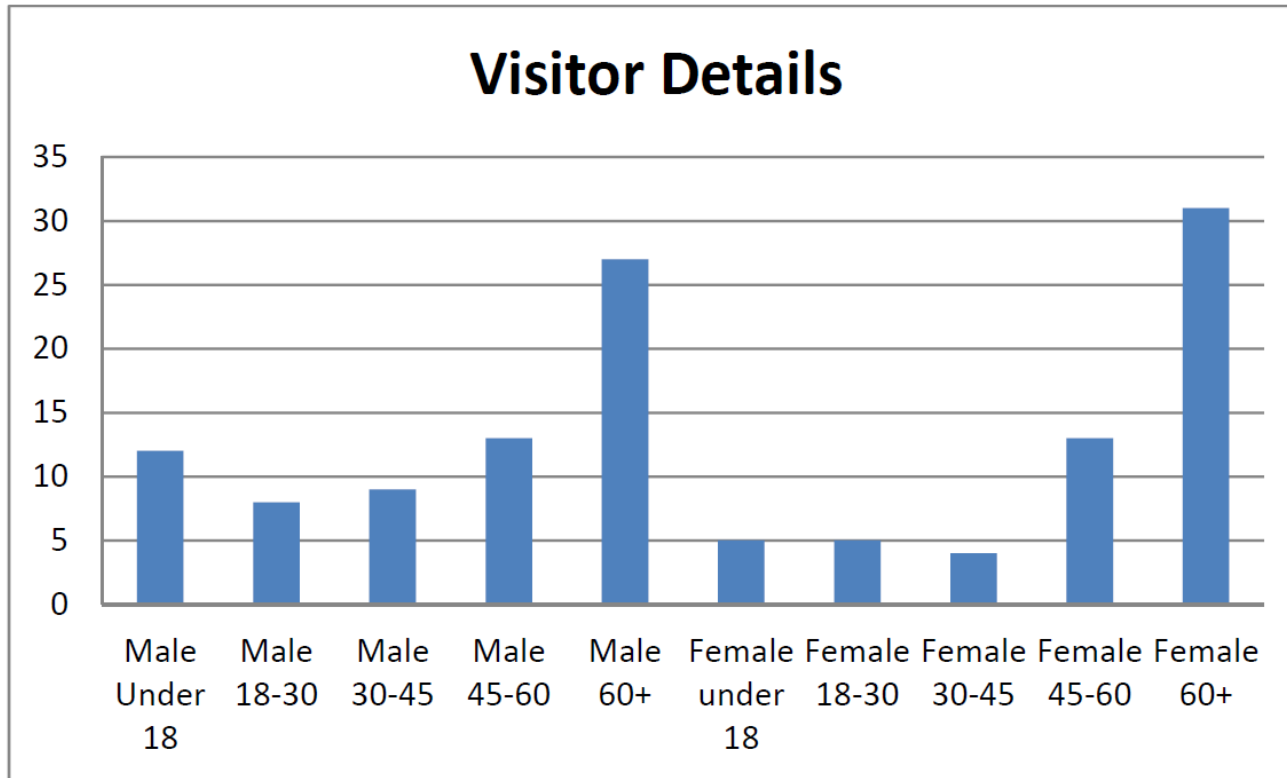
6.4.1 Visitor Information

Visitors were surveyed during the period 4 August 2015 - 18 September 2015 (46 days)

The total number of visitors identified from the survey was 127. This equates to 2.76 visitors per day (1,007 visitors per year).



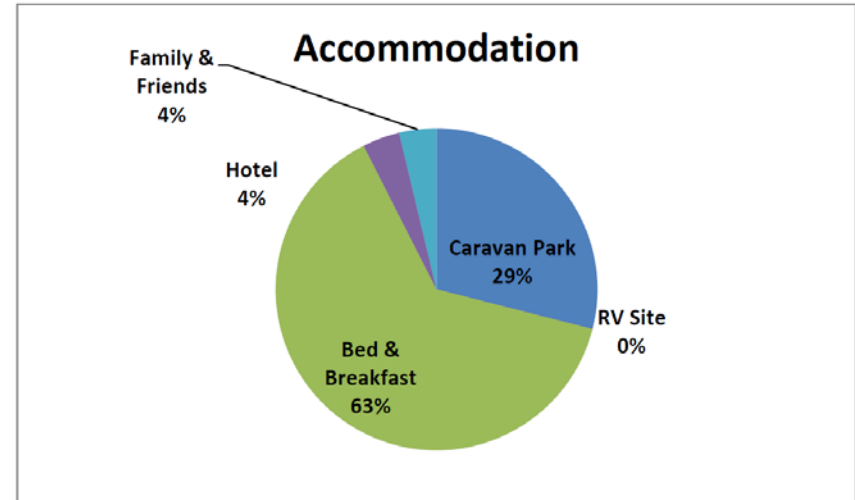
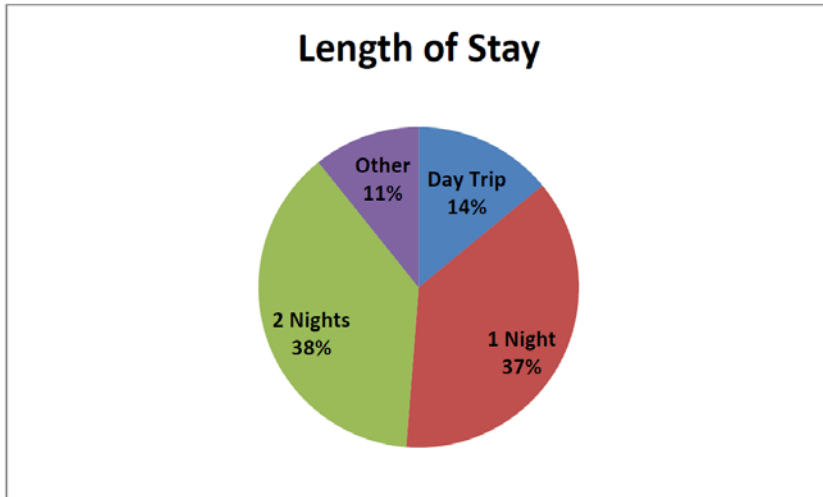
Other purpose of stay: looking at real estate, passing through NB It should be noted that the Beverley Agricultural Show was held during the survey period.



Visitor details:

- 60yrs+ 46%
- 45-60yrs 20%
- 30-45yrs 13%
- 18-30yrs 13%

The 60+ age group provide the highest number of visitors to Beverley. Interestingly all the 18-30 age group were only here for work or business. The under 18 age group were always accompanied by adults.

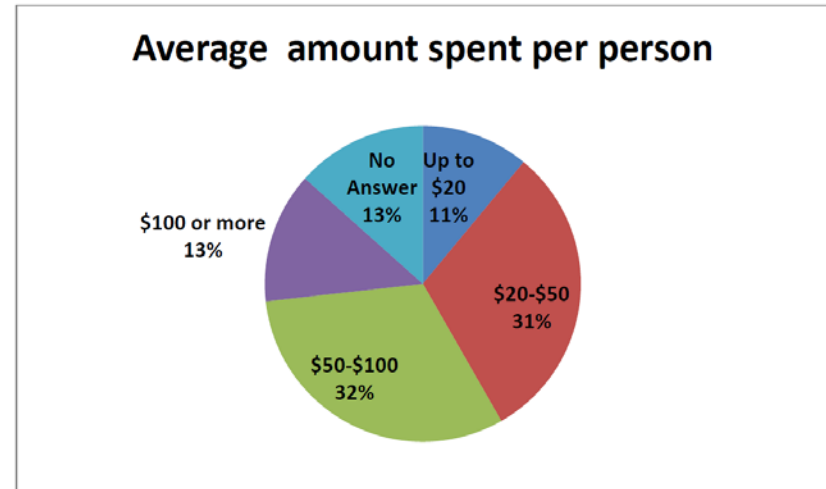
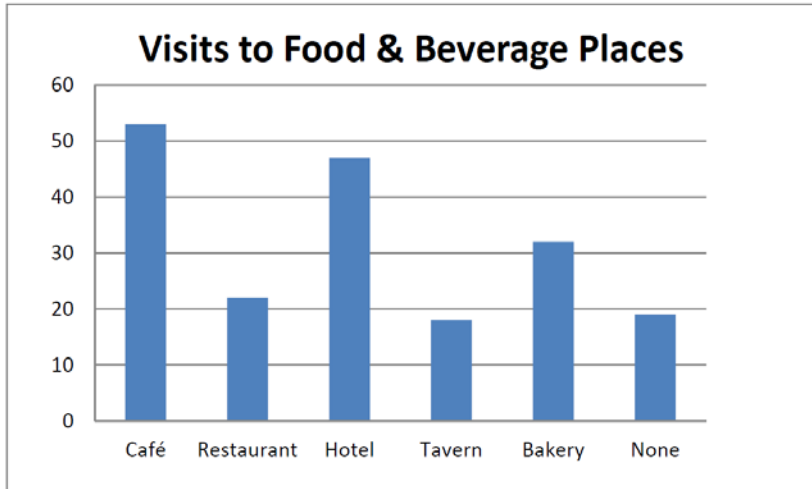


Of the 63 people who stayed at the Bed n Breakfast, 33 stayed for 1 night, 19 for 2 nights and 11 for longer than 2 nights. However at the Caravan Park only 6 people stayed for the 1 night, with the remainder all staying 2 nights or longer.

The Caravan Park mostly attracted families (parents above age 30) and couples 60+.

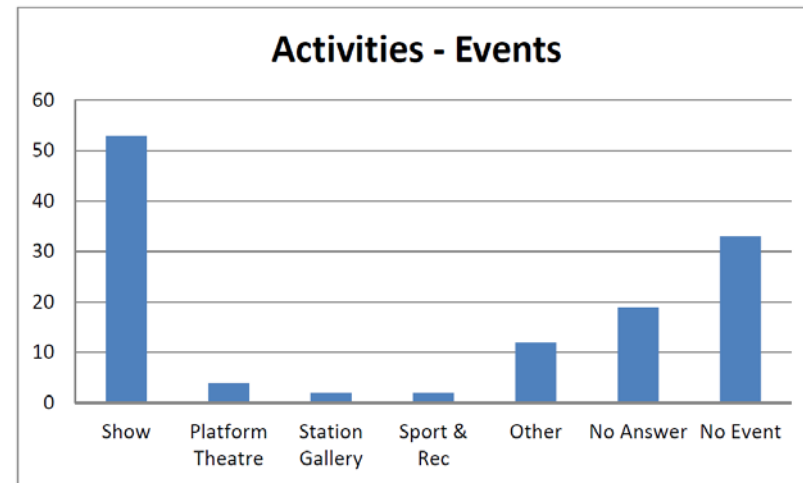
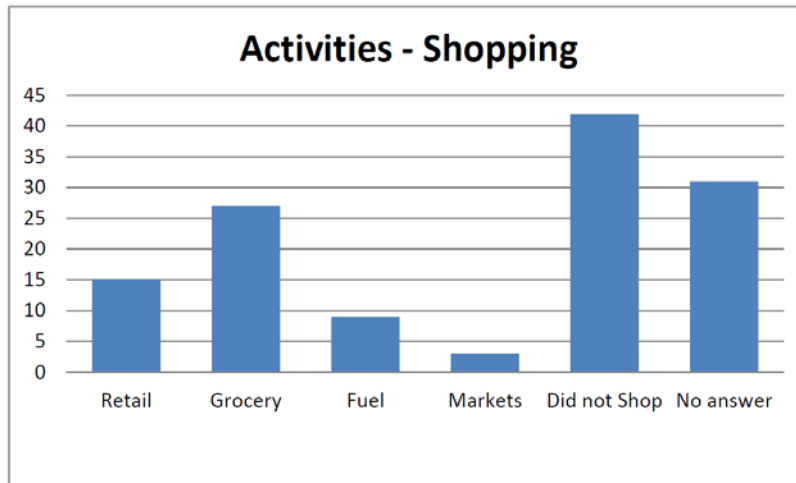
The Bed and Breakfast had all the ages 18-30 stay for work/business. They also attracted the 45-60 and 60+ for events, holidays and family reasons.





The majority of visitors who spent more than \$100 per day, attended the Beverley Show.

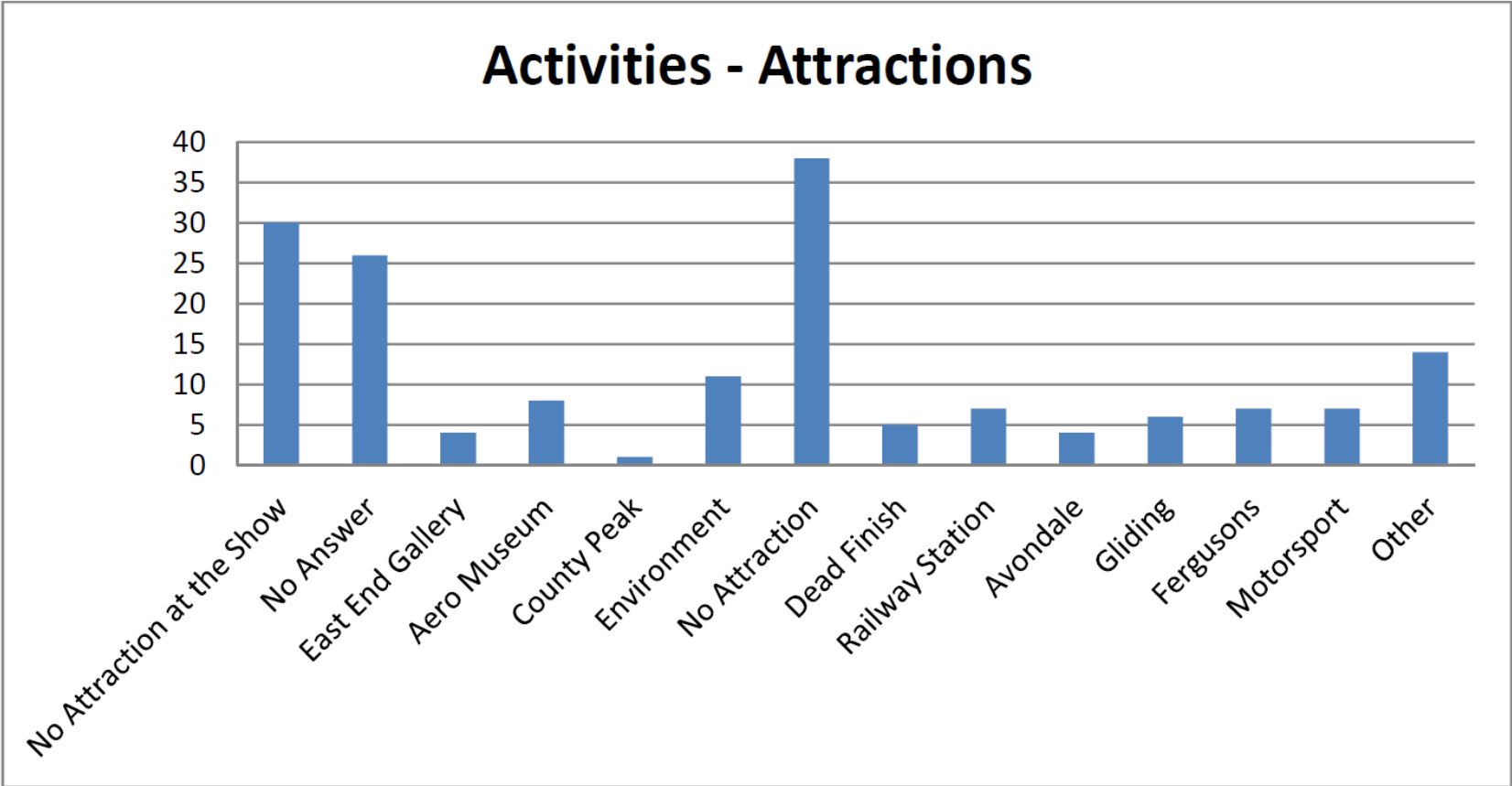
The people who stayed in Beverley for Business spent the least amount of money.



It should be noted that many of the “Did Not Shop” were day visitors for the Show, and therefore spent money at the Show which did not fit in this category.

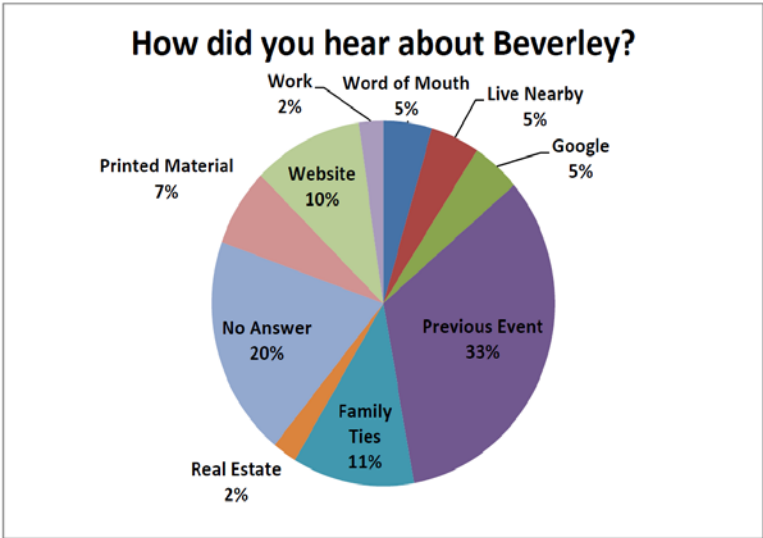
The Beverley Agricultural Show during the survey time attracted the most visitors. Other events included a Vintage Car Rally and Family Reunion.





Many of the visitors appeared to have come to Beverley for the Show only. 38 visitors who were not here for the show did not go to any attractions.

6.4.2 Visitor Feedback



The previous event was mostly indicated as Platform Theatre and Beverley Show. Word of Mouth was mostly received from family followed by friends. Unfortunately no one indicated the nature of their printed material.

Words used by visitors to define their impression of Beverley included: friendly, quiet, pleasant.

The average overall satisfaction rating for Beverley by visitors was 8.56/10

6.4.3 Resident & Business Profile

Beverley is a small rural community located 131km to the east of Perth. The Shire covers an area of 2,310km. The area provides:

- a place of enhanced community;
- a place that values its past and history;
- a place that is welcoming and friendly;
- a place that is safe, relaxed and peaceful; and
- a place to live, work and visit.

(Shire of Beverley Community Strategic Plan 2012-2017)

The local economy is primarily based on broad acre farming and smaller diversified farming lots (including some niche industries). All retail premises within the town centre are occupied and recent development of an area on the southern boundary of the townsite will provide opportunity for industrial development.

LOCAL BUSINESS	SERVICES OR PRODUCTS
Accommodation providers	Freight services
Accountants	Hairdresser
Agricultural products and services	Hardware
Bakery	Information technology and internet services
Banking	Insurance
Beautician	Mechanic, repair, tyre and fuel suppliers
Building trades and service people	Newsagency
Butcher	Plumbers
Construction contractors	Post office
Eateries	Specialty stores & business
Electricians	Supermarket
Community Resource Centre - provides both social and business support services and facilitates events.	

The resident population is 1,755 with a forecast 40% increase in population by the year 2026.

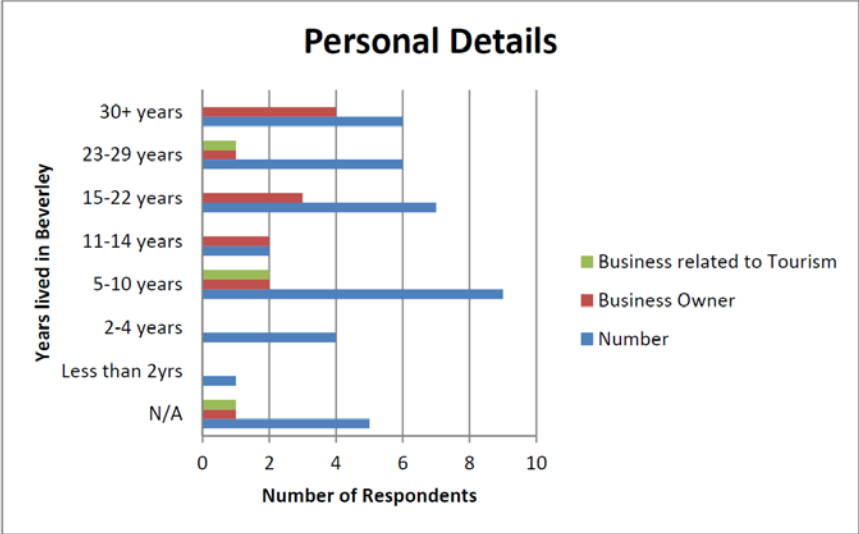
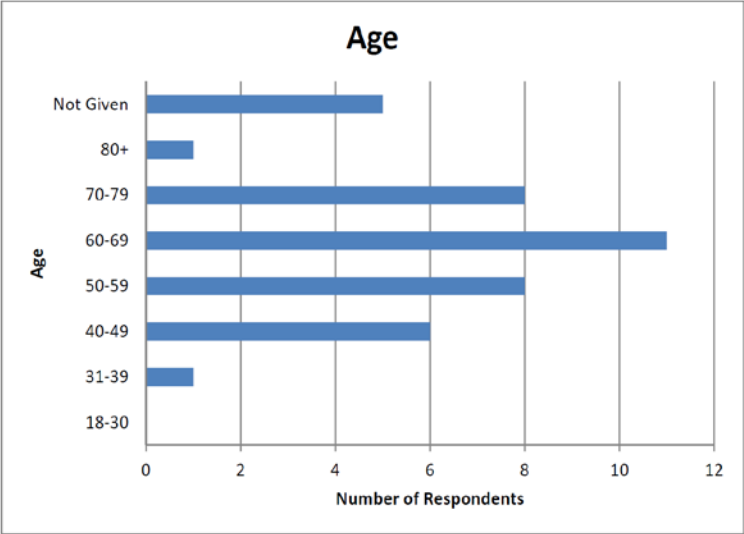
(ABS Census of Population & Housing, 2011 and Customised population projections prepared by ABS for DSS, 2013).

The Beverley community is engaged in numerous clubs and not for profit organisations and commercial enterprises whose core business includes servicing visitors.

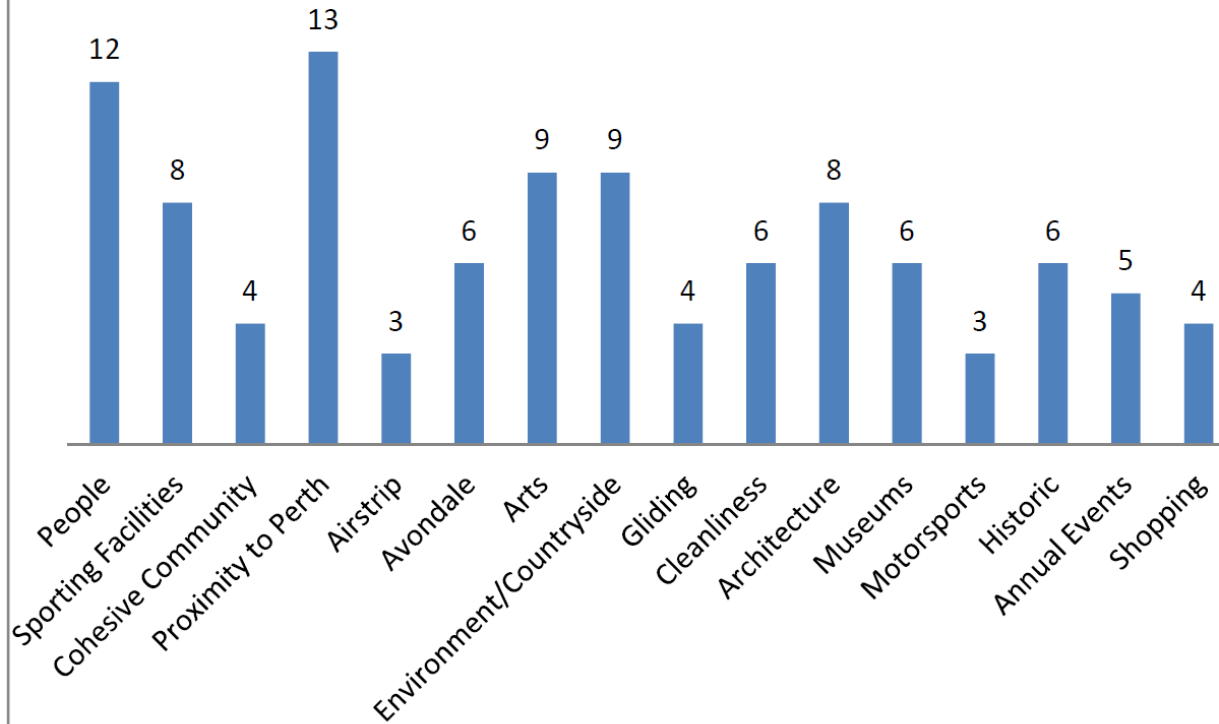
CLUB or NOT FOR PROFIT ORGANISATION	ACTIVITY
Beverley Agricultural Society	Annual Agricultural Show
Avondale Farm Progress Association	Historic working farm & agricultural machinery museum
Beverley & Districts Motorcycle Club	Motorsports
Beverley Historical Society	Local history museum
Beverley Naturalists Club	Natural environment
Beverley Off Road Motorsports Association	Motorsports
Beverley Soaring Society	Gliding
Beverley Station Arts	Art Gallery, Easter Art Exhibition, Artist in Residence Program, performing arts, exhibitions, venue for hire
RSL Beverley Branch	Markets
Beverley CRC	Visitor information centre, internet access, community & business support services, events
Shire of Beverley	Caravan park, Aeronautical Museum, Town & Lesser Halls, swimming pool, road infrastructure, streetscape, public comfort amenities, parks and gardens, RV site, Morbinning Hall, Bally Bally Hall
WA Tractor Pull Association	Motorsports
BUSINESS/PRIVATE CONCERN	ACTIVITY
East End Gallery	Art gallery
Barry & Kath Ferguson	Machinery museum
Beverley Supermarket & Liquor	Groceries & liquor
Beverley Dome	Self-serve fuel
R Jas	Fuel & mechanical
Sheoks Bed & Breakfast	Rural accommodation
Beverley Bed & Breakfast	Accommodation
Freemasons Hotel	Accommodation and dining
Hotel Beverley	Accommodation and dining
Beverley Country Kitchen	Dining & takeaway food
Red Vault Restaurant	Dining & takeaway food
Beverley Bakery	Takeaway food

6.4.4 Resident & Business Feedback

Residents & business were surveyed during the period 4 August 2015 - 9 September 2015. 40 surveys were returned. Business owners accounted for 32.5% of the respondents with four tourism business operators completing the survey.



What are Beverley's Best Assets?



Other assets:

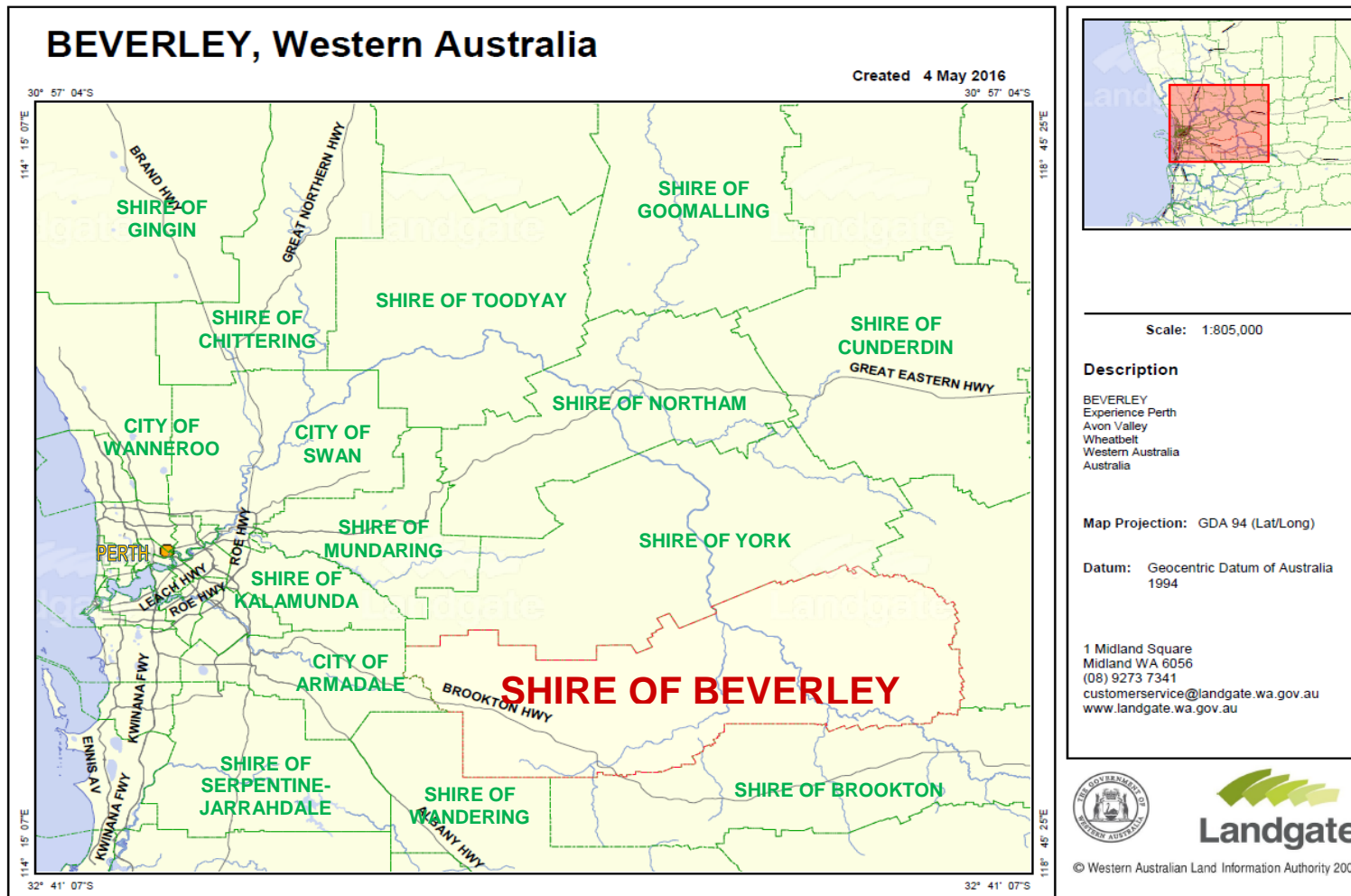
County Peak
 Yenyenning Lakes
 Shire
 Depth/Variety
 Caravan Park
 Golf, Tennis, Bowls
 In the Avon Valley
 Working railway line
 Medical Services
 Rainfall
 Churches
 School
 Vincent Street
 Quietness
 Nothing at all
 RV Friendly
 Avon River
 Petrol Station

PROGRESSING TOURISM DEVELOPMENT	FEEDBACK FROM BEVERLEY RESIDENTS & BUSINESS OWNERS
Reasons to encourage tourism	Economic benefit from outside town Financially assist business Vibrant, attractive, alive Increase population
Reasons <u>not</u> to encourage tourism	Level of visitor servicing will adversely affect residents Nothing of interest for visitors Not financially sustainable
How to progress tourism?	More advertising, promotion, marketing The community has to come together Business needs to open for longer & better trading hours
What could be done to develop tourism assets?	Promotion and advertising Financial help from tourism bodies (Tourism WA etc.) Encourage small business to develop & open longer

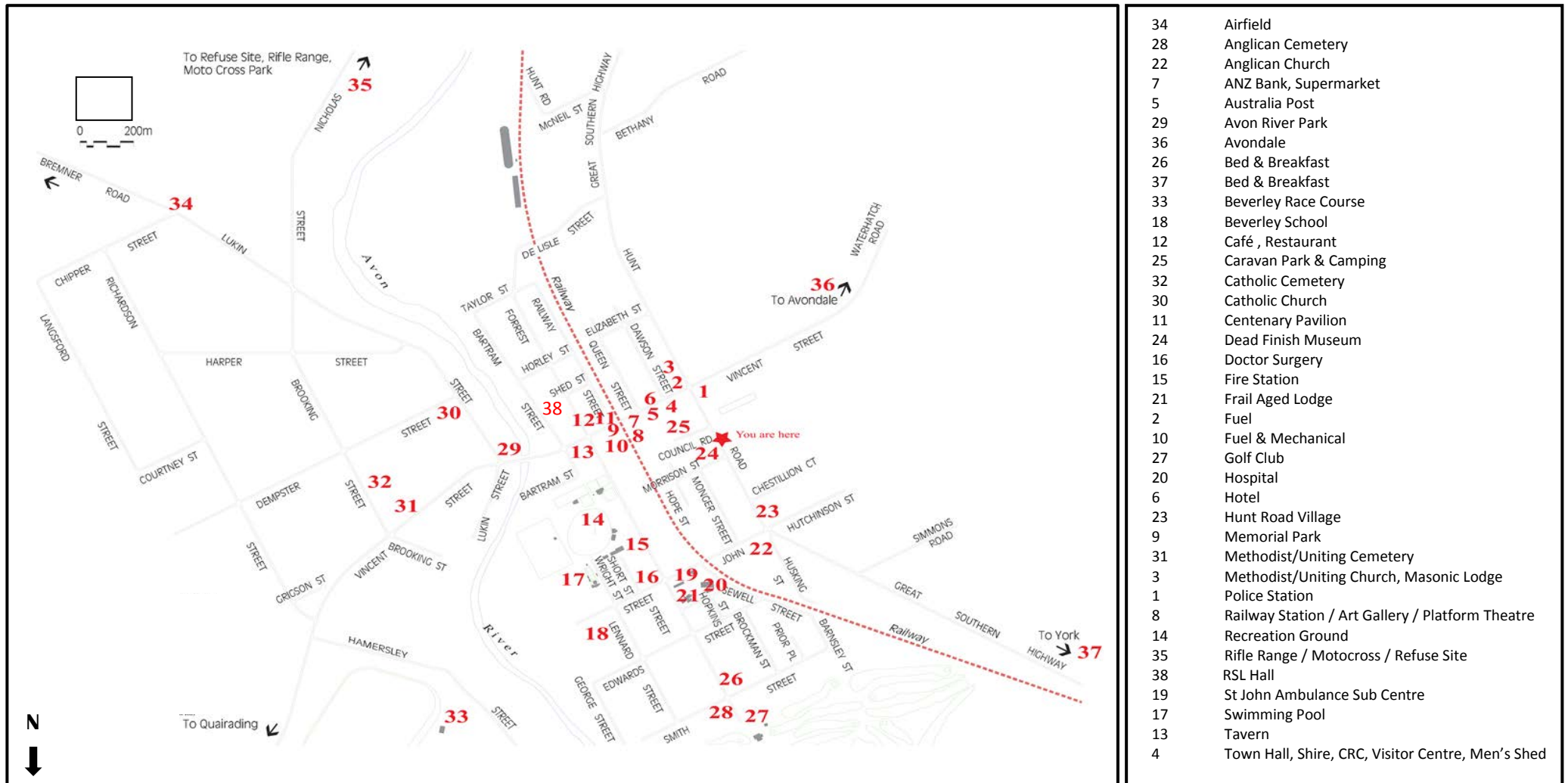
7 BEVERLEY DESTINATION PROFILE

7.1 VISITOR ACCESS

7.1.1 Regional Location

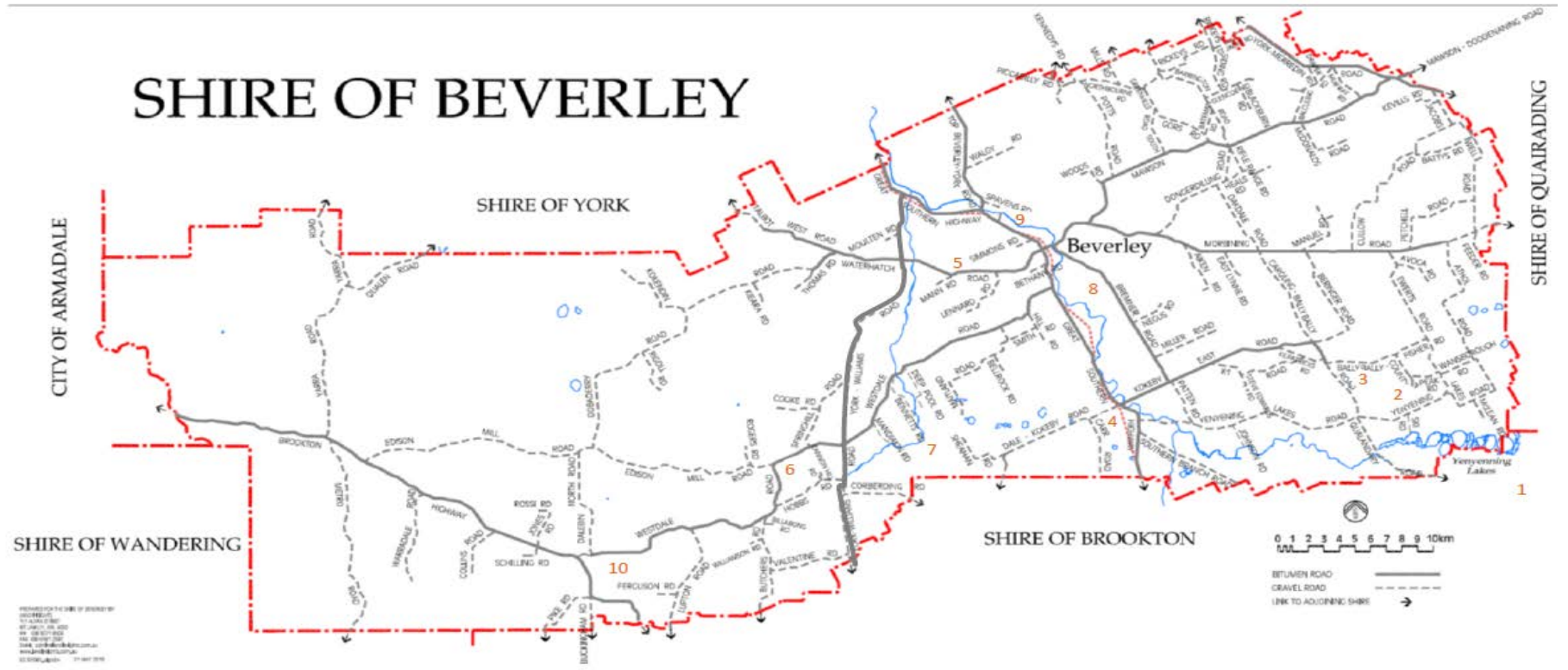


7.1.2 Beverley Townsite



- 34 Airfield
- 28 Anglican Cemetery
- 22 Anglican Church
- 7 ANZ Bank, Supermarket
- 5 Australia Post
- 29 Avon River Park
- 36 Avondale
- 26 Bed & Breakfast
- 37 Bed & Breakfast
- 33 Beverley Race Course
- 18 Beverley School
- 12 Café, Restaurant
- 25 Caravan Park & Camping
- 32 Catholic Cemetery
- 30 Catholic Church
- 11 Centenary Pavilion
- 24 Dead Finish Museum
- 16 Doctor Surgery
- 15 Fire Station
- 21 Frail Aged Lodge
- 2 Fuel
- 10 Fuel & Mechanical
- 27 Golf Club
- 20 Hospital
- 6 Hotel
- 23 Hunt Road Village
- 9 Memorial Park
- 31 Methodist/Uniting Cemetery
- 3 Methodist/Uniting Church, Masonic Lodge
- 1 Police Station
- 8 Railway Station / Art Gallery / Platform Theatre
- 14 Recreation Ground
- 35 Rifle Range / Motocross / Refuse Site
- 38 RSL Hall
- 19 St John Ambulance Sub Centre
- 17 Swimming Pool
- 13 Tavern
- 4 Town Hall, Shire, CRC, Visitor Centre, Men's Shed

7.1.3 Beverley Shire



- | | | | |
|---|--|----|--|
| 1 | Yenyenning Lakes | 7 | Deep Pool |
| 2 | County Peak | 8 | Airfield |
| 3 | Bally Bally Hall | 9 | St Paul's Edwards Crossing |
| 4 | Mt Kokeby Hotel Site | 10 | West Dale School |
| 5 | Avondale Farm | | |
| 6 | Dale Hall & St John In the Wilderness Church | * | Various reserves of native flora & fauna |

7.2 VISITOR ACCOMMODATION

ACCOMMODATION PROVIDER	TOTAL No. ACCOMMODATED	ACCOMMODATION TYPE/S
Shire of Beverley	19 powered sites plus camping	Caravan Park – powered and unpowered sites and camping, all with communal bathroom, laundry, outdoor kitchen
Hotel Beverley	17	Single, Twin Single, Double, Double + 1 single, Double + 2 single, Double + 3 single, all with shared bathroom facilities
Freemasons Tavern	34	10 x single , 7 x double and 2 x family options, 1 x twin all with shared bathroom facilities
Beverley Bed & Breakfast	10	1 x twin room with ensuite, queen with ensuite, 2 x single rooms with shared ensuite, queen with single and trundle with ensuite
Sheeks Bed & Breakfast	6	2 x double rooms, 1 x twin room all with shared facilities

7.3 LOCAL AMENITIES

7.3.1 Infrastructure and Services

INFRASTRUCTURE	SERVICES
Airfield – daylight hours only except for emergency services	Aged Care Supported Living – Lodge accommodation
Avondale Farm – homestead, catering facility, barn, sheds, picnic ground	ANZ Bank Branch & ATM
Community bus for hire	Community Resource Centre
Equestrian facility – suitable for pony events	District High School – Kindergarten to Yr 10
Golf course – 18 holes, sand greens	Hospital & Emergency Department
Independent living units & retirement housing	Public Library
Lawn bowls – 2 synthetic greens with 14 rink capacity	Medical Centre – doctors surgery, pathology collection
Motorsport facilities – tractor pull, motorcycle facilities	RSL, Mens Shed, CWA
Netball courts – two synthetic courts	Police – local officers
Outdoor theatre and gardens – suitable for all performing arts and events eg weddings	Local Government – planning and building, licensing, rubbish disposal, fire control, environmental health, roads and works
Recreation and function centre including football oval (including hockey field with lights), function centre with catering facility and separate bar area, separate change rooms, small meeting room or crèche room	St John Ambulance – volunteer brigade
	Voluntary Fire Brigades – town and bush fire brigades
	Beverley Blarney – monthly community newspaper
Playgrounds	Beverley Bulletin – weekly community information flier
Public toilets	
Railway (currently only freight)	
Road infrastructure – from Perth via Brookton Highway or Great Eastern Highway	
Small halls in rural setting - Morbinning Hall, Bally Bally Hall, Dale Hall	
Small halls within townsite - CWA, RSL	
Swimming pool – separate 50m, toddlers and infants pools	
Tennis courts – eight grass courts	
Town & Lesser Halls with catering facility and stage	
Townscape including footpaths, parks, gardens, war memorial, vehicular parking and retail centre	

7.3.2 Ambience

Beverley is a safe, quiet town located in a rural setting. The local people are welcoming, friendly and helpful. Comfortable temperatures in the mid to late 20s are enjoyed during Autumn, late Winter, Spring and early Summer. The length of the main street, from Hunt Road (Great Southern Highway) to the Avon River, is an easy walking distance.

“We walk around this endearing town in fading golden light..... On Sunday morning we walk a little, enjoying the town, its gardens, its paddocks and the history....” 2016, Stephen Scourfield, Travel Editor, *The West Travel Lift* out 7th May 2016)

7.3.3 Comfort Amenities

Public comfort amenities are located behind the Town Hall, behind the war memorial, alongside the Avon River and at the Recreation Ground. Each provides universal access.

7.4 ATTRACTIONS

The table below describes both existing and potential areas of interest to the tourism market.

AERA OF INTEREST	DESCRIPTION					
AERONAUTICAL	Gliding – including state & national events Aeronautical Museum					
ARTS	Platform Theatre Station Gallery – Artist in Residence, arts and crafts shop, Shire art collection, exhibitions East End Gallery Unique State Studio					
ENVIRONMENT	Avon River Deep Pool Avondale Bushland and Trails	County Peak Commonage Bushland Reserves	Yenyenning Lakes UWA Designs			
MOTORSPORTS	Tractor Pull Off Road Motor Sports Motor Cycle Club					
SPORT	Golf Tennis	Lawn Bowls Netball	Darts Rifle Range	Football Swimming	Hockey Cricket	Equestrian - pony Basketball
MUSEUMS	Avondale Farm – homestead, agricultural machinery & equipment museum, stables Dead Finish local history Ferguson Machinery	Aeronautical				
EVENTS	Agricultural Show Easter Tennis Tournament Markets	Easter Art Exhibition Performing Arts Calendar Avondale	Heroic Cycle Weekend Triathlon			
ARCHITECTURE	Main Street Walk UWA Designs					
LOCATION	131kms east of Perth Circular route via Brookton Hwy and either Great Southern Hwy (through York) or Talbot Rd Avon Valley Experience Perth Region Wheatbelt Western Australia					

7.5 AWARENESS

7.5.1 Current Marketing Strategies and Activities

The Shire of Beverley is a financial member of Avon Tourism, an incorporated body working to build a viable and competitive tourism industry in the Avon Valley [region]. Avon Tourism uses a collaborative approach to promote the member Shires of Beverley, Chittering, Goomalling, Northam, Toodyay, Victoria Plains and York. Through Avon Tourism, Beverley has access to promotion through a website www.avonvalleywa.com.au, the Facebook page Avon Valley WA, an Avon Valley Planner published annually, event calendar and brochure racking at Trade Fairs, including the annual Caravan and Camping Show held in Perth. Further promotional opportunities are available to members at discounted rates. Other financial members including individual groups, organisations and business members are also able to enjoy these benefits.

The Beverley Community Resource Centre operates a small Visitor Information Centre 5 days per week with some financial assistance from the Shire of Beverley. The CRC also maintains a website www.beverleywa.com which includes an events calendar. This calendar is also printed in the Beverley Blarney (monthly newsletter).

Business owners, groups and organisations are responsible for their own promotion currently choosing to advertise in the Beverley Blarney and the weekly Bulletin Board with some maintaining individual websites and social media. Shop front windows and notice boards are popular options for local advertising. Further regional and metropolitan promotion of activities and events is undertaken by some individual groups.

The Shire of Beverley website www.beverley.wa.gov.au also includes some tourism information and an events calendar.

7.5.2 Effectiveness of Marketing and Promotion

The Visitor survey indicated that the majority of respondents were return visitors having previously attended an event in Beverley.

The Shire of Beverley is allocated one day per week to post to the Avon Valley WA Facebook page. On average, the weekly reach of each post is 177 Facebook users (*based on a period of 17 weeks*).

No formal approach has previously been taken to monitor and review the effectiveness of marketing and promotion however actions within the Framework include the adoption of a marketing and communication plan and well defined performance indicators to measure outcomes.

8 STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS FOR TOURISM DEVELOPMENT

8.1 SWOT ANALYSIS

This SWOT analysis was completed by the Tourism Steering Committee, in late 2015, following community consultations and survey reviews, thus informing the development of this Plan and Framework

STRENGTHS	WEAKNESSES
Assets Community Events/Sports/Clubs/Organisations Willing to change Proximity to Perth Community is engaged Regional network Pet friendly Caravan Park Shire leadership Tenanted shops	Fragmented Unknown Uncoordinated Unsustainable Low return to business Little engagement by business Volunteer burn out Lack of training Lack of communication Lack of awareness
OPPORTUNITIES	THREATS
Capacity within the community Regional tourism network expansion Business engagement Volunteer training Coordination of volunteers Family friendly Pet friendly New Visitor Information Centre at Cornerstone Indigenous culture & heritage	No strategic goal Community buy in Ineffective communication People adverse to change

8.2 ISSUES & FINDINGS

The issues and findings presented in this Plan and the strategies developed to form the supporting Framework have been identified through a series of committee meetings, community workshops and displays, agency consultation, surveys and industry research. The SWOT Analysis presented above indicates the status quo of tourism in Beverley (2016). It is these issues and findings that have shaped the Beverley Tourism Plan and Framework.

8.3 KEY STRENGTHS & OPPORTUNITIES

A recurring theme across all consultation is the capacity of community organisations and business to individually achieve positive social and economic outcomes. The strength of the individual (group or otherwise) is seen as an opportunity for further development under a coordinated approach.

Beverley is serviced by an excellent network of national, state and local roads, running in a “loop” from the metropolitan area of Perth. The 131km drive from Perth to Beverley is considered ideal for a day trip or overnight stay.

“One night away, home just after lunch, with time for chores. Perfect.” 2016, Stephen Scourfield, Travel Editor, The West Travel Lift out 7th May 2016

Research indicates that the town and surrounding district, contains many assets that hold appeal for visitors to the region. This Plan and Framework will, in the first instance, support planning for assets and initiatives that are sustainable and enhance “what we already have”. Section 6 of this Plan provides a current Destination Profile, including maps, accommodation providers, local infrastructure, services and attractions.

The opportunity to align strategies with state, regional and local planning strategies and to develop integrated planning and review processes, provides an ideal basis for economic development through tourism.

9 STRATEGIC RECOMMENDATIONS

9.1 BEVERLEY TOURISM FRAMEWORK

9.1.1 Coordination

Collaboration between local government, local business, residents, community groups and organisations and external stakeholders is considered the most effective approach to achieving economic development through tourism within the Shire of Beverley.

9.1.2 Marketing

Utilising external assistance to establish a strategic solution to branding and communications in order to create a message (including a graphic) that can be implemented, communicated, is recognisable and understood and will positively impact on the intended audience.

9.1.3 Economic Viability

Tourism development will be economically viable by establishing and maintaining quality products, services and experiences and through sustainable practices. This will include training and skill development, effective measurement and review processes, leveraging of existing assets and developing partnerships.

The Beverley Tourism Framework is presented on the following pages 34-36.

Beverley Tourism Framework 2016 - 2020

GOALS	STRATEGIES	ACTIONS	RESPONSIBLE BODY	COMPLETION	KPIs / MEASURES
COORDINATION of Tourism in Beverley will be established by 2020	Beverley Tourism Business Plan & Framework for Tourism Development will be completed	Identify roles and responsibilities to progress the framework. Allocate roles & responsibilities to stakeholders	Tourism Steering Committee CRC Shire of Beverley	May 2016	List of roles & responsibilities Acceptance of roles & responsibilities
		Complete the Draft Beverley Tourism Business Plan & Framework and present to Council for review	Tourism Steering Committee Community Development Officer	May 2016	Council to receive the Draft Beverley Tourism Business Plan & Framework
		Present the Draft Beverley Tourism Business Plan & Framework to third party/parties for review	Community Development Officer	May 2016	Presentation of Beverley Tourism Business Plan & Framework to third party/parties
		Present the Draft Beverley Tourism Business Plan & Framework to the Beverley Community	Shire of Beverley	July / August 2016	Feedback from community
		Complete the Final Beverley Tourism Business Plan & Framework and present to Council	Tourism Steering Committee Community Development Officer	August 2016	Presentation of Final Beverley Tourism Business Plan & Framework to Council for endorsement
		Facilitate the formation of a local Tourism Advisory Group to implement the Business Plan	Shire of Beverley	February 2017	Terms of reference Cross sector representation within the group
		Tourism Project Officer to be appointed	Shire of Beverley	January 2017	Council endorsement & budget allocation Job description Employment
	Communication & Support will be improved to develop Tourism in Beverley	Communicate the Business Plan and Framework to the Beverley community	Shire of Beverley	September 2016	Feedback from across all sectors of the community
		Develop a suite of Tourism Support documents including but not limited to templates/checklists for event planning, contact database for tourism operators, pathway for developing new initiatives.	Tourism Project Officer	Ongoing	Uptake of planning documents by tourism operators Number of enquiries regarding tourism initiatives
		Communicate and educate stakeholders about the value of tourism	Tourism Project Officer Beverley Tourism Advisory Group	Ongoing	Attendance at information sessions Website hits Number of enquiries and response rate
Community Calendar		Beverley CRC	Ongoing	Calendar is up to date Number of event enquiries Numbers at events Reduction in number of conflicting events	
	Provision of a Visitor Centre	Overseen by Shire of Beverley Tourism Project Officer Day to day operation by CRC Volunteers to operate Centre on weekends	Ongoing	Schedule of meetings and reviews between responsible parties	

Beverley Tourism Framework 2016 - 2020

GOALS	STRATEGIES	ACTIONS	RESPONSIBLE BODY	COMPLETION	KPIs / MEASURES
Beverley MARKETING Plan will be developed and implemented by 2020	Destination Planning for Beverley will be progressed	Review target audience	Tourism Project Officer Beverley Tourism Advisory Group	Annual Review	Strategies linked to target audience Visitor surveys Visitor numbers
		Develop an awareness across the community of the "Five A" strategy for destination planning Access, Accommodation, Attractions, Amenities, Awareness, (Ambience)	Tourism Project Officer Beverley Tourism Advisory Group	Ongoing	Visitor surveys Customer feedback Number of visitors Complaints register Return visitors Investment in tourism
	A Brand for Beverley will be developed	Progress the development of a "Beverley Brand"	Shire of Beverley External Assistance Tourism Steering Committee	November 2016	Creative suite & marketing/communication plan. Acceptance by community Number of outlets using logo
		Launch of "Beverley Brand"	Shire of Beverley	December 2016	Attendance by industry representatives & stakeholders Media coverage
		Design "Beverley WA" merchandise	Tourism Project Officer Beverley CRC	Ongoing	Number of products available Types of products Sales of merchandise
		Develop a Brand usage policy	Tourism Project Officer Beverley Tourism Advisory Group Shire of Beverley	February 2017	Take up of brand usage by relevant stakeholders
	Cooperative Marketing for Beverley will be developed	Develop a marketing strategy	External Assistance	November 2016	Marketing strategy reflects research Budget allocation by relevant stakeholders
		Leverage the "Beverley" brand across the region and state	Tourism Project Officer	Ongoing	Increased profile within the region Increased recognition of Beverley brand
		Make brand available for use by local stakeholders	Tourism Project Officer	Ongoing	Number of local operators using the brand

Beverley Tourism Framework 2016 - 2020

GOALS	STRATEGIES	ACTIONS	RESPONSIBLE BODY/BODIES	COMPLETION	KPIs / MEASURES
Tourism will contribute to the ECONOMIC VIABILITY of Beverley by 2020.	Develop & Maintain Quality Product, Services & Experiences	Educate stakeholders about the value of quality products, services and experiences	Tourism Project Officer	Ongoing	Customer satisfaction surveys Stakeholder investment in tourism Asset maintenance schedules
		Identify opportunities for customer service training for tourism volunteers, community groups, business and employees	Beverley CRC Tourism Project Officer	Ongoing	Attendance at training Customer satisfaction surveys Increased numbers of volunteers
	Identify, Coordinate & Retain Volunteers	Develop supported teams of tourism volunteers	Commence with Pilot Project	December 2017	Database of trained tourism volunteers
		Identify methods of training & supporting volunteers including collaboration with BDHS to train Youth in tourism related skills	Beverley Tourism Advisory Group Beverley CRC	Ongoing	Number of training programs Number of participants Number of retained volunteers
	Develop & Maintain a Sustainable Approach to tourism initiatives in Beverley	Leverage our existing assets	Tourism Project Officer Asset Owners/Managers/Partners	Ongoing	Increased visitor numbers to existing assets Improvements to assets
		Management of assets	Asset Owners/Managers/Partners	Annual Review	Budget expenditure Asset maintenance schedules
Promote integrated planning & review		Tourism Project Officer Beverley Tourism Advisory Group Shire of Beverley	Annual Review	Beverley Strategic Community Plan Beverley Tourism Business Plan Beverley Tourism Marketing Strategy	
Align strategies and actions across all sectors of tourism – local, regional, state & national		Tourism Project Officer Beverley Tourism Advisory Group	Ongoing	Beverley Strategic Community Plan Beverley Tourism Business Plan Beverley Tourism Marketing Strategy Increased profile within Tourism industry	
Develop Partnerships	Investigate options for financial support to progress realistic Tourism initiatives and opportunities including "Beverley WA" merchandise	Beverley Tourism Advisory Group Tourism Project Officer	Ongoing	Grant applications Funding received Merchandise turnover	
	Communicate identified opportunities for new investment in Tourism in Beverley	Beverley Tourism Advisory Group Tourism Project Officer	Ongoing	Stakeholder budgets for tourism New investment in Tourism in Beverley	
		Adopt well defined and agreed outcomes and performance measures for Tourism strategies	Tourism Project Officer Beverley Tourism Advisory Group Shire of Beverley	Ongoing	Schedule for reviews Checklist of planning considerations Increased visitor numbers
		Investigate options for tourism partnerships	Tourism Project Officer Beverley Tourism Advisory Group	Ongoing	Number of partnerships Increased profile within the region eg Avon Valley / Wheatbelt / Experience Perth

9.2 KEY STAKEHOLDERS

STAKEHOLDER	INTEREST
Shire of Beverley	Governing body Tourism Project Officer Representation on Tourism Advisory Group Funding source Community Grants Program Public facilities and infrastructure Brand ownership
Beverley Community Resource Centre	Day to day management of Visitor Information Centre Grant applications Events Representation on Tourism Advisory Group Support to Tourism Project Officer Administration support for business & community
Business	Visitor servicing Events Representation on Tourism Advisory Group Sponsorship
Not for Profit Community Groups	Events Attractions Representation on Tourism Advisory Group
Beverley Community / Residents	Volunteering Representation on Tourism Advisory Group Ratepayers End User
Visitors	End User
Regional Tourism Operators	Compound products
Event Organisers	Events
State Government	Funding Source
Avon Tourism Inc	Regional tourism coordination Promotion Compound products

STAKEHOLDER	INTEREST
Branding Company	Brand development Marketing and communications plan
Tourism Volunteers	Visitor servicing Weekend operation of Visitor Information Centre
Volunteer Pilot Project Coordinator	Tourism volunteer coordination Facilitate tourism volunteer training
Tourism WA	Tourism training
Wheatbelt Development Commission	Key economic development agency for the region Funding source

9.3 ROLES & RESPONSIBILITIES

9.3.1 Shire of Beverley

The Shire of Beverley will adopt the Beverley Tourism Plan and supporting Framework 2016-2020.

Implementation of the Plan will be the responsibility of the Shire of Beverley Tourism Project Officer who will be supported by an Advisory Group.

9.3.2 Beverley Tourism Advisory Group

The Tourism Advisory Group will communicate and support implementation of the Plan by providing non-binding strategic advice to the Tourism Project Officer.

9.3.3 Beverley Community Resource Centre

The Beverley Community Resource Centre will support the implementation of the Plan by;

- aligning initiatives with the Plan where applicable;
- providing representation on the Advisory Group;
- supporting the Tourism Project Officer;
- managing the day to day operations of the Visitor Information Centre as an income stream;
- maintaining the community calendar; and
- identifying opportunities to support the development of Tourism volunteers.

9.3.4 Other Roles and Responsibilities

Further details of the roles and responsibilities have been included in the Beverley Tourism Framework.

9.4 COSTS & SOURCES OF FUNDS

9.4.1 Budget

ITEM	BUDGET	SOURCE OF FUNDS	DETAILS	FREQUENCY
Tourism Project Officer	\$25,000	Shire of Beverley	Wages including wages overheads	Annual
Tourism Project Officer Expenses	\$10,000	Shire of Beverley	Volunteer training, travel, consultation, advisory group expenses, conference, pilot program expenses, advertising	Annual
Avon Tourism Inc	\$5,000	Shire of Beverley	Membership includes some advertising	Annual
CRC Tourism Support	\$5,000 - \$10,000	Shire of Beverley	Visitor Information Centre expenses including overheads, advertising & merchandise	Annual
TOTAL ONGOING	\$45,000 - \$50,000	Shire of Beverley		
Brand Development	\$10,000	Shire of Beverley	Brand development, marketing and communications plan	2016-2017
Brand Launch	\$4,000	Shire of Beverley	Food & drink x 500 people Merchandise Advertising	2016-2017
TOTAL 2016-2017	\$14,000	Shire of Beverley		

9.5 TIMELINES

Refer to the Beverley Tourism Framework for details of the timeline for actions 2016-2020 (see pages 34-36)

9.6 OUTCOMES

9.6.1 Coordination

The coordination of tourism in Beverley will be established by 2020. This will include the completion and implementation of the Beverley Tourism Plan and Beverley Tourism Framework and an improvement in communication and community support for the development of tourism in Beverley. The desired outcomes include:

- 9.6.1.1 Improved Communication – Beverley community will accept the Business Plan and Framework as guidelines for their input to the development of tourism as an economic driver
- 9.6.1.2 Tourism Project Officer – will be employed by the Shire of Beverley on a part time basis to implement the Beverley Tourism Plan and Beverley Tourism Framework
- 9.6.1.3 Tourism Advisory Group – formation of an advisory group to implement the Plan & Framework

9.6.2 Marketing

A marketing plan including the creation of a “Beverley brand” and communication strategy will be developed and implemented by 2020. This process will include destination planning and cooperative marketing to leverage the brand across the region and state.

External assistance will be sought to establish a marketing plan. The desired outcomes include:

- 9.6.2.1 Discovery – gathering the relevant background information
- 9.6.2.2 Develop - the brand proposition and visualising that through the visual identity and key messaging
- 9.6.2.3 Adoption – ensuring all internal stakeholders are on board and aligned
- 9.6.2.4 Implementation – developing a communications plan to deliver the core message

9.6.3 Economic Viability

Tourism will contribute, in a greater capacity, to the economic viability of Beverley. A sustainable approach to tourism initiatives will be achieved by leveraging our assets and developing partnerships that will facilitate and promote Beverley as a tourist destination. Integrated planning and review with well-defined performance measures will be integral to developing and sustaining the economic viability of tourism in Beverley.

- 9.6.3.1 Visitors – increased numbers of visitors and visitor spending
 - 9.6.3.2 KPIs & measures – develop and maintain a suite of methods for measuring key performance indicators
 - 9.6.3.3 Volunteer support – implement a pilot program for supporting tourism volunteers
 - 9.6.3.4 Quality products, services and experiences – stakeholders will be educated about the value of tourism and visitor expectations will be consistently satisfied
 - 9.6.3.5 Sustainability – the tourism industry will contribute to economic diversity and economic development in Beverley
- 9.6.3.5 (i) Forecast benefits – day visitor spending (based on Beverley Tourism Steering Committee Visitor Survey 2015)

CURRENT VISITATION P/A	CURRENT SPEND P/A	ASSUMPTIONS
1,007 visitors	\$57,771	Average spend based on maximum amount spent by each day visitor per visit as per Tourism Steering Committee Survey \$57.37.
FORECAST VISITATION P/A	FORECAST SPEND P/A	ASSUMPTIONS
2,007 visitors	\$115,141	2018/2019 forecast figures, Tourism Project Officer and Advisory Group are engaged, New Visitor centre at Cornerstone Building, Spend set at \$57.37
3,007 visitors	\$172,511	2019/2020 forecast figures, Tourism Project Officer and Advisory Group are engaged, New Visitor centre at Cornerstone Building, Spend set at \$57.37

9.6.3.5 (ii) **Forecast benefits – day visitor spending** (based on Tourism WA figures for daily spend see 2016, .id the population experts, Beverley Cornerstone Economic Assessment)

CURRENT VISITATION P/A	CURRENT SPEND P/A	ASSUMPTIONS
1,007 visitors	\$98,686	Average spend per day visitor in WA \$98.00
FORECAST VISITATION P/A	FORECAST SPEND P/A	ASSUMPTIONS
2,007 visitors	\$196,686	2018/2019 forecast figures, Tourism Project Officer is engaged, New Visitor centre at Cornerstone Building, Spend set at \$98.00
3,007 visitors	\$294,686	2019/2020 forecast figures, Tourism Project Officer is engaged, New Visitor centre at Cornerstone Building, Spend set at \$98.00

9.6.3.5 (iii) **Forecast benefits - other key economic impacts that have not been accounted for in these calculations include:**

- new local jobs
- traineeships
- additional local value-add
- additional output
- additional wages and salaries
- local visitation is excluded as this is assumed to be a redistribution of local expenditure.

A separate assessment of an additional \$196,000 in tourist expenditure indicates the following economic impacts:

- 1.2 jobs
- \$124,163 value-added
- \$285,826 output

(2016, .id the population experts, Beverley Cornerstone Economic Assessment, page18)

9.6.3.5 (iv) **Leveraging community assets – potential for the tourism dollar to contribute to the maintenance of community assets, for example Town Hall Complex hired for a wedding.**

9.7 WHERE TO FROM HERE

- Council to adopt the plan and framework.
- Engage external assistance to complete the branding, marketing and communications plan.
- Interim review of visitor survey questions and distribution
- Branding launch
- Engage Tourism Project Officer
- Develop Terms of Reference for Tourism Advisory Group
- Engage Tourism Advisory Group and endorse agreed Terms of Reference

10 GLOSSARY

Advisory Group or Group	Beverley Tourism Advisory Group
BCRC or CRC	Beverley Community Resource Centre
Council	Shire of Beverley Council
Framework	Beverley Tourism Framework
Plan	Beverley Tourism Plan

Cr Dee Ridgway – 34 years in Beverley, Shire Councillor since 2007, Shire President since 2009, looking to progress tourism in Beverley for the benefit of the community.

Kathryn McLean – 20 years in Beverley, Community Development Officer, looking forward to a combined approach to tourism from different members of the community.

Jacinta Murray – 10 years in Beverley, accounting background with a small amount of Tourism experience, believes “locals” will need to be more aware of what’s happening in Beverley and perhaps the work of the Steering Committee.

Heng Ee – 6 years in Beverley, worked with the Malacca Heritage Trust, believes Beverley is the “Gem of the Wheatbelt”, but has an accommodation shortage (with ensuite rooms) and needs better cafes and tourist shops. Avondale should be considered as an alternate Caravan Park location.

Arie Valkhoff – background in advertising and marketing, last large account was for the Tourism Board in Darwin. Likes to do a lot of research to get the project right.

Jo Johnson – has moved to Beverley with her families and has been here for 2 years. Background in strategic management, project management and policy writing. Would like to see more young families move to Beverley.

Samantha Fricker – 6 years in Beverley, is the Accounts Manager at the Beverley CRC. Very interested in developing a tourism framework to assist in the running and further development of the Tourist Bureau and Visitor’s Centre. Sam has extensive knowledge with events management – Wild Women of the West, Mad Men’s Muster, Beverley Triathlon etc.

Scott McLean – 5th generation farmer who has lived in Beverley his whole life. Travelled extensively with his wife and has seen how other towns throughout the world promote themselves. Believes Beverley already has great assets, but improvement is needed in the promotion. The committee needs to take a holistic approach to the framework.

Cr Tom Buckland – 6 years in Beverley, a Councillor since 2013. Has travelled extensively throughout Australia and believes Beverley needs to become an RV Friendly Town. Also believes Beverley needs to be included on more travellers maps, and should be better promoted.

Kate Sofoulis – 4 years in Beverley. Background in disability advocacy, mental health and was on an Autism Steering Committee. Purchased the Forbes Building and has been renovating it with her husband Michael. Has opened the East End Gallery and is looking to provide a space for mental health workshops. Believes Beverley needs to link the two sides of the river together, would like the town to work together and have events all year round. Likes the idea of an “artisan town”.

