



Tourism Strategies

Tabled 12 December 2013

Background to the audit

2

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1–6

- Travel and tourism has grown rapidly over the past 50 years.
- Local, interstate and international tourism is important to Victoria by supporting economic activity and providing jobs.
- Over the past 10 years, government has released two tourism strategies—one in 2006 and most recently in 2013.
- Both aimed to grow tourism's contribution to the economy, by making Victoria more attractive to visitors and by acting across mostly common priority areas.
- While Tourism Victoria (TV), within the Department of State Development, Business and Innovation (DSDBI), is the lead agency, these whole-of-government strategies depend on the actions of a range of other agencies.

Audit objective

Examine the 2006 and 2013 strategies, assessing whether DSDBI and TV effectively:

- developed the 2006 strategy and its readiness for implementation
- implemented the 2006 strategy as intended
- reviewed and evaluated the 2006 strategy and applies the lessons learnt to the 2013 strategy.



Audit conclusions

The 2006 strategy had been partly effective:

- Its development was sound and TV effectively implemented the parts that are its core business.
- However, implementation faltered for priority areas that relied on a coordinated response across government.
- Further, TV did not adequately measure the strategy's outcomes nor fully review its strengths and weaknesses.

For the 2013 strategy:

- TV's mid-level planning is more advanced.
- However, weaknesses remain—absence of comprehensive and rigorous implementation and evaluation plans.
- A lack of mechanisms for cross-government application.

Findings – Strategy planning

5

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9–15

2006 strategy

- Well prepared and soundly based.
- But agencies not ready to implement and evaluate.
- Earlier plans became redundant with decision to not proceed with whole-of-government mechanisms.
- It took too long to adapt to this change and TV did not develop detailed plans covering the entire strategy.

2013 strategy

- This gap remains for the latest strategy.
- TV has not yet prepared detailed implementation and evaluation plans.

Findings – Strategy implementation

6

pages
17–26

2006 strategy

- Satisfactory for priority areas where TV had prime responsibility—branding, marketing, advocacy.
- Implementation faltered for cross-government actions—infrastructure development, skills and standards, regional destination development, investment attraction.

2013 strategy

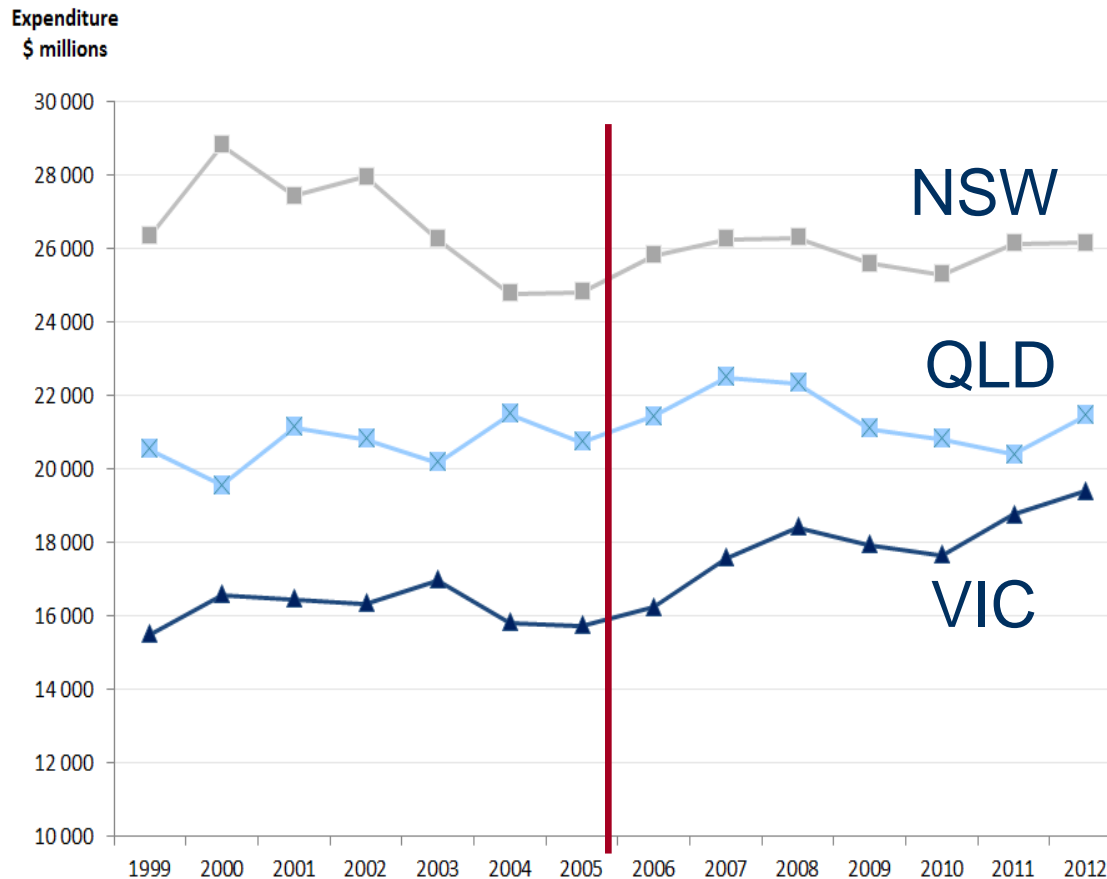
- TV has not identified this issue or advised government.
- TV needs to develop plans that are an effective vehicle for a whole-of-government strategy.

Findings – Strategy evaluation – expenditure

7

pages
27–35

2006—positive signs but inadequate evaluation/review



- Expenditure—positive story, but uncertainty about content and reliability and no way of relating trends to the strategy's actions.
- Performance information not capable of measuring government's high-level goals or priority areas.



Findings – Strategy evaluation – *continued*

2013 strategy—needs a different approach:

- To date no evidence of a different approach.
- Evaluation framework under development.
- Needs to be ready at launch, not after.

Recommendations summary

		Accept
That Tourism Victoria		
1	develops and documents effective, whole-of-government plans	Partly
2	completes a thorough review of 2006 strategy so it can advise government on managing risks for the 2013 strategy	Partly
3	develops a good understand of what is captured within current expenditure estimates	✓
4	fully explains the limitations of the economic indicators	Partly
5	uses external expertise to review its evaluation framework and conduct a rigorous annual review of the 2020 strategy	✓



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