

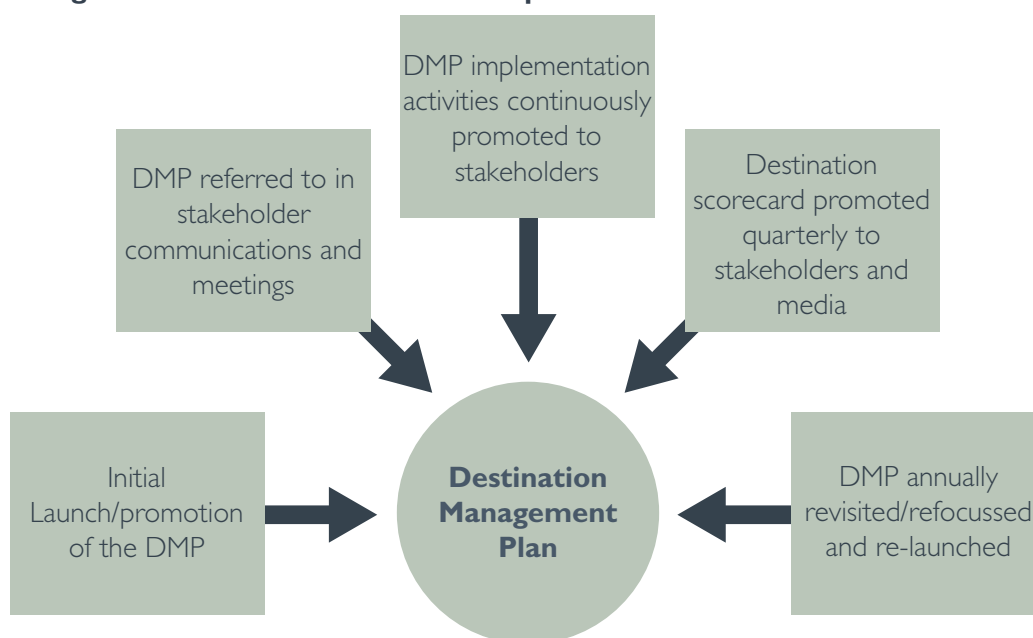
COMMUNICATION, IMPLEMENTATION, MEASUREMENT & REVIEW

The success of the *Mornington Peninsula Region Destination Management Plan* relies on successful communication, an achievable implementation plan, measurement of its performance and effective review.

COMMUNICATION

Destination management, through the *Mornington Peninsula Region Destination Management Plan* needs to be an active and continuous pursuit. Therefore the more the *Mornington Peninsula Region Destination Management Plan* can be used and referred to in communications the more destination management will become part of the vocabulary of stakeholders. Communications surrounding the *Mornington Peninsula Region Destination Management Plan* should encompass the following:

Destination Management Plan Communication Map



IMPLEMENTATION

The *Mornington Peninsula Region Destination Management Plan* contains a significant focus on addressing regional issues and constraints and creating a more conducive environment for future business investment and innovation.

All of the initiatives presented in the *Mornington Peninsula Region Destination Management Plan* involve significant challenges to deliver. The role of the *Destination Management Plan* is to provide voice for these important initiatives, enabling greater challenges to be addressed than possible by private industry or individual stakeholders. As such, the initiatives all require significant efforts by a range of stakeholders to implement.

Key requirements for implementation of the initiatives in this *Destination Management Plan* are:

- **Planning:** By rural standards the Mornington Peninsula region is a densely settled region with increasing causes for conflict amongst neighbouring land users. Strong planning guidance is required to support future development desired by the region.
- **Policy and Local Law Changes:** Changes to policies and local laws will be required either as a key initiative in itself or to support a number of the initiatives in the Plan.
- **Investment Attraction:** Private sector investments need to be encouraged to achieve a number of initiatives. This will not be a simple process as there are genuine constraints to why investments have not already occurred. Investment attraction requires understanding the investment proposition, addressing constraints to the investment, developing the investment case and bringing the investment case to the relevant investor's attention.

- **Direct Public Investment:** Direct investment and infrastructure development by local, Victorian and/or Australian Governments in the Mornington Peninsula region is required on an ongoing basis and to support a number of initiatives in this Plan.
- **Lobbying:** An effective regional voice is required where Victorian or Australian Government investments and changes to policies are required to enact an initiative. Similar to investment attraction, successful lobbying requires an understanding of the issues to the investments or changes and where possible bringing solutions to the process.
- **Coordination:** Regional organisations such as the Mornington Peninsula Regional Tourism Board have an important role bringing together disparate parts of the existing industry so that the result is stronger than the sum of the parts.

An accompanying *Implementation Plan* supports the *Mornington Peninsula Region Destination Management Plan* and provides action schedules for stakeholders to progress the initiatives.

PERFORMANCE MEASUREMENT

The *Mornington Peninsula Region Destination Management Plan* needs to be measured to demonstrate to stakeholders that actions taken are moving towards meeting the objectives of the *Destination Management Plan*. Whilst the completion of actions can easily be measured as they are typically short term, some objectives can only be measured through key destination indicators (KDIs) that take some time to influence. KDIs are the headline measure whilst other measures are activity based. Suggested KDIs for each *Destination Management Plan* objective are presented below as a Destination Scorecard.

Destination Scorecard

Improve the Mornington Peninsula region's competitiveness as a destination by addressing key product gaps, stimulating ongoing investment that is in tune with the region.	<ul style="list-style-type: none"> • KDI: Visitation growth relative to other regional destinations • Annual delivery of initiatives in the DMP • Annual investment in tourism characteristic industries • Annual visitation growth
Improve the experience and satisfaction of visitors to the region through developing the destination's core attributes.	<ul style="list-style-type: none"> • KDI: Annual visitor satisfaction • Annual delivery of initiatives in the DMP
Address industry, community and environmental sustainability issues that impact on visitors' experiences in the Mornington Peninsula region.	<ul style="list-style-type: none"> • KDI: Triennial stakeholder satisfaction with destination management • Annual business confidence (through Business Chambers) • Annual community satisfaction (through Councils)
Improve the potential for tourism to contribute to the Mornington Peninsula region's economy and long term economic sustainability.	<ul style="list-style-type: none"> • KDI: Economic value of tourism relative to other industries • Annual growth in visitor expenditure • Annual growth in interstate and international markets • Annual employment in tourism characteristic businesses

REVIEW

Visitor economies evolve much faster than destinations therefore the *Mornington Peninsula Region Destination Management Plan* needs to also evolve so that it remains relevant. It should be subject to a progress and relevance review every year to allow management actions to respond to any visitor economy changes and a more in depth examination every three years to respond to changes in the destination.

