A shared vision

Parks 21 is a strategic action plan developed by the Tasmanian tourism industry represented by the Tourism Industry Council Tasmania (TICT) and the Crown in Right of Tasmania as represented by the Tasmania Parks Wildlife Service (PWS). Parks 21 aims to facilitate environmental, social and economic sustainable tourism activity and enhance the visitor experience in Tasmania's national parks and reserves, through a mutually-beneficial, cooperative memorandum of understanding between government and industry. This memorandum of understanding is realised through the Parks 21 Strategy. The guiding principle behind Parks 21 is to nurture the parks and reserves, they being a valuable asset in Tasmania's tourism future.

As signed by:

The Honourable Matthew Groom MP
MINISTER FOR ENVIRONMENT, PARKS AND HERITAGE

Simon Currant AM
CHAIR, TOURISM INDUSTRY COUNCIL, TASMANIA

Date: 6 Dec 2014

The guiding principle behind Parks 21 is to nurture the parks and reserves, they being a valuable asset in Tasmania’s tourism future.
Parks 21

Parks 21 is a strategic action plan developed by the Tasmanian tourism industry represented by the TICT and PWS.

**PWS** is charged with creating and maintaining a representative and world-renowned reserve system, as well as to manage the Crown land estate. The PWS’ mission is to conserve the State’s natural and cultural heritage while providing for sustainable use and economic opportunities for the Tasmanian community. Above all, the PWS aims to protect, present and manage in concert with the community, Tasmania’s unique and outstanding reserve system for all people, for all time.

**TICT** is the peak industry body representing Tasmania’s tourism sector. TICT is a not-for-profit organisation that promotes the value of tourism in the Tasmanian community. It provides a strategic direction and united voice for the sustainable development and growth of the Tasmanian tourism industry, and advocates on their behalf on policy matters affecting the sector. TICT also seeks to encourage broad community support for tourism and its role in the local economy by providing strong advocacy for the industry, and engaging with other industries and community sectors that contribute to tourism.

**Parks 21** is a landmark joint initiative between the tourism industry and the PWS, recognising that a joint strategic approach to nature based and eco-tourism will achieve more than working independently. Parks 21 identifies shared long-term goals to facilitate and enhance tourism activity and the overall visitor experience in Tasmania’s national parks and reserves, as well as agreed priorities and actions by the tourism industry and the PWS to achieve those goals.

Parks 21 recognises that the PWS is a significant tourism agency in Tasmania, and that continual consultation with industry through TICT and key industry groups such as the Nature Based Tourism Operators Forum and the Regional Tourism Organisations can lead to better tourism experiences, whilst also fulfilling PWS’ role as custodian, conserving natural and cultural heritage.

As part of this joint initiative the parties will review Parks 21 every three years to ensure that the agreed goals and strategy remain achievable, challenging and relevant to prevailing and forecast market conditions.
The state of play

The PWS manages 3 World Heritage Areas, 19 national parks, 7 marine reserves, a large portion of Crown land and nearly 800 reserves – covering close to 48% of the State of Tasmania.

The PWS and TICT acknowledge the deep history and culture of Tasmania under the traditional ownership and custodianship of the Tasmanian Aboriginal community, and whose continuing knowledge and cultural practice informs our understandings of history, culture, science and environment, supporting management and visitor interpretation of our parks and reserves.

In a tourism context, the PWS acts as both landlord and tourism operator. The PWS is the custodian of the reserve estate and manages tourism access to parks and reserves, and Crown lands, through the lease and licence system within its commercial visitor services process. Under the National Parks and Reserves Management Act 2002 and the Crown Lands Act 1976, the PWS administers business contracts to those operating a tourism business on lands managed by the PWS. The Crown, through the Minister and their delegated powers, approves these legal contracts in order for tourism operators to undertake their business legally.

In addition, the PWS is also a tourism operator in and of itself, as it provides access and opportunities directly to visitors through walking tracks, campgrounds, visitor centres, guided ranger programs, jetties, and other visitor infrastructure.

This reserve system is one of the State’s most valuable assets. It protects internationally significant natural and cultural heritage; supports science and learning; and provides space for communities, healthy recreation, and wellbeing. The reserve system contributes to Tasmania’s ecosystem value, with clean air and water, carbon storage, water source for hydro-electric power generation and habitats for species such as fish and bees that are vital to the State’s primary industries. Importantly, the State’s reserve system also underpins Tasmania’s tourism industry.

The PWS employs over 300 people, many being located in regional Tasmania. In addition, the commercial operators who access the reserve system, and their employees, numbering in the hundreds, also contribute to Tasmania’s economy.

It is impossible to accurately quantify the true value of Tasmania’s parks and reserves to the State and the Tasmanian tourism industry; however, it has been estimated that the PWS manages well over $500 million in State assets, and “a significant proportion of the nearly $2 billion per annum spent by interstate and international visitors to Tasmania could be ascribed to Tasmania’s parks” – which does not even take into account the significant spend and public value from Tasmanians travelling intrastate or making regular use of their local parks and reserves.

Tasmania’s coasts, nature, heritage and wilderness have the strongest emotional associations, the strongest appeal and are the most potent motivators to shift travel intention to Tasmania and its regions. The reserve system directly supports more than 200 nature based tourism operators, and indirectly supports many more businesses through visitor attractions and appeal; while the PWS is also a significant tourism operator in its own right, providing employment and other economic benefits across the State.

“...the value of parks to Tasmania’s economy is more than simply the tourist dollars which they bring in, or the jobs which they create. They are also an integral part of creating the vision of a Tasmania producing highly differentiated goods and services embodying a high intellectual content and for which customers are willing to pay premium prices.”

Saul Eslake (Economist)

1. Saul Eslake 2008, The role of parks in Tasmania’s economy
2. Tourism Tasmania 2011, Motivations Research: Appeal Triggers and Motivations for Tourism in Tasmania
Despite difficult conditions for domestic tourism, Tasmania’s tourism industry has been remarkably resilient and there are many positive signs for the future. Record interstate and international visitor numbers were received by the State in 2013, welcoming 1.06 million interstate and international visitors by scheduled air and sea services in the year ending June 2014. Approximately 383,800 of this number (36%) also visited a national park while in Tasmania (see Figure 1). In addition, Tasmanians undertaking intrastate travel or making regular use of their local parks and reserves account for hundreds of thousands of visits to our parks and reserves each year, both independently and with tourism operators.

Rapid growth in Tasmanian tourism has not been evenly shared across all regions, however, and many of these regional economies are increasingly dependent on tourism. It is in these regional areas that parks and reserves are often the most important asset and driver for tourism, and where nature based tourism has the most potential to contribute to local economic development – whether it be through hiking, mountain biking, kayaking, cruising, accommodation or any other activity.

Through Park Entry, licence and lease fees, tourism in Tasmania’s reserve system provides vital funds for PWS’ land management and conservation activities; tourism operators also participate in their own conservation projects including philanthropic donations, site rehabilitation, awareness programs, and more.
Tourism in Tasmania’s national parks and reserves is also important for its ability to maintain and increase the value of these protected areas into the future. Visitor focused infrastructure, facilities, and tourism businesses offer people the opportunity to experience natural and cultural heritage in areas that they may not otherwise have been able to access. These experiences, coupled with interpretation, can increase visitors’ knowledge and appreciation of parks and reserves, and the need to look after our protected areas. Importantly, a well-structured tourism program can provide visitors with a call to action - how the visitors themselves can contribute positively to conservation.

The challenge and opportunity

The Tasmanian Government and the Tasmanian tourism industry share an ambitious goal to welcome 1.5 million interstate and international visitors annually to Tasmania by 2020, and to make Tasmania the environmental tourism capital of the world. If current market share is maintained, this would lead to an increase of over 40% in the number of visitors to Tasmania who go to a national park. The number of visitors to Tasmania who go to national parks would increase to 537,000 (an increase of over 153,000 visitors compared to 2013-14). This would provide significant tourism opportunities and benefits for regional Tasmania, but would also create significant infrastructure and management challenges for the continuing provision of high quality visitor experiences.

FAST FACTS AND FIGURES

3: World Heritage Areas in Tasmania
19: national parks in Tasmania
800: reserves in Tasmania (including Marine Reserves)
5.13 million: hectares of land and sea areas managed by the Tasmania Parks and Wildlife Service
47%: of Tasmanian lands managed by the Tasmania Parks and Wildlife Service
383,836: visitors to national parks (up 19% in the year ending June 2014)
1.06 million: interstate and international visitors to Tasmania on scheduled air and sea services (up 10% in the year ending June 2014)
$1573: average expenditure for an interstate or international visitor to Tasmania (year ending June 2014)
8.9: average number of nights stayed in Tasmania by interstate and international visitors (year ending June 2014)
$1.73 billion: expenditure by interstate and international visitors to Tasmania (up 18% in the year ending June 2014)
2000: tourism businesses listed in Tasmania
201: licensed tourism businesses operating in national parks and reserves (10% of tourism businesses)
17,000: Tasmanian jobs provided by tourism (year ending June 2013)
23,000: Tasmanian jobs indirectly supported by tourism (year ending June 2013)
$2.35 billion: tourism’s direct and indirect contribution to Tasmania’s Gross State Product (9.7% of GSP in the year ending June 2013)
Strategic objectives

The guiding principle behind Parks 21 is to nurture the parks and reserves, they being a valuable asset in Tasmania’s tourism future.

Parks 21 will focus the efforts of the PWS and the Tasmanian tourism industry on three key objectives that aim to better facilitate sustainable tourism activity and actively enhance the visitor experience in Tasmania’s national parks and reserves:

- Enhanced Tourism Focus
- Sustainable Experience Delivery
- Enterprise and Economic Activity

Key milestones and indicators are identified for each strategic objective; these are explained in further detail under Measuring Progress.

OBJECTIVE 1: Enhanced Tourism Focus

The PWS will work with industry to further develop as a leading nature-based tourism business, underpinned by best practice and research, a clear brand and marketing strategy, customer service and operator engagement.

**STRATEGY 1.1 RESEARCH**

To be informed by and engaged in best practice principles and research, working with partners such as Tourism Tasmania, the University of Tasmania, Regional Tourism Organisations, intrastate, interstate, international counterparts, which will include: customer needs, market trends, emerging Asian markets, best practice and innovation, and the contribution and impact of tourism in reserves:

- TICT will convene a reference group with the PWS, the University of Tasmania’s Tourism Research and Education Network (TRENd), Tourism Tasmania and the Regional Tourism Organisations to report on and learn from various research projects relating to nature based tourism.

- Research needs will be communicated to enable prioritisation and resource sharing to occur.

- Research will then inform the PWS, Tourism Tasmania and the tourism industry on target markets, visitor needs, and best practice experience delivery.

- TICT will provide opportunities for sharing research results and new knowledge at the annual Tasmanian Tourism Conference and fortnightly industry newsletter.

**STRATEGY 1.2. MARKETING AND BRAND**

To review the PWS brand and implement a new marketing plan to promote the PWS brand and nature based tourism, and align with the Tasmanian tourism brand:

- The PWS will undertake a strategic brand review.

- The PWS will consider and review its consumer engagement and interfaces for a new marketing plan; including publications, website, booking processes, standing interpretation and visitor facilities.

- The PWS will partner with Tourism Tasmania to make the PWS brand known and understood, and leverage existing marketing efforts, including the Visiting Influencers Program.

- The PWS will offer day Park Passes to all Tasmanian tourism operators and invite them to experience a park and reserve each year.
The PWS will offer co–marketing opportunities to tourism operators as part of tourism business licences.

TICT will facilitate a shared branding process for the Tasmanian Wilderness World Heritage Area and associated destinations, with the PWS, Tourism Tasmania and key stakeholders.

OBJECTIVE 1: Key Indicators

STRATEGY 1.2. KEY INDICATORS

Indicator 1. Market share of visitors to Tasmania also visiting parks and reserves.


STRATEGY 1.3. PARTNERSHIP

To enable innovative tourism opportunities within parks and reserves, PWS staff will better understand the role that tourism plays within parks and reserves; and the tourism industry will better understand the role that parks and reserves and PWS staff play within tourism.

TICT will encourage all tourism operators to recognise, respect and contribute to Tasmania’s parks and reserves as a valuable tourism asset for the whole State.

TICT will assist operators to understand the context and role of the PWS with the National Parks and Reserves Management Act 2002 and the Crown Lands Act 1976.

TICT will facilitate networking and professional development opportunities for PWS staff and operators, including the annual Tasmanian Tourism Conference.

The PWS will invite TICT representatives to attend its annual staff conference.

PWS staff will be encouraged to attend and participate in tourism professional development and familiarisation opportunities.

The PWS will have financial membership of the Regional Tourism Organisations, and will have board membership or observation status on all RTOs and relevant Local Tourism Associations.

TICT and the PWS will, in the event of any grievance between tourism operators and the PWS, jointly facilitate the investigation of, and commit to supporting the outcomes of, a formal grievance process in which complaints are taken up with an independent third party arbitrator.

OBJECTIVE 1: Key Indicators

STRATEGY 1.3. KEY INDICATORS

Indicator 3. Commercial Visitor Services operator satisfaction.

OBJECTIVE 2: Sustainable Experience Delivery

Promote and enable exceptional, safe, appropriate and demand-driven commercially, socially and environmentally sustainable tourism experiences.

STRATEGY 2.1. INFRASTRUCTURE
To provide for appropriate public and private infrastructure investment, to meet visitor needs; providing a balance between the environment and the delivery of a wide range of visitor and recreational experiences:

- The PWS will conduct an audit of existing infrastructure and visitor services resources.
- TICT will provide the PWS with annual advice on future infrastructure needs and priorities for the tourism industry.
- The PWS and TICT will work to understand visitor expectations through research, to ensure the supply of infrastructure and opportunities within regional Tasmania meets actual demand and aligns with the brand.

STRATEGY 2.1. KEY INDICATORS
Indicator 3. Commercial Visitor Services operator satisfaction.
Indicator 5. Visitor satisfaction and feedback.

STRATEGY 2.2. COMMERCIAL VISITOR SERVICES
To support industry in the development of appropriate, demand-driven, commercially successful public and private opportunities for sustainable and excellent visitor experiences:

- TICT and the PWS will work with the Tasmanian Government to identify opportunities and attract private capital investment in nature based tourism activities and infrastructure, both in and around Crown lands, parks and reserves.
- The PWS will review commercial visitor services fees.
- The PWS will seek and enable innovation, continual improvement and new product development through expression of interest and other commercial visitor processes.
  - The PWS will continue to work with TICT and the Nature Based Tourism Operators Forum to review processes to develop clearer, more accessible, streamlined and supportive guidelines for prospective and existing businesses.
  - The PWS will provide realistic timeframes associated with tourism business applications, and clearly communicate any changes to those timeframes.
- TICT will provide leadership on staff development and facilitate training opportunities for both tourism operators and PWS staff for continuing improvement of the visitor experience.
  - Development opportunities exist with the Nature Based Tourism Operators forum, the Tasmanian Tourism Conference, and through liaison with registered training organisations including TasTAFE.

STRATEGY 2.2. KEY INDICATORS
Indicator 2. Commercial Visitor Services operators holding a licence or lease.
Indicator 3. Commercial Visitor Services operator satisfaction.
Indicator 8. Value of investment and employment.
STRATEGY 2.3. RESPONSIBLE TOURISM
To continually strive to deliver the most environmentally and culturally sensitive and engaging, responsible tourism operations and visitor experiences:

• The PWS and TICT will drive and promote tourism operator-led conservation initiatives such as the PWS Green Guardians, and other programs and certification schemes.

• The PWS and TICT will encourage and develop a culture of public-private partnerships for tourism and conservation within parks and reserves.

• TICT and the PWS will engage and involve the Aboriginal community in tourism initiatives.

• The PWS will provide specific interpretation professional development opportunities for industry.

• TICT will engage and provide advocacy on strategic policy issues affecting parks and reserves.

STRATEGY 2.3. KEY INDICATORS
Indicator 5. Visitor satisfaction and feedback
Indicator 6. Commitment to conservation through tourism
Indicator 9. Community Monitor

STRATEGY 2.4. QUALITY ASSURANCE
To ensure safe and high quality visitor experiences of Tasmania’s parks and reserves with accredited licensed tourism operators:

• The PWS will incorporate a customer service standard (based on specific performance indicators) within its business contracts for tourism operators.

• The PWS and TICT will require membership and accreditation with appropriate industry bodies to ensure operators are meeting high quality standards.
  - The PWS and TICT will implement enhanced, shared follow-up procedures to monitor licence and accreditation compliance and feedback
  - TICT will work with operators to address under-performance and non-compliance, including revising or publically revoking tourism accreditation.
  - The PWS will maintain its tourism accreditation through TICT

• TICT will continue to facilitate a shared branding program between licensed operators and the PWS.

STRATEGY 2.4. KEY INDICATORS
Indicator 4. Commitment to tourism accreditation and performance standards
Indicator 5. Visitor satisfaction and feedback
Indicator 6. Commitment to conservation through tourism
OBJECTIVE 3: Enterprise and Economic Activity

Recognition that Tasmania’s parks and reserves are valuable assets that underpin tourism and other businesses making a significant economic contribution without compromising the natural and cultural values of protected areas.

STRATEGY 3.1. ECONOMIC VALUE
To assess and enhance the capacity of parks and reserves to create economic value and support regional economies through nature-based tourism:

• The PWS will facilitate the development of a system to measure parks and reserves’ value to regional and/or the State’s economies through tourism.

• TICT and the PWS will explore options for additional revenue streams which would enable the PWS to further support regional tourism development.

• TICT will actively promote the value of parks and reserves, and the value of the PWS, for tourism.

STRATEGY 3.1: KEY INDICATORS

Indicator 7. Revenue raised through PWS business enterprises.

Indicator 8. Value of investment and employment.

STRATEGY 3.2. COMMUNITY VALUE
To ensure that the community considers parks and reserves as a valuable asset and continues to be supportive of nature based tourism:

• The PWS will seek stakeholder advice when determining the most efficient use of PWS resources for recreation and tourism product development.

• The PWS and TICT will actively communicate the economic and employment values of parks and reserves for the State and regional economies.

• The PWS and TICT will acknowledge and promote the responsible tourism credentials and initiatives undertaken by tourism operators.

STRATEGY 3.2: KEY INDICATOR


3. Some past research has attempted to measure the value and contribution of Tasmania’s parks and reserves for the State and its regional economies. Thapa et al (2000) reported expenditure of $45.02 million by national park visitors in the year ending June 1995, supporting 4,200 jobs. In 2008, Gillespie Economics and BDA Group produced a report to the Commonwealth Department of Environment, Water, Heritage and the Arts, estimating the economic activity associated with Australia’s World Heritage Areas. The impact of visitor spending (direct and indirect) from the Tasmanian Wilderness World Heritage Area was estimated at $321.8 million (year ending June 2007), supporting 5,572 jobs (see Dennis 2010, *The Economic Value of Tourism to National Parks and Protected Areas in Australia*).

In mid 2014, a socio-economic impact study on the Overland Track was carried out by an independent researcher. The key findings from that study are:

• The Overland Track is one of Australia’s iconic walks and has a significant effect on the identity and economy of Tasmania.

• The track has two direct effects on the State, first as an impetus of regional economic development, and second as a direct contributor to the economy through tourism expenditure.

• Directly, 3,490 visitors walked the track in 2012-13, spending an estimated $8.35 million into the Tasmanian economy.

• Total impact on the State economy of direct and indirect tourism expenditure from the Overland Track for 2012-13 is $16.9 million and 85.6 FTE jobs.

Despite the above, there have been no regular or especially recent attempts to measure the value of Tasmania’s parks and reserves as a whole, and their contribution to tourism and regional economies.
Measuring Progress

It is essential to measure, monitor and report on a range of measurements and milestones in order to benchmark progress against our objectives and to identify emerging issues and opportunities.

The key indicator for government and industry is:

1. Market share of visitors to Tasmania also visiting parks and reserves
   - **Benchmark:** In the year ending June 2014, approximately 380,800 visitors to Tasmania also visited a national park (36.3% of visitors).4
   - **Goal:** Maintain or increase the market share of visitors to Tasmania also visiting national parks.

The following measurements and indicators will also be used to track the progress of Parks 21 in facilitating sustainable tourism activity and enhancing the visitor experience in Tasmania’s national parks and reserves:

2. Commercial Visitor Services operators holding a licence or lease
   - **Benchmark:** In the year ending June 2014, there were 42 tourism focused leases on reserved land, and 159 licensed tourism businesses operating within the reserve system.
   - **Action:** In addition to the number of licensed operators, the PWS will also track licensed businesses by type (for example guided walk, cruise, etc.) in order to better inform market analysis and infrastructure planning activities.
   - **Goal:** Increase the number of sustainable tourism businesses operating within the reserve system through Commercial Visitor Services processes, including expressions of interest.

3. Commercial Visitor Services operator satisfaction
   - The PWS and TiCT assess licensed operator satisfaction through regular forums and ad hoc feedback.
   - **Benchmark:** Not currently available
   - **Action:** TiCT will include a question regarding tourism in parks and reserves in its regular Tasmanian Tourism Industry Sentiment Survey. The PWS and TiCT will also conduct an annual survey of accredited licensed operators to assess their expectations and satisfaction.
   - **Goal:** Address operator issues and increase operator satisfaction with the PWS.

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4. Tourism Tasmania, Tasmanian Visitor Survey year ending June 2014 (Visitor Activities)
4. **Commitment to tourism accreditation and performance standards**

Licensed operators are required to obtain and maintain accreditation with a TICT endorsed tourism accreditation program as a condition of their Commercial Visitor Services licence. Accredited licensed operators are able to sign a Memorandum of Understanding to use the PWS branded Share the Wonder (accredited licensed operator) logo in their marketing.

**Benchmarks:** 147 licensed operators are ATAP accredited (73% of operators). 35 accredited licensed operators have signed the MOU to use the Share the Wonder (accredited licensed operator) logo (24% of eligible operators).

**Action:** Introduce Key Service Performance Indicators into PWS Commercial Visitor Services licences and leases.

**Goals:** To increase the number of licensed operators accredited within 12 months of operation under their licence. Increase the number of operators using the Share the Wonder logo.

5. **Visitor satisfaction and feedback**

The PWS and TICT collect feedback forms from visitors regarding licensed and accredited tourism operators. This feedback is used to identify issues and provide advice for service improvement.

**Benchmark:** Not currently available.

**Action:** The PWS and TICT will work together to compile all feedback and produce a yearly report card on visitor experiences across Tasmania's reserve system.

**Goal:** Work with tourism operators and PWS staff to improve the visitor experience and reduce the incidence of negative feedback.

6. **Commitment to conservation through tourism**

A number of licensed operators participate in responsible tourism, philanthropic and conservation initiatives, but the full extent of their contribution is not known. The PWS manages the Green Guardians program, where licensed operators can include hands-on conservation activities (e.g. wildlife surveys, road kill biopsies, weed clearing) as a component of their tourism experience. TICT has launched the Tasmanian Environmental Leaders Program, where accredited operators can use the international EarthCheck system to evaluate, benchmark and improve their sustainability.

**Benchmarks:** 10 licensed operators are members of the Green Guardians program. A number of other accredited licensed operators are EarthCheck or EcoTourism Australia Assessed, Evaluated or Certified.

**Action:** The PWS and TICT will conduct an annual audit of accredited licensed operators to determine how many operators are participating in other responsible tourism, philanthropic and conservation initiatives.

**Goal:** To increase the number of operators participating in responsible tourism, triple bottom line reporting, and public-private or philanthropic conservation partnerships to illustrate how tourism can assist with on ground conservation initiatives.
7. Revenue raised through PWS business enterprises

Retained revenue is raised through PWS tourism related enterprises, including the collection of park entry fees, the operation of visitor centres, the Overland Track and Commercial Visitor Services fees.

**Benchmark:** Over the six years of the retained revenue agreement for the above, the revenue collected from tourism related enterprises for the PWS has increased by 41%, an average of over 6% per year.

**Goal:** Continue to increase revenue raised through PWS tourism related enterprises.

8. Value of Investment and Employment

**Benchmark:** The PWS currently provides both direct and indirect employment opportunities, many within regional Tasmania. There are approximately 300 staff employed directly by the PWS. There are hundreds of jobs created from nature based tourism operations.

**Action:** Measure the value of investment within parks and reserves, including the retained revenue raised as part of Commercial Visitor Services, investment attraction, direct job creation, indirect job creation with commercial operations.

**Goal:** Measure some of the indicators associated with the economic value of parks and reserves.

9. Community Monitor

The PWS commissions a survey of Tasmanians every three years on various issues with regard to management of parks and reserves in Tasmania. This survey is known as the “Community Monitor”.

Results from this survey are publicly available and provide us with a benchmark for public opinion.

The survey can ask about satisfaction with the PWS’ performance, comparison with past performance, and community attitudes about balancing development and conservation.

**Benchmarks:** In the most recent survey (2014):

a) An estimated 65% of Tasmanians were either extremely satisfied (16%) or satisfied (49%) with the “PWS’ management of parks and reserves”. Very few Tasmanians were dissatisfied or very dissatisfied (3%).

b) Fewer Tasmanians (17%) believe that the PWS is performing better than it was five years ago – down from 36% in 2010.

c) An estimated 55% of Tasmanians strongly agree or agree that the “PWS is achieving a good balance between managing access and conservation”.

**Goal:** To increase the PWS’ positive results from the Community Monitor across the relevant indicators.
Working Together

The agreed strategy depends on the Tasmanian tourism industry and the PWS working together in order to achieve the objectives of Parks 21.

TICT and the PWS will work together by:

- Establishing a Parks 21 Working Group to meet twice yearly and review the progress of strategies against the objectives.
- Holding regular Nature Based Tourism Operator forums with agenda items specifically relating to the objectives of Parks 21.

The Working Group will consist of representation from TICT and the PWS, and will present an annual progress report to the Minister for Environment, Parks and Heritage through the PWS Executive, the TICT Board and key external stakeholders.

Regular briefing papers will be prepared for the TICT Board and PWS Executive meetings, and an executive member of the PWS (or their representative) will be invited to attend TICT Board meetings as an observer.

The Working Group will begin a comprehensive review of the Parks 21 objectives and strategies in 2019.

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PHOTO CREDITS:
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