

Orange360

**Strategic Plan
2026–2030**



Our Vision

For the Orange Region to be the
leading year-round destination in
regional NSW



Our Mission

Orange360 is a not-for-profit organisation supported by Blayney Shire, Cabonne and Orange City Councils, and industry partnerships. Our mission is to drive sustainable tourism growth, enhance visitor experiences, and promote economic prosperity in the Orange Region through innovative destination marketing, tourism industry development and advocacy. We are committed to fostering regional growth, attracting increased visitation and showcasing the unique offerings of our vibrant region.

Our Values

Orange360 demonstrates our core values through our behaviour, function and operation.

- We are responsive and versatile.
- Collaboration and teamwork are key to our success.
- We are committed to making a difference for our customers, members, the tourism industry and all stakeholders.
- Integrity and transparency in our actions and outcomes are at the core of our business.

Our Principles

The principles that guide Orange360 action and decision making are to:

- Lead with regional strengths.
- Place the visitor experience first.
- Encourage and facilitate continual improvement.
- Promote regional collaboration and unity.
- Seek positive engagement.
- Epitomise "stronger together".
- Be considerate and egalitarian.

Strategic Approach

Orange360's strategic approach for 2026–2030 is built on two priorities. They are mutually reinforcing.

A strong brand and innovative marketing depend on a connected, capable industry and a connected industry has more to rally around when brand and marketing initiatives are performing.

Priority 1 — Build the Orange Region brand and drive visitation

Priority 2 — Lead and connect the regional tourism industry



Priority 1

Build the Orange Region brand and drive visitation.

A clear, distinctive identity for The Orange Region is the foundation of everything Orange360 does. This priority covers brand stewardship, destination marketing campaigns, always-on digital, content and itineraries, and the management and promotion of flagship and regional events. It is the foundational work that brings visitors to the region and gives tourism industry partners something to focus on and amplify: A single brand voice in support of regional destination marketing activity.

Objectives — what does success look like?

- Domestic overnight visitor numbers and occupancy rates grow year on year.
- The Orange Region is recognised as a leading year-round regional tourism destination in NSW.

Our Priority Actions 2026 - 27

ANNUAL ACTION PLAN. The actions below are committed for 2026/27. They are reviewed and refreshed annually, captured each year through the **Annual Marketing Plan** presented to the board and led by the marketing 'think tank'.

Strategic priorities and objectives stay constant for the term of the plan; the actions through which they are delivered evolve with the operating environment, opportunities and learnings.

1. Brand management

- Better articulate the Orange Region brand identity through the development of a brand story document to inform marketing strategy and activation and support partnerships activity.
- Develop and maintain Orange Region brand identity and associated assets, applying them consistently across all marketing communications.
- Maintain brand integrity through sharing branded marketing assets and images for members and partners to amplify the promotion of the regional brand

2. Visitor promotion

- Develop and deliver the Annual Marketing Plan, setting out campaign calendar, channel strategy, content priorities and budget allocation for the year, endorsed by the board.
- Convene the marketing think tank, the board's marketing sub-committee, to shape the Annual Marketing Plan and provide ongoing strategic input on brand, campaigns and content priorities.
- Deliver seasonal destination marketing campaigns across paid and owned channels, with whole-of-region activation including Cabonne and Blayney villages.
- Run always-on content marketing across digital channels
- Adapt always-on digital, SEO and content practice to AI-driven visitor discovery (generative engine optimisation, or GEO), ensuring the Orange Region brand, content, listings and operator data remain visible
- Promote regional dispersal through itineraries, guides and seasonal campaigns.
- Manage media, PR and influencer enquiries and host on-brand media famils.
- Promote flagship and regional events through owned media channels and industry partnerships.
- Continue to support industry conference or event enquiries
- Design, collate and promote the annual Fire Festival

How we will measure success

PRIORITY	OBJECTIVES	KEY PERFORMANCE INDICATORS	MEASURES	DATA SOURCES
Build the Orange Region brand and drive visitation	Domestic overnight visitor numbers and occupancy rates grow year on year.	- Domestic overnight visitor numbers - Total visitor numbers - Average occupancy year on year for Orange Region - Benchmark Orange Region growth and or market share against key competitor markets eg. Bathurst, Mudgee, Hunter Valley	- Year on year increase - Total Visitors - Domestic overnight visitors - Average occupancy - Orange Region market growth performs well against competitor destinations % growth	- Tourism Research Australia - Localis
	The Orange Region is recognised as a leading year-round regional tourism destination in NSW.	- Brand recognition in NSW domestic market - Destination awareness, appeal, engagement - via Google & Meta social media, Search and Website user data - Increased awareness of the individual towns and villages of the Region	- Orange Region rates above 60% for Awareness and 20% for appeal for surveyed NSW market - Year on Year % Increase on unique website visitors - Increase in google search and direct referrals - Year on Year % growth Instagram social media engagement - through follows, saves, shares, link clicks. Video view and social interactions - Villages & Towns promoted with the brand story and content	- DNSW Brand Engagement Monitor - Google Analytics - Meta Data (Instagram) - Increased content and exposure of Villages and Towns
	Develop and execute effective Marketing Strategies and Annual Plans	- Annual Marketing Plan development in consultation with Stakeholders linked to O360 Strategy - Growth of engagement measures of Orange360 owned channels - Annual Marketing budget spend no less than 30% of operating budget - Quarterly Marketing and Campaign Review	- Increased audiences, followers and increased exposure. - Increase engagement with Orange360 owned channels - Regional representation in creatives, assets exposure and content	- DNSW Brand Engagement Monitor - Google Analytics - Meta Data (Instagram) - Increased content and exposure of Villages and Towns - Financial report

Priority 2

Lead and connect the regional tourism industry.

A strong, connected industry is both an outcome and an enabler. This priority covers Orange360's work with members, with the broader tourism industry across the three LGAs, with the three funding councils, and within state and regional tourism frameworks. It includes membership engagement, industry capability building, visitor experience and product development, and Orange360's role as the recognised voice for tourism across the Orange Region.

Objectives — what does success look like?

- A growing, engaged membership that advocates for Orange360 and supports its brand campaigns.
- Industry capability is improving and new sectors are being serviced with high-quality experiences.
- Members understand the Orange360 value proposition and participate in its programs.
- Orange360 is the recognised lead voice for tourism across the three LGAs.
- Strong, structured relationships are established and maintained with the three funding councils.

Our Priority Actions 2026 - 27

Reviewed annually as per Priority 1.

- Implement an annual stakeholder engagement plan that supports destination marketing, member and stakeholder value.
- Convene the regional tourism industry, members and non-members, through networking and collaboration events across the three LGAs.
- Conduct an annual industry sentiment survey check to track engagement, capability and satisfaction.
- Review the membership structure and benefits annually, full review biennially.
- Support industry capability building through promoting workshops, briefings and support toolkits.
- Facilitate visitor experience and product development through promotion of DNSW and DNCW strategies and initiatives and industry development activity
- Establish and maintain strong, structured relationships and communication with the three funding councils.
- Represent the region in state and federal visitor economy related forums and through media.
- Maintain brand integrity and connect members to the Brand through articulating the Orange Region brand story clearly to members.
- Sharing branded marketing assets and images for members and partners to amplify the promotion of the regional brand
- Maintain an up-to-date membership database and share insights, data and content via regular industry communications.

How we will measure success

PRIORITY	OBJECTIVES	KEY PERFORMANCE INDICATORS	MEASURES	DATA SOURCES
Lead and connect the regional tourism industry	- A growing, engaged membership that advocates for Orange360 and supports its brand campaigns. - Industry capability is improving and sectors are being serviced with high-quality experiences. - Members understand the Orange360 value proposition and participate in its programs. - Orange360 is the recognised lead voice for tourism across the three LGAs. - Annual Membership Engagement Plan & Strategy Review - Strong, structured relationships are established and maintained with the three funding councils.	- Membership number growth - Member retention - Growth in experience listings on the Orange360 website and ATDW - Increased member engagement and member satisfaction (annual survey)	- Annual nett gain of membership revenue - Product, events and experiences listings increase through orange360.com.au - Increase in Membership involvement and attendance at activities/events - Annual survey shows positive engagement and satisfaction with Orange360 - Member communications and activities are valued for relevance and satisfaction by members	- Orange360 Membership Data - ATDW Listings July 1 vs June 30 – per LGA and total. - Annual Orange360 Membership Engagement Survey - 20% (Industry benchmark 5-30%) participation from members in the annual Orange360 membership survey - 80% rate either “Very Satisfied” or “Satisfied” <i>How satisfied are you with your overall experience and interactions with Orange360 over the last 12 months?</i>

Operating Environment

The 2026–2030 plan period is shaped both by external forces, stronger competition from other regional NSW destinations, rising visitor expectations, and a more demanding digital marketing environment, and by Orange360's own strategic position. Set out below are the risks Orange360 will manage and the enablers it will leverage across the term of the plan.

Risks

- Council dependency. The ongoing tri-partisan funding agreement is critical and not guaranteed beyond current funding terms.
- Limited control over product and visitor experience. Orange360 can market the region but cannot deliver the on-the-ground experience directly.
- Team bandwidth and resourcing. Four people delivering a broad mandate across three LGAs are stretched. Prioritisation is essential. Development of skills e.g. AI and industry knowledge.
- Expectations vs resources. Member and council expectations may exceed what a small team can reasonably deliver. Agreement on prioritisation is essential.
- Reputation as first-choice agency. Maintaining authority and independence
- Economic conditions. Cost of travel, consumer confidence and external shocks remain outside Orange360's control.

Enablers

- Four-year funding commitment. Gives Orange360 the planning horizon it has lacked.
- Tri-partisan council support. Continued alignment across the three LGAs remains the foundational enabler for everything Orange360 does.
- Commercial and statutory independence. The TDO Ltd structure allows Orange360 to operate independently of council politics.
- Consolidated revenue base. Council funding plus member revenue creates a stable operating platform.
- Strong industry relationships. 265 members, growing engagement and 88% satisfaction provide a willing partner base.
- Committed board. The TDO Ltd Board provides governance, strategic oversight and stakeholder credibility.

Internal Capability

Orange360's ability to deliver on the two priorities rests on a small but capable team and a well-governed organisation. The following are not strategic priorities but standing organisational commitments.

Team

- Build and retain a stable, skilled team.
- Be an employer of choice in the regional tourism and marketing field
- Develop thought leadership and industry competence.
- Adopt AI tools where they extend team capacity safely, for content production, data analysis and customer insight, within agreed governance and brand standards
- Have the autonomy to outsource / engage appropriately selected third party providers to fill resource gaps or provide speciality skills.

Governance

- Maintain a diverse, experienced and responsive board.
- Uphold the TDO Ltd constitution.
- Ensure transparency with councils and funding partners.
- Maintain insurance, WHS, privacy and compliance obligations to the standard required of a not-for-profit funded by public sources.
- Maintain the systems, data and dashboards that support evidence-based decisions and clear funder reporting.
- Continuously improve member systems, CRM hygiene and operating processes.