

## Workforce Leadership OPTIMISE WORKFORCE CONTRIBUTION

Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>Allocates work tasks appropriately to make the best use of the skills and strengths of people in the team</p> <p>Identifies current and potential resource/capability gaps in the team and seeks advice on how to manage them</p> <p>Ensures that team members make effective use of time and resources</p>	<p>Develops team/project plans that make the best use of the skills and strengths of people in the team</p> <p>Plans and monitors resource allocation against unit/project plans</p> <p>Identifies solutions to current and potential resource/capability gaps</p> <p>Participates in workforce planning to ensure the availability of capable resources</p>	<p>Develops team/project plans that take into consideration individual capabilities, strengths and preferences</p> <p>Identifies opportunities for stretch assignments to help grow the capabilities and experience of staff</p> <p>Plans and monitors team resource allocation in line with organisational priorities</p> <p>Makes informed contributions to workforce planning and resource allocation processes</p> <p>Makes good recruitment decisions based on the capabilities, knowledge and experience required in the role</p>	<p>Ensures resource management plans effectively distribute people resources in line with priorities</p> <p>Develops workforce management plans that link to current and future organisational priorities and objectives</p> <p>Uses talent management processes to guide learning and development investment and to allocate critical roles</p> <p>Recruits capable people with varied backgrounds, styles and strengths</p>	<p>Ensures that operating models, systems, processes and workforce structure are aligned to key organisational strategies</p> <p>Overses the workforce management strategy to ensure the organisation is the right size and shape to deliver outcomes</p> <p>Champions the benefits of diversity and ensures hiring practices attract diverse applicants and minimise selection biases</p> <p>Ensures talent management processes are in place to inform organisational development priorities and investment decisions</p>

# Workforce Leadership LEAD AND MANAGE CHANGE

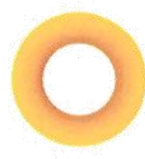
Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>Supports change initiatives through words and actions</p> <p>Shares information and communicates change processes</p> <p>Supports the team to accept and manage uncertainty and change</p> <p>Identifies and implements improvements to work processes and practices</p> <p>Identifies and reports potential barriers to change</p>	<p>Promotes change initiatives and helps the team to understand the purpose and benefits</p> <p>Provides guidance and support through change processes</p> <p>Initiates improvements to work systems, processes and practices in consultation with team members</p> <p>Ensures work procedures support changes</p> <p>Identifies potential barriers to change and takes steps to address them</p>	<p>Promotes change initiatives, explaining the purpose and benefits and the implications for the team</p> <p>Contributes to efforts to involve staff and stakeholders at various stages of the project</p> <p>Provides clear guidance, coaching and support through change processes</p> <p>Contributes to efforts to align organisational structures, systems, processes and culture to changes</p>	<p>Translates change initiatives into practical strategies, including the role of staff in implementing them</p> <p>Analyses the change context to identify the level of consultation and involvement required from staff and stakeholders</p> <p>Develops appropriate approaches to involve staff and stakeholders at various stages of the project</p> <p>Implements structured processes to manage structural, system, process and cultural barriers to change</p> <p>Provides coaching and leadership in times of uncertainty and difficulty for staff</p>	<p>Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences</p> <p>Analyses the change context to develop the right change approach for the organisation, community and region</p> <p>Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment</p> <p>Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes</p> <p>Anticipates, plans for and addresses cultural barriers to change</p>

Elected Members

# PERSONAL ATTRIBUTES



# Personal Attributes MANAGE SELF



Councillor

- Talks to the mayor, general manager and other councillors about own role and responsibilities, and seeks feedback
- Pursues responsibilities with energy, drive and commitment
- Manages own time effectively, balancing demands in line with council priorities
- Shows awareness of own strengths and areas for growth
- Looks for and takes opportunities to develop knowledge and skills as a councillor



Mayor

- Honestly examines personal motivation and capability as mayor
- Reflects on and integrates feedback, showing a capacity and willingness to modify own behaviours

## Personal Attributes DISPLAY RESILIENCE AND ADAPTABILITY



Councillor

Is flexible and willing to change his/her mind in light of new information  
 Stays calm and objective in challenging situations  
 Advocates constructively for an idea or position, even in the face of strong, contrary views  
 Listens when challenged and seeks to understand criticisms before responding  
 Stays positive and perseveres in the face of resistance or setbacks  
 Accepts public feedback and responds in a thoughtful and considered way



Mayor

Reads situations quickly and shows leadership in times of crisis  
 Acts as a stabilising influence in challenging and emotionally charged situations

## Personal Attributes ACT WITH INTEGRITY



### Councilor

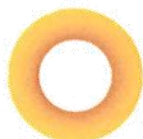
- Is open, honest and consistent in words and behaviour
- Tells the truth and admits to own mistakes
- Maintains confidentiality
- Takes steps to clarify ethical issues and seeks advice when unsure what to do
- Follows the code of conduct, legislation and policies applicable to councilors
- Speaks out against illegal and inappropriate behaviour and perceived conflicts of interest



### Mayor

- Helps councilors understand their obligations to comply with the codes of conduct, legislation and policies
- Identifies and discusses ethical issues with other councilors
- Promotes a culture of integrity within council and in dealings external to council

# Personal Attributes DEMONSTRATE ACCOUNTABILITY



Councillor

- Prepares appropriately for council meetings
- Acts in the public interest and observes the highest standards of personal conduct at all times
- Takes responsibility for fulfilling the role of councillor/mayor to the best of his/her ability
- Is transparent in actions and decision making; declaring potential conflicts



Mayor

- Models the highest standards of accountability, providing transparency to enable public scrutiny
- Provides advice on strategies taken by council to be accountable, transparent and efficient

# Elected Members RELATIONSHIPS





Councillor



- Clearly communicates ideas and arguments
- Adjusts tone, pace and message for different audiences
- Listens when others are speaking and asks appropriate, respectful questions
- Shows sensitivity to cultural, religious and other individual differences when interacting with others
- Uses communication channels that are suitable for the diversity in the community
- Creates opportunities for people to engage with council and contribute to public discussion and debate

Mayor



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- Adjusts tone, pace and message for different audiences
- Listens when others are speaking and asks appropriate, respectful questions
- Shows sensitivity to cultural, religious and other individual differences when interacting with others
- Uses communication channels that are suitable for the diversity in the community
- Creates opportunities for people to engage with council and contribute to public discussion and debate

## Relationships COMMUNITY AND CUSTOMER FOCUS



Councillor

Keeps up to date on current issues affecting the community

Shows pride in and talks positively about the community and region

Commits time and energy to serving the community

Works towards social, environmental and economic sustainability in the community/region

Collects and uses broad community feedback to identify opportunities for improvement

Buils effective relationships with a range of people who reflect the diversity in the community



Mayor

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Shows pride in and talks positively about the community and region

Commits time and energy to serving the community

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## Relationships WORK COLLABORATIVELY



Councilor

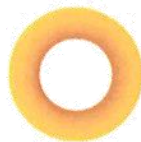
Shares information with other councilors about community issues, stakeholders and activities  
Is respectful of council staff and receptive to their advice  
Shows respect for the diversity of skills and experience on the governing body  
Initiates collaborative forums on issues facing the community  
Works together with stakeholder networks for the benefit of the community and region



Mayor

Encourages councilors to work collaboratively  
Builds a productive working relationship with the general manager based on clear expectations, trust and respect  
Supports positive relations between the general manager and the governing body  
Builds partnerships between council and external stakeholders that are of strategic value to council  
Facilitates and supports strategic collaboration with other councils to benefit the broader region

## Relationships INFLUENCE AND NEGOTIATE



Councillor

Uses understanding of political processes and networks to develop a negotiation strategy  
 Listens to contrary points of view and endeavours to find common ground  
 Influences others with a fair and considered approach and sound arguments  
 Avoids starting from an entrenched position and is willing to give and take  
 Wins concessions without damaging relationships



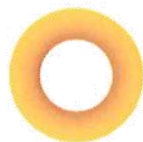
Mayor

Establishes and maintains relationships outside council in order to find common ground and further council's position  
 Anticipates points of contention and plans negotiations accordingly  
 Steers discussion and debate towards achieving an acceptable outcome

# Elected Members RESULTS



## Results PLAN AND PRIORITISE



Councillor

Identifies and pursues critical priorities and sets aside less critical activities  
 Contributes to setting clear performance goals that include quality measures  
 Considers council performance reports and rollover of projects when making new plans  
 Considers the impact of changes, e.g. government policy/economic conditions and budgets, on strategic plans  
 Incorporates sound risk management principles into strategic planning



Mayor

Works with the general manager to translate strategic direction into a delivery program and operational plan  
 Monitor's progress against the delivery program and operational plan  
 Considers council's current and potential future role within the community and region when planning

# Results THINK AND SOLVE PROBLEMS



Councillor

Gathers and investigates information from a variety of sources  
Asks questions to get to the heart of the issue and define the problem clearly  
Considers the broader context and long-term impacts of policy options  
Works with others to assess options and identify appropriate solutions



Mayor

Gathers and investigates information from a variety of sources  
Asks questions to get to the heart of the issue and define the problem clearly  
Considers the broader context and long-term impacts of policy options  
Works with others to assess options and identify appropriate solutions

# Results CREATE AND INNOVATE



Councillor

Thinks about issues and opportunities from different viewpoints

Looks for non-obvious solutions

Encourages independent thinking and new ideas from others

Explores innovative solutions with long-standing community-wide impact



Mayor

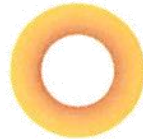
Thinks about issues and opportunities from different viewpoints

Looks for non-obvious solutions

Encourages independent thinking and new ideas from others

Explores innovative solutions with long-standing community-wide impact

# Results DELIVER RESULTS



Councillor

Monitors and provides advice on the delivery of customer/community focused services  
Instigates and champions initiatives to deliver community outcomes  
Identifies and addresses potential risks to the achievement of council goals



Mayor

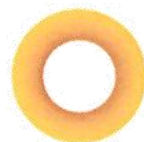
Engages with senior staff about strategies to improve council performance

# RESOURCES

Elected Members



# Resources FINANCE



Councillor

- Uses basic financial terminology appropriately
- Makes informed contributions to debate about the allocation of financial resources
- Demonstrates respect for public funds and the obligation to manage council resources responsibly
- Is aware of financial risks and strategies to manage and mitigate these
- Is able to discuss implications of council's long term financial plan, audited financial statements and budget reviews
- Identifies and supports opportunities to generate revenue and attract investment



Mayor

Promotes the role of sound financial management and its impact on council effectiveness

## Resources

# ASSETS AND TOOLS



Councilor

- Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan
- Makes informed contributions to debate about the allocation of assets to community priorities
- Supports asset risk minimisation strategies, plans and outcomes for council
- Promotes the role of councils as custodians of community assets
- Ensures asset management decisions consider long term financial sustainability

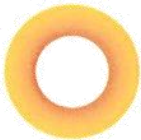


Mayor

- Promotes the role of sound asset management and its impact on long term financial sustainability



Councillor



Uses a range of technologies to communicate and engage with the community  
Supports the introduction of new technologies to improve the efficiency and effectiveness of the council

Mayor



Uses a range of technologies to communicate and engage with the community  
Supports the introduction of new technologies to improve the efficiency and effectiveness of the council



Councillor

Exercises commercial acumen in reviewing and approving council contracts and tenders  
Makes decisions on council tenders according to value for money and community benefit



Mayor

Exercises commercial acumen in reviewing and approving council contracts and tenders  
Makes decisions on council tenders according to value for money and community benefit

LOCAL GOVERNMENT CAPABILITY FRAMEWORK

# Elected Members CIVIC LEADERSHIP



## Civic Leadership REPRESENT COMMUNITIES



Councillor

Makes himself/herself available to discuss issues and council activities with members of the community

Seeks to understand the range of views on complex issues in the community

Raises issues that are important to constituents with council

Treats all people in the community impartially and champions their right to be heard

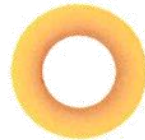


Mayor

Uses a variety of approaches to gather views from a range of individuals and organisations

Advocates for local interests in dealings with external stakeholders, including other sectors and governments

Civic Leadership  
**INSPIRE DIRECTION AND PURPOSE**



Councillor

- Demonstrates passion, enthusiasm and personal dedication to council's vision for the community
- Champions the community strategic plan and communicates the way forward
- Encourages community involvement in council planning processes
- Communicates the context and parameters surrounding council strategies and plans



Mayor

- Communicates purpose and plans using a variety of channels to reach many audiences
- Regularly communicates progress against the community strategic plan

# Civic Leadership GOVERN RESPONSIBLY



Councillor

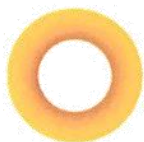
- Contributes constructively to debate in council
- Works towards consensus as a member of the governing body
- Contributes to a positive and ethical culture within the governing body
- Participates responsibly in exercising council's employer functions in relation to the general manager
- Acts in a way that preserves the health and safety of people in the council workplace



Mayor

- Leads constructive council meetings with a view to reaching consensus
- Cultivates a positive and ethical culture within the governing body
- Works with the general manager to ensure legal and regulatory frameworks are applied consistently by council
- Sets clear performance standards for the general manager and monitors progress
- Regularly discusses performance with the general manager and addresses performance issues early

# Civic Leadership MAKE QUALITY DECISIONS



Councillor

- Makes considered decisions on merit in the public interest
- Considers information about the context and regulatory environment before making decisions
- Considers financial and budget implications, including value for money, in making decisions
- Explains council decision-making processes to constituents
- Communicates the decisions of council in a respectful way, even if own position was not adopted
- Assists the community to understand council decisions in context, considering priorities and constraints



Mayor

- Ensures council works through issues, considering all relevant information, before making decisions
- Ensures council considers financial and budget implications in making decisions

**Location**  
Level 8,  
28 Margaret Street  
Sydney NSW 2000

**Mailing Address**  
GPO Box 7003  
Sydney NSW 2001

**Phone:** 02 9242 4000  
**Email:** [lgnsw@lgnsw.org.au](mailto:lgnsw@lgnsw.org.au)



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## General Manager - 21 September 2017

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**ITEM 12.10**                      **Action Summary - Council Decisions**

**FILE REFERENCE**    **I17/486**

**AUTHOR**                      **General Manager**

### **ISSUE**

Details are provided of action taken with respect to Council decisions.

**RECOMMENDATION**      That –

1. Council receive and note the report as information.

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### **BACKGROUND**

Details are provided of action taken with respect to Council decisions.

### **REPORT**

Summary sheet from the:-

#### **Council Meeting: 18 May 2017**

153/17	Council offers for sale, at the current market valuation, approximately 0.8 of a hectare of the available land that abuts the Crookwell Airstrip (being part Lot 421 DP 257517) to Icarus Air International Pty Ltd.	GM	Email correspondence received on 2 August 2017.
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#### **Council Meeting: 17 August 2017**

238/17	Council offer a \$1000 sponsorship for the 2017 Spring Sculpture Garden exhibition on 11 November 2017 as the major sponsor of the event.	GM	Correspondence forwarded on 16 August 2017.
252/17	A report on the project commencement of the Crookwell Memorial Oval Community Sports Centre be provided to the 21 September 2017 Council Meeting.	DOW	Report placed before the 21 September 2017 Council Meeting.

**General Manager****ACTION SUMMARY - COUNCIL DECISIONS** cont'd

253/17	Council adopt the reviewed Government Information Public Access (GIPA) Agency Information Guide.	EA	Placed in Register and on the Website on 31 August 2017.
254/17	Council adopts the reviewed Government Information Public Access (GIPA) Policy.	EA	Placed in Register and on the Website on 31 August 2017.
257/17	Council adopt the Work Health & Safety Policy.	EA	Placed in Register and on the Website on 31 August 2017.
258/17	Council adopt the Time in Lieu of Overtime Policy.	EA	Placed in Register and on the Website on 31 August 2017.
258/17	Council adopt the Training Policy.	EA	Placed in Register and on the Website on 31 August 2017.
258/17	Council adopt the Employee Annual Performance Review Policy.	EA	Placed in Register and on the Website on 31 August 2017.
259/17	Council, in accordance with Section 253, of the Local Government Act 1993, places the Payment of Expenses and Provision of Facilities Policy on public exhibition for 28 days.	GM	Advertisement placed in local newspapers and on Council's website commencing 18 August 2017.
260/17	Footpath/cycleway projects to be submitted as community infrastructure projects for Round 1 of the Stronger Country Communities Fund.	GO	Grant applications submitted on 12 September 2017.
264/17	Council engages the services of a consultant who can prepare a business and economic development strategic plan specifically for the Upper Lachlan LGA and has the necessary contacts in both State and Federal Governments to be able to lobby on Councils behalf with a budget of approximately \$50,000.	DEP	Awaiting the release by the NSW Government, of the Regional Economic Development Strategy (REDS), for the Functional Economic Region (FER), which includes the Goulburn-Mulwaree, Yass Valley and Upper Lachlan LGA's.
267/17	Council accepts the tenders submitted for Contract WO 10/17 – The Supply and Installation of Road Safety Barrier Systems for the period up until 30 June 2019.	DOW	Correspondence forwarded on 16 August 2017.

**General Manager****ACTION SUMMARY - COUNCIL DECISIONS** cont'd

269/17	The General Manager under delegated authority executes the contract with ATI Australia Pty Ltd.	DFA	Contract forwarded on 8 September 2017.
270/17	Council delegates the General Manager the authority to execute the Legal Services Agreement contract with each law firm selected to the Upper Lachlan Shire Council Local Legal Services Panel and affix the Common Seal of Council.	DFA	Correspondence forwarded CBRJO accepting the agreements on 21 August 2017.
273/17	Council concurs with the terms of the proposal, wherein an Annual Licence Fee of \$5,000.00 (GST inclusive) be paid to the Crookwell Golf Club Limited, as well as a Specific Job Fee of \$3,000.00 (GST inclusive) be paid to the Crookwell Golf Club Limited, for each occasion on which Goldwind Australia Pty Ltd will exercise their access under the Licence Deed.	GM	Correspondence forwarded on 16 August 2017.
274/17	Council seek a current market valuation for Parish of Guineacor, part Lot 1 DP 743457 (being approximately 1349m <sup>2</sup> ).	GM	Correspondence forwarded on 16 August 2017.

**POLICY IMPACT**

Nil

**OPTIONS**

Nil

**FINANCIAL IMPACT OF RECOMMENDATIONS**

Nil

**RECOMMENDATION** That –

1. Council receive and note the report as information.

**ATTACHMENTS**

Nil



## **14        REPORTS FROM OTHER COMMITTEES, SECTION 355 COMMITTEES AND DELEGATES**

The following item is submitted for consideration -

14.1	Reports for the month of August 2017	274
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## Reports from Other Committees, Section 355 Committees and Delegates - 21 September 2017

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### ITEM 14.1

### Reports for the month of August 2017

#### RECOMMENDATION:

That Item - Minutes of Committee/Information listed below be received:

1. STARTS – Half Yearly Report.
2. Christmas in the Park Committee – Minutes from meeting held 1 August 2017.
3. Taralga Historical Society – Newsletter 3 – 2017.
4. Tourist Association – Minutes from meeting held 15 August 2017 and updated 2020 Strategic Plan.
5. Building Review Committee – Minutes from meeting held 28 August 2017.
6. Gunning Shire Hall and Showground Committee – Minutes from meeting held 4 September 2017.
7. CENTROC – Mayoral Board meeting held 23 August 2017.

#### ATTACHMENTS

1. <a href="#">↓</a>	STARTS - Half Yearly Report 2017	Attachment
2. <a href="#">↓</a>	Christmas in the Park Committee - Minutes from meeting held 1 August 2017	Attachment
3. <a href="#">↓</a>	Taralga Historical Society - newsletter 3 - 2017	Attachment
4. <a href="#">↓</a>	Tourist Association - Minutes from meeting held 15 August 2017 and 2020 Strategy Plan	Attachment
5. <a href="#">↓</a>	Building Review Committee - 2017-08-28 - Minutes - Attachments	Attachment
6. <a href="#">↓</a>	Gunning Shire Hall and Showground Committee - Minutes from meeting held 4 September 2017	Attachment
7. <a href="#">↓</a>	CENTROC - Mayoral Board meeting held 23 August 2017	Attachment



**SOUTHERN TABLELANDS ARTS**  
**HALF YEARLY**  
**REPORT**

**[WWW.SOUTHERNTABLELANDSARTS.COM.AU](http://WWW.SOUTHERNTABLELANDSARTS.COM.AU)**

# ARTS AND CULTURE

communities. The newly formed Hilltops Council has come across to the Southern Tablelands Arts Region. The Board has approved a draft Memorandum of Understanding (MOU) for contributing councils. Susan has commenced MOU discussions with councils. We hope to have the MOUs in place by the end of the year. We also have a great new website with a community listing feature to help promote local events.

**ARTS AND ENVIRONMENT:** Southern Tablelands Arts has continued its arts and environment program across the region with 6 new workshops focused on reducing food waste and funded through the EPA and Love Food Hate Waste. About 80 people learned about the environmental impact of food waste and printing techniques to create Bees Wax Food Wraps to reduce single use plastics in their homes. We are on the hunt for more funding to support Bee Aware going to Upper Lachlan.

**PROFESSIONAL DEVELOPMENT:** Southern Tablelands Arts has a strong focus around professional development and has created a diverse program: 8 website development workshops. Two other programs will roll out before the end of the year.

**ARTS AND SCIENCE:** Southern Tablelands Arts is the lead agency for the Southern Tablelands Science Hub. We have delivered workshops across the region exploring STEM and Arts. During illuminARTE Wollondilly, Southern Tablelands Arts had a focus on brain health with Neural Knitworks visiting and creating an installation across the front of the library in Picton and an interactive installation called BrainLight showing us in real time how emotions affect the way our brains work. There are two more science hub events this year.

**ARTS AND CULTURE:** Global Sounds was an inter-regional inter-generational event that took place right across the region with vocal, drumming and strings workshops followed by a performance in St Saviours Hall in Goulburn.

## Coming up in the region

- 2 & 9 Sept Website Building for Creatives Queanbeyan.
- 7 Sept 21st Century Tech + Indigenous Culture Goulburn (Science Hub)
- 5& 11 Sept Website Building for Creatives Young
- 13 Sept Tax and Insurance Tips Moss Vale and Goulburn
- 14 Sept Tax and Insurance Tips Bungendore
- 20 Sept Tax and Insurance Tips Yass
- 2 Nov Business Connect Young
- 3 Nov Business Connect Yass
- 4 Nov Business Connect Braidwood
- 19 Nov Maisie's Choir SUMMER Lovin' Concert Yass
- 20 Nov WinePress Murrumbateman (Science Hub)
- 25 Nov Pictures and Popcorn in the Park Goulburn
- 31 Nov Artstate Lismore
- 9 Dec Great Southern Line Anzac Story Launch Moss Vale

Southern Tablelands Arts  
hello@southerntablelandsarts.com.au  
Lvl 1 56 Clinton St  
Goulburn NSW 2580



Arts



**CHRISTMAS IN PARK****MINUTES AGM****THURSDAY August 1<sup>st</sup> 2017 (Rescheduled from July 13<sup>th</sup> – Quorum not met)****Distribution List:**

Simon Bill (Chair), Rhonda Cummins (Secretary) Kerry Barr (Treasurer), Sandra Bill (Assistant Secretary) Robert Bill, Bec Skidmore, Rob Huskinson, Nioka Bill, Ray and Jeanette Moore, Chris Fenton, Alison Howarth, Leonie Loveday, Fiona Landford, Pam Kensit (Council Rep) Darren O'Brien (Council Rep)

**Associate Members:** Cathy O'Conner, Robyn Blowes, Krystal Field, Libby Crowther.

**Present**

Sandra Bill, Robert Bill, Bec Skidmore, Rhonda Cummins Alison Howarth, Rob Huskinson, Ray and Jeanette Moore, Leonie Loveday

**Open\ Apologies****Open at 7.05pm**

Krystal Field, Libby Crowther Kerry Barr, Simon and Nioka Bill, Chris Fenton, , Pam Kensit, Darren O'Brien, Cathy O'Conner, Fiona Landford.

**Sickness kept many of our members away – Moved the Apologies be accepted – Leonie Loveday – seconded – Alison Howarth**

**Minutes of Previous Meeting****Moved:** Sandra Bill**Seconded:** Rhonda Cummins**Carried:** yes**Amendments:** Nil

#	AGENDA ITEM		
1.	<b>BUSINESS ARISING</b>	NIL	
2.	<b>REPORTS</b>		
	2.1 President Report	Attached	
	2.2 Treasurers Report	Attached	
	2.3 Auditors report (presented at next meeting/when complete)		
3	<b>POSITIONS DECLARED VACANT</b>	Ray Moore Took Chair	
4	<b>ELECTION OF NEW COMMITTEE</b>		
	4.1 President / Chair	Simon Bill (Agreed by Simon)	<b>Nominated</b> Sandra Bill <b>Seconded</b> Leonie Loveday
	4.2 Vice President	Rob Huskinson	<b>Nominated:</b> Rhonda Cummins <b>Seconded :</b> Robert Bill
	4.3 Secretary	Alison Howarth:	<b>Nominated:</b> Sandra Bill <b>Seconded :</b> Jeanette Moore
	4.4 Assistant Secretary	Rebecca Skidmore	<b>Nominated:</b> Leonie Loveday <b>Seconded :</b> Alison Howarth
	4.5 Treasurer	Kerry Barr (agreed by Kerry)	<b>Nominated:</b> Sandra Bill <b>Seconded :</b> Rhonda Cummins
	4.6 Publicity Officer	Leonie Loveday	<b>Nominated:</b> Rebecca Skidmore <b>Seconded :</b> Alison Howarth
5	<b>NEW BUSINESS</b>		
	5.1 Memberships for 2017/2018	All memberships now due	\$2.00
5.2 1	<ul style="list-style-type: none"> <li>We wish to change signatories on the Bank Account 2530 10102399</li> <li>Please remove Rebecca George and Brenda Proudman</li> <li>New Signatories will be:               <ol style="list-style-type: none"> <li>1. President- Simon Bill</li> </ol> </li> </ul>		

UPPER LACHLAN SHIRE COUNCIL  
CROOKWELL OFFICE  
- 4 SEP 2017

File No.

	2. Secretary – Alison Howarth 3. Treasurer – Kerry Barr •The method of operation on the account is to be any two to sign. • Please change address for this account to – PO Box 213  Moved: Robert Bill Seconded: Rob Huskinson Carried		
5.3	<b>Other Matters</b>	Nil	
5.4	Audited Accounts to be presented to the September / October Meeting (depending on auditing)  <b>Moved</b> Alison Howarth <b>Seconded</b> Rob Huskinson Carried		
<b>Meeting Closed at 7.30 pm</b>			
<b>Next Meeting AGM July, August 2018 TBA</b>			
<b>Signed by President –</b>		<b>Date</b>	

**Memberships Paid:**

Rob Huskinson

Alison Howarth

Bec Skidmore

Leonie Loveday

Sandra and Robert Bill

Ray and Jeanette Moore

Rhonda Cummins



**Taralga Historical Society Inc**  
**83 Orchard Street**  
**Taralga NSW 2580**



**President: Michael Chalker 4843 5975**  
**Secretary: Graham Lambert 4843 8187**  
**Treasurer: Glennis Wright 4840 2215**

**Aim: To preserve history of Taralga & District for future generations**

**Newsletter No 3, 2017**

**Presidents Report:**

Hello all, well isn't the year getting away, spring is on the way and so too the lawn mowing and maintenance season.

With the exception of the Dairy all of our buildings now have electricity connected allowing for the utilisation of cleaning aids, lighting, security and audio facilities.

Since my last report visitation has been steady on weekends, book sales are still providing a great source of income with the Taralga Store capturing many sales via passing traffic. Many thanks to the many volunteers involved in the weekly maintenance and presentation to the public of this most significant historical resource.

As previously discussed in a report, the inclusion of an early school building to house history and collected artifacts will enhance the society's exhibits. This discussion has borne fruit and has now become a reality. Thanks to Mark and Sarah Furness we now have the pre nineteen hundred Fernbank School as our latest acquisition.

The School was built on which was once a Lang property (Fernbank) north of Wombeyan Caves. Viola Mulwaree Trust was approached re a grant to relocate and reconstruct the derelict school. The request for the grant was successful, and thanks to many dedicated volunteers with expertise, machinery and labour we now have a nearly complete replica of the building.

The opening of the School is scheduled for the Sunday of the October long weekend at 1.30pm. The official opening will be performed by a well known Federal MP, ex-students and prominent identities will also provide an overview of the district and its history.

The Ukulele band will entertain us, and the spinners and weavers will be demonstrating their skills.

There will be a sausage sizzle lunch, and coffee and cake for afternoon tea.

Anyone who can assist with cakes and slices and volunteer their time, please call me on 4843 5975. Your help will be much appreciated.

A working bee has been scheduled for Sunday 24<sup>th</sup> September at 10am, please remember many hands make light work.

UPPER LACHLAN SHIRE COUNCIL
CROOKWELL OFFICE
- 6 SEP 2017
File No:

## Vale

Ian Ross  
19.5.2017 aged 88 years  
Husband of Lorraine (dec)  
Father of Malcolm

Josephine Swain  
June 2017  
Daughter of Vince & Irene Mooney  
Sister of Ted, Lance, Kevin, Pat, Gwen etc

Beryl McKenzie  
Wife of Don (dec)  
Mother of:  
Darrell, Cheryl, Vicki  
Step Mother of:  
Kim and Anne

Bill Green  
Came from the coast in 1976 and  
took up land on Guinecor Creek  
The last 4 years he has spent in  
Tenison Care

Nancy Bradbury  
26.8.2017 aged 99 years  
Wife of Charlie (dec)  
Mother and mother in law of  
Charles and Anne



**IAN RAYNOR ROSS**  
23/12/1928 TO 19/5/2017

In less than a month after saying goodbye to Lorraine, we were back seeing Ian off, a great loss to our Historical Society.

Ian joined The Goulburn Historical Society in 1965, prior to the formation of the Taralga Historical Society in 1972 - now 45 years ago.

The Taralga Historical Society elected Ian as our President at that first meeting, and we soon found Ian and a committee negotiating to buy the old Methodist Church and grounds for the Society. I don't think any of us, at that time, would have imagined what would be achieved by our society in the next 45 years.

The collecting of Family History, and the erection of buildings on our grounds became a part of the "Ross Family Life".

When we rebuilt Cordingly Cottage to celebrate the 1988 Centenary Year, it was Ian who guided us in how to put a round-timbered building back together, and also, how to use timber slabs correctly on the walls - a building art all but lost now.

Even after moving to Goulburn, Ian and Lorraine would travel out to Taralga for their turn on a Sunday to open up the society grounds, and Ian would always have a little bit of past history to tell us. He also liked to get on the bus trips around Taralga, showing people our past history.

As a Life Member of this Society - Ian, we have learned a lot from you.

Thank you to a loyal member.

**Ken Fleming**

## History on the Tomat Creek Station Tank

### Bindook Highlands.

### Oberon/Colong Stock Route, NSW

by John Wylie

#### Introduction

Over the years a story has been told of a tank that the Gardner brothers, Ralph & Morris had at Tomat Creek Station, Bindook Highlands, and this lead to making some enquires over the last few years as to its existence, after a bit of research the history to a tank being at Tomat Creek Station and other tanks was revealed.

#### A summary of the People who provided the History on the Tomat Creek Tank and others

The first person who mentioned the tank to me was Val Lang, in 2006, when enquiring about the



Val Lang

the history on the Tomat Creek saw-mill, (in progress) that a tank used to exist at Tomat Creek Station. Val said I should talk to her brother Philip Scarlett, but it was to be a good number of years before I caught up with Philip.

While collecting further history on the Upper Burragorang and the Bindook Highlands during 2013 and 2014 with Philip and Lola Scarlett the matter of the Gardner Brothers having a tank was raised. Philip told me that a Lenny Lord had purchased a tank and brought it into the valley.



Phillip Scarlett

On attending Philip Scarlett 80<sup>th</sup> Birthday in 2014 I was to meet a number of Philip's long time mates, and one of those was John Deacon, who had resided in Yerranderie until the flooding of the valley in 1959. John mentioned

the tank existed in the valley and that it ended up out at Tomat Creek Station.



John Deacon

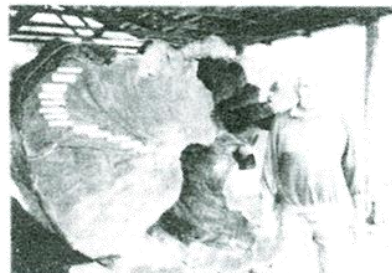
Time got away once again, and eventually I caught up with John Deacon in January 2017 who passed on what history of the Valley and Bindook area he knew about that I am also writing up, this included the tank the Gardner brothers had at one stage. John indicated I should talk to a Colin (Col) Ribaux of the Capertee Valley, who was one of those involved with giving the Gardner's tank a new lease of life.

I caught up with Col at his Mt Airly property during Feb/Mar 2017, where he gave me the history on a tank at Hampton, Mt Werong and Tomat Creek, as the history to the Tomat Creek Tank is interwoven into the Hampton and Mt Werong tank. Col said I should also talk to a Howard Burnett who actually owned the tanks.



Colin (Col) Ribaux

I rang Howard in Warwick in Queensland, during Feb/Mar 2017 who provided of the history on how he got the tank at Tomat Creek, as well as the one at Hampton.



Howard Burnett

**Ian and Ella Menzies**  
**Interviewed at their home, Taralga**  
**16<sup>th</sup> February, 1995**  
**by Lorna Parr**

**Introduction**

Ian and Ella have a farm just out of Taralga, (Myrtleville) a charming place with beautiful views. They continue to work the property which has been in Ella's family for many years. They have an interest in history and are very aware of the changes that have occurred in the district. They are a delightful couple.



**Ian and Ella (Alders) Menzies**

**Interview**

**Ella:** We were both born in the district of course - Ian at one end and me at the other. You didn't meet your husband out of the district then. Social life was very local - nobody travelled very far in those days we didn't have motor transport. We had horses and things to get about. Dad had a car. I can remember him buying it but I can't remember us going about in the sulky beforehand, but that was only used when it was really needed to be used. You didn't hop in the car and rush up to town to post a letter or anything like that in those days. My sisters and I rode horses, we rode horses to school. Our schooling was local - we rode two miles just up here to Myrtleville school for all our education - we didn't have any high school education. We were fortunate I suppose. Ian was close to a school too but he didn't have a lot of schooling because the school closed

before he'd got very far and he didn't go anywhere else.

I think that one of the interesting things that changed since the war (change was dramatic after the war) was the food situation probably. The farmers were all self-supporting, bread was made, the cheese even, butter and vegetables - we seldom bought vegetables it was all home grown, all home produced. There was nothing like sliced bread or anything like that, no refrigeration, food had to be kept the best way you could - drip safes and even sitting the butter on a brick wrapped up in material and the coolness of that kept the butter from turning into oil.

I was born just the other side of Taralga and we moved out here in 1930. This was part of Charles Cowper's estate. I think he was a surveyor or army captain to Charles Macarthur. It was cut into smaller blocks and Dad bought one. He had sheep, Merino sheep for wool, a few cattle. He was a lot older than Mum. He didn't go in for growing potatoes so it was just sheep.

I didn't go away. Girls mostly stayed home those days. Wages were not very big and by the time you paid your board it was not very productive I think. So we stayed home and there was plenty for everyone to do. Life was never boring. We had to polish the floors regularly. We milked the cows, made the butter, did our share of the housework and learned to cook. It was important to learn to be a housewife in those days, before the war. We were married just before the war and our first son was born while Ian was away. Ian didn't see him until he was one year old. Life gradually changed after the war. People didn't come back into the district. The men found it was a bigger world and there were different things to do besides farming so they went away and the women went too. Gradually it became very small and Taralga now is much like each one of the little centres was in those days.

I wasn't very involved in war efforts apart from knitting socks and I went to the dances. I remember collecting for the dances. We rode around collecting cakes for the dances for the war effort.

**Ian:** After the war things changed as far as money went. I remember the Depression I used to work for five shillings a day - go to work half a day Saturday and walk about ten miles for four shillings a day. We did that for years and years down there. I can remember my father used to have about 300 acres and I remember when he got 14 pence for his wool. That was a big price in those days. When I went into the army we were digging out rabbits - trapping that sort of thing to make a living. My father used to go away to work and Mum stayed at home - did all the house work and looked after the kids. Things changed quite considerably after the war. Wages went up.

**Ella:** Wool prices went up during the war.

**Ian:** We dairied here for eight years and there wasn't much in it. There was myself and Ella and Ella's mother. We got our share out of it. Ella's mother got more than we got because she had the house but we did all right. We used to grow potatoes here for a while and I used to get a bit of work round about. The war made a lot of difference to everybody. A lot of men never came back, wives lost their husbands. Quite a lot of men went from round here,

**Ella:** Well people got used to having money you see. The sons worked at home and they weren't paid wages. Then during the war they got a taste for money. That made a difference. They left the farms and got other jobs. Potato growing of course has gone out of the Taralga district altogether. Before the war it was one of the main products of Taralga, and dairying. I think potato growing was very hard work and jobs were plentiful outside farms - not immediately after the war. Things were pretty tough for a while but

after that things got going again and jobs were very plentiful and they went for paid jobs. An easier life - an easier way of living. Dairying has just about gone. There are only two dairies left in the district.

**Ian:** This was a big dairying place here one time. I can't say how many dairies there were - McAlisters were the biggest, they would have been milking over one hundred cows. I think there is a dairy out here now that is milking seventy or eighty cows. There is a small dairy over here now.

**Ella:** He is milking with machines. Over at Blays there has been a continuous dairy for as long as I can remember. Six girls were there and they all had to take their turns at doing the milking before and after school - by hand - and they would milk a good many cows. I suppose they would milk thirty or forty cows morning and evening. There was no complaining about being bored. I suppose refrigeration made a difference.

**Ian:** I think why the dairying has stopped is people got too old for dairying and their sons left and no young people.

**Ella:** Technology must have a lot to do with it. They can keep the milk for days where I suppose a lot was wasted, shops had to have fresh milk every day.

**Ian:** One time only the cream was taken, collected by the horse and dray twice a week to go to the local butter factory.

**Ella:** When they separated they usually kept all their calves on separated milk and everybody kept a pig. Most people had one, two or three pigs for home use. That doesn't happen any more. Food is much more easily transported nowadays with refrigerated trucks and there is not the waste there was. Every home had their own orchard - self supplied with everything.

**Ian:** Many people killed their own meat. They don't now.

**Ella:** Not even if they are young enough. We had to give it up it got a bit much for Ian. We go to Goulburn more often now, so buy our meat.

**Ian:** Shopping was always done in Taralga.

**Ella:** We bought everything there. We might have gone to Goulburn twice a year in my young days. It was quite an event. A big occasion. There was always a trip in before Christmas I suppose. Wool sale days Dad would usually go in.

The wool was taken to Goulburn by train. Ours did. Paddy Morris used to come here and pick up the wool and take it up to the Railway Station and put it on the train.

**Ian:** They had lorries, some of them did. Mr Burgen had a horse team and wagon and he would take it to Goulburn.

**Ella:** That would be before the railway dear.

**Ian:** It would be. Then there was the stock. They used to have stock sales in Taralga at one time. Now everything is transported to Goulburn.

**Ella:** That was a big day - stock sale day.

**Ian:** They have no sales now unless it is one the property of course. Everything is shifted by vehicles these days.

**Ella:** Yes that is one thing that has changed very much and that is the trucking industry. They were very noisy old things. The modern day truck would almost go past without you hearing it. Transport has been one of the big changes.

Do you remember the swaggies during the war years?

Yes, not so much during the war but during the Depression yes. There would hardly be a day go past without one calling for food. They always got some too. Dad used to rest them up here for a few days, if they were sore footed or anything. I can remember one chap camped in the back yard for several days until he picked up a bit. I think there was

more than one. During the Depression days we nearly always had a man helping dad here with fencing and of course rabbits were always a problem. I didn't realise until late that they weren't paid men. They worked for their keep and a bed and a little pocket money.

**Ian:** We had the hawkers used to come round you know in a van and horses selling all sorts of things. You didn't have to go to Goulburn you could buy any kind of clothing off them. There was Arnott and an old chappie, an Indian I think Charlie Futtajong we used to call him. He would come to your place and he would stay two or three weeks. He would ask for a chook and he'd go away and cut its head off and say a few prayers and that sort of thing. But they left, I suppose they got too old for that sort of life.

They sold men's clothing, women's clothing, shoes, children's clothes, anything you would want. The Rawleighs man came too.

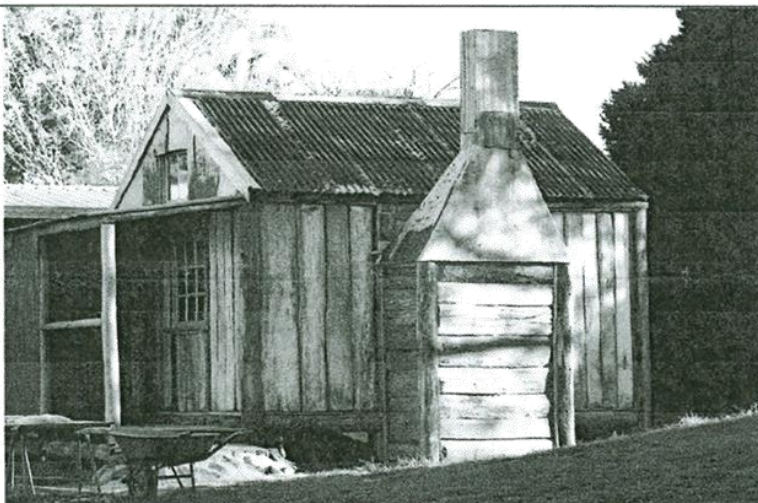
**Ella:** Of course we could buy anything at Goodhews - even timber they stocked. Of course a lot of shopping was done by catalogue too. I remember Mum sending for material to Sydney and clothes too - David Jones and Grace Bros. We got their catalogues every year, and they were stand-bys for weeks.

In my memory Dad never went off the place to work, but jobs were done - like dipping was done all together at Myrtle Creek after shearing. Actually the shearing was done in a shed and the shearing each sheep farmer would help the other chap. There would be three or four grouped together and the shearing would be all done in one shed and they would help each other. There was no outside labour. They did not have to have any wool classer or that in those days. They didn't bother with that. They classed it a bit themselves. Then when the dipping time came they all helped again. Those that grew crops did the same thing and cut chaff and that.

The days of helping each other is completely gone now.

**Ian:** Everything is done by machinery now - shearing and harvesting and all today. That is what has cut a lot of young people out of work.

**Ella:** There would be a lot of men coming to and fro in the potato digging time too. They camped on properties while they dug potatoes.



Fernbank School is looking good in the grounds of the Taralga Historical Society

## OVERDUE SUBSCRIPTIONS!!!!!!!

*Please check that you are up to date*

### Program

**Sunday 24<sup>th</sup> September: 10am Working Bee and 2pm Meeting at Masonic Hall to finalise arrangements for the opening of the Fernbank School**

**LONG WEEKEND:**

**Sunday 1<sup>st</sup> October: 10am - 4pm - SCHOOL OPENING AT 1.30PM**



### Museum Duty

<b>Sept</b>	<b>3</b>	Mick & Annette Chalker, Peter Davies, Tim Dowsley
<b>Sept</b>	<b>10</b>	Bob Blay, Pat Murray, Jeff & Judy Chalker
<b>Sept</b>	<b>17</b>	Maureen Long, Joan Scott, Judith Matthews, Robin Alders
<b>Sept</b>	<b>24</b>	Annette & Mick Chalker, Ernie Stephenson, Geoff Sieler, Bob Blay
<b>Oct</b>	<b>1</b>	<b>SCHOOL OPENING DAY</b> Max & Glennis Wright, Gill & Marion Pfitzner & Volunteers
<b>Oct</b>	<b>8</b>	Margaret & Peter McAlister, Nerida Croker, Brian Moloney
<b>Oct</b>	<b>15</b>	Maureen Long, Joan Scott, Pat Murray, Ray Shiel
<b>Oct</b>	<b>22</b>	Judy & Jeff Chalker, Brian Corby, Tim Dowlsey
<b>Oct</b>	<b>29</b>	Ken & Joyce Fleming, Marcus Haratein, Nicola Young
<b>Nov</b>	<b>5</b>	Annette & Mick Chalker, Matt & Vicky Chalker, Margaret Lang
<b>Nov</b>	<b>12</b>	Mary Chalker, Ernie Stephenson, Geoff Sieler, Sandra Keith
<b>Nov</b>	<b>19</b>	Maureen Long, Joan Scott, Andrew Moore, Peter Davies
<b>Nov</b>	<b>26</b>	Graham & Sue Lambert, Laurie Halpin, Alan Robertson
<b>Dec</b>	<b>3</b>	Max & Glennis Wright, Jim Dean, Jason Voorwinden
<b>Dec</b>	<b>10</b>	<b>CHRISTMAS PARTY- time and Venue to be announced</b>

Folks - if your name hasn't appeared on the roster don't feel left out, you are always welcome as there is always much to do. Just turn up and familiarise yourself with the many and varied exhibits, bring a broom, rake or duster you won't be left twiddling your thumbs.

**Please let us know if you would prefer an alternative Sunday, or are unavailable. Please phone Mick 4843 5975 or Graham 4843 8187**

*Editor: Maureen Long*

**Taralga Historical Society**  
**OPENING**  
**OF**  
**FERNBANK SCHOOL**  
**RESTORATION**

**Sunday 1st October 2017**

**10am - 4pm**



**COME AND SEE WHAT SCHOOLING WAS LIKE 100 YEARS AGO**

- All of our museum complex will be open
- Many interesting displays all day
- **School Opening**                      **1.30pm**
- There will be Something to entertain everyone

**FREE ADMISSION**

**Upper Lachlan Shire Council****MINUTES OF THE UPPER LACHLAN TOURIST ASSOCIATION MEETING  
HELD ON TUESDAY, 15th AUGUST 2017, AT CROOKWELL VISITOR  
INFORMATION CENTRE.****Meeting commenced at 1.05pm**

**Present:** Clr John Searl, Clr John Stafford, Lucy Lindner, Judith Basile, Leslie Bush,  
Andrew Croke, Andrew Warren

**1. WELCOME** – Clr J.Stafford declared the meeting open.

**2. APOLOGIES**

Apologies were received from Clr Ric Opie and Clr Pam Kensit  
*Moved: J.Basile, LLindner*

**3. DECLARATIONS OF INTEREST**

Nil.

**4. MINUTES OF PREVIOUS MEETING**

Committee confirmed minutes as accurate with the correction that Leslie Bush was an  
apology.  
*Moved: J.Searl, J.Basile*

**5. BUSINESS ARISING**

NIL

**6. CORRESPONDENCE**

Correspondence Items (a) accepted as read.  
*Moved: J.Searl, J.Basile*

- a. Taralga Progress Association - Thanks

**7. STAFFING REPORT**

The Upper Lachlan Tourist Association receives the report and notes the information.  
*Moved: J.Searl, J.Basile*

**8. 2017/18 EVENTS GRANT ROUND**

That the Upper Lachlan Tourist Association resolves to fund the Crookwell Garden Festival and the Crookwell Mary Gilmore Festival in the amount of \$500 each for 2017/18.

*Moved: L.Lindner, J.Searl*

**9. 2017/18 CULTURAL GRANT ROUND**

That the Upper Lachlan Tourist Association recommends to the Upper Lachlan Shire Council that the application from the Taralga District Progress Association be funded as requested in the amount of \$500.

*Moved: J.Basile, A.Croke*

**10. 2017/18 REVISION OF TOURISM STRATEGIC PLAN**

That the Upper Lachlan Tourist Association recommends the adoption of the revised Upper Lachlan Tourism 2020 Strategic Plan by the Upper Lachlan Shire Council.

*Moved: J.Basile, J.Searle*

Attachment - Upper Lachlan Tourist Association 2020 Strategic Plan – 2017 revision

**11. TOURISM ACTIVITY REPORT**

The Upper Lachlan Tourist Association receives the report and notes the information.

*Moved: L.Bush, J.Basile*

**12. STATISTICS REPORT**

The Upper Lachlan Tourist Association receives the report and notes the information.

**13. GENERAL BUSINESS**

- Nil

Meeting closed 1.56pm

**Next meeting will be on Tuesday 10th October at 1pm at Crookwell Visitor Information Centre.**



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**EXECUTIVE SUMMARY**

This plan is an update to the 2011-2020 Strategic Plan for the Upper Lachlan Shire Tourist Association and is concerned with visitation to the Upper Lachlan Shire and the resultant economic, social and cultural benefits this provides to the community. Tourism Research Australia figures indicate that tourism is a \$16M<sup>1</sup> business in the Upper Lachlan Shire supporting the equivalent of 150 full time jobs and is therefore an important sector of our community.

This plan aims to take tourism in the Upper Lachlan Shire to the next level which means generating significantly higher levels of visitation, dramatically boosting the income generated from tourists and thereby underpin a sustainable and contented community.

With a forward view to 2020, the plan strives to lay a strategic direction and highlight key actions that need to be taken over the coming years to ensure tourism has an increasingly positive impact upon the Shire. A successful tourism sector should lead to greater employment, increased job security, better employment prospects, increased revenue for retail businesses, a sense of vibrancy and will eventually lead to an increase in population as the villages offer greater opportunities to potential residents.

The plan concentrates on four key objectives for the tourism sector -

**Objective One – The Upper Lachlan delivers a unique, consumer valued tourism experience**

- The Upper Lachlan is seen as a desirable, quality destination for both overnight and daytrip visitation
- The Upper Lachlan tourism industry use information and booking services that are accurate and easy to use
- The visitor information centre network is viewed as a source of high quality, objective information
- The tourism sector is committed to monitoring customer satisfaction and addressing issues
- Upper Lachlan infrastructure supports a quality visitor experience at all stages of the journey
- Tourism product is unique, professional, consistent and valued by the target markets

**Objective Two – The Upper Lachlan's tourism industry is prosperous and attracts ongoing investment.**

- Tourism businesses identify and put in place strategies that will consistently increase their returns on investment
- Businesses deliver products (accommodation and attractions) and experiences that meet the expectations of visitors
- The Tourism sector improves visitation during the off-season (Jun-Sept)
- The tourism sector can access the information and training they need to make decisions and implement plans.

**Objective Three – The Tourism sector takes a leading role in protecting and enhancing our history, culture and built and natural environments**

- The tourism sector contributes to ensuring the relaxed, rural atmosphere is maintained for the ongoing attraction of visitors and current and future residents
- The tourism sector works hand in hand with local community organisations to capture and package historical and cultural experiences.
- The tourism sector supports development that is sensitive to the environment whilst enhancing the visitor experience.

**Objective Four – The Upper Lachlan Tourist Association is able to effectively and comprehensively promote the region, provide guidance and relevant information and services to the sector and visitors.**

- ULTA has sufficient funds to promote to the selected target markets and convey the marketing message.
- ULTA can utilize suitably trained staff and sufficient support to execute and implement this plan.
- ULTA has sufficient funding to develop professional tourism product e.g. guided tours, self-guided touring routes and attractions
- The Visitor Information Centre network can fulfil the demands of the modern traveller and the changing demands of our key consumers.

**MEASURING OUR SUCCESS**

A number of ambitious targets have been set to drive us towards 2020. While growth in the volume of visitors is important, current capacity restrictions also mean that increasing the value of each visitor is of utmost importance. Immediate targets relate to visitor volume, visitor spend and seasonality.

**IMPLEMENTATION OF THE UPPER LACHLAN 2020 TOURISM STRATEGY**

The strategy includes a number of priorities and recommended actions to achieve our vision for tourism and the region. These are wide ranging and will require all stakeholders to play a part.

This plan feeds into a rolling twelve month activity plan which will be lead by Upper Lachlan Shire Council tourism staff and the Upper Lachlan Tourist Association in consultation with relevant stakeholders.

## VISION

In 2020, Tourism is valued as a leading contributor to a sustainable Upper Lachlan economy.

## BACKGROUND

### TOURISM IN THE UPPER LACHLAN

Tourism is a significant and growing part of the Upper Lachlan Shire's economy. It provides jobs, household income and introduces people to all that the Shire has to offer.

Tourism in the Shire is closely linked to our environment, our culture and our society. All residents are part of the tourism industry whether they are hosting visitors, giving directions in the street or working in the local café. Tourism affects all of our communities either directly, indirectly or both, from supermarkets and butchers to accountants and petrol stations.

#### TOURISM IS EVERYONE'S BUSINESS



Source: A Guide to Understanding the Tourism Industry – Tourism NSW Sept 2010

### STRUCTURE OF THE INDUSTRY

The peak body for tourism in our state is Destination New South Wales (DNSW) which is an agency under the Department of Industry. From the Upper Lachlan perspective, DNSW acts as a funding body for regional tourism as well as a marketing unit for state tourism. DNSW was created in 2011 by merging Tourism NSW and Events NSW.

As a result of a Regional Tourism Organisation (RTO) review, the previous system of RTOs has been disbanded in favour of Destination Networks which are government owned corporations with guaranteed funding for 4 years from 2017. The Destination Network for our region is Destination Southern NSW and initial meetings with staff and the board are only just beginning. Exactly what role they fulfill in the industry is yet to be

explored given that significant work has been done at the Joint Organisation level in the absence of an RTO. Since the demise of Inland NSW RTO, Canberra Region Joint Organisation (CBRJO) has filled the role of co-ordinating regional marketing in partnership with the local tourism organisations (LTOs) which are predominantly run by local government. The CBRJO Economic Development sub-committee and the Tablelands Tourism sub-committee have both undertaken significant work since early 2016 which has seen the release of new regional collateral, successful product showcases and good co-operative results at consumer shows.

Within the Upper Lachlan Shire (ULS), tourism promotion is co-ordinated by the tourism staff of the Upper Lachlan Shire Council (ULSC). Tourism staff work in close co-operation with the Upper Lachlan Tourist Association (ULTA) which is a Section 355 volunteer committee of Council and is comprised of representatives from across the ULS.

Tourism operators within the ULS have the freedom to work independently or in partnership with tourism staff and the ULTA. There is a membership programme in place and two tiers of promotional services are provided to operators, one free of charge and the other for members which is renewed each July and services are detailed in the Working with the ULTA Prospectus.

## KEY STATISTICS ABOUT TOURISM <sup>ii</sup>

- In the year ending March 2017, 3.8 million visitors spent more than \$620 million in the Capital Country region. There are more than 4,000 tourism related businesses in the region with 1,760 of them being micro or small businesses.
- The Upper Lachlan receives more than 150,000 domestic visitors per annum including 80,000 domestic day visitors and 70,000 domestic overnight visitors. In addition the Upper Lachlan receives approximately 1,500 international visitors each year.
- On average a domestic overnight visitor spends \$133 per night in the region versus \$87 per person for a daytrip.
- Domestic overnight trips to the Capital Country region remained flat (+0.9%) as of March 2017 however domestic daytrips were up 7.8% over YE March 2016 with an increase in market share of 0.4%.
- Visitors spend more than \$16 million in the ULS community each year which supports 150 full time equivalent jobs across the Shire.
- There are more than 177 tourism related businesses in the ULS local government area.
- 42% of visitors come to see friends and family compared to a regional average of 39.6%
- For domestic overnight travellers the largest age group was the "50-59 years" at 22.3% followed by the "60 to 69 years" at 21.8% and "15 to 29 years" at 21.7%. For international overnight travelers the largest group was the "15 to 29 years" at 29.2% followed by "50 to 59 years" at 25.1% and "60 to 69 years" at 23.1%.
- The three key groups that visit Country NSW are the "Compatriots" (mostly families) 35%, the "Peer Group Travellers" (seeking a fun experience with friends) 18% and the "Wanderers" (taking time to explore and discover) 17%.

## WHY DO VISITORS COME TO THE UPPER LACHLAN?

The ULS has some key strengths that include –

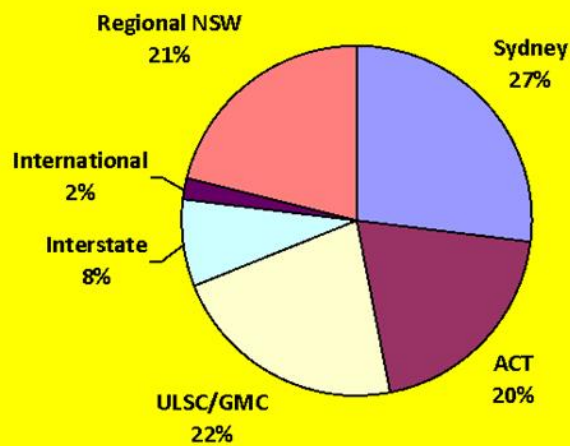
- Proximity to the ACT and Sydney means that it is an easy distance for daytrips or weekends away.
- A rich history including gold discovery, bushranging, transport including rail, agriculture, early exploration and pioneering.
- Natural wonders including caves and waterways.
- Outdoor sports such as fishing, boating, water skiing, trail bike riding, road cycling and hunting.
- Well established major events across a variety of themes including agricultural, racing, sports, heritage, arts and culture and more.
- Cold climate show gardens
- Boutique food & wine
- A comprehensive road network that traverses the Shire from all directions
- Sheep, cattle, alpaca, potato and a variety of agricultural industries
- A relaxed rural atmosphere



## WHERE DO THEY COME FROM?

Most of the visitors to the Upper Lachlan (approx 70%<sup>iii</sup>) come from within NSW. The four areas that have supplied the greatest share of visitors in 2017 are no surprise given our proximity to Sydney the ACT.

**2017 Visitor Centre Visitation x Origin**



## THE CHALLENGES

The Upper Lachlan is an emerging tourist area and there are a number of challenges that are presented from both internal and external factors. To tackle these challenges, stakeholders from across the region need to work together to address local issues and to advocate for support from State and Federal government levels.

### *External Issues*

#### **Economic Issues**

The strength of the Australian economy affects domestic tourism. If an economy is strong, consumer confidence is high and consumers are likely to spend on discretionary goods like travel.

Over the course of this plan, the economic environment will change and so will consumer confidence which is currently steady however below the long run average and not forecast to rise until 2020<sup>iv</sup>.

#### **Competition**

Many areas of regional NSW are trying to do exactly the same thing we are in attracting visitors to their areas as a source of economic stimulation. Areas such as Young have dramatically increased their focus on tourism and have reaped the rewards whilst shires such as Harden/Murrumburrah are just starting on the path but have made significant financial commitments. These examples are in our own area however the travelling consumer in 2017 is faced with an unprecedented level of choice and a wealth of experiences to enjoy across NSW and Australia.

#### **Regional Branding**

Now part of the Canberra Region Joint Organisation, it is more obvious than ever that our immediate region, being the Southern Tablelands, does not have a strong, consumer facing brand as opposed to the Snowy Mountains or the South Coast, which are the other two tourism pillars in the Canberra Region.

CBRIO conducted a tourism branding workshop in early 2016 and the outcome was a brand based around – People, Place and Produce the details of which is outlined in the Brand Guidelines. This brand promise has been taken on board by the newly created Canberra Region Tablelands committee. The challenge is for the region to deliver on the brand promise and for the relevant marketing teams to strongly reflect this in their various activities both jointly and individually.

### *Internal Issues*

#### **Road Infrastructure**

The vast majority of travellers to regional NSW towns, including those in the Upper Lachlan, arrive by road. The quality of the road network including both where the roads run and the nature of the design and surface all play a vital role in the decision making of where road travellers will go. The number one issue in the Upper Lachlan of sealing of the roads leading into the two major visitor attractions of Wombeyan Caves and Grabine Lakeside Holiday Park. The ongoing maintenance on existing sealed roads is also a high priority to ensure repeat visitation.

Over recent years, the sealing of the road to Boorowa (MR248W), the Laggan-Taralga Rd (MR248E), the Gunning Rd (MR52) and the Oberon Rd (MR256) has had significant impact upon traffic through the region and therefore on tourist numbers. The imminent sealing of MR54 to Bathurst will see the final major regional road

in the Shire sealed and will open up the area to the Central West. Raising awareness that this road is fully sealed will be an ongoing task for all stakeholders along the way.

The Main Southern Railway Line runs through the Shire with a station at Gunning where passengers can alight or board the train by request. There is therefore potential to use this mode of transport as a way for visitors to access the Shire by means other than road and in large numbers.

#### **Brand Awareness**

The Upper Lachlan struggles with "What is the Upper Lachlan?" Research tells us that visitors identify with the individual townships of Gunning, Crookwell and Taralga but do not have any sense of visiting the "Upper Lachlan". This puts us in a similar situation as shires such as Federation and Lachlan that are better known for their major towns rather than the shire name. This is opposed to Local Government Areas (LGAs) such as Blue Mountains which have generated a good level of traveller awareness.

A further comparison is the Southern Highlands that is really Wingecarribee LGA made up of a network of relatively small "villages". Strong, consistent use of the geographical name "Southern Highlands" in their tourism promotion has aided in a very high level of awareness.

#### **Signage**

With such a large percentage of visitors arriving by road, a clear and comprehensive system of signage is important to success. Signage to key attractions and locations is an ongoing issue that is being addressed as funds are available.

#### **Cornerstone Tourist Attractions**

Cornerstone tourist attractions are ones that generate tourist traffic in their own right. Large numbers of travellers will come to a region with the express intention of visiting these attractions. In the Upper Lachlan Shire we have two attractions that fit this criteria being Wombeyan Caves and Grabine Lakeside Park. Both facilities are nature based attractions, can accommodate a large number of visitors and offer a range of activities for the tourist. Both facilities rely heavily upon caravan and camping for accommodation and are therefore slower during the cooler months however even in these times remain very popular especially during school holidays and on long weekends.

The next biggest drawcard would be Lindner Socks who, as one of the few remaining woollen sock manufacturers in the country, have a loyal following across the nation who recommend a visit to the factory in Crookwell. Many daytrips through the Shire are based upon a visit to Lindner's.

An all year cornerstone attraction in the region would significantly increase traffic across the Shire. We struggle to hold visitors for more than a few hours during the week especially from May through to September.

#### **Food, Wine and Agricultural Tourism**

Food and wine experiences are a strength in a number of regions and whilst the Upper Lachlan has a range of produce from olives to turkeys, there are few that include a tourism angle to their business plan. Encouraging primary producers to add tourism to their business plan is an ongoing challenge but does represent a real opportunity as these types of authentic experiences are very popular.

**Profitability of the Sector**

The success of the sector is in large part based upon successful businesses including cafés, pubs, accommodation houses, specialty shops, attractions etc. Businesses need to be able to generate enough income to cover costs, make a profit and reinvest in the business. Currently there are many tourism related businesses that rely upon an outside income and therefore often operate as part-time businesses. A thriving sector needs thriving businesses and this goes not only to visitor numbers and average spend but also to individual business models and management skills.

**Accommodation Capacity**

During the peak visitation seasons of February through to April it is very difficult to get a bed in the Shire, especially in Crookwell and surrounds. Across the Shire we tend to have as many new beds created as existing ones becoming unavailable meaning that capacity remains largely unchanged. This creates very real issues when you are trying to extend the length of stay and therefore the economic worth of each visitor. Those new beds that have been created tend to be accommodation for a single couple or very small groups and therefore we have difficulty in attracting large groups who wish to stay together such as Probus bus groups.

**Funding**

The activities of the ULTA are funded in the most part by Upper Lachlan Shire Council with supplementary funds from the Membership Scheme and the retail operation of the Crookwell Visitor Information Centre. This level of funding is sufficient to fund the day to day operations (lease, electricity, telephone, postage, memberships etc) and some basic advertising into specific target markets. To expand the services that the ULTA can offer and to increase the promotion of the Shire to the target markets we need to seek additional funding sources.

**Communication**

The history of the Shire prior to amalgamation means that there is no single, reliable communication channel that can be used to ensure information gets to as many residents as possible. The most reliable method is direct mail to each household however this is very expensive and is reserved for the distribution of the six monthly calendar of events (see Appendix A).

The Council publication "The Voice" goes to every ratepayer however this excludes people who are not homeowners. The Gunning Lions Noticeboard is good for the area of Gunning but other townships and villages no longer have an equivalent. The Crookwell Gazette, the Goulburn Post and the Yass Tribune are the newspapers that cover the region however readership is limited. We have had good results from radio advertising however again this is expensive.

Social media, in particular Facebook, has been a growing channel of communication however the speed of the newsfeed will always be a challenge. We do however need to invest in a "likes" campaign to increase our community.

Ultimately we invest our current budget in a range of media to try and spread our messages however still seem to struggle to gain awareness of what is happening.

**Product Development**

The constant question from visitors in the Crookwell VIC is "what is there to do?" Some people are happy to wander the streets, visit the sock factory and take a drive to Gunning however many are looking for interesting

things to do midweek which is when we particularly struggle. The region could continue along as it is and provide a pleasant place to stop-off on the way to Bathurst or Boorowa or Oberon however to keep visitors here longer and reap a greater economic benefit we need more "product".

Product is broadly defined as those things that provide a service or experience to travellers when visiting a region. Examples include accommodation, cafes and restaurants, guided tours, galleries, events, museums, self guided trails etc

### **Shire Geography**

The size of the Shire and the location of the main villages in itself presents challenges for the local tourist association. It is over 80km between Taralga and Gunning and the drivers of visitation are quite different. With Gunning located on the Hume Hwy and Taralga on the Tablelands Way they are natural stop-off locations for road travellers whereas Crookwell doesn't benefit as heavily from major passing trade due to the road conditions to the north but does benefit from having the largest population and widest range of services. On top of this, the major tourist attractions of Grabine and Wombeyan are also at the outer limits of the Shire.

The challenge therefore is for the central tourism co-ordinating body (the ULTA) to support the villages but focus on projects that will have the greatest benefit to the most number of people and businesses. The potential otherwise is to spend a lot of time on a lot of projects without achieving the overall goal of a substantial increase in visitation.



**DELIVERING THE 2020 VISION**

The strategy addresses the four objectives and the actions needed to achieve them.

**Objective One – The Upper Lachlan delivers a unique, consumer valued tourism experience**

Visitors must receive a great experience at every stage of their journey from planning until they leave the region.

This starts with the image of the Upper Lachlan that potential visitors have when planning their trip. Quality marketing is an essential first step to encourage both interstate and intrastate travel to and through the region. This does not necessarily mean big budgets but it does mean being professional and using available resources in the best ways possible.

Our marketing promise must be backed up with the quality of information supplied through traditional and online channels and through the visitor information centre network.

It continues with the quality of experience visitors have once they are here. We must provide professional, consistent products, appropriate infrastructure and experiences that provide an insight into the Upper Lachlan's culture and make the most of the different experiences our region offers.

Our branding must reflect our positioning and reinforce the visitor experience. The branding should be clear, consistent and in keeping with the character of the region.

**Objective Two – The Upper Lachlan's tourism industry is prosperous and attracts ongoing investment.**

Businesses need adequate returns on their investment. To achieve this, tourism operators and small businesses in general need good management skills, business assistance and financial strategies.

We need to target those visitors who might increase the amount they spend whilst they are here and to develop products that encourage them to do so. In addition, we need to increase the number of people who visit during shoulder and off-peak seasons. This will help make sure that assets are used all year around and will help boost profitability and financial sustainability.

It is also necessary to attract, train and retain a skilled workforce who is capable of reinforcing the marketing promises.

All of these initiatives need to be informed by research and information that is accessible and accurate.

**Objective Three – The Tourism sector takes a leading role in protecting and enhancing our history, culture and built and natural environments.**

The most distinctive things about our region are our stories, our scenery, our built heritage and our people. These things are the basis of what makes a memorable experience when travelling to the Upper Lachlan Shire. The tourism sector can play a key role in developing product that captures our history and culture which will at the same time preserve it for future generations to enjoy.

The sector needs to develop interesting products using both traditional and modern delivery mechanisms that visitors are prepared to pay for and hence allow for further product development.

**Objective Four – The Upper Lachlan Tourist Association is able to effectively and comprehensively promote the region, provide guidance and relevant information and services to the sector and visitors.**

The primary roles of the ULTA are ones of co-ordination and promotion. Whilst ensuring that we are making the utmost use of existing budgets we also need to consider how we will attract additional resources through new initiatives, local partnerships, regional co-operation etc.

As the demands of the travelling public are changing over time, the ULTA and industry needs to be able to respond. This is particularly so in the areas comprehensive visitor services and rich product development.

In addition, the ULTA should be a source of industry guidance and lobbying in areas such as training, funding, regulations, market opportunities, traveller expectations, benchmarks, statistics, event management and the like.



## INTEGRATION WITH OTHER PLANS

### TABLELANDS REGIONAL COMMUNITY STRATEGIC PLAN (CSP)

The Tablelands Regional CSP sets the long term (10+ years) strategy for the regional and under the “Our Economy” Community Pillar it sets the following objective with regards to tourism –

Strategy EC2 – Jointly develop appropriate tourism opportunities and promote the region as a destination.

The specific activities to implement this strategy are –

- i. To prepare a tourism strategy
- ii. To actively market the region as a tourist destination
- iii. To foster and retain the regions unique rural character, natural environment, heritage and culture
- iv. To support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants
- v. To plan, facilitate and support local event that celebrate local produce and businesses, culture, arts and history

This strategy and the subsequent activities are completely aligned with the objectives and activities that have been part of this plan since 2011. As of 2017, many of these are being achieved through the Canberra Region Joint Organisation and Tablelands Tourism. It is hoped that the new Destination Southern NSW Destination Network will further enhance this effort.

### UPPER LACHLAN DELIVERY PROGRAM 2017/18 – 2020/21

The Delivery Plan is the medium term (4 year) planning document and outlines the implementation of the Regional CSP. This program outlines that it falls within the Finance and Administration directorate of the Upper Lachlan Shire Council to promote tourism opportunities and community events. The Delivery Plan also lays out the 4 year budget allocated to this function.

### UPPER LACHLAN OPERATIONAL PLAN 2017/18

The Operational Plan outlines the principle activities to be undertaken by Council in the relevant year. Like the Delivery Program, the Operational Plan drills down from the Regional CSP. With respect to the principle activity of Tourism Promotion and Business the plan highlights the key activities of tourism events and destination marketing, maintenance of the Upper Lachlan Tourist Association and working with Destination Southern NSW all with the objective of increasing visitation for the provision of an economic benefit to the community and businesses.

The associated Key Performance Indicators are the review and implementation of the Tourism Strategic Plan, the co-ordination of the Crookwell Potato Festival, reporting of quarterly statistics, involvement in the preparation of the Southern NSW Destination Management Plan, events and cultural grants programs, production and distribution of tourism collateral such as the biannual Destination Guide.

## OBJECTIVE ONE – THE UPPER LACHLAN DELIVERS A UNIQUE, MEMORABLE, CONSUMER VALUED TOURISM EXPERIENCE.

THE SHIRE'S GROWING REPUTATION AS A VISITOR DESTINATION RELIES UPON OUR ABILITY TO CONSISTENTLY PROVIDE DISTINCTIVE VISITOR EXPERIENCES WITH AN UPPER LACHLAN FLAVOUR.

### OVERVIEW

Memorable experiences are authentic and delivered with superb service. They must stand out as being different from experiences available in other areas.

The keys to meeting this outcome are quality and authenticity. An experience can be memorable for all of the wrong reasons and therefore have a negative impact upon future visitation. Building a reputation as a visitor destination relies upon the delivery of these experiences both large and small, from the way a shopkeeper interacts up to the key attraction experience such as Grabine Lakeside.

The visitor experiences anticipated by this strategy will –

- Be consistent, high quality experiences that are seen by visitors as providing value for money
- Share and celebrate the unique aspects of the Upper Lachlan's culture and heritage
- Provide visitors with a rich experience of our culture, environmental and social values through quality interpretation and opportunities to learn and engage.
- Fulfil the target markets changing expectations with regard to freedom, flexibility and ease of access.

As identified earlier, the types of travellers who primarily visit our region are the "Compatriots" the "Peer Group Travellers" and the "Wanderers" and within these groups we attract a high proportion in the 55 and over category. The expectations of these groups are changing and the local tourism sector needs to be aware of the shifts that are occurring if we are to deliver experiences that they value.

### DOMINANT MOTIVATORS

"The primary holiday motivators for those over 55 and still working differ from those post retirement. Stress release, relaxation and reconnection with people, including themselves and their partners all feature as key motivators for those still at work, while retirees seek stimulation, relief from day to day and reconnection with people beyond the home."<sup>v</sup>

### GENERATIONAL DIFFERENCES

"There are also significant generational differences within the over 55s age group, between those born before 1946 and the Baby Boomers (born between 1946 and 1965). Unlike their seniors, Baby Boomers are rebels, the first 'me' generation and dislike rules and expect personalised, tailored options from their travel experience.

Baby Boomers are more likely to want to choose their own way, seek high standards and are less willing to compromise. They are also more affluent, fitter and more active, seeking higher standards of accommodation, healthier and more varied food options and more experiential travel opportunities than the more accepting 65+ age group."<sup>vi</sup>

**HOLIDAY MINDSETS**

“Wanderers” or “Touring Travellers” make up 41%<sup>vii</sup> of the over 55s market and are by far the largest mindset. Wanderers seek stimulation and control over travel experience as well as creativity, adventure, reconnection and nostalgia. There is increasing demand from this group for quality self-contained and B&B style accommodation, including quality cabins in caravan parks. More up to date shopping options like local crafts and food, rather than tourist souvenirs are within this group’s expectations, as are more flexible travel options and activities which promote freedom to explore such as bicycle hire and safe cycling routes to local points of interest. **This group are now often referred to as Free Independent Travelers (FIT).**

“Peer Group Travellers” or “Groupies” make up 16%<sup>viii</sup> of the 55+ market. Stimulation is the core motivation for a holiday and operators targeting this market should communicate in these terms. The primary driver is “fun with friends”. Groupies want to holiday with friends, meet like minded people, explore and discover with less to organise. As Baby Boomers age this sub-segment is likely to increase and present opportunities for the industry. However, Baby Boomers still regard organised group travel negatively unless it is with friends. They look for more experiential travel options and have higher expectations of accommodation than their older counterparts who are happy with more modest accommodation.

“Compatriots” or “Family Travellers” make up 13%<sup>ix</sup> of the 55+ market. They look to spend quality time with grandchildren but also desire time to do their own thing. They will look for experiences that can be blended with family time and often the decisions on what to do will be strongly guide by their children and grandchildren.

**UNIQUE, MEMORABLE, POSITIVE EXPERIENCES**

- Offer outstanding customer service
- Deep, rich and authentic
- Offers consumers real benefits that they value
- Allows visitors to explore, experiment and get involved
- Can be customised to meet specific visitor needs
- Provides high quality interpretation of environmental, cultural and heritage stories
- Are convenient and use time efficiently
- Manage visitor expectations
- Offer value for money

**NICHE MARKET OPPORTUNITIES**

Delving a level below the target markets discussed above, there are a range of niche market opportunities that could be explored whilst bearing in mind the underlying requirements discussed previously., Some of these are already a source of visitation for the Shire, some are new however all could be further pursued –

**Social Groups** – The region is already well visited by a number of Probus groups and we need to continue directly targeted clubs and other social groups.

**Cycling** – the road network across much of the Shire offers great experiences for road cyclists who are already regular visitors to the Gunning area in particular however this could be further pursued and include targeting mountain bike riders.

**Motorcyclists** – As with the bicyclists, the road network offers interesting rides for motor bike clubs who can be seen in each of the villages most weekends and frequent the cafes and petrol stations. Many of these groups can be directly targeted with the right marketing material.

**Car clubs** – Again, the road network, the landscape and the proximity to Canberra and Sydney make this Shire an ideal weekend or day trip destination for a wide range of car clubs who are also keen visitors to the area already but have not been directly targeted other than around major festivals.

**Coach tours** – this market can be targeted by directly marketing to the groups that use them (see social groups above) and by working with the tour organisers to make sure that the Upper Lachlan is including in their range of itineraries. This work is already carried out but can be taken further.

**Fishing** – The Upper Lachlan has some great fishing on offer particularly during trout fishing season. The major catchments of Lake Wyangala, Pejar Dam, Crookwell Water Supply, the key rivers of the Lachlan, Abercrombie and Wollondilly and their tributaries and catchments offer fantastic fishing opportunities that could be promoted to clubs and enthusiasts.

**Photographers** – The Upper Lachlan provides a vast range of photographic opportunities as exhibited by the huge photographic competitions at the agricultural shows each year. These opportunities could be promoted to Camera Clubs to encourage visitation to the Shire.

**Bird Watching Clubs** – The Upper Lachlan is blessed with a considerable array of birdlife with hotspots such as Oolong Sanctuary and Grabine are already popular destinations. There are opportunities through organisations such as Birdlife Australia and their affiliates around the country to promote trips into our region.

**Railway Enthusiasts** – Both on the Main Southern Line and disused branch lines, the ULS has significant heritage railway assets which are of great interest to railway enthusiasts. Efforts are underway to capitalise upon the heritage listed assets in Crookwell and Gunning to make them appealing to the general public as well as enthusiasts.

### **Markets**

The Upper Lachlan has a range of markets which have the potential to draw visitors from surrounding areas especially the ACT, Goulburn and Yass as well as encouraging through traffic to stay a little longer. There are three monthly markets across the Shire experiencing varying levels of success as well as a range of specialty annual markets. Some of them have the basis to be a big tourist drawcard if the organisers wish to grow, can find supporting vendors and can get their marketing on track.

### **Arts Events**

Arts events, especially those in Crookwell, Taralga and Gunning, regularly attract visitors from outside the Shire, especially Sydney, the ACT and the Goulburn and Yass regions. There is scope for expansion of these activities.

As you can see, many of these groups are potentially interested in the natural (eg lakes) and built (eg roads) environments of the Shire. They do not require large tourism attractions to draw them to the area but they do need to be made aware of what we have to offer as a region and that there are places to stay and eat.

Four very important markets for the Upper Lachlan are -

### Visiting Friends and Relatives (VFR)

With 42% of visitors to the Upper Lachlan coming to visit friends and relatives, the Upper Lachlan relies on this market more than the traditional tourism areas. For the whole of Capital Country the equivalent figure is 39.6%. A significant percentage of this market in the Upper Lachlan is comprised of non-resident ratepayers many of whom maintain a "weekender" in the Shire. Targeting this sub-group is a difficult but potentially lucrative activity as they tend to have higher disposable income and are frequent hosts.

There is a difference between people visiting relatives and those visiting friends, for example, those visiting friends tend to spend more eating out and going to pubs. The benefits to the local economy by both these types of traveller include not only expenditure by the visitors but increased expenditure by their local hosts.

Growth in this segment or more importantly the expenditure by this segment is achieved by having product available and marketing to both visitors and hosts. Successful programmes in Wollongong and the Southern Highlands have involved offering incentives to residents to invite friends and relatives and visit local businesses and attractions.

### Caravan and Campers

According to the Caravan and Camping Industry Association, the caravan, motorhome and camping industry is the fastest growing domestic tourism sector in Australia and has been for the past 10 years with an annual growth rate of around 15%. Consider these statistics –

- In 2016 there were 615,300 RV's registered in Australia which was a 4.9% increase over 2015<sup>x</sup>
- It is estimated that there are 70,000 to 80,000 caravanners travelling on an extended tour around Australia at any one time<sup>xi</sup>
- In 2010, 63% of caravan purchasers were aged over 55 years<sup>xii</sup>
- In 2011, over 55 travellers are expected to spend 20 million nights in their caravans which is an increase of 27% since 2004.<sup>xiii</sup>

Caravan travellers like the freedom, camaraderie, affordability and "real" experiences that caravanning offers. Consumers are generally demanding better facilities and to be able to experience non-degraded natural and constructed landscapes and are more environmentally conscious.

### Canberra Residents

The ACT population is projected to hit 421,000 by 2020<sup>xiv</sup>. With such a large population within easy day-trip distance from the Upper Lachlan, it makes an obvious target market. In addition to being numerous and growing above the national average, in 2016 Canberrans also had the second highest disposable income despite higher living costs. One hurdle to overcome is Canberrans propensity to travel overseas rather than in their own backyard.

A particular sub-market that is easy to target is the large number of embassy staff resident in Canberra. CBRJO have already had success with American diplomats and their families and are planning to build upon this with over 80 embassies in Canberra.

### **International Visitors**

With Singapore Airlines commencing flights between Singapore, Canberra and Wellington in September 2016 and Qatar Airways signaling flights to Canberra from February 2018, the number of international tourists using Canberra as a gateway is increasing.

The particular focus of marketing campaigns by Tourism ACT has been the Singaporean and New Zealand markets with numerous trade missions and significant co-operative campaigns with Singapore Airlines. These markets are of particular interest to regional tourist as the average tourist from these destinations has been to Australia several times before, has seen the major city attractions and is looking for different experiences and are Free Independent Travelers (FIT) who are prepared to self-drive.

This propensity to explore through self-drive makes this an ideal inbound market for regional NSW destinations.

### **SHIRE & REGIONAL BRANDING**

"A regional brand is more than a name, a logo or a visual representation of a region. A brand is a collection of everything about a region that a customer is exposed to and remembers. From your marketing communications, through to customer service, quality of produce in local cafes or simply the way a town looks or feels – all of these moments are collected into an experience and that experience is wrapped up with a brand."<sup>xx</sup>

In March 2016, representatives of the Upper Lachlan participated in a branding process for the Tablelands Region which resulted in the development of the Canberra Region Tablelands Tourism Brand Book – see Appendix B. The Brand Book was subsequently adopted by the CBRJO Tablelands Tourism Sub-Committee with an agreement use the positioning that the Tablelands is defined by its people, place and produce. For a full explanation see the Appendix.

For the Canberra Region Tablelands brand to grow, develop and enhance the possibilities that exist within the region it is essential that member sub-regions use the brand and encourage stakeholders in the region to adopt it. The brand is designed to support and enhance the specific identities of local communities.

With regards to marketing communication around the Upper Lachlan, the Shire tag line of "The Shire of Villages" was adopted after council amalgamations in 2004 however this line does not speak to the mindset of potential visitors. In tourism in 2014 we moved to the tag line "So Close But a World Away" which fits well with the theme of proximity that is strongly reflected in the Brand Book and is supported by research indicating that visitors are seeking "authentic rural experiences"<sup>xxi</sup> that are different to their everyday lives.

In addition, research commissioned by Inland NSW Tourism in 2012 confirmed that awareness and consideration of the "Upper Lachlan" as a place to visit, even in regional NSW where it is best known, was half that of "Crookwell". Without the significant budgets required to build a new brand identifier it makes sense to capitalise upon the major town names which have been in existence for over 150 years and hence the marketing communications messages should be centred around Crookwell, Gunning and Taralga rather than the administrative district.

## LOOKING FORWARD...

For the Upper Lachlan to deliver unique, consumer valued tourism experiences the ULTA and the broader industry need to make sure that -

- The Upper Lachlan is seen as a desirable, quality destination for both overnight and daytrip visitation
- The Upper Lachlan tourism industry uses information and booking services that are accurate and easy to use
- The visitor information centre network is viewed as a source of high quality, objective information
- The tourism sector is committed to monitoring customer satisfaction and addressing issues
- Upper Lachlan infrastructure supports a quality visitor experience at all stages of the journey
- Tourism product is unique, professional, consistent and valued by the target markets

## WHAT NEEDS TO BE DONE...

### **The Upper Lachlan is seen as a desirable, quality destination for both overnight and daytrip visitation**

To achieve this industry needs to –

- Invest in strengthening the Upper Lachlan's marketing campaign into the key markets of the ACT, Sydney, Southern Highlands, South Coast and Central West.
- Develop marketing initiatives that focus on changing consumer attitudes about the region with regard to distance, infrastructure, services and quality of experiences.
- Work to ensure that both tourism operators and Shire residents in general are informed about the offerings of the region to engender powerful word of mouth advertising.
- Encourage the establishment of more accommodation houses in and around the major villages where shortages regularly occur.

- Embraces the Canberra Region Tablelands positioning and embeds it in all activities

- Continue to use and reinforce "So Close but a World Away" messaging including using the tag line in all promotional material and on all correspondence.

### **The Upper Lachlan tourism industry use information and booking services that are accurate and easy to use**

To achieve this the ULTA and industry need to –

- Meet the market expectation of easy booking by utilizing online booking systems
- Make sure tourism operators are fully aware of the benefits of investing time and resources into providing accurate, real time information
- Maintain a contemporary and comprehensive "Visit Upper Lachlan" website.

- Priority is given by the sector to ensuring the accuracy of information on the Australian Tourism Data Warehouse.
- Provide training and networking opportunities for tourism operators specifically in on-line marketing options.

**The visitor information centre network is viewed as a source of high quality, objective information**

To achieve this the ULTA need to –

- **Maintain** an accredited information centre programme that ensures the consistency, accuracy and range of information available in all centres.
- Develop and distribute regular information updates including the monthly “What’s On” and the biannual “Calender of Events” publications.
- Ensure that information available covers the breadth of accommodation, attractions and experiences available across the Shire.

**The tourism sector is committed to monitoring customer satisfaction and addressing issues**

To achieve this the ULTA and industry need to –

- **Maintain** a feedback mechanism for praise and complaints received through the visitor information centre network back to operators
- Encourage operators to seek feedback from visitors to their accommodation or attractions

**Upper Lachlan infrastructure supports a quality visitor experience at all stages of the journey**

To achieve this all stakeholders need to –

- Advocate for improved road infrastructure, in particular **the Wombeyan Caves Rd and Grabine Rd.**
- Continue to develop and implement a tourism signage priorities list
- Initiate and/or support projects to improve caravan, cabin and camping facilities
- Initiate and/or support projects to improve parks and gardens, amenities, showgrounds, halls and vehicle parking
- Initiate and/or support projects to restore and utilise heritage assets
- Initiate and/or support projects for new public buildings/attractions with tourism potential

**Tourism product is unique, professional, consistent and valued by the target markets**

To achieve this the ULTA need to –

- Develop an Upper Lachlan Tourist Association Membership Programme **that assists** tourism operators to continually improve their customer satisfaction levels and have a positive impact upon Shire wide tourism.
- **Encourage and assist operators to meet the DNSW “Export Ready” criteria**

- Develop region wide itineraries that showcase the Shire whilst meeting visitor expectations and desires
- Develop or assist in the development of product that utilises the key heritage and nature assets of the region.
  - o Create and promote the “Shire of Villages Touring Route” incorporating enhanced experiences such as heritage walking trails, interpretive signage, an audio guide and brochure.
  - o Promote and enhance “The Tablelands Way” and work with other tourism partners to do likewise.
  - o Seek to promote and support key tourism attractions including Grabine Lakeside Inland Waters Holiday Park and Wombeyan Caves
  - o Seek to promote and support bodies that work to present our heritage namely the village historical societies and the Goulburn Crookwell Heritage Railway Society
  - o Work with the village historical and/or progress associations, chambers of commerce etc to develop guided tours that showcase the region’s history and are of a quality to market to touring groups.
  - o Promote the development of a Goulburn to Crookwell Rail Trail along the disused railway line
  - o Offer an event grants program for those events that align with this plan
- Work with local producers to increase the food and wine experiences available to visitors
- Seek to promote and support key events across the Shire that drive significant tourism traffic eg Taralga Rodeo, Gunning Fireworks, Collector Pumpkin Festival and agricultural shows (see Appendix A).
- Supply event management services to the Crookwell Potato Festival.



## OBJECTIVE TWO -THE UPPER LACHLAN'S TOURISM INDUSTRY IS PROSPEROUS AND ATTRACTS ONGOING INVESTMENT.

THE SUCCESS OF THE UPPER LACHLAN'S TOURISM SECTOR IS ULTIMATELY DEPENDENT ON THE PERFORMANCE OF THE BUSINESSES WITHIN IT. IF THEY ARE SUCCESSFUL, THE SECTOR WILL KEEP GROWING, WHICH WILL DELIVER SIGNIFICANT BENEFITS TO THE BUSINESSES THEMSELVES, TO THEIR COMMUNITIES AND TO THE WHOLE UPPER LACHLAN ECONOMY.

### OVERVIEW

Primary objectives for the success of a tourism business and therefore sector are

- Increase visitation numbers across the breadth of the year
- Increase the economic value of each individual visitor

Seasonal patterns tend to be very hard to shift given major factors that are out of our control such as the weather. This therefore places extra emphasis on increasing the spend by the visitors who do come to the region during both high and low seasons.

### WHAT MAKES A SUCCESSFUL TOURISM BUSINESS?

Successful tourism businesses are those that identify the mix of products and financial strategies that generate the best sustainable returns. These businesses will:

- Focus on maximising profit and maintaining the long-term success of the business by
  - o Using resources such as staff, capital and energy more efficiently
  - o Developing quality products that are highly valued by visitors and that can be priced accordingly
  - o Planning and marketing effectively
- Reinvest or successfully attract capital investment to allow the business to grow and develop
- Implement business solutions to increase demand across the shoulder seasons and the off season so that assets are used more often and staff can be retained
- Compete successfully for an appropriately skilled and knowledgeable workforce

### LIFTING BUSINESS PERFORMANCE

For businesses to succeed their owners need comprehensive financial and managerial skills. This is often a particular challenge for small and medium sized businesses that make up a substantial part of the sector. It is difficult for business managers to gain these skills on their own and therefore to help them succeed in a competitive environment, the sector needs to help them. A range of business assistance programmes already exist but they are often difficult to access in rural areas.

**MAXIMISING RETURNS FROM TARGET VISITORS**

The expectations of our target markets are changing with age. The generations of travellers coming through are generally fitter, more tech savvy and seeking richer experiences from the places they visit. To maximise return we need to –

- Develop appropriate, profitable products, based on visitor's willingness to pay
- Encourage longer stays through increasing accommodation packages and providing "more to do".
- Encourage tourism operators to use marketing, pricing, up-selling and cross selling tactics to generate greater returns
- Make sure visitors are aware of the products and opportunities available
- Focus our marketing on attracting visitors who deliver the best sustainable economic return to the Upper Lachlan

**CHANGING SEASONALITY PATTERNS**

Upper Lachlan tourism has generally been built on high demand over the late spring, summer and autumn months. One way of growing the sector is to manage the seasonality through initiatives such as –

- Marketing campaigns that specifically target low season travel
- Encourage major low season events
- Develop less season-specific markets such as corporate meetings

The increase in the "Wanderers" market has helped build demand across the calendar however more could be done to proactively promote the benefits. Arts, culture and heritage experiences can help strengthen the appeal of regions during the colder months especially if they include all-weather options.

**LOOKING FORWARD...**

For the Upper Lachlan to have a tourism industry that is prosperous and attracts ongoing investment the industry need to make sure that –

- Tourism businesses identify and put in place strategies that will consistently increase their returns on investment
- Businesses deliver products and experiences that meet the expectations of high-value visitors
- Tourism attracts and retains appropriately skilled operators and workforce
- The Tourism sector improves visitation during the off-season
- The tourism sector can access the information and training they need to make decisions and implement plans.

## WHAT NEEDS TO BE DONE...

**Tourism businesses identify and put in place strategies that will consistently increase their returns on investment**

To achieve this the ULTA need to –

- Initiate clustering, joint venture and industry co-operation opportunities
- Package products across the region that visitors are willing to pay for
- Improve the flow of information and access to business assistance programmes

**Businesses deliver products and experiences that meet the expectations of high-value visitors**

To achieve this the ULTA and industry need to –

- Target those markets that are likely to spend more than average
- Develop existing products and services so that they increase the value of the visitor experience and encourage higher levels of spending
- Provide better service delivery and interpretation, including on-site interpretation at visitor attractions
- Ensure businesses have access to research and other market intelligence to assist them in their product development

**The Tourism sector improves visitation during the off-season**

To achieve this the ULTA need to –

- Initiate or support low season events.
- Investigate corporate travel options and ways to market
- Invest in marketing initiatives that target visitors who are more likely to travel in the shoulder and low seasons.
- Invest in an “Ambassador Programme” to educate residents and offer incentives to them to take visiting friends and relatives to local businesses all year round.
- Identify and develop products that have year round appeal such as the Shire of Villages Touring Route and attractions with all weather options like museums and galleries.

**The tourism sector can access the information and training they need to make decisions and implement plans.**

To achieve this the ULTA need to –

- Publish a quarterly “Tourism Happenings” industry newsletter including information such as training opportunities, grant funding opportunities etc
- Develop an online portal for industry information as a page within the “Visit Upper Lachlan” website

- Work in partnership with other agencies such as regional tourism organisations, Destination NSW, DSNSW, ACT Tourism, The Tourism Group, Tourism Australia and South East Region BEC
- Contribute to the Tablelands Tourism Monitor to gain access to relevant statistics.



## OBJECTIVE THREE – THE TOURISM SECTOR TAKES A LEADING ROLE IN PROTECTING AND ENHANCING OUR HISTORY, CULTURE AND BUILT AND NATURAL ENVIRONMENTS.

THE UPPER LACHLAN'S HISTORY, CULTURE AND NATURAL WONDERS ARE OUR YEAR ROUND TOURISM PRODUCT. THEY ARE THE MAIN REASON THAT VISITORS, OTHER THAN FRIENDS AND RELATIVES, COME TO THE REGION UNLESS THEY ARE ATTENDING AN EVENT.

### OVERVIEW

The stories we tell about our landscape and our pioneering history add richness to the memorable visitor experiences we are striving to generate. The tourism sector needs to play a role in protecting and enhancing the wonderful assets and stories we have that could so easily be lost through a lack of focus.

### HISTORY

The sector's goal should be ambitious – to take responsibility and work with like minded organisations such as the local historical societies and Southern Tablelands Arts to preserve history for future enjoyment and education of all. This could include documentation, verbal history projects, installations, interpretive signage, multimedia projects, online databases and much more. Our history belongs to no-one else and needs to be accessible to current and future generations.

### CULTURE

Many people tell us they love the laid back, warm and welcoming culture of the region. They love the fact that people will go the extra mile to ensure a great visitor experience. It ultimately is a key factor in people's decisions to relocate to the district.

Tourism has the potential to be both a great benefit and a great detractor from the existing rural culture. Projects and initiatives that we support need to be evaluated in light of their ability to positively or negatively impact upon one of the key elements that people enjoy about the Shire.

In addition to this plan, Council has also adopted the Upper Lachlan Social and Community Plan 2013-2018 and the Upper Lachlan Cultural Plan 2017-2020 both of which highlight the importance of building strong community and hence reinforcing the relaxed and friendly culture of the region.

### BUILT ENVIRONMENT

The Upper Lachlan Shire has many wonderful heritage assets that have been documented through the Community Heritage Study. There are 186 heritage items listed in the local heritage register including four that are considered of state heritage significance – Crookwell Railway Station and yards, Christ the King Catholic Church Taralga, Gunning Railway Station and yard group and the Gunning Railway Signal Box and moveable relics. Tourism can play a significant role in the future of these heritage assets by potentially providing an income stream and in return these attractions can help drive visitor traffic and extend the length of stay.

### OLD HUME HIGHWAY 31

The exploration of a route from the Goulburn Plains to the settlement at Port Phillip Bay led to the creation of the Hume Highway, named after Hamilton Hume, the pioneering explorer who began his quest at his property

near Fish River east of Gunning. In 2014, Frank Burke led the creation of an organisation to establish the Old Hume as recognized historic asset and significant tourist attraction. Work is underway in interpretation and signage and it is hoped that car and history enthusiasts alike, will want to take the Old Hume Highway drive in a similar vein to the Route 66 experience in the USA.

#### LOOKING FORWARD...

For tourism in the Upper Lachlan to take a leading role in protecting and enhancing our history, culture and built and natural environments we need to make sure -

- The tourism sector contributes to ensuring the relaxed, rural atmosphere is maintained for the ongoing attraction of visitors and current and future residents
- The tourism sector works hand in hand with local community organisations to capture and package unique historical and cultural experiences.
- The tourism sector supports development that is sensitive to the environment whilst enhancing the visitor experience.

#### WHAT NEEDS TO BE DONE...

**The tourism sector contributes to ensuring the relaxed, rural atmosphere is maintained for the ongoing attraction of visitors and both current and future residents**

To achieve this the ULTA and industry need to -

- Take an early interest in new projects to ensure that tourism objectives are included where appropriate
- Market to target groups that are more likely to appreciate the history and culture of the region
- Where possible, reference the recommendations of the Upper Lachlan Cultural Plan when planning and implementing initiatives
- Participate in forums to discuss the aspirations of the community and communicate the desires of the tourism sector.
- Assist, where possible, with the management of issues at key sites where important values (environmental, social or cultural) are perceived to be under pressure.

**The tourism sector works hand in hand with local community organisations to capture and package unique historical and cultural experiences.**

To achieve this the ULTA need to -

- Develop or encourage the development of tours that showcase the region's history eg Tuena
- Support the development of Heritage listed assets into tourist attractions where applicable eg Crookwell Railway
- Work with local historical societies to produce tourism product that provides visitors with a rich experience e.g. Cemetery Guided Tours

- **Seek to** work with the villages to develop self guided historical walking tours
- Develop a comprehensive touring trail that **draws** together the stories and sights of the region e.g. The Shire of Villages Touring Route.
- Encourage the development or reinstatement of events that showcase the heritage and culture e.g. Crookwell Potato Festival / Tuena Gold Rush / Taralga Heritage Rally
- Investigate potential funding mechanisms for visitors to contribute towards adding value to the visitor experience and the provision of facilities and services for the benefit of the public
- Engage with the Old Hume Highway 31 organisation for the development and promotion of an historic driving route.

**The tourism sector supports development that is sensitive to the environment whilst enhancing the visitor experience.**

To achieve this the ULTA need to -

- Work with Council's Heritage Advisor to both develop initiatives and support appropriate initiatives related to heritage conservation and interpretation.
- Encourage tourism operators to invest in projects that utilise, enhance and showcase the culture, heritage and history of the region.
- Advocate for policies, standards and regulations that support the achievement of the objectives of this plan.
- Ensure developments that the ULTA are directly involved with, uphold best practice with regards to conservation of our heritage assets.

## OBJECTIVE FOUR – THE UPPER LACHLAN TOURIST ASSOCIATION IS ABLE TO EFFECTIVELY AND COMPREHENSIVELY PROMOTE THE REGION, PROVIDE GUIDANCE AND RELEVANT INFORMATION AND SERVICES TO THE SECTOR AND VISITORS.

THE PRIMARY ROLE OF THE UPPER LACHLAN TOURIST ASSOCIATION AND TOURISM STAFF OF UPPER LACHLAN SHIRE COUNCIL CAN BE BROKEN INTO FOUR MAIN AREAS – TOURISM MARKETING AND PROMOTION, VISITOR INFORMATION SERVICES, EVENT MANAGEMENT AND PRODUCT & INDUSTRY DEVELOPMENT.

### OVERVIEW

#### TOURISM MARKETING AND PROMOTION -

- External and internal marketing of the region
- Work with regional, state and national industry bodies to market and promote the region
- Production and distribution of marketing collateral eg visitors guide
- Development and maintenance of online communications and services including a Shire based tourism website, ATDW, Regional websites, Social Media and other portals such as caravan and camping associations
- Promote the region at consumer and industry shows
- Research and develop tourism product

#### VISITOR SERVICES -

- Provision of tourism information including through an Accredited Visitor Information Centre
- Manage display of brochures
- Statistics collection and reporting
- Communication to operators
- Group itinerary building and facilitation

#### PRODUCT & INDUSTRY DEVELOPMENT –

- Encourage infrastructure investment in direct tourism businesses within the Shire
- Facilitate industry education and development
- Represent Council and the Shire at industry forums
- Apply for and assist others in applying for grants

- Support and advise event organisers
- Communicate with and support tourism operators and facilitate co-operation
- Provide advice to Council on tourism matters
- Research and develop tourism product

#### EVENT MANAGEMENT -

- Provide event management services

#### STRUCTURE

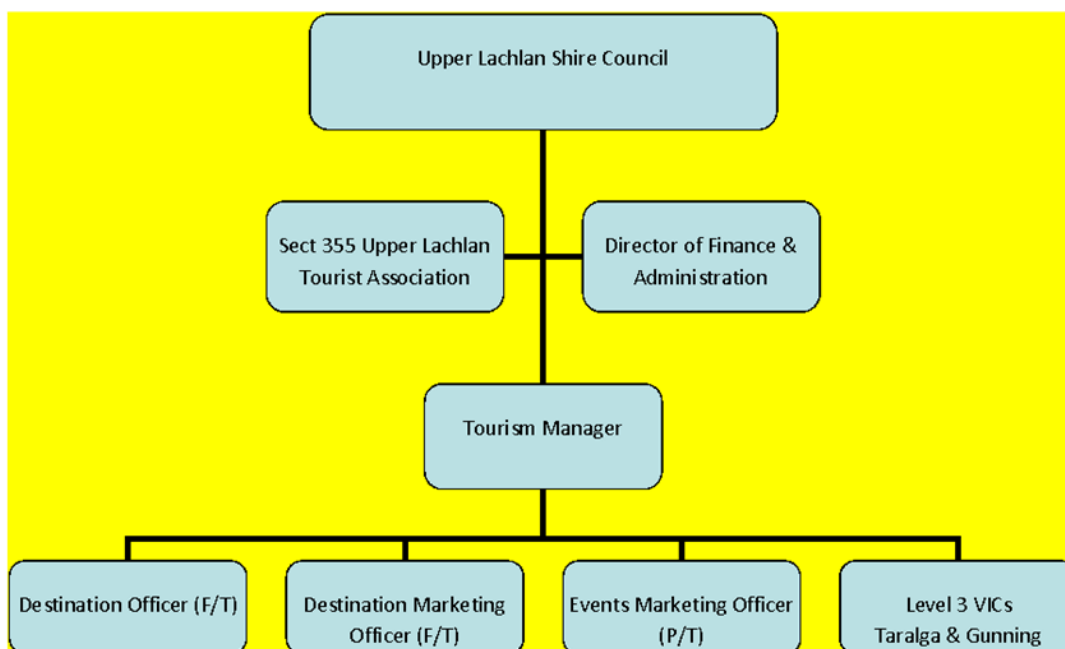
Tourism functions are fulfilled by three fulltime and one part-time employee of the Upper Lachlan Shire Council and are part of the Department of Finance and Administration. The Tourism office is also the Crookwell Visitor Information Centre at 36 Goulburn St Crookwell.

The Tourism staff are responsible for tourism functions as well as community events and art/cultural activities. There is no capacity within the existing staffing to professionally take on extra duties.

The Information Centre is a Level 2 Accredited Visitor Information Centre open 7 days a week.

The Upper Lachlan Tourist Association is a Section 355 Committee of Council with a ten member committee who have six ordinary meetings each year plus any special meetings or workshops as required. Committee members are drawn from across the Shire to try and ensure representation from as many areas as possible.

Local tourism organisations are structured in many different ways from those run by self funding Chambers of Commerce to the more common arrangement in regional areas where local council takes the lead role.



**FUNDING**

Tourism activities are funded from three sources –

- The Upper Lachlan Shire Council general revenue.
- Profit from the retail operation of the Crookwell Visitor Information Centre is channelled back into regional promotion.
- Contributions from members of the Upper Lachlan Tourist Association

In addition to these two sources, the ULSC provides cash and in-kind support for events.

There is also the potential to gain matched marketing funding from Destination NSW for qualifying projects as well as other grant sources such as the NSW Department of Industry and various Commonwealth departments.

The effectiveness of Tourism's promotional activity is largely guided by the success of the retail operations and membership contributions. If either of these are below budget then the primary discretionary expenditure item that is reduced is advertising. Over recent years, the total discretionary funding available has remained static.

For tourism functions around the state, the most common sources of funding other than directly from Council, retail operations and membership schemes are

- Commission from accommodation booking services
- Advertising revenue from various media including print and online

The basic premise that the majority of local tourism organisations use is that operators need to make a direct contribution towards the generation of the business they receive.

**CROOKWELL VISITOR INFORMATION CENTRE (VIC)**

The Crookwell VIC is the hub of activity for regional tourism promotion and development. The shop space is on a ten year lease until 2024.

The current space is fully utilised for the retail shop, information displays, office and meeting space and storage.

**LOOKING FORWARD...**

For the Upper Lachlan Tourist Association to be able to effectively and comprehensively promote the region, provide guidance and relevant information and services to the sector and visitors we need to make sure that -

- The ULTA has sufficient funds to promote to the selected target markets and convey the marketing message.
- ULTA can utilize suitably trained staff and sufficient support to execute and implement this plan.
- ULTA has sufficient funding to develop professional tourism product e.g. guided tours, self-guided touring routes and attractions

- The Visitor Information Centre network can fulfil the demands of the modern traveller and the changing demands of our key consumers.

#### WHAT NEEDS TO BE DONE...

##### **The ULTA has sufficient funds to promote to the selected target markets and convey the marketing message.**

- **Maintain** an Upper Lachlan Tourist Association Membership Scheme that delivers tangible benefits to businesses and generates income for the Association
- **Maintain the regional cellar door in the Crookwell VIC which is now the second largest retail category**
- **Work with the new Destination Southern NSW Network and CBRJO to secure marketing funding**
- Search for grant funding opportunities from state and federal government and corporate/private sources.
- **Provide business cases to the Council seeking increases in discretionary budget**

##### **ULTA can utilize suitably trained staff and sufficient support to execute and implement this plan**

- **Invest in staff training so that an efficient, skilled workforce can be maintained**

##### **The ULTA has sufficient funding to develop professional tourism product.**

- Work with **the new DSNSW** and DNSW to secure product development funding
- Develop alternate funding streams such as advertising revenue
- Seek grant funding from State and Federal government sources where available

##### **The Visitor Information Centre network can fulfil the demands of the modern traveller and the changing demands of our key consumers.**

- Provide industry standard visitor services such as accommodation booking and event ticketing.
- Provide comprehensive access to information both on and off line

## SETTING TARGETS

THIS STRATEGY SETS OUT A NUMBER OF PRIORITIES AND ACTIONS TO GUIDE THE DEVELOPMENT OF THE UPPER LACHLAN'S TOURISM SECTOR TO 2020.

It also sets the four outcomes the sector could achieve during that time. They are:

**Objective One** – The Upper Lachlan delivers a unique, consumer valued tourism experience

**Objective Two** – The Upper Lachlan's tourism industry is prosperous and attracts ongoing investment.

**Objective Three** – The Tourism sector takes a leading role in protecting and enhancing our history, culture and built and natural environments

**Objective Four** – The Upper Lachlan Tourist Association is able to effectively and comprehensively promote the region, provide guidance and relevant information and services to the sector and visitors.

The best way to measure our progress in achieving these outcomes is to set targets. Targets give us something to strive for, and they provide us with a way of monitoring our progress towards 2020 and beyond.

The targets indicate can only be achieved if we succeed in all areas of the strategy. Success in one area depends on and will influence success in other areas. For example, we cannot deliver genuine, valued tourism experiences if we fail to take a leading role in protecting and enhancing our history, culture and environs.

Success also depends on the whole sector taking responsibility for achieving the targets. One successful organisation or business alone is not enough. We need to work together, with the support of all levels of government, to meet these targets and to make sure we are headed in the same direction.

The targets are focussed on improving both quantity and quality, with increases in average spend just as important as overall visitor numbers.

**Targets are set across 4 key areas that can be measured -**

1. Increasing the number of domestic visitors to 300,000 by 2020 (2009/2010 – 150,000)
2. Maintain the proportion of domestic overnight visitors at 46% (2009/2010)
3. The average spend per visitor increases by 25%
4. Increase off season (May to September) domestic day visitors 25% faster than the overall average growth rate.

**APPENDIX A – EVENTS**

There are dozens of events both small and large that occur across the Shire each year. Below is a list of the recurring major events that help draw thousands of people to the region -

**JANUARY**

Taralga Australia Day Rodeo

Lavender, Herb and Chilli Festival

**FEBRUARY**

Crookwell AP&H Show

Gunning PA&I Show

**MARCH**

Taralga AP&H Show

Binda Picnic Races

**MAY**

Collector Village Pumpkin Festival

Crookwell Potato Festival

Crookwell Bake & Brew

**JUNE**

Taralga Progress Association Art Show & Sale

**AUGUST**

Grabine Classic Fishing Competition

**SEPTEMBER**

Gunning Fireworks

**OCTOBER**

Crookwell Rotary Swap Meet

Dame Mary Gilmore Festival

**NOVEMBER**

Crookwell Amateur Dramatic Society Production

Taralga Heritage Rally

Crookwell Garden Festival

APPENDIX B – TABLELANDS BRAND BOOK

**BIBLIOGRAPHY**

1. The Upper Lachlan Tourist Association's 2020 Strategic Plan (2014 Review)
2. A Guide to Understanding the Tourism Industry – Tourism NSW – 2010
3. Engaging with the domestic VFR market – Tourism NSW – Sept 2010
4. Tourism Profiles for LGAs in Regional Australia – Tourism Research Australia 2008
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6. Regional Tourism Profiles – Tourism Research Australia – 2010
7. Upper Lachlan Tourism Profile – Tourism Research Australia – 2010
8. Caravan and Camping Industry Profile – CCIA – 2010
9. Over 55's Travel – Tourism Research Australia – Feb 2009
10. Travel to Capital Country – Tourism NSW – March 2011
11. Crookwell Railway – NSW Office of Environment and Heritage
12. The Tablelands Regional Community Strategic Plan 2016-2036

**RELATED DOCUMENTS**

1. Upper Lachlan Shire Social and Community Plan 2013-2018
2. Upper Lachlan Shire Cultural Plan 2017-2020
3. Upper Lachlan Shire Community Heritage Study 2007-2008
4. Upper Lachlan Shire Tourism Signage Policy 2014
5. Upper Lachlan Shire Public Art Policy 2017
6. Upper Lachlan Shire Tourism Event Funding Policy 2014
7. Upper Lachlan Tourist Association 2020 Strategic Plan
8. Upper Lachlan Shire Council Operational Plan 2017-2018
9. The Tablelands Regional Community Strategic Plan 2016-2036
10. Upper Lachlan Shire Council Delivery Program 2017/18 – 2020/21
11. Canberra Regional Tablelands Tourism Brand Book
12. CCIA - Caravan and Camping State of the Industry 2017

## REFERENCES

<sup>i</sup> Upper Lachlan Snapshot – Capital Country Tourism 2010

<sup>ii</sup> Travel to Capital Country – Tourism NSW – 2011 / Upper Lachlan Snapshot – Capital Country Tourism 2010 / Regional Tourism Profiles – Tourism Research Australia - 2010

<sup>iii</sup> Upper Lachlan Snapshot – Capital Country Tourism 2010

<sup>iv</sup> Westpac Banking Corporation, Melbourne Institute and Trading Economics Aug 2017

<sup>v</sup> Over 55s Travel Market – Tourism NSW – Feb 2009

<sup>vi</sup> Over 55s Travel Market – Tourism NSW Feb 2009

<sup>vii</sup> Over 55s Travel Market – Tourism NSW Feb 2009

<sup>viii</sup> Over 55s Travel Market – Tourism NSW Feb 2009

<sup>ix</sup> Over 55s Travel Market – Tourism NSW Feb 2009

<sup>x</sup> BDO CCIA Caravan and Camping Report 2016

<sup>xi</sup> Caravan and Camping Industry Profile – Caravan and Camping Industry Association NSW 2010

<sup>xii</sup> Caravan and Camping Industry Profile – Caravan and Camping Industry Association NSW 2010

<sup>xiii</sup> Caravan and Camping Industry Profile – Caravan and Camping Industry Association NSW 2010

<sup>xiv</sup> ACT Population Projections: 2016 – 2020

<sup>xv</sup> Canberra Region Tablelands Brand Book – CBRJO March 2016

<sup>xvi</sup> Rural NSW needs a bottom-up strategy to create a better tourism experience. Christopher Warren Director of the International Centre of Responsible Tourism - Australia 16 October 2011

**PRESENT:** Mayor B McCormack, Cllr R Opie, Cllr R Cummins, Cllr J Searl, Mr S Proudman (Community Representative), Mr J Rowley (Community Representative), Mr P Mayoh (Community Representative), Mr A Croke (Director Finance and Administration), Mrs T Dodson (Director of Environment & Planning), Mr M Shah (Director of Works and Operations) and Mrs H Peterson (Executive Assistant)

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**THE MAYOR DECLARED THE MEETING OPEN AT 9.00am**

**SECTION 1: APOLOGIES & LEAVE OF ABSENCE**

Noted that an apology was received for the absence of the General Manager, Mr J Bell.

**SECTION 2: DECLARATIONS OF INTEREST**

Nil

**SECTION 3: CONFIRMATION OF MINUTES**

Nil minutes to confirm as this the first meeting.

**SECTION 4: REPORTS**

**ITEM 4.1 CORRESPONDENCE**

**RESOLVED** by Cllr Searl and Mr Rowley

1. The Committee receive and note the correspondence as information

- CARRIED

*Nominations were called for Chairperson of the Committee*

*Mr J Rowley was nominated by Cllr Opie and Mr S Proudman*

*As Mr Rowley was the only nomination he was declared elected as chairperson.*

**ITEM 4.2**

**PROPOSED COUNCIL COMMUNITY AND CIVIC CENTRE -  
BACKGROUND**

**RESOLVED** by Clr Cummins and Mr Mayoh

1. The Building Review Committee receive and note the report as information and further that the following actions are undertaken by Senior Management:
  - a. Prepare operational needs and constraints identification from the senior staff for building requirements
  - b. Brief provided to Dutailis Architects from senior staff for design/plans
  - c. Technological requirements and opportunities impact for towns/buildings
  - d. Proclamation details – impact on Council facility requirements and impact on core numbers and building core facilities
  - e. Consideration of economic development opportunities as part of the building design concept
  - f. General Manager to investigate arrangements for future site visits to appropriate Council sites (buildings)
  - g. Consideration of the relocation of the depot and outlining the initial planning steps required
  - h. Further committee workshop following provision of information from senior staff.

- CARRIED

**ITEM 4.3**

**BUILDING REVIEW COMMITTEE CHARTER**

**RESOLVED** by Cllr Searl and Cllr Opie

1. The Building Review Committee Charter be forwarded to Council for adoption.

Please note: a copy of the Charter is attached at the end of these minutes.

- CARRIED

**LATE CORRESPONDENCE FOR 28 AUGUST 2017**

**RESOLVED** by Mr Rowley and Cllr Opie that the item of late correspondence be received.

2. Copy of a letter addressed to Ausindustry – Business Services dated 28 February 2017.

Please note: there were no signatories to the letter and no copy of the petition was attached to the letter.

**SECTION 5: ITEMS FOR DISCUSSION**

Nil

**THE MEETING CLOSED AT 11.30AM**

Minutes confirmed

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Mayor

## **Building Review Committee Charter**

### **A Purpose of the Buildings Review Section 355 Committee**

#### **Legal Status**

The Committee is constituted under Section 355 Local Government Act 1993.

#### **Compliance**

The Committee and members will be required to comply with applicable Council Policies and statutory requirements.

These may include but not limited to:

- Anti-Discrimination Act 1977;
- Crimes Act 1900;
- Environmental Planning and Assessment Act 1979;
- Government Information (Public Access) Act 2009;
- Independent Commission against Corruption Act 1988;
- Local Government Amendment (Community Land Management) Act 1998;
- NSW Local Government (General) Regulation 2005;
- NSW Local Government Act 1993;
- NSW Ombudsman Act, 1974;
- NSW State Records Act 1998;
- Privacy and Personal Information Act 1998;
- Public Interest Disclosures Act 1994;
- Work Health and Safety Act 2011;
- Bribes, Gifts and Benefits Policy;
- Code of Business Practice;
- Code of Conduct;
- Code of Meeting Practice – Section 355 Committees;
- Complaints Management Policy;
- Disciplinary Policy;
- Fraud and Corruption Prevention Policy;
- Government Information (Public Access) Policy;
- Interaction between Councillors and Staff Policy;
- Payment of Expenses and Provision of Facilities Policy;
- Privacy Policy;
- Public Interest Disclosures Policy;
- Purchasing and Acquisition of Goods Policy and Procedures;
- Records Management Policy;
- Risk Management Policy;
- Section 355 Committee Policy;
- Service Delivery Policy;
- ICAC publication “No Excuse for Misuse, preventing the misuse of council resources”;
- NSW Ombudsman - Good Conduct and Administrative Practice (Guidelines for State and Local Government) June 2006; and
- Any other relevant legislation and guidelines as applicable.

### Resources

The Council will appoint an Executive Assistant as Minute Secretary to the Committee.

The Committee is to be serviced by Council and will be provided with a reasonable amount of assistance.

## **B Buildings Review Section 355 Committee**

### Roles and Responsibilities

The Committee will act as an advisory Committee to Council and has no executive powers, except those expressly provided by the Council. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rests with the Council and the General Manager as defined by the Local Government Act 1993, and associated Regulations.

It is intended that the Committee leverages the experiences, expertise, and insight of key individuals committed to building professionalism in project management. The Committee's role is to:

1. Consider all options for the possible location of a proposed new Council Community and Civic Centre;
2. Consider all options for the possible location of a proposed new Council Works Depot;
3. Evaluate location options and make recommendations to Council.

The responsibilities of the Committee may be revised or expanded by the Council from time to time. The Committee's responsibilities are to assist Council to discharge its responsibilities with due care and diligence.

Council will review the effectiveness and performance of the Committee on a regular basis.

### Composition

The Committee shall be comprised of:

- Mayor of Upper Lachlan Shire Council or his/her delegate;
- General Manager of Upper Lachlan Shire Council or his/her delegate (note: this is a non- voting position);
- Three Councillor representatives from the Upper Lachlan Shire Council; and
- Three community representatives with demonstrated skills and experience relating to the terms of reference contained in this Buildings Review Committee Charter.

Any vacancies occurring on the Committee by way of resignation, removal or insufficient community expressions of interest may be filled by the Council in such a way as it determines for each vacancy.

The Mayor shall be ex-officio Chair of the Committee.

A quorum for the Committee requires a simple majority of the appointed members, including at least three Upper Lachlan Shire Council Representatives. Meetings can

be held in person, be telephone or by video conference. If an Upper Lachlan Shire Council Representative nominated to the Committee is unable to attend, they may choose an alternate Upper Lachlan Shire Council Representative to attend in their place.

This alternate of Council's Executive will attend all meetings of the Committee and other Council officers will attend at the discretion of the General Manager.

Note: All Committee members will be provided with agendas for all meetings a week in advance of the meeting. Any Councillor not a member of the Committee has the right to attend any Committee meeting, (as an observer).

### Conflict of Interest

Committee members must declare any conflicts of interest at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.

Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate they be excused from Committee deliberations on the issue where the conflict of interest may arise. The final arbiter of such a decision is the Chairperson of the Committee.

### Induction

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

### Review of the Charter

The Buildings Review Committee will review this Buildings Review Committee Charter on an as needs basis.

### Appointments

Appointments to the Committee will be made by Council for a period of one year (commencing September each year) and Council will have the option to advertise for Community representatives or to reappoint existing members for a further term without advertising (up to a maximum of 4 years).

### Removal of a Member

Council reserves the right to remove any Committee member at any time, with the disclosure of reason being given, and the Committee member has the right of appeal.

### Meetings

The Buildings Review Committee will meet monthly or as required, to keep track of issues and the progress of the project's implementation and on-going support to its stakeholders.

The Council, General Manager or Committee Chair will have the power to call extraordinary meeting at any time to discuss business of an urgent nature.

### Reporting

The minutes of every meeting, including recommendations to the Council, will be completed in an approved format, distributed to members, and forwarded to the General Manager's Executive Assistant within three working days of the meeting being held.

### Remuneration

No Sitting Fee will be paid to a member of this Committee.

### Insurance

Members of the Committee are covered by Council's insurance policies.

### Terms of Reference

- Identify possible locations for a proposed new Council Community and Civic Centre maintaining a visionary view that will benefit the local community.
- Identify possible locations for a proposed new Council Works Depot providing a creative analysis that will benefit the local community.
- Publically seek expressions of interest for both Council Community and Civic Centre and Council Works Depot possible locations.
- Consider community conflicts and disputes, reconciling differences of opinion and approach to possible Council Community and Civic Centre and Council Works Depot site locations.
- Foster positive communication outside of the Buildings Review Section 355 Committee regarding the Committee's progress and outcomes.
- Consider all ideas and issues raised by all stakeholders for both Council Community and Civic Centre and Council Works Depot possible locations.
- Liaise with Council's architect regarding the suitability of possible site locations for both the Council Community and Civic Centre and the Council Works Depot.
- Evaluate possible Council Community and Civic Centre and Council Works Depot site locations against the selection criteria.
- Make recommendations to Council for endorsement of the selected Council Community and Civic Centre and Council Works Depot site locations.

## **Gunning Shire Hall and Showground Committee**

Meeting of 4 September 2017, 4.30pm - Upper Lachlan Council Chamber, Gunning  
(Meeting began at Showground)

### **Minutes**

#### **1. Attendance and apologies**

Present: Kelly Dowling (Chair), Michael Coley (Secretary), Sue Hope, Belinda Cosgrove, Karen Chapple, Scott Medway, Ian Blackburn, Kay Walmsley, Kathy Johnson, Ross Hickey, Peta Luck, Councillor John Searl (ULSC), Mursaleen Shah (ULSC), Tina Dodson (ULSC)

Apologies: Ann Darbyshire, Roslyn McLoughlin, Nicki Ogilvie

Kelly welcomed Council's new Director of Works and Operations, Mursaleen Shah, to his first meeting of the Committee.

#### **2. Confirmation of the minutes of the meeting of 6 June 2017**

Minutes confirmed (Belinda Cosgrove/John Searl - carried)

#### **Matters from the additional agenda for the onsite inspection (details confirmed at the reconvened meeting)**

- The location of the proposed sports field in the area to the southwest of the Shire Hall and adjacent to Copeland Street was agreed (Kelly/Scott - carried). Kelly and Mike will develop descriptions and costings for a future grant application.
- The general location of the proposed outdoor gym in the area of the existing playground and in the vicinity of the skatepark was agreed (Kelly/Belinda - carried)
- Tina suggested that she arrange for a map of the Showground to be distributed to members so that the location of proposed and existing facilities could be clarified.
- Advertising banners: it was agreed that there needs to be a policy developed by Council in consultation with the Committee.
- Use of the Showground as an overflow for caravans and camper vans: the Committee recommends to Council that camping be ceased at the Showground (Kelly/Scott - carried)

#### **3. Matters arising from the minutes**

- Tina advised that the rebuilding of the stables required removal of two trees. It was agreed that this was appropriate.

- The Claude Dunn memorial is to be dedicated on Saturday, 18 November at 3pm.
- The kitchen fridge will be further followed up.

#### **4. Correspondence**

- Submissions re PAMP and bike paths: Kelly thanked Mike for his work in providing detailed submissions to Council and the consultant on the PAMP and Bike Plan.

#### **5. Report from ULSC**

Covered in other items

#### **6. New items**

Nil

#### **7. Standing items**

- Suggestions for new facilities at the Showground
  - Sports field and grandstand
  - Outdoor gym (exercise equipment)
  - Fenced kids' playground
  - Bike path (including for kids)
  - Fenced dog exercise area

These items were discussed on site (see above) but will remain on the agenda

- Maintenance items

#### **8. Next meeting (should be 4 December)**

Meeting closed at 5.50pm

**Report from the Mayor attending the Centroc Board Meeting  
10 August 2017  
Parliament House Canberra**

I attended the Centroc Board meeting at Parliament House Canberra 10 August 2017.

Member for Riverina, the Hon Michael McCormack, Minister for Small Business and his office staff assisted with organising the meeting in Parliament House. The Board thanked Minister McCormack



for his support.

The Board were fortunate to have the Deputy Prime Minister, and the following Ministers address the Board.

Ministers that addressed the Board

- The Hon Barnaby Joyce, Deputy Prime Minister  
Minister for Agriculture and Water Resources.
- The Hon Fiona Nash, Senator for NSW, Deputy Leader of The Nationals, Minister for Regional Development, Minister for Regional Communications and Minister for Local Government and Territories
- The Hon Greg Hunt, Member for Flinders  
Minister for Sport and Minister for Health

- The Hon Ken Wyatt, Member for Hasluck  
Minister for Aged Care and Minister for Indigenous Health
- The Hon Dr David Gillespie, Member for Lyne  
Assistant Minister for Health
- The Hon Darren Chester ,Member for Gippsland  
Minister for Infrastructure and Transport
- The Hon Simon Birmingham, Senator for SA  
Minister for Education and Training
- The Hon Josh Frydenberg, Member for Kooyong  
Minister for the Environment and Energy
- The Hon Michael McCormack, Member for Riverina  
Minister for Small Business
- The Hon Angus Taylor, Member for Hume  
Assistant Minister for Cities and Digital Transformation
- Mark Coulton, Member for Parkes
- Andrew Gee, Member for Calare



Follow up actions with Ministers will be undertaken and reported back to the Board.

I provide the following report for Council's information, along with the meeting minutes.

**Transport Infrastructure** – The issue of the Bells Line connectivity from Central NSW to Sydney was raised with the majority of Ministers throughout the day with encouragement from Mayors across the region to continue progressing this initiative.

A meeting for all interested Mayors to discuss further progress will be called as soon as possible.

**Water Security** -Advice received from the Deputy Prime Minister, the Hon Barnaby Joyce, prompted an urgent meeting to be held with Minister Niall Blair to provide feedback on the status of Federal water infrastructure funding in the context of the Lachlan Valley Water Security Investigations.

**Health** –the Board resolved to reiterate its support for the Murray Darling Medical School, and to undertake further advocacy work with the Member for Calare, Mr Andrew Gee.



**Regional Development** – Discussion was held around the Economic Development Plans based on Functional Economic Regions rolling out across the region. The Board will be seeking further follow up with DPC regarding the purpose and optimisation of this work by the State given funding will be contingent on this State led initiative.

**Planning** –The Board was thanked for their support for the Regional Plan (Central West and Orana Regional Plan). A significant amount of programming will occur in Central NSW as a result.

Advocacy will be ramped up in support of the Inland Code for planning recognising that not one size fits all especially considering planning outside of metropolitan Sydney.

Representatives will be meeting to discuss options for a regional body politic under the Local Government Act given the Joint Organisation legislation is not being progressed by the State.

**Tourism** – Members were encouraged to attend the next Tourism Managers Group meeting 6 September.

A meeting with Andrew Gee will be arranged to discuss ways the region can support Tourism Data.

**Operational** – A high level business case was provided for a combined LED with Smart Controls project across four neighbouring ROCS, called 'Southern Lights' the Board adopted this document. The Board also approved the next steps in researching this opportunity.

**Financial** – The Board anticipates a full year profit after 2016/2017 reserves of \$18,843 against a budgeted loss of \$697.



Cr Bill West Mayor of Cowra will act in the role of the Chair while Cr Medcalf is holidaying overseas.

I think you would agree the visit to Parliament house and the support from Michael McCormack was successful this year. There is a lot of valuable regional collaborative activity going on and Centroc members should be congratulated for their ongoing ability to work together for better outcomes for the region. I commend this report to you for noting.

<b>Recommendation/s</b>
That the Mayoral Report from the Centroc Board Meeting 10 August 2017 at Parliament House be noted.

## Minutes of the Board Meeting 10 August 2017 held at Parliament House

### Board Delegates in bold

<b>Cr G Hanger</b>	Bathurst Regional Council	<b>Mr G Faulkner</b>	Lithgow City Council
<b>Mr D Sherley</b>	Bathurst Regional Council	<b>Cr K Sajowitz</b>	Oberon Council
<b>Cr S Ferguson</b>	Blayney Shire Council	<b>Mr G Wallace</b>	Oberon Council
<b>Ms R Ryan</b>	Blayney Shire Council	<b>Mr G Styles</b>	Orange City Council
<b>Cr I Gosper</b>	Cabonne Council	<b>Cr K Keith</b>	Parkes Shire Council
<b>Mr S Harding</b>	Cabonne Council	<b>Mr K Boyd</b>	Parkes Shire Council
<b>Cr D Somerville</b>	Central Tablelands Water	<b>Cr B McCormack</b>	Upper Lachlan Shire
<b>Mr G Rhodes</b>	Central Tablelands Water	<b>Mr J Bell</b>	Upper Lachlan Shire
<b>Cr B West</b>	Cowra Council	<b>Cr M Liebich</b>	Weddin Shire Council
<b>Mr P Devery</b>	Cowra Council	<b>Mr G Carroll</b>	Weddin Shire Council
<b>Cr G Miller</b>	Forbes Shire Council	Ms J Andrews	RDACW
<b>Mr D Green</b>	Forbes Shire Council	Ms J Bennett	Centroc
<b>Ms W Tuckerman</b>	Hilltops Council	Ms M Macpherson	Centroc
<b>Mr A McMahon</b>	Hilltops Council	Ms A Thomas	Centroc
<b>Cr J Medcalf</b>	Lachlan Shire Council	Ms V Page	Centroc
<b>Mr R Hunt</b>	Lachlan Shire Council		

### 1. Welcome

The meeting was opened at 8.55am by Chair Cr J Medcalf for the 4th Centroc Board meeting in Parliament House, Canberra

### 2. Apologies

Cr J Davis, Cr S Lesslie, Mr A Albury, Mr Reg Kidd

<b>Resolved</b>	<b>Cr G Miller/Cr K Keith</b>
That the apologies for the Centroc Board meeting 10 August 2017 listed above be accepted.	

Meeting adjourned to hear Federal Ministers response to Centroc Priorities. Notes from this session are provided separately.

### 3. Ministers that addressed the Board

The Hon Michael McCormack, Member for Riverina  
Minister for Small Business

The Hon Ken Wyatt, Member for Hasluck  
Minister for Aged Care and Minister for Indigenous Health

The Hon Darren Chester ,Member for Gippsland  
Minister for Infrastructure and Transport

The Hon Simon Birmingham, Senator for SA  
Minister for Education and Training

The Hon Josh Frydenberg, Member for Kooyong  
Minister for the Environment and Energy

Mark Coulton, Member for Parkes

11.15am Mr Robert Hunt left room, returned 12.00pm

**The Hon Fiona Nash, Senator for NSW, Deputy Leader of The Nationals, Minister for Regional Development, Minister for Regional Communications and Minister for Local Government and Territories**

**Andrew Gee, Member for Calare**

**The Hon Dr David Gillespie, Member for Lyne  
Assistant Minister for Health**

**The Hon Greg Hunt, Member for Flinders  
Minister for Sport and Minister for Health  
12.21pm Mr Danny Green departed the room**

**The Hon Angus Taylor, Member for Hume  
Assistant Minister for Cities and Digital Transformation**

**The Hon Barnaby Joyce, Deputy Prime Minister  
Minister for Agriculture and Water Resources.**

**The meeting Normal Business began at 1.40pm**

**The Chair recognised Cr Ian Gosper and Cr John Davis for their contribution to the Centroc Board and wishes them well for the future.**

**The Chair congratulated members Parkes and Upper Lachlan for their recent RH Dougherty LGNSW awards:**

**Parkes for Excellence in Communication award in Division A - Population less than 30,000 for corporate website and social media channel development.**

**Upper Lachlan as Winner in the category of Reporting to Your Community, Division A (population of less than 30,000).**

#### **4. Minutes**

##### **4a Noting of the Minutes of the GMAC Meeting 27 July 2017**

<b>Resolved</b>	<b>Mr K Boyd/Mr G Carroll</b>
That the Minutes of the Centroc GMAC Meeting 27 July 2017 held in Orange be noted.	

##### **4b Confirmation of the Minutes of the Board Meeting 25 May 2017 Parliament House Sydney**

<b>Resolved</b>	<b>Mr J Bell/Mr D Sherley</b>
That the Minutes of the Centroc Board Meeting 25 May 2017 held at Parliament House Sydney be confirmed.	

##### **4c Noting of the Centroc Executive meeting 27 July 2017 at Orange**

<b>Resolved</b>	<b>Cr K Keith/Mr D Sherley</b>
That the Minutes of the Centroc Executive meeting 27 July 2017 at Orange be noted.	

#### **5a. Business Arising from the Minutes – Matters in Progress**

<b>Resolved</b>	<b>Mr D Sherley/Mr K Boyd</b>
That the Board note the Matters in Progress, making deletions as suggested and note that the CEEP 2 monies be reserved for progressing initiatives in the energy sector with advice at quarterly review.	

**6 Correspondence**

**6a Correspondence In**

**Resolved**

**Mr D Sherley/Mr J Bell**

That the Board note the incoming correspondence.

**8b Correspondence Out**

**Resolved**

**Mr D Sherley/Cr K Keith**

That the Board note the outgoing correspondence.

**7 Reports**

**7a Transport Infrastructure including Bells Line of Road**

**Resolved**

**Cr K Keith/Cr G Miller**

That the Board note the Transport Infrastructure Report; and

1. Call a meeting for interested Centroc Mayors to progress Bells Line Expressway as soon as possible; and
2. Send a letter of thanks to Mr Ian Armstrong.

**2.00pm Upper Lachlan Shire Council departed the room**

**7b Water Infrastructure Report**

**Resolved**

**Cr D Somerville/Mr K Boyd**

That the Board note the Water Infrastructure report and:

1. Endorse the response to Questions on Notice from the Public Hearing of the General Purpose Standing Committee No.5 Inquiring into Augmentation of Water Storages made under the hand of the Chair;
2. Commend to members the regional procurement of a third party to run the National Asset Management Assessment Framework (NAMAF) across Centroc member Councils inclusive of all asset classes to improve asset management practices at an estimated cost of up to \$25K per Council;
3. Provide representation to a meeting with Lachlan Valley Water to discuss options to achieve mutually beneficial results for communities in the Lachlan catchment;
4. Meet with the State Minister regarding the imminent deadline of Cranky Rock proposal; and
5. Develop a regional water security project for funding.

**7c Health Report**

**Resolved**

**Cr J Medcalf/ Mr G Carroll**

That the Board note the Health report and

1. review the Health Advocacy Plan in line with advice from the Charles Sturt University commissioned reports "PPB MDMS Economic Impact Report" and "MDMS Clinical Placement Assessment";
2. the Executive investigate the alternative model for the Murray Darling Medical School as suggested by the Minister for Health;
3. invite the Chancellor of CSU to provide an update on health workforce training; and
4. reiterates its support the Murray Darling Medical School

**7d Regional Development**

**Resolved**

**Cr B West/Mr G Styles**

That the Board note the Regional Development report and;

1. Delete from the Management Plan for this year the item 1c Advocacy Support CNSWT through the change period as Destination Networks are implemented;
2. Seek advice from the Department of Premier and Cabinet on opportunities in Central NSW for campuses for the Country University;
3. Endorse the submission to the Inquiry into Regional Development and a Global Sydney;

4. Through the Chair write to the Department of Premier and Cabinet seeking to ensure that RDA Central West is included in the Regional Leadership Executive Subcommittee for Economic Development for the Central West;
5. Seek feedback from the Department of Premier and Cabinet on the purpose and optimisation of the Economic Development Plans based on “Functional Economic Regions” rolling out across Central NSW; and
6. Review intergovernmental collaboration with a view to watching briefs where there is no traction.

#### 7e Planning Report

##### Resolved

Mr G Styles/Cr B West

That the Board note the Planning Report and

1. Write to members thanking them for their support of the Regional Plan noting their efforts have resulted in a significant number of priority actions occurring in this region;
2. Ramp up advocacy in support of the Inland Code SEPP;
3. Advocate to have funding provided from the Planning Reform Fund for members Councils to progress the strategic work required to inform the development process;
4. The progression of the OEH funded Biodiversity Reforms Support Program be supported in principle subject to the contract being satisfactorily developed and this be under the auspices of the Sponsoring General Managers;
5. A report be received by the next Executive meeting progressing advice for the Board on the option of a regional body politic under the Local Government Act;
6. Review intergovernmental collaboration with a view to watching briefs where there is no traction; and
7. Support the preferences of members regarding “Functional Economic Regions” including that they fall into planning regions and include RDACW as stakeholders in the Regional Economic Development Plans under development through the Department of Premier and Cabinet.

#### 7f Tourism Report

##### Resolved

Mr G Styles/Cr B West

That the Board note the Tourism Report and

1. Endorse Ms R Ryan as Sponsoring General Manager for Tourism;
2. Encourage attendance at the next meeting for tourism to be held in Cowra 6 September;
3. Note that a report will go to the Executive regarding engagement going forward with Destination Country and Outback including intentions regarding CNSWT intellectual property;
4. Seek advice on processes going forward to ensure engagement with this region in light of the decision on headquarters’ location;
5. Note that it is requested that the Chair or Nominee become a delegate to the Destination Network Outback and Country Board; and
6. Ask the Member for Calare Mr Andrew Gee if there is support the region can provide regarding tourism data for the link between Mudgee and Orange at Dixon’s Long Point.

#### 7g Operational Report

##### Resolved

Mr R Hunt/Cr K Keith

That the Board note the Operational Report and

1. Encourage members to give consideration to signing up to the Cities Power Partnership;
2. adopt the Southern Lights High Level Business Case;
3. develop policy on options for the ownership of luminaires for streetlights;
4. develop more detailed advice on a pathway for a rollout of LED Luminaires with smart controls across southern NSW;
5. negotiate with Essential Energy to
  - a. delay bulk rollout lamp replacement where possible; and

- b. optimise the rollout LED luminaires with smart controls;
6. meet with Ministers and key representatives of OEH and other agencies to progress this initiative;
7. thank Cr Gander of Orange City Council for his assistance in advocating for the Southern Lights Project
8. receive advice on the management of bulk rollouts;
9. commend to members they write to Essential Energy with a view to enable ESCs for spot replacements of street lights;
10. commend to members they use a proforma letter developed by Centroc staff with a review of terms and conditions and providing advice as suggested in the body of the report to the Essential Energy letter dated 8 June on LED pricing.
11. progress to Request for Proposal for Phases 2 and 3 of the mid-scale solar implementation roadmap, a comprehensive solar options analysis and a preliminary site preparation assessment for all interested Councils
12. systematically identify the sites suitable for solar installation, and the maximum capacity which may be installed at each potentially through economy of scope with other Centroc energy programming. This work to include:
  - a. For each of these generation sites compile the onsite consumption in order to assess the proportion of output which would be used behind the meter, to inform the business case;
  - b. Identifying the capacity of solar that can be installed for behind the meter consumption, the additional capacity if the maximum capacity was installed at each site, and therefore the generation available for Local Electricity Trading ('netting off') from each site and in total;
  - c. Determining a phased program of installation per year, which would suit Councils' program of works and other objectives;
  - d. Including requirements in the request for electricity supply to allow for the phased installation of solar on both small and large sites, including the requirement to net off as relevant. (draft contract wording included in Appendices 1 and 2) noting that further work may be done regarding retailers that may need the exact system size proposed for each site before they will provide a proposed Feed in Tariff cost structure;
  - e. include the tendering for a joint purchase of solar PV in order to reduce cost;
13. investigate the option of purchase from solar farms via PPAs, including the option of a large regional purchase with other Centroc councils. Essential Energy should be included in these discussions. This could also include work with South Sydney Regional Organisation of Councils;
14. support progressing power of choice metering with members Councils;
15. maintain a watching brief on interest in progressing a community solar and battery storage project;
16. maintain a watching brief on storage as a service; and
17. approve contribution of up to \$12k to engage Next Energy to complete a detailed business case for the Southern Lights Project, in collaboration with REROC, RAMROC and CBRJO; and
18. develop Advocacy Policy for Energy.

## 7i Financial report

### Resolved

Mr D Sherley/Mr R Hunt

That the Board note the Financial Report and;

1. gives permission for the audited accounts to be signed under the auspices of the Treasurer if the final result after the audit does not differ greatly from figures presented in this report; and
2. note the 2017/2018 budget.

## 8. Late Reports - Nil

## 9. Other Matters

### 9a

### Resolved

Cr M Liebich/Cr G Miller

That the Board deputise Cr B West acting in the Chair in the absence of Cr J Medcalf for the next month.

**9b**

**Resolved**

**Cr Ken Keith/Cr B West**

That the Board thank Michael McCormack for his support hosting the Centroc Board at Parliament House.

**9c**

**Resolved**

**Cr Ken Keith/Cr B West**

That the Board congratulate Ms Julia Andrews on her appointment as Executive Officer of Regional Development Australia Central West

**10. Speakers to the next meeting**

Board - Andrew Harvey, PHN

Board - Statewide Chair, Bill Warne and Chief Executive of JLT, Leo Demer

GMAC – ICAC Yvonne Miles, Principal Officer, Corruption Prevention

GMAC – Privacy Commissioner

GMAC – State Cover

GMAC - Representative of EMS (Energy Management Services)

**11. Next Meetings**

Board – 23 November – Hilltops

Executive – 26 October – Orange

GMAC – 26 October - Orange

The General Meeting of the Board closed at 3.05pm

Page 6 is the last page of the Centroc Board Minutes 10 August 2017

## **16       NOTICES OF MOTION**

There were no items submitted for this section at the time the Agenda was compiled.



## **17        QUESTIONS WITH NOTICE**

There were no items submitted for this section at the time the Agenda was compiled.



# **General Manager's Statement**

## **Confidentiality**

Councillors and staff are reminded of their obligations in respect to the need for confidentiality and not disclose or otherwise misuse the information which is about to be discussed, failure to do so could result in a reference to the Pecuniary Interest and Disciplinary Tribunal and/or result in a prosecution in accordance with Sec. 664 of the Act for which the maximum penalty is \$5,500.



## CONFIDENTIAL SESSION

Section 10A(2) of the Local Government Act, 1993 provides that Council may, by resolution, close to the public so much of its meeting as comprises the receipt or discussion of matters as listed in that section, or for any matter that arises during the course of business during the meeting that should be treated as confidential in accordance with Section 10(2) of the Act.

Council's Agenda for this meeting contains reports that meet the criteria specified in Section 10A(2) of the Act. To consider these reports in confidential session, Council can adopt the following recommendation:

### RECOMMENDATION

That, in accordance with Section 10A(2) of the Local Government Act, 1993, the Public and the Press be excluded from the meeting to enable Council to determine Item 18.1 18.2 18.3 in confidential session for the reasons indicated:

#### Item 18.1 Bitumen Sealing 2015-2017

*This report is considered to be confidential in accordance with Section 10A(2c) of the Local Government Act, 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.*

#### Item 18.2 Legal & Related Matters

*This report is considered to be confidential in accordance with Section 10A(2a) of the Local Government Act, 1993, as it relates to personnel matters concerning particular individuals.*

*This report is considered to be confidential in accordance with Section 10A(2g) of the Local Government Act, 1993, as it relates to advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.*

#### Item 18.3 Crookwell Landfill Upgrade Compensation

*This report is considered to be confidential in accordance with Section 10A(2c) of the Local Government Act, 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.*



## **18        CONFIDENTIAL SESSION**

The following items are submitted for consideration -

- 18.1        Bitumen Sealing 2015-2017
- 18.2        Legal & Related Matters
- 18.3        Crookwell Landfill Upgrade Compensation