



**ATTACHMENTS TO REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING
HELD ON MONDAY 18 DECEMBER 2017**

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Centroc Regional Tourism Group Management Plan 2017 - 2020

Informed by: Centroc Tourism Workshops held July and August 2017

Prepared by: J Bennett and L Ditchfield

Version: Draft 1.0 as at 20 September 2017



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Participating Councils

1. Bathurst
2. Blayney
3. Cabonne
4. Cowra
5. Forbes
6. Lachlan
7. Oberon
8. Orange
9. Parkes
10. Weddin



1. Executive Summary

A review of data provided by Tourism Research Australia shows that our region is punching above its weight. Central NSW is delivering more than double the increase in the visitor economy on ABS related data that the balance of regional NSW^[1] Domestic overnight expenditure has increased by 20% over the past three years.

Central NSW is rich with natural and cultural heritage. From the Jenolan Caves in Oberon through to Lake Cargelligo in Lachlan the region abounds with nationally significant natural heritage. There are national parks; important river systems and waterways; significant agricultural production including wool, wheat and wine; unique Wiradjuri culture; historic villages and nationally valuable architecture and folklore; all of which makes Central NSW a treasure trove of attractions.^[2]

Notably the National Trust has 1130^[3] items listed in this region. The region also has the only Chinese Bushranger, Sam Poo, hanged at Bathurst Goal! Recognising our heritage significance, we have a broad and growing museum offering ranging from the Age of Fishes, to Elvis to Motoring Museums. The Central NSW region has significant built heritage in its towns and villages, and intangible popular culture which includes bushrangers, the prominent literary figures Henry Lawson and Banjo Patterson and the painters associated with Hill End. The region is also home to Australia's first payable gold discovery in 1851 which ignited historic changes across the country.^[4]

Events are a growing segment of the region's product offering. These range from internationally significant events with big attendances and corollary spends like motor racing at Mount Panorama Bathurst and Elvis in Parkes through to wine and food events in Orange and surrounds. The region has a proud history of events linked to the region's heritage like those in Cowra around its war history and the regions poets like Henry Lawson and Banjo Patterson. Quirky events driven by local champions with growing attendances include the Canowindra Balloon Festival, Iron Fest and Halloween in Lithgow, the ABBA Festival in Trundle, VanFest and Grazing Down the Lachlan in Forbes.

Central NSW communities participate in and support a variety of sports including camp-drafting, horse racing, harness racing and trotting, league, union, soccer, AFL, touch football, basketball, netball, triathlons, dragon boating, water sports, tennis, golf and car racing. All of which attract visiting friends and relatives (VFR) as well as day and overnight visitors to the region. There have been important investments into sporting facilities across Central NSW, including the Mt Panorama international racing circuit in Bathurst which encourages other facilities to seek funding to ensure world-class sporting facilities are on offer within the Central NSW Communities.

Where the opportunities abound, the region is experiencing change with regard to tourism. The State funding and structural arrangements have changed and Central NSW Tourism Inc has handed the baton for regional

^[1] LEK Consultation 2016

^[2] CNSWT Destination Management Plan 2013

^[3] CNSWT Destination Management Plan 2013

^[4] ibid

tourism support to Centroc. The Centroc Board has resolved to build on the good work of Central NSW Tourism, continuing to support member Councils as they grow the visitor economy,

In this light the region is focusing on

- Boosting Visitor Nights
- Increasing Visitor Expenditure
- Increasing Length of Stay
- Increase consumer insights of region through the development of original content

This will be achieved through strategic marketing primarily using PR and social media channels linked to product development primarily trails and bundled offerings. Our work will concentrate on our strengths where the initial effort will be in heritage and unique culture of the region.

Our efforts will recognize the role of Visiting Friends and Relatives and capacity building through sharing information and best practice. Sharing information and looking at best practice will grow our capacity to leverage the estimated \$20m recurrent aggregated regional expenditure by Councils in Central NSW on tourism.

We will know we have achieved our outcomes as we have set SMART KPIs, working together and with other agencies on useful data. Where possible we will leverage our activities through relationships with other entities and from the funding framework.

This plan has been produced following the sharing of information and ideas from two meetings in July and August 2017 of Centroc member Councils tourism managers, members of the past Central NSW Tourism Board including industry, representation from RDA Central West and interested staff and elected representatives. Like other Centroc activities, the Plan recognises the value of aggregation and collaboration while respecting the sovereignty of local tourism organisations.

This business plan targets the actions of the Centroc Regional Tourism Group (CRTG), which is made up of the Managers of Tourism of member Council and their tourism organisations. The work of the CRTG will include the sharing information and advice, providing advice to the Centroc Board, collecting and sharing data and supporting regional initiatives in a timely manner. The CRTG will meet every two months making an effort to meet in different LGAs to include famils.

The work of the CRTG will inform the Centroc Board which will become the lead organisation advocating on agreed tourism priorities for Central NSW.

The CRTG fits within the Centroc structure and governance having its own sponsoring General Manager and Portfolio Chair. Programming will be delivered within Centroc Policy and Procedures. The CRTG forms subcommittees and has the support of a staff resource of 20 hours a week. It is encouraged to seek external funding to achieve its outcomes.

The Plan will be reviewed annually.

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1.1. Aim

- To create partnerships and a model of collaboration between operators, major stakeholders, community bodies, Councils, ROCs and State Government
- To stimulate the development of high quality experiences, increases overnight visitation and builds local economic prosperity, through planned initiatives and marketing of the region.

1.2. Objectives

- Provide a regional platform for collaboration, leadership and good governance in all aspects of destination management subject to available resources.
- Expand our visitor economy through a targeted approach to
 - Boosting Visitor Nights
 - Increasing Visitor Expenditure
 - Increasing Length of Stay
 - Increase consumer insights of region through the development of original content
- Facilitate LGAs to grow and evolve our product and experience offering



2. What does success look like?

When asked:

“How would you describe the success of the Regional Tourism Group to your local constituents one year from now”

The CRTG gave the following statements of success:

- A stronger visitor economy through boosting visitor nights, increasing visitor expenditure and increasing length of stay.
- More funding coming into the region.
- We will have optimised what we have.
- Successful marketing campaigns which we have the data for to build our reputation.
- Greater understanding of our communities of VFR and the circular economy.
- Successful marketing campaigns that leverage all destinations.
- Good data.
- Better practice in local tourism operations through sharing of information.
- We work locally but act regionally.
- This group provides a connection for our local tourism operators to the regional, national and global marketplace.
- Better collateral including more trails bundling and interpreting existing product.
- More and optimal tourism infrastructure and services.
- This is about job creation and new business opportunities.
- Local Tourism Organisations have a partnership role with the State Government.
- We know our priorities for the next 5 years.



3. Context

3.1. Context

Political

At the Local Government level:

- The Local Government Reform period has been both extended and iterative where the progress of Joint Organisation Legislation remains uncertain.

At the State level:

- In this term Centroc has been “in government” represented by the minor party of the Coalition. Most recently the bi-election in Orange has seen a member of the Shooters, Fishers and Farmers Party elected.
- The Regional Plan the Central West and Orana launched in July 2017 has a picture of a long lunch – a tourism event, on the cover and the contents point to some activities that may add benefit to the tourism sector.
- There is a review of how regional governance (Regional Leadership Executive) occurs with a new subcommittee dedicated to regional development where tourism is a subset.

This term for the coalition government has been characterised by:

- An openness and willingness to tackle a better strategic agenda working with key stakeholders
- An interest in infrastructure provision
- Retention of “centralist” approach rather than a “place based” approach
- Significant turnover and staff uncertainty in a number of State agencies – a period of churn
- Poor “corporate” policy development and support within State agencies
- Change in the planning framework including the removal of the State Plan and replacing it with the State’s 30 priorities.

At the Federal level:

This term for the coalition government has been characterised by:

- A focus on infrastructure with an emerging interest in agriculture
- A growing interest in decentralisation
- Smart Cities and regions
- A growing interest in “regions”

Environmental

Central NSW is subject to floods, fire and other natural disasters. This is in the context of climate change which is over time anticipates lower safe yield for water storages, longer periods of drought and more severe flooding events. This leads to poor perception of the region.

The State has completed a significant piece of work in this region providing more detailed and granular advice on the impacts of climate change. It should be published shortly and includes a piece on tourism.

The Federal Government has bought back significant parcels of water on the Lachlan. There is now a review of the Murray Darling Basin Plan.

Otherwise environmental management is generally good with the region sharing Australia's reputation for clean, green product.

Social

- Local Government in Central NSW is a broad church. Communities range in size from smaller Councils such as Oberon, Boorowa and to larger towns such as Parkes, Cowra, Forbes and Young to larger regional cities such as Lithgow, Bathurst and Orange. Each community has differing demographics and infrastructure profiles where for example Lachlan has the largest road network in NSW.
- Most Local Government areas have populations that are growing where the highest growth is experienced by the larger centres and or those close to a mine.
- The region is experiencing some shocks as mining establishes or moves from the boom period and manufacturing withdraws. There are also significant changes on the horizon as energy evolves away from coal in Lithgow to renewables.
- In general communities in the region "identify" with their Council.
- Councils provide feedback that communities are emphatic about retaining control over their assets, for example water infrastructure.
- There is a growing aged population cohort.
- Voluntarism is significant in our region though declining in some areas. Important is the changing needs of younger volunteers who tend to me more time poor and less interested in "committees." Also noteworthy is that there is a need to grow volunteer capacity in the tourism sector.

Technological

Technology in the region is having the following impacts:

- A reduction of numbers of people in the region needed for agriculture
- An opening up of opportunity in the new economy though this relies on NBN where there is some recent improvements in this space.
- Opportunities are emerging for better remote service delivery and improved communication over distance
- Social media
- Online training and other online support for Council activities

Economic

- There is growth in tourism in Australia and in Central NSW though accessing data is a challenge.
- Our growing efficiencies, for example in agriculture, can lead to the need for less workforce.
- Councils in NSW are rate capped and experiencing ongoing expectations to do more with less including unfunded mandates.
- SEIFA advice on Socio Economic Disadvantage.
- The region is experiencing the "regional city effect" where this is a drift to Orange and Bathurst.

Legal

- Councils are subject to a variety of legislation which could impact on regional collaboration.
- There are opportunities and challenges for the tourism industry in planning legislation.

3.2. Challenges

Centroc members are operating in the context of the following challenges:

Political and sovereign risks

- Councils may elect to move away from the process especially given many Councils in the region are new with others going to election in September.
- After the State/Federal/Local election the landscape may change.
- Poor alignment with Destination Networks and DNSW.
- State funding framework is not workable.
- Councils expect too much from the process.
- Cross Regional Neighbours.

Environmental Risks

- Disasters such as flooding, fire and drought both take resource from the program and affect visitor perceptions of the region.

Social Risks

- Staff turnover.
- Engagement across a significant geographical area with limited resources.
- Everyone, especially TMs are busy and or distracted with the local priorities.
- Members have raised concerns of the poor fit between the product offering including advice given to travellers and the need of the visitor leading to reputational damage.

Technological risks

- Too much noise in the app offering.
- Variability in the NBN offering and uptake.
- Mobile blackspots.
- The uptake of Air BandB, Uber and the share economy.

Economic risks

- Costs to Councils will increase.
- Some Tourism Managers budgets are insufficient to manage buy-in.
- Challenges in the funding framework.
- Costs to tourism operators including operators, energy etc.
- Development costs particularly heritage and disabled access.
- Lack of overall investment in tourism.

Legal risks

- Contract management default.
- Grant agreements default.

- IP ownership.
- Confusing local government areas brand collaboration, clarity – guiding principles on goodwill and collaboration.

3.3. Opportunities

The following opportunities were identified at the July meeting of Tourism Managers and stakeholders:

1. Strong support for the continued collaborative marketing campaign under the banner of UNEARTH– this has the flexibility to include a variety of product development.
2. Regional VFR – Building depth into the community and sustainability
3. Research – is what we are doing getting traction? Work to identify visitation trends.
4. Infrastructure – getting to the region, NBN and mobile coverage.
5. Leveraging natural assets and astronomy – the night sky
6. Food and Wine products and experiences
7. Agritourism and farmstays
8. Wiradjuri culture
9. Sports tourism, cycling was identified as a priority;
10. The arts – hay bale art challenge, utes in the paddock, sculptures down the Lachlan, ‘paint stuff’ like silos;
11. Rationalization and better leveraging of events – double visitation and spend by being more strategic with what we have got –
12. A “Bring them Home” initiative that focusses on past residents of the region to come back for a holiday.
13. A photography app that promoted and promoted the sharing of the imagery and natural beauty of the region.
14. While international markets are good they are not the main game – a strategic approach could be e-commerce and tourism – developing packages for international markets
15. Leveraging our region mines
16. Adventure Tourism
17. Conferencing Industry

3.4. Existing Plans.

The following plans have been reviewed to assure alignment and objectives from them are identified in Appendix 1.

Federal

- Tourism 2020

State

- NSW Government – Premier’s 12 priority areas
- NSW GOVERNMENT VISITOR ECONOMY INDUSTRY ACTION PLAN (VEIAP)
- Aboriginal Tourism Action Plan (subset of VEIAP)
- China Tourism Strategy 2012-20 (subset of VEIAP)
- The NSW Regional Conference Strategy & Action Plan 2017- 2021 (subset of VEIAP)

Regional

- Central West & Orana Regional Plan 2036, and Implementation Plan 2017 -2019
- Central NSW Tourism Destination Management Annual Update & Action Plan 2016-17

Local

- Bathurst Regional Council Destination Mgt Plan 2015
- Blayney Shire Council Destination Mgt Plan 2016 2020
- Cabonne Council Tourism Plan 201/13 to 2021/22
- Cowra Economic Development Strategy 2014-2017
- Lachlan Shire Council Economic Development Strategy 2017-2020
- Orange City Council Economic Development Plan
- Orange Region Tourism Strategy (draft) 2016/17–2018/19
- Orange City Council Community Strategic Plan 2016-2026
- Oberon Council Tourism Strategy 2016/17 – 2020/21
- Parkes Shire Destination Plan 2016
- Weddin Economic Development Strategy 2017-2020
- Weddin Shire Council Tourism Strategic Plan 2016-2017



4. Structure of the Centroc Regional Tourism Group

4.1. Aims

- To create partnerships and a model of collaboration between operators, major stakeholders, community bodies, Councils, ROCs and State Government
- To stimulate the development of high quality experiences, increases overnight visitation and builds local economic prosperity, through planned initiatives and marketing of the region.)

4.2. Objectives

- Provide a regional platform for collaboration, leadership and good governance in all aspects of destination management subject to available resources.
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 - Increase consumer insights of region through the development of original content.
- Facilitate LGAs to grow and evolve our product and experience offering

4.3. Stakeholders

When considering programming for regional tourism, the role of following stakeholders has been given consideration:

- Tourism Managers
- Centroc staff
- Other Centroc groups eg Planners and Roads Managers
- General Managers
- The Board
- Member Councils of Centroc
- Destination Networks
- Destination NSW
- Tourism Australia
- Australian Tourism Warehouse
- Neighbouring regions
- Tourism industry
- Members of Parliament
- Volunteers

Secondary stakeholders are the media and wider community

CRTG Membership

Members are welcome to have as many delegates as they want in the CRTG. There should be at least one member preferably with an alternate delegate with responsibility for the tourism function. Representatives include:

Organisation	Representative	Position
Bathurst Regional Council	Dan Cove	<i>Visitor Centre Manager</i>
Bathurst Regional Council	Lucy White	<i>Destination Development Manager</i>
Blayney Shire Council	Rebecca Ryan	<i>General Manager</i>
Blayney Shire Council	Melanie Monico	<i>Community Development & Tourism Project Officer</i>
Cabonne Shire Council	Lynette Hawkes	<i>Promotion & Tourism Officer</i>
Cowra Shire Council	Belinda Virgo	<i>Tourism Manager</i>
Cowra Shire Council	Andrew Grinter	<i>Tourism Manager</i>
Forbes Shire Council	Penelope McGufficke	<i>Economic Development Manager</i>
Lachlan Shire Council	Amy Johnson	<i>Tourism Officer</i>
Lachlan Shire Council	Luke Taberner	<i>Director Community Service & Governance</i>
Oberon Shire Council	Sharon Swannell	<i>Executive Support</i>
Orange City Council	Glenn Mickle	<i>Tourism Manager</i>
Parkes Shire Council	Kelly Hendry	<i>Destination Development Manager</i>
Parkes Shire Council	Katrina Dwyer	<i>Brand & Marketing Manager</i>
Weddin Shire Council	Auburn Carr	<i>Economic Development Manager</i>

General Managers Advisory Committee (GMAC)

To assist the organisation in the conduct of its activities, a General Managers' Advisory Committee was established in April 2002. GMAC meets four times per year and at the direction of the Board, advises on administrative, planning, policy and resourcing matters of Centroc. The Chair of GMAC is the Secretary/Treasurer of Centroc. The Board has resolved that the Tourism Function have a sponsoring General Manager,

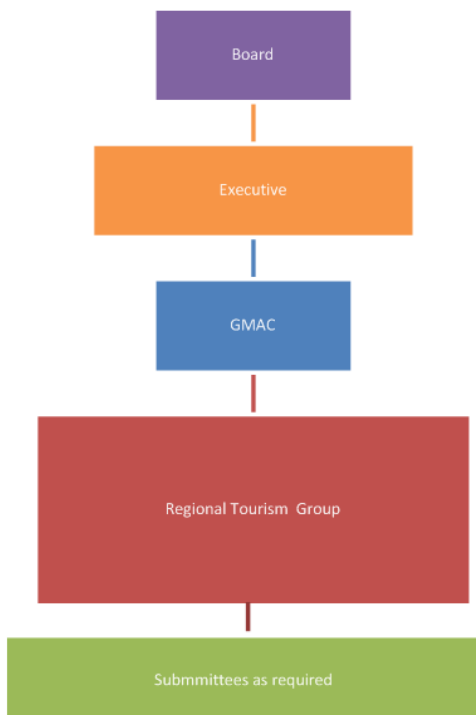
Centroc Staff

Centroc has evolved as a small de-centralised organisation. In 2017/2018 Centroc has 8 staff most of whom are part time and engages a variety on consultants to deliver the program.

This structure allows all Councils the opportunity to employ Centroc staff and be involved in the various projects, effectively spreading the benefit across the region.

This project is directly supported by a staff member working 20 hours per week.

4.4. Organisation Structure



4.5. Resources

To achieve the aims and objectives of this plan, regional tourism will require resources and support.

Proposed resources based on the objectives in this business plan include:

Role	Responsibilities	Expected cost
Collaborative Digital Marketing (refer to Digital Marketing proposal, Appendix 2 pg 35)	<ul style="list-style-type: none"> Content strategy and calendar Ongoing management and development of Social Media Platforms (including, Facebook, Instagram, YouTube, Twitter) including production of original content. Review, management and ongoing optimisation of Central NSW Website Development of bi-monthly e-newsletter Development and coordination of online 	\$21,000 - \$35,000 Website review costs TBC

	<p>competitions</p> <ul style="list-style-type: none"> Secure corporate partnerships to support digital marketing function. 	
<p>Public relations (refer to Public Relations proposal, Appendix 3 pg 45)</p>	<ul style="list-style-type: none"> Production of Public Relations Plan Press Release Production, scheduled and pro-active Media familiarisation program, aim to secure 6 media familiarisations with key media on individual self-guided trips Reporting, weekly/fortnightly summaries and a final report. Media Monitoring, includes a PDF of the Media Monitors report with clippings from articles and a description of the promotion and the media circulation 	<p>\$30,000 (Public Relations Mgt)</p>
<p>Data collection and Research</p>	<ul style="list-style-type: none"> Coordination and analysis of regional visitation data. Development of new data sources to better inform the region on the visitor economy. Development of a bespoke piece of research to gather consumer insight into the perceptions and appeal of the region 	<ul style="list-style-type: none"> Coordination of process included in program support. Members to make financial contributions to research programs that are relevant to their objectives.
<p>Grant writing</p>	<p>Seek funding for programs that:</p> <ul style="list-style-type: none"> Foster collaborative programs/projects in the region that focus on linking the Destinations and 'push' the visitor throughout Central NSW. Enhance the existing product stock of the region. Assist regional tourism 	<ul style="list-style-type: none"> Coordination of process included in program support. Members to make financial contributions to grants on a user pays basis. Coordination of process included in program support. Process included in program support.

	operators to operate more efficiently, ie marketing training, planning assistance, report writing etc.	
Collateral including trails and padmaps.	Coordinate the production and maintenance of the CNSWT padmap every 18 months. Review existing trails and update to promote new products and experiences.	<ul style="list-style-type: none"> • Management of collateral included in program support.
Support Officer	Balance of activities as identified in the action plan	Team will need to provide advice on priority and potential in-house delivery options

4.6. Meeting frequency

The CRTG meets bimonthly, timed to enable submissions to GMAC meetings.

4.7. Areas explored

The discussion over the two meetings in July and August 2016 explored by the CRTG:

- 1) Advocacy
- 2) Sharing of information in the context of improving practice and professional development.
- 3) The benefits of Tourism Manager networking opportunities
- 4) Existing and future funding
- 5) Alignment
- 6) Resources
- 7) Marketing
- 8) Product Development
- 9) Leveraging the capacity of Centroc
- 10) Leveraging visiting friends and relatives
- 11) Regional strengths and risks
- 12) Optimising of existing product rather than inventing new product - making the best of what we have
- 13) Data

4.8. Areas of greatest impact for the RTG to focus

The areas where the CRTG could have the greatest impact include:

- Advocacy
- Grants income and support to members
- Marketing
- Product Development
- Best Practice

4.9. Key functions

Based on the feedback from the two workshops in July and August 2017 the following broad areas of function for the tourism plan were identified

1. Developing and delivering a regional approach for tourism for member Councils
 1. Supporting regional tourism managers as they work collaboratively
 2. Developing, implementing and reviewing regional strategy
 3. Seeking funding from non-member Council sources where possible
 4. Recognising the role of tourism in the delivery of jobs and growth
2. Setting professional standards in the delivery of tourism support services
 - a) Share learning, expertise, collateral
 - b) Better value through aggregation of spend
 - c) Being abreast of best practice and innovation and implementing where practicable
 - d) Using evidence to inform change through the collection and analysis of data
3. Engaging with key stakeholders
 - a) Be a true acknowledged organisation with equal partnership with the Government
 - b) Long term relationship with the Government, in a role that goes beyond individuals and is more systematic / sustained as people “move on”
 - c) Influence future government funding programs, by identifying and reporting the gaps in the funding and policy for the Board to advocate
 - d) Maximise every funding opportunity
 - e) Influence the “pooled” or shared funding between the three levels of government to get better value for communities from the total spend
- 4) Delivering collaborative marketing programming
 - a) Informed by data
 - b) Building on the existing success of and learnings from the Unearth Campaign
 - c) Leveraging funding from non-member sources
- 5) Optimising existing product
 - a) Linking Destinations in the region through niche product offerings
 - b) Developing targeted marketing and PR campaigns to promote the depth of product available in the region.
 - c) Assist in the development of programs that link accommodation and experiences across the region
 - d) Develop regional marketing assets that ‘drive’ the visitor to travel through the region, ie regional app, maps, trails, itineraries



4.10. Objectives and Action Plan

Following a review of the challenges facing the CRTG in Centroc, the funding landscape and the areas in which the CRTG believes they can have the greatest impact, **objectives** and **actions** have been created.

4.11. Objectives

1. Provide a regional platform for collaboration, leadership and good governance in all aspects of destination management subject to available resources.
2. Expand our visitor economy through a targeted approach to
 - a. Boosting Visitor Nights
 - b. Increasing Visitor Expenditure
 - c. Increasing Length of Stay
 - d. Increase consumer insights of region through the development of original content.
3. Facilitate LGAs to grow and evolve our product and experience offering

Objective 1: Provide a regional platform for collaboration, leadership and good governance in all aspects of destination management subject to available resources.

Action	Time Frame	Resources	KPI / Document
<ul style="list-style-type: none"> • Develop a Risk Management Plan and approach 	Dec 2017	Centroc Staff	Risk Mgt Plan developed to the satisfaction of members.
<ul style="list-style-type: none"> • Support the development of greater links and understanding of the challenges for Tourism within the Planning context. 	June 2019	Centroc Staff, CRTG, Planners Group and DoPE	Dependent on the outcomes of the implementation of the Central West and Orana Regional Plan Direction 4 page 10.
<ul style="list-style-type: none"> • Meet two monthly with an agreed agenda including: Speaker Minutes Matters in Progress Presentation (followed by round-robin discussion) by member on best practice initiative to utilise the professional experience in the room. Focus areas include VFR, data collection, event 	Ongoing	Centroc Staff	Content and outcomes of the meeting to the satisfaction of members. Sample of members surveyed following all meetings.

Action	Time Frame	Resources	KPI / Document
management, VIC management and industry engagement. Reports on Management Plan- <ul style="list-style-type: none"> • Advocacy advice to the Board including advice on working with stakeholders • Product Development • Marketing update • Data update Finance Report Other Business Dev policy			
<ul style="list-style-type: none"> • Governance in line with Centroc Policy • Develop policy for board review regarding CRTG membership, with reference to private sector funding, m-ship levels and campaign buy-in options. 	Ongoing	Centroc Staff/CRTG	Centroc Regional Tourism Group Membership Policy Policy reviewed annually.
<ul style="list-style-type: none"> • Management of Collateral Review performed by member working groups 	Q4 2017	Centroc Staff	Agreed annual review recommendations for CRTG collateral.
Relationship building with key stakeholders <ul style="list-style-type: none"> • DNOC • DNSW • ARTN • Planning and roads technical groups • RDA • RLE 	Q4 2017	Centroc Staff/ Portfolio Chair and Sponsoring GM	One update meeting per year and as required on other actions
<ul style="list-style-type: none"> • Demonstrate efficiency in collaborative activity 	Ongoing	Centroc Staff	Destination engagement in collaborative initiatives – meeting relative KPI within specific initiative.
<ul style="list-style-type: none"> • Business Plan Review 	Q2 2018	Centroc Staff/CRTG	Recommendations to Centroc Board Annually

Objective 2: Expand our visitor economy through a targeted approach to

- **Boosting Visitor Nights**
- **Increasing Visitor Expenditure**
- **Increasing Length of Stay**
- **Increase consumer insights of region through the development of original content**

Action	Time Frame	Resources	KPI / Document
Collaborative Digital Marketing Campaign; <ul style="list-style-type: none"> • Content strategy and calendar • Ongoing management and development of Social Media Platforms (including, Facebook, Instagram, YouTube, Twitter) including production of original content around key product offerings. • Management and ongoing optimisation of Central NSW Website • Development of bi-monthly e-newsletter 	Q4 17 Ongoing	<ul style="list-style-type: none"> • Centroc Staff • External Digital Mktng Consultant (\$35K) 	<ul style="list-style-type: none"> • CRTC Strategy and Calendar finalised November • Social media engagement monthly statistics • Regional content • Year on year increase in Google analytics • Bi-monthly consumer newsletter • 20% increase in newsletter subscription across the year.
Public Relations Strategy <ul style="list-style-type: none"> • Production of Public Relations Plan • Press Release Production, scheduled and pro-active • Media familiarisation program, aim to secure 6 media familiarisations with key media on individual self-guided trips • Reporting, weekly/fortnightly summaries and a final report 	Q4 17 Quarterly and ongoing Ongoing Ongoing	<ul style="list-style-type: none"> • Centroc Staff • External Public Relations Firm (\$30K) 	<ul style="list-style-type: none"> • Min 4 pro-active releases in the 12month campaign period. • Min 6 famils hosted in the 12 months • EAV achieved for campaign period.

Action	Time Frame	Resources	KPI / Document
<p>Optimise Visiting Friends & Relatives Market</p> <ul style="list-style-type: none"> Sharing best practise initiatives in this space Audit and share current VFR and general community engagement activities across the region Assess how current Destination initiatives can be leveraged across the region. Promote the principles circular economy through regional marketing initiatives, (ie Regional Passport comp) Target 'past resident segment' as consumers with a higher propensity to #reconnect#countrycousins <ul style="list-style-type: none"> Develop and promote regional events calendar 	<p>Bi monthly</p> <p>ongoing</p> <p>ongoing</p> <p>Q4 17</p> <p>Q4 17</p>	<p>Centroc Staff</p>	<ul style="list-style-type: none"> Min 4 case studies a year Number of initiatives extended across Destination boundaries during the year. 10% increase in consumer content uploaded to Central NSW social media channels. 1/4terly Visitor Centre/Operator Survey measuring number of past residents visiting the area. Calendar produced
<p>Optimise Regional Product Base</p> <ul style="list-style-type: none"> Facilitate the linking of Destinations based on Niche (key to the region)product offerings including; <ul style="list-style-type: none"> Heritage – Continue to educate target markets of the 1130 culturally significant sites in the region Double Q (<i>Quirky, Quintessential</i>) Country – leveraging the unique country experiences and characters that create the fabric of central NSW. Strengthening the whole regions Agri & Culinary (Food & Wine) Tourism Position, leveraging strong destinations to link through to developing areas. Regional Artsapes, Artists & Artisans Pure Country – Highlighting the clean, clear natural assets, the night sky, national parks and waterways. Indigenous Experiences, promote, link and assist in the development of this valuable tourism asset. Adventure Tourism, cycling, fishing, walking, fossicking, riding, boating trails, focus on packaging with and educating accommodation base. 	<p>Ongoing</p> <p>Q4 17</p>	<p>Centroc Staff</p> <ul style="list-style-type: none"> Coordination 	<ul style="list-style-type: none"> Linkages created across the region during the year. Content created around key product groups and utilised in digital content during the year. Google Analytics Complete database on Agri/Culinary Tourism Experiences, 1130 Heritage, QQ Country, Art Product, Pure Country, Indigenous Experiences, Adventure Tourism, in CNSW within the first six months. Training with relevant VIC staff following the development of Regional Niche Product Resources. Links between Operators and Experiences Media Coverage during the year.

Action	Time Frame	Resources	KPI / Document
<ul style="list-style-type: none"> Identify and link events within these Niche product offerings Develop regional marketing assets that 'drive' the visitor to travel through the region, ie regional app, maps, trails, itineraries 		<ul style="list-style-type: none"> by Centroc staff. Additional development or printing costs spread evenly across relevant councils. 	<ul style="list-style-type: none"> Increase in relevant industry engagement Event Directory for Niche Products produced within 12months. Updated existing 6 CNSW Itineraries within first six months.

Objective 3: Facilitate LGAs to grow and evolve our product and experience offering

Action	Time Frame	Resources	KPI / Document
<ul style="list-style-type: none"> Identify and coordinate industry training for the region 	Ongoing	Centroc Staff	Attendance and participant feedback on training programs during the year.
<ul style="list-style-type: none"> Identify funding to support LGAs 	Ongoing	Centroc Staff	Members engagement in relative Funding Programs
<ul style="list-style-type: none"> Support Councils with funding applications using an evidence based approach 	Ongoing	Centroc Staff	Up to date and central database of region's quarterly tourism data every qy
<ul style="list-style-type: none"> Make applications for funding on behalf of the region to leverage the existing budget 	Ongoing	Centroc Staff	Number of applications to funding programs
<ul style="list-style-type: none"> Destination marketing and report writing assistance 	Ongoing	Centroc Staff	Annual feedback from members on assistance delivered to Destinations
<ul style="list-style-type: none"> Identify and educate LGA's on Industry initiatives and opportunities . 	Ongoing	Centroc Staff	Annual feedback from member's awareness and engagement in relative industry initiatives.

5. Budget

Proposed CRTG Budget 2017- 2018		
	17/18	Comments
INCOME		
balance brought forward 30 June	\$30K	Cash reserve for collaborative marketing opportunities and contingency. Provided as surplus upon windup of CNSWT.
Projected income		
Membership fees 2017/18	\$127,500	Based on per capita contributions from 10 member councils.
TOTAL INCOME		
	\$157,500	
EXPENSES		
Meeting costs	\$1,200	
Tourism conferences	\$3,000	
Council Hosting Fee	\$5,000	Efficiency of Centroc structure
EO wages & on-costs	\$55,000	Provision for 20 hours per week
Travel and Accommodation	\$3,000	
Memberships - ARTN + NSW Bus Chamber	\$2,000	
Telephone /postage	\$1,000	Within Centroc allow \$1K
Digital Marketing	\$21,000	
PR Program (inc media monitoring)	\$30,000	
Web Development	\$4,000	
TOTAL EXPENSES	\$125,200	
Net profit/loss	\$32,300	

6. Membership Fees

The suggested membership structure is a per capita charge for management and administration based on the following population categories:

M-ship Category			2017-2018
<5,000			2500.00
>5,000			7500.00
>10,000			15000.00
>15,000			20000.00
>35,000			25000.00



7. Timeline

An example of a 5 year scope of work would include:

2017	Creation of business plan Advocacy for the Centroc Regional Tourism Group Engagement of key stakeholders Identification of consultants of employees to work with Identification of group's priorities Creation of Public Relations Strategy Creation of 2017 – 2018 Digital Content Strategy Review and optimisation of Central NSW Tourism Website Development of Centralised CNSW Tourism Data and Resources Database
2018	Expansion of Centroc Regional Tourism Group to include more partner councils Regional funding applications Stronger Collaborative Initiatives across the Region Be a true acknowledged organisation with equal partnership with the Government Influencing future government funding programs, by identifying and reporting the gaps in the funding and policy for the Board to advocate
2019	Completion of enabling advice to tourism development from a planning control perspective.
2020	



8. Appendices

Strategic Alignment

Please find following advice from national, state regional and local plans that have informed the Central NSW Tourism Business Plan.

In line with the strategic framework, the Central NSW Tourism Business Plan seeks to support the growth of the visitor economy in support of national and State objectives.

It is noteworthy that the federal plan is now going into a period of review where it is tracking well on KPIs.

This advice will also inform funding applications, support documentation and further activity in this region.

It is also a useful resource for members when considering activity and funding programs.

Federal

The following advice has been taken from the Tourism 2020 website. Tourism 2020 is a whole-of-government and industry long-term strategy to build the resilience and competitiveness of Australia's tourism industry and grow its economic contribution. Their purpose is to grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets. Their key partners are State tourism organisations.

Their 6 areas of focus are:

1. Grow demand from Asia While marketing investment across a balanced portfolio of markets is required, Australia has a unique opportunity to drive demand from Asia. Over the 2010-20 period, Asia is expected to contribute more than half of the projected growth in international visitation with 42 per cent of that growth expected to come from China. Most countries in Asia have growing economies with good consumer confidence, burgeoning growth in the middle class (especially China, India and Indonesia), and Australia is a near "western developed", English speaking country, with strong destination appeal. Industry and governments need to deepen consumer understanding, strengthen distribution, develop tailored marketing campaigns, and appropriate product, as well as relevant policy frameworks.
2. Build competitive digital capability Strong digital capability is essential in both marketing Australia and in the distribution of product. Eighty percent of Australians are online and by 2020, 66% of the world is expected to be online. Developing strong and efficient digital marketing and transactional capabilities is essential to remain competitive. Currently only a third of Australia's tourism operators have online booking and payment facilities, limiting their ability to service customers both domestically and overseas. Governments will continue to work with industry to ensure more tourism enterprises are able to take advantage of online opportunities.
3. Encourage investment and implement the regulatory reform agenda Tourism investment in Australia is lagging. From 2000-01 to 2009-10 investment in tourism grew at only half the pace of investment in the rest of the Australian economy. Tourism currently faces a disproportionate regulatory burden that impacts

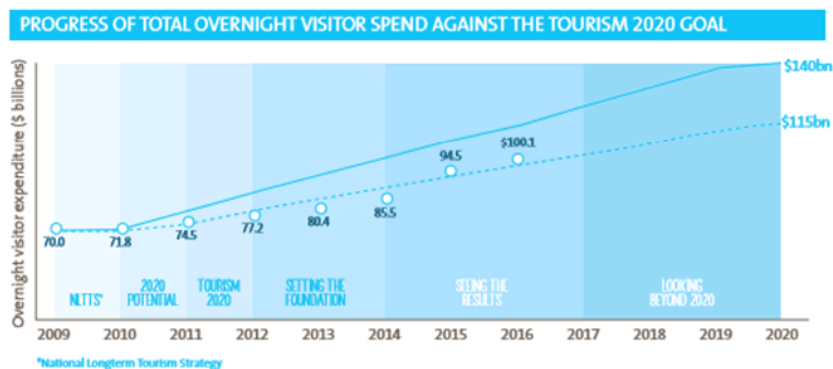
negatively on investment. Governments will work with industry to reduce the barriers to investment so that industry can invest in the products and infrastructure consumers are seeking.

4. Ensure tourism transport environment supports growth Tourism transport capacity and infrastructure needs to allow increasing numbers of visitors to travel to, from and within Australia. Governments will work in partnership with industry to ensure the supply of transport capacity and infrastructure continues to move ahead of demand and facilitates, rather than hinders, tourism traffic.
5. Increase supply of labour, skills and Indigenous participation The tourism industry has a labour shortage of 36,000 and an employee vacancy rate over four times the national average that is preventing parts of the industry from effectively servicing global customers. By 2015, an additional 56,000 people will be needed to fill vacancies (including 26,000 skilled positions). Government will work with industry to support industry recruitment, retention, labour mobility, education and training to fill these gaps, and explore ways to increase the supply of skilled tourism labour and Indigenous participation.
6. Build industry resilience, productivity and quality Industry productivity is low compared to the rest of the Australian economy and to tourism firms in competitor countries. This is limiting Australian tourism operators' ability to provide consumers with value for money experiences. Building on Australia's competitive advantages, governments will work with industry to increase industry productivity, innovation and quality.

Their activities include:

- Identify high-value, out-of-region travellers who want to come to Australia and whose travel interests align with Australia's destination strengths. »
- Deliver international consumer research in partnership with STOs, building a common foundation based on what motivates the target customer when choosing a travel destination. »
- Deliver campaigns in partnership with commercial partners and STOs in key markets. »
- Deliver marketing activities to stimulate target markets, including brand advertising and promotions, broadcasts, public relations campaigns, international media hosting programs and content development and social media activities. »
- Collaborate with government and industry to align efforts and activities increasing Australia's collective share of voice in the global marketplace to ensure efficiency and effectiveness. »
- Evaluate campaign and project performance through a range of tracking and direct consumer response channels. »
- Deliver research to build knowledge of the needs of corporate and association decision makers when choosing a destination for meetings, associations and incentives and to understand the needs and decision patterns of delegates. »
- Deliver activities that promote Australia as a business events destination targeting the associations and incentives sectors in key markets, including trade events, buyer and agent familiarisation visits, direct marketing and public relations and marketing toolkits. »
- Drive visitation through delegate boosting programs and visitation extension marketing initiatives to encourage pre-andpost travel.
- Identify and target best prospect consumers, inspire them to travel to Australia and to spend more and travel widely throughout Australia.⁶
- Build the capacity of the travel industry to confidently sell Australia through the Aussie Specialist Program, including using dedicated agent training. »

- Provide Australian destination and product content to the distribution system for tourism marketing and sales activities, providing a consistent approach for marketing Australia as a destination. »
- Facilitate direct connections between travel agents and Australian tourism product through familiarisation visits and trade events. »
- Use market and consumer insights to identify special interest experiences that have high potential to drive travel to Australia. Work with these sectors through the Best of Australia program to bundle and promote these experiences.
- Manage a range of trade events and industry missions in Australia and overseas – including the Australian Tourism Exchange, Dreamtime, Corroboree – promoting Australia to key markets as a destination for leisure and business events travel.
- Support access to Australia by helping to maintain existing routes and developing new routes. »
- Work with government stakeholders to resolve issues that impede growth, including visitor visas. »
- Work with Austrade to facilitate tourism investment and the development of quality tourism infrastructure. »
- Disseminate tourism research and insights and engage with industry stakeholders.
- Share market and consumer insights and trends through our marketing channels and those of our partners.
- Deliver an annual conference, industry briefings and communications to build awareness and understanding of Tourism Australia’s strategies and initiatives.



State

- NSW Government – Premier’s 12 priority areas
- NSW GOVERNMENT VISITOR ECONOMY INDUSTRY ACTION PLAN (VEIAP)
- Aboriginal Tourism Action Plan (subset of VEIAP)
- China Tourism Strategy 2012-20 (subset of VEIAP)
- The NSW Regional Conference Strategy & Action Plan 2017- 2021 (subset of VEIAP)

Regional

- Central West & Orana Regional Plan 2036, Implementation Plan 2017 -2019
- Central NSW Tourism Destination Management Annual Update & Action Plan 2016-17

Local

- Bathurst Regional Council Destination Mgt Plan 2015
- Blayney Shire Council Destination Mgt Plan 2016 2020

- Cabonne Council Tourism Plan 201/13 to 2021/22
 - Cowra Economic Development Strategy 2014-2017
 - Lachlan Shire Council Economic Development Strategy 2017-2020
 - Orange City Council Economic Development Plan
 - Orange Region Tourism Strategy (draft) 2016/17–2018/19
 - Orange City Council Community Strategic Plan 2016-2026
 - Oberon Council Tourism Strategy 2016/17 – 2020/21
 - Parkes Shire Destination Plan 2016
 - Weddin Economic Development Strategy 2017-2020
 - Weddin Shire Council Tourism Strategic Plan 2016-2017
1. Summary of State and Regional Strategic Priorities and Alignment with Central NSW Tourism Management Plan

<p>Organisation and Strategic Document</p> <p>NSW GOVERNMENT VISITOR ECONOMY INDUSTRY ACTION PLAN</p> <p>Strategic Imperative 1 – Increase Visitation Recommendation 2. Finalise a long-term, compelling and consistently delivered brand strategy for the key identified NSW destinations, and ensure joint marketing with Industry support. Action 2B. Link brand positioning with Destination Management Plans and work with destinations to identify key features and promote key strengths. Recommendation 3. Focus all Government visitor marketing on the top target markets and market segments identified by research for NSW. Recommendation 4. Focus visitor economy marketing resources on a greater use of digital marketing and promotions and improve the links between complementary digital information services.</p> <p>Strategic Imperative 2- Grow Physical Capacity Action 6C. Identify and release Crown Land suitable for visitor economy purposes, including caravan/ tourist parks, ecotourism, heritage, family or Aboriginal-based tourism developments, including in or adjacent to National Parks, State Forests and Reserves and other Crown Lands. Ensure that sustainable development and management practices are adopted. Action 14D. Review and pilot opportunities to improve the visitor experiences available through CountryLink including, for example, improved rail experiences and special event packages.</p> <p>Strategic Imperative 3- Renew and Revitalise Destinations Action 18A. Ensure that Destination Management Plans address demand and supply, and policy and planning issues including: <ul style="list-style-type: none"> • infrastructure requirements • Tourism Industry development • destination experience • destination brand and positioning • appropriate relevant target markets • major events and festivals, arts, culture, sport and recreation activities • the role of Crown Lands, including National Parks, State Reserves, heritage precincts and National Landscapes. </p>
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Strategic imperative 4: Improve the Visitor Experience

Action 21D. Include the role of visitor information centres and the provision of visitor information in the Destination Management Planning process.

Action 22A. Review the role, location and operation of traditional visitor information centres and explore turning the centres into 'experience' gateways that showcase a destination's key experiences and link effectively with other destinations.

Action 22C. Incentivise the development and support of digital-based visitor information that facilitates wayfinding and is supported by effective physical signage.

Action 23B. Place a higher priority on supporting Industry and education and training institutions to provide cultural awareness, language and customer service training.

Recommendation 26. Raise the profile of NSW's Aboriginal heritage and contemporary culture and further develop and sustain visitor attractions and experiences which tell the story of Indigenous Australia.

Action 26C. Support the establishment of a major Indigenous cultural festival in Sydney and additional festivals in regional areas and identify potential opportunities for shared funding and promotion.

Recommendation 27. Implement a whole-of-government approach across all marketing and promotional activities of NSW Government arts and cultural institutions to better facilitate integration in the positioning and promoting of Sydney and NSW.

Action 27E. Undertake a comprehensive audit of all arts and culture-related infrastructure throughout Regional NSW to identify the need for refurbishments or new developments, and potential hallmark Regional NSW arts/culture attractions, as a part of the Destination Management Planning process.

Recommendation 28. Enhance the existing NSW events and festivals strategy to develop a long-term comprehensive state-wide events and festivals strategy that encompasses both major and smaller events and festivals.

Action 28C. Expand and heavily promote a year-round regional events and festivals calendar.

Recommendation 29. Relevant NSW Government Departments and agencies work with the Tourism Industry to clearly articulate responsibilities and establish milestones for the management and development of identified nature and heritage tourism experiences and develop a co-ordinated and more dynamic approach to delivery of these opportunities.

Recommendation 30. Undertake ongoing consumer research to identify opportunities to develop new products and experiences that will highlight NSW's distinctive features and appeal to visitors.

Strategic imperative 5: Increase Visitor Spend

Recommendation 32. Extend the marketing and brand messaging for Sydney and NSW destinations to promote more strongly the quality food and wine experiences that NSW offers for visitors.

Action 32B. Identify and further develop food and wine styles for individual destinations and associated events and festivals, and incorporate them into relevant Destination Management Plans.

Action 32C. Further develop and promote food and wine trails.

Action 32E. Call upon Industry associations in the food and hospitality sector to champion and work with their NSW members to increase the availability of NSW-sourced food and wine and to learn from successful wine marketing initiatives in New Zealand and other States/Territories.

Strategic imperative 6: Make NSW more competitive

Recommendation 35. Follow through on the *NSW 2021* commitment to reduce red tape and provide improved incentives and investment information, at State and Local Government level, to investors and establish mechanisms that facilitate and expedite private investment.

Recommendation 36. That the NSW Government adopt a whole-of-government approach to the attraction and hosting of business events, funding, brand development, planning and integration of events with the broader visitor economy in Sydney and across the relevant regions.

Action 36B. Develop and implement a NSW Regional Business Events Strategy that identifies appropriate regional infrastructure and provides support to Regional NSW to effectively target business event opportunities, including required promotional activities.

<p>Action 36C. Increase the number of NSW Government conferences and events that are held in Regional NSW.</p> <p>Strategic Imperative 7: Change of Mindset</p> <p>Action 47A. Ensure that funding for regions will only continue where there is a Destination Management Plan that has a focus on building capacity and capability to grow visitor expenditure from priority target markets.</p> <p>Action 47D. Ensure that arts and culture, events, nature and heritage and other visitor experience development initiatives are integrated into the Destination Management Planning and implementation processes for the relevant destination.</p>
<p>NSW Government – Premier’s 12 priority areas</p> <p>Relevant areas are:</p> <ul style="list-style-type: none"> • Creating jobs • Building infrastructure • Driving public sector diversity • Improving government service
<p>Central West & Orana Regional Plan 2036 Implementation Plan 2017 -2019</p> <p>Goal 1 - The most diverse regional economy in NSW</p> <p>4.1 Align land use and tourism strategies with a Destination Management Plan for the Country and Outback NSW Destination Network.</p> <p>4.2 Work with councils to improve tourism-related transport services.</p> <p>4.3 Develop the region’s capacity to grow food and wine tourism.</p> <p>4.4 Enable opportunities appropriate for tourism development and associated land uses in local environmental plans.</p> <p>4.5 Target experiential tourism opportunities and develop tourism management frameworks to promote a variety of accommodation options.</p> <p>4.6 Encourage tourism development in natural areas that support conservation outcomes.</p>
<p>Central NSW Tourism Destination Management Annual Update & Action Plan 2016-17</p> <p>Objective 1 - Consolidate long term commitment to the DMP from key partners and stakeholders via partnership agreements and funding plan</p> <p>Objective 2 - Expand our visitor economy</p> <p>Objective 3 - Facilitate LGAs to grow and evolve our product and experience offering</p> <p>Objective 4 - Build demand by developing the destination’s brand and appeal</p>
<p>Bathurst Regional Council Destination Mgt Plan 2015</p> <p>Recommended Actions:</p> <p>7.1 Be Known: Develop and improve brand awareness and preferences through targeted marketing activities.</p> <p>7.2 Think like a visitor: Increase the level of development of sustainable product that delivers the Bathurst (Region) destination experience.</p> <p>7.2.2 Shape the experience</p> <p>7.2.3 Develop the product</p> <p>7.3 Local love: Improved access, dispersal and participation in the Bathurst (Region) destination tourism experience</p> <p>7.3.1 Everyone is a champion</p> <p>7.3.2 Lengthen stays</p> <p>7.4 Community commitment: Through improved communication and coordination we will work together to grow our industry.</p> <p>7.4.1 Success through collaboration</p> <p>7.4.2 Network with purpose</p>

7.4.3 Set and measure benchmarks
7.5 Leading success: Council will enable growth by leveraging its assets
7.5.1 Connect with industry
Blayney Shire Council Destination Mgt Plan 2016 2020
Key Objectives:
<ol style="list-style-type: none"> 1. Provide a forum for collaboration and leadership across the region 2. Expand our visitor Economy 3. Grow and evolve our product and experience offering 4. Build demand by developing our destinations brand and appeal.
Cabonne Council Tourism Plan 201/13 to 2021/22
Objective 1: Tourism activities in Cabonne LGA show strong leadership and are supported with adequate administration and grant funding opportunities.
1.1 To provide leadership that will positively support the growth of tourism activities and opportunities within Cabonne LGA.
1.6 Support the implementation of the Tourism Plan through providing access to internal and external funding opportunities.
Objective 2: Tourism activities in Cabonne Country are supported through tourism statistical research and analyses that enables measurable visitation growth for the Shire.
Objective 3: Tourism activities in Cabonne grow through the development of promotional and marketing opportunities for the Shire.
3.6 Access digital technologies to assist visitors with the gathering of destinations information, experiences and products. This is to include the internet and mobile phone based applications.
Objective 4: Tourism activities in Cabonne are enhanced through the investment of tourism product development.
4.1 Enhance a visitors experience when using all Cabonne Country’s Visitor Information Centres.
4.7 Increase visitation to the Shire through hosting of specific events and festivals.
4.8 The implementation of tourism product development in Cabonne Country will require securing grant funding and formation of new and or ongoing partnerships.
4.9 Encourage and support the local business sector to benefit from industry advancements, linkages and capability to sell their products outside of Cabonne Country.
Objective 5: Tourism activities in Cabonne Country are enhanced through valued and respectful partnerships of co-operation and capacity building.
5.2 Collaboratively work with other LGA’s and regional organisations to encourage tourism growth.
5.5 Work with State and Federal Government to raise the awareness of Cabonne Country as a competitive tourism destination and a sound economical investment.
Cowra Economic Development Strategy 2014-2017
Strategy 1 – To ensure that the building blocks needed to support and stimulate economic development are in place.
1.3 Support the current work of building a strong, positive profile for Cowra LGA.
Strategy 2 – To retain, nurture and expand the existing local business base
2.1 Encourage the development of business skills
2.4 Regional Collaboration on a range of activities that will generate opportunities
Lachlan Shire Council Economic Development Strategy 2017-2020
Strategic Goals

<p>1.Strengthen the high growth sectors of manufacturing, transport, tourism and agribusiness.</p> <ul style="list-style-type: none"> • To develop and support the tourism industry and lifestyle through the development of the region’s infrastructure, tourism product and marketing programs to encourage increased visitation to the region
<p>2. Assist businesses and industry to diversify and maximise opportunities</p> <ul style="list-style-type: none"> • Value add to existing small business. • Support the growth of the Indigenous business sector • Create a supportive environment for home based businesses and new business start ups • Support and enhance a diverse, strong retail sector and encourage localised shopping to minimise retail leakage outside of the Shire.
<p>4. Provision of a safe and appropriately serviced community that enhances the quality of life and attractiveness of the Region.</p> <ul style="list-style-type: none"> • Promotion and marketing of the region to attract new residents and businesses
<p>Orange City Council Economic Development Plan 2012-2014</p>
<p>Objective 1: Build on the economy, lifestyle and character of Orange to position the City as a destination of choice.</p> <p>1.1 Capitalise on the character and lifestyle of Orange to enhance tourism.</p> <p>1.2 1.2 Promote tourism and the attraction of new residents by supporting the growth and development of diverse accommodation, including the emerging needs of an ageing population</p> <p>1.3 1.3 Facilitate and support the attraction and development of events, festivals, venues and activities for residents and visitors, ensuring access and participation for older people.</p>
<p>Objective 2: Encourage a strong, multifaceted economy and stimulate interactions within the business community and between business and Council</p> <p>2.1 Encourage the growth of local business, support emerging industry sectors and attract new investment to Orange</p> <p>2.2 Foster partnerships and encourage development across a range of industry clusters.</p>
<p>Orange Region Tourism Strategy (draft) 2016/17–2018/19</p>
<p>Outcome 1 - BUILD ONE BRAND AND ONE MESSAGE</p> <p>1D Visitor information centre operating to maximum potential</p>
<p>Outcome 2. BUILD KNOWLEDGE AND AWARENESS</p> <p>2A Tourism market knowledge enhanced</p> <p>2B Knowledge building of local residents of the tourism facilities and events.</p> <p>2E Build stakeholder engagement processes</p>
<p>Outcome 3. BUILD INFRASTRUCTURE</p> <p>3C Transport Infrastructure to enhance tourism opportunities</p>
<p>2016-2026 Orange City Council Community Strategic Plan</p>
<p>Objective 10 – Build on the economy, lifestyle and character of Orange to position the City as a destination of choice.</p> <p>Objective 11 – Encourage a strong, multifaceted economy and stimulate interactions within the business community and between business and Council.</p>
<p>Oberon Council Tourism Strategy 2016/17 – 2020/21</p>
<p>1.0 Ensure tourism information and promotion is appropriately structured and resourced to:</p> <ul style="list-style-type: none"> • Develop alliances with state regional and neighbour tourism bodies.

<ul style="list-style-type: none"> • Develop and maintain quality promotional tools and information .
2.0 Maintain and enhance local events that attract visitation
4.0 Provide a support base for businesses providing visitation service and facilities
6.0 Build a profile of visitors who come to and stay in the district
Parke Shire Destination Plan 2016
Festivals & Events Development Action Plan
Goal 1: Enhance, develop, promote and retain high profile events and festivals in Parkes.
Goal 3: Advocate professionalism and excellence through skills development of event organisers
Goal 4: Direct focus towards developing the business and corporate meetings and event sector
Product & Attraction Development Action Plan
Goal 4: Encourage and support the development of agritourism businesses and events in Parkes Shire
Goal 6: Develop a trails strategy for Parkes
Goal 9: Seek new ways to package different products.
Marketing Action Plan
Goal 1: Greater activation of Parkes branding
Goal 2: Develop Parkes Shire Visitor App
Goal 3: Evaluate current visitor information system
Goal 6: Increase tourism promotion budget and foster improvement in industry on-line, digital and social participation
Goal 7: Develop local ambassadors program
Goal 8: Take lead role in new regional destination network.
Weddin Economic Development Strategy 2017-2020
Objective 4 – Maximise Weddin Shire’s Tourism Potential
4.1 Develop regional collaborative approach.
4.2 Develop destination marketing.
4.3 Build on the success of existing events.
4.4 Improve visitor experience.
Weddin Shire Council Tourism Strategic Plan 2016-2017
Objective 1- Double overnight visitor expenditure by 2020
Objective 2 - Creation of a better visitor experience
Objective 3 - Attract & enhance product and events
Objective 4 - Building community awareness and participation
Objective 5 - Establish strong industry ties in the region

2. Digital Marketing Proposal

Thank you for the opportunity to discuss our current social media activities and some exciting projects that we could embrace moving forward.

Below is the original Social Media Plan/Quote that was submitted at the commencement of the campaign in July 2015.

Task	Hours/week
Facebook	
Sourcing information for scheduling one – two posts per day at peak times	5
Checking fb posts from visitor centres, agencies, media, organizations etc to source items to share for additional posts	3
Moderating posts from public on a daily/second daily basis (30 min/day)	3.5
Contacting tourism centres on a weekly basis to get information about upcoming events etc	1
TOTAL:	12.5 hours
Additional Costs :	
Budget to use for promoting posts/page	\$25-50/week
*Submitting posts via spreadsheet to be approved prior to scheduling on FB - if you are happy to check them via FB once they are scheduled these hours can be omitted.	*1.5
Instagram	
Sourcing images	2
Regramming	2
TOTAL:	4

Since July 2015 this program has greatly increased to incorporate a number of other activities on our page. The time spent on a weekly basis has now exceeded the original 16.5 hours.

Up until recently we were delivering the following activities on Facebook:

- Daily peak time scheduled posts – some days more than one post.
- Moderating all posts and messages to our page.
- Moderating comments made on our posts.
- Liking and commenting with “Thanks For Sharing #UnearthCentralNSW” when someone shares one of our posts.
- Contacting destinations/organizations weekly to gather content for weekly “What’s On In Central NSW” video. I often follow this up with a reminder email to share the weekly video.
- Creation of weekly “What’s On In Central NSW” video.
- Contacting photographers for monthly featured photographer post.
- Finding local event listings and adding them to our FB page calendar. I have been contacting bigger/popular event’s organizers (that do not have an event listing) and suggest they create one so we can help promote the event too.
- Regular videos of Central NSW images collated from Instagram – often used as standalone ad content.
- Creation of standalone ads.
- Regular rotation of cover images.
- Searching for online versions of PR pieces.

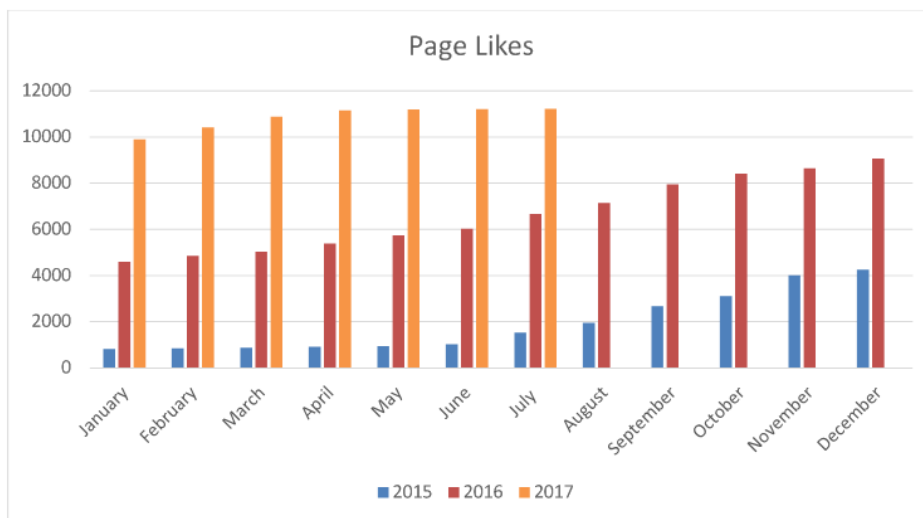
- Creation of competitions and promotional content as well as moderation during competition period.
- Creation of contact database from competition entrants.
- Monthly reporting.

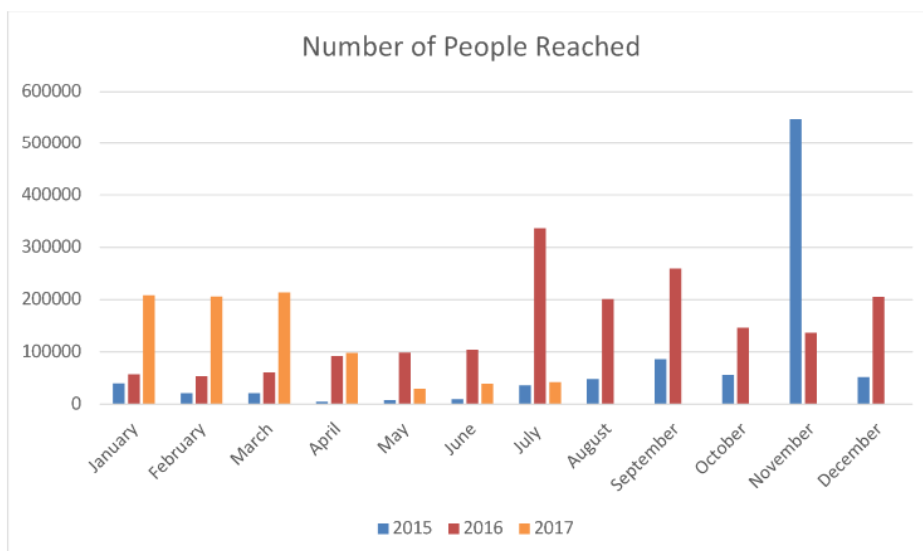
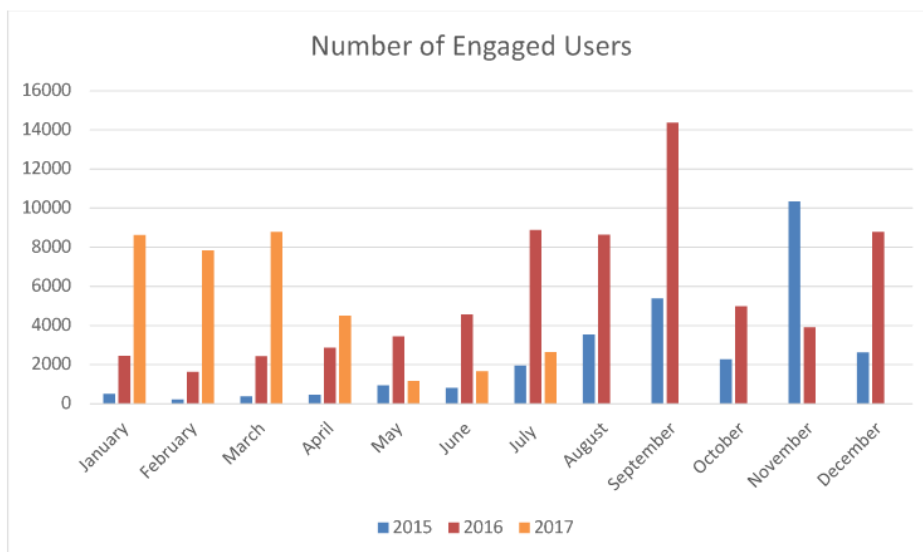
Previous activities on Instagram:

- Reposting images that have been tagged with our hashtag
- Liking **every** image (currently there are around 21,000) that is tagged with our hashtag. Time wise I am unable to comment on every image but I try to comment on a few to encourage our followers to keep using our hashtag.
- Searching other hashtags of locations in our region and liking/commenting on these photos to encourage that person to follow us and use our hashtag too.

All this extra effort has paid off and in 2 short years we have reached some huge milestones:

- At the beginning of this social media campaign our Facebook had only 900 likers/followers – we are now at just over 11.2K people.
- Our previous highest number of people reached per month was 10,000 – some months we have reached up to 550,000 people.
- The number of people that have engaged with our page has increased from 950 people per month to up to 14,000 people.
- We now have over 21,000 images on Instagram uploaded by the public that are tagged with #UnearthCentralNSW. This in itself has not only provided us with content for our social media channels, but has also given us access to some amazing images (for little or no cost) that were used in our print media + online campaigns.





These figures show that our audience is highly engaged with our page and the continued growth is extremely positive. I believe this can be attributed to:

- our regular scheduled posts in peak times
- careful selection of targeted content
- regular engagement with other stakeholders
- regular engagement with our audience
- increased video content – video content has highest rates of engagement
- boosting (paid promotion) of selected posts

Whilst social media is often considered to be a “free” asset it is actually quite time consuming to create content that will keep our rates of engagement high. Keeping our engagement high helps us keep the extra reach without having to pay huge amounts for boosted/paid posts. Poor engagement results in a dramatic reduction in reach.

Compared to traditional media it is cost effective and the content we have created remains accessible to our followers in one central place. We have also been able to build alliances within the region as well as gaining photo assets that have been used in traditional media campaigns at minimal or no cost. This represents a huge saving to the organization.

I am aware that we now have less collaborative marketing funds available through DNSW, however I believe strongly that all the elements of this social media program have contributed to the amazing results that we are achieving. We have built up strong momentum and it would be great to keep up with our efforts and take on some of our bigger regional neighbours such as the Central Coast and the Shoalhaven.

I have put together some packages for your consideration, one based on how I believe the best results may be achieved and the second based on an annual budget of \$21k. Package one has a few important differences:

- 1.) All content is sourced and prepared for you
- 2.) A stronger focus on original content vs sharing other user’s posts
- 3.) Increased video content

The higher cost of package one vs package two is a reflection on the large amount of time required to source and create original content. At present we have a very limited photo + video collection which certainly presents an issue at times. We are fortunate that our likers/followers often grant permission for us to use their images as long as we credit them. Again, it also takes time to build and maintain these relationships with suitable photographers.

Promotional Package One

Destinations/Partners

Bathurst	Blayney Shire	Cabonne	Cowra
Forbes	Grenfell	Lithgow	Lachlan Region
Oberon	Orange	Parkes	

Activities:

- Daily posts on FB scheduled for peak times using the content below. There would be a **focus on creating original content as this has a higher reach** compared to items shared from other users.
- Increased video content as this has higher rates of engagement
- Moderating all posts, comments and messages to our page
- Engaging with anyone who shares one of our posts
- Contacting destinations/organizations weekly to gather content for weekly “What’s On In Central NSW” video

- Creation of weekly “What’s On In Central NSW” video
- Contacting photographers, restaurants, chefs etc for monthly featured posts and creation of content related to this
- Finding local event listings and adding them to our FB page calendar
- Creation of standalone ads
- Regular rotation of cover images
- Regramming on Instagram
- Engage with those using our #UnearthCentralNSW on Instagram
- Searching for online versions of PR pieces
- Creation of competitions and promotional content as well as moderation during competition period
- Creation of contact database from competition entrants
- Monthly reporting

Weekly Content:

- What’s On Video

Monthly Content:

- Featured Photographer
- Featured Restaurant/Chef/Local Producer (1 for each destination/partner)
- Wine/Craft Beer/Spirit/local product/recipe
- Bucket List Experience (1 for each destination/partner)
- Farmers Markets This Month
- Giveaway – small items eg. Books, dvds, voucher for lunch. These could be scheduled to coincide with an event you are trying to promote or a celebration in your area (minimum 1 from each destination/partner)
- Content created for upload to our website using our featured photographers etc.

Bi-Monthly Content:

- Newsletter to database

Quarterly Content:

- Online competitions

Annual Content:

- A plan for monthly/bimonthly themes eg. Indigenous Experiences, Paddock to Plate, Senior Safe Activities etc. developed in conjunction with CNSWT EO + TMs

Other Content:

- Other content sourced may include PR pieces, news items, event information, images,

Cost: \$2,916/month or \$35,000/year (plus any additional paid promotion you wish to engage in)

Areas that could be developed

- More live streaming at events, experiences, attractions etc.
- Photo + video content
- Event calendar feature on FB for all destinations so that all may be added to the Central NSW Tourism calendar

- Regional App
- Regional passport to encourage visitation to multiple areas – could be paper format or digital via an app
- Greater symmetry in content between FB, Instagram, website + digital newsletters.

Promotional Package Two

Destinations/Partners

Bathurst	Blayney Shire	Cabonne	Cowra
Forbes	Grenfell	Lithgow	Lachlan Region
Oberon	Orange	Parkes	

Activities:

- Five posts per week on FB scheduled for peak times *using a mixture of shared content and some original content* outlined below
- Moderating all posts, comments and messages to our page
- Creation of weekly “What’s On In Central NSW” video
- Contacting photographers for monthly featured posts
- Regular rotation of cover images
- Regramming on Instagram
- Creation of competitions and moderation during competition period
- Monthly reporting

Weekly Content:

- What’s On Video

Monthly Content:

- Featured Photographer
- Featured Restaurant/Chef/Local Producer (1 for each destination/partner) – **content to be supplied by destination/partner**
- Wine/Craft Beer/Spirit/local product/recipe **content to be supplied by destination/partner**
- Bucket List Experience (1 for each destination/partner) **content to be supplied by destination/partner**
- Farmers Markets This Month
- Giveaway – small items eg. Books, dvds, voucher for lunch. These could be scheduled to coincide with an event you are trying to promote or a celebration in your area (minimum 1 from each destination/partner)

Bi-Monthly Content:

- Newsletter to database

Quarterly Content:

- Online competitions

Annual Content:

- A plan for monthly/bimonthly themes eg. Indigenous Experiences, Paddock to Plate, Senior Safe Activities etc. developed in conjunction with CNSWT EO + TMs

Other Content:

- Other content sourced may include PR pieces, news items, event information, images,

Cost: \$1,750/month or \$21,000/year (plus any additional paid promotion you wish to engage in)

Facebook

Month	Number of Likes (at end of month)	Number of People Engaged	Number of People Reached	Impressions
2015				
April	910	460	4,985	11,462
May	942 (+32)	951	7,954	14,847
June	1,022 (+80)	818	9,721	20,856
July	1,539 (+517)	1,958	36,693	65,106
August	1,959 (+420)	3,543	48,380	79,425
September	2,679 (+720)	5,391	86,288	136,802
October	3,115 (+195)	2,268	56,227	84,211
November	4,013 (+898)	10,353	547,400	640,295
December	4,251 (+ 238)	2,616	52,192	79,071
2016				
January	4,605 (+354)	2,442	57,523	85,627
February	4,855 (+250)	1,636	53,665	73,576
March	5,036 (+181)	2,438	61,248	92,914
April	5,395 (+359)	2,877	92,333	126,226
May	5,744 (+349)	3,444	98,849	141,817
June	6,038 (+294)	4,570	103,993	135,677
July	6,675 (+637)	8,896	336,595	465,661
August	7,155 (+480)	8,647	201,179	312,801
September	7,953 (+798)	14,382	259,803	378,589
October	8,415 (+462)	4,987	146,377	203,865
November	8,649 (+234)	3,916	136,612	208,967
December	9,067 (+418)	8,793	205,731	320,731
2017				
January	9,897 (+830)	8,633	208,337	316,904
February	10,417 (+520)	7,857	205,869	328,732
March	10,885 (+468)	8,785	213,687	356,296
April	11,163 (+278)	4,505	98,224	147,798
May	11,190 (+27)	1,156	29,587	49,384
June	11,218 (+28)	1,672	39,147	76,121
July	11,225 (+7)	2,643	42,170	70,393

Since the campaign has now ended we are on a reduced social media budget allocation which has shown a decrease in our above figures. Despite this they are still positive results.

Instagram

Date	Followers	CNSWT Posts	Total Number of posts using #UneathCentralNSW
22/06/15	15	0	-
19/07/15	135 (+120)	40 (+40)	-
18/08/15	259 (+124)	104 (+64)	-
14/09/15	367 (+108)	184 (+80)	-
14/10/15	559 (+192)	282 (+98)	3,097
16/11/15	777 (+218)	438 (+156)	4,208 (+1,111)
15/12/15	889 (+112)	493 (+55)	4,952 (+744)
2016			
18/01/16	1,041 (+152)	517 (+24)	5439 (+487)
14/02/16	1,186 (+145)	559 (+42)	5,918 (+479)
27/03/16	1,430 (+244)	644 (+85)	6,826 (+908)
17/04/16	1,531 (+101)	676 (+32)	7,652 (+826)
22/05/16	1,718 (+187)	711 (+35)	8,560 (+908)
24/06/16	1,889 (+171)	758 (+47)	9,213 (+653)
15/07/16	2,028 (+139)	796 (+38)	9,773 (+560)
09/08/16	2,200 (+172)	820 (+24)	10,285 (+512)
02/09/16	2,389 (+189)	857 (+37)	10,982 (+697)
14/10/16	2,597 (+208)	890 (+33)	12,471 (+1,489)
02/11/16	2,741 (+144)	916 (+26)	13,143 (+672)
05/12/16	2,798 (+57)	935 (+19)	14,003 (+860)
2017			
10/01/17	3,004 (+206)	949 (+10)	14,777 (+774)
02/02/17	3,120 (+116)	955(+6)	15,507 (+730)
01/03/17	3,201 (+81)	969 (+14)	16,323 (+816)
01/04/17	3,389 (+188)	976 (+7)	17,908 (+1,585)
01/05/17	3,486 (+97)	976 (0)	19,890 (+1,982)
01/06/17	3,511 (+25)	976 (0)	20,292 (+402)
01/07/17	3,525 (+14)	976 (0)	20,756 (+464)
01/08/17	3,540 (+15)	976 (0)	21,308 (+552)11

Due to the reduced allocation our primary focus this month has been Facebook.

Whilst I've enjoyed having a few "quieter" months since the campaign funding ended, I am now feeling refreshed and excited to keep kicking goals for our beautiful region. I've got lots of ideas (and enthusiasm) to see us reach even bigger milestones than those achieved in the past two years.

Please feel free to contact me if you have any questions.

Kind regards,
 Fee Jennings
 PH: 0408 674 564
 Fee.jennings@gmail.com

3. Public Relations Proposal

PR Plan for CENTROC'S 'Unearth' campaign September 2017 – September 2018

Gabrielle Brewer Lifestyle & Tourism Public Relations will implement a strategic public relations campaign focused on highlighting the diverse variety of country experiences in Central NSW, including unique heritage and cultural assets, food and wine experiences, inspiring natural landscapes, villages and a lively event calendar.

Public relations activity will be designed to re-engage relationships with key media and industry targets, and seek new opportunities in which to leverage the previous two year's Unearth Central NSW campaign activity. The strategy will centre on the region's differentiator, as a short break 'country-escape' destination where *'it all begins just two hours' drive west of Sydney'* offering a broad variety of experiences and accommodation styles to relax, revitalise, and enjoy quality time with friends and family.

PR OBJECTIVES

- Generate publicity opportunities to promote Central NSW and ensure the region is consistently top of mind with media
- Renew and extend the Unearth Central NSW destination proposition to stimulate visitation
- Drive key thematic experiences of the campaign to ignite new story ideas, including culture and heritage, indigenous, villages, nature and 'one of a kind' experiences
- Promote key assets of the region across all CNSWT partners
- Drive consumers to CNSWT website as the call to action for all publicity

KEY MESSAGES & THEMES

GBPR reached out to Tourism Managers from each individual destination in the region for their input on new products, themes, and trends to assist with the formation of overarching '*Unearth Central NSW*' campaign themes. Feedback included a focus on indigenous tourism, the diverse variety of food and wine experiences, agritourism and educational tours, along with the schedule of events for the forthcoming year.

Following this input, the following key themes have been devised as a core focus for PR activity this year:

- Couples' escapes – warm hospitality and a country welcome via village escapes, nature getaways, hosted by locals' experiences, holidays amongst friends
- Indigenous history – significant landmarks and tour experiences
- Food, wine and foraging experiences – food and wine from a grass-roots level, including foraging experiences, agritourism and meet the maker
- Cultural tourism – museums, regional galleries, heritage architecture
- 'One of a kind' experiences - led by Central NSW's strong event schedule

TARGET AUDIENCE

The program focuses on a demographic central to Sydney, Regional NSW and ACT, targeting three specific audiences:

1. Adults 35-64 years, travelling in couples (no kids)
2. Visiting friends & relatives (primarily couples – so links with audience above)
3. Families

PUBLIC RELATIONS ACTIVITY

Press releases

The development of a proactive press release schedule will ensure a steady stream of content and 'story hook' ideas are seeded with target media and industry throughout the year.

- Research and write **approx. 3-4 press releases** over the campaign period. Focus each release around key themes identified above
- Issue to 400+ media contacts, tourism industry and partners
- Call to action to www.visitcentralnsw.com website

Suggested press release ideas include:

- 'Spring secrets of the Central West'
 - 1) Arguably the prettiest time to visit the Central West, when the magnificent garden estates are starting to bloom, farm life is bountiful, the weather is temperate and warm enough for swimming in lakes and waterways, plus a look at what is new in region.
- 'Bush beginnings and Central NSW's historical richness'
 - 2) Head inland and be surprised by the richness of history in Central NSW including significant indigenous sites and experiences, landmarks with a bloody bushranger history, and early colonial and gold-mining boom time villages that characterise the towns and its population still today.
- 'Sampling the best food and wine from a grass roots level, including foraging and meet the maker experiences in Central NSW'
 - 3) A review of the best of food and wine experiences throughout the year including events, foraging and meet the maker type experiences, agritourism, farmers markets and more
- 'One of a kind events'
 - 4) An update of the 2018 event calendar, to ensure 'planner' coverage consistently look to Central NSW's strong line-up of events throughout the year

Media familiarisation program

Our media visits program will get journalists into the region to 'unearth' Central NSW and write about their journeys first-hand.

- Aim to **secure 4-5 media familiarisations** with key media on individual self-guided trips
- Develop story 'angles' to match media outlet target audience and interests
- Target a range of media and social media influencers in travel, lifestyle, food and wine and drive genres
- Agree itinerary content with CENTROC, and coordinate all detail including accommodation, tours and activities.
- GBPR will negotiate with individual partners to host journalists complimentary

Proactive media pitching

GBPR will reach out to tourism stakeholders throughout the year, to continue development of media pitch ideas. Topics that may make an interesting story include:

- **New product** - any new operators, attractions or experiences
- **Unique product** - a product that is unique to Australia/state or hard to find
- **Trends** - a movement such as a boom in small bars in historic properties,
- **People** - a passionate guide or representative doing something different

TIMEFRAMES, RESOURCES AND BUDGET

The activity will be completed between September 2017 and September 2018. Based on a reduced and revised budget of \$30,000 GBPR will deliver a total of 200 hours (average 4 hours per week or 16 hours per month) over the year. Some months will be busier than others depending on PR secured and seasons. Any additional PR costs including media famils (ie: travel, petrol, accommodation, tours and activities) will need to be covered by individual Tourism Managers or Centroc.

Media Monitoring

Based on previous media monitoring invoices with iSentia and the reduced budget we will not be able to cover media monitoring out of this \$30k. This will have an impact on reporting as we cannot source and circulate all the articles published by the PR program. We will be able to supply mayor known publicity, ie: articles from media visits and if journalists let us know they are printing our press releases, which is very rare.

iSentia – the average cost based on the past few years of Central NSW media monitoring is \$11,500 pa.

Meltwater – as a comparison, Meltwater is another provider that offers a more complex and analytical service though is more \$30k+ pa.



Office of
Local Government

5 O'Keefe Avenue NOWRA NSW 2541
Locked Bag 3015 NOWRA NSW 2541

Our Reference: A573390
Your Reference:
Contact: Chris Presland
Phone: 02 8289 6800

Mrs Rebecca Ryan
General Manager
Blayney Shire Council
PO Box 62
BLAYNEY NSW 2799

1 December 2017

rryan@blayney.nsw.gov.au

Dear Mrs Ryan

I am pleased to be writing to you following the recent passage by the NSW Parliament of the *Local Government Amendment (Regional Joint Organisations) Bill 2017*. This legislation allows for councils to voluntarily join new Joint Organisations (JOs) to strengthen regional coordination and improve the delivery of important infrastructure and services for communities through strategic planning, collaboration and shared leadership and advocacy.

Council has recently been invited to nominate to form a JO and I encourage you to commence negotiations with the councils in your planning region on how a JO may be established to best support your community.

To assist Council in considering to form a JO, enclosed is an information pack that includes the following resources:

- Guidance information on how to submit a nomination to form a JO
- Frequently Asked Questions
- Office of Local Government contacts for support.

The Office of Local Government welcomes this opportunity to work with you in establishing a JO and is available to discuss what assistance can be offered to your council and region as you consider the benefits of joining a JO.

Please contact Mr Chris Presland, Director Reform Implementation on (02) 4428 4100 or olg@olg.nsw.gov.au if you have any further enquiries.

Yours sincerely

Tim Hurst
Acting Chief Executive
Office of Local Government

T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209
E olg@olg.nsw.gov.au W www.olg.nsw.gov.au ABN 44 913 630 046



Joint Organisation nomination



Councils that are interested in becoming a member of a Joint Organisation have been invited to submit their nomination to the Minister for Local Government.

To nominate each council should:

- Write to the Minister for Local Government stating that they have resolved to be a member of a Joint Organisation
- Attach the council resolution in relation to joining a Joint Organisation
- Complete the *Forming a Joint Organisation - checklist* below

Forming a Joint Organisation - Checklist

Please complete the checklist below.

An optional text box is provided if you wish to provide further information to support the Joint Organisation nomination:

1. Please list each council that is nominating to be a member of the Joint Organisation.

2. Please confirm that your proposal aligns with, or 'nests' within one of the NSW planning regions.

Yes No

3. Do you have a preferred name for the Joint Organisation for the Government's consideration?

4. Please confirm that the Joint Organisation membership proposed demonstrates a community of interest between councils.

Yes No

5. If your proposal results in a small number of councils in your planning region not being included in a Joint Organisation, have you discussed options with them and what are the views of those councils?

Yes No

Joint Organisation nomination



6. Please confirm that your nomination is based around a strong regional centre or centres.

Yes No

7. Please confirm that the proposed Joint Organisation will be an appropriate size and have capacity to partner with the NSW Government, the Commonwealth Government and other organisations.

Yes No

8. Please specify any non-financial support required to ensure your Joint Organisation proposal is implemented successfully.

Nominations should be submitted to jointorganisations@olg.nsw.gov.au and marked 'Nomination for Joint Organisation'. Councils are required to submit their nomination by **28 February 2018**.

The Joint Organisation Network will be finalised in March 2018. Joint Organisations will be proclaimed to enable commencement in July 2018.

Proposed JO resolution for councils



The council resolutions are a critical input in the process of getting Joint Organisation areas recommended to the Governor by the Minister. It is important these resolutions align for groups of councils that wish to form a Joint Organisation.

Once the resolutions have been made by councils the Minister must wait at least 28 days before recommending the Joint Organisation to the Governor.

The resolutions must be worded in a way that will allow for any changes in proposed membership that could potentially occur within the 28 days (e.g. a council rescinds the decision to join the Joint Organisation) without compromising the ability of the remaining councils to still form the Joint Organisation.

Below is a suggested Joint Organisation Resolution for councils. It is advisable any resolution is made following commencement of the legislation (to be advised by the Office of Local Government).

In accordance with Part 7 of Chapter 12 of the Local Government Act 1993 (Act), the [NAME OF COUNCIL] (Council) resolves:

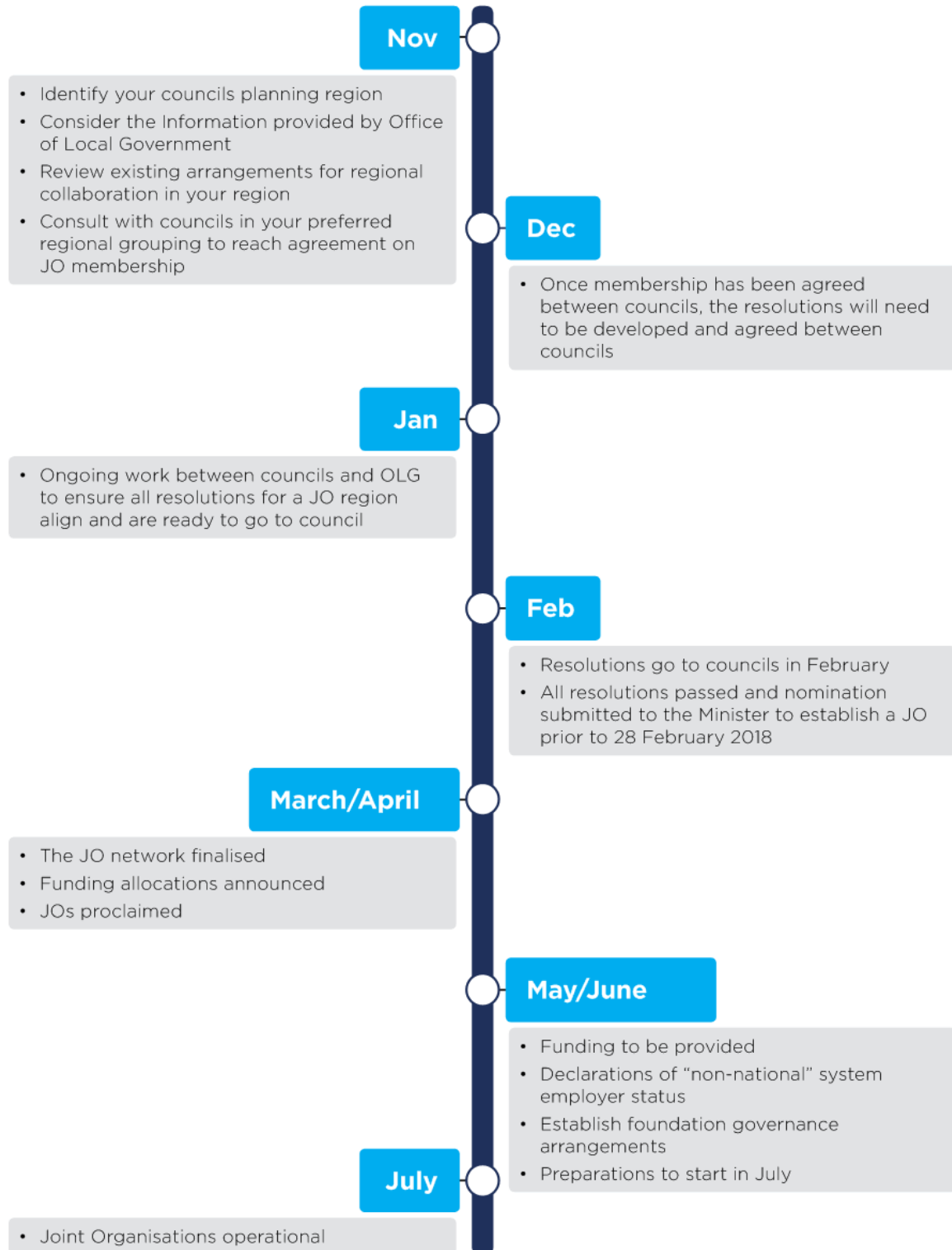
- 1. That the council inform the Minister for Local Government (**Minister**) of the Council's endorsement of the Minister recommending to the Governor the establishment of a Joint Organisation (**Joint Organisation**) in accordance with this resolution.*

- 2. To approve the inclusion of the Council's area in the Joint Organisation's area.*

- 3. That the Joint Organisation be established to cover the Council's area and any one or more of the following council areas:*
 - a) [INSERT A LIST OF ALL RELEVANT COUNCIL AREAS WITHIN THE RELEVANT STATE PLANNING REGIONS]*

- 4. That before 28 February 2018, the General Manager provide the Minister with a copy of this resolution including the date on which Council made this resolution.*
- 5. That, on the expiry of a period of 28 days from the making of this resolution, the General Manager inform the Minister that this resolution has not been rescinded.*

Joint Organisation formation and implementation timeline for councils



NSW planning regions



Distribution of councils in NSW planning regions



Central West and Orana

Bogan Shire Council	Lachlan Shire Council	Warren Shire Council	Narromine Shire Council
Parkes Shire Council	Forbes Shire Council	Weddin Shire Council	Coonamble Shire Council
Gilgandra Shire Council	Dubbo Regional Council	Cabonne Shire Council	Cowra Shire Council
Orange Shire Council	Blayney Shire Council	Warrumbungle Shire Council	Mid-Western Regional Council
Bathurst Regional Council	Lithgow City Council	Oberon Council	

Hunter

Upper Hunter Shire Council	Muswellbrook Shire Council	Singleton Shire Council	Mid-Coast Council
Dungog Shire Council	Maitland City Council	Cessnock City Council	Port Stephens Council
Newcastle City Council	Lake Macquarie City Council		

New England North West

Moree Plains Shire Council	Narrabri Shire Council	Gunnedah Shire Council	Liverpool Plains Shire Council
Gwydir Shire Council	Tamworth Regional Council	Inverell Shire Council	Uralla Shire Council
Tenterfield Shire Council	Glen Innes Severn Shire Council	Armidale Regional Council	Walcha Council

North Coast

Tweed Shire Council	Kyogle Council	Lismore City Council	Byron Shire Council
Ballina Shire Council	Richmond Valley Council	Clarence Valley Council	Coffs Harbour City Council
Bellingen Shire Council	Nambucca Shire Council	Kempsey Shire Council	Port Macquarie-Hastings Council

Riverina Murray

Hay Shire Council	Edward River Council	Murray River Council	Carrathool Shire Council
Griffith City Council	Murrumbidgee Council	Berrigan Shire Council	Bland Shire Council
Leeton Shire Council	Narrandera Shire Council	Federation Council	Temora Shire Council
Coolamon Shire Council	Junee Shire Council	Wagga Wagga City Council	Lockhart Shire Council
Greater Hume Shire Council	Albury City Council	Cootamundra-Gundagai Regional Council	Snowy Valleys Council

South East and Tablelands

Hilltops Council	Yass Valley Council	Upper Lachlan Shire Council	Goulburn Mulwaree Council
Queanbeyan-Palerang Regional Council	Snowy Monaro Regional Council	Wingecarribee Shire Council	Eurobodalla Shire Council
Bega Valley Shire Council			

Illawarra Shoalhaven

Shoalhaven City Council	Kiama Municipal Council	Shellharbour City Council	Wollongong City Council
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Joint Organisation Frequently Asked Questions



Q1: What is a Joint Organisation?

A: A Joint Organisation is a new entity under the Local Government Act comprising member councils in regional NSW to provide a stronger voice for the communities they represent.

Each Joint Organisation will comprise at least three member councils and align with one of the State's strategic growth planning regions. One of the member council's mayors will be elected chairperson and an Executive Officer may be appointed.

Q2: How will Joint Organisations benefit councils and communities in regional NSW?

A: Joint Organisations will transform the way that the NSW Government and local councils collaborate, plan, set priorities and deliver important projects on a regional scale. These new partnerships will benefit local communities across regional NSW by working across traditional council boundaries.

Q3: How do we know Joint Organisations will work?

A: The Joint Organisation model has been developed in close consultation with councils and the NSW Government has listened to regional councils to get the model right. This included a pilot program for five groups of councils to test a range of options, which involved the participation of 43 councils and delivered a range of initiatives and projects to those regions.

An independent evaluation of the pilot program found Joint Organisations bring benefits to regional communities in delivering on-the-ground projects and attracting more investment to regional communities.

Q4: Why should councils choose to form a Joint Organisation?

A: Joint Organisations will provide a forum for councils, agencies and others to come together and focus on their regional priorities – the things that matter for that region. Joint Organisations will help drive the delivery of important regional projects – the infrastructure and services that local communities need and deserve.

Joint Organisations will also provide councils with a more efficient way to deliver shared services for members and the region. Where member councils agree, they can choose to share a common approach to services such as information technology, water management services and community strategic planning. The NSW Government will provide \$3.3 million to support councils to establish Joint Organisations

Q5: Can councils determine their own regional boundaries?

A: While the choice to join, and composition of a Joint Organisation is voluntary, the NSW Government will only support the creation of Joint Organisations within existing State planning regions and in regional NSW. Councils have told us that effective collaboration will only be realised when State and local government boundaries are aligned.

To aid this process the NSW Government has consulted the sector on boundary criteria which they can take into account when determining the membership of their Joint Organisation.

Joint Organisation boundaries should:

- align with, or 'nest' within one of the State's planning regions
- demonstrate a clear community of interest between member councils and regions
- not adversely impact on other councils or JOs, for example, leaving too few councils to form a JO
- be based around a strong regional centre or centres
- be of an appropriate size to partner with State, Commonwealth and other partners.
- Consistent with previous Government decisions, Joint Organisations will not be considered for metropolitan Sydney and the Central Coast at this time.



Q6: Are Far West Councils able to form a JO?

A: The Government will be writing to Far West councils to advise them of their opportunity to form or join a JO. This will include specific guidance applicable to Far West councils only.

Q7: What are the next steps for interested councils?

A: Councils are invited to nominate to form a Joint Organisation in their region. Councils are encouraged to open discussions with their neighbours as soon as possible.

The Office of Local Government is available to facilitate these discussions and provide support to councils through the nomination process. Specific requirements to form a Joint Organisation will be provided to councils shortly.

Each Joint Organisation will be created by a proclamation and the NSW Government will then ask the Commonwealth to endorse each Joint Organisation as a non-national system employer to ensure that any staff of a Joint Organisation, with the exception of the Executive Officer, are employed under the State local government award.

Q8: What support will be provided to councils and Joint Organisations once established?

A: The Office of Local Government will work with Joint Organisations to support their establishment and ensure they have the necessary systems and governance in place for the Joint Organisations to deliver results for regional communities.

The Office of Local Government and the Department of Premier and Cabinet will foster collaboration between Joint Organisations and State agencies to identify and act on opportunities to benefit regional communities.

Q9: Can councils choose not to participate?

A: Councils can choose not to become a member of a Joint Organisation. The Government strongly encourages all councils in regional NSW to consider the benefits and opportunities offered by Joint Organisations.

Councils that are members of Joint Organisations will be able to take advantage of investment opportunities that are delivered through the Joint Organisation.

Q10: What funding is available to Joint Organisations?

A: The Government will provide up to \$3.3 million in seed funding to Joint Organisations to support their establishment. The Government will identify opportunities for additional investment through Joint Organisations in regional economies.

Funding for each Joint Organisation will be based on the number of councils that choose to form a Joint Organisations, with maximum funding provided to regions where all councils in a region choose to be members of the new regional body.

All Joint Organisations, whether they were pilot regions or not, will be provided with seed funding.

Further details on funding arrangements will be provided to councils.

Q11: Will this funding be enough to help councils establish a JO?

A: The NSW Government is providing significant funding and support to help those councils that choose to establish a Joint Organisation. The pilot program demonstrated that groups of councils can achieve substantial benefits for their communities and significant cost savings by working together through a Joint Organisation.

Q12: How are Joint Organisations different to Regional Organisations of Councils?

A: The Joint Organisation model provides for greater certainty and continuity as well as recognising the unique differences in the many regions of NSW. While some ROCs have been effective, they have varied functions, membership, and governance structures which often makes collaboration more difficult.

Joint Organisation Resource List



Website

www.olg.nsw.gov.au

OLG key contacts

Chris Presland, Director of Reform Implementation	0413 274 882
Melissa Gibbs, Director Policy and Sector Development	0491 225 904
Office of Local Government, Development Team	02 4428 4100

Secure Stronger Councils Portal

A secure portal is available for councils to access information and share resources on Joint Organisations. To access the portal go to <https://portal.strongercouncils.nsw.gov.au>

You will need to login and register with your council email address.

OLG will use the portal to provide up to date information and share best practice between councils and Joint Organisations during the formation and implementation phase.

Department of Premier and Cabinet Regional contacts

Hunter 0418406733 02 49212603	Aaron Spadaro, Senior Coordination Officer
Northern NSW (Tamworth) 0477316 189 0267602671	Alison McGaffin, Director, Northern NSW
Northern NSW (Coffs Harbour) 0481 919 697 02 66598651	Andrew Hegedus, Director North Coast
Southern NSW (Wollongong) 0477 320 822 0242536301	Anthony Body, Director Southern Region
Southern NSW (Queanbeyan) 0427 454 375 02 92283296	Heidi Stratford, Director South East and Tablelands
Western NSW (Dubbo) 0400 364 960 02 68267801	Ashley Albury, Director, Western NSW
Western NSW (Wagga) 0417947976	Trudi McDonald, Director Riverina Murray



Joint Organisations - Frequently Asked Questions

Q: What is a Joint Organisation?

A: A Joint Organisation is a new entity under the Local Government Act comprising member councils in regional NSW to provide a stronger voice for the communities they represent.

A Joint Organisation will provide a more structured, permanent way for local councils, State agencies and other interested groups to collaborate. Each region will decide its own priorities, working on short and long term projects such as attracting a new industry to the region or improving the health of a river system. By putting their resources together and focusing on the unique challenges and strengths of their whole region, Joint Organisation members can drive better outcomes for local residents.

Each Joint Organisation will comprise at least three member councils and align with one of the State's strategic growth planning regions. One of the member council's mayors will be elected chairperson and an Executive Officer may be appointed.

Q: How will Joint Organisations benefit councils and communities in regional NSW?

A: Joint Organisations will transform the way that the NSW Government and local councils collaborate, plan, set priorities and deliver important projects on a regional scale. These new partnerships will benefit local communities across regional NSW by working across traditional council boundaries.

Q: How do we know Joint Organisations will work?

A: The Joint Organisation model has been developed in close consultation with councils and the NSW Government has listened to regional councils to get the model right. This included a pilot program for five groups of councils to test a range of options, which involved the participation of 43 councils and delivered a range of initiatives and projects to those regions.

9 November 2017



An independent evaluation of the pilot program found Joint Organisations bring benefits to regional communities in delivering on-the-ground projects and attracting more investment to regional communities.

Q: How are Joint Organisations different to Regional Organisations of Councils?

A: The Joint Organisation model provides for greater certainty and continuity as well as recognising the unique differences in the many regions of NSW. While some ROCs have been effective, they have varied functions, membership, and governance structures which often makes collaboration more difficult.

Q: Why has the Government decided to make joining Joint Organisations voluntary?

A: The majority of regional councils support Joint Organisations but some asked for more time and flexibility to determine their own membership of a new regional body. The Government has listened to this feedback.

Q: Why should councils choose to form a Joint Organisation?

A: Joint Organisations will provide a forum for councils, agencies and others to come together and focus on their regional priorities – the things that matter for that region. Joint Organisations will help drive the delivery of important regional projects – the infrastructure and services that local communities need and deserve.

Joint Organisations will also provide councils with a more efficient way to deliver shared services for members and the region. Where member councils agree, they can choose to share a common approach to services such as information technology, water management services and community strategic planning. The NSW Government will provide \$3.3 million to support councils to establish Joint Organisations.

Q: Can councils determine their own regional boundaries?

A: While the choice to join, and composition of a Joint Organisation is voluntary, the NSW Government will only support the creation of Joint Organisations within existing State planning regions and in regional NSW. Councils have told us that effective

9 November 2017



collaboration will only be realised when State and local government boundaries are aligned.

To aid this process the NSW Government has consulted the sector on boundary criteria which they can take into account when determining the membership of their Joint Organisation.

Joint Organisation boundaries should:

- align with, or 'nest' within one of the State's planning regions
- demonstrate a clear community of interest between member councils and regions
- not adversely impact on other councils or JOs, for example, leaving too few councils to form a JO
- be based around a strong regional centre or centres
- be of an appropriate size to partner with State, Commonwealth and other partners.

Consistent with previous Government decisions, Joint Organisations will not be considered for metropolitan Sydney and the Central Coast at this time.

Q: What funding is available to Joint Organisations?

A: The Government will provide up to \$3.3 million in seed funding to Joint Organisations to support their establishment. The Government will identify opportunities for additional investment through Joint Organisations in regional economies.

Funding for each Joint Organisation will be based on the number of councils that choose to form a Joint Organisations, with maximum funding provided to regions where all councils in a region choose to be members of the new regional body.

All Joint Organisations, whether they were pilot regions or not, will be provided with seed funding.

Further details on funding arrangements will be provided to councils.

Q: Will this funding be enough to help councils establish a JO?

9 November 2017



A: The NSW Government is providing significant funding and support to help those councils that choose to establish a Joint Organisation. The pilot program demonstrated that groups of councils can achieve substantial benefits for their communities and significant cost savings by working together through a Joint Organisation.

Q: What are the next steps for interested councils?

A: Following the passage of legislation through Parliament, councils will be invited to nominate to form a Joint Organisation in their region. Councils are encouraged to open discussions with their neighbours as soon as possible.

The Office of Local Government is available to facilitate these discussions and provide support to councils through the nomination process. Specific requirements to form a Joint Organisation will be provided to councils shortly.

Each Joint Organisation will be created by a proclamation and the NSW Government will then ask the Commonwealth to endorse each Joint Organisation as a non-national system employer to ensure that any staff of a Joint Organisation, with the exception of the Executive Officer, are employed under the State local government award.

Q: What support will be provided to councils and Joint Organisations once established?

A: The Office of Local Government will work with Joint Organisations to support their establishment and ensure they have the necessary systems and governance in place for the Joint Organisations to deliver results for regional communities.

The Office of Local Government and the Department of Premier and Cabinet will foster collaboration between Joint Organisations and State agencies to identify and act on opportunities to benefit regional communities.

Q: Can councils choose not to participate?

9 November 2017



A: Councils can choose not to become a member of a Joint Organisation. The Government strongly encourages all councils in regional NSW to consider the benefits and opportunities offered by Joint Organisations.

Councils that are members of Joint Organisations will be able to take advantage of investment opportunities that are delivered through the Joint Organisation.

Q: Is there a role for Parliamentary Secretaries in Joint Organisations?

A: Parliamentary Secretaries will play a key role in championing a new, shared regional collaboration which will bring together Regional Leadership Groups of State agencies and Joint Organisations.

Q: How has the Government's approach changed?

A: The Joint Organisation model that will be enabled through the proposed legislation is consistent with the consultation and engagement with the sector. The Government has been listening to councils and has decided to implement Joint Organisations in a more flexible way.

9 November 2017



JOINT ORGANISATIONS

'Working together for regional communities'





The Hon John Barilaro MP

Deputy Premier
Minister for Regional NSW



The Hon Gabrielle Upton MP

Minister for Local Government

In an Australian first for regional communities, the Joint Organisations network will be established to help drive better planning, economic development and service delivery. Legislation will allow councils to voluntarily join new Joint Organisations to strengthen regional co-ordination and improve the delivery of important infrastructure and services for communities across regional NSW.

We, together with the Premier, have been working with councils to get the Joint Organisations model right. We have listened to their feedback of what is needed to address the unique challenges in regional NSW.

Joint Organisations will bring local governments together with the State Government to focus on the issues that matter most to regional communities such as growing local economies, creating more jobs, securing water supplies, and improving regional transport, community infrastructure and services.

Deputy Premier
Minister for Regional NSW

Councils choosing to take up this option will get a seat at the table in planning infrastructure and investment for their region, and access to better ways to get things done, with support and funding from the State Government.

The Office of Local Government will be providing hands on support to councils wishing to become a member of a Joint Organisation and will work closely with them once established.

To make sure no region is left behind the NSW Government will provide \$3.3 million to support the establishment of Joint Organisations with plans for further investment to boost regional economies and communities.

Following the passage of legislation through parliament, councils from regional and rural NSW will be invited to resolve to join a Joint Organisation.

Minister for Local Government

Joint Organisations Pilot

The NSW Government piloted different Joint Organisation models during 2015 in five regions - Central NSW, Hunter, Illawarra, Namoi and Riverina - to test and reflect the different working relationships and priorities of each area.

An independent evaluation of the JO pilot process encompassing 66 key stakeholders found the JO pilot was a success and that JOs deliver real benefits for regional councils and communities.

Key findings from the evaluation include:



84%

Agreed the JO pilot improved shared regional planning and priority setting



82%

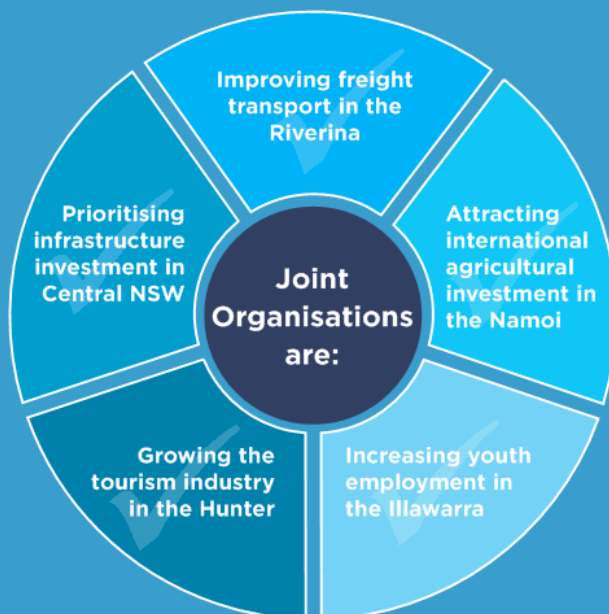
Agreed the JO pilot improved intergovernmental collaboration



76%

Agreed the JO pilot had improved council's ability to undertake effective regional leadership and advocacy

Joint Organisation success



How Joint Organisations will work

Joint Organisations will transform the way that the NSW Government and local councils collaborate, plan, set priorities and deliver important projects on a regional scale. These new partnerships will benefit local communities across regional NSW by working across council boundaries.



Legislation

The core requirements for JOs will be included in the Local Government Act and supporting regulations.

Having a legislative foundation will ensure that JOs are able to work effectively to advance regional priorities, while remaining accountable to their communities through their member councils.

As well as providing a robust foundation for JOs to build on, the legislative framework will also allow flexibility to take on additional agreed functions.



Charter

The legislative model provides that each JO is to adopt a Charter that may be tailored by them to suit the needs of each regional group.

Charters will set out the way that a JO intends to operate and govern itself.



Leadership

Each council will be represented by its Mayor and there is scope to add an additional elected representative, if member councils agree.

The JO Board will choose its own Chair but each member council will have equal voting rights to reflect that they are equal partners in strengthening their region.



Membership

The NSW Government will be represented on each JO Board as an Associate (non-voting) Member.

JOs will be able to invite neighbouring councils, county councils and other organisations to participate as non-voting members of the JO.



Day-to-day management

Each JO may appoint a suitably skilled and capable Executive Officer to oversee day-to-day operations.



Principal functions

The principal functions of each JO will be:

- Strategic planning and priority setting
- Intergovernmental collaboration
- Shared leadership and advocacy.

One of the first activities for each new JO will be to establish a Statement of Regional Priorities.

This work will elevate shared priorities in councils' Community Strategic Plans, as well as draw on other regional plans.

The statements will form the basis for discussions with the State Government about key projects and programs in each region and how shared priorities may best be delivered.



Optional functions

JOs will be able to perform additional optional functions including delivering shared services or overseeing shared arrangements, such as procurement.

Although the focus for the first year will be on the core functions, JOs will have the tools they need to start working on their optional functions from commencement.



Resourcing

The NSW Government is providing \$3.3 million in seed funding to support the establishment of JOs. They will also be able to directly apply for grants and generate income to help fund their ongoing operations. It is up to each JO to decide how councils will contribute to the organisation.

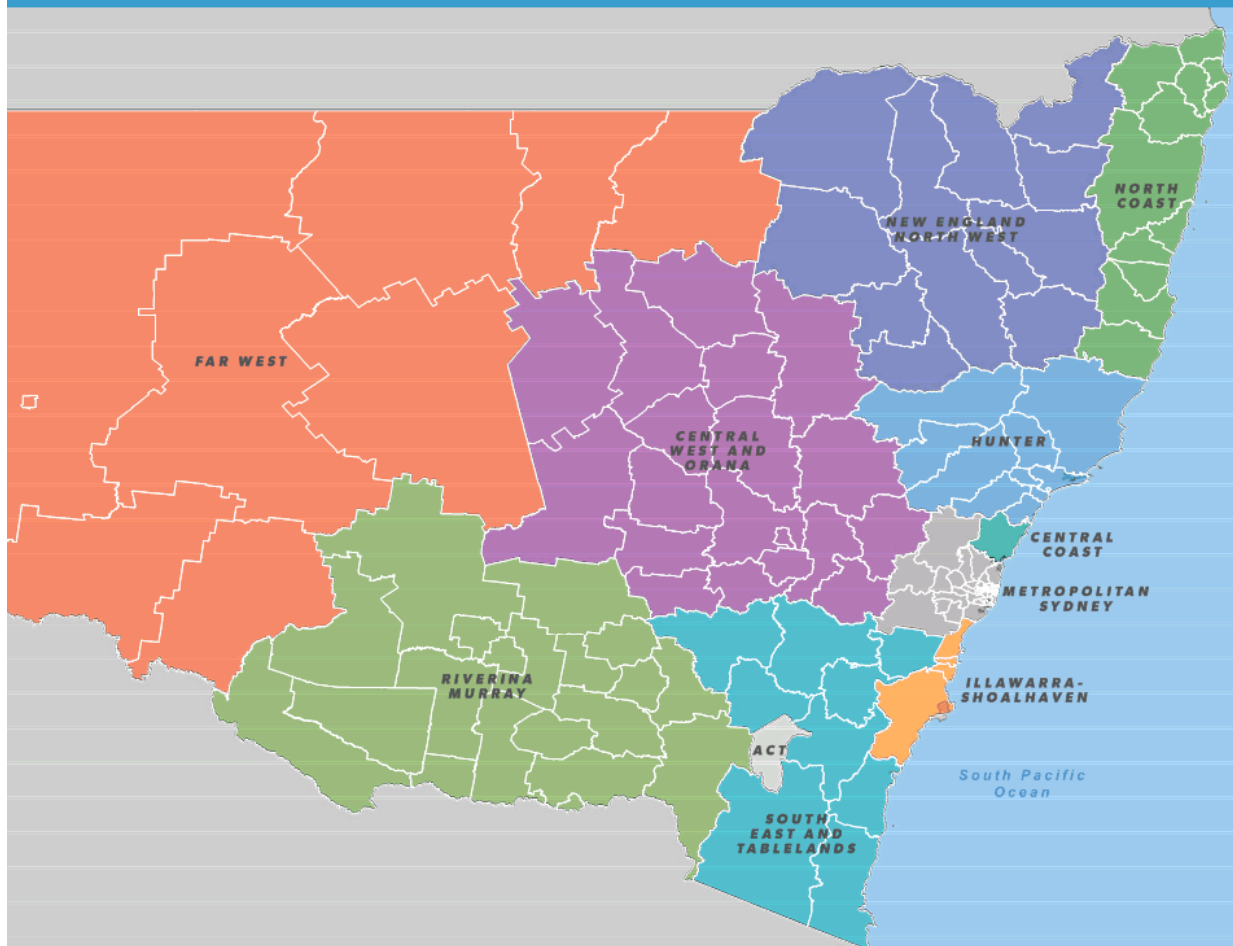
Supporting Joint Organisations

The NSW Government is committed to supporting the successful establishment of JOs and their ability to deliver early benefits to member councils and communities. The Office of Local Government (OLG) will provide a range of support that will be

tailored to meet the needs of each region. OLG will work closely with the Department of Premier and Cabinet and other Government agencies to ensure that opportunities for collaboration with the NSW Government are identified and acted on early.



Forming your Joint Organisation within State Government planning boundaries



Key Design Criteria

The NSW Government has consulted extensively with councils in regional NSW on the best design and governance model for Joint Organisations. An effective JO should:

- align with, or 'nest' within one of the State's planning regions (map above)
- demonstrate a clear community of interest between member councils and regions
- not adversely impact on other councils or JOs, e.g. leaving too few councils to form a JO
- be based around a strong regional centre or centres
- be of appropriate size and capacity to partner with NSW Government and Commonwealth Government agencies and other organisations.

Joint Organisations – Next steps for councils

Following the passage of legislation through parliament, councils will need to take the following steps:

Plan

- Identify your council's planning region (map on previous page)
- Consider the guidance material to be provided by the Office of Local Government (OLG)
- Review existing arrangements for regional collaboration in your area
- Consider the Key Design Criteria for JOs (see previous page)
- Consider the criteria for seed funding

Consult

- Consult with councils within your preferred regional grouping to reach agreement on JO membership
- Each JO must have a minimum of 3 member councils
- OLG is available to facilitate and support consultations in your region

Endorse

- Once the proposed JO membership is agreed, ensure each member endorses the proposal by a resolution of council

Nominate

- Submit your request to establish a JO to OLG by 28 February 2018
- More information on this process will be provided shortly

Establish

- The final JO network will be finalised in March 2018
- Funding allocations will also be announced in March 2018
- JOs will be proclaimed in April 2018
- OLG will support the establishment of JOs and work closely with them once operational to ensure they are successful
- JOs will be ready to start in July 2018

Commence

- Hold your first JO meeting and elect a chairperson
 - Recruit the Executive Officer
 - Work with member councils, DPC Regional Director and OLG support team to fully establish the JO
 - Work with member councils to draft the first JO Charter and Statement of Strategic Regional Priorities.
-

Who to contact for further information?

Please contact the Office of Local Government on 02 4428 4100 or olg@olg.nsw.gov.au. Staff will be available to support councils in understanding the opportunities and processes to join a Joint Organisation.



For more information visit:
www.olg.nsw.gov.au