

MINUTES

Gov 4(2)(1)

**MEETING OF THE CRESSY LOCAL DISTRICT COMMITTEE HELD AT THE CRESSY MEMORIAL HALL ON WEDNESDAY, 27 MAY 2015 COMMENCING AT 7:00 PM****1 PRESENT**

Mrs Fae Cox, Mrs Helen Howard, Mrs Helen Williams, Mrs Ann Green, Mr David Bassett, Mr Daniel Rowbottom, Mrs Maurita Taylor, Mrs Angela Jenkins

**2 IN ATTENDANCE**

Cr Richard Goss, Mr Des Jennings (General Manager)

**3 APOLOGIES**

Mr Peter Goss, Mr Andrew Turnham, Miss Amanda Mason (Executive Officer, Northern Midlands Council)

**4 WELCOME TO NEW MEMBER – DANIEL ROWBOTTOM****5 DECLARATION OF ANY PECUNIARY INTEREST BY A MEMBER OF A SPECIAL COMMITTEE OF COUNCIL**

In accordance with the provisions of the *Local Government Act 1993*, Part 5, S48A – S56, a member of a Special Committee must not participate in any discussion or vote on any matter in respect to which the member:

- a) has an interest; or
- b) is aware or ought to be aware that a close associate has an interest.

A member has an interest in a matter if the matter was decided in a particular manner, receive or have an expectation of receiving or likely to receive a pecuniary benefit or pecuniary detriment.

*\*It should be noted that any person declaring an interest is required to notify the general manager, in writing, of the details of any interest declared within 7 days of the declaration.*

**6 CONFIRMATION OF MINUTES**

***Mrs Ann Green/Mrs Helen Williams***

*That the minutes of the Cressy Local District Committee meeting held on Wednesday, 25 March 2015 be confirmed as a true and correct record of proceedings.*

*Carried unanimously*

**7 BUSINESS ARISING FROM THE MINUTES****7.1 94 Main Street, Cressy**

Motion "that Council enquire with the purchaser of the land to see if he may be interested in subdividing and selling the front part of the land" was put to the Council meeting of 20 April 2015 and endorsed. Correspondence has been sent to property owner.

## **8 MATTERS IN PROGRESS**

### **8.1 Telstra Pits**

Remaining pits for repair by Telstra are:

- Macquarie Street;
- Opposite the park in Church Street;
- Approx. 54 Saundridge Road.

### **8.2 Cressy Boat Ramp**

The Committee to note that at its meeting of 18 May 2015 Council unanimously decided not to pursue the establishment of a boat ramp at Macquarie Street, Cressy, due to the risks associated with the construction of the boat ramp and increased usage.

### **8.3 Cressy History Project**

#### **8.3.1 History board**

Mrs Cox, Mrs Williams and Mrs Howard to view in a couple of weeks.

#### **8.3.2 Plaques**

Most residents have been approached re the placement of plaques. Request made to Works & Infrastructure Department to erect the plaques. Cost of plaques was \$18 each (discounted from \$40).

#### **8.3.3 Unveiling**

Discussion was had regarding the unveiling of the history board. Suggestion was to invite the Mayor and hold afternoon tea at the Hall. Also provides an opportunity for the community to watch the video of When the Queen Came to Town.

### **8.4 Perth Bypass**

Plans for the project are on public display at the Council Offices, 13 Smith Street until beginning of June.

### **8.5 Rural processing precinct**

Update to be provided as information received.

### **8.6 Dump Point at Cressy Recreation Ground**

Overnight camping committee have noted the Cressy Recreation Ground as an approved area for overnight camping. Request has been issued for RV friendly sign to be erected at Cressy – to be promoted through RV friendly sources. Funding for dump point included in budget considerations, however installation subject to planning approval and consultation with Recreation Ground committee.

### **8.7 Strategic Plan for Cressy**

Awaiting outcome of budget deliberations.

## **9 NEW BUSINESS**

### **9.1 Local District Committee – Memorandum of Understanding**

The Committee discussed the revised Memorandum of Understanding that was endorsed by Council at its meeting of 18 May 2015. It is noted that in order to bring all Local District Committees into line in respect to terms, new agreements will run until 30 June 2016 at which time the new two year term will be implemented. The Committee accepted the agreement as drafted.

### **9.2 Works & Infrastructure**

- The bus shelter outside the church is presently being built.
- The publican would like the plants in the big pots to be renewed.
- Excessive mud on footpath on Saundridge Road – has been raised with Council and will be followed up with Wayne.
- Clock at War Memorial has been running better now battery backup installed.
- Request for bush to be removed on right hand side of the War Memorial entrance due to being unsightly.
- Ongoing concern regarding the ditch on Cressy Road. Mrs Jenkins will take photos of the exposed sign post. It was noted an accident nearly occurred on the road that day.

### **9.3 History**

- Mrs Cox thanked Mrs Howard for the work she has contributed to the frames that are now hanging in the Hall foyer.
- Mrs Cox to draft a letter to principal of the Cressy District High School highlighting the history information that is available if the school would like to use in its curriculum.
- The Committee discussed the need to commence the Green Walk project and resolved to appoint a sub-committee comprised of: Mrs Helen Howard, Mrs Sue Green, Mr Tim Green, Mr John Green, Mrs Edith Seadon, Mrs Fae Cox and any other interested people.

Mrs Cox to arrange meeting of sub-committee.

### **9.4 ANZAC Day**

The Committee noted the ANZAC Day service this year was a fantastic event and commended all those involved. Enquiry was made as to whether the Cressy Local District Committee could be mentioned on the Council wreath.

### **9.5 TV in Hall foyer**

The Committee noted ongoing difficulties with the TV in the Hall foyer.

***Mrs Helen Williams/Mrs Maurita Taylor***

That Council purchase a new TV to display the history film.

Carried unanimously

**9.6 AED Unit**

The Committee discussed having an AED Unit for Cressy and where the best place would be for access. Suggestion was the Fire Brigade. Mentioned – would First Response get to the site first? Further discussion required.

**9.7 Cressy Local District Committee Minutes**

Discussion was had in respect to highlighting the CLDC minutes, committee and members to the community. Mr Rowbottom happy to display minutes at his shop. Council to look into monthly features being placed in the Country Courier.

**9.8 New business**

The Committee noted a new bakery opening up at 94 Main Street – very good for the town.

**9.9 Manuka Honey**

Mr Bassett to forward research on Manuka honey to committee for consideration.

**9.10 Website**

Requested the Council website be updated to a photo of the Hall with the mural.

**10 CLOSURE & NEXT MEETING**

The Chairperson closed the meeting at 7:57 pm.

The next meeting to be held on 29 July 2015 at 7:00pm.

30<sup>th</sup> of May 2015

TIME OF MEETING OPEN: 2:15 CLOSE 2:45

MEMBERS PRESENT

Dot Watson	(Chair)
Jason Williams	(Sect)
Maxine Barclay	(Treas)
Janice	
Andrew	

APPOLOGIES

Daryl Johnson  
Colin Wilson + Jennifer (Vice)

Previous minutes . . . excepted Dot, 2<sup>nd</sup> Max

New members Andrew and Janice excepted Dot 2<sup>nd</sup> Jason

Treasurers' report \$ 242.05 raffle, thanks to those that donated and sold raffle ticket

Bank Balance \$4179

Matters of Business,

- AGM, 27<sup>th</sup> of June 3 pm at Hall
- Purchase gravel for driveway
- Two wheel dolley to be brought
- Thanks to NMC for kitchen and septic
- Thanks volunteers for support and hard work ie hall cleanliness and fence being painted

Chairperson: John Lewis

Meeting opened: at 10.45am following a presentation 'Be China Ready' by Chris Griffin of Tourism Northern Tasmania.

We were made aware of various reasons for, and the expectations visitors had of a visit to Tasmania.

They often travel in family groups, with perhaps one members speaking and understanding English, and others understanding some English. Cultural differences will play a large part. As they come from a controlled environment they will be more comfortable with that here. They enjoy good food, artisan produce, and are shoppers, especially for presents to take home. Further information and ideas to make our Centre "Chinese Friendly" are to be found in booklets 'Be China Ready' and 'A Practical Guide to Providing Service to Chinese Guests'. Further information sessions will be held in the future.

1. Present: Chris Hurford, Jenny Carter, Ruth Tilsley, Peter Riley, Ian Goninan, Gillian Atherton (Minutes).

2. Apologies: Bronwyn Rigby, Adrian Jobson.

3. Minutes of Previous Meeting: read and confirmed: Chris Hurford/Ruth Tilsley.

3.1 Business Arising:

- NMC and Memo of Understanding – Chris Hurford and Jenny Carter have met with Amanda Mason from NMC and points will be addressed. Accounts for cleaning brought up to date, and to be regular in future.
- Work experience student has attended the Centre.
- A committee to be formed for the Spring Awakening weekend.
- Tear-off leaflets on-going.
- Chris Hurford spoke about the Work for the Dole Scheme, outlining general regulations. Should a special project be undertaken this scheme could be given consideration.

4. Correspondence:

4.1 Inwards:

- Hilary Keeley, Clarendon re Bush Dance 14<sup>th</sup> June.
- Volunteer Tas, 'Work for the Dole' information.
- Travel Enquiries – action as required.
- Amanda Mason, cleaning invoices.
- AWPA, thank you.
- D.Sullivan, information regarding Himalayan Dogwood Tree

4.2 Outwards:

- Rosters
- Pepperberry Café, Mole Creek, thank you.
- Trowunna Wildlife Sanctuary, Mole Creek, thank you.
- Agendas/Minutes
- Visitor enquiries.

It was moved that the correspondence be accepted: Peter Riley/Chris Hurford: carried.

6. Financial report:

May 2015

Income	May 2015	% Change	May 2014
General	\$915.15	-13%	\$1052.25
Memorial Hall	\$126.00		\$0.00

Bank Balance	May 2015	Last Month
Commonwealth Bank-Cheque Account	\$1325.39	\$1435.20
Bankwest- Business Telenet Saver	\$8176.90	\$8162.47

General Income for May was \$915.15 which is 13% down on May 2014.

The cost to the centre of the volunteers' bus trip to Trowunna Wildlife Park was \$220.00. (\$450.00 cost of bus less volunteer contributions of \$230.00.)

Our 2014 accounting records are still with The Northern Midlands Council for auditing.

Attached is a copy of our 2015 budget.

Treasurer 9<sup>th</sup> June 2015

Chris Hurford moved the Financial Report be accepted, seconded Ruth Tilsley: carried.

7. History report: Jenny Carter

- New displays have been mounted.
- Amateur Radio display held recently in Evandale.
- Harry Murray's medals now on display at the QV Museum before going to War Memorial Museum, Canberra. Several History members attended.
- At the recent AGM Laurie Witherspoon was elected Chairman while other positions remained the same.

8. Centre Management: Jenny Carter

- A minutes silence was held to remember John Hewlett who passed away recently.
- Recent volunteer trip to Clarendon was very successful, thanks to Judy Hazelwood and Ruth Tilsley for arranging this.
- B&B viewing to be arranged for new volunteers at the end of July
- Welcome to two new volunteers, Katherine Heathcoat from NHW, and Kate Rowe.
- Accommodation List as been up-dated with map.
- Old unusable equipment needs to be disposed of.
- Yoga classes on Monday evening have been discontinued for the winter at least.
- Key register updated.
- Electrical tagging has been brought up to date.
- Visit by Lorraine Green – re Info Centre.

9. Community Hall report:

- There was little to report from the hall except that the fridge door had been re-hung.

Ruth Tilsley moved the Reports be accepted, seconded Peter Riley: carried.

10. General Business:

- As mentioned a visit to various B&Bs was being arranged.
- Spring Awakening committee to meet at the end of the month.
- Art Show would take place later in the year, late November or early December.
- Chris has purchased a plug in hard drive for back-up purposes.

- A bin for recyclables to be put in the kitchen. <sup>1-8</sup>
- Visit to Clarendon:
  1. Matthew Smithies gave a good overview of National Trust objectives. Clarendon to become more a feature of Evandale.
  2. The roof and basement are under repair.
  3. A free event for Evandale residents will hopefully foster more local interest.
  4. Discussion around the possibility of renewing the old 'Clarendon Fair', with perhaps a 'paddock to plate', or 'producers then and now' theme. This would take a great deal of work and time.

Meeting closed at 11.45am.

Next meeting: Tuesday 7<sup>th</sup> July



Gov 4 (2) (iv)  
9/6/2015

## Bishopsbourne Progress Association Inc.

1. **Present:** L. Ebbelaar, H&G McGee, J. Carins, D&T Dobson, Sue Bewg,

2. **Apologies:** M & V Taylor, P. Franks

3. **Conformation of minutes:**

Moved D. Dobson 2<sup>nd</sup> T. Dobson

Minutes from the 12/5/2015

4. **Business rising:**

- Septic system - ongoing has now gone to Wayne who is going to chase up the designers.
- M. Polley is our special person to be in contact with the council.
- Coaches lane - ongoing with council re.Wayne.
- Taylors - Vernetta / Macca very much appreciated the get well gifts and thoughts.

5. **Financial Report:**

-As presented ,Total \$4,558.86

- Expenses \$ 1,381.94

Gordon moved to accept report on behalf of the Treasurer

moved Gordon - 2<sup>nd</sup> D. Dobson, carried

6. **Correspondence in:**

- Amanda Mason - reminder for me to get the hall audit in.
  - Septic tank on going.
  - Trixie - Macca is not well and will have another 6 weeks rest.
  - Sue Bewg- cars still speeding around town.
- motion - contact council to move the signs and reduce the speed limit to 60km.  
2<sup>nd</sup> Dennis carried

7. **Correspondence out:**

- Nil

8. **General Business:**

- Do we need some people to help with the bar. Andy Byard to look in to the RSA.
- Treasurer - Andy Byard has accepted the role.

9. **Bookings:** None known of.

Meeting closed 9.25 signed Chairman\_\_\_\_\_

GOV 4(2)(v)

MEETING OF THE CAMPBELL TOWN DISTRICT FORUM HELD IN THE UPSTAIRS MEETING ROOM AT THE TOWN HALL, CAMPBELL TOWN ON TUESDAY, 7 JULY 2015 COMMENCING AT 10:30AM

**MINUTES**

**1 PRESENT**

Mrs Jill Clarke (Chair), Mr Bevis Perkins, Mrs Sally Hills, Mr Michael Roach, Mrs Judith Lyne

**2 IN ATTENDANCE**

Cr Mary Knowles, Mr Wayne Chellis (Works & Infrastructure Manager)(until 10:59am), Mr Leigh McCullagh (Works Supervisor) (until 10:59am), Mrs Nicole Graham (Guest), Miss Amanda Mason (Executive Officer), Mayor David Downie (from 11:10am)

**3 APOLOGIES**

Mr John Ashman, Mrs Jill Davis, Mr Owen Diefenbach, Mrs Debbie Thomas, Cr Leisa Gordon

**4 WELCOME AND CONDOLENCES**

Mrs Clarke welcomed Cr Knowles, Mr Chellis and Mr McCullagh to the meeting and thanked them for their attendance.

Condolences were expressed in respect to the passing of Mr Geoff Duncombe. The Forum acknowledged the contribution Mr Duncombe made to Campbell Town, the Museum and the Forum.

**4 DECLARATION OF ANY PECUNIARY INTEREST BY A MEMBER OF A SPECIAL COMMITTEE OF COUNCIL.**

In accordance with the provisions of the *Local Government Act 1993*, a member of a Special Committee must not participate in any discussion or vote on any matter in respect to which the member:

- a) has an interest; or
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A member has an interest in a matter if the matter was decided in a particular manner, receive or have an expectation of receiving or likely to receive a pecuniary benefit or pecuniary detriment.

Nil.

**5 CONFIRMATION OF MINUTES**

***Mr Bevis Perkins/Ms Sally Hills***

That the minutes of the meeting of the Campbell Town District Forum held on Tuesday, 2 June 2015 be confirmed as a true and correct record of proceedings.

Carried unanimously

## **6 BUSINESS ARISING FROM THE MINUTES**

### **6.1 Memorandum of Understanding**

The Forum to discuss the revised Memorandum of Understanding for the Campbell Town District Forum that was endorsed by Council at its meeting of 18 May 2015. It is noted that in order to bring all Local District Committees into line in respect to terms, new agreements will run until 30 June 2016 at which time the new two year term will be implemented.

Two amendments to the MOU were suggested:

Clause 6:

“Meeting length is not to exceed 1.5 hours” to “meeting length should not normally exceed 1.5 hours”.

Clause 9:

“Secretarial assistance is to be provided by the Northern Midlands Council to the Campbell Town District Forum on at least 6 instances annually” to “Secretarial assistance is to be provided by the Northern Midlands Council to the Campbell Town District Forum on a minimum of 6 instances annually.”

#### **Action**

Miss Mason to refer both changes back to Council Workshop for discussion.

### **6.2 Campbell Town Museum**

At the last meeting an enquiry was made regarding the availability of funding to assist the Museum. Discussion has been had with Council’s Economic & Community Development Manager regarding funding availability. It is suggested the Museum determine what it is seeking funding for and then investigate availability of grants.

Discussion was had in respect to the need for more signage advertising the Museum and Information Centre. Discussion was also had in respect to the opening times.

It was advised that the Museum tries to open 6 days a week from 10am – 3pm, however this is dependant on the availability of volunteers. If the museum is unable to open a sign is left on the front door to contact Sally.

It was suggested that the Council host an information day in conjunction with the museum for the residents of Campbell Town to raise awareness and promote the museum.

#### **Action**

Miss Mason to place advertisement in Your Region and Country Courier calling for volunteers.

## **7 MATTERS IN PROGRESS**

### **7.1 Campbell Town Strategic Plan**

Forum to note projects have been prioritised and provided to Corporate Services department for budgetary consideration.

#### **Action**

Miss Mason to email update to Forum.

## **7.2 Campbell Town Traffic Management Strategy**

It was advised Council is waiting to hear from State Growth re meeting with the Forum to discuss traffic concerns in Campbell Town. Thank you was expressed to Mr Jennings for pursuing the matter with State Growth.

It was suggested there needs to be two truck stops in Campbell Town to prevent double parking. This issue to be raised with State Growth when meeting arranged.

## **7.3 Valentine Park Sign**

Existing sign has been removed. 5 of the 6 panels have been printed. One panel had a mistake on it and needs to be reprinted which is in progress. Once printed Works Department to put up in Valentine Park.

## **7.4 Campbell Town War Memorial Oval**

At its meeting of 22 June 2015 Council decided to engage a company to undertake a Financial and Economic Analysis of the Campbell Town War Memorial Oval Precinct Development Plan.

## **7.5 Works / Infrastructure items**

<b>Item</b>	<b>Status</b>	<b>Action</b>
Flower boxes / low maintenance garden beds	Flower boxes to be made into seats and plants placed beside.	Works & Infrastructure
Pump shed	At its meeting of 22 June 2015 Council did not accept the quote to repair the Pump House and decided to take no action in relation to development of the Pump House except for making the building safe. It was suggested that if the Pump House is not going to be refurbished it should be removed.	Works & Infrastructure
Football Club Lights	It was noted a budget allocation was not made to install new lights at the Oval, however, bulbs were being replaced in the existing lights.	Complete
Refuse station	Enquiry in respect to wash facilities at station where chemical drums received. Council to conduct risk assessment.	Corporate Services
Conara Park	Public toilet at Conara has been removed. Council liaising with State Growth re reinstatement of facility.	State Growth

## **8 GENERAL BUSINESS**

### **8.1 Meeting times**

The Ross Local District Committee has raised difficulty with the new meeting times. Is the Campbell Town District Forum agreeable to moving their meeting time to 1:00pm?

Meeting times were discussed and the Forum advised that 9:00am or 11:00am are suitable for them.

#### **Action**

Miss Mason to discuss further with Ross Local District Committee.

## **8.2 Budget**

Budget items for Campbell Town in the 2015/16 Financial Year include:

Roadworks (Macquarie Rd, Glenelg St and Bond St), Footpaths (Bridge St), Land and Buildings (Swimming Pool floodlight, Pump House, Hall Supper Room improvements, Library improvements and Recreation Ground Amenities Improvements).

Thank you was expressed to Mr Chellis and Mr McCullagh for removing the old toilet block at the King Street Oval.

## **8.3 The Church, Campbell Town**

Mrs Clarke welcomed Mrs Nicole Graham to the meeting and to Campbell Town. Mrs Graham gave a brief introduction and advised the Forum in respect to the plans for development of The Church, including review of concept plans for the garden. The plan is to develop a cafe and function centre. The focus of The Church will be on local produce with a Scottish theme. Mrs Graham was invited to meet with the Forum again later in the year to give a project update.

Mrs Clarke thanked Mrs Graham for attending and expressed that it is positive to see development within Campbell Town.

## **8.4 Customer request**

It was noted the floodlight globe at St Lukes Church is missing.

### **Action**

Miss Mason to issue customer request.

## **8.5 CCTV**

It was requested that businesses in the main street be reminded of Council's CCTV Policy to encourage the installation of CCTV cameras.

### **Action**

Miss Mason to investigate sending letters to businesses.

## **8.6 State Wide Planning Scheme**

Discussion was had in respect to the rollout of the state wide planning scheme.

## **8.7 NBN**

The Forum to note that NBN have Campbell Town listed on NBN rollout schedule for works to commence in 2016.

## **8.8 Mayor Downie**

Mayor Downie offered thank you to Mrs Graham for attending the meeting and wished her the best of luck with The Church project.

## **9 CLOSURE**

Chairperson closed meeting at 11:55 am.

Next meeting to be held on **Tuesday, 4 August 2015 commencing at TBA** at the Town Hall, upstairs meeting room.

MEETING OF THE ROSS LOCAL DISTRICT COMMITTEE HELD AT THE READING ROOM, ROSS ON  
TUESDAY, 7 JULY 2015 COMMENCING AT 1.03PM

**MINUTES**

**1 PRESENT**

Mr Keith Draper (Chair), Mr Allan Cameron, Mrs Debra Cadogan-Cowper, Mr Arthur Thorpe, Mrs Jill Bennett, Mrs Christine Robinson, Mr Terence Jacobson, Mrs Fiona Doe, Mr Herbert Johnson

**2 IN ATTENDANCE**

Cr Mary Knowles (until 2:00pm), Mr David Denman (Architect - Guest)(until 1:30pm), Mr Wayne Chellis (Works & Infrastructure Manager), Mr Leigh McCullagh (Works Supervisor), Miss Amanda Mason (Executive Officer)

**3 APOLOGIES**

Cr Leisa Gordon, Cr Andrew Calvert

**4 DECLARATION OF ANY PECUNIARY INTEREST BY A MEMBER OF A SPECIAL COMMITTEE OF COUNCIL**

In accordance with the provisions of the *Local Government Act 1993*, Part 5, S48A – S56, a member of a Special Committee must not participate in any discussion or vote on any matter in respect to which the member:

- a) has an interest; or
- b) is aware or ought to be aware that a close associate has an interest.

A member has an interest in a matter if the matter was decided in a particular manner, receive or have an expectation of receiving or likely to receive a pecuniary benefit or pecuniary detriment.

*\*It should be noted that any person declaring an interest is required to notify the General Manager, in writing, of the details of any interest declared within 7 days of the declaration.*

Nil

**5 CONFIRMATION OF MINUTES**

***Mr Allan Cameron/Mrs Christine Robinson***

*That the minutes of the meeting of the Ross Local District Committee held on Tuesday, 2 June 2015 be confirmed as a true and correct record of proceedings.*

Carried unanimously

**6 BUSINESS ARISING FROM THE MINUTES**

**6.1 Street Lights**

Committee to note a request has been placed with TasNetworks to place uniform amber globes in the street lights in Church Street, Ross.

## **6.2 Meeting times**

Discussion was had with the Campbell Town District Forum who suggested 9:00am or 11:00am.

Position of the Ross Local District Committee is that meetings at 3:00pm is the most convenient time.

### **Action**

Miss Mason to suggest 1:00pm meeting to the Campbell Town District Forum.

## **6.3 Memorandum of Understanding**

The Committee to review the amended Memorandum of Understanding which has been amended to include Ross and the surrounding district. It is noted that in order to bring all Local District Committees into line in respect to terms, new agreements will run until 30 June 2016 at which time the new two year term will be implemented.

Committee resolved to agree to the terms of the MOU and the Chairperson signed the same.

## **7 MATTERS IN PROGRESS**

### **7.1 Ross Strategic Plan**

Committee to review outcome of 2015/16 budget in conjunction with strategic projects.

#### **Action:**

Miss Mason to provide update when minutes are circulated.

### **7.2 Motions to Council**

**Motion (17/03/2015):** *that Council request DPIPW to release the calicivirus in Ross, was noted for investigation by Council at its meeting of 20 April 2015.*

#### **Update:**

Council decision made at June Council meeting to authorise Council officers to request the release of the virus in 2016.

Complete.

**Motion (17/02/2015):** *The Ross Local District Committee request the Northern Midlands Council to have all cats registered is being investigated by Council officers.*

#### **Update:**

To be provided in January 2016 when outcome of State Government Cat Management Plan released.

**Motion (05/05/2015):** *That the Ross Canon be included on the heritage listing in the Northern Midlands Council Planning Scheme was noted by Council at its meeting of 18 May 2015 for investigation by Council and has been referred to the Planning Department to be included in next amendment to the Northern Midlands Planning Scheme.*

#### **Update:**

No update available, however, timeframe sought – Miss Mason to follow up.

**Motion (05/05/2015):** That Council investigate the possibility of offering a subsidy for returning bottles/can/drink bottles was noted by Council at its meeting of 18 May 2015 and has been referred to Council officers for investigation.

**Update:**

Issue listed to be discussed at next Northern Regional Waste Management Meeting.

**7.3 Old Ross Bridge**

Works are complete.

**Action:**

Miss Mason to arrange thank you letter to State Growth on behalf of the Committee.

**7.4 Canon**

Discussion has been had with Secretary of the RSL regarding the canon. Council to liaise with the RSL regarding any action to be taken. Mayor Downie spoke with representatives of the Wool Centre who have indicated they would like to contribute to project.

Suggested location to be on the grass behind war memorial.

**Action:**

Miss Mason to pursue design enquiries.

**8 NEW BUSINESS**

**8.1 Ross Public Toilet**

Committee to review plans for Ross Public Toilet and provide comment.

Comments:

- Mens urinal – suggested grated urinal as opposed to wall hung. Noted to allow a height for children.
- Wire on top – will drip on people. Purpose is for it to be an entrance structure, wire can be removed.
- Temporary toilet would need to be installed during the building of the toilet.
- Male/female access toilet with baby change.
- Main block will be locked at night and access toilet will be open 24 hours.

The Committee resolved to support the concept plan and design.

**8.2 Light Industrial Area in Ross**

Mr Johnson declared an interest and left the room at 1:33pm.

Mr Cameron gave a brief background on the matter.

Mr Thorpe indicated that he has been approached by some community members who have expressed concern about the proposal and suggested that there be some community consultation on the matter prior to a resolution being passed by this committee.

Suggested there be a community letter drop showing the proposed area and gauge community support. Consultation to include a bullet point of the history to give community members the background (refer to minutes of RLDC of September 2011).



**Action**

Miss Mason to discuss with Mr Payton regarding what action needs to be taken and whether community consultation to come prior to reviving the matter.

Mr Johnson returned to the meeting at 1:43pm.

**8.3 Budget**

The following items have been listed for works in Ross in 2015/16:

Streetscape improvements and public toilet replacement.

**8.4 Dedicated bus stop in Ross**

Suggestion for designated bus shelter in front of the old Ross School ground. Committee to meet 20 minutes prior to next meeting to discuss appropriate location. Council then to discuss with bus companies.

**8.5 Customer requests/Works Issues**

- Tables and chairs in southern end of Church Street require replacing. Mr McCullagh advised they will be replaced shortly.
- Spraying on Tooms Lake Road needs to be done. Mr Chellis and Mr McCullagh advised spraying is completed on an as need basis and will review the area.

Cr Knowles left the meeting at 2:00pm.

- Walk between river bank and caravan park needs cleaning up. Mr McCullagh noted for inspection.
- Park table near Wisteria Cafe is not in keeping with others in town. It was explained that table was installed to prevent cars parking on the nature strip. Mr Chellis to investigate.
- Compaction is an issue on Church Street, further discussion to be had with Mrs Doe.
- Requested that the Give Way sign at the intersection of Church and Bridge Street be changed to a Stop sign.

**8.6 Anglican Church**

It was noted the stonework at the Anglican Church requires repair and the Church will be applying for funding to do so.

**8.7 Planning issues**

Enquiry was made in respect to requirements for building on the skyline in Ross eg Park and Waterloo Streets.

**Action**

Miss Mason to enquire with Planning Department and report back.

It was asked about where time frames come from for compliance with planning matters, for example, non compliant signs. The Committee was advised that most time frames are legislated, if not Council would have a policy.

**8.8 Proposed road works on Mona Vale Road**

It was noted State Growth have requested the Wool Centre to display banners showing proposed road works.

**8.9 Trees**

Mrs Fiona Doe to contact Mr Julian Von Bibra to discuss overhanging trees.

**8.10 Tooms Lake Road**

Mr Chellis advised there are some small problems that need addressing re works conducted on Tooms Lake Road. It was noted the road was built to the standard. Mr Chellis and Mr Cameron to discuss further.

**8.11 Ross Caravan Park**

The new lessees of the Ross Caravan Park have expressed interest in attending the Ross Local District Committee meeting.

**Action**

Miss Mason to arrange.

**9 NEXT MEETING/CLOSURE**

Next meeting to be held on Tuesday, **4 August 2015** commencing at **TBA**.

The Chair closed the meeting at 2:27 pm.

NORTHERN MIDLANDS ECONOMIC DEVELOPMENT COMMITTEE HELD TUESDAY JULY 7<sup>TH</sup> 2015 IN THE COUNCIL CHAMBERS STARTING AT 3PM

MINUTES

1. Present: Michael Salhani (Chair), Cllr Mary Knowles, Kevin Turner, Des Jennings, Robert Harrison, Fiona Dewar, Russell Fyfe, Cllr Ian Gonninon
2. Apologies: Duncan Payton, Linus Grant, David Gatenby, Michael Geeves
3. In Attendance: Lorraine Green, Cllr Dick Adams
4. Confirmation of the Record of the Previous Meeting – It was resolved that the minutes of the June 1<sup>st</sup> 2015 Committee Meeting were a true and accurate record.

The Priority Initiatives Framework held below was worked through and updated.

PRIORITY INITIATIVES	STATUS as of July 7 <sup>th</sup> 2015	THE WAY FORWARD
<p><b>1. The Translink Precinct</b></p> <p>1.1. Translink stormwater and Translink Avenue missing link</p>		<p>Noted that this project is being submitted by Council for the second round of the National Stronger Regions Funding Program. Applications close July 31 2015</p>
<p><b>2. Powranna/ Burlington Road</b></p> <p>2.1. Council develop site development plans for the two precincts, seek to secure funding for the sealing of Burlington Road &amp; attract new businesses to the precincts</p>	<p>Noted that Council adopted the Northern Midlands Rural Processing Centre Report, prepared by SGS Economic and Planning, at the February 2015 Meeting</p> <p>The March 30<sup>th</sup> 2015 meeting discussed the need for parcels of land –(up to 5 hectares) to be available in the vicinity of the research farm for ready sale and development.</p> <p>Council noted and endorsed the following 2 recommendations at the May 18<sup>th</sup> 2015 Council Meeting:</p> <ol style="list-style-type: none"> <li>1) That Council write to the Minister for Primary Industries and Water to outline Council's vision for the development of a Rural Processing Centre at the western end of Burlington Road, and request the Minister give consideration to approving the inclusion of Cressy Research Farm land in this Centre.</li> <li>2) That Council write to landowners adjoining the western end of Burlington Road to outline Council's vision for the development of a Rural Processing Centre at the western end of Burlington Road and request the landowners give consideration to making land available for inclusion in the Centre.</li> </ol>	<p>Noted that D Payton wrote to Minister and landowners 29/6 – letters tabled - responses awaited</p>

<p><b>3. Support existing NM businesses/ economic drivers</b></p>		
<p><b>3.1. Symmons Plains</b></p>		<p>R Harrison to contact Dick Caplice GM Motorsports re making a presentation to the committee on the future vision for the Symmons Plains Racing Precinct</p>
<p><b>3.2. NBN rollout</b></p>		<p>June 17<sup>th</sup> 2015 media release from NBN Co. tabled</p>
<p><b>4. Heritage Tourism</b></p>		
<p><b>4.1. Longford Visitor Appeal Study</b></p>	<p>Noted that the consultant is presenting his report to Council at the June 1<sup>st</sup> Council Workshop</p>	<p>Noted the study report was accepted in principle by Council at the June 22<sup>nd</sup> 2015 Council Meeting.</p> <p>Noted the consultant, Bill Fox, will present and discuss the report at a community forum being held Wednesday July 22<sup>nd</sup> at the Happy Chef 5pm</p>
<p><b>4.2. Proposed Open Door program for privately owned heritage properties-</b></p>	<p>Noted that Council made a submission re the proposed Open Door Program for private heritage listed properties on behalf of the ED Committee to the Legislative Council Inquiry into Built Heritage Tourism</p> <p>Noted at the March 3<sup>th</sup> 2015 meeting that Matt Smithies, National Trust Managing Director, has submitted a draft MOU between National Trust and Council relating to the proposed private heritage properties 'Open Door' Program</p>	<p>Noted the Legislative Inquiry into Built Heritage Tourism is ongoing.</p> <p>D Gatenby to ascertain the success of the Southern Open Doors Program</p>
<p><b>4.3. Celebrating Longford's motor racing history</b></p>	<p>Council has registered the business name 'Longford Revival Festival'</p> <p>M Sakhani and L Green met with J Talbot to discuss the proposed establishment of a Longford Motor Racing Historic Society/Group.</p>	<p>Noted the Longford Visitor Appeal Study report recommends <i>'given Longford's fame as a motor racing destination, one option for the future use of the Memorial Hall could be as a museum where that rich motor racing history could be on display.'</i></p> <p>Action: Chair and R Harrison to meet with John Talbot to discuss the proposed development of the museum and interpretation of the town's motor racing history; prior to the Chair meeting with the Board of Motorsport Tas.</p>
<p><b>4.4. Leveraging off the</b></p>	<p>Noted that the Revival Festival was on the agenda of Council's June 22<sup>nd</sup> 2015 meeting and that Council resolved to</p> <ul style="list-style-type: none"> <li>i) Defer a decision in relation to the transfer of the registered business name, and trademark subject to legal advice;</li> <li>ii) Reject the request to make an annual investment in the Longford Revival Festival</li> </ul>	<p>Chair tabled a submission with regard to the registration of the business name (held as an Attachment). The submission is to be submitted for inclusion with the Council agenda item on this matter for the July Council Meeting.</p> <p>Noted that one of the recommendations in the Longford Visitor</p>

<p>Woolmers- Brickendon World Heritage Listing</p>		<p>Appeal Study is: <i>'that business, community and the Estates work collaboratively to explore their shared narrative and how it can be connected in an engaging and innovative way.'</i></p> <p>Noted Woolmers and Brickendon reps have been invited to be members of the Longford Business and Tourism Assn</p> <p>Background information on this site was tabled: the matter will be discussed at the next Committee Meeting.</p>
<p>4.5. Long Marsh Dam</p>		
<p>5. Northern Midlands Economic Development and Tourism Strategy</p>	<p>Noted that at the February 16<sup>th</sup> 2015 Council Meeting, Council passed motion: "That Council obtain costings to conduct an Economic Development and Tourism Strategy in 2015/16 budget deliberations"</p>	<p>Noted K Turner has proposed the committee consider developing a basic economic development strategy internally if the securing of funding for the external development of the strategy is delayed.</p> <p>D Jennings to prepare a briefing document on this item for discussion at the next Committee Meeting.</p> <p>L Green to include link to Council's economic profile. <a href="http://profile.id.com.au/northern-midlands/home">http://profile.id.com.au/northern-midlands/home</a></p>
<p>5.1. Strategy Development</p>		
<p>5.2. Business databases</p>		<p>The need for business databases by towns/precincts was identified; including location, mailing address, email and business descriptor</p> <p>The need to review NM commercial and industrial land use strategies/plans was identified.</p>
<p>5.3. Land use strategies</p>		
<p>6. Other</p>	<p>6.1. Waste Management</p> <p>Durcan Payton reported at the November 24<sup>th</sup> 2014 meeting that three developers have shown interest in establishing tyre recycling facilities – no firm proposals yet from any of the developers.</p> <p>Discussion at the February 2<sup>nd</sup> 2015 meeting as to whether any tyre recycling facility can be commercially viable i.e. is a private solution viable?</p> <p>Recommendation to Council in February 2105 - : that the Committee advises Council this the tyre recycling facility is a waste and environmental issue and on that basis Council should approach the state government. D Jennings reported at the March 3<sup>rd</sup> 2015 meeting that he has discussed the issue with the State Growth Coordinator General, Senator Abetz and Eric Hutchinson, and is continuing to progress the matter</p>	<p>Recommendation to Council's June 22<sup>nd</sup> Council Meeting: That Council consider adopting Option Two as per the 'Assessment of Northern Midlands Council's Planning Permit p.13-199, 437 Woolmers Lane, Longford, for the 'Temporary Storage of Scrap Tyres (Recycling and Waste Disposal)' Report, and that this matter be considered in Closed Council, and the decision disclosed to this Committee in confidence.</p> <p>D Jennings reported this is a closed Council agenda item and Council is seeking further advice to be considered in closed Council at the July meeting.</p>
<p>Jim Hole, Manager Eldan Recycling (worldwide suppliers of recycling equipment) presented</p>		

	<p>to the May 5<sup>th</sup> 2015 meeting on the company's tyre recycling equipment.</p> <p>Recommendation to Council from the March 30<sup>th</sup> 2015 meeting: That Council request the State Government identify the sites of tyre dumps statewide, and the quantities of tyres within each dump.</p> <p>Noted that the Tasmanian Conservation Trust has a website where the location of car tyre dumps can be recorded and donations made to enable dumped tyres to be recycled: <a href="http://www.tastyrecleanup.com">www.tastyrecleanup.com</a>.</p> <p>GIM has offered committee members an opportunity to inspect the tyre storage site.</p>	<p>Chair reported he had visited the tyre storage site and it is his view that the tyres are not being stored to an acceptable standard.</p> <p>D Jennings to report on the inspection of tyre recycling facilities on the mainland.</p> <p>NMBA to send letter of thanks to Jim Hole for his presentation.</p> <p>D Jennings emphasised that the tyres are stored on private property and any visitors must have the property owner's permission to enter his property.</p> <p>Action: K Turner will schedule a presentation at a future meeting by the City Mission on their plastic recycling social enterprise venture.</p>
<p><b>6.2. Council Priority Projects</b></p>	<p><b>1. Ben Lomond Feasibility Study</b> Briefing paper ' Snow Driven Economic Growth' tabled and reviewed at committee's October 2014 meeting. Des provided a report at the November 24<sup>th</sup> 2014 meeting on the progress being made with securing funding partners for the project brief. Committee notes that at the January 19<sup>th</sup> 2015 Council Meeting, Council committed \$4,000 to the Ben Lomond economic growth feasibility study – giving a total budget of \$20,000: the project will now proceed.</p> <p><b>2. NIM Community Sports Centre Masterplan</b></p> <p><b>3. Campbell Town War Memorial Oval Precinct Development Plan</b></p> <p><b>4. Longford Recreation Ground Masterplan</b></p> <p><b>5. Perth Recreation Ground Masterplan</b></p>	<p>L Green reported TRC Tourism has been contracted by Council to undertake this feasibility study; commenced July 1<sup>st</sup> and report due for submission in October 2015.</p> <p>Noted the sports centre masterplan has been accepted by Council in principle and funding is to be sought for plan implementation</p> <p>Noted that Strategy 42 South has been contracted by Council to undertake the financial and economic analysis of the development plan: report due by end October 2015</p> <p>Noted Council has approved the development of the plan. Aiming to finalise the contract August 2015.</p> <p>Noted that quote for plan development is awaited.</p>
<p><b>6.3. Economic Development budget</b></p>		<p>Noted Council has allocated \$25,000 in the 2015/16 budget for projects/initiatives recommended by the committee and endorsed by Council</p>
<p><b>6.4. Equestrian opportunities</b></p>	<p>M Salhani met with Sandra Butorac, new President Equestrian Tasmania, to explore opportunities for more state events in the Northern Midlands. M Salhani and L Green met with Michael Morris, Longford Equine Centre. Also met at showgrounds with Sandra Butorac, Susan Elliot (Northern Tas Quarter Horse Association) and Sallee Cauchi (Longford Show Society).</p>	<p>Noted that at the March 16<sup>th</sup> 2015 Council meeting, Council approved an allocation of up to \$2,000 for review of the proposed horse trails, and that Landscape Consultant Jeff McClintock has agreed to undertake this study starting August 2015.</p>

<p>6.5. Beacon Foundation Northern Midlands Business Partnership Group</p>		<p>Chair tabled an invitation to Committee members to participate in a meeting scheduled Wednesday July 29<sup>th</sup> 7pm in Memorial Hall Longford: aim – to progress the establishment of the Longford Equestrian Association.</p> <p>Motion from May 6<sup>th</sup> 2015 Longford Local District Committee: <i>‘that the LLDC raise the promotion of Longford as a possible centre for equine breeding and training and be referred to the Economic Development Committee.’</i></p> <p>L Green to advise LLDC of the Equestrian Assn Initiative, Vet Morris perspective on this matter, and the Meander Valley initiative.</p> <p>L Green reported on this proposed new support for the Inspiring Futures (formerly ‘No Dole’) programs at Campbell Town and Cressy District High Schools, and invited members to the group Establishment Event being held August 27<sup>th</sup> Noon-2pm at Council – invitations will follow.</p>
<p>6.6. Committee’s Industry Sector Reps</p>	<p>The four industry sector reps were appointed in November 2013 for a two year term. The Committee’s terms of reference state:</p> <p><b>1. Committee Members</b></p> <p><b>1.1. Recruitment</b></p> <p>Council will advertise for expressions of interest (including a request for the submission of a summary of the candidate’s skills and relevant networks eg. memberships of other organisations/boards) for the Industry Sector Representative positions. Industry Sector Representatives are appointed for a two year period and can submit a new expression of interest at the end of each two year period.</p>	<p>To be discussed at the next Committee Meeting</p>

Meeting closed 4.20pm

**Future meeting dates for 2015:**

- Monday August 31<sup>st</sup>, Tuesday September 1<sup>st</sup>, Monday October 5<sup>th</sup>, Tuesday November 3<sup>th</sup>, Monday December 7<sup>th</sup> all meetings at the council chambers starting at 3pm (Council Chambers booked for these meetings)

**Information Items:**

- Launceston Airport and Translink Precinct Master Plan including investigation of a rail hub at Western Junction
- Voluntary committee members R Harrison, M Salhani, R Fyfe and M Geeves have registered as volunteers with the Council: effective until November 2015.

**Completed Projects:**

Business healthy checks

**Pending projects**

Translink boundary signage

Perth Bypass

Panshanger Road/ Woolmers Lane precinct

Big Cow Plan for the Midlands

Consultation with NM businesses

Truck Wash Powranna



**MINUTES OF THE EVANDALE ADVISORY COMMITTEE MEETING HELD AT THE EVANDALE COMMUNITY CENTRE ON TUESDAY, 7 JULY 2015 AT 7.30PM**

**1 IN ATTENDANCE**

Mr J Lewis (Chairperson), Mr R von Bibra, Mrs H Houghton, Mrs K Heathcote, Mr P Page, Cr M Knowles  
Cr J Lambert, Mr D Jennings (General Manager), Mrs G Eacher (Secretary)

**2 APOLOGIES**

Mrs C Brown, Mr T Terhorst

**3 CONFIRMATION OF MINUTES**

*R von Bibra/J Lewis*

*That the minutes of the meeting of the Evandale Advisory Committee held on Tuesday, 2 June 2015, be confirmed as a true and correct record of proceedings.*

*Carried*

**4 CORRESPONDENCE**

The Chair tabled the following correspondence:

- Letter received from Mrs Hewlett and family
- Nomination for Membership – Stephen Baldock

**5 DECLARATION OF ANY PECUNIARY INTEREST BY A MEMBER OF A SPECIAL COMMITTEE OF COUNCIL**

In accordance with the provisions of the *Local Government Act 1993*, Part 5, S48A – S56, a member of a Special Committee must not participate in any discussion or vote on any matter in respect to which the member:

- a) has an interest; or
- b) is aware or ought to be aware that a close associate has an interest.

A member has an interest in a matter if the matter was decided in a particular manner, receive or have an expectation of receiving or likely to receive a pecuniary benefit or pecuniary detriment.

*\* It should be noted that any person declaring an interest is required to notify the general manager, in writing, of the details of any interest declared within 7 days of the declaration.*

*Nil declared.*

**6 BUSINESS ARISING FROM THE MINUTES**

**i) Evandale Main Road**

The following queries raised in the past 12 months in relation to Evandale Main Road were noted (Note: long-term items have been retained under *Item 9 Pending Items*).

Date	Description	Comment/ Action Taken
02/06/15	<b>Speed Limits:</b> <i>That the speed limit on Evandale Main Road revert back to 80km/h.</i>	Request for comment forwarded to Dept. of State Growth.
07/07/15	<b>Hedgerow maintenance:</b> Photos tabled re poor workmanship and inadequate clean-up of waste.	Council officers to investigate.

**ii) Honeysuckle Banks**

It should be noted that at the 20 April 2015 Council meeting Council approved the development of a masterplan for Honeysuckle Banks (allowed costing of \$2,000).

The development of the masterplan will include: consultation with community groups and

consideration of signage. It is expected that the masterplan will be completed in the 2016 calendar year.

The following signage to be considered to be placed on hold and be incorporated in discussions re the development of the masterplan:

- story board - to be erected at entrance – text for story board researched, information provided. Tasmanian Aboriginal Centre to be consulted. Story board to incorporate Aboriginal and European history.
- additional signage to be erected on gazebo providing community information (details of facilities) – community centre, camping facilities, amenities, etc.

Council minute 90/15 (20/4/2015) attached for information.

### **iii) Beautification of Evandale**

Noted that

- Council's letter of response in relation to the "Wish List" was currently being prepared and would be forwarded to the Chair in due course.
- Analysis of "Wish List" by Council officers attached for information.
- Customer Requests have been issued in relation to some matters addressed in the list.

### **iv) English Church Cemetery**

Letter sent on behalf of the Chair to thank the volunteers for the works undertaken in maintaining the English Church cemetery.

### **v) Memorandum of Understanding**

The secretary requested that the MOU be adopted and signed by the Chair.

*R von Bibra/*

*That the Committee*

1. *adopt the attached Memorandum of Understanding;*
2. *authorise the Chair to sign the Memorandum of Understanding*
3. *note that*
  - i) *the next Annual General Meeting of the Committee will be held in July 2016; and*
  - ii) *the current term of membership of members will expire after ratification of the new membership at the Council Meeting in June/July 2016.*

*Motion lapsed for want of a Seconder*

Following discussion, the Committee requested that the matter be held over to the August meeting and that the MOU be circulated together with that Agenda.

### **vi) NBN**

At the 2 June meeting, the Committee noted/queried the following:

- The location of the nodes;
- Whether NBN installation is exempt from planning permits;
- Whether the community have any input in relation to location of installation.

The Committee noted that

- Planning approval was required for installation of NBN infrastructure in a heritage area and that NBN Co had been advised accordingly.
- A meeting was scheduled to be held for NBN Co and Council to meet.

**7 CUSTOMER REQUESTS/ACTION ITEMS****i) Task List**

Date	Item	Description	Comment/ Action Taken
02/12/14	Cambock Lane footpath	Cracks in footpath in Cambock Lane (near Glover Court) expanding.	Complete. Committee noted that the repairs were not satisfactory and required inspection.
07/10/14	Signage – Memorial Hall / Medical centre	Consideration to be given to the location of the Memorial Hall / Medical Centre signage and visibility thereof.	Planning approval received.
03/02/15	Cambock Lane – footpath	Footpath on Cambock Lane (vicinity of No. 6) needs top dressing.	Completed 27/4/15. Committee noted that the repairs were not satisfactory and required inspection.
03/02/15	Water/ fire Hydrants	Signage and maintenance of water/fire hydrants needs to be undertaken.	TasWater contacted – to commence repainting in accordance with Standard.
2/6/15	Heritage Style street lamps – 2 High Street	Noted that the street light outside of no. 2 High Street was not working properly.	Complete.

**8 COMMUNITY GROUP REPORTS****i) Rotary Club**

- No report received.

**ii) Community Centre/ Memorial Hall**

- Visitor numbers similar
- Cash flow 32% down on same period last year
- Design for mural for hall facade (left of entrance) tabled.

**iii) Primary School**

- No report received.

**iv) Neighbourhood Watch**

Noted that

- Facebook page had been set up
- White Hills and Breadalbane now recognised as part of Evandale Neighbourhood Watch area in publication
- Currently not all incidents reported are being forwarded to Neighbourhood Watch by Police
- Posters circulated for display
- Format of newsletter to be amended.

*H Houghton/R von Bibra*

*That the reports from community group representatives be received.*

*Carried*

**9 PENDING ITEMS****i) Evandale Main Road**

The following queries raised in relation to Evandale Main Road are on hold pending the upgrade of Evandale Main Road.

Date	Description	Comment/ Action Taken
1/04/14 & 5/08/14	Council requested to liaise with DIER re reconstruction of Evandale Main Road.	<b>On hold -</b> Noted that DSG to further consider speed limits on completion of airport upgrade. Awaiting outcome of discussions with DSG and Pitt & Sherry.

Date	Description	Comment/ Action Taken
3/06/14	<b>Airport round about:</b> that DIER consider the installation of a slip-lane to allow through traffic from Evandale to proceed unhindered on Evandale Main Road.	<b>On hold -</b> Noted that DSG advised: <i>This roundabout is a 4 leg roundabout, therefore it is not possible to create a slip lane for through traffic. It is unlikely that traffic volumes will be so great that efficiencies for Evandale MR traffic will be an issue.</i>
1/07/14	<b>Breadalbane roundabout:</b> Additional road markings on accesses to Breadalbane roundabout from Old Hobart Road and Launceston (Midland Highway)	<b>On hold -</b> Committee requested further consideration be given to installation of line markings to provide a left turn lane on Old Hobart Road AND that arrows be included to define the two lanes at the entrance to the roundabout from the Launceston aspect of the Midland Highway.

## ii) Heritage Brick Walls

In relation to the repair of wall/s at Buffalo Park, the Committee to be advised of outcome when information released by Council.

## 10 NEW BUSINESS

### i) Development Applications:

Query raised as to why Development Applications were no longer being received for display at the Information Centre. Matter to be investigated.

**P15-178: 20 Russell Street:** The Committee noted that an application for development had been submitted to Council, with a closing date for objections of 14 July; no objections/queries were raised.

**P15-197: 24 Macquarie Street:** The Committee noted that an application for development had been submitted to Council, with a closing date for objections of 21 July; no objections/queries were raised.

### ii) Membership: S Baldock

Noted that Stephen Baldock had nominated for membership.

### iii) Pedestrian Refuge – Russell Street

The committee raised concerns relating to safety and necessity of the pedestrian refuge to be installed on Russell Street in the vicinity of the entrance to Falls Park; and requested alternate solutions be considered.

### iv) Customer Requests

- Owners not picking up dog faeces
  - customer request to be issued for Animal Control Officer to undertake spot checks; and
  - owner education item to be placed in Country Courier and Examiner's – Your Region.
- Litter at Morven Park – especially in vicinity of skate park (and up to hedge at Cambock Lane) particularly after sports matches.
- Water leak at TasWater water connection in Rodgers Lane at entrance to Pioneer Park – water runs into Scone Street, witches hats are in place.

## 11 CLOSURE & NEXT MEETING

Chairman closed meeting at 8.45pm.

The next meeting to be held Tuesday, 4 August commencing at 7.30pm.

Gov 4(2)(ix)

MINUTES OF MORVEN PARK MANAGEMENT AND DEVELOPMENT  
ASSOCIATION MEETING HELD ON WEDNESDAY 8 JULY 2015

PRESENT: C Oates (Sec/ECC), S. Baldock (Groundsman/EPF), B. Crosswell  
(Chair) J. Hughes (Treas),

APOLOGIES:  
S Hill (EPS), Deputy Mayor R. Goss (NMC), C. Whyman (ECC)

Due to not having a quorum no meeting held this month.

NEXT MEETING: 12 August 2015

Brendon Crosswell  
Chairman

Carmel Oates  
Secretary



PAGE 2 WORKS PROGRESS REPORT		30-Jun-15		CAPITAL WORKS TO BE CARRIED OUT												
CAPITAL WORKS		LOCATION	ALLOC FUNDS	POSITION												
CAPITAL WORKS		LOCATION	ALLOC FUNDS	EACH / = ONE WEEK												
CAPITAL WORKS		LOCATION	ALLOC FUNDS	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Supervisor
CAPITAL WORKS		LOCATION	ALLOC FUNDS	= FIRST WEEK												
CAPITAL WORKS		LOCATION	ALLOC FUNDS	= THIRD WEEK												
CAPITAL WORKS		LOCATION	ALLOC FUNDS	= SECOND WEEK												
CAPITAL WORKS		LOCATION	ALLOC FUNDS	= FOURTH WEEK												
<b>STORMWATER</b>																
Install new stormwater mains	Cromwell St	\$ 70,000														
Stormwater Improvements	Craicoff St	\$ 40,000														
Stormwater Improvements	Georges Square	\$ 50,000														
Testing site for flood pumps	South Esk	\$ 10,000														
Detention Basin Works	Paton Street	\$ 100,000														
<b>BRIDGES INSTALL</b>																
Bridge 3767 (Un-named Creek)	Royal George Rd	\$ 75,000														
Bridge 2030 Macquarie River	Powanna Rd															
<b>CAPITAL WORKS FOOTPATHS</b>																
Archer St, Cressy	From King St footpath	\$ 12,000														
Archer St, Longford	George to Wellington Footpath	\$ 40,000														
Arthur St, Perth	Fairtough to Clarence	\$ 110,000														
Bridge St, Campbell Town	Esplanade to King	\$ 70,000														
Catherine Street	Hobhouse 894 to Bulwer 1120	\$ 9,000														
High St, Evandale	Leighlands Rd to West Cambock Footpath	\$ 65,000														
King St, Cressy	Gravel section to chainage 0.314	\$ 16,000														
Main St	No. 120 to south footpath	\$ 35,000														
Main St	Bus Park chainage 0.53 - 0.63	\$ 27,000														
Main St	No. 18 to William	\$ 11,000														
Main St	No. 146 to Stock Route	\$ 4,300														
Ploughmans Court		\$ 9,000														
Saddlers Crt		\$ 13,500														
Wellington Street	Bakery to Archer	\$ 14,000														
Wellington Street	High Street to Swan Avenue	\$ 70,000														
Tamney Rd	Railway to Factory Entrance															
Youl Rd	Edward to Phillip (Western side)	\$ 100,000														
Leighlands Rd	Evandale Main Rd to railway line															
St Georges Square	Smith St to Tasman Ave	\$ 50,000														

SUBJECT TO GRANT FUNDING

Carry over

Carry over











Resource Sharing Summary 1/7/14 to 30/6/15 As at 30/6/15	Units Billed	Amount Billed GST Exclusive \$	Rate inclusive of Oncosts and Admin \$
<b>Break o Day Council</b>			
Service Provided by NMC to Break o Day Council			
Wages and Oncosts			
- Planning Services	49.50	5,175.00	104.55
<b>Total Wages and Oncost</b>	<b>49.50</b>	<b>5,175.00</b>	
Fleet Hire			
- Fleet 3 Holden Colarado	600.00	240.00	0.40
<b>Total Fleet Hire</b>	<b>600.00</b>	<b>240.00</b>	
<b>Total Services Provided by NMC to Break o' Day Council</b>		<b>5,415.00</b>	
Service Provided by Break O Day to NMC			
- Nil	-	-	
<b>Total Service Provided by Break O Day to NMC</b>	<b>-</b>	<b>-</b>	
<b>Net Income Flow</b>		<b>5,415.00</b>	
<b>Brighton Council</b>			
Service Provided by NMC to BC			
- Nil	-	-	
<b>Total Services Provided by NMC to Brighton Council</b>	<b>-</b>	<b>-</b>	
Service Provided by Brighton Council to NMC			
Wages and Oncosts			
Plumbing Permit Authority and Inspection Services Hours	364.00	31,445.60	86.39
Plumbing Permit Authority and Inspection Services - Plant Hire KM	12,152.00	7,291.20	0.60
<b>Total Service Provided by BC to NMC</b>		<b>38,736.80</b>	
<b>Net Income Flow</b>		<b>- 38,736.80</b>	
<b>George Town Council</b>			
Service Provided by NMC to GTC			
- Nil	-	-	
<b>Total Services Provided by NMC to George Town</b>	<b>-</b>	<b>-</b>	
Service Provided by GTC to NMC			
Wages and Oncosts			
Environmental Health Officer Services	676.25	40,142.20	59.36
<b>Total Service Provided by GTC to NMC</b>	<b>676.25</b>	<b>40,142.20</b>	
<b>Net Income Flow</b>		<b>- 40,142.20</b>	
<b>Meander Valley Council</b>			
Service Provided by NMC to MVC			
- Nil	-	-	
<b>Total Services Provided by NMC to Meander Valley Council</b>	<b>-</b>	<b>-</b>	
Service Provided by Meander Valley Council to NMC			
Wages and Oncosts			
Plumbing Permit Authority and Inspection 50% cost	331.80	13,272.00	40.00
<b>Total Service Provided by MVC to NMC</b>		<b>13,272.00</b>	
<b>Net Income Flow</b>		<b>- 13,272.00</b>	
<b>Total Net</b>		<b>- 86,736.00</b>	
<b>Private Works and Council Funded Works for External Organisations</b>			
<b>Hours</b>			
<b>Economic &amp; Community Development Department</b>			
<b>Northern Midlands Business Association</b>			
Promotion Centre Expenditure		Not Charged to Association Funded	
- Tourism Officer	84.00	from Council Budget A/c 519035	
Administration and Development		Not Charged to Association Funded	
- Economic and Community Development Manager	390.00	from Council Budget A/c 500400	
<b>Works Department Private Works Carried Out</b>	<b>167.50</b>		
	<b>641.50</b>		



Level 10, 22 Elizabeth Street, Hobart TAS 7000  
GPO Box 536, Hobart, TAS 7001 Australia

## Briefing One

The purpose of this Briefing Paper is to introduce the proposed structure of the Tasmanian Planning Scheme (TPS).

It also outlines the role of the Planning Reform Taskforce ("the Taskforce"), as the Steering Committee for the TPS Project, and the phases of the project and the consultation components.

The Paper also explains the methodology adopted during the drafting.

On 26<sup>th</sup> March 2015, the Minister for Planning and Local Government, the Hon Peter Gutwein MP, announced in Parliament the structure of the TPS which is meeting the Government's election commitment for a single statewide planning scheme.

This is a key platform of the Government's planning reform agenda to make Tasmania's planning system fairer, faster, cheaper and simpler.

The TPS will have a clear set of planning controls which apply consistently to land use and development across the State.

The single statewide planning scheme is in direct contrast to the 29 Interim Planning Schemes which will exist across the State (once all draft interim planning schemes have been declared).

The zones and codes in all 29 schemes have been applied or structured with significant differences, as they have been derived from three regionally based models which in themselves allow for municipal and regional variances.

The Government intends to introduce a Bill to Parliament this year to amend the *Land Use Planning and Approvals Act 1993* (the Act) to provide the framework for introducing the TPS. The draft Bill will be subject to extensive public consultation by the Department of Justice.

### Structure of the Tasmanian Planning Scheme (TPS)

The TPS will consist of:

- State Planning Provisions - a set of statewide planning controls which will ensure consistency, clarity and certainty for land use and development across Tasmania; and
- Local Provisions Schedules for each of the 29 municipal areas in Tasmania –which includes local zone and overlay maps and lists for each area, Particular Purpose Zones and Specific Area Plans and specified departures.

The State Planning Provisions and all the Local Provisions Schedules will together form all of the planning controls applying to a local area (which is the local application of the TPS).

This structure provides for a single set of consistent provisions across the entire State but allows for specific and approved Local Provisions as necessary or agreed.

#### *State Planning Provisions*

The State Planning Provisions will comprise the following:

- Purpose and Objectives
- Administration provisions
- Exemptions
- General Provisions
- Zones – with use and development provisions
- Codes – with standard provisions
- Template for the Local Provision Schedules

This is based on populating the template in *Planning Directive No.1 - Format and structure of planning schemes (PD1)*, subject to any necessary modifications and reconfiguration of the structure to give effect to the separation of State and Local Planning Provisions.

#### *Local Provisions Schedules*

Each Local Provisions Schedule will comprise the following:

- Local Zone and overlay maps and lists
- Local area objectives
- Particular Purpose Zones
- Specific Area Plans
- Site specific qualifications

Local Government has an important role as the preparation of the Local Provisions Schedules will be the responsibility of local councils in their role as planning authorities.

This will require the councils to reflect the State Planning Provisions and to ensure the consistent application of the zones.

The TPS will take effect in each municipal area when the Local Provisions Schedule, which include the zone and overlay maps for that area, have been approved by the Minister and are in effect.

#### **State Planning Provisions: Project phases**

The drafting of the State Planning Provisions will occur in the following phases:

- Phase 1: Development of the Consultative and Technical Reference Groups (completed)
- Phase 2: First review and restructure of PD1 to set the foundations of the TPS (completed and feedback being analysed)
- Phase 3: Zones
  - Phase 3.1: Agriculture and residential (currently before the Technical Planning Reference Group)
  - Phase 3.2: Business, Commercial, Industrial, Ports and Marine, Utilities, Open Space, Recreation, Environmental Management, Major Tourism zones
- Phase 4: Codes (policy work is underway with relevant Government Departments prior to consultation)
- Phase 5: Peer Review
  - Peer review of the suite of prepared zones and codes
- Phase 6: Submission for Minister's consideration

In essence, the project will start with establishing the framework for the statewide planning scheme, move through the suite of zones in clusters for example, agriculture and business zones, while simultaneously working through the Code issues and development.

At the end of 2015, there will be the final overall review of the draft State Planning Provisions in readiness for public consultation in early 2016 after Ministerial consideration.

## Consultation

### *Targeted consultation during the drafting*

The Minister has instructed the Taskforce to develop the draft State Planning Provisions in accordance to any Government policy directions provided by the Minister.

Furthermore, the Taskforce is also charged with the responsibility to undertake targeted and ongoing consultation with local government and stakeholders, including the development sector, professional planning bodies, environmental and community NGOs during the drafting of the State Planning Provisions.

A fundamental component of the work will be ensuring the development of the draft State Planning Provisions is informed by, and complements, any relevant work being undertaken by state agencies, and considers all input from targeted consultation with the Reference and Consultative Groups.

It is the Taskforce's explicit intention to continually test the veracity of the zone purpose statements and use and development standards along with the development of the Codes during the drafting this year through continual consultation with the stakeholders.

## Key stakeholders

The following planners and organisations are involved in targeted consultation for the development of the State Planning Provisions:

### *Technical Planning Reference Group*

- Richard Jamieson – Launceston City Council
- Justine Brook-Bedelph – Georgetown Council
- Duncan Payton – Northern Midlands
- Shane Warren – Devonport City Council
- Patrick Earle – Burnie City Council
- Matthew Saward – Circular Head Council
- Shane Wells – Brighton Council
- Michael Bartlett – Huon Valley Council
- Dan Ford – Clarence City Council

### *Community Sector Consultative Group*

- TasCOSS
- Community Housing Ltd Group
- Shelter Tasmania
- Mission Australia (Tasmania)
- Housing Choices Tasmania
- Hobart City Mission

### *Industry and Business Consultative Group*

- Cement, Concrete & Aggregates Australia
- Engineers Australia (Tasmania)
- Tasmanian Small Business Council
- Planning Institute of Australia (Tasmania)
- Tasmanian Seafood Industry Council
- Property Council of Australia (Tasmania)
- Fruit Growers Tasmania
- Wine Tasmania
- Tasmanian Hospitality Association
- Tourism Industry Council Tasmania
- Institute of Architects

*Environment and Historic Heritage Consultative Group*

- Environmental Defenders Office
- Tasmanian Conservation Trust
- NRM
- Tasmanian Heritage Council
- Heritage Protection Society

These groups complement the *Planning Reform Taskforce* members:

- Local Government Association of Tasmania
- Tasmanian Farmers & Graziers Association
- Tasmanian Chamber of Commerce and Industry
- Master Builders Tasmania
- Housing Industry Association
- John Dent OAM, PDA Surveyors
- Emma Riley, Emma Riley and Associates
- Frazer Read, All Urban Planning
- Andrew Walker, Dobson Mitchell and Allport

*Community Consultation*

The Taskforce fully endorses the Minister's position and direction on the need for community consultation.

Throughout the process of development of the Tasmanian Planning Scheme, Tasmanians will have at least two opportunities to comment.

The Minister has publicly stated that the draft State Planning Provisions will undergo a public statutory consultation and assessment process by the Tasmanian Planning Commission early in 2016.

After receiving the advice from the Tasmanian Planning Commission, the Minister will decide on any modifications prior to declaring the State Planning Provisions.

Once declared, the 29 councils will develop the local content for their area.

The Local Provision Schedules will be subject to community comment through a statutory public exhibition and assessment by the Tasmanian Planning Commission.

Furthermore, the Department of Justice will shortly start the community consultative process on the draft Bill to give effect to the Tasmanian Planning Scheme.

**Methodology**

The methodology for drafting the State Planning Provisions is based on a review of the Launceston Interim Planning Scheme (LIPS) model, including *Planning Directive No. 4.1 Standards for residential development in the general residential zone (PD4.1)*.

This has also encompassed analysis of the content of declared interim planning schemes in the Cradle Coast and Northern regions, and the declared and draft interim planning schemes in the Southern region.

The drafting has also taken into account the Government's election commitment to make the planning system fairer, faster, cheaper and simpler. In particular this is achieved through ensuring that permitted pathways are provided for use and development where possible, and clear criteria for assessing discretionary applications to remove doubt as to the method for compliance.



**Roles and responsibilities**

*During 2015*

The Planning Reform Taskforce is responsible for the drafting of the State Planning Provisions.

The Department of Justice is responsible for the drafting of the amendments to the *Land Use Planning and Approvals Act* (LUPAA) to give legal effect to the Tasmanian Planning Scheme.

The Tasmanian Planning Commission is responsible for finalising the Interim Planning Scheme process in line with amendments to LUPAA passed last year.

*During 2016/17*

The Tasmanian Planning Commission will conduct a statutory public consultation and assessment process of draft State Planning Provisions.

They will also be responsible for conducting the statutory public exhibition and assessment on the Local Provision Schedules once Local Government has completed the drafting of the Local Provisions in 2016.

**For further information**

Mary Massina

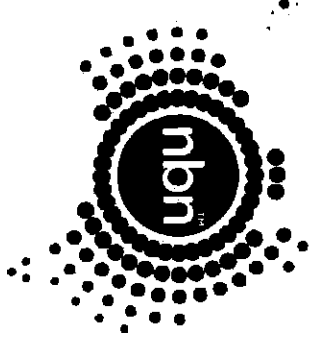
Executive Chair

Planning Reform Taskforce

Email: [mary.massina@stategrowth.tas.gov.au](mailto:mary.massina@stategrowth.tas.gov.au)

Mobile: 0408 594 312

**nbn™ Preferred Cabinet Locations**  
**Evandale Serving Area Module (SAM)**  
**ZEVA-01**  
**Network Architecture: Fibre to the Node**



June 2015  
Prepared by:  
Corey Gale  
TELSTRA

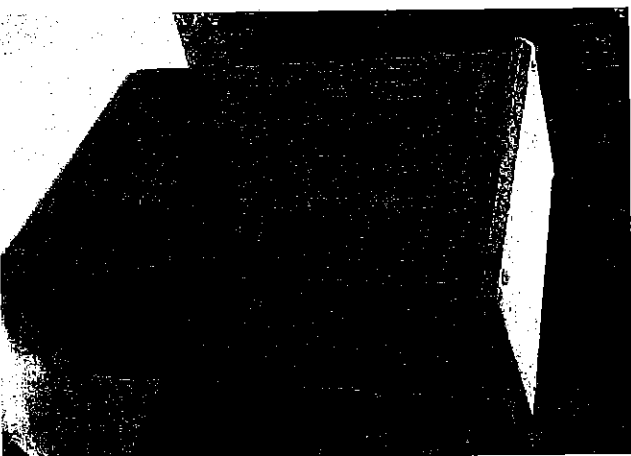
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## About nbn™ FTTN Cabinets

- As part of the rollout, nbn will be installing equipment in local streets, similar to those used by telephone and power companies.
- Installation of cabinets typically falls under the Low Impact Facilities Determination of the *Telecommunications Act (1997)*.

### Nodes

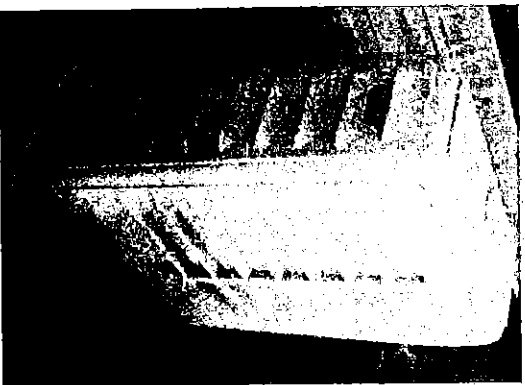
- The most common type of equipment installed will be powered cabinets called **Nodes (see right)** that house equipment which transmits the high-speed broadband signals.
- Each Node is capable of connecting around 200 homes or businesses.
- The Node needs to be sited near other infrastructure on the telecommunications distribution network, with the local and distribution cables entering the Node from underground.
- Standard single door Nodes are green in colour and approximately:
  - Height – 1200 mm
  - Width – 1000 mm
  - Depth – 550 mm
- Concrete plinth is typically 150 mm larger than the cabinet



# About nbn™ FTTN Cabinets

## Micronodes and new Copper Pillars

- Other cabinets that may be installed for Fibre to the Node include new copper pillars (in addition to existing copper pillars already part of Telstra's copper network), or 'boosters' called Micronodes.
- Micronodes are powered and around 81cm high, 79cm wide and 40cm deep.
- The pit bases that micronodes sit on are around 85cm wide, 40cm deep, and extend 61cm below ground.
- Micronodes, like Nodes, are fed into by the fibre network and connect into the existing copper network.
- An example of a **Micronode is pictured right.**



## Siting nbn™ Cabinet Locations

A number of factors need to be considered when siting nbn™ cabinet locations for FTTN:



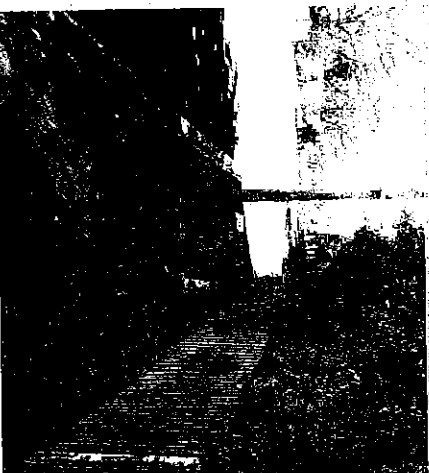
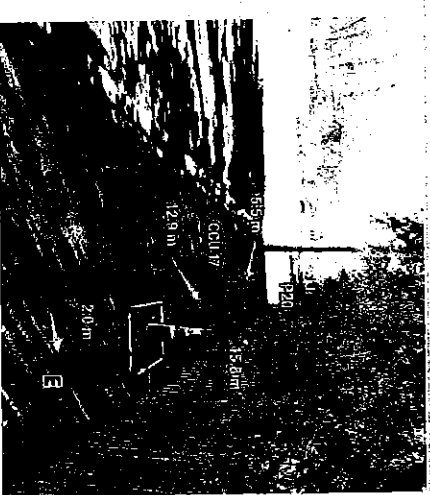
- Location of existing Telstra infrastructure - feeding into Telstra's pit and pipe network, pillars, and existing copper routes
- Accessing a power connection (relevant for Nodes/Micronodes)
- Design requirements to meet committed minimum speeds (25MB Download, 5MB Upload) for each premise fed from the cabinets
- Safety of the community and our workers (during both construction and maintenance)
- Environment and Cultural Heritage impacts

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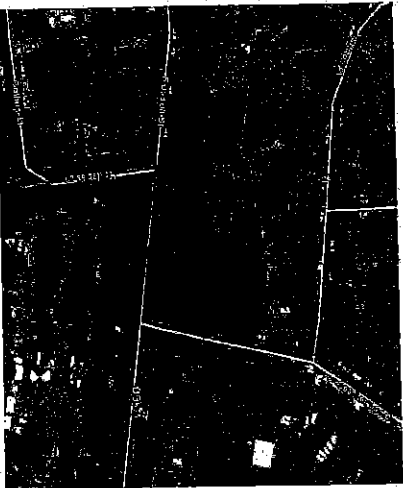
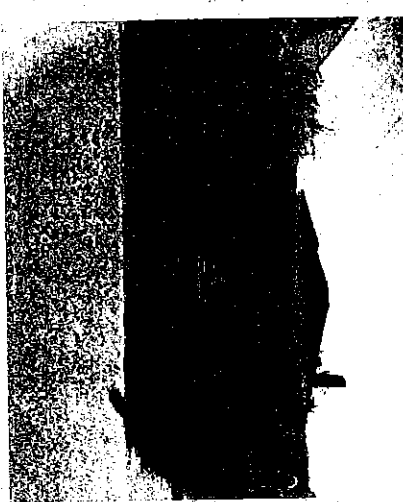
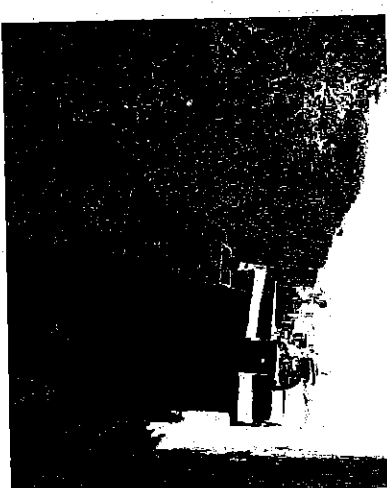

## Preferred nbn™ cabinet locations

Ref #	Type of FTN Cabinet	Nearest street address	Location on map	Photograph and description of proposed FTN cabinet location (Identified by traffic cone)
7EVA-01-01	Node	16 High Street Evandale TAS 7212		
			<b>Comments</b>	<b>New Pillar Location</b>
		New Pillar to be installed adjacent to Node at 16 High Street.		

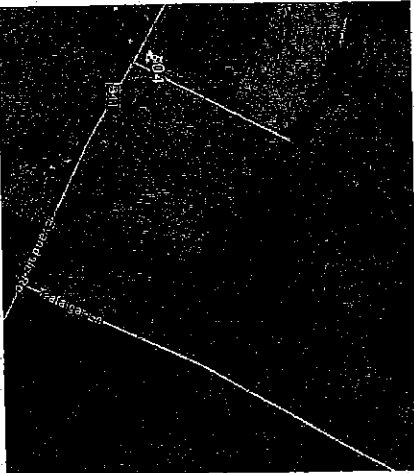
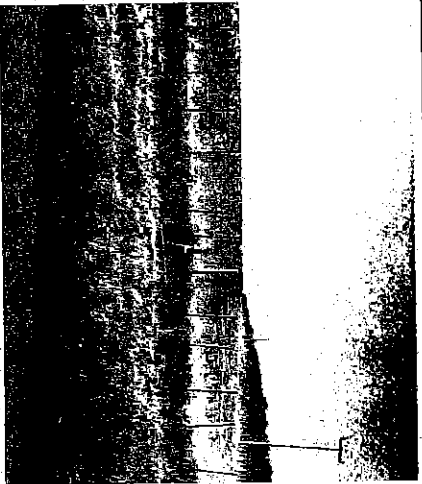

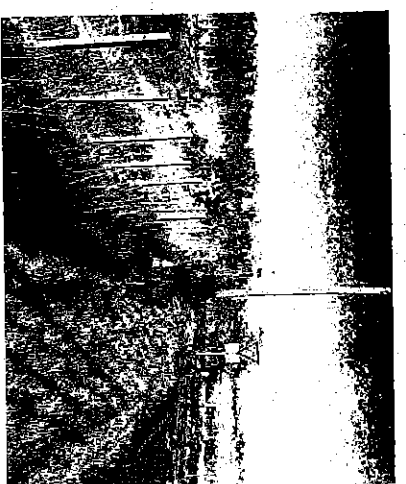
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Ref #	Type of FTTN Cabinet	Nearest street address	Location on map	Photograph and description of proposed FTTN cabinet location (identified by traffic cone)
7FVA-01-02	Node	3 Nile Road Evandale TAS 7212		
Comments				
				

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Ref #	Type of FTN Cabinet	Nearest street address	Location on map	Photograph and description of proposed FTN cabinet location (identified by traffic cone)
7EVA-01-03	Node	5 Logan Road Evandale TAS 7212		
<b>Comments</b>				
[Redacted Comments]				
				
				

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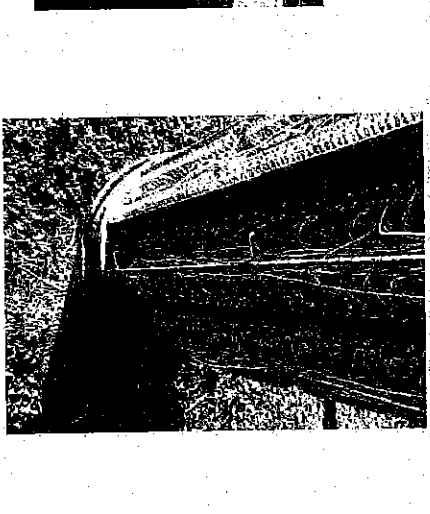
Ref #	Type of FTTN Cabinet	Nearest street address	Location on map	Photograph and description of proposed FTTN cabinet location (Identified by traffic cone)
7EVA-01-04	Micronode	466 Eyandale Road Western Junction, TAS 7212		
[REDACTED]	[REDACTED]	[REDACTED]		

**Comments:**  
Physically located in Daveys Lane.



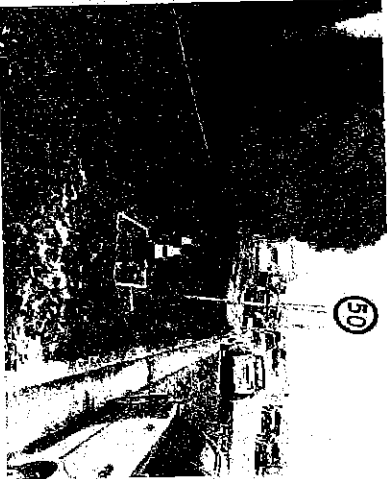

**New pillar location**

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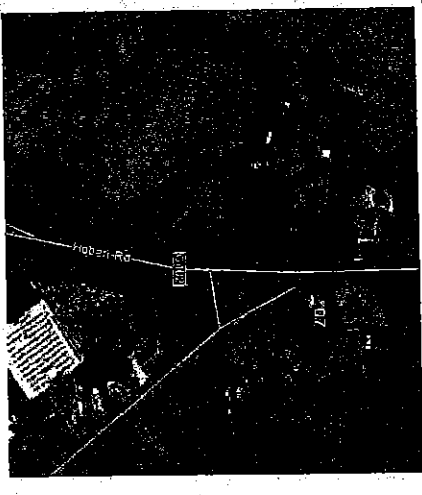
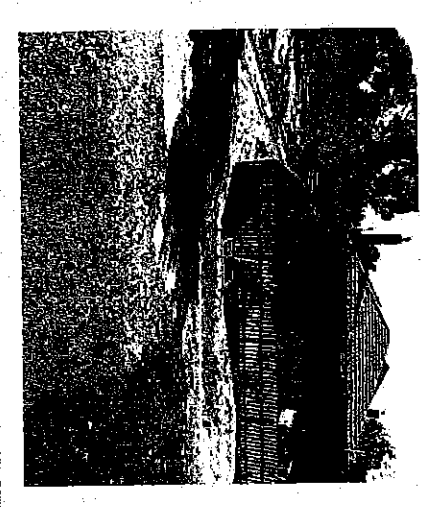
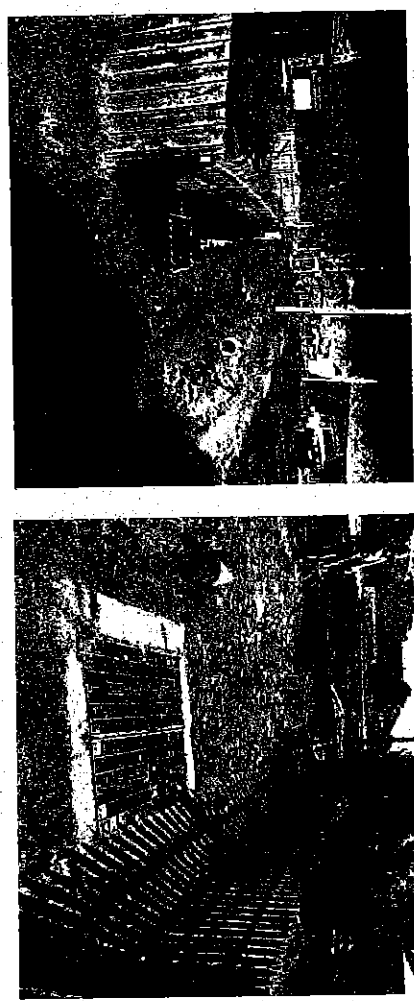


Ref #	Type of FTIN Cabinet	Nearest street address	Location on map	Photograph and description of proposed FTIN cabinet location (identified by traffic cone)
7EVA-01-05	Node	311 Eyandale Road Western Junction TAS 7212		
<b>Comments</b>		Physically located outside Launceston Airport Car Park.		
New Pillar to be installed opposite 246 Eyandale Road.				
New Pillar Location				

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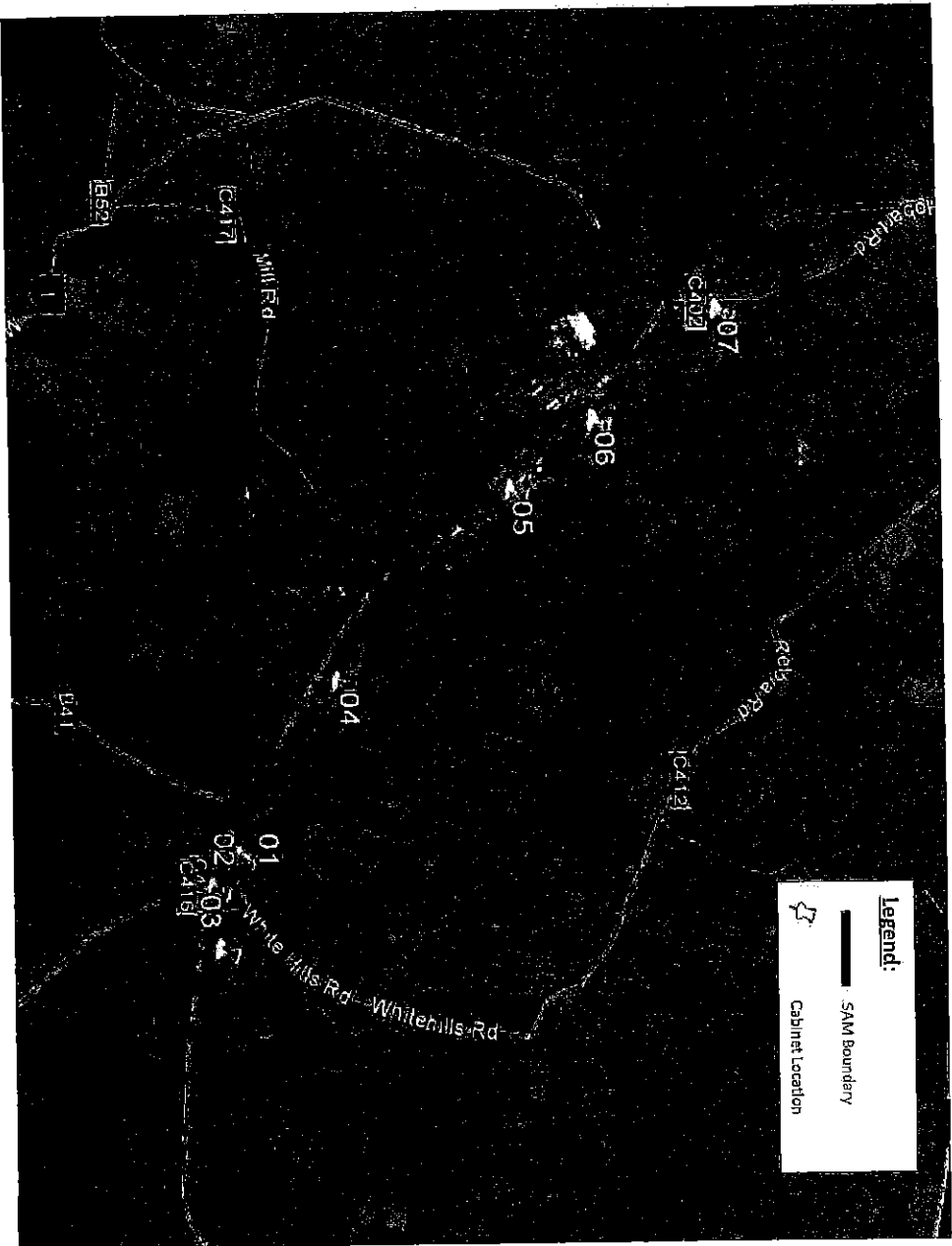
Ref #	Type of FTN Cabinet	Nearest street address	Location on map	Photograph and description of proposed FTN cabinet location (identified by traffic cone)
7EVA-01-06	Node	135 Evandale Road Western Junction TAS 7212		
<p><b>Comments</b> Physically located in Richard Street.</p>		<p>New Pillar to be installed adjacent to Node at 135 Evandale Road.</p>		<p><b>New Pillar Location</b></p> 

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Ref #	Type of FTN Cabinet	Nearest street address	Location on map	Photograph and description of proposed FTN cabinet location (Identified by traffic cone)
ZEVA-01-07	Micronode	1 Raaburn Road Breadalbane TAS 7258		
<p>Comments:</p> 				

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### Detailed Evandale SAM map with indicative cabinet locations



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**BUSINESS PLAN FOR NORTHERN MIDLANDS  
COUNCIL STAND ALONE VISITOR INFORMATION  
AND TOURIST CENTRE**



**Prepared for the Northern Midlands Council after an in-principle motion of  
agreement in December 2014**

**By  
Dee Alty  
January 2015**

## NORTHERN MIDLANDS VISITOR AND HERITAGE CENTRE BUSINESS PLAN

*“To build community capability, to create the economic, cultural and social environment through community collaboration that engenders pride in the region and enhances people’s desire to live, work and invest in our region”.*

Regional Innovation and State Growth seminar, BOFA 2014

### 1.0 Situation Analysis

The purpose of this report is to provide a recommendation on the opening of a Visitor Information, History and Geneological Centre, with a supporting business plan for the operation of such a centre.

The Northern Midlands Council has agreed in principle to consider such a venture in the Memorial Hall in Wellington Street and is seeking a business plan for the ongoing commercial viability of the centre. The motion of agreement included:

1. That the Northern Midlands Council commits in principle to supporting a stand- alone information centre in Longford and assists by calling a meeting of interested parties to participate.
2. That a Northern Midlands Tourism Association to be set up in Longford with representatives from the community and each of the other tourist groups in the Northern Midlands municipality as part of the Economic Development Committee.
3. That representatives from this group work in liaison with the University of Tasmania and Tourism Tas to set up a tourism strategy for the Northern Midlands concentrating on Longford as the hub.
4. That a name be found to encompass Norfolk and Macquarie Plains tourism touring route to be appended to the Tourism Tas regional tourist map.
5. The Council updates all its social media inputs into one coherent site under the Northern Midlands Banner and keeps it updated.

This document is the result of consultation with the Tourism subcommittee of the Longford Local District Committee as there is a desire to have greater promotion of the tourism and economic development opportunities.

The key issue of this report is the visitor centre, its location and commercial viability , with the second part goes through the necessary business planning for a sustainable centre. The report clearly indicates that such a centre can operate in a cost neutral manner as long as it is set up properly and is managed according to the strategies posed in this report.

## 1.1 History and Background

Tourism has become an important part of Tasmania's economy. Often linked to other activities around a region, tourism can be the "jam on your bread and butter."

Tasmania is reaping enormous benefits because of the development of iconic activities in the major cities and known holiday sites, MONA of course in the south, Blue Sapphire on the East Coast, Pennicotts tours, Port Arthur in the south east, Cradle Coast tourism to name but a few of the prize winners in the latest tourism awards. Why is the Northern Midlands not appearing in any of these lists?

Occasionally a Northern Midlands activity is mentioned when a particular event draws the attention of the media. The troutification of Cressy, the Transit of Venus at Campbell Town, the Evandale Penny Farthings and the Glover Prize being cases in point. The latest being the meteoric appearance of the racehorse The Cleaner onto the Longford scene. These events have been undertaken with lots of energy and enthusiasm expended yet do not appear on the State's agenda in any coherent form.

Northern Midlands is being left out, despite efforts by many individuals to try and upgrade the tourism experience here. Checks of Tourism Tasmania internet sites do feature include some mention of particular properties and the town of Ross, but not a complete picture of what is available in Northern Midlands. Checking also with the website <http://www.startwithi.com.au/network> also does not mention the Northern Midlands.

The Longford Local District Committee has been made very aware of this and would like to join with other district committees to do something about developing a regional tourism strategy along the lines of Cradle Coast, Break O'Day and Meander Valley. The Northern Midlands municipality hosts many experiences throughout the year and plays a strong role in the economic development of the region.

## 1.2 How does tourism add to the economy?

*Tourism is vitally important to the Tasmanian economy and contributes significantly to the way of life of our communities, particularly in regional areas. The challenge for our tourism industry is to provide the best possible experience for visitors while increasing the range of experiences and activities across our region that 'meet the market'. Success will lead to increased business resilience and a greater dividend from infrastructure; ultimately making a greater contribution to the way of life of residents. (Destination Management Plan by S. Lebski & Co, Jan 2014)*

Northern Midlands has a host of experiences, through our agricultural business, through our history, great places to visit, gateway to the highlands and fishing, antiques and artists, festivals and happenings, and many other experiences that should be listed and developed.



Those who go on holidays want more than just where to eat and where to stay; they want to know what is happening in the town, some good directions, what time the shops are open, where you can get petrol, where to check their TAB and the Tatts lotto. They want to be made feel welcome and part of the community as it goes about its daily work.

A picture needs to be painted of each smaller district and where the nearest services are and dates and times. Research shows smartphone use is on the rise, where there is network coverage and free access, they can install apps and use them for a whole range of information. However, social media is fine to attract attention, but information on the ground is needed to ensure everyone locally has an opportunity to add their activity to the tourist trails. Internet links can also go out of date very quickly, unless updated weekly, it is not good for happenings that are impromptu (The Cleaner) or require detailed explanation (maps for Garden Club where the venues are ephemeral). So experience has shown that visitors are still seeking reassurance and confirmation about an area and its experiences, especially on very local activities which allow a tourist to share the day to day living of a district.

As mentioned in the First Impressions report *"by far and away the best asset in town is the local knowledge ..... shared by local operators"*. They further went on to see that *"word of mouth is a key marketing tool for visitors, but to be effective, it relies on recommended places being open and findable"*.

In many of the recent studies of Longford, volunteers in the various activities around the town have been seen as an enormous asset. However, these have often had to work in difficult conditions, with poor resources and little recognition.

In the FI conclusions, they gave Longford the tick for being a *"real gem for Tasmanian tourism and could easily be sold as a tourist destination"*. They also gave a number of suggestions for improvements. This could be enhanced by an on-the-ground stand-alone facility that could not only dispense information, bookings for tours, advice and local produce, but could be the hub of the Northern Midlands Tourism Development Association and be the centre of any strategy developed.



### 1.3 RATIONALE FOR A VISITORS CENTRE FOR NORTHERN MIDLANDS LOCATED IN LONGFORD

#### 1.3.1 What can a VIC do for a community and a region?

A visitor information centre is more than a place to hand out brochures. The benefit of a well run and organised VIC is many and varied. They support the visiting public, the tourism industry and the wider community. Such benefits include:

##### Tourists

- Encourage visitors to stay longer and spend more time
- Encourage return visitation;
- Source of souvenirs/goods not available in the immediate locality – revenue generator
- Provide information on local services (tourism & non-tourism) to members of the community
- Provide information and other services for community
- Be a point of information/bookings for community events, recreational licences etc.



##### Tourism Industry

- Help to market individual businesses
- Provide a benefit of membership to local and regional tourism associations
- Assist with town/region marketing programs by operating as a call-to-action for promotional information in response to advertising campaigns, and information on events.
- Help to position the tourism industry in a township/region;
- Provide a source of people trained in customer service who can represent the town/region (assist with the Cruise Ship Ambassador program)
- Aid dispersal of tourists throughout a region
- Collection of consumer data on visitation

##### Non Tourism Industry

- Meet the needs of local businesses for visitor information
- Provides a promotional opportunity for the high street of Longford (and other towns in a staged development)
- Provide information to business investors, and start up and current businesses in the Northern Midlands region;
- Provide information on local services and activities to new residents.

- Sale of local products and merchandise

## 1.4 VIC Accreditation Expectations

### 1.4.1 VIC Accreditation and other VIC services

Visitor Information Centres (VICs) are designed to enrich the experience of visitors to a region and to encourage them to stay longer. This is achieved through providing an information service that is unbiased so the visitor can make an informed decision based on their holiday needs. Research on VICs in Victoria and New South Wales has shown that VICs increase the amount of money visitors spend in a region through greater understanding of the tourism attractions and regional dispersal.

The blue and white 'i' symbol refers to a non-accredited information provider. This could be a sales oriented tour desk or a local baker who is providing information to those who come in. There are few barriers to starting up an information centre of this type, but the visitor cannot be sure they will be given unbiased complete information. Accreditation ensures that a commitment to professionalism and good business practice is applied. Accreditation is essentially a set of standards that have been established by and for the tourism industry covering good business practice and customer satisfaction. The Tasmanian Visitor Information Network Inc. (TVIN) is a network of Visitor Information Centres, identified by the blue/yellow 'i' logo (*left*), strategically located throughout Tasmania to provide a quality service for visitors.

Tourism Tasmania as the licensed holder of the trademark in Tasmania, works with the TVIN to ensure the maintenance of the integrity of the trademark.

### 1.4.2 ACCREDITATION

Centres operating as part of the TVIN are required to hold tourism accreditation administered by the Tourism Industry Council of Tasmania and operate under the guidelines of a Code of Practice which provides national benchmarks for service delivery, presentation and management standards. By adopting the Code, Visitor Centres demonstrate their ability to deliver high quality customer services and maintain relevant management processes and documentation to support that delivery.

Only Visitor Information Centres accredited under the program which display the licensed yellow and blue italicised 'i' sign will be:

- Recognised as part of the official Australia-wide visitor information centre network;
- Included in relevant Government agency publications e.g. Department of Main Roads maps and collateral;
- Eligible to become involved in state-wide and national level brand promotion through a variety of marketing initiatives including motoring publications and regional initiatives e.g RACT;
- Eligible to use the Visitor Information Network blue and yellow i-sign symbol;

- Included in Tourism and Events Tasmania's promotion of the network to consumers;
- Involved in development opportunities to provide a higher standard of visitor services throughout Tasmania; and
- Promoted on Tourism and Events Tasmania's consumer site – Discover Tasmania website of [www.discovertasmania.com.au](http://www.discovertasmania.com.au) , and on selected Tasmanian International websites.

The branding assures visitors of high quality information and professional standards from these centres.

To ensure that the policy continues to provide a high standard and is keeping up with visitor needs, the policy criteria is reviewed regularly.

### **1.4.3 Expectations of the holders of the VIC Information accreditation**

Regional and local tourism organisations, local government authorities and in special circumstances some commercial entities are eligible to apply for the use of the licensed symbol under the Tasmanian Visitor Information Centre Signage policy. The policy standards include criteria in the areas of:

- Business and management
- Business hours (must be 7 days a week)
- Centre facilities
- Staff and training
- Networking
- Information and displays; and
- Signage and identification.

Policy Resources: The Management Group of the Tasmanian Visitor Information Network is responsible for addressing visitor servicing issues of state wide significance, reviewing membership applications, monitoring ongoing compliance with the Code of Practice, developing an annual budget, business plan and funding applications on behalf of the Network and conducting an annual Conference. Individual Centres are responsible for developing their own business plans and operating structures.. It covers:

- Business Plan Guidelines
- Operational Plan Guidelines
- Collecting Visitor Data
- Staff Induction, Training and Professional Development
- Customer Service
- Regulatory Compliance
- Workplace Health and Safety
- Insurance
- Funding Assistance and Information Sources

The rest of this paper deals with the development of a business plan and operating structure. The proposal will be developed in three stages:

1. The Northern Midlands Visitor Centre located at Longford at the entrance to the district.
2. The Northern Midlands Regional Network incorporating other existing centres including Avoca, Campbell Town, Cressy, Evandale, and Ross as well as links with Woolmers, Brickendon, Clarendon and any other property developing tourism and visitor experiences
3. The Northern Midlands Link for inclusion in the greater Tasmanian Tourism strategy for regional tourism.

## 2.0 MODEL FOR NORTHERN MIDLANDS VISITOR INFORMATION AND HERITAGE CENTRE

### 2.1 Site identification

The Longford Local District Committee have been working over the last two years to set up a stand-alone Tourism and Visitors Information Centre and has considered a number of possible sites, but only one has been identified as a possibility because of cost and availability.

A Council owned building, the Memorial Hall, currently under-utilised and returning little in revenue has been identified as a favoured site. The choice of this site is that it is centrally sited in the town with the possibility of a direct connection to the current local government office. It has the parking, public toilets and plenty of open space around it for one-off activities to promote the town.



### 2.2 Uses of Centre

Its venue and configuration would allow for options for sublets and/or temporary installations that would add to revenue within the centre and include local artisans and craft. Up to date and comprehensive tourist information should be developed and made available for tourists in the Northern Midlands region including places to eat, places to stay, all the heritage properties, heritage experiences, and tours as per stage one of the development.

Other activities could include:

- an internet centre with wifi coverage,

- local research point, to undertake genealogical research, use the resources of the Heritage records (through Uni Tas and heritage records currently at Clarendon)
- facilitation of events in Longford and then in the wider municipality
- development of regional tours
- a regular Farmers Market on the Green.
- A permanent venue to promote all the local businesses, large and small, and give them a chance to talk about their produce, if they have a retail outlet, and some history of their development.
- Volunteer meeting area, for planning, training and recruiting others as well as attracting resources to undertake tours.
- Home for community radio to work in liaison with tourism activities

It is about time that the volunteers had somewhere properly resourced where they could meet, plan, train others and feel they are an important part of developing the local economy.

### **2.3 Costs of running a Visitor Information Centre**

There are a number of factors that need to be considered by Regional Tourism Organisations and councils in operating a Visitor Information Centre.

**Introduction of Technology:** Regional tourism is facing a technology revolution - technology has made information accessible for all meaning every destination in regional Australia, no matter how large or small, can be reached by every corner of the world with information about the destination on personal devices. This enables Australians and overseas visitors to make bookings for local accommodation, tours and cruises. Customers in rapidly increasing numbers are seeking from websites reasons why they should visit, what there is to be enjoyed and what is exciting about a destination. This reduces the need for customers to visit a VIC in the region and reduces the ability of VICs to connect with customers especially if they are still operating with manual systems.

In order for regional VICs to be an effective resource for providing destination information, they will need to be up to date with current technology to sufficiently service the consumer's needs. These include:

- an integrated digital strategy
- accessible, comprehensive and efficient destination information website (either a dedicated site or part of their RTO / LTO / Council site) automated reservation systems, including provision of last minute discounted booking

- appropriate training of systems to paid and volunteer staff

Visitor Information Centres are likely to be the host location for new technology relating to the delivery of travel information and booking systems, which will significantly add to the cost of setting up and ongoing operation of a VIC.

#### Back office systems:

VICs require adequate 'back office' systems to ensure management and booking systems are in place for improved efficiency and to reduce administrative demands. This can include accounting systems and processes to facilitate timely returns to operators (where bookings are made) and computerised reservations software.

#### Events:

Events in the Northern Midlands will be an important part of growing the economy in the future and have escalated as a considerable visitor attraction over recent years. Events such as Longford Revival, special historic race days, Harvest festival, Targa Tas, bicycle events etc, are prime events that could be more engaged in the local community. This will cause substantial growth in phone calls and personal visits to Visitor Information Centres seeking information. Peaks leading up to events can cause considerable pressures for Visitor Information Centre staff. VICs in some regions play a key role in supporting events ranging from event coordination, promotion ticketing and event staffing. If the VIC is properly resourced, events present a great opportunity for VICs to diversify, now and into the future and, if well managed, facilitate a revenue stream.

#### Staffing:

Constant changes in technology, booking systems and tourism product require regular staff training to ensure opportunities for direct sales are maximised.

In accordance with the accreditation criteria, the VIC must have a full time manager which can be a considerable cost. The manager however can be located on or off site. It is possible for the VIC manager to be located in another area, close by, and still meet the criteria, although it would be preferable to be on site.

In addition to paid staff, the costs incurred by volunteers are a consideration. The biggest costs with volunteers is recruiting, training, rostering and "making them feel loved and not used".

The Northern Midlands has a number of part time staff involved in tourism activities. It is suggested that these be amalgamated into one manager dealing with all the entrepreneurial activities of Council, backed up by administration officers when required.

## 2.4 VICs in Tasmania – do they run at a profit?

Financial information is not collected from each VIC through the audit process conducted by Tourism Tasmania. Anecdotally, Tasmanian Visitor Centres are aware that the volume of visitors through Tasmanian regional areas are insufficient to sustain a visitor centre at a profit as they currently operate. It may be able to meet a break even status through offsetting some of their costs with commissionable tours, attractions, accommodation and event sales and retail sales revenue.

There are also cases where VIC's have been able to operate more efficiently through multi-usage facilities where the VIC and one or more other business are co-located. e.g. a community radio, temporary storage and meeting spaces, an internet/heritage centre and some local government advice services. There are also a number of other initiatives that are employed by VICs to reduce operations costs and increase visitation including:

- providing additional services such as ATM, internet and wifi, seating lounge and luggage lockers;
- event merchandising and ticketing for conferences and events; and
- a strong retail focus for the sale of local products.

The cost of running a VIC can also depend on rental arrangements and the size of the centre. The size of VICs is quite varied around the Tasmanian regions.

## 2.5 Management by Council v RTO

Feedback from other visitor centres suggests that if the VIC is managed by a council it is generally more expensive to operate due to the minimum award rates that are required by councils to pay staff members.

If a VIC is managed by an RTO there is more flexibility with staff structure including incorporating volunteers which can be cost effective if they are managed effectively. Generally, RTO-managed VICs tend to be more commercially orientated, with a strong booking focus which assists with offsetting the operational costs.

### 2.5.1 Volunteers vs. Paid Staff

In the bigger States, each accredited VIC has a manager (on or off site) and a coordinator (on site, paid or volunteer) who may be tasked with managing the volunteers. As per the accreditation criteria, there doesn't need to be one manager per centre and so one manager may manage multiple VICs. There are advantages and disadvantages to having both paid staff and volunteers. Considerations include:

- The cost of paid staff v volunteers - volunteers are more cost effective but there are other factors to take into account; and
- The provision of quality destination information and ability to book and package products.

Network feedback indicates some volunteers may be uncomfortable or unwilling to use technology including booking systems, cash registers and online functions or deal with large dollar amounts as they don't want to make an error with the transaction and take responsibility. Ultimately this is a major barrier to maximise sales for the region and the VIC's ability to run effectively. As volunteers are also typically part time and sometimes transient, their ability and confidence to provide quality, unbiased regional information is often reduced. Note that some VICs also report that it's difficult to find volunteers who are willing to work on weekends, which can create a challenge in terms of meeting the 7 day Business Hours policy criterion.

The most effective scenario is to recruit a number of dedicated and enthusiastic volunteers who are willing to learn and confident with providing advice and booking product, which would ultimately reduce operating costs and increases the VIC's sales. This could be achieved through an affiliation with a local TAFE or university that offers tourism as part of their curriculum – VIC training could be part of the industry practicum. Volunteering Australia is another source of information for finding quality volunteers.

### **2.5.2 Volunteer training programs**

The VIC could also implement training and incentive programs for volunteers that could be linked to local tourism experiences to encourage length of service and quality service delivery.

Council Management could develop an innovative volunteer training program that is designed to be applicable to a large volunteer base, while ensuring consistent outcomes including high quality customer service.

The volunteer training program has been modified from an existing customer service program delivered at a local TAFE facility to focus on the specific needs of volunteers. The topics covered include

- Tourism industry overview
- Working with colleagues and customers
- Working in a socially diverse environment
- Basic sales skills and tools
- Telephone etiquette
- Opening and closing and office securely
- Organising information
- Booking tours and accommodation
- Product knowledge.

A comprehensive Volunteering Handbook should also provided to each volunteer on commencement with Council. The information is for volunteers, supervisors and coordinators and includes recruitment, communication, dress code and training and



development. A new volunteer buddy system provides newer volunteers with the chance to work along-side those volunteers who have been actively volunteering for some time and have a strong customer service focus.

To make sure each volunteer receives the right training they are interviewed by the Tourism Coordinator prior to commencement to gain an understanding of their skills and experience. New volunteers are also observed during their initial recruitment phase and through the buddy system. Training is then scheduled to ensure customer service and delivery standards are maintained or exceeded at the VICs.

### **2.5.3 Ingredients for running a successful volunteer program**

Some important ingredients for VIC success in delivering a successful volunteer program include:

- Securing commitment to developing and delivering a volunteer training program in a timely and practical fashion that recognises: - Need for flexibility and ease of implementation. Volunteers should be able to access units or elements of the program in their own time - VIC volunteers are typically geographically dispersed, have differing technical abilities and experience - Need for adaptability, so the program can be modified to suit a particular group or individual's needs - Volunteers require strong management and engagement to ensure a consistent level of service delivery. Combined with their passion and enthusiasm, they are the most effective sellers of the region.
- Engagement of a Tourism Coordinator (or similar role) to develop the volunteer network.
- Understanding the different needs of VIC customers and reflecting those in the training service delivery standards.
- Acknowledging the benefits of active participation in Tourism Tasmania which provides a valuable sounding board for further development of the volunteer program.
- Recognising that managing and evolving the volunteer program is time-consuming and intensive.
- Looking for opportunities to adapt volunteer training program's materials as learning tools for a range of other volunteers.
- Maintaining regular and consistent communication across a large and geographical dispersed volunteer base.
- Reviewing and updating the volunteer training program to ensure relevant information and learning techniques are included.
- Engagement with other VICs in the network outside of your region to build relationships and share learning's.
- Ensuring regional and state tourism organisations understand the role and operational challenges of a volunteer workforce and the value of VICs in delivering visitor and community services.

### 3.0 Visitor Centre Business Plan Overview

The following represents the key business planning required to effectively and efficiently operate a visitor information centre. The plan looks at key operations matters including:

- Visitor information services;
- Marketing of the Visitor Information Centre;
- Human Resources required for the Centre;
- Establishment requirements;
- Financial sustainability of the Centre
- A Financial analysis of the Centre;

#### 3.1 Visitor Information Services

##### 3.1.1 Brochures

It will be important to develop a brochure policy in consultation with the tourism industry that outlines the criteria for brochure display at the Northern Midlands Visitor Information Centre. As far as possible, it will be important to ensure that this policy is consistent with other VIC's within the broader and adjacent regions. When designing such a policy it will be important to:



- Link the opportunity to display brochures at the VIC to the membership of Northern Midlands Business Association. The opportunity for an operator to display brochures in the VIC provides a real tangible benefit for being a member of Northern Midlands Business Association.
- If an operator is not a member of a local business committee, there will be a need to establish a fee for brochure display that encourages that member to become a member.
- Identify the rights for the display of brochures of operators who are part of a Group Membership of a wider industry or trader association;
- Outline a complaints process whereby any complaints from visitors about businesses promoted in the VIC are forwarded to the operator in question;
- Flyers from community groups and community events should be displayed free-of-charge at the discretion of the VIC Coordinator;
- Provide visitor information from the local area and adjacent regions as a minimum as well as provide the visitor guides of all Tasmania regions as per VIC guidelines.

### 3.1.2 Booking Centre

Booking centres are now common place in most VIC's around Australia. The booking centre functionality allows the VIC to investigate and directly book either accommodation, tour or events while the visitor.

A booking centre also supports booking for tourism products outside the Northern Midlands. For those travelling north or south there will be a number of visitors keen to procure a room or tour at their next destination. There is strong consumer demand for booking centres.

As a norm, most booking centres charge a 15% standard commission for undertaking a direct booking. This should be sold to industry as a service charge that directly supports the funding of the Visitor Information Centre. This type of arrangement allows business and industry to contribute when they themselves also get a financial benefit

It would be recommended that the Northern Midlands Visitor Information Centre utilise an electronic booking centre platform within the VIC. Booking platforms such as Bookeasy or Jewel provide live inventory that allows the Visitor Information Staff member to view what is available in real time without the need to telephone the operator. Such platforms will also assist Northern Midlands marketing team by establishing a campaigns booking platform for campaigns undertaken by Northern Midlands.

### 3.1.3 Touch screen(s)

There has already been an investigation into the installation of touch screens into the Northern Midlands Centre to be accessible from outside the centre. The touchscreens would include information on a wide range of visitor activities and accommodation in the Northern Midlands area and beyond, and provide the following benefits;

- Provision of 24-hour visitor information, including events and accommodation options;
- Increase in the capacity of the VIC to service visitors, especially during peak periods, given potential space limitations;
- A potential revenue stream if linked to a live booking engine system;

### 3.1.4 Events Display Board

It will be important to attain a free standing board for the display of daily events information for the region – especially events that are of a one off nature.

### **3.1.5 Retail Sales**

The sale of local souvenirs are often a great opportunity for the visitor information centre to generate income from the visitors to the VIC. Such merchandise includes post cards, items such as developed by local craftspeople – but including the name or logo of the Northern Midlands. The VIC will also be a great venue to showcase locally made craft and regional products. This can be done on a cash or consignment basis.

Broader retail opportunities for the Northern Midlands Visitor Information Centre also exist that link retail items to local industry. Small antiques show case, local art and primary industry produce information.

### **3.1.6 ATM**

An investigation of the cost v benefit of installing a multi account automatic telling machine (ATM) should be strongly looked at the visitor information centre. An ATM provides another reason for visitors to stop

### **3.1.7 Internet services**

As a marketing opportunity it would be proposed that the new VIC be a free wireless hot spot zone for travellers. A free wireless spot is becoming a popular marketing technique to encourage the travelling public to frequent not only visitor information centres but commercial operations such as restaurants.

### **3.1.8 Driver Reviver Stop**

One way to increase driving safety along the Midlands and Bass Highways is the operation of 'driver reviver' locations. The driver reviver stops encourage visitors to pull over and to stop and revive before continuing on their journey. Many of these stops include complimentary tea/coffee/biscuits. By establishing the Visitor Information Centre as a 'driver reviver' station this will drive traffic to the VIC thus allowing an opportunity for VIC staff to talk to the visitors about travel options and planning or alternately allow an opportunity for increased retail sales.

The other option in this space would be to provide vouchers for hot/cold beverages from local businesses in Longford. Such a voucher scheme would be a great local initiative that could be developed up in partnership with the Longford Business Association. The Association has expressed a strong interest in exploring innovative ways of encouraging visitors into the main street.

### **3.1.9 Showcase for Industry, Economic Development, and Liveability**

The VIC should not just be seen as a vehicle to promote tourism. The VIC should also be a 'showcase' of local industry. Northern Midlands Economic Development Committee is charged with the responsibility of marketing investment and liveability opportunities for the Northern Midlands Region. With a large number of travellers

coming through the new VIC this will be an important vehicle to showcase the Northern Midlands Region. By doing so it gives the visitor a stronger understanding



of what makes up the Northern Midlands Region and allows them to take away a stronger appreciation of the positivity and opportunity that lies in the Region.

To be viable, Visitor Information Centres need to be more than just giving out brochures. Many Visitor Information Centres around Australia have developed 'showcases' to great success.

The other by product of this would be the ability to strengthen local connections with industry as well as provide a value add to their existing business promotion memberships.

### **3.2 Human Resources**

The success of the Northern Midlands Visitor Information Centre will live and die on the quality of the staff and volunteers who work within the Centre.

To meet the guidelines for an accredited Visitor Information Centre it is proposed the information centre will be open from 9.30am to 5.30pm seven days a week. It would also need to have some after hour openings especially during summer and public holidays.

Given the length of operations and the importance to maintain high standards it will be important to have a mix of paid staff as well as volunteers.

There is no doubt that for the Northern Midlands VIC to be sustainable it will need to rely heavily on the support of tourism ambassadors who can volunteer their support and time. There will have to be a major push for volunteers in the local community as well as a broader call for support.

It is important to note that Tourism Tasmania currently auspices the Cruise Ship Ambassador program so there may be some opportunities for both volunteer programs to merge so as to increase the pool of Visitor Ambassadors available at the VIC.

It is really important to understand that managing volunteers has a range of complexities and issues. The following section highlights some of these.

#### **3.2.1 Volunteers**

A volunteer is an individual who contributes to something by choice, without financial reward for the benefit of the community. Volunteers often play a significant role in visitor servicing by enhancing the service provided to visitors and supporting the VIC

to provide a cost-effective service. However, volunteering is not free. Direct financial cost to the VIC may include:

- Reimbursement of out of pocket expenses;
- Public liability and personal accident insurance;
- Supervision and/or management by paid staff;
- Training costs;
- Facilities;
- Uniforms; and
- Miscellaneous costs.

Direct financial cost met by the volunteer includes travel to and from the VC, though this may be offset by support through an industry partner such as local bus companies.

### **3.2.2 Volunteer Rights and Responsibilities**

Volunteers have the right to:

- Choose the type of activity in which they wish to be involved;
- Be adequately covered by insurance;
- Receive orientation, training and ongoing support and be able to say "No"
- Volunteers have the responsibility to:
  - Work in accordance with safety and health regulations;
  - Work in accordance with position description;
  - Declare any 'conflict of interest';
  - Work in accordance with all policies, procedures, charters and codes of conduct
  - of the organisation (as that of employed staff);
  - Notify the organisation if unable to attend; and
  - Maintain confidentiality and be non-judgmental.

### **3.2.3 Volunteer Management Policies and Strategies**

Effective, well-planned and resourced management policies are vital if volunteers are to reach their full potential.

Management strategies should include the:

- Acknowledgement of the volunteers' time, skills, experience and commitment;
- Implementation of a management style that is simple, transparent, effective, and remains flexible;
- Development of policies and procedures based on a good understanding of volunteering and related issues (recruitment, induction, training, teamwork, supervision, support);
- Encouragement and promotion of cooperative working relationships that facilitate mutual trust and enjoyment between volunteers, paid staff and management; and

- Development of activities that ensure the achievements of the VIC agreed targets.

Any policies should:

- Provide volunteers with a clear understanding of their duties;
- Ensure volunteers are provided with the necessary facilities, induction and training opportunities to enable them to perform their duties
- Develop a team approach, respecting the contributions made by all members of the VIC.;
- Provide reimbursement for out of pocket expenses;
- Provide regular team meeting opportunities for shared decision-making and information dissemination;
- Ensure that there are adequate support mechanisms in place, including line Managers;
- Identify the personnel responsible for the coordination and management of the volunteers; and
- Provide volunteers with the opportunity to declare any vested interest they may have in any tourism related business in the region.

### **3.2.4 Volunteer Recruitment and Selection**

Volunteers should be treated in the same manner as employees. Clear position descriptions outlining roles, responsibilities, specific tasks, skills required, personal attributes and time commitment must be in place and volunteers should be assessed against those criteria. Potential volunteers should be made aware of the VIC's expectations and responsibilities to them.

Successful selection involves matching the volunteer's knowledge, skills, attributes and time availability with the position description and the needs and expectations of the VIC.

Volunteer induction and training should follow the same course as that of paid staff. Regular reviews of how individual volunteers, and staff as a whole, are feeling and operating are very important. They will provide the opportunity to make any adjustments to ensure satisfaction with job performance and a successful team.

### **3.2.5 Visitor Information Centre Coordinator**

Working alongside our proposed Visitor Information Centre Ambassadors there will be a need to have at least a part time Visitor Information Centre Coordinator.

The role of the Centre Coordinator is critical to the overall delivery of memorable and professional tourism experiences in the region and plays a key role within industry to build strong relationships with operators and stakeholders. The role will demand a close working relationship permanent council staff in order to successfully deliver outcomes that have measurable benefits for the Region, industry stakeholders and visitors.

### **3.2.6 POSITION OBJECTIVES**

1. To coordinate the day to day operation and delivery of all services at the information centre.
2. To promote the tourism services provided by the Information Centre to both industry stakeholders, visitors and the community.
3. To facilitate delivery of excellent customer service.
4. Provide support to the local community on tourism matters.
5. Work in conjunction with WMDL to support with the co-ordinating of the various local festival and events
6. Actively participating in local tourism forums through identified committees;

### **3.2.7 KEY RESPONSIBILITIES & DUTIES**

1. Ensure that the day to day operations of the Centre are maintained in a friendly and professional environment, efficient and to an agreed service delivery standard.
2. To be innovative in creating opportunities for the Information Centre and to expand and deliver a high quality service to all visitors.
3. To ensure accreditation standard are maintained and work practices and procedures are streamlined within the Information Centre and Booking Service.
4. To supervise volunteers and staff and support them in their continued development and learning.
5. Support the Council team in the effective communication to the tourism industry and the Northern Midlands residents of the VIC's achievements, operational changes and new initiatives.
6. To undertake special projects or activities identified in the Tourism
7. Strategic Planning as requested
8. Tourism website, attending tradeshows and product development.
9. Build and maintain relationships between tourism operators and the community.
10. Maintain a merchandise strategy for the Northern Midlands VIC.
11. Ensure a discrimination free environment is provided within the Information Centre and that Equal Opportunity Legislation is fully complied with.
12. Develop and design promotional publications within budget to assist with promotion of the region.
13. Ensure that the financial targets for the VIC are obtained and monitored

It is proposed that the Northern Midlands Information Centre Coordinator will work 38 hours per week. Though rates of pay are variable for Visitor Information Centre Coordinators, it would be proposed that the Coordinator would be remunerated at \$20 per hour. The total annual cost for the VIC coordinator will be \$40,000 plus on costs.

## **4.0 Marketing of the Northern Midlands Visitor Information Centre**

All information centres around Australia require undertaking some forms of marketing to drive visitation to the centre. The proposed Northern Midlands Visitor



Information Centre will be no different. Though the location of the Centre will change the dynamics of how much marketing will be done, generally the following represents the key marketing mechanisms required.

#### 4.1 Signage

Visitor Information Centre Signage is absolutely paramount. The power of the italicised "i" is very strong and is something the travelling public is looking out for in their travels.

Signage is very strongly regulated through the accreditation process as well as other regulatory processes with the Department of Transport and Main Roads as well as Council.

Official 'road signage' is critical. These road signs are broken up into two categories:

- Reassurance Signs
- Immediate Signs

Reassurance signage is often put at the 10km and 5km mark before the Centre. This would be done on the north and south of the Visitor Information Centre on both the Midlands Highway from the Woolmers end and the Illawarra Road near the roundabout, then further reminder closer for immediate signage.

Immediate signage is just that. It is sign at the 1km mark and at the immediate turn off required to enter the Visitor Information Centre.

#### 4.2 Collateral and Websites

Once opened it will be important to ensure that the Northern Midlands Visitor Information Centre is identified in a range of marketing collateral documents, maps and websites. Such examples include:

- Tasmanian Industry Council
- Discover Tasmania
- Chamber of commerce websites
- Regional Tourism North
- Tasmanian Visitor Information Network
- RACT maps and brochures
- AAA tourism
- Maps and Planners
- Tasmanian Tourism Events websites

Heritage Highway should now be retired and an alternative commenced, along the lines of Tasmanian Heritage Trails. That will allow greater link development, both within the Northern Midlands and over the whole of Tasmania.

### **4.3 Participation in Visitor Information Centre Association**

The Information Centres Association is the key industry body for Visitor and Tourist Information Centre in Tasmania. There should be a connection with the;

- Annual Tasmania Information Centre Conference
- Annual VIC of the Year Awards
- Professional development and training
- Networking and communication opportunities
- Industry representation, lobbying and advocacy on behalf of Visitor Information Centres
- Promoting the role of visitor information centres to tourism industry and general public

Membership of TVIN will be important for the staff and volunteers of the Northern Midlands Visitor Information Centre to tap into current trends and to have peer support.

### **4.4 Word of Mouth**

There is not better marketing than that of 'word of mouth'. The Drive market is well known for their ability to raise or sink tourism operations based on the conversations they have with fellow travellers. To drive this word of mouth it will be important that the new centre needs to have some sort of 'wow' factor.

I am not suggesting building a giant strawberry, or a sculpture of a giant rose— but the centre needs to look at ways in which visitors who leave the VIC have had some sought of positive experience that they then talk about.

### **4.5 Annual Marketing Plan**

As part of the annual business planning process for the Northern Midlands Visitor Information Centre the VIC Coordinator will need to prepare a comprehensive marketing action plan that identifies achievable marketing that drives a clear return on investment for the Tourism Tasmania and the VIC.

### **4.6 Financial Sustainability and Analysis**

As the current Northern Midlands Visitor Information Centre is unfunded and have few resources, it will be vital for the information centre to operate financially sustainably. As has been indicated above, there are few VICS on the mainland that operate at a profit. Though the aim of the new Northern Midlands Visitor Information Centre is to generate a profit, it is more realistic to be focussed on breaking even.

This is a new operation for the Northern Midlands Municipality and the only way to gauge is to assess the expenditure per year on Northern Midlands interpretation, promotion and entrepreneurial activities and staff time. This is something that would have to be done by the Council's audit committee.

To go forward it will be important to evaluate the labour requirements for the VIC. To this end it is proposed that labour costs be brought down to \$40,000. This figure is to provide for a full time wage. To support the operation of the Visitor Information Centre on the weekends it is recommended that we introduce a weekend 'stipend' for volunteers of \$50. This stipend is not for labour but to cover costs for the volunteer. Cost of labour needs to be a question of discussion once a principle has been established.

To supplement the VIC Coordinator, it will be important to have a volunteer program within the VIC. This will allow more than one person in the centre at once and allow the VIC Coordinator to be the main "booking agent".

## 5.0 Revenue

5.1 The other key area to focus on is that of the Northern Midlands Visitor Information Centres potential revenue streams. The main revenue streams for the facility will include:

- Booking revenue from commissions;
- Donations;
- Sponsorships;
- Grants
- Income generated from mark ups from retail items;

It is recommended that the Visitor Information Centre explore the option of two potential revenue streams. The first is to install and promote heavily a donation box system within the Information Centre. Though on face value it appears a small part of any potential revenue streams, if promoted correctly then a donation box could potentially provide income that will help with the sustainability of the centre.

The other key source of income needs to come from sponsorship of the Centre. This sponsorship needs to come from parties that 'support' the role and responsibility of the VIC as an important community service. There is no denying that a visitor information centre is a key community asset and with this in mind it will be important for WMDL to convince key sponsors to look at supporting the facilities operational sustainability.

There are a range of options to facilitate this sponsorship. Sponsorship proposals could be put to both organisations to seek to sponsor the Visitor Information Centre. A levy from businesses or sponsorship from some of the major industries could be negotiated.



## 5.2 Draft Profit and Loss

With the above methodologies in mind, a draft budget for the operation of the new Northern Midlands Visitor Information Centre is reflected below.

<b>Revenue</b>	
<b>Booking Sales</b>	\$10,000
<b>Retail and Merchandise Sales</b>	\$3,500
<b>Sublets and tenancy rents</b>	\$25,000
<b>Sponsorships/grants</b>	\$10,000
<b>Donations</b>	\$12,500
<b>Seconded Council officer</b>	\$40,000
<b>Total Revenue</b>	\$101,000

<b>Expenditure</b>	
<b>Merchandise</b>	\$1500
<b>Subscriptions/Memberships/Accreditations</b>	\$6500
<b>Security</b>	\$1000
<b>Setting up Communication charges, wifi, computers, phone line etc</b>	\$5,000
<b>Printing, Stationary and Postage</b>	\$1000
<b>Electricity</b>	\$5000
<b>Repairs and Maintenance</b>	\$1500
<b>IT programs and assistance</b>	\$2000
<b>Staff Amenities</b>	\$1500
<b>Merchant charges</b>	\$1500
<b>Wages and Stipends</b>	\$40,000
<b>Volunteer expenses</b>	\$10,000
<b>Training and volunteer development</b>	\$3000
<b>Total Expense</b>	\$79,500

<b>Total Operating Profit</b>	<b>Yet to be fixed</b>
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This surplus is dependent on a council officer being seconded and using the visitor centre structure as part of Council's promotion and entrepreneurial activities. The centre will be able to break even if it is part of the Council's operating budget. Management should aim at focusing on sponsorships/grants to help generate modest surpluses through support to private festivals and activities during the year playing a facilitation role. Such surpluses are important as the long term up keep and major maintenance of the centre is not factored into the costs within the P&L.

Northern Midlands should look at developing a sinking fund for the information where any profits from the centre can be placed to help with long term up keep of the centre as well as to shield the centre from unexpected expense (eg downturn in the tourism industry state wide.)

## 5.0 Conclusion.

This report has explored the reasons why we should open a Northern Midlands Visitor Information Centre to be based in Longford. There are a lot of tourism activities and visitor experiences but as yet they are uncoordinated and apparently not in any of the Statewide promotion. This tends to point at the desire for Launceston City Council to take over some of the surrounding municipalities and only fund northern regional tourism promotion. This does nothing to help the Northern Midlands Economic Development.

Starting with a local Visitors Centre that incorporates a number of activities, it will not only bring more visitors to the town, it will also show them how to stay longer and take in the many experiences here.

Using this initiative, we can become a destination that not only supports the area, but can also identify other investment opportunities to further promote the district.

Therefore the recommendations are to commence the setting up of a Northern Midlands Tourism and Visitor Centre in three stages:

1. The Northern Midlands Visitor Centre located at Longford at the entrance to the district in a centrally located site in the middle of the town; revamp the Heritage Highway to develop a new concept Tasmanian Heritage Trails and retire just the highway concept.
2. The Northern Midlands Regional Network incorporating other existing centres including Avoca, Campbell Town, Cressy, Evandale, and Ross as well as links with Woolmers, Brickendon, Clarendon and any other property developing tourism and visitor experiences;
3. The Northern Midlands Link for inclusion in the greater Tasmanian Tourism strategy for regional tourism and start developing regional material to be incorporated into the State Tourism plan.

Timelines to be established once agreements have been finalised.

**References:**

First Impressions Report (unpublished); report to Northern Midlands Council  
December 2013.

Discussion papers and minutes of the Longford Local District Committee

Tourism Tasmania website: [www.tourismtasmania.com.au](http://www.tourismtasmania.com.au)

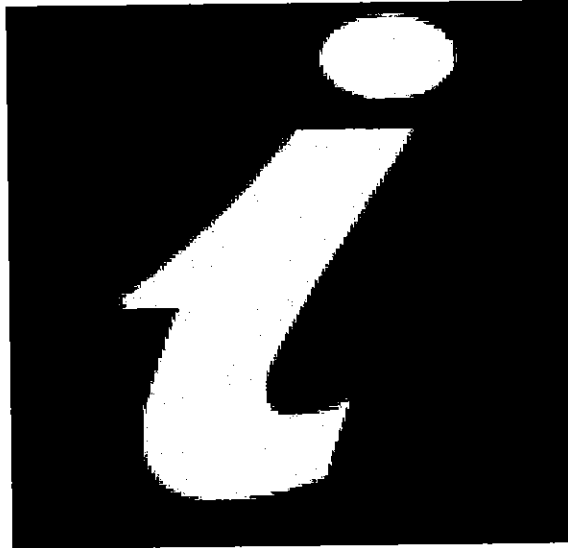
Discover Tasmania website: [www.discover-tasmania.com.au](http://www.discover-tasmania.com.au)

Visitor Information Centres organisations websites of Queensland, New South Wales  
and Victoria



## APPENDIX 1

### THE NETWORK



The Tasmanian Visitor Information Network Inc. (TVIN) is a network of Visitor Information Centres, identified by the blue/yellow 'i' logo (*left*), strategically located throughout Tasmania to provide a quality service for visitors.

Tourism Tasmania as the licensed holder of the trademark in Tasmania, works with the TVIN to ensure the maintenance of the integrity of the trademark.

#### ACCREDITATION

Centres operating as part of the TVIN are required to hold tourism accreditation administered by the Tourism Industry Council of Tasmania and operate under the guidelines of a Code of Practice which provides national benchmarks for service delivery, presentation and management standards. By adopting the Code, Visitor Centres demonstrate their ability to deliver high quality customer services and maintain relevant management processes and documentation to support that delivery.

#### MEMBERS

Member centres are located in the following locations around Tasmania:-

**North West/West Coast region:** Burnie, Devonport (Gateway), Sheffield, Stanley, Strahan, Ulverstone, Wynyard

**Northern region:** Deloraine, Exeter, George Town, Launceston (Gateway)

**East Coast region:** Bicheno, St. Helens, Triabunna, Swansea

**Southern region:** Hobart (Gateway), Huon Valley, Kettering, Oatlands, Port Arthur

## **MANAGEMENT**

The Management Group is responsible for addressing visitor servicing issues of state wide significance, reviewing membership applications, monitoring ongoing compliance with the Code of Practice, developing an annual budget, business plan and funding applications on behalf of the Network and conducting an annual Conference. Individual Centres are responsible for developing their own business plans and operating structures. The Tasmanian Visitor Information Network contracts an Executive Officer to be responsible for the management and administration of the Network under the direction of the Management Group. The Management Group comprises representatives from each of the three Gateway Visitor Centres; the four Regional Visitor Information Centre groups; each of the Regional Tourism Organisations; Tourism Tasmania and the Executive Officer.

## **MANAGEMENT GROUP**

**Chair:** Anastasia Hallam - East Coast Visitor Information Network

**Members:** Stuart Jones, Devonport Visitor Centre; Alison Burgess, Burnie Visitor Centre - Makers' Workshop; Eamonn Seddon, Launceston Travel & Information Centre; Shirley Lincoln, George Town Visitor Centre; Alex Heroys, Tasmanian Travel & Information Centre - Hobart; Helen Lee, Port Arthur Visitor Centre.

**Ex-Officio (non voting):** Ian Waller, Cradle Coast Authority Tourism Executive; Chris Griffin, Tourism Northern Tasmania; Ruth Dowty, East Coast RTO; Melinda Anderson, Destination Southern Tasmania; Kathy Gatenby, Tourism Tasmania.

**Executive Officer:** Judy Moore

## **CONTACT DETAILS:**

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Email: [tasvin@bigpond.com](mailto:tasvin@bigpond.com)

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Review of the Business Plan for the  
Northern Midlands Council  
Stand-Alone Visitor Information and Tourist Centre

March 2015

## SUMMARY FINDINGS

The following report has been commissioned by the Northern Midlands Council (NMC) and provides a review of the *Business Plan for the Northern Midlands Council Stand Alone Visitor Information and Tourist Centre*.

The consultant, Sarah Lebski (Sarah Lebski & Associates) has responded to three significant issues raised on behalf of the Council - i.e. the need to identify key gaps and issues in the Business Plan; to examine the rationale of a stand-alone, accredited visitor centre in Longford; and to evaluate the proposed budget. As such it is not an exhaustive assessment, but one that is limited to the Council's specific brief.

It is clear that the proponents of the Plan have undertaken a considerable amount of research and they are to be commended for both their effort and enthusiasm in promoting Longford as a visitor destination. Such commitment is vital if the local community is to 'reap the rewards' of Tasmania's burgeoning tourism industry.

The Plan indicates a generic understanding of visitor information centres (VIC) and their potential role in assisting both visitors and the local community. While it includes the Centre's proposed services and amenities, marketing and the Coordinator's roles and responsibilities, it also devotes considerable attention to accreditation and volunteers.

However, the Plan contains a number of important, unsubstantiated claims, which could impact on the Council's final decision - particularly relating to potential VIC usage and budgetary forecasts.

In addressing the key issue, the Plan does not provide a sufficiently compelling, evidence-based argument to justify the development of a fully accredited, stand-alone VIC in Longford, nor does it articulate a sound financial case for the substantial funding that would be required to establish and operate it; such a commitment necessitates a more robust and detailed appreciation of contemporary, visitor behavior and requirements.

In some local government areas, the cost of a VIC is viewed as an investment in social capital, combined with the ability to provide other valued services - e.g. emergency information, industry education, meeting spaces and similar community benefits. Under these circumstances, different criteria apply.

With regard to the current proposal, the NMC should consider consumer demand, the most effective and appropriate use of potential funding for visitor information services, the long-term commitment required to operate a fully accredited, stand-alone facility and the Council's commercial expectations of such an enterprise.

## BACKGROUND AND SCOPE

The Northern Midlands Council (NMC) has engaged Launceston-based tourism consultant, Sarah Lebski (Sarah Lebski and Associates) to conduct, *A Review of the Business Plan for the Northern Midlands Council Stand Alone Visitor Information and Tourist Centre*. A member of the tourism sub-committee of the Longford Local District Committee, Ms. Dee Alty, has submitted the Plan to Council.

The review comprises four agreed tasks:

1. An independent assessment of the document, which identifies key gaps and issues in the Plan
2. A response regarding the rationale of a stand-alone, accredited visitor centre in Longford
3. A critique of the proposed budget
4. A meeting with the tourism sub-committee of the Longford Local District Committee and the NMC General Manager to present the final report.

The review is restricted to the proposed Visitor Information Centre (VIC), rather than providing commentary on other broader tourism issues - e.g. those noted in the Plan under 1.0 Situation Analysis (p.2) relating to the motion of agreement in Council. Also, it has been noted that the proponents have referenced a 'History and Genealogical Centre' as part of the VIC, however for the purposes of this report, such a Centre is a secondary consideration and needs to be addressed elsewhere.

The decision to establish a VIC rests on a number of complex factors. Therefore, this assessment is by no means exhaustive, and the evaluation may require further investigation; particularly given the level of stakeholder commitment that is required to develop and operate this type of facility.

## ADDITIONAL COMMENTS

It is clear that the proponents of the Plan have undertaken a considerable amount of research and they are to be commended for both their effort and enthusiasm in promoting Longford as a visitor destination. Such commitment is vital if the local community is to 'reap the rewards' of Tasmania's burgeoning tourism industry; whether the establishment of a stand-alone, accredited visitor information and tourist centre will substantially assist that outcome, lies at the heart of this report.

In preparing a considered response to the Business Plan, the consultant has drawn on her extensive research and knowledge of VICs in Tasmania and other mainland states as well as international findings.

## THE PLAN - KEY GAPS AND ISSUES

### VISITOR INFORMATION IN THE 21<sup>ST</sup> CENTURY

The Business Plan is based on several key assumptions, which are addressed in this review:

- \* That a stand-alone VIC will raise awareness of Longford and the Northern Midlands as a visitor destination
- \* That the proposed model is the most effective way of delivering visitor information regarding Longford and the Northern Midlands
- \* That the Centre can be operated on a 'sustainable', cost-neutral basis.

Other assumptions include the availability of the Memorial Hall for conversion into the proposed centre and that the Northern Midlands Council would consider restructuring existing Council staff positions to provide a Manager/Co-ordinator for the Centre. Clearly they are significant issues, however neither scenarios have been confirmed, so they will not be considered as part of this report. It is also noted that there are no alternative sites (p.8) or staff funding models included in the Plan.

The Plan has articulated a range of benefits that are typically attributed to VICs (p.5). However the appropriateness of a fully accredited visitor information centre in Longford has to be considered within a broader context. Frequently, VICs have been viewed as 'the panacea of all ills' for an under-performing visitor economy. In his paper, *How to Establish & Operate a Visitor Information Centre* (Gull Publishing, 2008), respected industry consultant, Rob Tonge observed that despite their proliferation, 'too often, little attention is paid to determining whether the VIC is justified and a viable proposition'.

In fact, the role of VICs has been under scrutiny for some time. This is partially due to their high cost of operation; a cost that is largely borne by local government. The increasing use of technology in the holiday planning process represents another important consideration, as to how this trend might influence the future of VICs - many of which were developed prior to the popularity of mobile phones and other similar devices.

As we progress through the 21<sup>st</sup> century, the term 'visitor information' relates to a far more complex set of activities. In its strategic plan for modernising visitor information services, England's peak tourism body, 'Visit England' stated:

Visitor information can best be defined by considering the range of interactions that take place throughout the 'visitor journey' and the provision of appropriate information - when, where and how - at each stage. Whether through new technology or via face-to-face contact, visitor information provides an opportunity to influence decision-making - the choice of destination; the length of stay; what to see, do and experience during a visit and whether to return or recommend to others. (*England: A Strategic Action Plan for Tourism 2010 - 2020, Modernising Visitor Information Action Plan.*)

## THE PLAN - KEY GAPS AND ISSUES CONT.

This summary recognises that visitor information has become a dynamic process, with the consumer firmly in charge!

The holiday cycle has five identified phases; dreaming, choosing, planning, experiencing and sharing, and for each phase, there is an ever increasing range of websites, apps, social media and printed material. Most importantly, access to visitor information is no longer exclusively connected to place. Many decisions occur before leaving home, while others are made 'on the move' in airport lounges, hire cars and restaurants, with travellers updating their itineraries whenever and wherever they wish, arguably with the least amount of effort. Ultimately it's about delivering the right mix of inspiration and information to the consumer at the right time.

Whilst acknowledging the importance of websites in the travel planning process (p.9), the Plan also states that 'VICs are likely to be the host location for new technology relating to the delivery of visitor information and booking systems' (p.10). It is important to remember however, that a VIC is not inherently necessary to that process. The fact remains that increased awareness of the Northern Midlands will be driven, in the first instance, by a contemporary, consumer-focused website - not a VIC. The ability to influence the visitors' destination choices begins long before they arrive in Longford.

Having said that, there is no doubt that VICs can add significant richness to the visitor experience when passionate, knowledgeable and well-trained 'locals' take on a role not unlike a personal concierge, or guide to their region.

### VISITOR BEHAVIOR AND DEMAND

In determining whether the Plan's proposed model is the most effective way of delivering information within the Northern Midlands, the first and most important step, is to examine visitor demand for a VIC in Longford. Such a decision ought to be determined by market behavior, rather than community perceptions. This key aspect does not appear to have been considered in the Plan.

Section 3.1.9 (p.16) refers to 'a large number of travellers coming through the VIC', however, no supporting evidence is provided to justify this significant claim. Recent research suggests that such a claim should be questioned further.

In 2013, Cradle Coast Regional Tourism Organisation, commissioned a *Visitor Services Review for the Cradle Coast Region* (The Stafford Group). To establish the use of VICs in the region, visitation data was collected from nine centres and compared with the estimated number of visitors to each town. While there was considerable variation between towns, **average use (penetration) was estimated at 29%.\*** See Attachment 1: VIC Penetration.

\*It should be noted that visitor numbers were based on door counters, which obviously are unable to differentiate between visitors, locals, staff or Council personnel; nor can they determine whether the same person has visited a centre on multiple occasions. As such, it is reasonable to assume that actual visitor numbers to each Centre are probably inflated.

## THE PLAN - KEY GAPS AND ISSUES CONT.

VIC penetration across Tasmania has typically been around 30% for a number of years, and a recent Victorian study (Urban Enterprise, *Victorian Visitor Information Centres Futures Project*, 2013) suggested that VIC usage in Victoria is approximately 28% of visitation. Unsurprisingly, many Victorian shires are re-evaluating their contribution to VICs; a task that is complicated by the fact that there is no single, alternative model for the effective delivery of visitor services.

While the Business Plan states that 'there is strong consumer demand for booking centres' (p.15), Tourism Tasmania's research indicates that this is simply not the case.

According to the Tasmanian Visitor Survey's (TVS) latest data for the year ending September 2014, 1,063,000 visitors came to Tasmania; of this number, only 62,800 visitors or **6% made bookings** through a Tasmanian VIC whilst in Tasmania. See Attachment 2: VIC usage in Tasmania 2010 - 2014.

Previously, accommodation bookings have been seen as an important revenue source, however accommodation is increasingly booked in advance and/or online, as consumers believe they will receive a better deal. The majority of visitors to a VIC are seeking general information - 'things to see and do', opening hours, directions, dining options, parking etc. This should be kept in mind when developing income forecasts.

Finally, the TVS data also indicates of those who do make bookings at a VIC in Tasmania, 'visitors aged 65 and over have a greater propensity to do so'. This may have longer-term ramifications for the sustainability of VICs, as intergenerational travellers increasingly turn to digital information.

In summary, there are several important points:

- \* Despite increasing visitation to Tasmania, there has not been a corresponding rise in the use of VICs
- \* **Seventy per cent** of visitors to Tasmania **do not** use a VIC
- \* A trend towards declining bookings should be factored into any future VIC model.

### OTHER VIC CONSIDERATIONS

This information should also be viewed with regard to several other key metrics related to the VIC proposal - **current visitation** to Longford and **the number and type of tourism businesses** in the area, neither of which is addressed in the Business Plan; the latter is particularly important because it relates to a fundamental question - i.e. what is available for a VIC to promote and sell to visitors, and given some existing commentary regarding opening hours/availability...when? In other words, is there a consistent, critical number of beds in the area, for example, to sustain a booking service?

## THE PLAN - KEY GAPS AND ISSUES CONT.

The *FICE Report* (2013) provided a snapshot of the overall amenity of the township, including the reasons for visitors to divert to or stop in Longford; these issues will be addressed further in the upcoming *Longford Visitor Appeal Study* and both findings ought to be part of the VIC deliberations. It is well known that VICs are more 'successful' in emerging or established visitor destinations. According to the TVS, from the year ending September 2011 - September 2014, Longford has averaged approximately 34,000 leisure visitors per annum.

- \* For the purposes of this project, NMC provided a list of more than 90 Longford businesses. The Plan notes that the Northern Midlands has a 'host of experiences' (p.4). How many have 'saleable' tourism product - i.e. product that is consistently available, commissionable and of appeal to Tasmania's target markets?

While the Business Plan suggests that 'a booking centre also supports booking for tourism products outside the Northern Midlands' (p.15), the impact is likely to be minimal, particularly when there are substantial 'gateway' VICs located in Devonport, Launceston and Hobart.

In the light of these considerations, **other models for the delivery of information should be examined** - no matter how innovative and appealing the concept, it must fit a proven need!

Anecdotally, the current arrangement at JJs Bakery appears to be working well; the combination of a VIC in partnership with a successful retail business is becoming increasingly common as it can provide strong exposure that is otherwise difficult to achieve. Could it be improved in some way? For example, the *FICE Report* noted the lack of personnel in the weekends. Are there other volunteers available? What about a touch screen (p.15) to supplement the existing service? What is the proposed role of the Visitor Centre at Woolmers Estate, albeit that its primary function specifically relates to the Estate? While it is easy to assume visitor needs and expectations, why not test some of them through a brief and well-constructed survey of those who use the information area at the Bakery?

Interestingly, a recent enquiry at the Launceston Travel and Information Centre (LTIC) yielded little information regarding Longford, with staff commenting that few brochures were provided by Northern Midlands tourism businesses; this is a missed opportunity to leverage off the substantial number of visitors to the LTIC, and substantiates the question as to other, more cost effective ways of promoting the Northern Midlands and servicing the visitors' information needs.

The Tasmanian Visitor Information Network is soon to introduce a new category of membership for 'white i' centres which will include some benefits currently only available to fully accredited centres - does Longford really need a 'yellow i' centre, particularly given the additional costs, and when research has indicated that consumers do not understand the difference between these two symbols and their respective levels of service? Smaller regions in Victoria are moving away from full accreditation, on the basis that visitor numbers, seasonality, opening hours and overall costs do not justify the key requirements.



## THE PROPOSED BUDGET

The Business Plan's financial analysis has been reproduced below for ease of reading. Generally speaking, the budget requires considerably more detail. While it can be difficult to establish precise figures at this early stage, any assumptions should be clearly articulated to ensure that the draft budget can be easily scrutinised and that its level of accuracy is clear - particularly given that the Business Plan is predicated on a cost-neutral VIC operation (p.3).

### Draft Profit and Loss Statement

REVENUE	\$
Booking sales	10,000
Retail and merchandise sales	3,500
Sublets and tenancy rents	25,000
Sponsorships/grants	10,000
Donations	12,500
Seconded Council officer	40,000
TOTAL REVENUE	\$101,000

## REVENUE

**Booking sales:** No detail is given as to how the total of \$10,000 was formulated, so it is difficult to test its rigour. How many room nights would need to be sold on a 15% commission basis and at what tariff, to achieve \$10,000 in booking sales?

#### Example:

Average cost of room night - \$160

Commission - 15%

No. of sales required to achieve \$10,000 - 67,000, or 420 room nights per annum, or 8 room nights per week.

Is this achievable? Are operators prepared to pay commission when most bookings/enquiries come from their website?

**Retail and merchandise sales:** The same comments as applied to booking sales revenue.

**Sublet and tenancies:** How many tenancies/sublets are required to achieve \$25,000? Have any potential lessees been approached to provide some notion of interest? Otherwise, this remains an assumption.

**Sponsorships, grants and donations:** None of these are guaranteed sources of income. There is no evidence provided that, for example, \$12,500 is a realistic expectation for donations.

REVENUE CONT.

**Seconded Council officer:** No evidence was provided as to the NMC's interest in accommodating this option. While it may be appropriate, on what basis has the salary of \$40,000 been devised? Does it include on-costs and superannuation? Most accredited VICs employ several part-time staff to cover a 7-day week. What are the budgetary implications from this approach? (There are also references to a part-time VIC 'Coordinator' (p.19) which is confusing.)

EXPENDITURE	\$
Merchandise	1,500
Subscriptions/memberships/accreditations	6,500
Security	1,000
Setting up communication charges, Wi-Fi, computers, phone line etc.	5,000
Printing, stationery and postage	1,000
Electricity	5,000
Repairs and maintenance	.1,500
IT programs and assistance	2,000
Staff amenities	1,500
Merchant charges	1,500
Wages and stipends	40,000
Volunteer expenses	10,000
Training and volunteer development	3,000
<b>TOTAL EXPENSES</b>	<b>\$79,500</b>
<b>TOTAL OPERATING PROFIT</b>	<b>Yet to be fixed</b>

## EXPENDITURE

**Merchandise:** Expenditure is usually 50% of sales; in this case, projected sales are \$3,500 and on that basis, the cost here is \$1,750.00.

**Subscriptions, memberships and accreditations:** There is insufficient information provided to establish the voracity of the related expenditure.

EXPENDITURE CONT.

**All other expenditure items:** No evidence is provided as to how these costs were calculated. How much of this information is known? Merchant charges may be definitive, but staff amenities and electricity for example, are presumably based on estimates related to the availability of the Memorial Hall? According to enquiries made by the NMC IT/GIS Support Officer, the cost of IT programs and assistance could vary considerably - assuming that a booking system is included. (As an example, the annual license fee for 'Book Easy' is \$2,500.00.) The cost of website development and ongoing associated expenditure has also not been addressed.

No **initial capital costs** are included - i.e. the fit-out costs for typical VIC items such as a counter/desk, computers, brochure display racks, furniture, lighting and storage. The Business Plan also refers to the possible introduction of a touch screen, an events display board, an ATM, free Wi-Fi and complementary 'driver reviver' facilities (pp.15-16), but no indicative costs have been attached to any of these items.

The question as to whether a VIC can operate on a cost neutral basis needs further examination. Clearly it depends on the business model, but some research conducted by Urban Enterprise for the *Victorian Visitor Information Centres Futures Project* provides some interesting insights.

For those VICs that attract less than 15,000 walk-ins per annum - the closest to the potential scenario for a Longford VIC:

- \* External funding required = \$134,418
- \* Average cost of enquiry = \$9.20 per walk-in visitor
- \* Average no. of volunteers = 23.8

These smaller VICs reported the highest % of funding from local government at **88%**; other minor funding sources included merchandise sales (**7%**) and booking commissions (**6%**). Staffing was split across a combination of full time (0.8), part time (1.4) and casual employment (2.4). See also Attachment 3: Sample Expenditure Budget for Smaller VICs.

The Business Plan states that 'if a VIC is managed by an RTO, there is more flexibility with staff structure including volunteers...Generally RTO-managed VICs tend to be more commercially oriented with a strong booking focus which assists with off-setting the operational costs' (p.11). Regardless of whether this is true or not, Tourism Northern Tasmania's CEO, Chris Griffin has stated categorically that his organisation is not in the business of operating VICs. (Various issues relating to volunteers are well documented in the Plan.)

Confidential data provided by the East Coast Regional Tourism Organisation also provides a useful snapshot of VIC visitation, staffing, income and operating costs at a local level. It is significant to note that 'Visitors' refers to walk-in visitors to the Centre, several of which would almost rival Longford's total leisure visitation in recent years. See Attachment 4: East Coast VIC Performance FY June 2014.

## EXPENDITURE CONT.

Similarly, the authors of the *Visitor Services Review for the Cradle Coast Region* noted that each of the nine VICs that responded to the survey (with the exception of Penguin which is a smaller, volunteer-run operation), 'operates at a net cost of service deficit. This ranged from just under \$40K (Stanley VIC) through to \$378K (Devonport Visitor Centre which is the major gateway visitor centre into the region)'. Total income generated at all nine VICs is estimated at approximately \$1.7m; the total annual cost of operating the nine VICs is approximately \$2.8m (p.11).

The Plan acknowledges that Tasmanian VICs do not run at a profit (p.11) and 'that there are few mainland VICs that operate at a profit (p.22), however further evidence suggests that the goal to 'break-even' is also quite optimistic.

The authors of the Cradle Coast project included a comparison between the region's VIC and a number of other centres. Of the 16 VICs, only two indicated a profit, while all the others operated at a loss. See Attachment 5: VIC Comparison Matrix.

## CONCLUDING COMMENTS

The Business Plan indicates a generic understanding of VICs and their potential role in assisting both visitors and the local community. Although it articulates some useful, well-researched background information, much of the Plan focuses on secondary considerations. In addressing the key issue however, the Plan does not provide a sufficiently compelling, evidence-based argument to justify the development of a fully accredited, stand-alone VIC in Longford, nor does it articulate a sound financial case for the substantial funding that would be required to establish and operate it.

In some local government areas, the cost of a VIC is viewed as an investment in social capital, combined with the ability to provide other valued services - e.g. emergency information, industry education, meeting spaces, 'information on local services and activities to new residents' (p.5) and similar community benefits. Such an enterprise is beyond the scope of this review. The Plan also refers to an opportunity to showcase local industry, economic development and 'liveability', and while it notes that many VICs around Australia have developed 'showcases' with great success (p.17), no actual examples or case studies are provided to support that claim.

While there is no doubt that a VIC can encourage further spending and repeat visitation, the Northern Midlands must be visitor-ready to maximise the opportunities. The Plan states that the success of the Northern Midlands VIC, 'will live and die on the quality of staff and volunteers who work within the centre (p.17), however, strictly speaking that is not true. By far the most significant challenge is to raise awareness and entice visitors to the region in the first place.

## CONCLUDING COMMENTS CONT.

Similarly it is important to note that VICs do not attract visitors; at best they enhance the visitors' in-destination experience and provide one of many choices in accessing information. It is worth reiterating that visitation to Longford is relatively stagnant, less than a third of travellers visit a VIC and approximately 6% of that 30% actually make a booking.

In determining the case for a VIC in Longford, the Northern Midlands Council should consider:

- \* Is the Centre justified in terms of visitor/market demand?
- \* Is there a more cost effective and appropriate way to provide visitor information for the Northern Midlands - i.e. could the same funding be allocated to a more contemporary visitor services model?
- \* Is the Council prepared to provide long-term, and potentially extensive funding for the future operation of the Centre?
- \* Does the Council view the VIC more as a community asset, or a business? According to the document under review, it is 'seeking a Business Plan for the ongoing commercial viability of the Centre' (p.2), which typically implies a profit-making enterprise.

Sound evidence based on the experience of VIC operations both in Tasmania and on the mainland, suggests that the current proposal is likely to commit the NMC and its ratepayers to both initial and ongoing costs that cannot be justified.

## KEY REFERENCES

1. Tourism Melbourne, The Visitor Journey, 2013
2. Urban Enterprise, Victorian Visitor Information Centres Futures Project, 2013
3. The Stafford Group, Visitor Services Review for the Cradle Coast Region, 2013
4. Australian Tourism Accreditation Program, Visitor Information Centres, Applications & Requirements, 2014
5. Rob Tonge, How to Establish & Operate a Visitor Information Centre, 2008
6. Tourism Research Australia, South Australia: The Impacts of Regional Visitor Information Centres on Visitor Behaviour in South Australia, 2011
7. Tourism and Events Queensland, The Future of Queensland Accredited Visitor Information Centres, 2013.

## ATTACHMENTS

1. VIC Penetration
2. VIC Usage in Tasmania 2010 - 2014
3. Sample Expenditure Budget for Smaller VICs
4. East Coast VIC Performance FY June 2014
5. VIC Comparison Matrix

Attachment 1: **VIC Penetration**

VIC Penetration										
	Devonport VC	Lalrobe VC	Burnie VC	Penguin VC	Sheffield VC	Stanley VC	Ulverstone VC	Strahan VC	Wynyard VC	Average
Number of Visitors to VIC	63,320	12,394	29,800	19,442	51,666	15,651	23,327	77,759	95,493	36,538
Estimated Number of Visitors to Each Town	247,100	108,000	138,000	105,200	123,500	81,800	105,200	150,400	90,700	127,767
<b>Penetration</b>	<b>26%</b>	<b>11%</b>	<b>22%</b>	<b>18%</b>	<b>42%</b>	<b>19%</b>	<b>22%</b>	<b>52%</b>	<b>39%</b>	<b>29%</b>

Source: The Stafford Group, Visitor Services Review for the Cradle Coast Region 2013.

Attachment 2: **VIC Usage in Tasmania 2010 – 2014**

Please see below key findings regarding **visitors who actually made bookings through a visitor centre whilst in Tasmania.**

- For the year ending September 2014, 1,063,000 visitors came to Tasmania. Of this number, 62,800 visitors (6 per cent) made bookings through a Tasmanian Visitor Centre whilst in Tasmania.
- The majority of these visitors (90 per cent) made their bookings in person. Bookings made over the telephone and on the internet account only 11 and four per cent respectively.
- Eighty-five per cent of visitors who made bookings through a visitor centre were on holidays.
- Visitors from NSW (20 per cent), Victoria (24 per cent), and Queensland (16 per cent) were more likely to make bookings through VICs.
- Visitors whose age is 65 + (26 per cent) had a greater propensity to made bookings through VICs. The other significant age groups are visitors whose age is between 55 and 64 years old (22 per cent) and between 45 and 54 years old (18 per cent).
- Of those who made bookings through VICs, 30 per cent indicated that they stayed between eight and 14 nights. 13 per cent spent seven nights whilst in Tasmania.

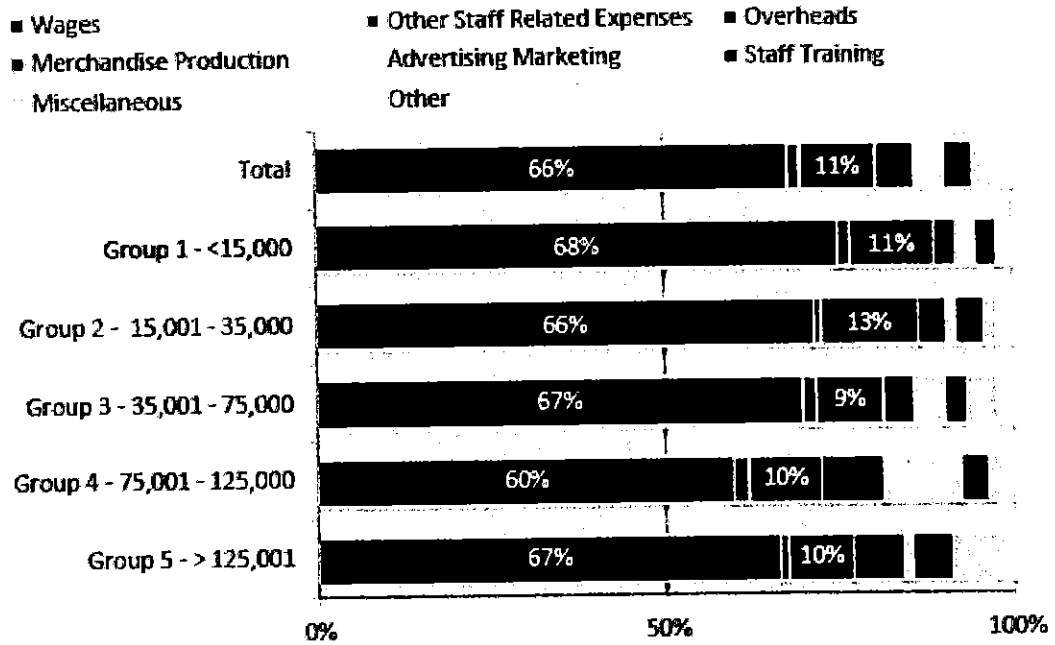
	Oct 2009 - Sept 2010	Oct 2010 - Sept 2011	Oct 2011 - Sept 2012	Oct 2012 - Sept 2013	Oct 2013 - Sep 2014
VSQ Visitors 14+	912752	861846	874350	1007033	1062952
Yes	78605	68311	62127	61174	62793
Year on year % Change		-13%	-9%	-2%	3%
% of Total Visitors	8	7	7	6	6

Source: Tourism Tasmania, Tasmanian Visitor Survey YE September 2014.



Attachment 3: **Sample Expenditure Budget for Smaller VICs**

**FIGURE 22 EXPENDITURE BUDGET**



Source: Urban Enterprise, Victorian Visitor Information Centres Futures Projects September 2013

Attachment 4: **East Coast VIC Performance FY June 2014**

SITE	VISITORS 2012/14	STAFFING	OWNERSHIP	STAFF \$	SALES \$	OVERHEADS \$	RESULT \$
Triabunna	26,187	3 perm part time, 9 volunteers	Council owned	89,147.96	267,704.42	166,754.69	11,801.77
Swansea	19,695	3 perm part time	Council owned	89,147.96	171,456.49	166,754.69	-84,446.16
Bicheno	22,006	3 perm part time, 1 casual	Leased monthly	89,147.96	177,258.18	182,544.67	-94,434.45
St Helens	30,769	2 perm part time, 1 casual	Council owned	109,581.00	77,876.00	76,006.00	-107,711.00
<b>TOTALS</b>	<b>98,657</b>			<b>\$377,024.88</b>	<b>\$694,295.09</b>	<b>\$592,060.05</b>	<b>-\$274,789.84</b>
					Brochure display sales		20,019.77
					Nett consolidated loss		-\$254,770.07
					BODC contribution		107,711.00
					GSBC contribution		147,059.07
					<b>Nett consolidated loss</b>		<b>\$254,770.07</b>

## Notes

- The most visited site appears to be St Helens, and it also records the biggest loss.
- Triabunna makes a small profit – assumed to be from Ferry ticket sales.
- There is a paucity of information regarding clients – no demographic details are available and it is also unknown whether the numbers shown are discrete clients, or in fact the same 10,000 visitors seeing all 4 centres – so that the total could potentially be inflated by 40000 visitors.
- Staff costs are not attributed to each centre – so all GSBC council centres have been averaged, hence the same staff costs across them all.
- Bicheno overheads are notably high – it is the only site that is leased and not owned by councils.
- The nett consolidated loss for the combined centres is around \$250k.

Source: East Coast Regional Tourism Board

## Attachment 5: VIC Comparison Matrix

VIC COMPARISON MATRIX							
VIC Name	Income	Expenditure	Net Cost of Service	Annual Visitor Numbers	Income per visitor	Expenditure per visitor	Net Profit/Loss per visitor
Devonport VC	\$186,550	\$564,159	-\$377,609	63,320	\$2.95	\$8.91	-\$5.96
Lalrobe VIC	\$3,035	\$64,773	-\$61,738	12,394	\$0.24	\$5.23	-\$4.98
Burnie VIC	\$109,880	\$233,985	-\$124,105	22,800	\$4.82	\$10.26	-\$5.44
Ulverstone VIC	\$34,934	\$172,980	-\$138,046	23,327	\$1.50	\$7.42	-\$5.92
Penguin	\$52,994	\$44,770	\$8,224	19,442	\$2.73	\$2.30	\$0.42
Sheffield VC	\$307,645	\$402,679	-\$95,034	51,666	\$5.95	\$7.79	-\$1.84
Stanley VC	\$75,226	\$115,292	-\$40,066	15,651	\$4.81	\$7.37	-\$2.56
West Coast VIC	\$837,878	\$882,463	-\$44,585	77,759	\$10.78	\$11.35	-\$0.57
Wynyard VIC	\$61,013	\$273,569	-\$212,556	35,483	\$1.72	\$7.71	-\$5.99
COMPARATIVE VICS							
Bundaberg VIC (Bundaberg)*	\$105,398	\$156,214	-\$50,817	37,642	\$2.80	\$4.15	-\$1.35
Childers VIC (Bundaberg)*	\$27,463	\$348,968	-\$321,505	20,649	\$1.33	\$16.90	-\$15.57
Gin Gin VIC (Bundaberg)*	\$7,632	\$74,100	-\$66,469	8,206	\$0.93	\$9.03	-\$8.10
Orange VIC (Orange)**	\$126,000	\$280,000	-\$154,000	70,000	\$1.80	\$4.00	-\$2.20
Echo Point VIC (Blue Mountains)**	\$3,780,000	\$2,280,000	\$1,500,000	600,000	\$6.30	\$3.80	\$2.50
Cooma VIC (Cooma-Monaro)*	\$116,400	\$319,800	-\$203,400	60,000	\$1.94	\$5.33	-\$3.39
Launceston Travel Centre (Launceston)*	\$312,750	\$737,250	-\$424,500	75,000	\$4.17	\$9.83	-\$5.66

\*Data from 2012 FY. \*\*Data from 2011 FY.

Source: The Stafford Group, Visitor Services Review for the Cradle Coast Region 2013.

## Sarah Lebski

July 2015

### Academic qualifications

- Bachelor of Arts: University of Tasmania
- Graduate Diploma in Librarianship: TSIT, Hobart.

### Skills and experience

Sarah has been involved with the Tasmanian tourism industry for two decades. Following a rewarding career in research, communications and management with the State Library of Tasmania, she developed a successful boutique accommodation business in Launceston. She established her own tourism consultancy - Sarah Lebski & Associates - in 1995.

Sarah is one of Tasmania's most respected tourism consultants. In 2013, she was honoured with the highest accolade from her industry peers, when she won the Tasmanian Tourism Award, *Outstanding Contribution by an Individual*.

Sarah worked closely with Tourism Tasmania for many years, having 'preferred consultant' status with that organisation. She currently collaborates with Tourism Industry Council Tasmania, State and Local Government, the University of Tasmania, the business sector and private enterprise.

Throughout her career, key tourism bodies, including Tourism Tasmania and Tourism Industry Council Tasmania, have invited Sarah to contribute to the advancement of some of their major policy discussions. Most recently she has provided input for, *An Industry Development Directions Statement for the Tasmanian Tourism Industry*. This document acknowledges the need for a strategic approach to addressing the priorities of the State's four regional Destination Management Plans. Similarly, the University invited Sarah to join a small working party to determine the content and future of its tourism curriculum.

Sarah has a comprehensive understanding of the tourism industry. She has written/co-authored eight Tasmanian regional tourism strategies, including the Break O'Day Tourism Development Strategy (2012), the Huon Valley Regional Tourism Strategy (2009) and the Channel Regional Tourism Strategy (2009). She also assisted with the Southern Tasmanian Regional Tourism Strategy (2011-2012). Her company successfully tendered for the inaugural Destination Management Plan for Southern Tasmania, completed in June 2014.