

Tourism, Destination and Events Advisory Committee Meeting

Business Paper

Notice is hereby given that a Tourism, Destination and Events Advisory Committee Meeting of Parkes Shire Council will be held in the Parkes Council Chamber, 2 Cecile Street, Parkes, on Tuesday 7 March 2023 at 10:00am.



Kent Boyd PSM
GENERAL MANAGER

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1 OPENING OF MEETING

The Chairperson will declare the meeting open.

Meeting of Council committees are not recorded or streamed to the internet.

2 ACKNOWLEDGEMENT OF COUNTRY

Parkes Shire Council acknowledges the Wiradjuri People who are the Traditional Custodians of the Land. I would also like to pay respect to the Elders past, present and emerging of the Wiradjuri Nation and extend that respect to other Aboriginal peoples from other nations who are present.

3 APOLOGIES

In accordance with clauses 5.3, 5.4 and 5.5 of Council's Code of Meeting Practice, apologies must be received and accepted from absent Councillors and a leave of absence from the Council Meeting may be granted.

4 CONFIRMATION OF MINUTES

This is the inaugural meeting of this Committee. There are no previous Minutes.

5 DISCLOSURES OF INTERESTS

All Council Officials must disclose and manage any conflicts of interest they may have in matters being considered at the meeting.

Council's Code of Conduct deals with pecuniary and non-pecuniary conflicts of interest and political donations, and provides guidance on how these issues should be managed.

Council Officials must be familiar with Council's Code of Conduct and their obligations to disclose and manage any conflicts of interest that they may have in matters being considered at this Council Meeting.

Note: Council Officials who declare an Interest at the Meeting are also required to complete a Declaration of Interest form.

6 LATE BUSINESS

7 OFFICERS' REPORTS

7.1 ELECTION OF CHAIRPERSON

IP&R Linkage: **Pillar:** Leadership

Goal: Our local government is open, accountable, and representative.

Strategy: Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.

Author: **Cian Middleton, Director Customer, Corporate Services and Economy**

Authoriser: **Cian Middleton, Director Customer, Corporate Services and Economy**

Annexures: **A. Tourism, Destination and Major Events Advisory Committee Terms of Reference (Adopted 20 December 2022)** [↓](#)

RECOMMENDATION

That the Tourism, Destination and Events Advisory Committee:

Elect Cr _____ as Chairperson, pursuant to clause 6.1 of the Committee's Terms of Reference.

BACKGROUND

At its Ordinary Meeting held DD December 2022, Parkes Shire Council ("Council") resolved to establish the Tourism, Destination and Major Events Advisory Committee ("the Committee") and adopt the Terms of Reference for the Committee appended at *Annexure A* [**res. 408/22**].

ISSUES AND COMMENTARY

Consistent with clause 6.1, the Committee must appoint a Chairperson from among the Committee's three (3) Councillor members, listed below (alphabetically):

1. Cr Marg Applebee
2. Cr Jacob Cass
3. Cr Bill Jayet

The Mayor serves as an ex officio member, with Cr Neil Westcott serving as an alternate delegate.

The process for electing a Chairperson will be conducted in accordance with the provisions of Council's Code of Meeting Practice (detailed below).

The Director Customer, Corporate Services and Economy will facilitate the election process. Following election, the Chairperson will assume the chair for the remainder of the Committee meeting.

LEGISLATIVE AND POLICY CONTEXT

For the purposes of the election process, it is proposed that the process outlined in Council's Code of Meeting Practice (based on the *Model Code of Meeting Practice for Local Councils in NSW*) be utilised:

- 6.5 *If, at an election of a Chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the Chairperson is to be the candidate whose name is chosen by lot.*
- 6.6 *For the purposes of clause 6.5, the person conducting the election must:*

- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and*
 - (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.*
- 6.7 *The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.*
- 6.8 *Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.*

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

Election of a Chairperson ensures that the Committee operates in accordance with its adopted Terms of Reference.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

Following the constitution of the Tourism, Destination and Major Events Advisory Committee, it is recommended that the Committee elect one of its three (3) Councillor members as Chairperson, in accordance with the Committee's endorsed Terms of Reference.

Terms of Reference

Tourism, Destination and Major Events Advisory Committee

Date Adopted by Council	20 December 2022
Resolution No.	408/22
Next Scheduled Review	December 2024
Facilitator	Director Customer, Corporate Services and Economy

1. Establishment and Term

- 1.1. The Tourism, Destination and Major Events Advisory Committee (hereafter "the Committee") is established by Parkes Shire Council under the *Local Government Act 1993* (hereafter "the Act") pursuant to Resolution 408/22 made 20 December 2022.
- 1.2. The Committee shall operate from the date Council adopts these Terms of Reference and will conclude three (3) months after the date of the next Local Government ordinary elections, unless terminated earlier in accordance with these Terms of Reference.

2. Role and Purpose

- 2.1. The Committee is established for the purpose of providing advice and guidance to Council on the development of strategies, and identification of challenges and opportunities, in relation to:
 - (a) Tourism development,
 - (b) Destination marketing, and
 - (c) Events and festivals.
- 2.2. The role and purpose of the Committee may be varied by resolution of Council.

3. Authority and Delegations

- 3.1. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rests with the Council and the General Manager, as provided in the Act.
- 3.2. Neither the Committee nor any of its Members may direct any Council staff member in his or her duties.
- 3.3. The Committee has no executive powers and cannot make decisions on behalf of Council. Furthermore, the Committee is not a committee delegated authority, and therefore cannot exercise powers under section 355 of the Act.
- 3.4. The Committee may make recommendations to Council on all relevant business presented before it. Such recommendations will be presented to Council in a report prepared by nominated Council Officers. Recommendations made by the Committee may or may not be adopted by Council.
- 3.5. The Committee does not have the authority to incur expenditure.



- 3.6. The Chairperson of the Committee may, if considered reasonably necessary and with the approval of the General Manager, request external professional advice to allow the Committee to meet its responsibilities. The General Manager may facilitate, and provide the necessary financial resources, to engage the provision of any such external professional advice required.
- 3.7. The Committee is not permitted to forward official correspondence to government officials, representatives, departments or agencies. All correspondence issued by Council must only be signed and issued by those Council staff with delegation to do so.
- 3.8. Committee members are not authorised to speak to the media or make public comment on any matters before the Committee. Consistent with the Act and Council's Media Policy, the Mayor and General Manager are Council's authorised spokespeople.

4. Membership

- 4.1. Membership of the Committee shall comprise:
 - (a) Three (3) Councillors nominated by Council (hereafter "Councillor Members"), and
 - (b) Three (3) members of the Parkes Shire community appointed by Council resolution (hereafter "Community Members").
- 4.2. The Mayor shall be an ex officio member of the Committee.
- 4.3. In appointing Community Members, Council will seek to achieve a mix of skills and experiences to facilitate the sound functioning of the Committee, and seek to represent the diversity within and interests of the Parkes Shire community.
- 4.3. Each Member shall remain a member of the Committee until:
 - (a) The Member resigns, or
 - (b) The Member's membership is terminated.
- 4.4. Membership of any Member of the Committee may be terminated by resolution of the Council due to:
 - (a) The Member's non-attendance at three (3) consecutive Committee members without prior notification of their non-attendance and the granting of leave by resolution of the Committee, or
 - (b) The Member's conduct being consistent with these Terms of Reference or Council's Code of Conduct.
- 4.5. Councillor membership terminates immediately upon a Councillor Member ceasing to be a Councillor.
- 4.6. If the membership of a Community Member is terminated, the vacancy will either be filled for the remainder of the term, or if the term is less than three (3) months, remain unfilled.

5. Responsibilities of Members

- 5.1. Members are expected to:
 - (a) Understand the relevant legislative and regulatory requirements applicable to Council,
 - (b) Be able to contribute the time needed to understand the Committee's business papers and to attend Committee meetings, and
 - (c) Provide advice and feedback on matters brought before the Committee.
- 5.2. Members must conduct themselves in accordance with Council's Code of Conduct.
- 5.3. Conflicts of interest must be declared and managed in accordance with the Code of Conduct. A record of a declared conflict of interest in the minutes is sufficient.



- 5.4. Pecuniary or significant, non-pecuniary conflicts of interest must be managed by the Member excluding themselves from the meeting during the discussion of the relevant agenda item. Such exclusion should be recorded in the minutes.

6. Responsibilities of Chairperson

- 6.1. The Chairperson shall be elected by the Committee from among the three (3) Councillor members.
- 6.2. The Chairperson will remain until the dissolution date, unless the Chairperson resigns and in this case, a new Chairperson should be appointed in accordance with this clause.
- 6.3. If the Chairperson is absent from a Committee meeting, a Member of the Committee will be nominated by the Committee to chair the meeting.

7. Responsibilities of Facilitator

- 7.1. The Committee Facilitator shall be a suitably qualified Council Officer appointed by the General Manager with functional responsibilities for the Committee, who will undertake the following functions:
- (a) Provide secretariat support to the Committee, including preparing, circulating and publishing meeting agendas and minutes,
 - (b) Accept or reject (in consultation with the General Manager) items of business,
 - (c) Ensure Members are familiar with the Committee Terms of Reference and Council's Code of Conduct,
 - (d) Facilitate discussion at Committee meetings, provide input to meetings and be an active (non-voting) Member of the Committee,
 - (e) Focus the Committee on its responsibilities as outlined in these Terms of Reference and the meeting agenda items,
 - (f) Act as the principal communication link between the Committee and Council,
 - (g) Manage the resources available to the Committee,
 - (h) Manage the performance of the Committee,
 - (i) Where appropriate, liaise with the Facilitators of Council's other Committees to assist with the collaboration between Committees, the sharing of information and the efficient and effective use of Council and Committee resources; and
 - (j) Working closely with the Chairperson to administer the Committee and its meetings.

8. Meetings, Quorum and Voting

- 8.1. Meetings of the Committee shall be held as often as the Committee decides, but not less than two (2) meetings per year.
- 8.2. Members may attend and participate at Meetings either in-person or via audio-visual link.
- 8.3. At all meetings of the Committee, the Chairperson shall occupy the Chair and preside. In the absence of the Chairperson, the Committee shall elect one of its number to preside at the meeting.
- 8.4. A meeting shall not proceed unless a quorum of at least one (1) more than half the number of members are present, including at least one (1) Councillor Member.
- 8.5. In addition to Members, the following may be in attendance at any meeting of the Committee as non-voting observers:
- (a) Councillors not appointed as Members of the Committee,
 - (b) Council staff, and



(c) External personnel by invitation of the Committee.

- 8.6. Each Committee Member shall be entitled to one (1) vote in respect to any matters before the Committee. The Committee shall aim to make decisions by consensus where possible, and otherwise the decision of the Committee shall be by the majority of votes cast in favour. In the event of a tied vote, the Chairperson shall have the casting vote.

9. Business Papers, Minutes and Resolutions

- 9.1. The Facilitator will ensure that notice of meetings, including the agenda and business papers, are provided to the Committee and published to Council's website at least five (5) business days prior to the day of the meeting. These may be transmitted electronically.
- 8.7. The Committee's resolutions shall be clearly recorded in the Minutes of its meetings.
- 8.8. Draft Minutes will be distributed to the Committee and published to Council's website no later than five (5) business days after the meeting.
- 8.9. Draft Minutes of the previous meeting are to be adopted by resolution of the Committee at the following meeting.
- 9.3. The General Manager (or delegate) may action resolutions as they deem appropriate in accordance with their individual delegations and authorisations.
- 9.4. A report to the Council for a decision will be required where resolutions fall outside the functions delegated to the General Manager.

10. Procedural Matters

- 10.1. The Committee shall operate in accordance with Council's Code of Meeting Practice. In relation to any procedural matter, the ruling of the Chair shall be final.

11. Amendment

- 11.1. These Terms of Reference may be added to, amended or repealed by resolution of the Council in consultation with, or upon the recommendation of, the Committee.

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7.2 VISITOR STATISTICS 2022**IP&R Linkage:** **Pillar:** Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Promote Parkes Shire as a tourist destination and support the continued growth of our visitor economy.**Author:** **Katie Nash, Economic Development Specialist****Authoriser:** **Cian Middleton, Director Customer, Corporate Services and Economy****Annexures:** **Nil****Recommendation****THAT THE TOURISM, DESTINATION AND EVENTS ADVISORY COMMITTEE:**

- 1. RECEIVE AND NOTE THE VISITOR STATISTICS FOR 2022/23 QUARTER 2, AS DETAILED IN THIS REPORT.**

BACKGROUND

Parkes Shire Council ("Council") operates the Parkes Visitor Information Centre ("VIC"), located within the Henry Parkes Centre on the Newell Highway, which is part of the NSW Accredited VIC Network. This report outlines visitor statistics for the 2022 calendar year, identifying VIC attendance, Henry Parkes Centre museum ticket sales and accommodation occupancy rates.

ISSUES AND COMMENTARY

Visitor information statistics are compiled quarterly, including Visitor Information Centre attendance and the Henry Parkes Museum ticket sales. Local accommodation providers at an opt-in capacity provide monthly statistics regarding accommodation occupancy.

Visitor Information Centre Attendance

As illustrated by *Table 1*, below, total visitor numbers for 2022 were the highest on record, with the VIC welcoming 28,980 visitors. The October-to-December quarter was expected to be another record-breaking period, however, this did not occur due to significant wet weather and major flooding across much of Central NSW. Closures of regional roads and highways contributed to travellers being off the roads during this time.

TABLE 1: QUARTERLY VISITOR NUMBERS					
YEAR	QUARTER				TOTAL
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	
2018	6,442	6,829	6,496	5,810	25,577
2019	5,595	6,164	8,374	6,245	26,378
2020	5,108	905	7,254	8,624	21,891
2021	6,169	9,169	1,161	3,269	19,768
2022	5,281	9,630	8,074	5,995	28,980

Henry Parkes Centre Ticketing Sales

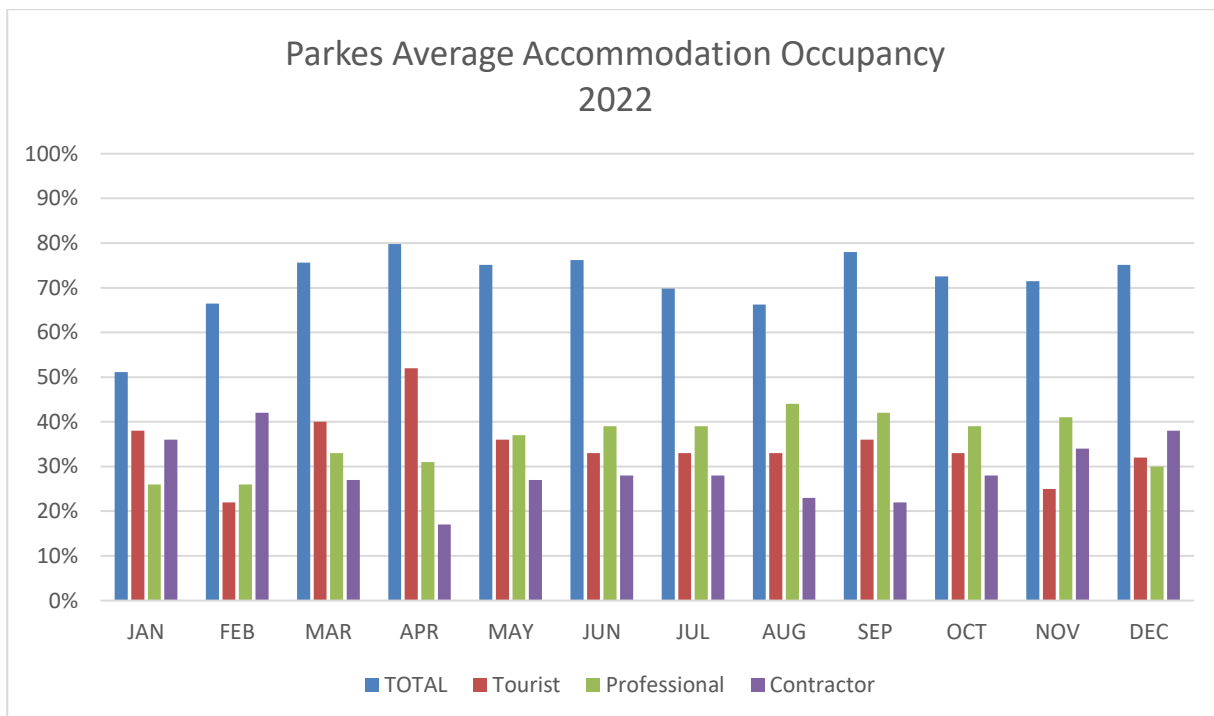
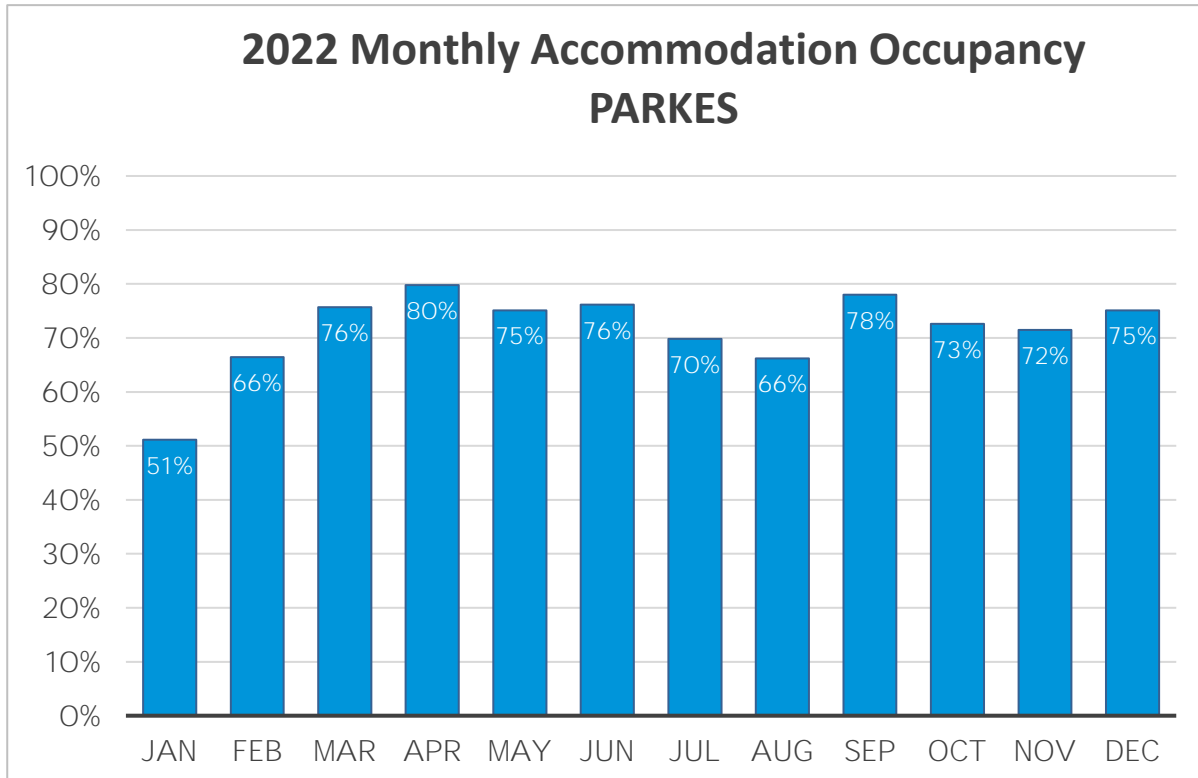
Table 2, overleaf, provides quarterly comparisons and yearly totals for Henry Parkes Centre ticketing statistics.

Sales peaked during the April-June quarter, but unfortunately, due to the last quarter's downturn in visitor numbers, the record ticket sale figures predicted for the year did not occur. Ticket sales for the October-to-December quarter were the lowest they have been (other than 2021) in a seven-year period.

TABLE 2: QUARTERLY TICKET SALES					
YEAR	QUARTER				TOTAL
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	
2018	2,054	1,672	1,651	1,403	6,780
2019	1,511	1,755	1,781	1,190	6,237
2020	1,369	176	2,211	2,474	6,230
2021	1,689	2,537	222	553	5,001
2022	1,026	2,381	1,912	880	6,199

Accommodation Occupancy

Accommodation occupancy data recorded throughout 2022 was consistent, with six months of the year recording 75 per cent or higher occupancy. The October-to-December quarter recorded an average occupancy rate of 73 per cent, with Professional travellers slightly above as the majority traveller type (narrowly ahead of Tourists).



LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

This report provides the Tourism, Destination and Major Events Advisory Committee ("the Committee") with an overview of Parkes Shire visitor statistics for 2022/23 Quarter 2, including comparative data for benchmarking purposes. It is recommended that the Committee receive and note the report.

7.3 DEVELOPMENT OF DRAFT DESTINATION MANAGEMENT PLAN & PARKES BYPASS BUSINESS STRATEGY**IP&R Linkage:** Pillar: Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Promote Parkes Shire as a tourist destination and support the continued growth of our visitor economy.**Author:** Katie Nash, Economic Development Specialist**Authoriser:** Carrie Olsen, Executive Manager Economy, Destination and Activation**Annexures:** A. Draft Destination Management Plan & Parkes Bypass Business Strategy Framework [↓](#)

RECOMMENDATION

That the Tourism, Destination and Events Advisory Committee:

1. Receive and note the briefing on the development of Council's draft Destination Management Plan & Bypass Business Strategy, as detailed in this report.
-

BACKGROUND

Throughout 2021, Parkes Shire Council ("Council") held preliminary discussions with Transport for NSW ("TfNSW") in relation to the development of a Parkes Destination Management Plan and Bypass Business Strategy ("the DMP and Strategy"). Noting the perceived impact of the new Parkes Bypass on local business activity and trade, Council sought a funding contribution from TfNSW to support the preparation of the DMP and Strategy, with a particular focus on:

- (a) Defining clear strategies to grow and improve Parkes as a destination,
- (b) Maximising opportunities, and minimising impacts, resulting from the new Parkes Bypass on local businesses and for the local economy,
- (c) Identifying visitor economy growth opportunities, with a specific focus on businesses that currently service motorists on the Newell Highway, to foster resilience and preparedness for trading changes resulting from the new Parkes Bypass, and
- (d) Identifying recommendations for visitor servicing, including consideration of key information gateways.

In May 2022, Council was successful in obtaining \$100,000 in funding from TfNSW to support the development of the DMP and Strategy, for the purpose of engaging a suitably skilled and experienced consultant to work with Council in preparing the DMP and Strategy.

Council subsequently facilitated a competitive Request for Quotation process to engage a consultant, with Melbourne-based planning, economic development and tourism firm Urban Enterprise contracted in August 2022 to undertake the project.

Urban Enterprise is familiar with the tourism and visitor economy landscape within NSW and has worked with a wide range of NSW councils and public sector clients to develop similar strategies, including Central Coast Council, City of Newcastle, Destination Riverina Murray NSW, Orange City Council and Murray Regional Tourism.

ISSUES AND COMMENTARY

Urban Enterprise is progressing with the development of the draft DMP and Strategy, with the draft document due to be provided to Council in mid-April.

On Thursday, 2 March 2023, Urban Enterprise facilitated a briefing via Microsoft Teams for Council Management and staff, along with representatives of TfNSW, to discuss the strategic framework for the development of the draft DMP and Strategy (refer *Annexure A*).

The framework appended at *Annexure A* includes a high-level analysis of Parkes' target markets, including its existing core visitor markets and their motivations. Importantly, the framework identified two potential growth markets in the Education market, leveraging the Dish and TAFE NSW Parkes Campus, and the Business market, leveraging the new workforce from the Parkes Special Activation Precinct.

The framework is structured around six (6) key theme, namely:

1. Further develop Parkes' events and festivals program,
2. Grow arts and culture,
3. Enhance visitor economy product and infrastructure,
4. Improve visitor experience,
5. Facilitate industry growth, and
6. Strengthen destination marketing and brand awareness.

Urban Enterprise has proposed priority projects under each theme.

LEGISLATIVE AND POLICY CONTEXT

As with all Council strategies, following adoption, the DMP and Strategy will form part of Council's Integrated Planning and Reporting ("IP&R") framework. Specific actions and projects identified in the DMP and Strategy will be programmed and funded for delivery via Council's Operational Plan and Budget.

FINANCIAL IMPLICATIONS

As detailed above, development of the draft DMP and Strategy was funded via a funding contribution from TfNSW totalling \$100,000.00. Pleasingly, the project has run to budget with no overruns incurred.

RISK IMPLICATIONS

While Council supports the construction of the Parkes Bypass, it is noted that the local business community has expressed concerns around the perceived impact of the Parkes Bypass on business activity and trade via the diversion of traffic flow from Bogan Street and the Parkes Central Business District. The draft DMP and Strategy clearly outlines specific actions that Council can deliver to mitigate the perceived risks to the local business community and further develop Parkes' reputation as a tourist destination and enhance its visitor economy.

COMMUNITY CONSULTATION

Development of the draft DMP and Strategy has incorporated a robust stakeholder consultation program, encompassing industry engagement - comprising four workshops with business operators and industry stakeholders, including one with Destination Central West NSW - as well as targeted stakeholder engagement with various NSW Government agencies, including Crown Lands, Department of Regional NSW, NSW Forestry Corporation and TfNSW.

The project has also incorporated two (2) surveys, being an industry and community survey and a visitor survey, which resulted in a combined 904 responses. *Table 1*, below, provides a brief analysis of the survey results:

Table 1: Survey Analysis		
Survey	Responses	Notes
Industry and Community Survey	34	Predominantly business respondents, few community members and community groups. 75 per cent of businesses based in Parkes CBD.
Visitor Survey	870	In-region survey (140 responses) Online survey (730 responses)

As detailed above, Council is expecting the draft DMP and Strategy to be finalised in mid-April, with Urban Enterprise to provide a briefing to the Tourism, Destination and Major Events Advisory Committee ("the Committee") in late April, after which a public exhibition process will follow.

Once the draft DMP and Strategy is placed on public exhibition, members of the public will be invited to review and provide feedback on the document, prior to finalisation and adoption by Council. The public exhibition period will be promoted via a page on Council's online consultation platform, *Your Say Parkes*, as well as via Council's communication and social media channels.

Any submissions received during the public exhibition period will be reviewed and considered by Council prior to finalisation and adoption of the draft DMP and Strategy.

CONCLUSION

It is recommended that the Committee receive and note the briefing on the development of the draft DMP and Strategy, as detailed in this report. A special meeting of the Committee will be held in April 2023 to review and consider the draft DMP and Strategy in full, after which the document will be placed on public exhibition.

Parkes Destination Management Plan

Presentation of Working Draft Strategic Framework

Overview

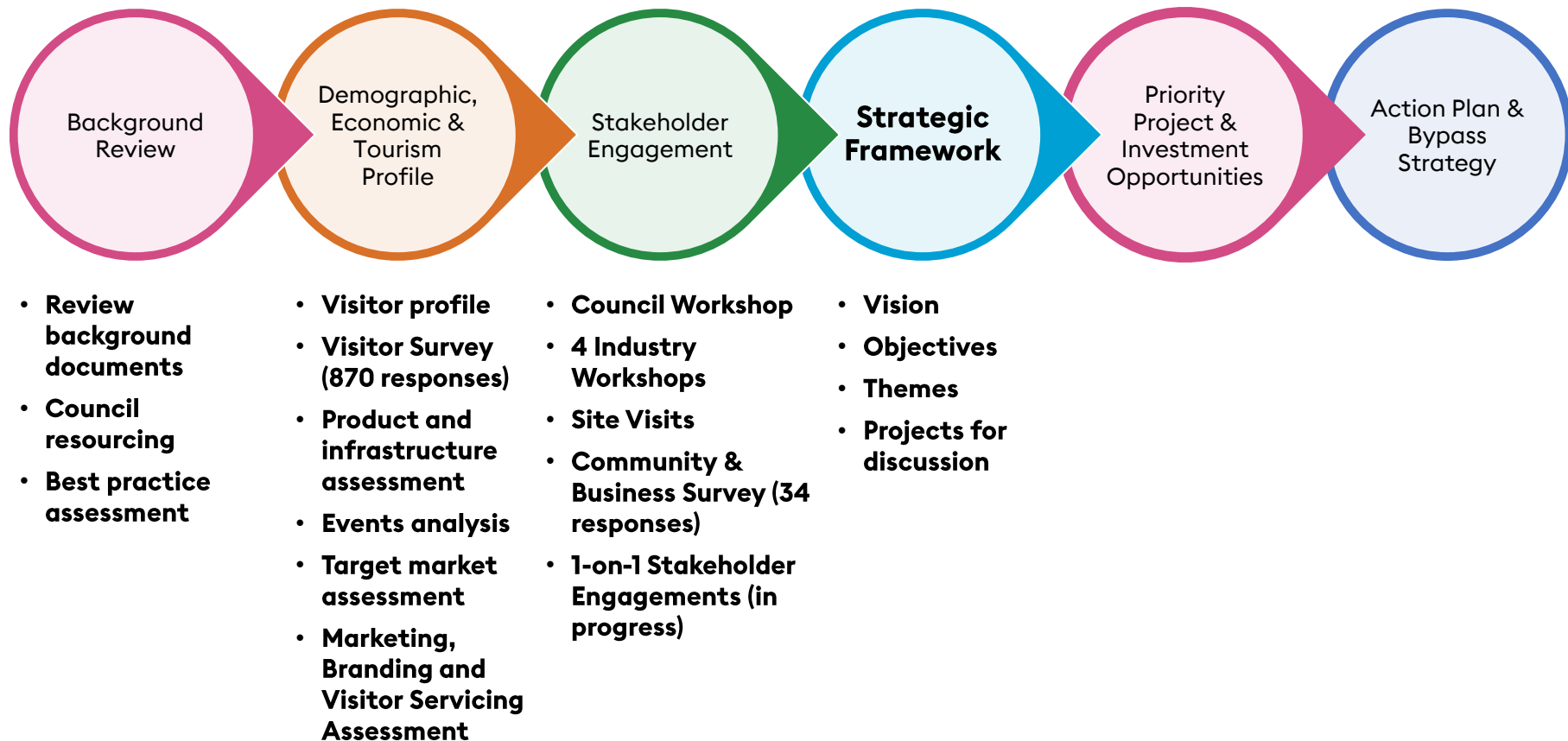
Today's aim:

Discuss findings, framework, confirm project ideas and expand scope of potential projects.

Agenda:

- Part A: Engagement Summary
- Part B: Analysis & Findings
- Part C: Framework

Project Update





Engagement Undertaken



Council Engagement

- Council workshop
 - Relevant Council units



Industry Engagement

- Industry workshops (x4)
- 1:1 with Central West JO
- 1:1 with Destination Central West NSW



Stakeholder Engagement

- Transport for NSW
- State Forestry Corp
- Crownlands Orange
- Central West Regional Development

Industry and Community Survey (34 responses)

- Predominately business respondents few community & community groups
- 75% of businesses based in Parkes CBD

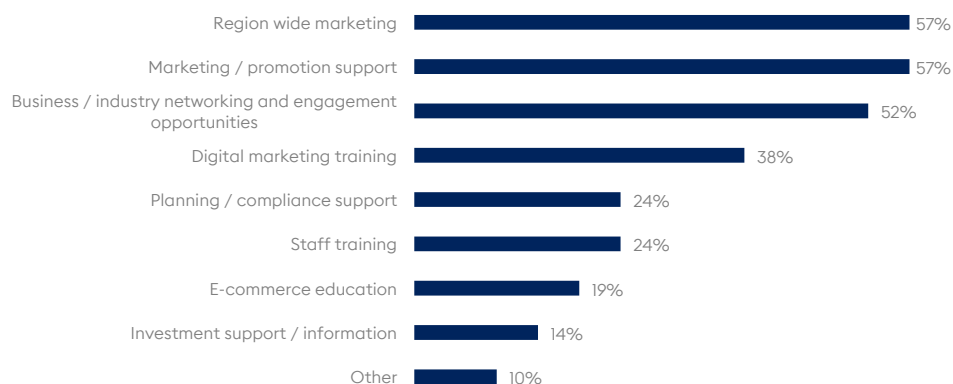
Visitor Surveys (870 responses)

- In-region survey (140 responses)
- Online survey (730 responses)



Survey Findings – Values & Priorities

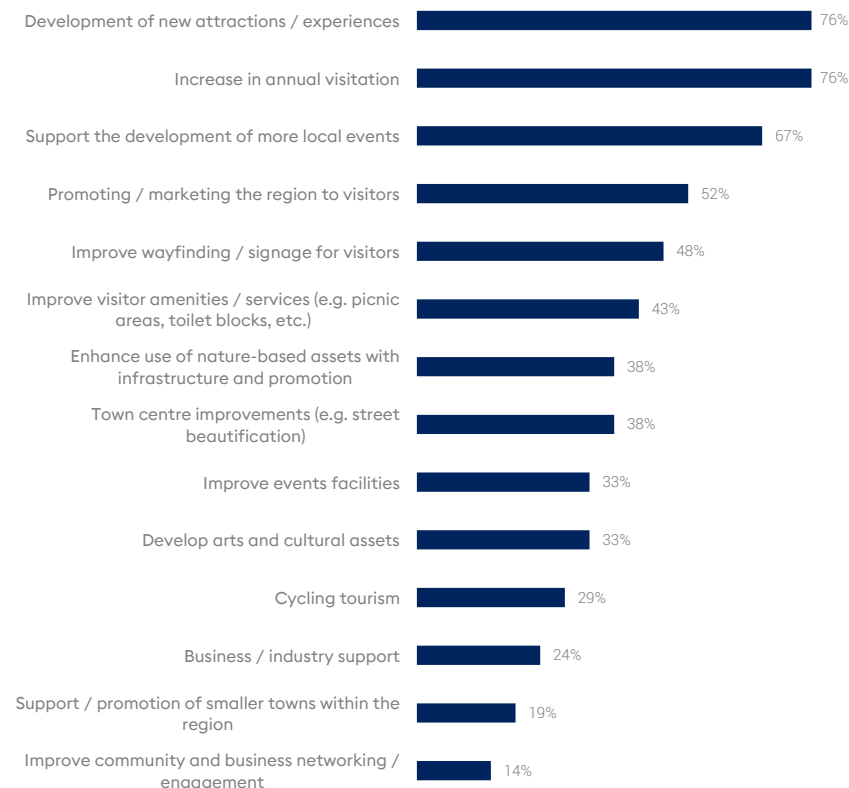
Council support most needed for businesses



Investment Priorities



Outcomes sought from DMP



Survey Findings – Product & experience

Ranked product opportunities

1. **Community / sports events**
2. **Tourism events / festivals**
3. **Business events / conferences**
4. **Arts, culture and heritage attractions** (e.g. art galleries, public art, Indigenous cultural experiences / attractions etc.)
5. **Improved access to nature-based assets** (e.g. infrastructure and trails at parks, reservoirs, etc.)
6. **Agritourism** (e.g. farm gate, paddock to plate, farmers markets etc.)
7. **Food and beverage experiences** (e.g. restaurants, cafes, breweries, wineries, etc.)
8. **Outdoor adventure / 4WD**
9. **Tracks and trails** (e.g. walking / hiking trails, mountain bike trails and other cycling etc.)
10. **Tours / touring routes**
11. **Retail (e.g. shopping)**

Hidden Gems

1. **Mining Heritage**
2. **Silos**
3. **Lake Endeavour**
4. **Goobang National Park**






Key Engagement Findings

Values and Priorities	Challenges / Needs	Strengths / Opportunities
<ul style="list-style-type: none">• Attract younger generation to Parkes• Desire to get visitors to stay for more than one night• Ensuring tourism development needs are balanced with community liveability needs• Maintenance and revitalisation of existing attractions and assets (e.g. Local Parks, National Park)	<ul style="list-style-type: none">• Overnight Markets• Demand and Awareness• Quality and diversity of product• Difficulty in navigating the Parkes township without a private vehicle• Lack of amenity and reinvestment in private property presentation• Need for industry strengthening and capacity building• Regional visitor economy collaboration• Workforce challenges• Business complacency	<ul style="list-style-type: none">• Strong events reputation and capability.• The Dish• Large-scale, quality infrastructure.• Broad range of markets.• Accommodation in proximity to CBD.• Ability to leverage from touring visitors, in particular Melbourne and Brisbane touring.• Central location in network of regional towns provides major market opportunity.• Nature.



Analysis and Findings

Target Markets – Core Markets

					
Market	VFR	Touring Visitors	Sporting	Elvis Festival	Contractors / Workers
Opportunity Why are they coming?	Driven by fast growing and culturally diverse population base.	Drawn to Parkes' for its central location and Elvis reputation.	Attracted by regionally significant sporting events and regional facilities e.g. Hockey One, little athletics.	Drawn to Parkes' unique Elvis Festival, art and attractions e.g. The King's Castle Elvis museum, Elvis statue.	Drawn to Parkes to work on major projects e.g. Northparkes Mine, Parkes Bypass, Parkes Special Activation Precinct.
Who are they?	<ul style="list-style-type: none"> - Visit during school holidays and Christmas season - Majority of overnight stays - Solo travellers and couples - Diverse in age groups 	<ul style="list-style-type: none"> - Grey nomads (of ages 55+) - Families - Majority travelling in recreational vehicles. - Interstate visitors - International visitors 	<ul style="list-style-type: none"> - Sporting participants - Event spectators - Family groups 	<ul style="list-style-type: none"> - Elvis fans (mostly of ages 55+) - Local and international visitors - Longer stays 	<ul style="list-style-type: none"> - Young professionals - Mid-week visitors - Contractors/workers
What do they want/need?	<ul style="list-style-type: none"> - Product packaging - Diverse product offerings & spend opportunities - Family friendly activities 	<ul style="list-style-type: none"> - Accommodation investment - Products and experiences 	<ul style="list-style-type: none"> - Family friendly offerings - Events & festivals - Accommodation 	<ul style="list-style-type: none"> - Hotel accommodation - Night-time activation - Products and experiences 	<ul style="list-style-type: none"> - Hotel accommodation - Conferencing facilities - Night-time activation - Premium offerings
How do we reach them?	<ul style="list-style-type: none"> - Word of mouth - Host recommendations 	<ul style="list-style-type: none"> - Word of mouth - Clear signage and gateways 	<ul style="list-style-type: none"> - Product packaging - Promotion through events organisers 	<ul style="list-style-type: none"> - Marketing – Social media - Touring agencies 	<ul style="list-style-type: none"> - Industry associations - Direct marketing to target organisations

Target Markets – Growth Markets



Market	Education	Business
Opportunity Why are they coming?	Leveraging the Dish and TAFE NSW Parkes Campus.	Leveraging the new workforce from the Parkes Special Activation Precinct.
Who are they?	<ul style="list-style-type: none"> - Local, national and international students - Longer stays 	<ul style="list-style-type: none"> - Young professionals - Mid-week visitors - Contractors/workers
What do they want/need?	<ul style="list-style-type: none"> - Medium-long term accommodation - Night-time activation - Products and experiences 	<ul style="list-style-type: none"> - Hotel accommodation - Conferencing facilities - Night-time activations - Premium offerings
How do we reach them?	<ul style="list-style-type: none"> - Through existing organisations 	<ul style="list-style-type: none"> - Industry associations - Direct marketing to target organisations



LEGEND

Parkes Town Centre	Bypass	Masterplan Projects
Parkes Special Activation Precinct	Existing	Parkes Western Entry Masterplan
Major Parks	Early Permanent	Dalton Street Masterplan
	Shared Path	

Understanding Parkes

- Bypass impact on Bogan street businesses and Visitor Information Centre
- Special Activation Precinct establishment
- Dispersal of public parks
- Masterplan projects within and to the West of Parkes Town Centre

Challenges / needs

1. **Markets.** Need to grow overnight market and grow yield in line with benchmarks, investment in accommodation and food & beverage will support this.
2. **Demand and Awareness.** Lack of hero products, experiences and events to drive demand and awareness. Opportunity to leverage from the Dish and consider the need for re-branding and targeted marketing to grow awareness.
3. **Quality and diversity of product.** Quality of dining experiences, lack of accommodation to support growth, lack of indoor activities for children, diversity of experiences.
4. **Difficulty in navigating the Parkes township without a private vehicle.** Need to investigate transport options to support visitors and workforce.
5. **Lack of amenity and reinvestment in private property presentation.** Opportunity to investigate placemaking and retail shopfront improvement. Council to be proactive in supporting placemaking activities.
6. **Need for industry strengthening and capacity building.** Need to bring industry on the growth journey and build their capacity through education, training, and skills development.
7. **Regional visitor economy collaboration.** Ensure ongoing collaboration with stakeholders (e.g. DCWNSW, Councils, relevant regional authorities) at a strategic and operational level, to improve delivery of regional initiatives, marketing and product/infrastructure.
8. **Workforce challenges.** Need for more staff is prominent across all industries. The detrimental impact of workforce shortages is most obvious in food and beverage businesses.
9. **Business complacency.** Ensure businesses which serve the touring market (e.g. food and beverage operators) are open during business hours to serve visitors.



Competitive Strengths / Opportunities

1. **Strong events reputation and capability.** Opportunity to diversify events offering to drive visitation.
2. **The Dish.** Already attracting significant visitation with limited product. Opportunity to increase visitation to Parkes with more scientific themed attractions.
3. **Large-scale, quality infrastructure.** Opportunity to better utilise existing assets (sporting precincts, showgrounds etc) for major events.
4. **Broad range of markets.** Competitive strength in serving VFR, touring, sporting, etc. markets.
5. **Accommodation in proximity to CBD.** Opportunity to upgrade / renovate accommodation supply to increase number of beds accommodated and lifting quality of existing provision.
6. **Ability to leverage from touring visitors, in particular Melbourne and Brisbane touring.** Improving amenity, products and experiences to target this market.
7. **Central location in network of regional towns provides major market opportunity.** Untapped local market at doorstep, including opportunity to attract markets from nearby towns such as Forbes, Orange and Dubbo.
8. **Nature.** Opportunity to improve connection and access to nature (Goobang National Park, Lake Endeavour).





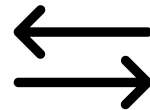
Framework Structure

Destination Management Plan

- Establish a shared vision, goals, strategies and actions to guide visitor economy growth
- Informed by & informs bypass strategy

Bypass Strategy

- Mitigate direct impacts of the bypass
- Maximise opportunities for Parkes
- Provide tools for business adaptation



2 separate but
linked strategies

Framework

Vision

Parkes will continue to develop as a destination that celebrates arts, culture and festivals whilst delivering positive visitor experience to all that visit.

Objectives

1. Improve liveability for community - Enhanced liveability will be achieved through strengthening the visitor economy and infrastructure that services both visitors and residents.
2. Support sustainable tourism - Encourage sustainable approaches to tourism with consideration of economic viability, environmental protection and social equity.
3. Develop compelling products and experiences - Encourage the development of motivating products and experiences to attract new markets and grow yield from existing markets.
4. Grow visitor yield and length of stay.



Themes and Priorities

Themes



Further Develop Parkes Events and Festivals Program

Build on Parkes' strong brand as an events destination by delivering signature events and festivals which are aligned to Parkes' comparative strengths.

Grow Arts and Culture

Provide contemporary and compelling arts and culture experiences to enrich the visitor experience, whilst connecting community through the showcasing and celebration of local heritage and culture.

Enhance Product and Infrastructure

Develop captivating products within Parkes with supporting infrastructure which will serve as the foundation for visitor economy growth.

Themes and Priorities

Themes



Improve Visitor Experience

Deliver premium visitor experiences through the establishment of local visitor nodes which provide a connected network with the capacity to realise Parkes' potential as a key visitor hub and gateway.

Facilitate Industry Growth

Create a strong, collaborative and connected tourism industry that is innovative, resilient and prioritises the delivery of positive visitor experiences.

Strengthen Destination Marketing & Brand Awareness

Improve destination awareness in key target markets through a strong brand identity and quality information that is reflective of Parkes offering.

Priorities and Focus



Theme	Further Develop Parkes Events Program	Grow Arts and Culture	Enhance Product and Infrastructure
Priority Projects	<ul style="list-style-type: none"> Diversified events calendar through an events strategy (festivals, sporting events, markets, street events) Delivery of improved event facilities 	<ul style="list-style-type: none"> Public lighting (incl. light projections) Silos and/or water tank art Community art and makers program Botanical gardens / sculpture park/trail 	<ul style="list-style-type: none"> Accommodation refurbishment Delivery of new serviced apartment accommodation facility Attraction of destination food and beverage options Enhanced outdoor dining options Nature based product activation (Goobang, Lake Endeavour) Delivery of entertainment complex for indoor events and conferences Agri-tourism On demand public transport service

Priorities and Focus



Theme	Improve Visitor Experience	Facilitate Industry Growth	Strengthen Destination Marketing & Brand Awareness
Priority Projects	<ul style="list-style-type: none"> Streetscaping and amenity Stopover precinct (in close proximity to CBD) toilets, destination playground, long vehicle parking. Town gateway improvements Wayfinding Waterpark Visitor Information Centre relocation Retail shopfront program 	<ul style="list-style-type: none"> Workforce attraction and retainment plan (Population attraction) Workforce training 	<ul style="list-style-type: none"> Brand and marketing strategy Digital content

Next Steps

- Next week > Stakeholders and Parkes Shire Council to provide feedback on framework to Georgiana
- Mid April> Draft Report
- Late April> Presentation of Draft to Council executive, Councillor and Economic Development Committee for Council
- May- June> Public Exhibition of Draft Reporting
- June> Final DMP and Strategy



7.4 2023 TRUNDLE ABBA FESTIVAL**IP&R Linkage:** Pillar: Community**Goal:** Our community is creative, proud and has a strong sense of belonging.**Strategy:** Deliver and support events, festivals and celebrations that promote engaged citizenship and foster community pride.**Author:** Cathy Treasure, Visitor Economy and Major Events Specialist**Authoriser:** Cian Middleton, Director Customer, Corporate Services and Economy**Annexures:** Nil

RECOMMENDATION

That the Tourism, Destination and Events Advisory Committee:

1. Receive and note the briefing on the 2023 Trundle ABBA Festival as detailed in this report.
-

BACKGROUND

At its Ordinary Meeting held on 24 January 2023, Parkes Shire Council ("Council") resolved that it would assume responsibility for managing the planning and delivery of the 2023 Trundle ABBA Festival ("the Festival"), to be held Saturday, 14 October 2023 [**res. 028/23**].

ISSUES AND COMMENTARY

Following the January Ordinary Meeting, Council staff have commenced planning the 2023 Trundle ABBA Festival.

A "Save the Date" announcement was made via Facebook on 21 February 2023. As of 28 February 2023, this post had achieved a reach of 54,100, with 1,200 "likes", 870 comments and 227 shared. Comments have been predominantly positive, with excitement expressed for the upcoming Festival.

Internally, Council staff are reviewing the Festival brand and progressing with the development of a new website, utilising the same platform used by Council's recently-launched corporate website (available at www.parkes.nsw.gov.au). In the interim, a placeholder page has been developed for trundleabbafestival.com.au, where fans can sign up to be part of a mailing list to receive further updates.

Council has engaged Ms Hayley Roach to coordinate the planning and delivery of the Festival, initially on a part-time, remote basis. Ms Roach will commence full-time in the Parkes Shire from 28 August 2023.

LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

On the 22 December 2022, the Department of Regional NSW wrote to Council advising that it has approved Council's request to carry over the Regional Events Acceleration Funding of \$90,000 to October 2023.

Council has also secured \$30,000 funding for marketing under the DNSW Flagship Funding program.

A budget is currently under development for the 2023 Festival.

RISK IMPLICATIONS

Managing any entirely-outdoor event will always have high inherent risks. In light of progressively unpredictable weather patterns and severe weather events, it is becoming increasingly challenging to secure insurance coverage for large outdoor events. For example, in the lead-up to the 2022 Trundle ABBA Festival; Council's insurance provider advised in late September (just over three weeks' before the festival was due to proceed) that it would no longer be prepared to provide any insurance coverage for flood/road closure for the event. Council's Corporate Services team is currently working to secure insurance coverage for the 2023 Trundle ABBA Festival.

COMMUNITY CONSULTATION

Prior to the public announcement, Council's Events and Festivals team contacted key stakeholders to inform them of the decision.

CONCLUSION

Preparations for the 2023 Trundle ABBA Festival have commenced. Further reports will be provided to the Committee, once an event plan and accompanying budget have been finalised.

8 CONFIDENTIAL MATTERS

RECOMMENDATION

That Tourism, Destination and Events Advisory Committee:

1. Moves into Closed Session to deal with the matters below, which are classified as confidential under section 10A(2) of *the Local Government Act 1993* for the reasons specified:

8.1 DEVELOPMENT OF PARKES SHIRE SIGNAGE AND WAYFINDING STRATEGY

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

8.2 DEVELOPMENT OF PARKES REGIONAL ENTERTAINMENT AND CULTURAL CENTRE FEASIBILITY STUDY

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

8.3 2023 PARKES ELVIS FESTIVAL POST-EVENT BRIEFING

This matter is considered to be confidential under Section 10A(2) - a and d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors) and commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

8.4 GATES OF GRACELAND AT PARKES

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

2. Exclude the media and public from the meeting on the basis that the business to be considered is classified as confidential, pursuant to 10A(1), 10(2) and 10A(3) of the *Local Government Act 1993*.
3. Withhold reports and correspondence relevant to the subject business be withheld from the media and public as provided by section 11(2) of the *Local Government Act 1993*.
4. Make public resolutions made by the Council in Closed Session after the conclusion of the Closed Session, and record such resolutions in the minutes of the Council meeting.

BACKGROUND, ISSUES AND COMMENTARY

In accordance with section 10A(2) of the *Local Government Act 1993*, Council may close part of its meeting to deal with business of the following kind:

- (a) Personnel matters concerning particular individuals (other than councillors).
- (b) Personal hardship of any resident or ratepayer.
- (c) Information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.
- (d) Commercial information of a confidential nature that would, if disclosed:
 - (i) Prejudice the commercial position of a person who supplied it: or
 - (ii) Confer a commercial advantage on a competitor of Council;
 - (iii) Reveal a trade secret.
- (e) Information that would, if disclosed, prejudice the maintenance of law.
- (f) Matters affecting the security of Council, Councillors, Council staff and Council property.
- (g) Advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.
- (h) Information concerning the nature and location of a place or an item of Aboriginal significance on community land.
- (i) Alleged contraventions of any Code of Conduct requirements applicable under section 440.

It is my opinion that the business listed in the recommendation is of a kind referred to in section 10A(2) of the *Local Government Act 1993* and, under the provisions of the Act and the *Local Government (General) Regulation 2021*, should be dealt with in a part of the meeting that is closed to members of the public and the media.

Pursuant to section 10A(4) of the Act and clauses 14.9–14.10 of Council's Code of Meeting Practice, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.

9 REPORT OF CONFIDENTIAL RESOLUTIONS

In accordance with clauses 14.22 and 14.23 of Council's Code of Meeting Practice, resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson as soon as practicable. Such resolutions must be recorded in the publicly available minutes of the meeting.
