



ORDINARY COUNCIL MEETING

Tuesday 23 July 2019

6:00pm

Community Hub

Room 1

48 Burns Street, Maryborough

AGENDA

Item	Title	Page
1.	Commencement of Meeting, Welcome and Opening Prayer	
2.	Apologies	
3.	Leave of Absence	
4.	Disclosures of Conflicts of Interest	
5.	Confirmation of the Minutes of the Previous Council Meeting	2
6.	Reports from Committees NIL	
7.	Petitions NIL	
8.	Officer Reports	
8.1	ASSEMBLIES OF COUNCILLORS	3
8.2	GOLDFIELDS VILLAGES DESTINATION MANAGEMENT PLAN 2019-2025 AND GOLDFIELDS VILLAGES TOURING PRODUCT DEVELOPMENT AND MARKETING PLAN	5
8.3	ASSET MANAGEMENT FRAMEWORK	11
8.4	NCCMA FLOOD AND LSIO AMENDMENT 2019	15
8.5	POWER PURCHASE AGREEMENT	19
8.6	PLANNING APPLICATION 158/17 – CONSTRUCTION OF A SECOND DWELLING ON A LOT AT 105 NESBET ROAD, MAJORCA	26
8.7	PROCUREMENT POLICY UPDATE	37
9.	Notices of Motion Nil	
10.	Urgent Business	
11.	Confidential Business Nil	
9.	Meeting Close	

5 CONFIRMATION OF THE MINUTES OF PREVIOUS COUNCIL MEETINGS

Author: Manager Governance Property and Risk

Responsible Officer: Chief Executive Officer

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE:

To present for confirmation the minutes of the Ordinary Council Meeting held on 25 June 2019.

POLICY CONTEXT:

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

Outcome: Central Goldfields Shire is proactive, well governed, professional and financially sustainable organisation.

4.3 Objective: Provide leadership in governance and Council decision making

BACKGROUND INFORMATION:

The minutes of meetings remain unconfirmed until the next meeting of Council.

REPORT:

Section 93 of the *Local Government Act 1989* requires Council to keep minutes of each meeting of the Council and Special Committees, and for minutes to be submitted to the next appropriate meeting for confirmation.

CONCLUSION:

The unconfirmed minutes of the Ordinary Council Meeting held on 25 June 2019 are presented for confirmation.

ATTACHMENTS:

1. Unconfirmed Minutes of Ordinary Council Meeting held 25 June 2019.

RECOMMENDATION:

That Council confirms the Minutes of the Ordinary Council Meeting held on 25 June 2019.



ORDINARY MEETING OF COUNCIL MINUTES

Tuesday 25 June 2019
6:00pm

Council Chamber
Room 1 Community Hub
48 Burns Street
Maryborough

MEMBERSHIP

Administrator Noel Harvey
Administrator Karen Douglas
Administrator Hugh Delahunty

To be confirmed at the Ordinary Council Meeting
scheduled for 23 July 2019

UNCONFIRMED MINUTES

1. COMMENCEMENT OF MEETING AND WELCOME

The meeting commenced at 6.00pm

The Chair, Administrator Noel Harvey read the Council Prayer and acknowledgement statement:

Council Prayer

Almighty God, we ask you to be present in this Council.

Direct and guide our deliberations.

We ask you to grant us wisdom and sensitivity as we deal with the business of our Shire.

May each decision that we make advance the wellbeing of all our residents.

This we pray. Amen.

Acknowledgement of Country

I acknowledge the Traditional Owners of the land on which we are meeting. I pay my respects to their Elders, past and present, and the Elders from other communities who may be here today.

PRESENT

Administrator Noel Harvey
Administrator Karen Douglas
Administrator Hugh Delahunty

IN ATTENDANCE

Chief Executive Officer, Lucy Roffey
General Manager Corporate Performance, Paul Brumby
General Manager Community Wellbeing, Martin Collins
General Manager Infrastructure, Assets and Planning, Rebecca Stockfeld

2. APOLOGIES

Nil

3. LEAVE OF ABSENCE

Nil

4. DISCLOSURES OF CONFLICTS OF INTEREST

Nil

5. CONFIRMATION OF THE MINUTES OF THE PREVIOUS COUNCIL MEETING

The purpose of this report was to present for confirmation, the minutes of the Ordinary Council Meeting held on 28 May 2019.

Council Resolution

That Council confirms the Minutes of the Ordinary Council Meeting held on 28 May 2019.

Moved **Administrator Delahunty**
Seconded **Administrator Douglas**

CARRIED

UNCONFIRMED MINUTES

6. REPORTS FROM COMMITTEES

6.1 NOTING OF THE APPROVED MINUTES OF SPECIAL COMMITTEE MEETINGS AND ADVISORY COMMITTEE MEETINGS

To present for noting the confirmed minutes of Council's special committees established under section 86 of the *Local Government Act 1989* and the Audit and Risk Committee established under section 139 of the *Local Government Act 1989* which is an advisory committee.

Council Resolution

That Council notes the confirmed minutes of the:

1. *Audit and Risk Committee meeting 4 March 2019.*
2. *Talbot Town Hall general meeting 18 March 2019*

Moved **Administrator Douglas**
Seconded **Administrator Delahunty**

CARRIED

7. PETITIONS

Nil

8. OFFICER REPORTS

8.1 ASSEMBLIES OF COUNCILLORS

The purpose of this report was to provide the record of any assembly of councillors, which has been held since the last council meeting, so that they are recorded in the minutes of the formal council meeting.

Council Resolution

That Council note the record of assemblies of councillors as outlined in the report.

Moved **Administrator Delahunty**
Seconded **Administrator Douglas**

CARRIED

8.2 COMMUNITY SUPPORT POLICY

The purpose of this report is to present the new Draft Community Support Policy to Council for endorsement, prior to consulting the community on it.

The provision of community support to our community is a key Council activity. The purpose of a Community Support Policy is to articulate to the community the variety of support that Council provides to community organisations, and committees, and how that support is allocated between competing priorities in a consistent, accountable and transparent manner.

UNCONFIRMED MINUTES

Council Resolution

That Council:

- 1. Endorse the Draft Community Support Policy and Application Forms.*
- 2. Consult with the community on the Draft Community Support Policy and Application Forms, and receive public submissions up until 5.00pm on Wednesday 31 July 2019.*
- 3. Schedule a Hearing Meeting, if required, for 5.30pm on Tuesday 13 August 2019 to hear from any submitter who wishes to speak to their submission.*
- 4. Provide a report on the community feedback on the Draft Community Support Policy and Application Forms to the August 2019 Council meeting.*

Moved **Administrator Douglas**
Seconded **Administrator Delahunty**

CARRIED

8.3 CASUAL HIRE POLICY

The purpose of this report is to recommend that Council endorse the draft casual hire policy for community consultation.

The aim of the policy is to establish the guiding principles and conditions for the casual use and hire of Council managed and community facilities whilst seeking to promote and maximise community participation and use of these facilities.

Council Resolution

That Council:

- 1. Endorse the Draft Casual Hire Policy.*
- 2. Consult with the community on the Draft Casual Hire Policy and receive public submissions up until 5.00pm on Wednesday 31 July 2019.*
- 3. Schedule a Hearing Meeting, if required, for 5.30pm on Tuesday 13 August 2019 to hear from any submitter who wishes to speak to their submission.*
- 4. Provide a report on the community feedback on the Draft Casual Hire Policy to the August 2019 Council meeting.*

Moved **Administrator Delahunty**
Seconded **Administrator Douglas**

CARRIED

UNCONFIRMED MINUTES

8.4 LODDON CAMPASPE ECONOMIC GROWTH STRATEGY

The purpose of this report is to present to Council the Loddon Campaspe Economic Growth Strategy for endorsement.

The Loddon Campaspe Economic Growth Strategy has been jointly prepared by the Loddon Mallee Regional Development Australia (RDA) Committee and the Loddon Campaspe Regional Partnership.

The purpose of the strategy is to assist both committees and the region's stakeholders to undertake joined-up regional advocacy and action to attract investment and growth in the Loddon Campaspe Region.

Council Resolution.

That Council endorse the Loddon Campaspe Regional Economic Growth Strategy.

Moved Administrator Douglas
Seconded Administrator Delahunty

CARRIED

8.5 PROPOSED SALE OF COUNCIL LAND- REAR 91 INKERMANN ST, MARYBOROUGH

The purpose of this report is to recommend that Council commence the statutory procedures for the proposed sale of a parcel of land located at the rear of 91 Inkerman Street, Maryborough by private treaty.

Council Resolution

That Council;

- 1. Gives public notice under Sections 189, 82A and 223 of the Local Government Act 1989 of the proposed sale of land in the appropriate newspapers and on Council's website, and state in the notice that Council proposes to sell the land adjoining the rear of 91 Inkerman Street, Maryborough by private treaty;*
- 2. Receives public submissions during the 28 day notice period ending 5.00pm on Monday 29 July 2019;*
- 3. Obtains a current market valuation undertaken by a certified practicing valuer for the land adjoining the rear of 91 Inkerman Street, Maryborough in accordance with Section 189 of the Local Government Act 1989 ("the Act"); and*
- 4. Commences the statutory process under Section 189 of the Act to sell the land adjoining the rear of 91 Inkerman Street, Maryborough, known as Lot 1 on Title Plan 559585L contained in Certificate of Title Volume 02479 Folio 671 in accordance with Council Policy.*

Moved Administrator Delahunty
Seconded Administrator Douglas

CARRIED

UNCONFIRMED MINUTES

8.6 2019/20 CENTRAL GOLDFIELDS SHIRE COUNCIL ACTION PLAN

The purpose of this report is to present the 2019/20 Action Plan for discussion and Council adoption.

The 2019/20 Action Plan outlines the actions that will be undertaken in 2019/20 to deliver on the initiatives in the four year Council Plan.

Council Resolution

That Council adopt the 2019/20 Central Goldfields Shire Council Action Plan.

Moved Administrator Douglas
Seconded Administrator Delahunty

CARRIED

8.7 PROCUREMENT POLICY UPDATE

The updated Procurement Policy is being presented to Council for adoption.

The purpose of this policy is to comply with the Local Government act 1989 and ensure that Council has current and transparent processes in relation to its procurement practices.

Council Resolution

That Council adopt the attached Procurement Policy.

Moved Administrator Delahunty
Seconded Administrator Douglas

CARRIED

8.8 2019 COMMUNITY SATISFACTION SURVEY RESULTS

The purpose of this report is to present to Council the Community Satisfaction Survey Results for 2019.

The Community Satisfaction Survey is undertaken annually to specifically measure a number of KPIs on Council's performance that are mandated in the Local Government Act and reported in Council's Annual Report. The survey also asks the community to rate a number of Council services in terms of importance and performance.

Council Resolution

That Council:

- 1. Note the 2019 Community Satisfaction Survey results; and*
- 2. The 2019 Community Satisfaction Survey results be made available to the community on Council's website*

Moved Administrator Douglas
Seconded Administrator Delahunty

UNCONFIRMED MINUTES

CARRIED

8.9 2019-2020 PROPOSED BUDGET

The purpose of this report is recommend to Council the adoption of the 2019-2020 Proposed Budget which has been prepared in accordance with section 127(1) of the Local Government Act 1989.

Council Resolution

That the Proposed Budget including the Strategic Resource Plan, and the Proposed Fees and Charges prepared for the 2019/2020 financial year for the purposes of Section 126 and 127 of the Local Government Act 1989 be adopted.

Moved Administrator Delahunty
Seconded Administrator Douglas

CARRIED

8.10 MAY FINANCIAL REPORT

Monthly financial reports are presented to Council to show Council's financial performance and how it is tracking against the mid-year forecast.

Council Resolution

That Council receives and notes the 31 May 2019 Financial Report showing progress against the budget and mid-year forecast.

Moved Administrator Douglas
Seconded Administrator Delahunty

CARRIED

9 NOTICES OF MOTION

Nil

10 URGENT BUSINESS

Nil

11 CONFIDENTIAL BUSINESS

Nil

UNCONFIRMED MINUTES

12 MEETING CLOSURE

The Chair, Administrator Noel Harvey declared the meeting closed at 6.36 pm

To be confirmed at the Ordinary Council Meeting
held on 23 July 2019.

Chair, Administrator Noel Harvey

8.1 ASSEMBLIES OF COUNCILLORS

Author: **Manager Governance Property and Risk**

Responsible Officer: **Chief Executive Officer**

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE:

The purpose of this report is to provide the record of any assembly of councillors, which has been held since the last council meeting, so that it can be recorded in the minutes of the formal council meeting.

POLICY CONTEXT:

Section 80A of the Local Government Act 1989 requires the record of any assembly of councillors to be reported to the next practicable council meeting and recorded in the minutes and to include the names of all administrators and council staff attending, the matters considered and any conflicts of interest recorded.

BACKGROUND INFORMATION:

The Local Government Act provides a definition of an assembly of councillors where conflicts of interest must be disclosed.

A meeting will be an assembly of councillors if it considers matters that are likely to be the subject of a council decision, or, the exercise of a council delegation and the meeting is:

1. A planned or scheduled meeting that includes at least half the councillors and a member of council staff; or
2. An advisory committee of the council where one or more councillors are present.

The requirement for reporting provides increased transparency and the opportunity for councillors to check the record, particularly the declarations of conflict of interest.

REPORT:

Outlined below are the details of assemblies of councillors since the last meeting:

Date	9 July	Meeting:	Briefing Meeting
Councillor Attendees	Noel Harvey (Chief Administrator), Hugh Delahunty (Administrator), Karen Douglas (Administrator)		
Council Staff Attendees	Lucy Roffey (CEO); Paul Brumby (GMCP); Glenn Deaker (Acting GMIAP); Joel Chadwick (Acting GMCW); Ron Potter, Manager Infrastructure; Megan Kruger, Manager Governance Property and Risk; Gary Nevill, Special Projects Officer; Kristie Berry, Property and Risk Officer; Amy Bell, Strategic Planner; James Maw, Manager Statutory Services; Keith Longridge, Planner.		
Guests	Marion Da Costa; Ralph Williams, LDCC; Katie Lovel, Principal, Dunolly Primary		

Conflict of interest disclosures:		<p>Ralph Williams declared an indirect conflict of interest in the item relating to the Dunolly Community Hub as he is also a Council employee but did not leave the meeting.</p> <p>Hugh Delahunty declared an indirect conflict of interest in the item relating to the Dunolly Community Hub as he is a member of the Australian Sports Commission but did not leave the meeting.</p>
Matters Considered	<ul style="list-style-type: none"> • Business case for Dunolly Community Hub/Sports Centre • Maryborough Aerodrome • Goldfields Villages Destination Management Plan 2018-2025 • Local Government Bill 2019 Reforms • Asset Policies • NCCMA Flood and LSIO Amendment 2019 • Planning Application 158/17 – Construction of a Studio at 105 Nesbet Road, Majorca • Procurement Policy • Electricity Purchase Agreement 	

Date	25 June	Meeting:	Briefing Meeting
Councillor Attendees	Noel Harvey (Chief Administrator), Hugh Delahunty (Administrator), Karen Douglas (Administrator)		
Council Staff Attendees	Lucy Roffey (CEO)		
Guests			
Conflict of interest disclosures:		NIL	
Matters Considered	Pre meeting to discuss June Ordinary Council Meeting.		

RECOMMENDATION:

That Council note the record of assemblies of councillors for the period 25 June to 17 July 2019.

8.2 GOLDFIELDS VILLAGES DESTINATION MANAGEMENT PLAN 2019-2025 AND GOLDFIELDS VILLAGES TOURING PRODUCT DEVELOPMENT AND MARKETING PLAN

Author: Manager Tourism, Events and Culture

Responsible Officer: General Manager Community Wellbeing

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE:

The purpose of this report is for Council to endorse the completed Goldfields Villages Destination Management Plan 2019-2025 and Goldfields Villages Touring: Unearthing Hidden Stories Product Development and Marketing Plan commissioned by Victorian Goldfields Tourism Executive.

The Goldfields Villages Destination Management Plan (DMP) and Goldfields Villages Touring Product Development and Marketing Plan, are strategies focused on tourism product development and promotion for the Goldfields Villages (including Maryborough, Talbot and Dunolly) between Bendigo and Ballarat. Both provide a useful context for the Central Goldfields Economic Development and Tourism Strategy currently in progress.

POLICY CONTEXT:

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Economy

Outcome: A vibrant local economy which contributes to the municipality's economic prosperity.

2.3 Objective: Promote Central Goldfields as a place of choice to live, work and play.

2.7 Objective: Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences.

BACKGROUND INFORMATION:

Victorian Goldfields Tourism Executive (VGTE) commissioned Urban Enterprise to undertake the Goldfields Villages Destination Management Plan, with the key objective of the project to develop a DMP/Product Development Strategy focused on product development and promotion of the Goldfields Villages between Bendigo and Ballarat.

This DMP focuses on product development and promotion of the following key Goldfields Villages between (or in close proximity too) Bendigo and Ballarat including:

- Heathcote (Greater Bendigo LGA);
- Dunolly, Maryborough and Talbot (Central Goldfields LGA);
- Creswick and Clunes (Hepburn LGA);
- Inglewood and Wedderburn (Loddon LGA);
- Castlemaine and Maldon (Mount Alexander LGA); and
- Avoca and Beaufort (Pyrenees LGA).

The Product Development & Marketing Plan for Goldfields Villages Touring was identified as a key requirement of the project brief for the Goldfields Villages Destination Management Plan.

The concept of touring through the Goldfields Villages has been developed to reflect the way contemporary visitors tour regions and destinations. Rather than focus on creating one defined A-B touring route, the Goldfields Villages Touring experience is exploratory. Emphasis is placed on providing a journey that encourages visitors to experience a narrative across the villages with a focus on culture and heritage, arts and creativity and culinary products and experiences.

The Product Development and Marketing Plan provides an outline of key steps to formalising the touring product, brand focus and marketing of the touring experience.

REPORT:

The Goldfields Villages DMP builds on previous Destination Management Plans prepared for the Bendigo and Ballarat tourism regions as well as other local plans and strategies conducted across the municipalities that make up the Goldfields Villages region.

The Bendigo Region and Ballarat DMPs have a key hub focus on the two regional cities, whilst this Goldfields Villages DMP focuses on enhancement to the villages and strengthening the linkages between the villages of the Goldfields. The premise for the Goldfields Villages DMP is that a joint product development approach between villages creates a product of larger scale and collaborative effort to reach target markets.

Both the Ballarat Visitor Investment Plan (VIP) and Bendigo Region DMP identify building the hinterland experience as a key destination development theme. Arts and culture, events, heritage and nature based also featured strongly across the identified development themes.

State and Federal Government tourism strategic plans highlight the importance of product investment and marketing in regional areas to grow visitation and yield from visitors. The Goldfields DMP, specifically considers the following in alignment with State and Federal policy:

- Facilitating investment in tourism product and services;
- Marketing activity that leverages all major visitor segments;
- A wider calendar of events that encourages visitor dispersal across Victoria;
- Visitor experiences tailored to the preferences of visitors from Asia; and
- Investing in key public infrastructure.

The overall vision of the Goldfields Villages DMP is:

"The Goldfields Villages will be a connected network of vibrant townships that together are recognised as one of Victoria's primary heritage and creative regions. Engaging stories, trails and seasonal experiences will draw visitors to and through the region, heroing the gold rush heritage, and making the villages home to a vibrant year-round tourism economy."

Key strategic considerations the Goldfields Villages DMP takes into account include:

- There is a lack of visitor experience, product and activation in the Goldfields Villages.
- There is a need to bring the goldfields history to life through innovative interpretation which focuses on the stories and human element of the goldfields heritage.
- Goldfields Touring Route and the Goldfields Track create two key opportunities to link the villages together.
- The sum of all villages is a stronger product than individual destinations and is a focus for the DMP.

- There is opportunity to grow yield by converting the large Bendigo and Ballarat daytrip market to extend their visit into the hinterland.
- There is opportunity to strengthen arts and makers experience as core product of the Goldfields Villages.

In response to the identified strategic considerations for tourism, the overarching objective for the Goldfields Villages DMP is to achieve measurable growth in the visitor economy based on collaborative projects that raise the profile of the Goldfields Villages and create strong regional products.

Objectives that respond to the above key strategic considerations include:

1. Deliver motivating contemporary experiences;
2. Product and experience should explore and connect with stories of gold;
3. Key products should focus on ways to link the villages and align with regional city offerings to create a compelling journey;
4. Quality of experience, service and product should be consistent across the villages; and
5. Maker, creator and producer experiences should be unique propositions, shared across the villages.

These objectives help identify priorities for the Goldfields Villages and shape projects into the future.

A set of six strategic development themes were developed in response to the key issues and opportunities identified for the region, with each including a range of product, infrastructure, experience and strategy based projects and initiatives.

- **THEME 1: *History and Cultural Heritage*** - Contemporising the goldrush heritage and exploring and promoting different narrative layers of the region including indigenous and migration stories.
- **THEME 2: *Tracks, Trails and Touring*** - Exploring the region through creating motivating itineraries that connect themed experiences and tell the region's stories. Leveraging from new iconic product such as the Goldfields Track to build the profile of the region as a nature, cycling and walking destination.
- **THEME 3: *Makers, Arts and Culture*** - Build on the current assets of the region, developing experiences and stories around the makers and products in the villages.
- **THEME 4: *Food, Wine and Ferments*** - Leveraging the prominence of the regions produce into unique destination based food and wine experiences and attractions.
- **THEME 5: *Festivals and Events*** - Develop a coordinated approach to events procurement, development and support which focuses on events aligned to hero stories of the region.
- **THEME 6: *Assets, Infrastructure and Investment*** – Investment in supporting assets and infrastructure is a critical requirement for tourism industry growth in the Goldfields Villages, particularly with regard to supporting overnight visitors with the delivery of accommodation and improvements to township amenity to ensure that the region's destinations are visitor friendly.

As outlined in the DMP attached, the following eight regional priority projects have been identified to increase the visitor appeal and profile of the Goldfields Region:

- World Heritage Listing Bid Enhancement
- Victorian Goldfields Railway Experience
- Goldfields Track
- Goldfields Art Villages Project

- Shiraz and Other Stories: Activating the Central Region Reds
- Signature Festivals Program
- Villages Investment Prospectus
- Goldfields Touring: Unearthing Hidden Stories

Product and Marketing Plan

The Product Development and Marketing Plan provides an outline of key steps to formalising the touring product, brand focus and marketing of the touring experience for the Goldfields Villages.

The aim is for Goldfields Villages Touring to create a platform to unearth, connect, and amplify the hidden stories of the Villages, building from three key fluid itineraries or 'journeys'. The three themed key journeys include:

Cultural

Unearthing and creating contemporary and motivating experiences around the region's converging narratives, including the "Gold Story", democracy, and Indigenous history.

Creative

The Goldfields Villages will develop into a hub for makers and creators, producing vibrant communities for locals and visitors alike through artistic interventions, spaces and events, and meet the maker experiences.

Culinary

The Goldfields Villages will be a region that heroes it's local produce through boutique destination dining, and meet the producer and cellar door experiences.

The action plan provides key steps to establishment of the Goldfields Villages Touring experience including product formalisation, content development, branding, and marketing.

It is envisaged that a steering committee be established, with representation from VGTE, key Local Governments, Visit Ballarat, Bendigo Regional Tourism and Regional Development Victoria. This steering committee will oversee actions as identified in the plan. Agreement needs to be made with regard to how the marketing costs are shared amongst stakeholders in the region.

The benefits for Bendigo and Ballarat in supporting touring through the villages is the opportunity to grow length of stay. Both Bendigo and Ballarat have a shared issue in converting day trip visitors to overnight visitors. Goldfields Villages Touring will assist in growing length of stay and yield for the bookend destinations in the region.

The action plan focusses on three areas:

1. Story Development and Interpretation

Effectively developing and leveraging from the region's untold stories will be integral to developing the Villages as a connected product and creating a motivator to visit. In particular, contemporary interpretation of these stories will differentiate the Goldfields Villages Touring as a high quality, niche experience that will appeal to the Lifestyle Leader segment.

2. Branding and Content Development

Establishing a clear brand for Goldfields Villages Touring will be essential to effectively capturing the non-traditional touring market, and should be conducted prior to the development of digital content and marketing to ensure the experience is motivating for the Lifestyle Leader segment.

The creation of dedicated digital platforms will be important in establishing Goldfields Villages Touring as a 'product'. This includes the creation of a mobile application to support the development and promotion of goldfields villages' stories, aligning them to contemporary visitor touring behaviour and motivations, allowing visitors to develop their own itinerary touring the Goldfields Villages, with a focus on heritage, the arts or food/wine. This will allow visitors to experience the goldfields stories in their own way through building their own personalised touring route aligned to their own preferences and motivations for visiting.

3. Marketing and Positioning

Leveraging Ballarat and Bendigo Regional Tourism marketing will be essential for maximising exposure and also attracting visitors from these regional cities through aligning with the target market preferences of these destinations.

In particular marketing for Goldfields Villages Touring needs to consider the growing visitor preference for digital information consumption for trip planning, and organic and WOM generated marketing.

Both the Goldfields Villages Destination Management Plan and Goldfields Villages Touring Product Development and Marketing Plan and their priorities will be considered as part of the desktop background audit by Urban Enterprise in the preparation of Council's upcoming Central Goldfields Economic Development and Tourism Strategy. It seen as advantageous that Urban Enterprise are also preparing this strategy and will be well informed on how each of the regional plans align with Council's direction moving forward.

CONSULTATION/COMMUNICATION:

In-region consultation and 1:1 discussions were conducted with key local government and industry stakeholders, and members of both Visit Ballarat and Bendigo Regional Tourism by consultants Urban Enterprise. The list of consultation stakeholders for the project was compiled and provided by the VGTE.

FINANCIAL & RESOURCE IMPLICATIONS:

Implementing the actions identified in the Goldfields Villages DMP and Goldfields Villages Touring Product Development and Marketing Plan will require staff resources to collaborate with regional stakeholders and implement some actions.

Council will need to contribute to some of the projects along with each of the regional tourism boards. Council funding will be on a project by project basis and individual projects will be put to Council as part of any budget process.

CONCLUSION:

The Goldfields Villages Destination Management Plan and Goldfields Villages Touring Product Development and Marketing Plan, are strategies focused on tourism product development and promotion for the Goldfields Villages (including Maryborough, Talbot and Dunolly) between Bendigo and Ballarat. Both provide a useful context for the Central Goldfields Economic Development and Tourism Strategy currently in progress. Importantly the focus on connectivity between the Goldfields villages and the two regional cities of Bendigo and Ballarat works well for Central Goldfields which is located centrally. The three proposed themes for the Villages –

culture, creativity and culinary leverage well from activities already taking place and develop capability in the villages as well as leveraging from the strengths and branding of Bendigo and Ballarat.

ATTACHMENTS:

- 1 Goldfields Villages Destination Management Plan 2019-2025 (DMP)
- 2 Goldfields Villages Touring: Unearthing Hidden Stories Product Development and Marketing Plan

RECOMMENDATION:

That Council endorse the Goldfields Villages Destination Management Plan and Goldfields Villages Touring Product Development and Marketing Plan.

CELEBRATING
30
YEARS
1989-2019



goldfields

urban
enterprise
planning
economics+tourism

Victorian Goldfields Tourism Executive



GOLDFIELDS VILLAGES DESTINATION MANAGEMENT PLAN 2019-2025

FINAL REPORT

VICTORIAN GOLDFIELDS TOURISM EXECUTIVE | APRIL 2019



www.urbanenterprise.com.au



AUTHORS

Danielle Cousens

Mike Ruzzene

Urban Enterprise

Urban Planning, Land Economics, Tourism Planning & Industry Software

389 St Georges Rd, Fitzroy North, VIC 3068

(03) 9482 3888

www.urbanenterprise.com.au

© Copyright, Urban Enterprise Pty Ltd, 2017

This work is copyright. Apart from any uses permitted under Copyright Act 1963, no part may be reproduced without written permission of Urban Enterprise Pty Ltd.

DISCLAIMER

Neither Urban Enterprise Pty. Ltd. nor any member or employee of Urban Enterprise Pty. Ltd. takes responsibility in any way whatsoever to any person or organisation (other than that for which this report has been prepared) in respect of the information set out in this report, including any errors or omissions therein. In the course of our preparation of this report, projections have been prepared on the basis of assumptions and methodology which have been described in the report. It is possible that some of the assumptions underlying the projections may change. Nevertheless, the professional judgement of the members and employees of Urban Enterprise Pty. Ltd. have been applied in making these assumptions, such that they constitute an understandable basis for estimates and projections. Beyond this, to the extent that the assumptions do not materialise, the estimates and projections of achievable results may vary.

CONTENTS

EXECUTIVE SUMMARY	1	5. GOLDFIELDS VILLAGES VISITOR ECONOMY	44
1. INTRODUCTION	7	5.1. INTRODUCTION	44
1.1. BACKGROUND	7	5.2. KEY FINDINGS	44
1.2. METHODOLOGY	7	5.3. VISITOR EXPENDITURE	45
PART A. REGIONAL PROFILE	9	5.4. INDUSTRY PROFILE	47
2. REGIONAL CONTEXT	10	PART B. FUTURE DIRECTIONS	49
2.1. INTRODUCTION	10	6. STRATEGIC FRAMEWORK	50
2.2. KEY FINDINGS	10	6.1. INTRODUCTION	50
2.3. LOCATION	11	6.2. STRATEGIC CONSIDERATIONS	50
2.4. GOVERNANCE	11	6.1. OVERARCHING OBJECTIVES	51
2.5. INFRASTRUCTURE AND CONNECTIVITY	13	6.2. VISION 2030	52
2.6. STRATEGIC CONTEXT	14	6.3. STRATEGIC THEMES	53
2.7. REGIONAL INITIATIVES	15	7. PRIORITY PROJECTS	54
3. PRODUCT AND EXPERIENCE PROFILE	16	7.1. INTRODUCTION	54
3.1. INTRODUCTION	16	7.2. PROJECT 1: WORLD HERITAGE LISTING BID ENHANCEMENT	55
3.2. KEY FINDINGS	16	7.3. PROJECT 2: VICTORIAN GOLDFIELDS RAILWAY EXPERIENCE	57
3.3. EXISTING PRODUCTS AND EXPERIENCES	17	7.4. PROJECT 3: GOLDFIELDS TRACK	59
3.4. VISITOR SERVICES	28	7.5. PROJECT 4: GOLDFIELDS ART VILLAGES PROJECT	61
4. VISITOR PROFILE	29	7.6. PROJECT 5: SHIRAZ AND OTHER STORIES: ACTIVATING THE CENTRAL REGION REDS	62
4.1. INTRODUCTION	29	7.7. PROJECT 6: SIGNATURE FESTIVALS PROGRAM	63
4.2. KEY FINDINGS	30	7.8. PROJECT 7: INVESTMENT ATTRACTION AND PROSPECTUS	65
4.3. VISITATION	30	7.9. PROJECT 8: GOLDFIELDS TOURING: UNEARTHING HIDDEN STORIES	66
4.4. VISITOR DEMOGRAPHICS	32	8. THEME 1: HISTORY AND HERITAGE	68
4.5. KEY TARGET AND EMERGING MARKETS	42		

8.1. BACKGROUND	68	14.8. REGIONAL POLICY	98
8.2. HISTORY AND HERITAGE PROJECTS	69	14.9. LOCAL POLICY	103
9. THEME 2: TRACKS, TRAIL AND TOURING	71		
9.1. BACKGROUND	71	FIGURES	
9.2. TRACKS, TRAILS AND TOURING PROJECTS	72	FIGURE 1 GOLDFIELDS REGIONAL GEOGRAPHIES.....	1
10. THEME 3: MAKERS, ARTS AND CULTURE	78	FIGURE 2 LOCATION CONTEXT.....	11
10.1. BACKGROUND	78	FIGURE 3 VICTORIAN GOLDFIELDS TOURISM EXECUTIVE GOVERNANCE	
10.2. MAKERS, ARTS AND CULTURE PROJECTS	79	STRUCTURE.....	11
11. THEME 4: FOOD, WINE AND FERMENTS	81	FIGURE 4 SURROUNDING RTBS/RTOS	12
11.1. BACKGROUND	81	FIGURE 5 GOLDFIELDS VILLAGES EXISTING TRANSPORT INFRASTRUCTURE..	13
11.2. FOOD, WINE AND FERMENTS PROJECTS	82	FIGURE 6 PYRENEES WINE REGION	22
12. THEME 5: FESTIVALS AND EVENTS	83	FIGURE 7 HEATHCOTE WINE REGION.....	23
12.1. BACKGROUND	83	FIGURE 8 REGION BOUNDARIES AND INCLUSIONS.....	29
12.2. EVENTS AND FESTIVALS PROJECTS	84	FIGURE 9 DOMESTIC DAYTRIP VISITATION TREND 2008-2017	31
13. THEME 6: ASSETS, INFRASTRUCTURE AND INVESTMENT	87	FIGURE 10 DOMESTIC OVERNIGHT VISITATION TREND 2008-2017	31
13.1. BACKGROUND	87	FIGURE 11 INTERNATIONAL VISITATION TREND 2008-2017	32
13.2. ASSETS, INFRASTRUCTURE AND INVESTMENT PROJECTS	88	FIGURE 12 DOMESTIC DAYTRIP PURPOSE OF VISIT (%)	32
14. STRATEGIC POSITIONING AND TOURISM DELIVERY	93	FIGURE 13 DOMESTIC DAYTRIP VISITOR AGE PROFILE (%)	33
14.1. INTRODUCTION	93	FIGURE 14 DAYTRIP SEASONALITY OF VISIT (%)	34
14.2. DESTINATION MARKETING AND BRANDING	93	FIGURE 15 OVERNIGHT PURPOSE OF VISIT (%)	34
14.3. PRODUCT AND INDUSTRY DEVELOPMENT	93	FIGURE 16 OVERNIGHT VISITOR ORIGIN, BY STATE (%).....	35
14.4. STRATEGIC POSITIONING AND TOURISM DELIVERY	94	FIGURE 17 OVERNIGHT TRAVEL GROUP (%)	35
14.5. DELIVERY	95	FIGURE 18 OVERNIGHT AGE PROFILE (%)	36
APPENDIX A POLICY SUMMARY	96	FIGURE 19 OVERNIGHT ACCOMMODATION TYPE (%).....	37
14.6. FEDERAL POLICY	96	FIGURE 20 OVERNIGHT SEASONALITY OF VISIT (%)	38
14.7. STATE POLICY	96	FIGURE 21 INTERNATIONAL PURPOSE OF VISIT (%)	38
		FIGURE 22 INTERNATIONAL TRAVEL GROUP (%)	39
		FIGURE 23 INTERNATIONAL AGE PROFILE (%)	40
		FIGURE 24 INTERNATIONAL VISITOR ACCOMMODATION (%)	41
		FIGURE 25 INTERNATIONAL TRANSPORT METHOD (%).....	41
		FIGURE 26 INDUSTRY SECTORS BY NUMBER OF JOBS AND %.....	47

FIGURE 27 STRATEGIC DEVELOPMENT FRAMEWORK.....	52
FIGURE 28 DELIVERY STRATEGY	95

TABLES

TABLE 1 APPROXIMATE TRAVEL TIME BY VILLAGE	13
TABLE 2 AIRBNB RENTALS	24
TABLE 3 KEY ACCOMMODATION ESTABLISHMENTS BY VILLAGE.....	25
TABLE 4 EVENTS BY LGA/VILLAGE	26
TABLE 5 KEY PRODUCT STRENGTHS BY LGA	28
TABLE 6 GOLDFIELDS VILLAGES 2017 VISITATION OVERVIEW	30
TABLE 7 DOMESTIC DAYTRIP VISITOR ACTIVITY PARTICIPATION (%).....	33
TABLE 8 OVERNIGHT VISITOR ACTIVITIES BY PARTICIPATION (%)	36
TABLE 9 INTERNATIONAL COUNTRY OF ORIGIN (%).....	39
TABLE 10 TOP INTERNATIONAL VISITOR ACTIVITIES PARTICIPATED IN DURING TRIP (%).....	40
TABLE 11 TOTAL ANNUAL AVERAGE EXPENDITURE OVERVIEW.....	45
TABLE 12 PROPORTIONAL CAPTURE OF TOTAL EXPENDITURE	45
TABLE 13 DOMESTIC DAYTRIP LOCAL SPEND PER TRIP COMPARISON	45
TABLE 14 DOMESTIC DAYTRIP LOCAL EXPENDITURE BY SPEND PER ITEM (PER VISITOR) AND PROPORTION OF SPEND	46
TABLE 15 DOMESTIC OVERNIGHT LOCAL SPEND PER TRIP COMPARISON.....	46
TABLE 16 INTERNATIONAL LOCAL SPEND PER TRIP COMPARISON	46
TABLE 17 BREAKDOWN OF INDUSTRY SECTOR JOBS BY SA2 REGION.....	48
TABLE 18 STRATEGIC FRAMEWORK PRIORITY PROJECT ALIGNMENT	54

ACRONYMS

- ABS** – Australian Bureau of Statistics
- DMP** – Destination Management Plan
- LGA** – Local Government Area
- IVS** – International Visitor Survey
- NVS** – National Visitor Survey
- NBT** – Nature-based Tourism
- MTB** – Mountain Bike
- TRA** – Tourism Research Australia
- VFR** – Visiting Friends and Relatives
- VIC** – Visitor Information Centre
- UCL** – Urban Centre Locality
- RDV** – Regional Development Victoria



EXECUTIVE SUMMARY

PROJECT OVERVIEW

Victorian Goldfields Tourism Executive commissioned Urban Enterprise to undertake the Goldfields Villages Destination Management Plan (DMP), with the key objective of the project to develop a strategy focused on product development and promotion of the Goldfields Villages between Bendigo and Ballarat.

This DMP focuses on product development and promotion of the following key Goldfields Villages between (or in close proximity too) Bendigo and Ballarat including:

- Heathcote (Greater Bendigo LGA);
- Dunolly, Maryborough and Talbot (Central Goldfields LGA);
- Creswick and Clunes (Hepburn LGA);
- Inglewood and Wedderburn (Loddon LGA);
- Castlemaine and Maldon (Mount Alexander LGA); and
- Avoca and Beaufort (Pyrenees LGA).

An additional marketing plan will be prepared for Goldfields Touring as part of the broader project. This will follow completion of the DMP.

There are two different regional geographies discussed in this report (Figure 1):

- **Goldfields Region**, which aligns with the Goldfields Tourism Executive (with the inclusion of Hepburn Shire to include Creswick and Clunes villages) and includes the regional cities of Ballarat and Bendigo; and
- **Goldfields Villages** which includes the villages of the Goldfields Tourism Executive as described above, without the inclusion of Ballarat and Bendigo and their immediate surrounds.

THE REGION

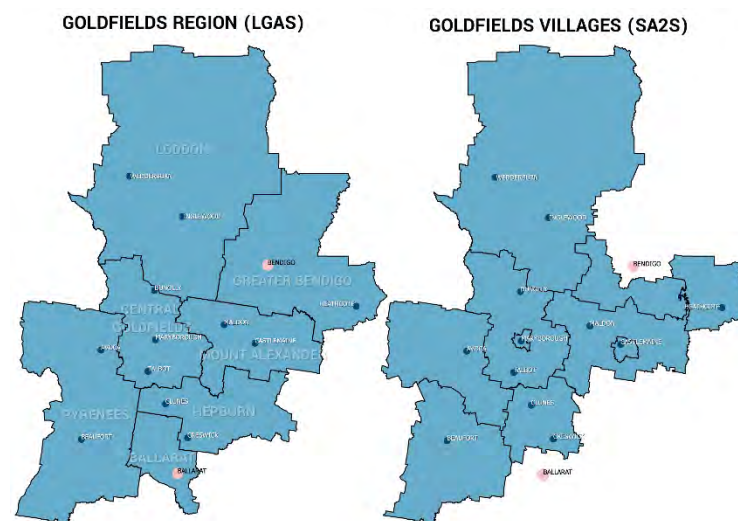
The region covered by the Goldfields Tourism Executive shares a boundary with six other Regional Tourism Board/Organisation areas, presenting significant opportunity to leverage from existing and future visitation through creating product and marketing linkages.

Location and accessibility are key advantages for the region, with Melbourne in close proximity and easily accessible via two major arterial roads, and the region is relatively well serviced by public transport compared to other regional destinations.

In particular, the two regional cities of the Goldfields Region, Ballarat and Bendigo, are significant public transport hubs that are well serviced though the existing V/Line rail network, with this network also servicing and connecting the villages of Beaufort, Maryborough, Creswick, Clunes, Talbot, and Castlemaine.

The plan should explore ways to disperse visitors from the hubs of Ballarat and Bendigo in order to provide a diversified experience for visitors and build visitor length of stay and visitor yield within the Goldfields Region.

FIGURE 1 GOLDFIELDS REGIONAL GEOGRAPHIES



STRATEGY AND POLICY FRAMEWORK

The Goldfields Villages DMP builds on previous Destination Management Plans prepared for the Bendigo and Ballarat regions as well as other local plans and strategies conducted across the municipalities that make up the Goldfields Villages region.

The Bendigo and Ballarat DMPs have a key hub focus on the two regional cities, whilst this Goldfields Villages DMP focuses on enhancement to the villages and strengthening the linkages between the villages of the Goldfields. The premise for the Goldfields Villages DMP is that a joint product development approach between villages creates a product of larger scale and collaborative effort to reach target markets.

Both the Ballarat VIP and Bendigo Region DMP identify building the hinterland experience as a key destination development theme. Arts and culture, events, heritage and nature based also featured strongly across the identified development themes.

State and Federal Government tourism strategic plans highlight the importance of product investment and marketing in regional areas to grow visitation and yield from visitors. The Goldfields DMP, should specifically consider the following in alignment with State and Federal policy:

- Facilitating investment in tourism product and services;
- Marketing activity that leverages all major visitor segments;
- A wider calendar of events that encourages visitor dispersal across Victoria;
- Visitor experiences tailored to the preferences of visitors from Asia; and
- Investing in key public infrastructure.

PRODUCT AND EXPERIENCE PROFILE

The Victorian Gold Rush history of the Goldfields Villages provide a high amenity backdrop for tourism, however product development and activation to date has been limited.

Capitalising on the region's iconic history through contemporary interpretation and the development of motivating products and experiences is a significant opportunity, particularly in alignment with the established and emerging strengths of the two regional cities of the region: food, wine and craft beer; arts and culture; and festivals and events.

There is a need to attract investment in new motivational accommodation including self-contained, nature based and eco accommodation, as well as supporting reinvestment in the existing accommodation offer, in order to increase overnight visitation.

The development of heritage products and experiences that capitalise on the existing nature based assets of the region and connect villages present a key opportunity.

Importantly the DMP should explore ways to better link heritage and arts assets across the Goldfields Villages Region to strengthen visitor dispersal and consistency in visitor experience.

VISITOR PROFILE

The Goldfields Villages currently attracts an estimated 1.67 million visitors annually, comprised of just under 1.1 million daytrip visitors, 567,500 overnight visitors and just under 9000 international visitors.

SUMMARY OF VISITATION TO THE GOLDFIELDS VILLAGES (2017)

8,933 INTERNATIONAL VISITORS	567,510 DOMESTIC OVERNIGHT VISITORS	1,092,489 DOMESTIC DAYTRIP VISITORS
---	--	--

This represents approximately 22% of total visitation to the wider Goldfields Region, presenting significant opportunity for the Goldfields Villages to increase their capture of visitors to the regional cities of Ballarat and Bendigo.

The highest proportion of visitors were daytrip visitors, equating to 65%, with the region capturing a higher proportion of overnight visitors than the Goldfields Region consistent with a higher proportion of overnight visitors visiting for the purpose of a holiday (40%, as compared to 33% for the Goldfields Region).

The Goldfields Villages currently capture an exceptionally low proportion of the total number of visitors to Bendigo and Ballarat, demonstrating a large market opportunity.

The development of products and experiences that promote the unique stories of the Goldfields Villages in line with themes that already draw visitors to Bendigo and Ballarat (e.g. arts, heritage and food) will act as motivators to increase the capture of visitors from these two hubs.

VISITOR ECONOMY

Total expenditure by visitors to the Goldfields Villages region equated to an estimated \$344 million annually, 19% of the total expenditure across the Goldfields Region (\$1.81 billion annually).

Of this estimated total expenditure to the Goldfields Villages, \$79.7 million was spent by daytrip visitors, \$234 million by overnight visitors and \$30.6 million by international visitors. This equated to approximately \$74.75 spent per daytrip visitor and \$349.41 per overnight visitor.

Across the Goldfields Villages, Agriculture, Forestry and Fishing comprises the largest share of employment across the region, with an estimated 14% of jobs (2708) in this sector.

Tourism accounts for an estimated 933 jobs across the Goldfields Villages or 5% of total industry jobs, with the largest share of these jobs (222) located in the UCL of Maryborough, based off the townships retail trade, accommodation and food services strengths.



KEY STRATEGIC CONSIDERATIONS

There is a lack of visitor experience, product and activation in the Goldfields Villages.

The villages of the goldfields are mostly aesthetic and interesting townships that display a legacy of the Victorian Goldfields through architecture, streetscapes and gold mining history. Many of the Goldfields Villages are attractive places to visit however lack product and activation that impact on their potential to encourage visitors to stay and explore. The Goldfields Villages DMP must consider initiatives that will create activation and provide the visitor with a meaningful and interesting experience, whether it be food and beverage experiences, goldrush stories, cycling, walking or exploration of art and makers.

There is a need to bring the goldfields history to life through innovative interpretation which focuses on the stories and human element of the goldfields heritage.

The Goldfields Villages provide the best glimpse of the way of life during the Victorian goldrush with many villages preserved almost entirely intact from the era. This provides a unique setting for heritage interpretation. There is however a need to deliver heritage interpretation that visitors can relate to and engage with better. This includes the human stories of the goldrush and also the dark and interesting stories during the goldrush.

A key outcome of the Goldfields Villages DMP is to focus on providing new contemporary interpretation across the villages that is of high and consistent quality and that engages with the visitor.

Goldfields Touring and the Goldfields Track create two key opportunities to link the villages together.

Goldfields Touring and the Goldfields Track provide two key ways to package and link the Goldfields Villages together, by car and by bike. The delivery of products and experiences that improve the visitor experience whilst touring through the region should be a focus for the DMP.

The sum of all villages is a stronger product than individual destinations and should be a focus for the DMP.

The core premise behind this Destination Management Plan is that the sum of the villages provides a much more compelling product than each individual village. Collaboration between the villages in terms of creating consistent quality products and experiences and pooling of resources for marketing will strengthen appeal in key target markets.

There is opportunity to grow yield by converting the large Bendigo and Ballarat daytrip market to extend their visit into the hinterland.

Bendigo and Ballarat both attract a significant daytrip visitor market and whilst efforts have been made in each destination to attempt to convert this market to overnight visitors, there remains a large part of the visitor market who only daytrip to these destinations. The hinterland between Ballarat and Bendigo, which includes the Goldfields Villages provides an opportunity to encourage the large daytrip market to spend longer in the region and explore the unique goldfields experience. Visitors to Bendigo and Ballarat are considered a key market for the Goldfields Villages.

There is opportunity to strengthen arts and makers experience as core product of the Goldfields Villages.

The Goldfields Villages and the bookend cities of Ballarat and Bendigo have the largest collection of signature art experiences in regional Victoria this includes theatres and regional art galleries. In addition to this the region also has a large resident artist and makers population which if developed further could provide a strong network of experiences.

STRATEGIC DEVELOPMENT FRAMEWORK

In response to the identified strategic considerations for tourism, the overarching objective for the Goldfields Villages DMP is to achieve measurable growth in the visitor economy based on collaborative projects that raise the profile of the Goldfields Villages and create strong regional products.

Objectives that respond to the above key strategic considerations include:

1. Deliver motivating contemporary experiences;
2. Product and experience should explore and connect with stories of gold;
3. Key products should focus on ways to link the villages and align with regional city offerings to create a compelling journey;
4. Quality of experience, service and product should be consistent across the villages; and
5. Maker, creator and producer experiences should be unique propositions, shared across the villages.

These objectives will help identify priorities for the Goldfields Villages and shape projects.

VISION

The Goldfields Villages will be a connected network of vibrant townships that together are recognised as one of Victoria's primary heritage and creative regions. Engaging stories, trails and seasonal experiences will draw visitors to and through the region, heroing the goldrush heritage, and making the villages home to a vibrant all year tourism economy.

A set of six strategic development themes were developed for the region in response to the key issues and opportunities identified for the region, with each including a range of product, infrastructure, experience and strategy based projects and initiatives.

THEME 1: History and Cultural Heritage - Contemporising the goldrush heritage and exploring and promoting different narrative layers of the region including indigenous and migration stories.

THEME 2: Tracks, Trails and Touring - Exploring the region through creating motivating itineraries that connect themed experiences and tell the region's stories. Leveraging from new iconic product such as the Goldfields Track to build the profile of the region as a nature, cycling and walking destination.

THEME 3: Makers, Arts and Culture - Build on the current assets of the region, developing experiences and stories around the makers and products in the villages.

THEME 4: Food, Wine and Ferments - Leveraging the prominence of the regions produce into unique destination based food and wine experiences and attractions.

THEME 5: Festivals and Events - Develop a coordinated approach to events procurement, development and support which focuses on events aligned to hero stories of the region.

THEME 6: Assets, Infrastructure and Investment – Investment in supporting assets and infrastructure is a critical requirement for tourism industry growth in the Goldfields Villages, particularly with regard to supporting overnight visitors with the delivery of accommodation and improvements to township amenity to ensure that the region's destinations are visitor friendly.

GOLDFIELDS VILLAGES PRIORITY REGIONAL PROJECTS

The following eight regional priority projects have been identified to increase the visitor appeal and profile of the Goldfields Region:

- World Heritage Listing Bid Enhancement
- Victorian Goldfields Railway Experience
- Goldfields Track
- Goldfields Art Villages Project
- Shiraz and Other Stories: Activating the Central Region Reds
- Signature Festivals Program
- Villages Investment Prospectus
- Goldfields Touring: Unearthing Hidden Stories

STRATEGIC FRAMEWORK PRIORITY PROJECT ALIGNMENT

OBJECTIVE	World Heritage Listing Bid Enhancement	Victorian Goldfields Railway Experience	Ride Walk Goldfields	Goldfields Art Villages Project	Shiraz and Other Stories: Activating the Central Region Reds	Signature Festivals Program	Villages Investment Prospectus	Goldfields Touring: Unearthing Hidden Stories
Deliver motivating contemporary experiences		✓	✓	✓	✓	✓	✓	✓
Product and experience should explore and connect with stories of gold	✓	✓	✓	✓		✓		✓
Key products should focus on ways to link the villages and align with regional city offerings to create a compelling journey	✓			✓	✓	✓		✓
Quality of experience, service and product should be consistent across the villages	✓		✓		✓		✓	
Maker, creator and producer experiences should be a unique proposition shared across the villages.				✓	✓	✓		✓

1. INTRODUCTION

1.1. BACKGROUND

Victorian Goldfields Tourism Executive commissioned Urban Enterprise to undertake the Goldfields Villages Destination Management Plan, with the key objective of the project to develop a DMP/Product Development Strategy focused on product development and promotion of the Goldfields Villages between Bendigo and Ballarat.

1.1.1. BEST PRACTICE APPROACH

Destination Management Planning is based on the holistic consideration of a region's tourism industry, and the tourism industry's position in the regional economy. Destination Management Plans reflect the attributes of each destination providing a blueprint for future investment in tourism including new experiences and attractions, and infrastructure requirements (roads, parks, technology) to support visitor growth.

The Goldfields Villages Destination Management Plan will follow the Guide to Best Practice in Destination Management, as developed by the Australian Regional Tourism Network (ARTN). The development of the DMP is a holistic and collaborative approach that ensures that tourism adds value to the economy, social fabric and ecology of the region. The DMP will draw on a wide range of primary research, policy analysis and consultation in order to understand the priorities for tourism development in a region.

1.2. METHODOLOGY

1.2.1. DEFINITION OF GOLDFIELDS VILLAGES

This DMP focuses on product development and promotion of the following key Goldfields Villages between (or in close proximity too) Bendigo and Ballarat including:

- Heathcote (Greater Bendigo LGA);
- Dunolly, Maryborough and Talbot (Central Goldfields LGA);
- Creswick and Clunes (Hepburn LGA);
- Inglewood and Wedderburn (Loddon LGA);
- Castlemaine and Maldon (Mount Alexander LGA); and
- Avoca and Beaufort (Pyrenees LGA).

The Goldfields is a Visit Victoria tourism region encompassing the LGAs of Ballarat, Greater Bendigo, Pyrenees, Loddon, Central Goldfields, Mount Alexander and Golden Plains (split between Goldfields and Geelong & the Bellarine tourism regions).

This DMP is focused on the key villages listed above. For the purpose of this report we have included Hepburn Shire (which includes the townships of Creswick and Clunes) as part of the Goldfields 'Region' and omitted the section of Golden Plains Shire that is within the official region (Golden Plains North SA2 and Smythes Creek SA2).

1.2.2. PROCESS

1. Background Research and Visitor Data

- Review of relevant policies and strategies.
- Visitor data analysis utilising Tourism Research Australia data (National and International Visitor Survey) and information from Visit Victoria.
- Product and experience review based on desktop analysis and information provided during consultation.
- Economic and community profile based on desktop analysis

2. Consultation and Information Gathering

- In-region consultation and 1:1 discussions were conducted with key government and industry stakeholders.

3. Destination Management Plan

- Development of the Goldfields Villages Destination Management Plan including overarching product development themes, priority projects and destination development opportunities at the sub-regional level, and regional positioning projects.

1.2.3. REPORT LAYOUT

PART A: BACKGROUND

This section provides a summary of the project background, drivers and methodology.

PART B: REGIONAL PROFILE

The Regional Profile section provides a summary of the following:

- Strategic context review;
- Review of tourism product and visitor experience;
- Analysis of visitor trends over the past decade using TRA data;
- Target market analysis;
- Economic and community profile; and
- Strategic considerations summary.

PART C: FUTURE DIRECTIONS

This section provides an overview of strategic considerations, framework and themes for the region, providing a summary of potential project opportunities.



PART A: **REGIONAL PROFILE**

2. REGIONAL CONTEXT

2.1. INTRODUCTION

The following section provides an overview of the regional context of the Goldfields Region and the villages within it, including location, existing governance, regional linkages, connectivity and infrastructure.

2.2. KEY FINDINGS

The region covered by the Goldfields Tourism Executive shares a boundary with six other Regional Tourism Board/Organisation areas, presenting significant opportunity to leverage from existing and future visitation through creating product and marketing linkages.

Location and accessibility are key advantages for the region, with Melbourne in close proximity and easily accessible via two major arterial roads, and the region is relatively well serviced by public transport compared to other regional destinations.

In particular, the two regional cities of the Goldfields Region, Ballarat and Bendigo, are significant public transport hubs that are well serviced through the existing V/Line rail network, with this network also servicing and connecting the villages of Beaufort, Maryborough, Creswick, Clunes, Talbot, and Castlemaine.

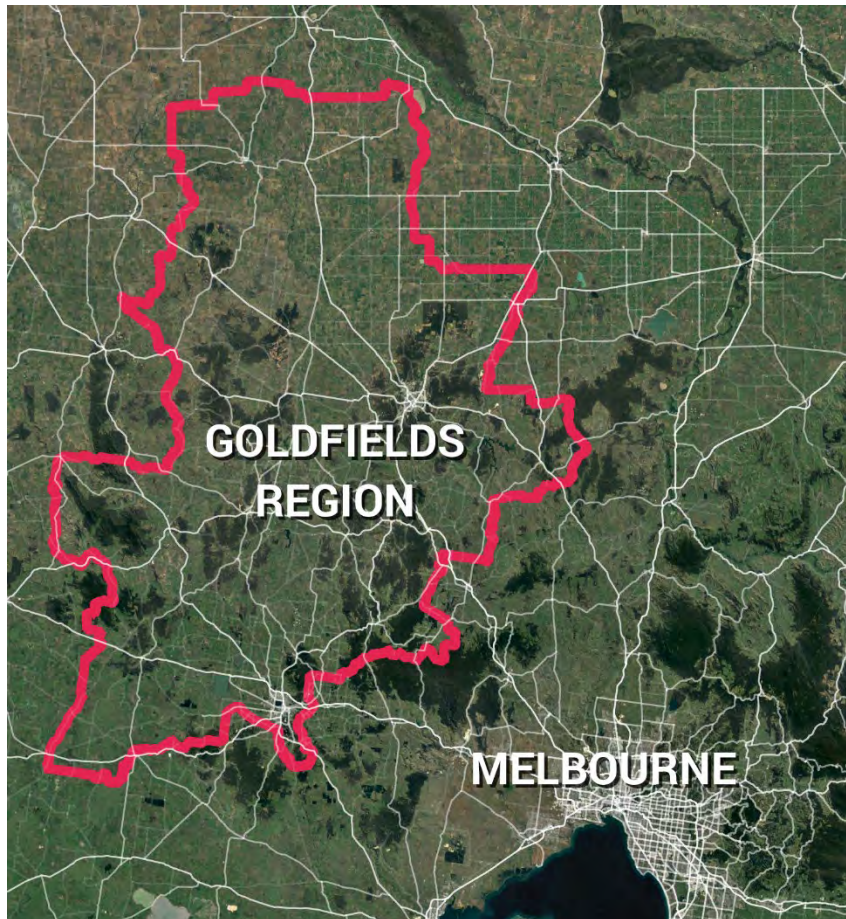
The plan should explore ways to disperse visitors from the hubs of Ballarat and Bendigo in order to provide a diversified experience for visitors and build visitor length of stay and visitor yield within the Goldfields Region.



2.3. LOCATION

The Goldfields Region is located north west of Melbourne, with the key regional cities of Ballarat and Bendigo that bookend the region approximately 1.5 hours (116km) and 2 hours (153 kms) from Melbourne respectively.

FIGURE 2 LOCATION CONTEXT



2.4. GOVERNANCE

Figure 3 shows the current tourism governance structure that the Victorian Goldfields Tourism Executive operates within.

FIGURE 3 VICTORIAN GOLDFIELDS TOURISM EXECUTIVE GOVERNANCE STRUCTURE



Source: Visit Victoria 2016; modified by Urban Enterprise 2019.

The Victoria Goldfields Tourism Executive is the overarching Regional Tourism Board which works in partnership with Visit Victoria, industry and a range of government partners to support and develop tourism in this area. Two regional tourism organisations operate alongside the Victorian Goldfields Tourism Executive, Ballarat Regional Tourism and Bendigo Regional Tourism, and oversee product development and marketing for each of these respective regional cities and their surrounds.

REGIONAL LINKAGES

The Goldfields Region, as defined by Visit Victoria, is bordered by the LGAs of Ararat Rural City Council; Buloke Shire; Campaspe Shire; Gannawarra Shire; Golden Plains Shire (partly in the Goldfields Region); Hepburn Shire; Macedon Ranges Shire; Mitchell Shire; Moorabool Shire, Northern Grampians Shire; and Strathbogie Shire.

As shown in Figure 4, these LGAs form part of the following Regional Tourism Boards/Organisations:

- Daylesford & the Macedon Ranges (Hepburn, Moorabool, and Macedon LGAs);
- Geelong & the Bellarine (Golden Plains LGA - partly in the Goldfields Region);
- Grampians (Ararat, and Northern Grampians LGAs);
- Wimmera Mallee (Buloke LGA);
- Great Ocean Road (Corangamite LGA);
- Goulburn River Valley (Mitchell and Strathbogie LGAs); and
- Murray (Campaspe and Gannawarra LGAs).

The Goldfields Villages region includes the area described above however does not include the major centres of Ballarat and Bendigo.

The size of the Goldfields Region presents opportunities to create a number of product and marketing connections with surrounding regions, particularly those with existing product synergies such as the Grampians and Daylesford & the Macedon Ranges.

FIGURE 4 SURROUNDING RTBS/RTOS



2.5. INFRASTRUCTURE AND CONNECTIVITY

2.5.1. ROAD NETWORK

The Goldfields Region is easily accessed from Melbourne via two key major arterial roads, the Calder Freeway and Western Freeway (Figure 5).

The regional city of Ballarat is located on the Western Freeway which extends west through to Adelaide via Ararat, Horsham and Nhill. The township of Beaufort is also located along this key corridor.

Bendigo is located on the Calder Freeway, which connects to Mildura in the north. The townships of Inglewood and Wedderburn are also located along this corridor, with Castlemaine easily accessed from the freeway.

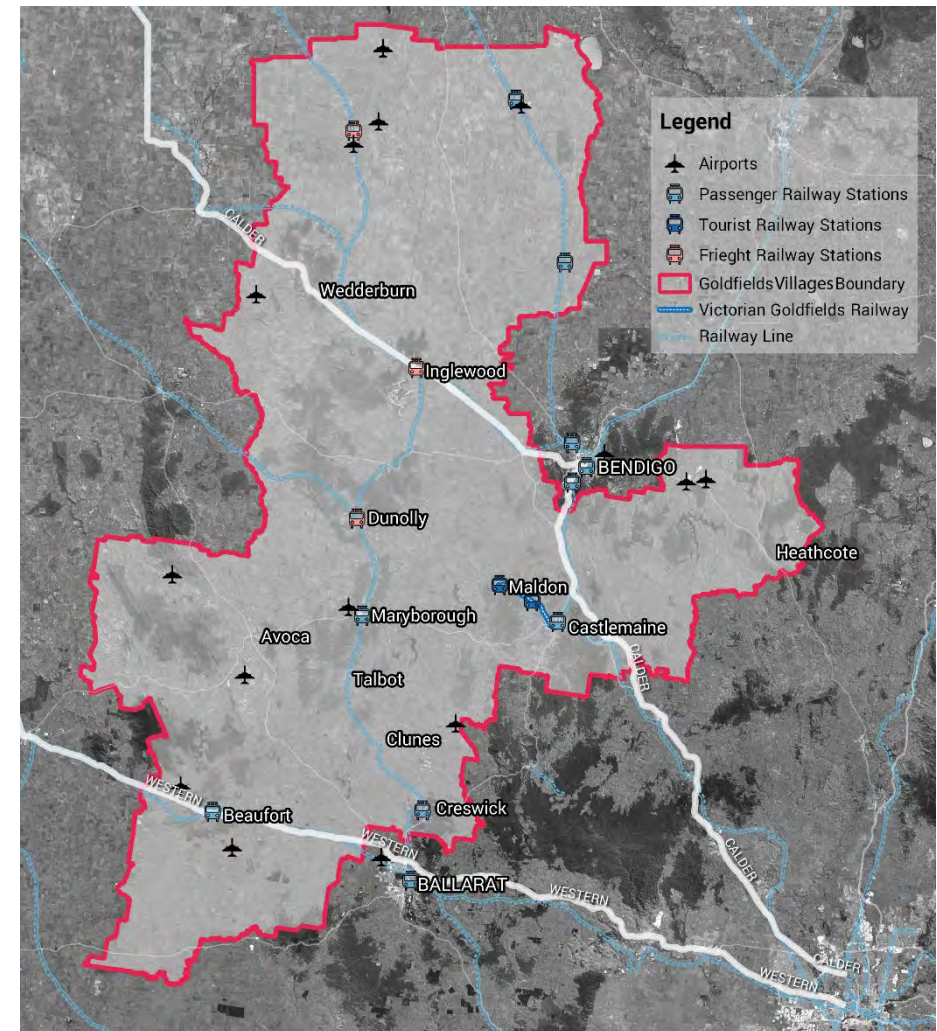
Table 1 outlines the approximate travel times for each of the 12 villages from Melbourne and each of the two regional cities.

TABLE 1 APPROXIMATE TRAVEL TIME BY VILLAGE

VILLAGE	APPROXIMATE TRAVEL TIME (FROM)		
	MELBOURNE	BALLARAT	BENDIGO
Heathcote	1h40m	1h40m	30m
Dunolly	2h40m	1h10m	50m
Maryborough	2h15m	55m	55m
Talbot	2h	40m	1h
Creswick	1h30m	20m	1h30m
Clunes	1h45m	30m	1h15m
Inglewood	2h40m	1h30m	40m
Wedderburn	2h30m	1h50m	1h
Castlemaine	1h30m	1h	30m
Maldon	1h40m	1h	30m

Avoca	2h20m	50m	1h15m
Beaufort	2 h	40 m	1h40m

FIGURE 5 GOLDFIELDS VILLAGES EXISTING TRANSPORT INFRASTRUCTURE



2.5.2. TRAIN NETWORK

The Goldfields Region, in particular the two regional cities, are relatively well serviced by public transport with dedicated V/Line train routes to both Ballarat and Bendigo. Many of the key Goldfields Villages are also serviced via these lines including:

- Ararat line services Beaufort via Ballarat;
- Maryborough line services Creswick, Clunes, and Talbot via Ballarat; and
- Bendigo line services Castlemaine.

V/Line coaches also service Wedderburn, Dunolly and Avoca.

2.5.3. AIRPORTS

There are a number of regional and private airports and airstrips across the region, including larger scale airports at Bendigo, Ballarat and Maryborough.



2.6. STRATEGIC CONTEXT

The Goldfields Villages DMP builds on previous Destination Management Plans prepared for the Bendigo and Ballarat regions as well as other local plans and strategies conducted across the municipalities that make up the Goldfields Villages region.

The Bendigo DMP and Ballarat Regional VIP have a key focus on the two larger cities, whilst this Goldfields Villages DMP focuses on enhancement to the villages and strengthening the linkages between the villages of the Goldfields. The premise for the Goldfields Villages DMP is that a joint product development approach between villages creates a product of larger scale and greater resources to reach target markets.

Both the Ballarat VIP and Bendigo DMP identify building the hinterland experience as a key destination development theme. Arts and culture, events, heritage and nature based also featured strongly across the identified development themes.

State and Federal Government Tourism Strategic Plans highlight the importance of product investment and marketing in regional areas to grow visitation and yield from visitors. The Goldfields DMP, should specifically consider the following:

- Facilitating investment in tourism product and services;
- Marketing activity that leverages all major visitor segments;
- A wider calendar of events that encourages visitor dispersal across Victoria;
- Visitor experiences tailored to the preferences of visitors from Asia; and
- Investing in key public infrastructure.

2.7. REGIONAL INITIATIVES

WORLD HERITAGE LISTING BID

Australia's Premier National Heritage Region project is a collaborative partnership between 13 local governments, regional organisations, communities, academia and the private sector to build on one of the region's major strengths.

The whole project is designed to recognise and celebrate a unique history, heritage, character and experience, assist in driving the economic regeneration of the region, and build community pride and understanding.

The case for UNESCO World Heritage listing is clear – the global rush for gold changed the world forever. The Central Victorian Goldfields played a major part in this never-before-seen wave of globalisation and modernisation. This legacy is still strongly and uniquely represented across the whole region today.

Each step in the World Heritage Listing nomination process will add value by building awareness of and better promoting the Central Victorian Goldfields Region as a premier destination, driving increased visitation, economic growth and job creation.

WORLD HERITAGE LISTING BENEFITS FOR THE REGION

Environment

- Improve conservation of and regenerate unique heritage assets, streetscapes and historic places

Community

- Enhance civic pride
- Provide opportunities for communities to work together on goldfields heritage-related projects
- Enhance liveability for locals with increased social and economic opportunities
- Share the rich stories of the goldfields
- Provide opportunities for learning and education assets

Economic

- Strengthen the economy through creating employment
- Enhance profile and reputation
- Attract private sector investment to the region
- Partnership – joined up government and joined up resources
- Significantly increase investment into the region, strengthening and diversifying local and regional economies
- Create jobs in the visitor economy, especially youth jobs
- Increase tourism visitation and spend (local and international) and build new experiences
- Regeneration – built, cultural and natural environment, local economies

3. PRODUCT AND EXPERIENCE PROFILE

3.1. INTRODUCTION

This section provides an outline of tourism product in the Goldfields Villages region and identifies the emerging and potential product opportunities that may be considered.

3.2. KEY FINDINGS

The Victorian Gold Rush history of the Goldfields Villages provide a high amenity backdrop for tourism, however product development and activation to date has been limited.

Capitalising on the region's iconic history through contemporary interpretation and the development of motivating products and experiences is a significant opportunity, particularly in alignment with the established and emerging strengths of the two regional cities of the region: food, wine and craft beer; arts and culture; and festivals and events.

There is a need to attract investment in new motivational accommodation including self-contained, nature based and eco accommodation, as well as supporting reinvestment in the existing accommodation offer, in order to increase overnight visitation.

The development of heritage products and experiences that capitalise on the existing nature based assets of the region and connect villages present a key opportunity.

Importantly the DMP should explore ways to better link heritage and arts assets across the Goldfields Villages Region to strengthen visitor dispersal and consistency in visitor experience.



3.3. EXISTING PRODUCTS AND EXPERIENCES

3.3.1. HISTORY AND HERITAGE

The Goldfields Region is known for its iconic history and heritage, and the Goldfields Villages have a diverse range of existing heritage products and visitor experiences, with varying levels of development and interpretation.

By township (including surrounds) these assets and experiences include:

- **Heathcote:** Heathcote Railway Station, Heathcote Historic Walk and Camp Hill Historic Precinct.
- **Dunolly, Maryborough and Talbot:** Maryborough Railway Station, Dunolly Historic Precinct, Bristol Hill Tower, Moliagul Historic Reserve, Grand Duke Mine in Timor, Worsley Cottage in Maryborough and McLandress Square. Other assets include the historic streetscape of Talbot and the Ballarat to Maryborough Heritage Trail.
- **Creswick and Clunes:** Madame Berry Mine, Anderson's Mill, Creswick Woollen Mills (bottle feeding every day 12pm), the Lindsays Art Trail (featuring 24 attractions), Avenue of Honour, and the Clunes Historic Streetscape including the former London Chartered Bank and Italianate Post Office;
- **Inglewood and Wedderburn:** guided Wedderburn Historical Walking Tour, Hard Hill reserve and the historical streetscapes of Inglewood and Wedderburn.
- **Castlemaine and Maldon:** Castlemaine Diggings Heritage Park including the Eureka Reef Heritage Walk, Mt Alexander Diggings Trail, Old Castlemaine Gaol, Victorian Goldfields Railway, Eureka Reef Maldon Historic Reserve, Maldon Rediscovered (online walking tour) and the Historic Town Walk.
- **Avoca and Beaufort:** Avoca Heritage Walk, Beaufort Heritage Walk, Annis and George Bills Horse Trough, Avoca Railway Station Gallery 127, Beaufort Church Gallery and Lake Goldsmith Goods Shed.

GOLD RUSH

The extensive Gold Rush history of the Goldfields Region is a key strength, with the heritage streetscapes and architecture of the Goldfields Villages, both a distinguishing feature and underutilised tourism backdrop.

The Castlemaine Diggings National Heritage Park and Goldfields Track in particular are important assets within the Goldfields Villages, with an extensive amount of other assets throughout the region.

The goldfields history is extensive, however there are limitations to the experience and interpretation of the assets.

There is a need for a thorough audit of all heritage sites across the region and the creation of stories and interpretation that brings depth to the goldfields heritage experience.

INDIGENOUS

Indigenous tourism is relatively unexplored in the region, with a significant number of assets recorded across the region, but these assets, and the Indigenous history either not well known or not promoted. The Indigenous story presents a key opportunity to explore and develop a different narrative for the region (pre gold rush). This includes potential to expand upon existing known assets through identification, interpretation and subsequent or improved promotion, particularly within the Maryborough region where existing assets include Aboriginal Wells; Bull Gully Rock Wells and The Aboriginal Shelter Tree, as well as scar trees additionally located in Bridgewater.

Devil's Cave near Heathcote also provides a fascinating example of the two narratives converging, with both the Indigenous population and gold miners using it for shelter.

3.3.2. NATURE BASED

The Goldfields Region has a diverse range of nature based assets, however product and experience development to date has been limited.

A significant asset of the area is the diversity of State and regional parks, including Creswick State Park, Paddy's Ranges State Park, Kooyoora State Park, Maryborough Regional Park, Heathcote – Graytown National Park, Mt Buangor State Park and Mt Cole State Forest. These parks support a range of active and passive recreational uses including picnicking, boating, swimming, walking, fishing, fossicking and camping.

Lakes and waterways are also a key feature of the region, including those in or in close proximity to key villages. These include Lake Eppalock which supports 33 clubs and user groups, St Georges Lake (a popular location for water based activities) Loddon River, Lake Victoria, Laanecoorie Reservoir, Tullaroop Reservoir, Avoca River and the Goldfields and Cairn Curran Reservoirs'. The region also offers visitors a number of lookouts, including Viewing Rock, Devil's Cave, Stranger's Rock and Mt Ida either in or near Heathcote, as well as Bristol Hill Lookout.

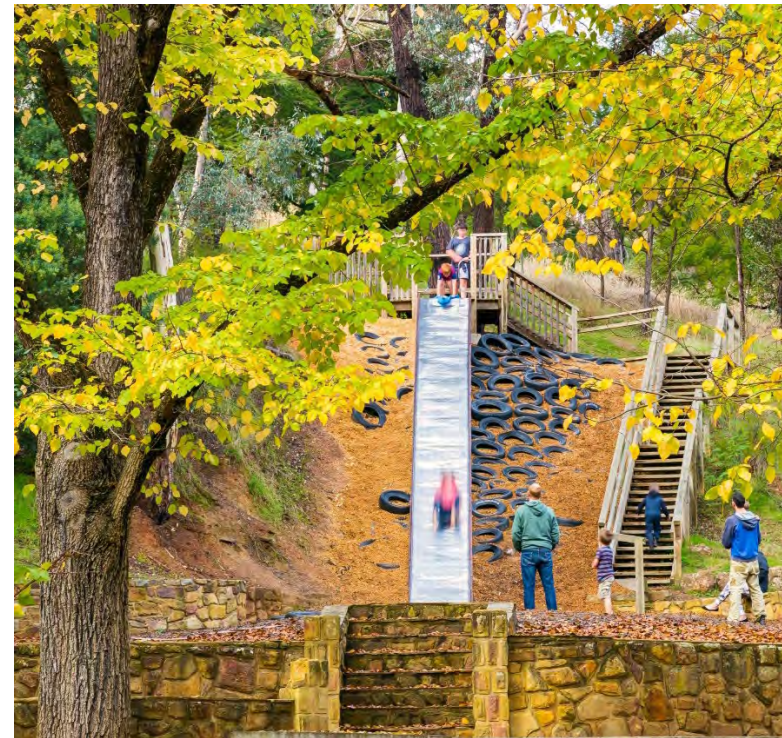
Other nature based assets in each township include:

- **Heathcote:** Spring Plains Nature Conservation Reserve, Crosbie Nature Conservation Reserve, McIvor Creek, One Eye State Forest, the Valley of Liquid Ambers and Pink Cliffs Geological Reserve;
- **Dunolly, Maryborough and Talbot:** Talbot Observatory, Havelock Nature Conservation Reserve, Waanyarra Nature Conservation Reserve, Bristol Hill Lookout, and Timor Conservation Reserve;
- **Creswick and Clunes:** Calembreen Park, Mt Beckworth and Tuki Trout Farm (Creswick), Lambley Nursery and Mistydowns Nursery;
- **Inglewood and Wedderburn:** Melvilles Cave, Mt Egbert and Skinners Flat Reservoir;
- **Castlemaine and Maldon:** Mt Tarrengower Lookout, Mount Alexander Regional Park and Maldon Reserve; and

- **Avoca and Beaufort:** Assets include Lake Goldsmith, Beaufort Lake, Avoca Bushland Reserve, Camp Hill Recreation Reserve and Avoca Rifle Range Bushland Reserve.

The University of Melbourne has a historic campus at Creswick which has been an important location for forest science education since 1910. Featuring original goldfields architecture, the campus is situated on 15 hectares of land with adjacent native and plantation forests.

Golf facilities are a strength across the region, including Heathcote Golf Club (which is of very high quality and hosts a number of tournaments yearly) as well as golf clubs/courses in Avoca, Beaufort, Castlemaine (2), Creswick, Dunolly, Inglewood, Maldon, Maryborough, Talbot and Wedderburn.



CYCLING & WALKING

The Goldfields Region has a strong offering of trail opportunities, with the Goldfields Track in particular a signature asset of the region, connecting Buninyong and Bendigo and incorporating several smaller tracks such as Eureka Track, Jackass Loop, Wallaby Track, Dry Diggings Track and Leanganook Tracks.

Cycling assets across the region in or in close proximity to the key villages include:

- **Heathcote:** O'Keefe Trail, Pink Cliffs Loop Trail, The Major Mitchell Trail, The Lake Eppalock Loop, The Burke and Wills Trail, Dargile Forest Walk, Liquid Amber Trail and Mclover Creek Trail;
- **Dunolly, Maryborough and Talbot:** Ballarat- Maryborough Heritage Trail taking in townships of Creswick, Clunes and Talbot, Cycle Central Goldfields and Dunolly Cycle Tracks;
- **Creswick and Clunes:** Crossing Borders Track and Trails Network, Creswick Mountain Bike Hub, Creswick Township loop, Slaty Creek lasso loop and the annual Brackenbury Mountain Bike Challenge in Creswick;
- **Inglewood and Wedderburn:** Queens Gully Trail, Bullabul Track and Blue Mallee Trail;
- **Castlemaine and Maldon:** Castlemaine to Maldon Trail, Castlemaine to Campbells Creek Track, Botanical Gardens via Kalimna Reserve, Anzac Hill Walk (Maldon), La Larr Ba Gauwa Mountain Bike Park and Goldfields Track; and
- **Avoca and Beaufort:** Avoca Mountain View Cycling Trail, Beaufort Lake and surrounds, Old Shirley Road, Lexton Road / Racecourse Road loop, Chute / Amphitheatre / Elmhurst / Raglan loop.

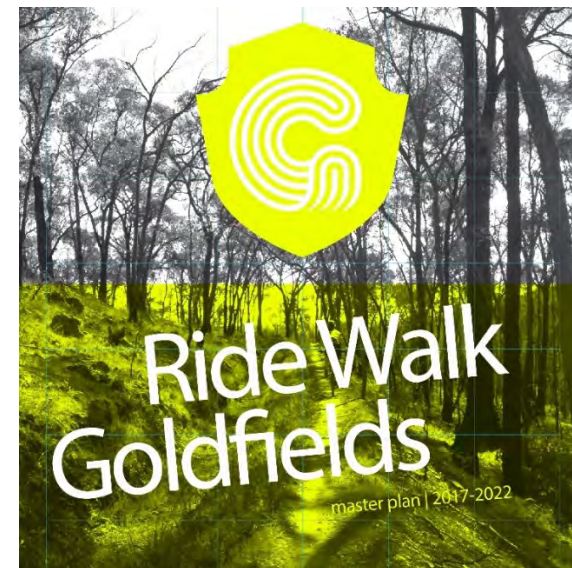
Creswick in particular also has a range of shared bicycle and walking paths including:

- **Calembeen Park Circuit (Creswick)** - A short wide gravel, surfaced path suited to walking and cycling;
- **Park Lake Circuit (Creswick)** - A short, variable surface suited to walking and cycling;

- **Creswick Creek loop-** A shared trail that starts at Creswick Town Hall and adjoins Goldfields Track;
- **School of Forestry loop (Creswick)** - A shared path that meanders through the School of Forestry; and
- **Town centre to Forest Resort (Creswick)** - A shared trail that takes walkers uphill to Forest Resort.

There are a range of established walking-only trails within the Goldfields Villages and surrounds including the Walk in Kaweka Wildflower Reserve, Castlemaine; Viewing Rock Loop trail in Heathcote; The Lindsay Art Trail, St. Georges Lake Loop in Creswick; Maryborough Town Walk; Le Gerche Gully Loop, Creswick; Goldfields Reservoir Walk in Paddys Ranges State Park; Craigie State Forest and Beerimpo Walk near Beaufort.

The Goldfields Track provides a multi-day cycling and walking itinerary for the region, however short walks in the region (particularly those from the villages) if improved and developed with heritage interpretation would strengthen the appeal of the villages. Consideration should be given to enhancements and promotion of popular short walks.



3.3.3. ARTS AND CULTURE

Ballarat and Bendigo are both developing a growing market recognition for arts and culture, attracting strong arts-based communities and a range of art and culture products and experiences. Arts and culture is still emerging, presenting significant opportunities to leverage from Ballarat and Bendigo's existing assets and experiences in the villages (and surrounds) including:

- **Heathcote:** Heathcote Artists group, Heathcote Artists Annual Art Show and Heathcote Winery Art Gallery;
- **Dunolly, Maryborough & Talbot:** Alvah Art Gallery in Dunolly, Dunolly Gilbert and Sullivan Society, Dunolly Historic Precinct, the Corridor Gallery in Talbot, Railway Station Gallery in Talbot, Central Goldfields Art Gallery, Ministry of Fun in Dunolly, Talbot Arts and Historical Museum, Maryborough Cultural Arts Precinct, and nearby Possum Gully Fine Arts Gallery in Adelaide Lead;
- **Creswick and Clunes:** Creswick Museum, Creswick Woollen Mills, the Lindsay Art Trail, Clunes Museum and the Lee Medlyn Home of Bottles in Clunes; filming locations for Ned Kelly and Mad Max;
- **Inglewood and Wedderburn:** Eucalyptus Distillery Museum, Coach House Art Gallery and Museum, and variety of antique and collectables stores in Inglewood;
- **Castlemaine and Maldon:** Castlemaine Art Museum, Cascade Art, Falkner Gallery, Buda Historic Home and Garden, The Mill Castlemaine, The Left Bank Gallery, Phee Broadway Theatre and Theatre Royal; and
- **Avoca and Beaufort:** Art Trax Gallery.



3.3.4. FOOD, WINE AND AGRITOURISM

Food, wine and agritourism is a key strength across the wider Goldfields Region, with both Ballarat and Bendigo foodie hotspots well regarded for their emerging food and wine culture. Further product and experience development and use and promotion of local produce to tie into this regional strength presents a significant opportunity to improve the offer of villages across the region.

In particular, ancillary product development that leverage from the established wine regions (e.g. cafes/restaurants; cellar door operations) is a key opportunity.

Existing food and agritourism products and experiences across the villages include:

- **Heathcote:** Heathcote Harvest Produce and Café, Heathcote Winery, Heathcote Region Farmers Market, and Bridgeward Grove Farm-Gate (olives) in nearby Goornong which also includes creative activities such as hosting art exhibitions, master-classes and creative workshops;
- **Dunolly, Maryborough and Talbot:** Talbot Provedore and Eatery, Lillur Vineyard, Bull & Mouth Hotel, Daily Dose Cafe, Amherst Winery, Railway Café and Tracks Bar and Court House Hotel;
- **Creswick and Clunes:** Bread & Circus Provedore, Goldfields Farmhouse Cheeses (with cheese tasting offered through a Creswick Shop), Farmers Arms Hotel, Red Fox Deli, Le Pêché Gourmand, RACV Goldfields Resort, Swiss Mountain Hotel, The Cumberland Hotel, Mount Beckworth Wines Cellar Door ('Enoteca @ Clunes'), Tuki Trout Farm (including catching your own trout) and The American;
- **Inglewood and Wedderburn:** Empire Hotel and local wineries;
- **Castlemaine and Maldon:** Shedshaker Brewery (Castlemaine Brewery), Mulberry's Deli, Five Flags Hotel, The Bridge Hotel, Peddling Pastry, Le Sel, Café Maldon and Castlemaine Railway Hotel.

Surrounding assets of note include Henry of Harcourt, Harcourt Valley Vineyards, Taradale Wine and Produce, Sutton Grange Winery, Mt Alexander Winery, BlackJack Wines, Sheer Drop Wines, Sanctuary Hill Vineyards, Bress Wine, Cider and Produce, and Skydancers Garden, Gift and Café; and

- **Avoca and Beaufort:** The Avoca Hotel, Golden Age Hotel and Michael Unwin Wines.



WINE REGIONS

As noted above, there are several wine regions partly located in the Goldfields Region, including Heathcote Wine Region and the Pyrenees Wine Region, and accordingly a number of wineries within the region.

Importantly, Bendigo, Heathcote, and Pyrenees wine regions (along with the Grampians wine region) have recently been designated as the fifth pillar “Central Region” of Wine Victoria’s Five Pillars Tourism Project, with the remaining four pillars:

- Pinot Coast (including the Geelong, Gippsland and Mornington Peninsula regions);
- King Valley Prosecco Road (focusing on the King Valley region);
- Rutherglen Fortified Resurgence (focusing on the Rutherglen region); and
- Yarra Valley Culinary Destination (focusing on the Yarra Valley region).

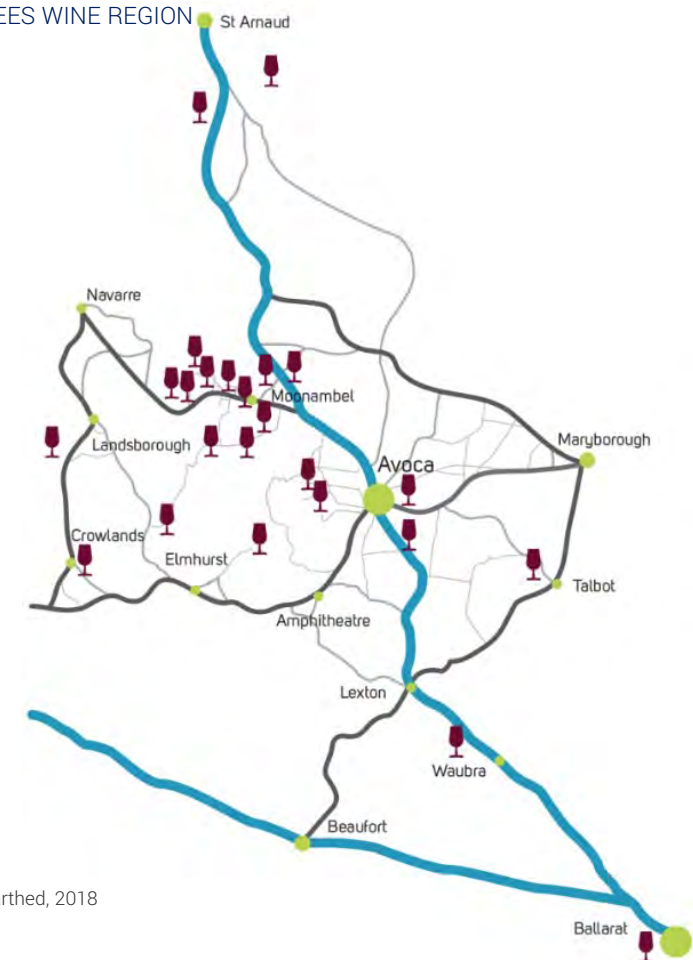
Wine Victoria states that *“the five proposed wine tourism pillars will aim to bring together premium food and wine experiences with other factors that have great appeal to the Chinese and US markets, namely coastal attractions and clean green natural beauty”*

This represents significant opportunity for the region to grow it’s food and wine offer through increased promotion and marketing, and strategic contemporary product and experience development.

Pyrenees Wine Region

The Pyrenees Wine region (Figure 6) includes approximately 26 wineries, with 22 including a cellar door. A number of wineries are concentrated around Moonambel however there are 5 located in close proximity to Avoca including Forest Gate, Lamplough Estate, Mount Avoca, Blue Pyrenees and St Ignatius. Michael Unwin Wines is located in close proximity to Beaufort, and Amherst Estate in close proximity to Talbot.

FIGURE 6 PYRENEES WINE REGION



Source: Pyrenees Unearthed, 2018

Bendigo Wine Region

The Bendigo Wine region is bounded to the west by the Pyrenees Wine Region and to the east by Heathcote Wine Region. Several wineries are located in and around Bendigo, and in nearby Bridgewater on Loddon, Marong, Mandurang, and in Harcourt.

Heathcote Wine Region

There are approximately 50 wineries within the Heathcote Wine Region (Figure 7), including 37 with cellar doors, and 5 establishments provide a complementary café/restaurant. There is also a specialty wine tour operator – Heathcote Grape Escape Wine Tours – that conducts visitor tours to partner wineries.

Wineries include Peregrine Ridge, Three Dams Estate, Condie Estate, Meehan Vineyard, Wild Duck Creek and Heathcote Estate, McIvor Creek Wine and Sanguine Estate



FIGURE 7 HEATHCOTE WINE REGION



Source: Heathcote Wine Growers, 2018

3.3.5. ACCOMMODATION

A total of 58 properties were identified within the Goldfields Villages and their surrounds, with the highest number of establishments (13) located in Heathcote (and nearby Lake Eppalock). Creswick (8), Maryborough (8) and Castlemaine (6) were also key accommodation hubs. Table 3 overleaf provides a list of accommodation establishments by LGA.

Room occupancy rates for Hotels, motels and serviced apartments in 2016¹ (June Quarter) varied across the Goldfields Region, from 49.6% in Ballarat Tourism Region to 63.5% in Bendigo Loddon Tourism Region, as compared to 68.5% for Victoria as a whole.

AIRBNB

A total of 271 AirBnB entire home rentals were recorded within the LGAs that comprise the Goldfields Region with approximately 51% of these located within either Bendigo (71 rentals) or Ballarat (67). The remaining rentals were spread throughout other towns within the region, with Castlemaine (50 rentals) and Maldon (27 rentals) also hubs. The towns of Avoca and Beaufort both had under 10 entire home rentals recorded.

A further 79 private room rentals were recorded with 29 of these located in Castlemaine. This is greater than the total number of private rooms recorded in Ballarat and Bendigo combined (28).

The average daily rate for the towns ranged between \$141 in Avoca to \$223 in Beaufort. A number of towns had a greater average daily rate than Ballarat (\$160) and Bendigo (\$167). These towns include Maldon (\$187), Clunes (\$183), Creswick (\$175) and Castlemaine (\$174).

Occupancy rates varied across townships, ranging from 20% in Creswick to 53% in Bendigo.

Of all towns identified, only Beaufort had less than half of all rentals available for rental full time, with only 37% available full time. In contrast 100% of rentals were

available full time in Avoca and 73% of rentals in Heathcote were recorded to be available full time. In Ballarat 53% of rentals were available full time while 63% were recorded to be available full time in Bendigo.

In total, 256 active hosts were recorded by AirDNA in the towns across the Goldfields Region. The towns with the highest number of hosts were Bendigo (70 hosts), Ballarat (57) and Castlemaine (52). In contrast, less than 10 hosts were recorded each in Avoca and Beaufort.

TABLE 2 AIRBNB RENTALS

TOWN	LGA	ENTIRE HOUSES	PRIVATE ROOMS	AVERAGE DAILY RATE	OCCUPANCY RATE	AVAILABLE FULL TIME	HOSTS
Ballarat	Ballarat	67	12	\$160	38%	53%	57
Bendigo	Bendigo	71	16	\$167	53%	63%	70
Heathcote	Bendigo	14	7	\$167	38%	73%	14
All	Central Goldfields	19	3	\$150	23%	69%	17
<i>Dunolly/Talbot/Maryborough</i>	<i>Central Goldfields</i>	<i>No data available</i>					
Clunes	Hepburn	15	1	\$183	27%	50%	12
Creswick	Hepburn	15	2	\$175	20%	59%	12
All	Loddon	12	2	\$128	25%	47%	13
<i>Inglewood/Wedderburn</i>	<i>Loddon</i>	<i>No data available</i>					
Castlemaine	Mount Alexander	50	29	\$174	42%	56%	52
Maldon	Mount Alexander	27	2	\$187	28%	62%	27
Avoca	Pyrenees	6	3	\$141	51%	100%	8
Beaufort	Pyrenees	6	2	\$223	29%	37%	4

Source: AirDNA, 2018

¹ 2015-2016 is the last release of the ABS Tourist Accommodation dataset

TABLE 3 KEY ACCOMMODATION ESTABLISHMENTS BY VILLAGE

HEATHCOTE	DUNOLLY	MARYBOROUGH	TALBOT	CRESWICK	CLUNES
<ul style="list-style-type: none"> • Camp Getaway • Cranford Cottage • Emeu Inn Bed and Breakfast • Heathcote Accommodation • Heathcote Inn • Heathcote Retreat Hotel • Heathcote Views • J and Gs Place Sage Cottage • Knapps Country Cottage • Union Hotel • The Commercial Hotel • Queen Meadow Caravan Park • Moorabee Lodge Caravan Park 	<ul style="list-style-type: none"> • Dunolly Golden Triangle Motel • Dunolly Caravan Park • Bell's Cottage 	<ul style="list-style-type: none"> • Bull & Mouth Hotel • Hadenham • Bristol House • RJ's Bed & Breakfast • Bristol Hill Motor Inn • Golden Country Motel, Cabin and Caravan Park • Highlander Haven Motel • Junction Motel • Moonlight Inn • Wattle Grove Motel • Maryborough Caravan Park 	<ul style="list-style-type: none"> • Chesterfield House B&B • C & A's Cottage • Court House Hotel - Motel 	<ul style="list-style-type: none"> • RACV Goldfields Resort • Wintarni Olive • Tuki Trout Farm • The American Creswick • The Calembreen Lake Caravan Park • Rossmore Cottage • The Sebel Forest Resort • Creswick Motel 	<ul style="list-style-type: none"> • National Hotel • Madam Saddler Corset Cottage • Poplars Bed and Breakfast
CASTLEMAINE	WEDDERBURN	INGLEWOOD	MALDON	AVOCA	BEAUFORT
<ul style="list-style-type: none"> • Castlemaine Boutique Accommodation • Big4 Castlemaine Gardens Holiday Park • Castlemaine Central Cabin and Van Park • Castlemaine Colonial Motel and Apartments • Mossbank Cottage • Fitzgeralds on Lyttleton 	<ul style="list-style-type: none"> • Hard Hill Tourist Reserve Camping • Wedderburn Goldseeker Motel • Wedderburn Pioneer Caravan Park 	<ul style="list-style-type: none"> • Inglewood Motel and Caravan Park 	<ul style="list-style-type: none"> • The Eaglehawk Country House Hotel • Maldon Getaways • Maldon Hotel • Nuggetty Cottage • Maldon Caravan and Camping Park 	<ul style="list-style-type: none"> • Avoca Caravan Park • Avoca Motel • Avoca Cottages • Avoca Farmstay • Pyrenees Motel • Victoria Hotel 	<ul style="list-style-type: none"> • Beaufort Lake Caravan Park • Beaufort Motel • Golden Age Hotel • Beaufort Hotel • Mt Cole Cottages

3.3.6. EVENTS

Events are a growing strength for both Ballarat and Bendigo and utilised to address seasonality issues and promote the respective strengths of each township.

Coordination of event calendars in the two regional cities presents a key opportunity for growing visitation to the villages.

A summary of key events held within the Goldfields Villages in 2018 is provided in Table 4.



TABLE 4 EVENTS BY LGA/VILLAGE

TOWNSHIP	EVENT/FESTIVAL	TYPE	MONTH
Bendigo			
Heathcote	Gold Cup	Water-based	January
Heathcote	Griffith Cup	Water-based	April
Heathcote	The O'Keefe Challenge	Sport & Recreation	April
Heathcote	Sanguine Estate Music Festival	Arts & Culture	April
Heathcote	Kilo Event	Water-based	June
Heathcote	Heathcote Senior Amateur	Sport & Recreation	June
Heathcote	Australian Ford Forum's Annual Heathcote Drags	Sport & Recreation	June
Heathcote	Heathcote on Show	Food & Wine	June
Heathcote	Saint Martin Heathcote Wine Show	Food & Wine	August
Heathcote	Heathcote Film Festival	Arts & Culture	August
Heathcote	Heathcote Open Amateur	Sport & Recreation	September
Heathcote	Heathcote Wine and Food Festival	Food & Wine	October
Heathcote	Wine Down Sunday	Food & Wine	November
Heathcote	Open Water Learning Experience	Water-based	December
Heathcote	Heathcote Park Raceway Dates	Sport & Recreation	Weekends
Heathcote	Heathcote Bush Markets	Markets	Weekly
Heathcote	Saturday racing events	Water-based	Various Summer
Heathcote	Heathcote Night Market	Markets	Weekly (Summer)
CENTRAL GOLDFIELDS			
Maryborough	Maryborough Highland Gathering	Sport & Recreation	January
Talbot	Talbot Annual Vintage Engine and Machinery Rally	History & Heritage	March
Maryborough	Maryborough Gun Club Grand Prix	Sport & Recreation	June
Dunolly	Dunolly Queens Birthday Festival	Arts & Culture	June
Dunolly	Central Goldfields Spring Fling	Arts & Culture	October
Talbot	Central Goldfields Spring Fling	Arts & Culture	October

Maryborough	Central Goldfields Spring Fling	Arts & Culture	October
Maryborough	Maryborough Gold Cup	Sport & Recreation	October
Maryborough	Energy Breakthrough	Lifestyle	November
Maryborough	Maryborough Country Music Monthly Show	Arts & Culture	Monthly
Maryborough	Maryborough Tourist Market	Market	Monthly
Maryborough	Maryborough Redwood Carnival	Sport & Recreation	Monthly
Talbot	Talbot Farmers Market	Market	3 rd Sunday Monthly
HEPBURN			
Creswick	RACV Goldfields Super6	Sport & Recreation	January
Creswick	RACV Goldfields Legends Pro-Am	Sport & Recreation	February
Smeaton	Anderson's Mill Festival	Food & Wine	March
Clunes	Clunes Booktown Festival	Arts & Culture	May
Various	Words in Winter	Arts & Culture	August
Clunes	Clunes Ceramic Award	Arts & Culture	September (Biennial)
Creswick	The Brackenbury Festival	Sport & Recreation	October
Clunes	Clunes Agricultural Show	Lifestyle	November
Clunes	Clunes Makers' Market	Markets	Various
Clunes	Clunes Farmers Market	Markets	2 nd Sunday Monthly
LODDON			
Wedderburn	Wedderburn Golf Club Annual Tournament	Sport & Recreation	July
Various	2018 Naturally Loddon Spring Festival	Lifestyle	September
Wedderburn	Wedderburn Community Christmas Festival	Arts & Culture	November
Inglewood	Lions Inglewood Alive Festival	Lifestyle	November
MOUNT ALEXANDER			
Castlemaine	Castlemaine Gift	Sport & Recreation	January
Maldon	Maldon Twilight Dinner	Food & Wine	January
Maldon	Maldon Antiques and Collectables Fair	Lifestyle	February

Castlemaine	Castlemaine State Festival	Arts & Culture	Biennial
Castlemaine	Castlemaine Lions Club Swap Meet	Lifestyle	April
Maldon	Maldon Easter Fair	Lifestyle	April
Castlemaine	Castlemaine Jazz Festival	Arts & Culture	June
Maldon	Mt Tarrengower Hill Climb	Sport & Recreation	October
Castlemaine	Castlemaine & District Festival of Gardens	Lifestyle	Biennial (Melbourne Cup week)
Castlemaine	Castlemaine Truck Show	Sport & Recreation	November
Maldon	Maldon Swap Meet	Lifestyle	November
Maldon	Maldon Folk Festival	Arts & Culture	November
Castlemaine	Castlemaine Farmers Market	Markets	1 st Sunday Monthly
Castlemaine	Artists Market	Market	1 st Sunday Monthly
Maldon	Maldon Market	Market	2 nd Sunday Monthly
PYRENEES			
Lexton	Rainbow Serpent Festival	Arts & Culture	January
Avoca	Pyrenees Unearthed Wine and Food Festival	Food & Wine	April
Avoca	Blue Pyrenees Estate Avoca Cup	Sport & Recreation	October
Lake Goldsmith	Lake Goldsmith Steam Rally	History & Heritage	November

3.3.7. TOWNSHIP STRENGTHS

Drawing on the above information, Table 5 provides an overview of existing product and experience strengths of the Goldfields Villages by LGA.

TABLE 5 KEY PRODUCT STRENGTHS BY LGA

	Bendigo (Heathcote)	Central Goldfields	Hepburn	Loddon	Mount Alexander	Pyrenees
History and Heritage		✓	✓	✓	✓	✓
Arts and Culture		✓			✓	
Indigenous		✓				
Nature based	✓		✓	✓	✓	
Cycling		✓	✓		✓	
Events		✓			✓	
Food & Agritourism	✓				✓	✓
Wineries	✓					✓

3.4. VISITOR SERVICES

There are a number of existing visitor information centres and other visitor information service providers located across the Goldfields Villages region, including larger scale VICs located within the city centres of both Ballarat and Bendigo, and accredited VIC's within the villages including:

- Heathcote Visitor Centre;
- Castlemaine Visitor Information Centre;
- Central Goldfields Visitor Information Centre;
- Loddon Visitor Information Centre;
- Maldon Visitor Information Centre; and
- Clunes Visitor Information Centre (located within The Warehouse multifunction space which also houses a museum, library and gallery).



4. VISITOR PROFILE

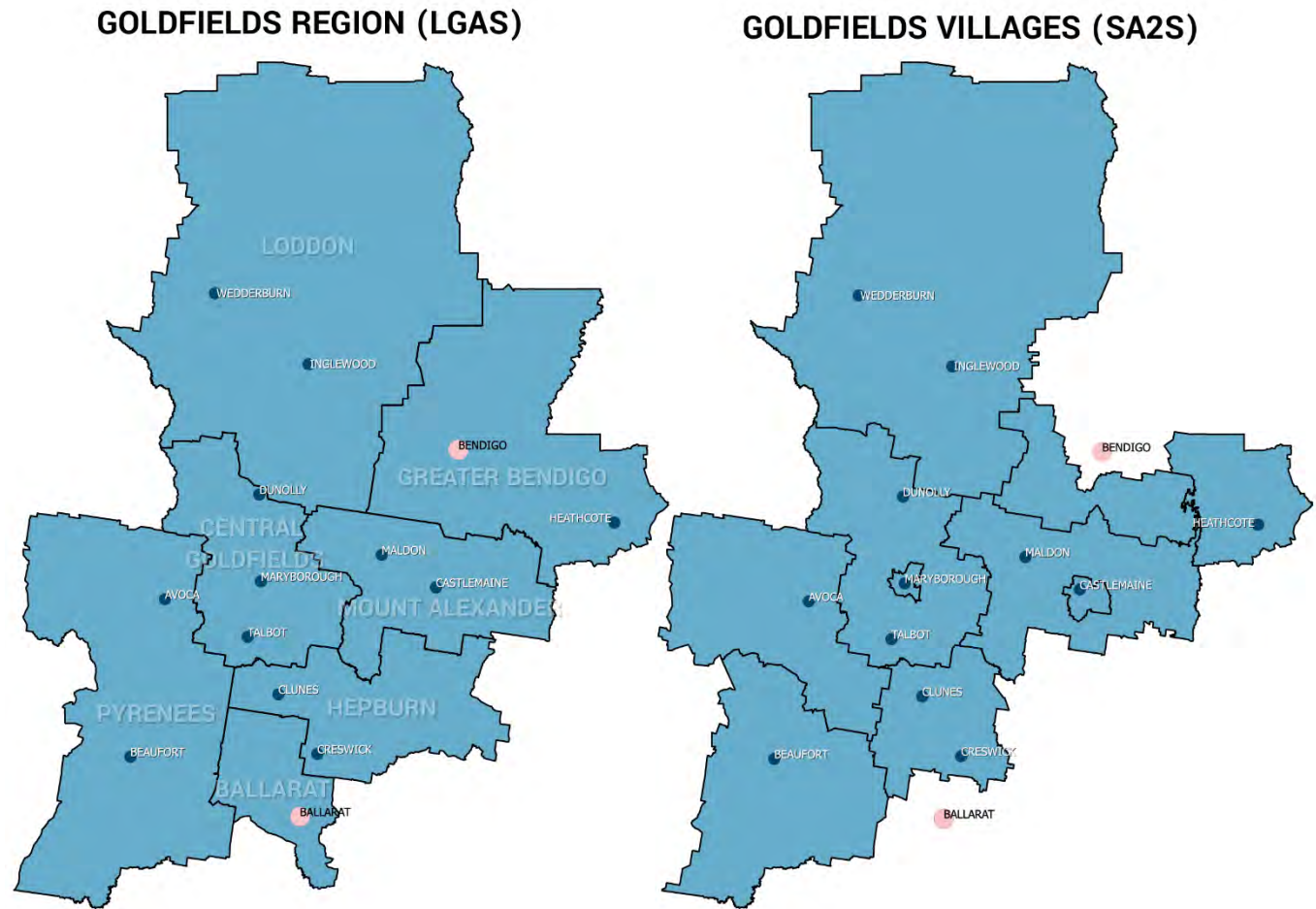
4.1. INTRODUCTION

This section provides an overview of visitation, visitor characteristics and visitor expenditure in the Goldfields Villages, as compared to the wider Goldfields Region and regional Victoria as appropriate.

NOTES ON ANALYSIS

- Demographic and expenditure data is based on a two-year average for visitation due to lower sample sizes for the Goldfields Villages region.
- Expenditure data by item for overnight visitors is only available at a national level, and as such approximate 'local' spend has been calculated by applying the percentage of 'local' spend at a national level to overall visitation and expenditure data available at the tourism region level. 'Local' spending is defined as spending on the following items: rental vehicles; petrol; accommodation; groceries for self-catering; alcohol; drinks (not already reported); takeaways and restaurant meals; shopping/gifts/ souvenirs; entertainment and gambling.
- In some instances, percentage figures have been rounded to the nearest whole number and therefore may not equal 100%.

FIGURE 8 REGION BOUNDARIES AND INCLUSIONS



4.2. KEY FINDINGS

The Goldfields Villages currently attracts an estimated 1.67 million visitors annually, comprised of just under 1.1 million daytrip visitors, 567,500 overnight visitors and just under 9000 international visitors.

SUMMARY OF VISITATION TO THE GOLDFIELDS VILLAGES (2017)

1,092,489 DOMESTIC DAYTRIP VISITORS	567,510 DOMESTIC OVERNIGHT VISITORS	8,933 INTERNATIONAL VISITORS
--	--	---

This represents approximately 22% of total visitation to the wider Goldfields Region, presenting significant opportunity for the Goldfields Villages to increase their capture of visitors to the regional cities of Ballarat and Bendigo.

The highest proportion of visitors were daytrip visitors, equating to 65%, with the region capturing a higher proportion of overnight visitors than the Goldfields Region consistent with a higher proportion of overnight visitors visiting for the purpose of a holiday (40%, as compared to 33% for the Goldfields Region).

4.3. VISITATION

4.3.1. VISITATION OVERVIEW

In 2017 the Goldfields Villages attracted an estimated 1.67 million visitors annually, just under 1.1 million or 65% of which were visitors (Table 6). Overall this represented 22% of visitation to the Goldfields Region which attracted 7.4 million visitors over the period.

TABLE 6 GOLDFIELDS VILLAGES 2017 VISITATION OVERVIEW

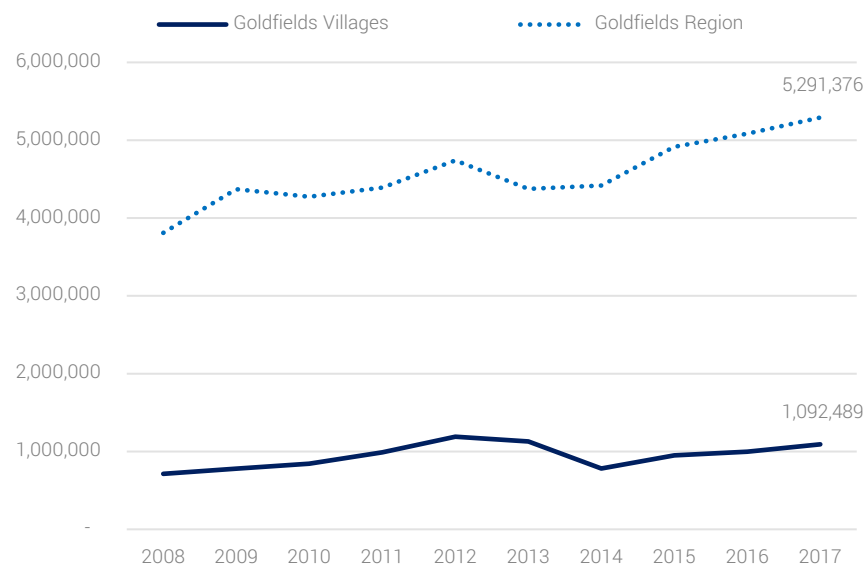
	GOLDFIELDS VILLAGES	%	GOLDFIELDS REGION	%
Daytrip	1,092,489	65%	5,291,376	71%
Overnight	567,510	34%	2,088,266	28%
International	8,933	1%	52,487	1%
Total	1,668,932	100%	7,432,129	100%

Source: TRA CDMOTA IVS & NVS YE Dec 2017

4.3.2. DOMESTIC DAYTRIP VISITATION TREND

Over the period 2008-2017 annual domestic daytrip visitation to Goldfields Villages grew by 53% from approximately 713,100 visitors in 2008, to just under 1.1 million visitors in 2017 with growth fairly consistent over the period (Figure 9 overleaf). Visitation to the Goldfields Region, grew from approximately 3.8 million visitors in 2008 to almost 5.3 million in 2017.

FIGURE 9 DOMESTIC DAYTRIP VISITATION TREND 2008-2017

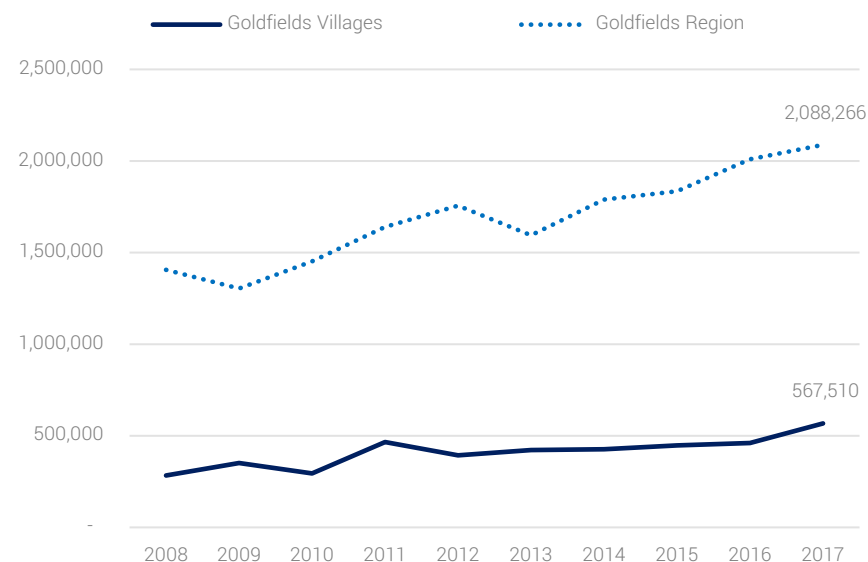


Source: TRA CDMOTA NVS Calendar Year 2008-2017

4.3.3. DOMESTIC OVERNIGHT VISITATION TREND

The number of domestic overnight visitors to Goldfields Villages, in the period 2008-2017, grew from approximately 283,364 visitors to 567,510 visitors in 2017 (Figure 10). This growth was not consistent over the 10 year period, with a number of troughs occurring. The inconsistent growth was also reflected in the number of domestic overnight visitors to Goldfields Region, with a number of peaks and troughs also occurring in the region. Overall, overnight visitation grew from 1.4 million visitors in 2008 to 2.1 million visitors in 2017.

FIGURE 10 DOMESTIC OVERNIGHT VISITATION TREND 2008-2017



Source: TRA CDMOTA NVS Calendar Year 2008-2017

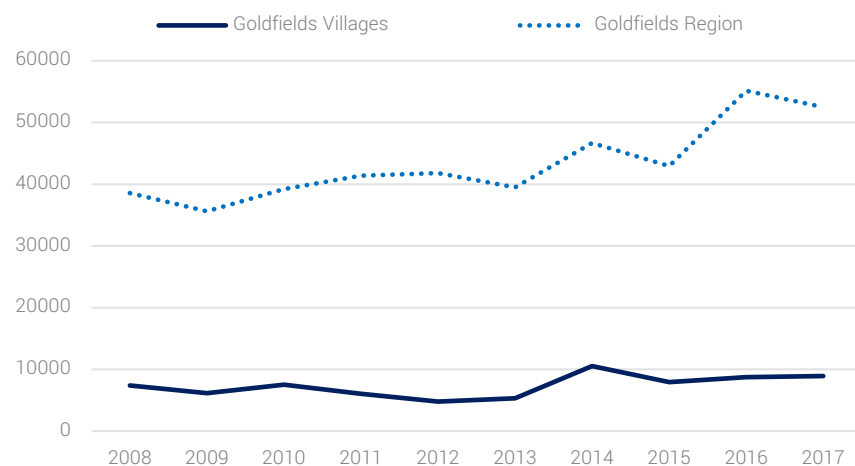
The Goldfields Villages currently capture an exceptionally low proportion of the total number of visitors to Bendigo and Ballarat, demonstrating a large market opportunity.

The development of products and experiences that promote the unique stories of the Goldfields Villages in line with themes that already draw visitors to Bendigo and Ballarat (e.g. arts, heritage and food) will act as motivators to increase the capture of visitors from these two hubs.

4.3.4. INTERNATIONAL VISITATION TREND

International visitation to the Goldfields Villages grew slightly over the 2008-2017 period, from 7,402 visitors in 2008 to 8,933 visitors in 2017. By comparison, the number of international visitors grew significantly over the period, from 38,557 visitors in 2008 to 52,487 visitors in 2017 (Figure 11). A spike in 2016 may reflect the Marilyn Monroe Exhibition in Bendigo 2016.

FIGURE 11 INTERNATIONAL VISITATION TREND 2008-2017



Source: TRA CDMOTA IVS Calendar Year 2008-2017.

4.4. VISITOR DEMOGRAPHICS

Provided below is an overview of key visitor demographics for the daytrip, overnight and international visitor markets to the Goldfields Villages; as compared to the Goldfields Region and regional Victoria.

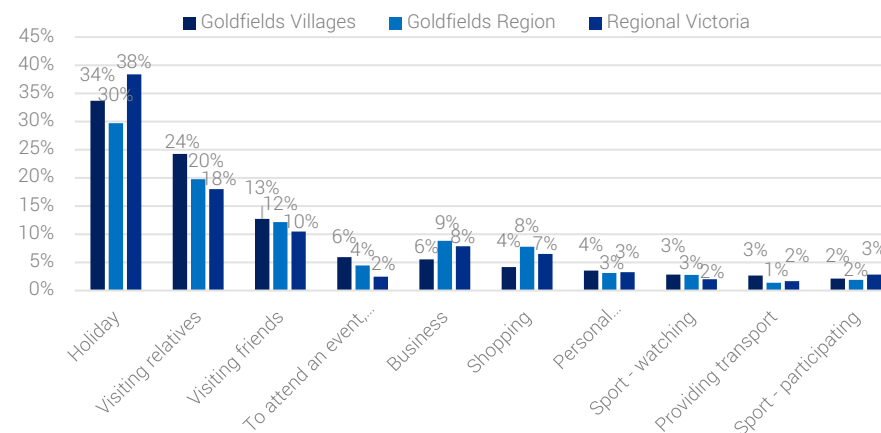
This includes purpose of visit; visitor origin; travel group; age; activities; accommodation; transport method; and seasonality of visit, as available.

4.4.1. DOMESTIC DAYTRIP VISITORS

PURPOSE OF VISIT

The primary purpose of visit for domestic daytrip visitors to the Goldfields Villages was for a holiday (34%). This purpose was also consistent across the Goldfields Region (30%) and regional Victoria (38%). Visiting relatives or friends also accounted for a high proportion of visits to Goldfields Villages (37%) as well as the Goldfields Region (32%) and regional Victoria (28%).

FIGURE 12 DOMESTIC DAYTRIP PURPOSE OF VISIT (%)



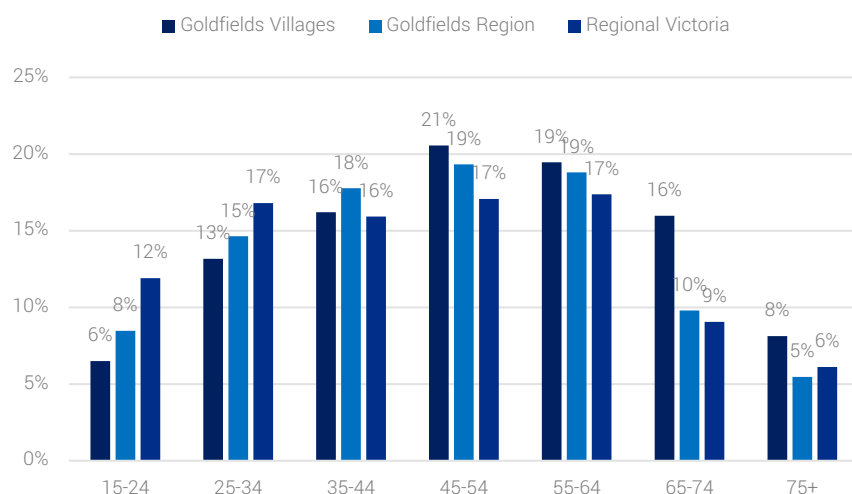
Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total).

ORIGIN AND AGE

Almost all (99%) domestic daytrip visitors to the Goldfields Villages originated in Victoria, with the remaining 1% from NSW, consistent with the wider Goldfields Region.

The Goldfields Villages has an older domestic daytrip visitor profile, with a higher proportion of those aged 45 and older than both the Goldfields Region and regional Victoria (Figure 13).

FIGURE 13 DOMESTIC DAYTRIP VISITOR AGE PROFILE (%)



Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total).

TRIP ACTIVITIES

Goldfields Villages has a marginally lower proportion (50%) of domestic visitors who eat out / dine than the Goldfields Region (53%), and a higher proportion of visitors who visit friends and relatives (37%) than the Goldfields Region (35%) (Table 7). Goldfields Villages also have a higher proportion of visitors sightseeing/looking around (21%), and a lower proportion of those shopping for pleasure (15%).

TABLE 7 DOMESTIC DAYTRIP VISITOR ACTIVITY PARTICIPATION (%)

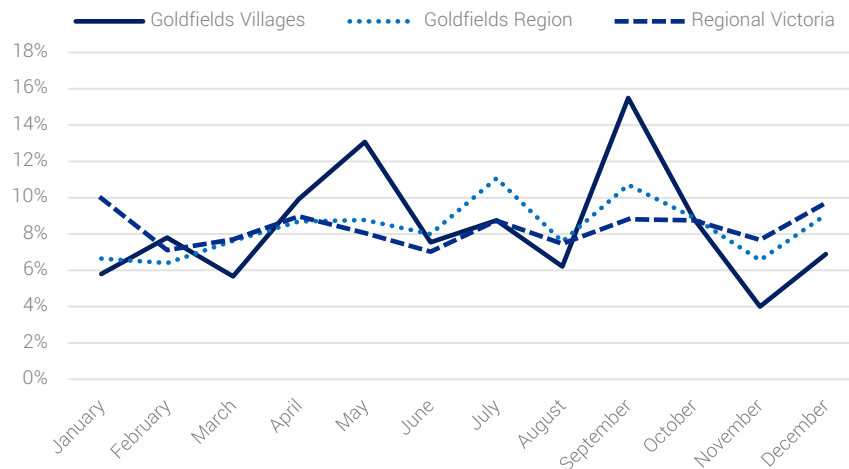
ACTIVITY	G/FIELDS VILLAGES	G/FIELDS REGION	REGIONAL VIC
Eat out / dine at a restaurant and/or cafe	50%	53%	50%
Visit friends & relatives	37%	35%	33%
Sightseeing/looking around	21%	18%	20%
Go shopping for pleasure	15%	19%	16%
Bushwalking / rainforest walks	8%	5%	7%
Pubs, clubs, discos etc	7%	7%	7%
Go to markets	7%	5%	4%
None of these	7%	10%	10%
Visit botanical or other public gardens	7%	6%	4%
Visit museums or art galleries	7%	7%	3%
Visit history / heritage buildings, sites or monuments	6%	6%	3%
Picnics or BBQs	6%	4%	4%
Visit national parks / state parks	5%	4%	7%
Attend an organised sporting event	4%	4%	3%
Visit wineries	4%	2%	2%
Attend festivals / fairs or cultural events	4%	4%	2%
Fishing	4%	1%	2%
Visit industrial tourist attractions / mines / breweries (breweries excl 2016 onwards)	2%	2%	1%
Tourist trains	2%	1%	0%
Exercise, gym or swimming	2%	1%	2%
Golf	2%	0%	1%
Visit farms	2%	1%	1%

Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total)

SEASONALITY

Visitor daytrips to Goldfields Villages is variable across the year, with the greatest peaks in the months of May, July and September. This is distinctly different from the seasonal profiles of both the Goldfields Region, and regional Victoria (Figure 14). The seasonality of visitation to the Goldfields Villages differs greatly from Regional Victoria. This may be the result of events held in the villages throughout the year contrasted to the low visitation outside of event periods.

FIGURE 14 DAYTRIP SEASONALITY OF VISIT (%)



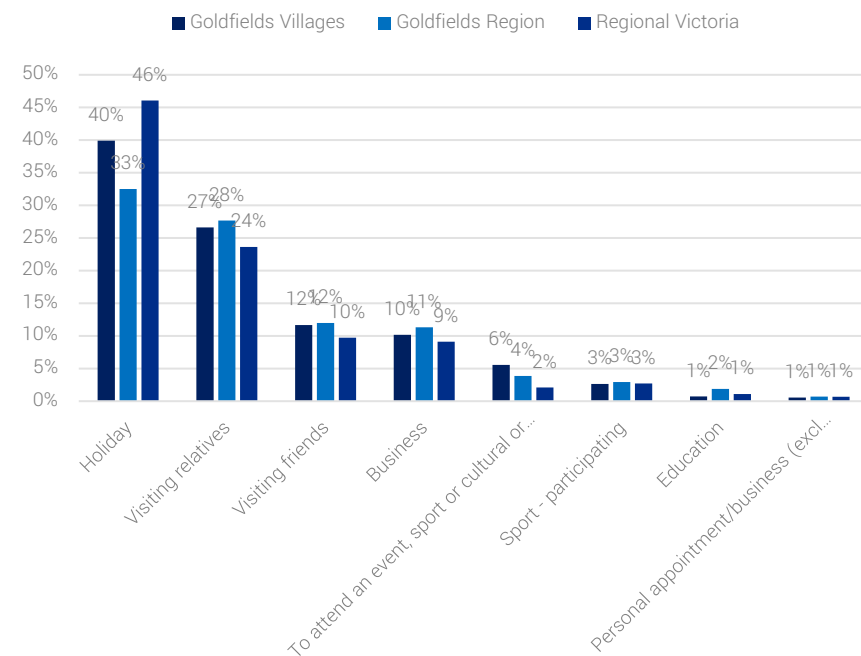
Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total).

4.4.2. DOMESTIC OVERNIGHT VISITORS

LENGTH OF STAY AND PURPOSE OF VISIT

On average, overnight visitors to the Goldfields Villages stayed an average of 2.5 nights in the region, slightly longer than for the wider Goldfields Region (2.4), but shorter than for regional Victoria on average (2.8). The primary purpose of overnight visits to the Goldfields Villages was for a holiday (40%), which was significantly higher than for the Goldfields Region (33%) but lower than for regional Victoria (46%) (Figure 15). Interestingly, 6% of overnight visitors to the Goldfields Villages were visiting to attend an event.

FIGURE 15 OVERNIGHT PURPOSE OF VISIT (%)

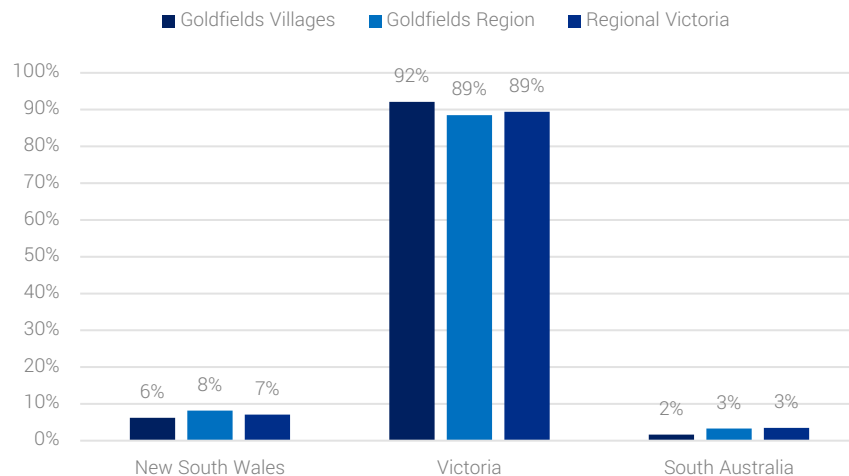


Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total).

ORIGIN

As with daytrip visitors, both the Goldfields Villages and the wider Goldfields Region predominantly sourced overnight domestic visitors from intrastate, with 92% of domestic overnight visitors to Goldfields Villages originating in Victoria (Figure 16). Of the remaining visitors, 6% originated in New South Wales and 2% in South Australia.

FIGURE 16 OVERNIGHT VISITOR ORIGIN, BY STATE (%)

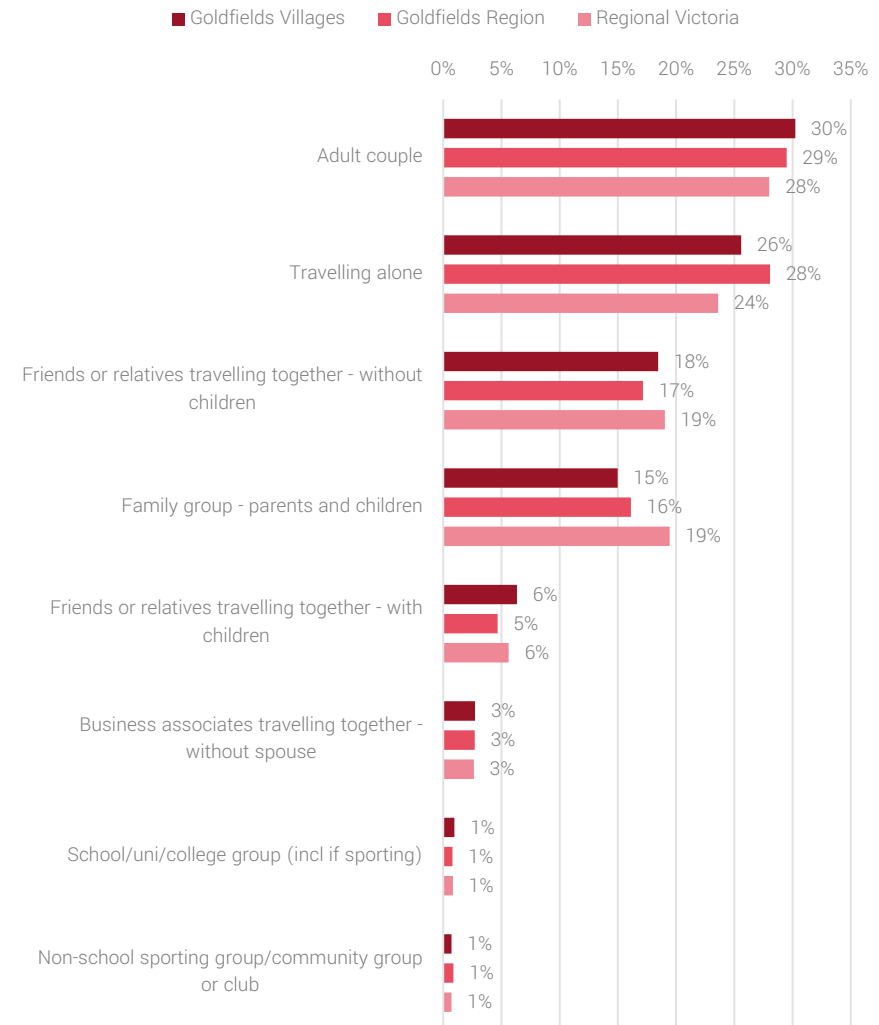


Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total). % have been rounded so may not equal 100%.

TRAVEL GROUP

The primary overnight travel group to Goldfields Villages is adult couples (30%), consistent with the Goldfields Region. Individuals travelling alone, friends or relatives travelling together (no children), and family group (parents and children), are also common travel groups, accounting for 26%, 18% and 15% respectively. These travel groups also form a high proportion of visitor travel groups in the Goldfields Region and regional Victoria (Figure 17).

FIGURE 17 OVERNIGHT TRAVEL GROUP (%)

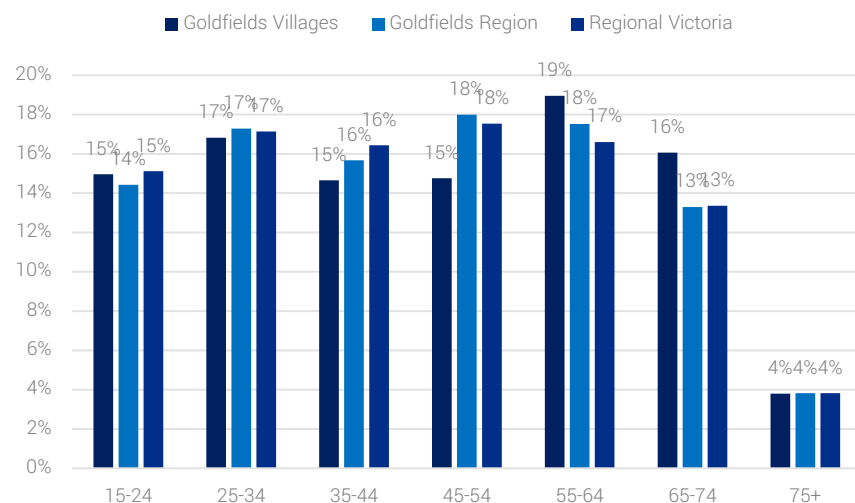


Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total).

AGE

Goldfields has a higher proportion of visitors aged between 55-64 (19%) and 65-74 (16%) and a lower proportion of visitors aged 35-44 (15%) and 45-54 (16%) than the Goldfields Region and regional Victoria (Figure 18). Across the three destinations, 17% of overnight visitors are aged 25-34 and 4% were aged over 75.

FIGURE 18 OVERNIGHT AGE PROFILE (%)



Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total).

TRIP ACTIVITIES

As for daytrip visitors, eating/dining out is the most popular visitor activity, with 54% of overnight visitors to Goldfields Village participating, however this is lower than the proportion of visitors undertaking this activity in both the Goldfields Region (59%) and regional Victoria (60%) (Table 8). Visiting friends and relatives (48%), sightseeing/looking around (26%) and visiting pubs/clubs (24%) were also popular activities for overnight visitors to the Goldfields Villages.

TABLE 8 OVERNIGHT VISITOR ACTIVITIES BY PARTICIPATION (%)

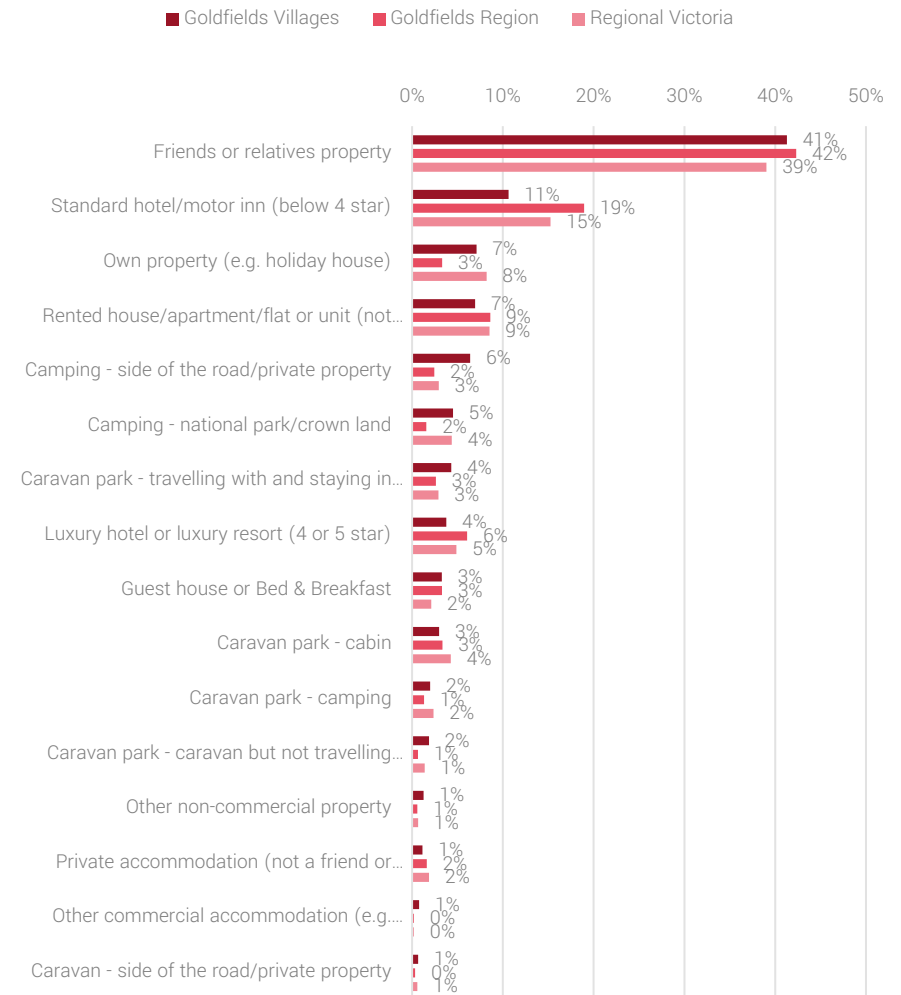
ACTIVITY	G/FIELDS VILLAGES	G/FIELDS REGION	REGIONAL VICTORIA
Eat out / dine at a restaurant and/or cafe	54%	59%	60%
Visit friends & relatives	48%	50%	46%
Sightseeing/looking around	26%	23%	29%
Pubs, clubs, discos etc	24%	21%	23%
Go shopping for pleasure	15%	18%	19%
Bushwalking / rainforest walks	14%	9%	17%
Visit museums or art galleries	11%	12%	7%
Go to markets	10%	9%	9%
Visit history / heritage buildings, sites or monuments	10%	9%	7%
Visit wineries	9%	5%	6%
Visit national parks / state parks	9%	7%	15%
Attend festivals / fairs or cultural events	8%	5%	4%
Go on a daytrip to another place	7%	5%	6%
Visit botanical or other public gardens	7%	8%	5%
Picnics or BBQs	5%	5%	7%
Other outdoor activities nfd	5%	3%	5%
None of these	5%	6%	16%
Attend theatre, concerts or other performing arts	5%	4%	2%
Play other sports	4%	4%	4%
Exercise, gym or swimming	4%	5%	7%
Water activities / sports	3%	2%	4%

Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total).

ACCOMMODATION TYPE

The primary accommodation type for visitors to Goldfields Villages is friends or relatives property (41%), as with the Goldfields Region and regional Victoria (42% and 39%) (Figure 19). Other common accommodation types in Goldfields Villages were standard hotel/motor inn (11%) and visitors' own properties (7%). A higher proportion of visitors to Goldfields Region (19%) and regional Victoria (15%) stayed in a standard hotel/motor inn than in the Goldfields Villages.

FIGURE 19 OVERNIGHT ACCOMMODATION TYPE (%)



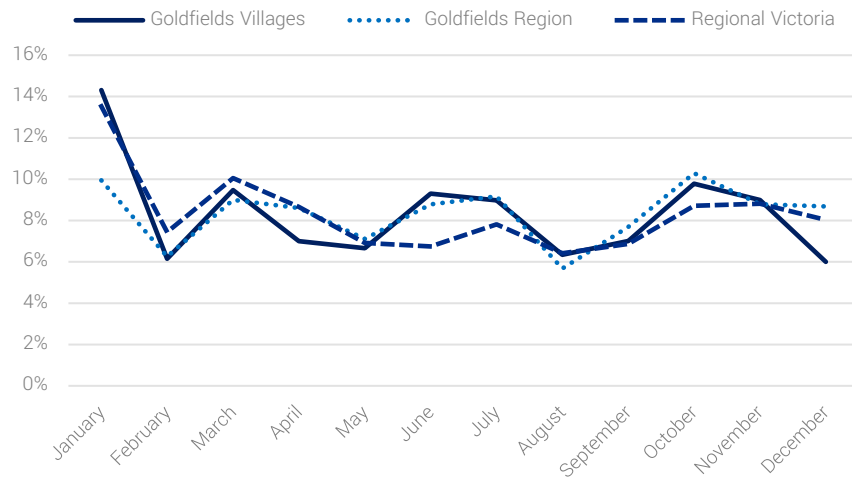
Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total).

SEASONALITY

Overnight visitation to Goldfields Villages is relatively variable, with several peaks and troughs occurring throughout the year. Months experiencing the greatest visitation include January, March, June, July, October and November. The seasonality of overnight visits to the Goldfields Villages is consistent with visitation to both the Goldfields Region and to a lesser extent, regional Victoria, with clear peaks in January and in line with Victorian school holidays (Figure 20).

Seasonality for overnight visitors differs greatly from day-trippers with much lower peaks experienced in overnight visitors. One reason for this may be the impact of the VFR market which is less seasonal than holiday leisure visitation.

FIGURE 20 OVERNIGHT SEASONALITY OF VISIT (%)



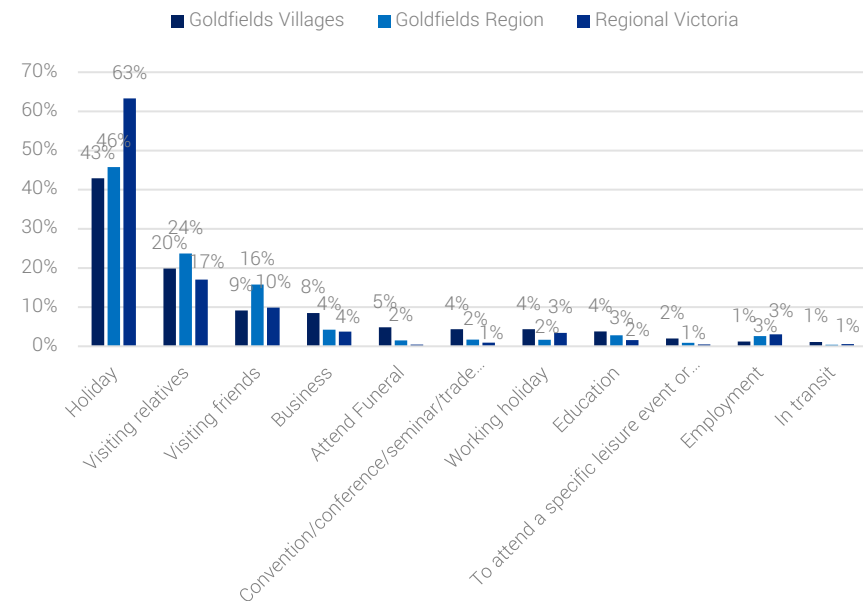
Source: TRA CDMOTA NVS Calendar Year 2016 to 2017 (total).

4.4.3. INTERNATIONAL VISITORS

PURPOSE OF VISIT

The primary purpose of international visits to all three regions is for a holiday, with 43% of visitors to the Goldfields Villages visiting for a holiday. Although the largest share of Goldfields Villages and Goldfields Region visitors were visiting for a holiday, this was significantly lower than for regional Victoria overall (63%), with the difference primarily comprised of a higher proportion of those visiting friends or relatives (Figure 21)

FIGURE 21 INTERNATIONAL PURPOSE OF VISIT (%)



Source: TRA CDMOTA IVS Calendar Year 2016 to 2017 (total).

ORIGIN

19% of international visitors to the Goldfields Villages are from the US, which is higher than for both the Goldfields Region (11%) and regional Victoria (9%) (Table 9). Goldfields Villages also have a higher proportion of international visitors coming from China (16%) than in the Goldfields Region (9%) and regional Victoria (12%).

The higher level of visitation from China and the U.S may be due to cultural interest in the goldfields and gold heritage from these groups.

TABLE 9 INTERNATIONAL COUNTRY OF ORIGIN (%).

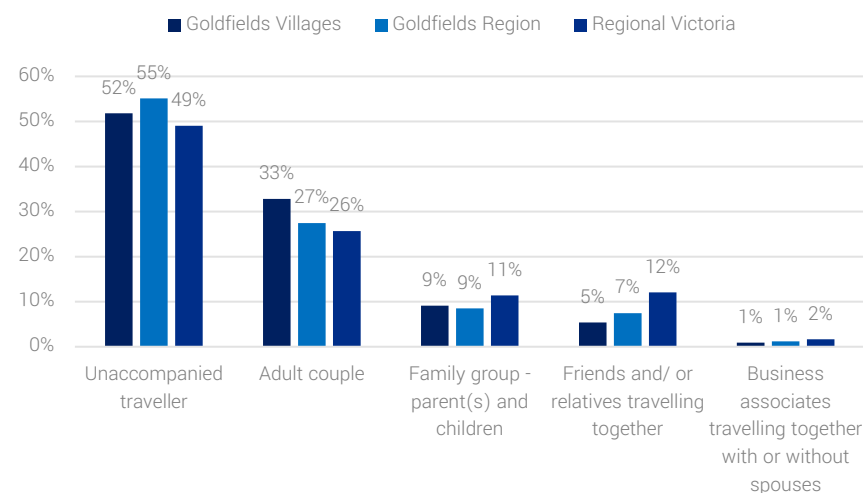
COUNTRY	GOLDFIELDS VILLAGES	GOLDFIELDS REGION	REGIONAL VICTORIA
United States of America	19%	11%	9%
China	16%	9%	12%
United Kingdom	14%	11%	15%
New Zealand	11%	17%	12%
Germany	10%	6%	7%
Other Europe	6%	6%	5%
France	4%	4%	3%
Other Countries	3%	3%	4%
Malaysia	3%	5%	4%
Other Asia	2%	4%	2%
Canada	2%	3%	3%
Netherlands	2%	1%	2%
Indonesia	1%	1%	1%
India	1%	3%	3%
Taiwan	1%	1%	2%
Korea	1%	1%	1%
Singapore	1%	3%	4%
Scandinavia	1%	2%	3%
Japan	1%	3%	2%

Source: TRA CDMOTA IVS Calendar Year 2016 to 2017 (total).

TRAVEL GROUP

Figure 22 shows the primary international travel group to Goldfields Villages is unaccompanied travellers, accounting for 52% of international visitor travel groups. This is lower than the proportion of the same travel group visiting the Goldfields Region (55%), but greater than regional Victoria (49%). A high proportion of international visitors to Goldfields Villages are adult couples, with the travel group accounting for 33% of all travel groups. This is greater than the proportion of adult couples visiting the Goldfields Region (27%) and regional Victoria (26%). A higher proportion of visitors to regional Victoria are travelling in family groups (11%) or friends and/or relatives travelling together (12%) than the proportion of visitors travelling in the same groups to both Goldfields Villages (9% and 5%) and the Goldfields Region (9% and 7%).

FIGURE 22 INTERNATIONAL TRAVEL GROUP (%)

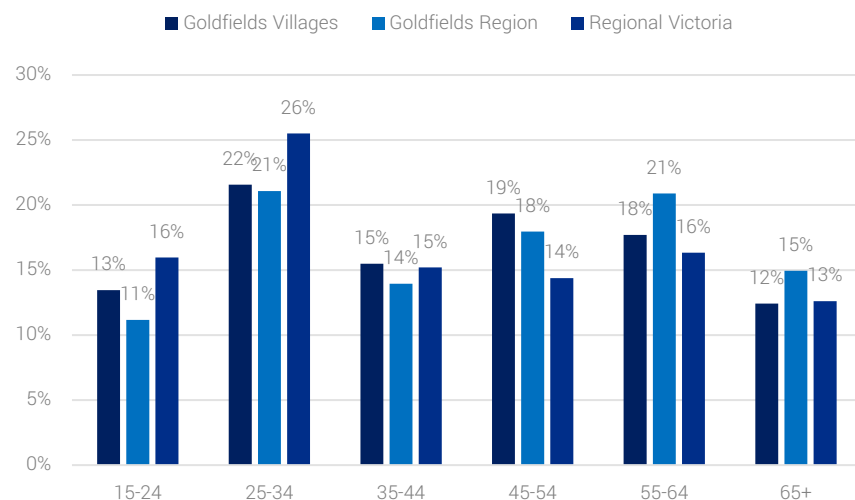


Source: TRA CDMOTA IVS Calendar Year 2016 to 2017 (total).

AGE

The highest proportion of international visitors to Goldfields Villages were aged 25-34, with the age group accounting for 22% of visitors. This is greater than the proportion of visitors in the same age group visiting the Goldfields Region (21%) but lower than for regional Victoria (26%). The second highest proportion of visitors to Goldfields Villages are aged between 45-54 (19%), which is higher than the proportion of visitors to both Goldfields Region (18%) and regional Victoria (14%) aged in the same group (Figure 23).

FIGURE 23 INTERNATIONAL AGE PROFILE (%)



Source: TRA CDMOTA IVS Calendar Year 2016 to 2017 (total).

TRIP ACTIVITIES

A higher proportion of visitors to Goldfields Villages participated in bushwalking/ rainforest walks during their trip (51%), as compared to Goldfields Region (38%) and regional Victoria (44%) (Table 10).

TABLE 10 TOP INTERNATIONAL VISITOR ACTIVITIES PARTICIPATED IN DURING TRIP (%)

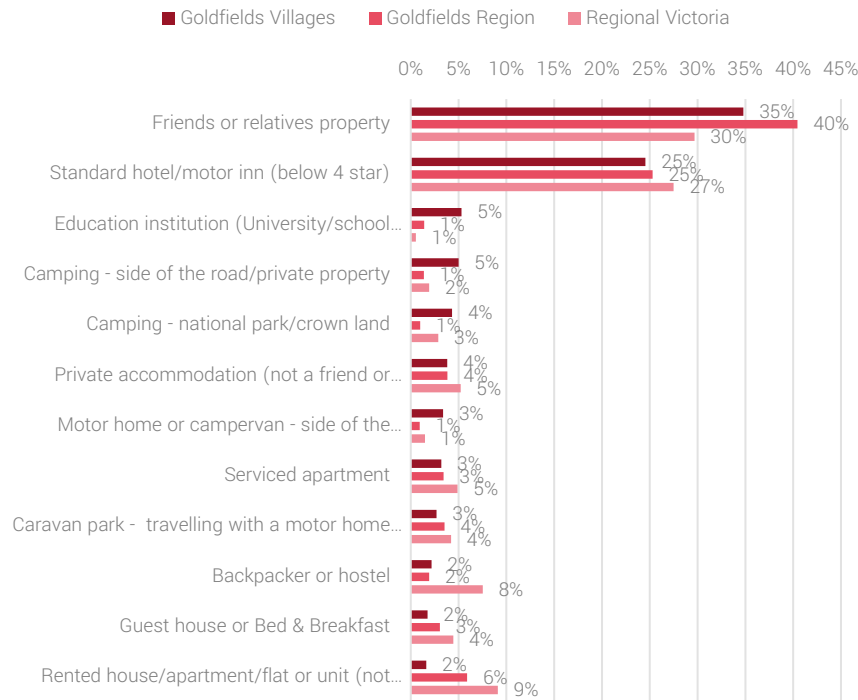
ACTIVITY	GOLDFIELDS VILLAGES	GOLDFIELDS REGION	REGIONAL VICTORIA
Eat out / dine at a restaurant and/or cafe	97%	97%	96%
Go shopping for pleasure	80%	81%	80%
Sightseeing/looking around	77%	79%	82%
Go to markets	63%	54%	58%
Visit national parks / state parks	59%	56%	66%
Bushwalking / rainforest walks	51%	38%	44%
Visit botanical or other public gardens	50%	53%	54%
Pubs, clubs, discos etc	50%	52%	51%
Visit history / heritage buildings, sites or monuments	49%	50%	47%

Source: TRA CDMOTA IVS Calendar Year 2016 to 2017 (total).

ACCOMMODATION TYPE

The primary international visitor accommodation type is friends or relatives property, accounting for 35% of all accommodation types used in the Goldfields Villages (Figure 24). A friends or relatives property was also popular amongst international visitors to both the Goldfields Region (40%) and regional Victoria (30%). The second most common accommodation type for visitors to Goldfields Villages is standard hotel/motor inn (25%). Standard hotel/motor inn is also common in the Goldfields Region (25%), which is consistent with regional Victoria.

FIGURE 24 INTERNATIONAL VISITOR ACCOMMODATION (%)



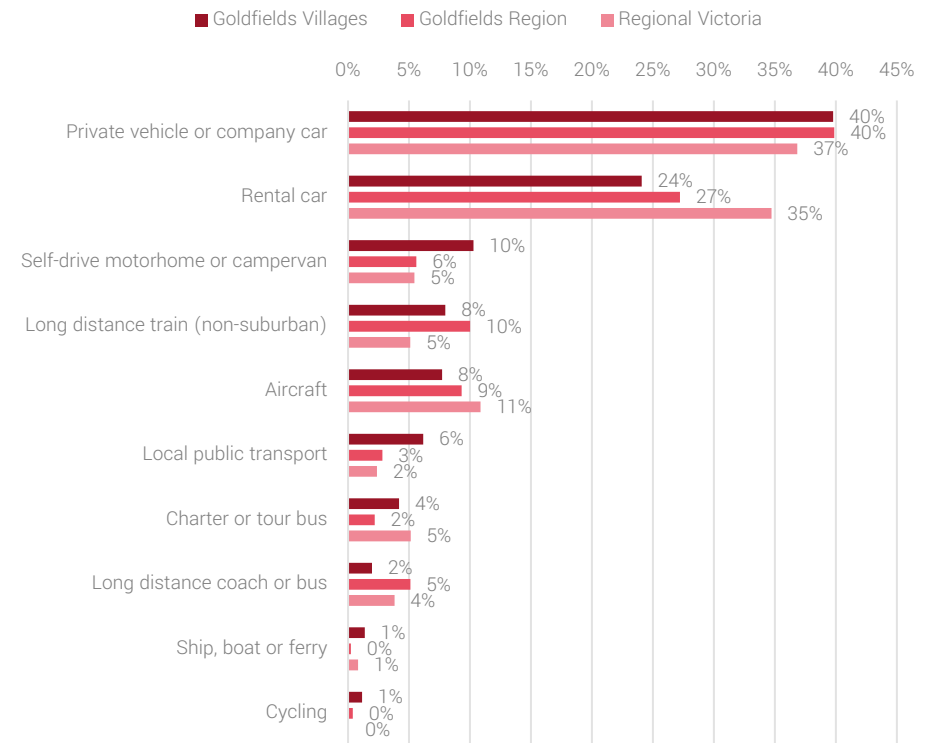
Source: TRA CDMOTA IVS Calendar Year 2016 to 2017 (total). Note: Graph is displaying types above 1%.

TRANSPORT METHOD

The most common transport method for international visitors to Goldfields Villages was private vehicle or company car (40%) which is consistent with the Goldfields Region (40%) and regional Victoria (37%) (Figure 25).

Of significance, 10% of visitors to the Goldfields Villages travelled by self-drive motorhome or campervan, compared to only 6% the Goldfields Region and 5% in regional Victoria.

FIGURE 25 INTERNATIONAL TRANSPORT METHOD (%)



Source: TRA CDMOTA IVS Calendar Year 2016 to 2017 (total).

4.5. KEY TARGET AND EMERGING MARKETS

The key opportunity for Goldfields Villages is to further leverage from current and future visitation to both Ballarat and Bendigo, by developing products and experiences that entice visitors to disperse from these two regional hubs.

As such, key identified target markets for these regional cities (and the villages themselves) from the existing Destination Management Plans are outlined below.

4.5.1. BALLARAT REGION

Key target visitor markets identified for Ballarat in the Ballarat Destination Management Plan were:

- Families;
- Socially aware;
- Older travellers;
- Western Anglo markets (United Kingdom and New Zealand); and
- Chinese.

For the Villages in particular, the DMP identified opportunities to attract the socially aware and adult couples markets interested in heritage product, arts and cultural tourism, with the family market also identified as an important segment.

4.5.2. BENDIGO REGION

Within the Bendigo Destination Management Plan, Lifestyle Leaders was identified as the key domestic target market for the Bendigo Region. A profile of this market segment is outlined below.

LIFESTYLE LEADERS

The 'Lifestyle Leaders' market, developed and targeted by Visit Victoria, is based on a mindset, are found in all regions, ages and lifecycle groups and represent approximately a third of the Australian population aged 18+.

Lifestyle Leaders are educated, professional and progressive individuals who enjoy seeking out new information and being the first to try new products. They have a higher level of discretionary expenditure than the general population so they can afford to indulge more often in travel, with a particular desire to escape city life and embrace nature/outdoors and new discoveries. Compared with the average Australian, Lifestyle Leaders:

- Take a greater number of leisure trips per year (4.2 trips compared to 3.9); and
- Spend more on travelling per year (\$4,058 on average compared to \$3,205)

The Lifestyle Leaders market segmentation model also incorporates four categories of target markets specific to the types of experiences sought within the Lifestyle Leaders market, as outlined below.

Inspired By Nature

Represent approximately 14% of the total population 18+. They regularly get away for weekends and want a choice of activities that allow them to get active to varied degrees, from hiking and cycling to shopping and dining. Their genuine environmental concerns lead them towards preferring an eco-tourism experience where respect for natural surrounds is paramount.

Creative Opinion Leaders

Creative Opinion Leaders represent approximately 6% of the total population 18+. They are creative both in terms of their involvement in cultural and creative pursuits and their openness to risks, new experiences and new ideas. Their extensive social networks and extroverted nature means that once they've visited a destination, the latest exhibition or experience, they will generate positive word of mouth among their friends and family.



Food and Wine Lifestylers

Food and Wine Lifestylers represent approximately 13% of the total population 18+. They are a credible authority for eating out and seek to enhance their sophisticated palate and culinary knowledge through an understanding about everything food and wine. In particular they like to get to know the characters and stories behind the food and wine from the winemaker or chef.

Enriched Wellbeing

Enriched Wellbeing represent approximately 7% of the total population 18+. Enriched Wellbeing are progressive, educated and professional individuals who seek luxurious breaks to indulge personal passions within a culturally rich, natural or rejuvenating setting.

Enriched Wellbeing are financially secure, predominately female individuals who earn more and spend more on travel and luxury accommodation. They value quality over price and seek enrichment and rejuvenation through connecting with nature and focussing on their wellbeing. They appreciate quality and freshness in food and are more likely to buy organic foods, and indulge in premium restaurant experiences which offer fresh, seasonal and regional produce.



5. GOLDFIELDS VILLAGES VISITOR ECONOMY

5.1. INTRODUCTION

This section provides an overview of the visitor economy in the Goldfields Villages region, including a breakdown of the top industry sectors and community characteristics using 2016 and 2011 census data.

5.2. KEY FINDINGS

Total expenditure by visitors to the Goldfields Villages region equated to an estimated \$344 million annually, 19% of the total expenditure across the Goldfields Region (\$1.81 billion annually). Of this estimated total expenditure to the Goldfields Villages, \$79.7 million was spent by daytrip visitors, \$234 million by overnight visitors and \$30.6 million by international visitors. This equated to approximately \$74.75 spent per daytrip visitor and \$349.41 per overnight visitor.

Across the Goldfields Villages, Agriculture, Forestry and Fishing comprises the largest share of employment across the region, with an estimated 14% of jobs (2708) in this sector. Tourism accounts for an estimated 933 jobs across the Goldfields Villages or 5% of total industry jobs, with the largest share of these jobs (222) located in the UCL of Maryborough, based off the townships retail trade, accommodation and food services strengths.

5.2.1. CHANGING DEFINITION OF THE VISITOR ECONOMY

The economic impact of tourism has become more widely researched and its impacts more closely understood, in turn the traditional definition has evolved to a more complex appreciation of the industry. It is now recognised that visitor activity does not occur in isolation moreover contributes to the wider investment and jobs across a range of industry sectors. As recognised by the Victorian Visitor Economy Strategy (2016) the 'visitor economy' refers to the production of goods and services for consumption by visitors, which includes the industries that directly service visitors such as hotels, transport providers, tour companies and attractions, as well as intermediaries and those involved indirectly, such as retail and food production.



5.3. VISITOR EXPENDITURE

5.3.1. OVERVIEW

This section provides an overview of the estimated expenditure to the Goldfields Villages, including daytrip, overnight and international expenditure.

Table 11 shows that on average, expenditure by visitors to Goldfields Villages was an estimated \$344.3 million annually, including \$79.7 million in daytrip, \$234 million in overnight and \$30.6 million in international expenditure. This accounts for 19% of the total expenditure in the Goldfields Region (Table 12).

TABLE 11 TOTAL ANNUAL AVERAGE EXPENDITURE OVERVIEW

	GOLDFIELDS VILLAGES		GOLDFIELDS REGION	
	#	%	#	%
Daytrip	\$79,694,139	23%	\$546,089,415	30%
Overnight	\$233,968,497	68%	\$1,079,045,250	60%
International	\$30,602,921	9%	\$188,336,589	10%
Total	\$344,265,557	100%	\$1,813,471,254	100%

Source: TRA NVS Calendar year (average); TRA Calendar year 2016-2017 (average)

TABLE 12 PROPORTIONAL CAPTURE OF TOTAL EXPENDITURE

	GOLDFIELDS VILLAGES	GOLDFIELDS REGION	PROPORTION
Daytrip	\$79,694,139	\$546,089,415	15%
Overnight	\$233,968,497	\$1,079,045,250	22%
International	\$30,602,921	\$188,336,589	16%
Total	\$344,265,557	\$1,813,471,254	19%

Source: TRA NVS Calendar year (average); TRA Calendar year 2016-2017 (average)

5.3.2. DOMESTIC DAYTRIP EXPENDITURE

Daytrip visitors to the Goldfields Villages contributed an estimated \$78.2 million in 'local' expenditure, equating to \$74.75 per visitor (Table 13). This is significantly lower than the local spend per visitor to Goldfields Region (\$100.36), and to a lesser extent regional Victoria (\$88.56). One of the reasons for this is the lack of product that encourages visitors to spend more in the Villages such as food and beverage businesses.

TABLE 13 DOMESTIC DAYTRIP LOCAL SPEND PER TRIP COMPARISON

	TOTAL 'LOCAL' SPEND (IN THE REGION)	'LOCAL' SPEND PER TRIP/PERSON
Goldfields Villages	\$78,155,634	\$74.75
Goldfields Region	\$520,699,479	\$100.36
Regional Victoria	\$2,561,515,699	\$88.56

Source: TRA CDMOTA NVS Calendar Year 2016-2017 (average).

Petrol accounted for the greatest proportion (34%) of 'local' expenditure spend in Goldfields Villages, with \$25.75 spent on this per visitor (Table 14). A further 26% of the total 'local expenditure' was spent on takeaways and restaurant meals (\$19.23 per visitor), which is lower compared to Goldfields Region (\$26.28) and regional Victoria (\$24.67).

Shopping/gifts/souvenirs also accounted for a significant proportion of the total 'local' expenditure spend in Goldfields Villages, accounting for 17% of visitor spend (\$12.40 per visitor). However, this is lower than the spend on the same item by visitors to both Goldfields Region and regional Victoria, with visitors spending \$28.02 (28%) and \$21.49 (24%) on this item respectively.

In each of the regions, less than 15% of the total local expenditure was spent on alcohol, drinks, entertainment, rental vehicles and gambling.

TABLE 14 DOMESTIC DAYTRIP LOCAL EXPENDITURE BY SPEND PER ITEM (PER VISITOR) AND PROPORTION OF SPEND

EXPENDITURE ITEM	GOLDFIELDS VILLAGES		GOLDFIELDS REGION		REGIONAL VICTORIA	
	\$	%	\$	%	\$	%
Petrol	\$25.75	34%	\$27.83	28%	\$25.63	29%
Takeaways and restaurant meals	\$19.23	26%	\$26.28	26%	\$24.67	28%
Shopping / gifts /souvenirs	\$12.40	17%	\$28.02	28%	\$21.49	24%
Groceries for self-catering	\$7.24	10%	\$6.53	7%	\$6.05	7%
Alcohol, drinks (not already reported)	\$6.90	9%	\$4.99	5%	\$5.31	6%
Entertainment	\$1.94	3%	\$6.17	6%	\$4.84	5%
Rental vehicles	\$0.80	1%	\$0.37	0.4%	\$0.35	0.4%
Gambling	\$0.50	1%	\$0.19	0.2%	\$0.23	0.3%

Source: TRA CDMOTA NVS Calendar Year 2016-2017 (average) Domestic Overnight Expenditure

A total of \$179.7 million was spent locally by domestic overnight visitors to Goldfields Villages, equating to \$349.41 per trip/visitor or \$137.28 per night. This is less than the local spend per trip/visitor to both Goldfields Region and regional Victoria.

Overnight visitors to the Goldfields Region spent, on average, \$404.47 per visitor, equating to \$170.30 per night and \$828.7 million in total (Table 15). In regional Victoria, the total local spend by overnight visitors was \$5.4 billion, equating to \$378 per visitor or \$133.04 per night.

TABLE 15 DOMESTIC OVERNIGHT LOCAL SPEND PER TRIP COMPARISON

	TOTAL 'LOCAL' SPEND (IN THE REGION)	'LOCAL' SPEND PER TRIP/PERSON	'LOCAL' SPEND PER NIGHT
Goldfields Villages	\$179,687,806	\$349.41	\$137.28
Goldfields Region	\$828,706,752	\$404.47	\$170.30
Regional Victoria	\$5,425,058,963	\$378.00	\$133.04

Source: TRA CDMOTA NVS Calendar Year 2016-2017 (average)

5.3.3. INTERNATIONAL EXPENDITURE

A total of \$24.4 million was spent locally by international visitors to Goldfields Villages, equating to \$2,758 per trip/visitor or \$195.26 per night. This is less than the local spend per trip/visitor to both Goldfields Region and regional Victoria. International visitors to the Goldfields Region spent, on average, \$2,792.3 per person equating to \$201.3 per night and \$150.3 million in total (Table 16). In regional Victoria, the total local spend by overnight visitors was \$1.480 billion, equating to \$3,060.5 per visitor or \$216 per night.

TABLE 16 INTERNATIONAL LOCAL SPEND PER TRIP COMPARISON

	TOTAL 'LOCAL' SPEND (IN THE REGION)	'LOCAL' SPEND PER TRIP/PERSON	'LOCAL' SPEND PER NIGHT
Goldfields Villages	\$24,356,257	\$2,757.93	\$195.26
Goldfields Region	\$150,279,517	\$2,792.28	\$201.34
Regional Victoria	\$1,479,691,166	\$3,060.51	\$215.99

Source: TRA CDMOTA IVS Calendar Year 2016-2017 (average)

5.4. INDUSTRY PROFILE

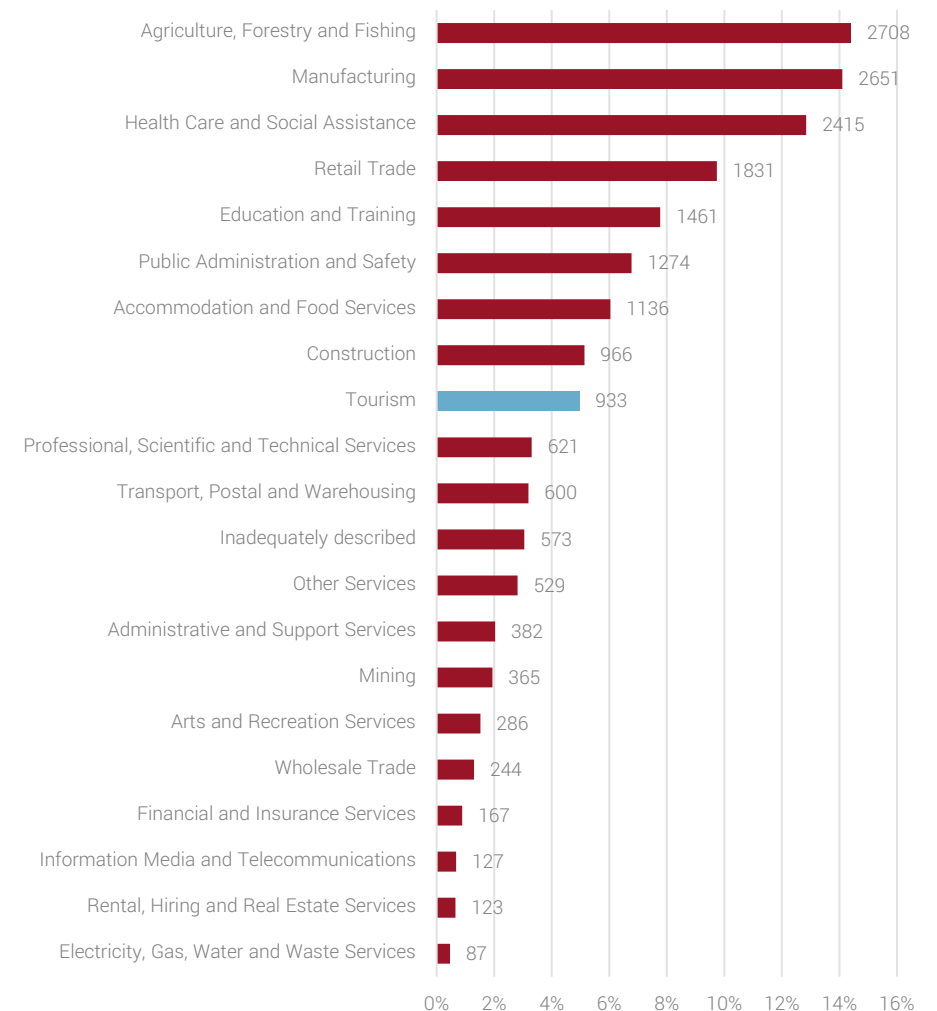
5.4.1. KEY INDUSTRY SECTORS

Figure 26 shows Agriculture, Forestry and Fishing comprises the largest share of employment across the region (by SA2), with 14% of jobs (2708) in this sector, followed by 14% in Manufacturing (2651), 13% in Health Care and Social Assistance (2415), 10% in Retail Trade (1831) and 8% in Education (1461). Overall, as an aggregated category, tourism is within the top 10 industry sectors for the Goldfield Villages, with both the retail trade and accommodation and food services industry sectors strongly associated with the visitor economy.

Overall, the tourism industry in the Goldfields Villages accounts for an estimated 933 jobs across the region, or 5% of total industry jobs.

Table 17 overleaf provides a breakdown of the key industry sectors by number of jobs for each SA2 comprising the Goldfields Villages region.

FIGURE 26 INDUSTRY SECTORS BY NUMBER OF JOBS AND %



Source: ABS TableBuilder, Industry Sector by Place of Work, 2016 Census data; ABS Tourism Satellite Accounts 2016-17

TABLE 17 BREAKDOWN OF INDUSTRY SECTOR JOBS BY SA2 REGION

GOLDFIELDS REGION- SA2	AVOCA	BEAUFORT	MARYBOROUGH (VIC.)	MARYBOROUGH REGION	LODDON	CASTLEMAINE	CASTLEMAINE REGION	HEATHCOTE	CRESWICK - CLUNES	TOTAL
Agriculture, Forestry and Fishing	285	300	35	243	1,017	31	312	96	389	2,708
Manufacturing	133	38	490	66	194	1401	113	132	84	2,651
Health Care and Social Assistance	58	114	653	41	233	812	91	135	278	2,415
Retail Trade	41	81	547	45	168	544	127	113	165	1,831
Education and Training	54	86	300	93	189	359	122	69	189	1,461
Public Administration and Safety	21	260	210	7	118	529	67	31	31	1,274
Accommodation and Food Services	46	79	258	29	81	321	102	67	153	1,136
Construction	78	51	115	69	76	275	137	61	104	966
Tourism	36	58	220	32	84	129	69	28	73	933
Professional, Scientific and Technical Services	22	20	79	22	28	220	108	20	102	621
Transport, Postal and Warehousing	48	43	144	35	67	121	40	22	80	600
Inadequately described	22	27	97	47	54	192	53	25	56	573
Other Services	23	29	125	26	36	148	32	34	76	529
Administrative and Support Services	9	15	57	21	37	110	55	19	59	382
Mining	5	0	11	20	50	22	25	216	16	365
Arts and Recreation Services	3	14	55	16	17	80	47	9	45	286
Not stated	10	30	38	12	50	67	16	17	30	270
Wholesale Trade	17	15	30	12	45	66	23	14	22	244
Financial and Insurance Services	6	5	42	5	9	49	14	19	18	167
Information Media and Telecommunications	5	4	31	3	5	42	21	8	8	127
Rental, Hiring and Real Estate Services	0	0	22	0	9	45	16	11	20	123
Electricity, Gas, Water and Waste Services	4	0	8	19	24	13	8	5	6	87



PART B: FUTURE DIRECTIONS

6. STRATEGIC FRAMEWORK

6.1. INTRODUCTION

The following strategic framework provides the overarching approach and future directions for tourism in the Goldfields Villages, including potential projects, strategies and investment opportunities that could build industry capacity and drive growth in the visitor economy.

The framework highlights the strategic development themes that provide a focus for future investment in the region and the key regional projects that will support destination development and growth across the region.

6.2. STRATEGIC CONSIDERATIONS

THERE IS A LACK OF VISITOR EXPERIENCE, PRODUCT AND ACTIVATION IN THE GOLDFIELDS VILLAGES.

The villages of the goldfields are mostly aesthetic and interesting townships that display a legacy of the Victorian Goldfields through architecture, streetscapes and gold mining history. Many of the Goldfields Villages are attractive places to visit however lack product and activation that impact on their potential to encourage visitors to stay and explore. The Goldfields Villages DMP must consider initiatives that will create activation and provide the visitor with a meaningful and interesting experience, whether it be food and beverage experiences, goldrush stories, cycling, walking or exploration of art and makers.

THERE IS A NEED TO BRING THE GOLDFIELDS HISTORY TO LIFE THROUGH INNOVATIVE INTERPRETATION WHICH FOCUSES ON THE STORIES AND HUMAN ELEMENT OF THE GOLDFIELDS HERITAGE.

The Goldfields Villages provide the best glimpse of the way of life during the Victorian goldrush with many villages preserved almost entirely intact from the era, providing

a unique setting for heritage interpretation. There is however a need to deliver heritage interpretation that visitors can relate to and engage with better. This includes the human stories of the goldrush and also the dark and interesting stories during the goldrush.

A key outcome of the Goldfields Villages DMP is to focus on providing new contemporary interpretation across the villages that is of high and consistent quality and that engages with the visitor.

THE GOLDFIELDS TOURING AND GOLDFIELDS TRACK PROVIDE OPPORTUNITY TO LINK THE VILLAGES TOGETHER.

Goldfields Touring and the Goldfields Track provide two key ways to package and link the Goldfields Villages together, by car and by bike. The delivery of products and experiences that improve the visitor experience whilst touring through the region should be a focus for the DMP.

THE SUM OF ALL VILLAGES IS A STRONGER PRODUCT THAN INDIVIDUAL DESTINATIONS AND SHOULD BE A FOCUS FOR THE DMP.

The core premise behind this Destination Management Plan is that the sum of the villages provides a much more compelling product than each individual village. Collaboration between the villages in terms of creating consistent quality products and experiences and pooling of resources for marketing will strengthen appeal in key target markets.

THERE IS OPPORTUNITY TO GROW YIELD BY CONVERTING THE LARGE BENDIGO AND BALLARAT DAYTRIP MARKET TO EXTEND THEIR VISIT INTO THE HINTERLAND.

Bendigo and Ballarat both attract a significant daytrip visitor market and whilst efforts have been made in each destination to attempt to convert this market to overnight visitors, there remains a large part of the visitor market who only daytrip to these destinations. The hinterland between Ballarat and Bendigo, which includes

the Goldfields Villages provides an opportunity to encourage the large daytrip market to spend longer in the region and explore the unique goldfields experience. Visitors to Bendigo and Ballarat are considered a key market for the Goldfields Villages.

THERE IS OPPORTUNITY TO STRENGTHEN ARTS AND MAKERS EXPERIENCE AS CORE PRODUCT OF THE GOLDFIELDS VILLAGES.

The Goldfields Villages and the bookend cities of Ballarat and Bendigo have the largest collection of signature art experiences in regional Victoria this includes theatres and regional art galleries. In addition to this the region also has a large resident artist and makers population which if developed further could provide a strong network of experiences.



6.1. OVERARCHING OBJECTIVES

In response to the issues and opportunities identified for tourism, the overarching objective for the Goldfields Villages DMP is to achieve measurable growth in the visitor economy based on targeted and engaging storytelling and collaborative projects that raise the profile of the Goldfields Villages and create strong regional products.

Objectives that respond to the above key strategic considerations include:

1. Deliver motivating contemporary experiences;
2. Product and experience should explore and connect with stories of gold;
3. Key products should focus on ways to link the villages and align with regional city offerings to create a compelling journey;
4. Quality of experience, service and product should be consistent across the villages; and
5. Maker, creator and producer experiences should be a unique proposition shared across the villages.

These objectives help identify priorities for the Goldfields Villages and shape projects.

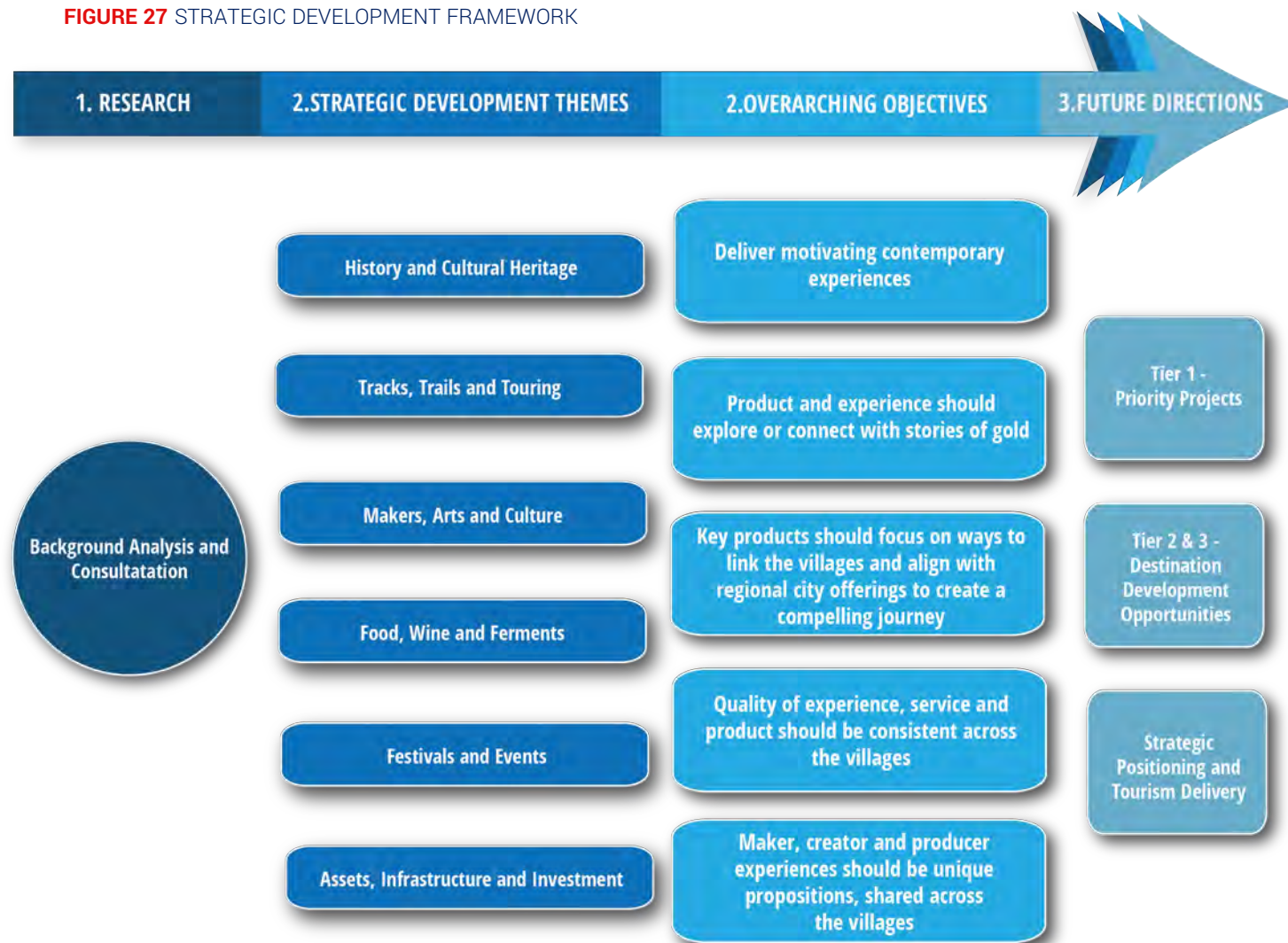
6.2. VISION 2030

The Goldfields Villages will be a connected network of vibrant townships that together are recognised as one of Victoria's primary heritage and creative regions. Engaging stories, trails and seasonal experiences will draw visitors to and through the region, heroing the goldrush heritage, and making the villages home to a vibrant year-round tourism economy.

KEY TARGETS:

- **Destination 'Goldfields Villages'** – positioning the villages of the region as one destination through creating a connected network of stories and products in line with target market preferences and existing strengths of the villages and the regional cities of Ballarat and Bendigo;
- **Visitation Growth** - Through development of compelling tourism product and improved marketing of the Villages unique stories, visitation to the Goldfields Villages will substantially increase, through greater capture of Bendigo and Ballarat visitors;
- **Visitor Yield Growth** – Investment in accommodation and product that attracts higher yielding visitor markets and encourages visitors to stay; and
- **Improved Visitor Experience**–, through creation of compelling stories and visitor attractions, quality food, wine and beer and high levels of customer service.

FIGURE 27 STRATEGIC DEVELOPMENT FRAMEWORK



6.3. STRATEGIC THEMES

Discovering, activating, interpreting and promoting the stories of the Goldfields Villages will be central to positioning the villages as a connected network, and effectively leveraging from the regional cities of Ballarat and Bendigo. The following six strategic themes have been identified to help guide the delivery of contemporary products and experiences that will best activate, interpret and promote the Goldfields stories:

History and Cultural Heritage

Contemporising the goldrush heritage and exploring and promoting different narrative layers of the region including indigenous and migration stories.

Food, Wine and Ferments

Leveraging the prominence of the regions produce into unique destination based food and wine experiences and attractions.

Tracks, Trails and Touring

Exploring the region through creating motivating itineraries that connect themed experiences and tell the region's stories.

Leveraging from new iconic product such as the Goldfields Track to build the profile of the region as a nature, cycling and walking destination.

Festivals and Events

Develop a coordinated approach to events procurement, development and support which focuses on events aligned to hero stories of the region.

Makers, Arts and Culture

Build on the current assets of the region, developing experiences and stories around the makers and products in the villages.

Assets, Infrastructure and Investment

Investment in supporting assets and infrastructure is a critical requirement for tourism industry growth in the Goldfields Villages, particularly with regard to supporting overnight visitors with the delivery of accommodation and improvements to township amenity to ensure that the region's destinations are visitor friendly.

7. PRIORITY PROJECTS

7.1. INTRODUCTION

This section provides details on the Tier 1 priority projects identified for the Goldfields Villages Region. These eight priority projects have been identified across the strategic themes as outlined in section 6.3 above. Table 18 provides a summary of each projects' alignment with the identified overarching objectives of the DMP.

PRIORITY PROJECTS

- World Heritage Listing Bid Enhancement
- Victorian Goldfields Railway Experience
- Goldfields Track
- Goldfields Art Villages Project
- Shiraz and Other Stories: Activating the Central Region Reds
- Signature Festivals Program
- Investment Attraction and Prospectus
- Goldfields Touring: Unearthing Hidden Stories

TABLE 18 STRATEGIC FRAMEWORK PRIORITY PROJECT ALIGNMENT

OBJECTIVE	World Heritage Listing Bid Enhancement	Victorian Goldfields Railway Experience	Ride Walk Goldfields	Goldfields Art Villages Project	Shiraz and Other Stories: Activating the Central Region Reds	Signature Festivals Program	Villages Investment Prospectus	Goldfields Touring: Unearthing Hidden Stories
Deliver motivating contemporary experiences		✓	✓	✓	✓	✓	✓	✓
Product and experience should explore and connect with stories of gold	✓	✓	✓	✓		✓		✓
Key products should focus on ways to link the villages and align with regional city offerings to create a compelling journey	✓			✓	✓	✓		✓
Quality of experience, service and product should be consistent across the villages	✓		✓		✓		✓	
Maker, creator and producer experiences should be a unique proposition shared across the villages				✓	✓	✓		✓

7.2. PROJECT 1: WORLD HERITAGE LISTING BID ENHANCEMENT

DESCRIPTION

This project focuses on developing the history and cultural heritage offer across the Goldfields Villages, and in the process supporting the Central Victorian Goldfields World Heritage Listing Bid. This project includes the following sub-projects:

- Goldfields heritage and cultural sites audit; and
- Goldfields villages heritage museums improvement plan.



7.2.1. PART A: GOLDFIELDS HERITAGE AND CULTURAL SITES AUDIT

DESCRIPTION

There is currently no accessible centralised audit of heritage assets and stories of the Goldfields Villages. Most of the goldfields heritage sites are known and stored in various databases and other sites, however there is a need to bring all of the history and heritage site audits together in an accessible format so that they may be utilised by organisations and individuals to:

- Create new contemporary history narratives;
- Support history and heritage related tours, experiences and product development;
- Support world heritage listing;
- Support heritage interpretation on the Goldfields Track and Goldfields Touring itineraries; and
- Utilised for marketing and promotion.

TOTAL INDICATIVE PROJECT COST: \$200K

DELIVERY

Key steps for delivery include:

1. Seek funding for the project;
2. Establish a project brief;
3. Appoint a research consulting team to bring all available information on heritage sites and assets into a collective database; and
4. Appoint a digital consultancy to create an accessible and user friendly online platform which allows all heritage sites and stories to be accessed.

7.2.2. PART B: GOLDFIELDS VILLAGES HERITAGE MUSEUMS IMPROVEMENT PLAN

DESCRIPTION

There are many heritage museums that are operated by various community heritage organisations across the goldfields. The quality of the exhibitions and opening hours of the museums is highly variable and plays a critical role in the region in terms of providing local history and family history. Both of which are key drivers of visitation to the former goldrush areas of Victoria and in particular the villages of the Goldfields.

There is a need to undertake an audit and strategic plan which will provide recommendations on a consistent approach across the villages with regard to heritage interpretation and access to information including consideration of contemporary digital interpretation methods such as augmented reality and digital applications.

This project may be undertaken in conjunction with Part A to assist in informing the information available for the database and following on from this utilise the heritage stories to develop an experience base for heritage museums in the Goldfields Villages.

The study also requires inclusion of a heritage consultant to analyse the current collections.

TOTAL INDICATIVE PROJECT COST: \$50K

DELIVERY

Key steps for delivery:

1. Establish a project steering committee;
2. Establish a project brief;
3. Seek funding for delivery; and
4. Appoint a heritage and tourism consultant to review heritage museums and provide a strategic plan for coordinated improvement.

7.3. PROJECT 2: VICTORIAN GOLDFIELDS RAILWAY EXPERIENCE

DESCRIPTION

Development and enhancement of the Victorian Goldfields Railway (VGR) to create a signature experiential heritage attraction for the region including implementation of the Service Reorientation Project (SRP) completed for the railway in 2017 and development of a Tourism Enhancement Master Plan for the railway.



7.3.1. PART A: SERVICE REORIENTATION PROJECT

DESCRIPTION

Part A of the SRP (Feasibility and Planning) has been completed, with funding required to deliver Stage 2 of the Project (Construction of Castlemaine Facilities).

This involves the construction of a new Castlemaine operating depot including new locomotive servicing and stabling facilities; extension to existing carriage shed; access roads and pedestrian paths and upgrades to services and security.

The project will increase capacity to meet the growing demand for VGR services by commencing in Castlemaine and is anticipated to double VGR's revenue with only a minimal increase in recurrent expenses and no additional demands on volunteer time and track maintenance requirements. Longer term, the project will help to position the VGR to operate heritage trains on the mainline to Bendigo, Echuca and Swan Hill.

TOTAL INDICATIVE PROJECT COST:

- **Stage 2 Construction - \$3.95 million (including \$2.1 million from VGR and Partners, and \$1.85 from government)**

DELIVERY

Key steps for delivery include:

1. Seek funding to deliver Stage 2; and
2. Delivery of works as outlined in Stage 2.

7.3.2. PART B: TOURISM ENHANCEMENT MASTERPLAN

DESCRIPTION

The SRP also identifies a range of future tourism projects that could be further developed post SRP completion into a Stage 3 Tourism Enhancement Master Plan for the site. These include:

- A 2 road 50m long multi-purpose facility which can be used both as a display facility telling the story of the railways in the Goldfields region and as a large open space function centre for Castlemaine festival or Corporate events.
- A new 6 car platform and run round road adjacent to The Mill, which would deliver passengers to The Mill and adjacent Botanic Gardens, with a future “through line” designed into the site plan to enable trains to depart from The Mill, pickup at Castlemaine and then continue on to Maldon
- A new footbridge to provide access over the Mainlines from Kennedy Street (adjacent to the new V/ Line carpark) into the VGR site and The Mill, and continuing on to provide access to Gingell Street and the Goal. This could also connect with new footpaths/bicycle tracks proposed to run along Barkers creek.
- Elevated viewing platforms for the public to overlook the main depot/turntable area and accessed from the new over-bridge and connecting footpaths/bicycle tracks

The tourism enhancement masterplan should also consider ways to improve the visitor experience, improving and expanding operational capacity and any additional infrastructure and commercial investment opportunities. A masterplan completed for Puffing Billy in 2016 provides an example for a similar project. This masterplan led to an additional \$8.2 million in funding.

TOTAL INDICATIVE PROJECT COST: \$200K

DELIVERY

Key steps for delivery include:

1. Seek funding for the masterplan;
2. Establish a project control group;
3. Establish a project brief; and
4. Tender and appoint a tourism and design consultancy to identify ways to enhance the operation and facilitate growth of the railway.

CASE STUDY: PUFFING BILLY

Puffing Billy in Victoria's Dandenong Ranges provides a successful example of a heritage attraction which has successfully increased visitation through focusing on the experience of the attraction rather than static heritage only.

Puffing Billy has increased visitation to the point it now has capacity issues. This highlights the level of interest and potential for growth of the Goldfields Railway Experience.

In 2017 the Puffing Billy Railway Master Plan was developed to guide the railway into the future, containing projects that will allow the railway to accommodate visitor demand, improve the overall visitor experience, generate revenue to support the ongoing sustainability of the railway, upgrade existing infrastructure and improve facilities.

From this Masterplan, Puffing Billy received an injection of \$8.2 million from the State Government to help kick off the first phase of the Master Plan through development of a new Discovery Centre at Lakeside station.

7.4. PROJECT 3: GOLDFIELDS TRACK

DESCRIPTION

The Goldfields Track has recently undergone a master planning exercise to improve some of the key elements to the track and marketing activities.

There is, however, potential to think bigger in relation to the Goldfields Track, so that there is industry support/product development, as well as an experience is delivered of international standard. This is driven by the VGTE/Visit Victoria support to join Ballarat and Bendigo and surrounding villages, showcasing the Goldfields heritage destination. The concept has, therefore, been broken down into two phases.

7.4.1. PHASE 1 IMPLEMENTING THE CURRENT MASTERPLAN 2017-2022

The Central Highlands Region of Victoria aspires to have an internationally recognised bushwalking track and IMBA Epic Trail, a worldwide recognised significance classification of MTB trails. The Ride Walk Goldfields (RWG) Master Plan has been developed to assist in realising this vision and proposes track and trail works in the form of physical improvements and new sections that will differentiate the regional offering from its competitors, and act as a key tourism driver across the region.

The Victorian Goldfields is a historically and culturally rich region providing significant tourism experiences for visitors. The Goldfields Track is a key active transport link, connecting the major towns of Bendigo with Ballarat, scenically traversing through Daylesford, Hepburn, Creswick and Castlemaine.

The Goldfields Track will be the central north-south running “spine” of the RWG experience, which will connect key destinations and encourage visitors to explore and experience the unique landscapes in the region. By expanding its scope to cater for less experienced riders, the Goldfields Track will become a true touring experience, where riders travel between towns, staying overnight, and experiencing what’s on offer. Walkers and riders will be provided with an expanded experience in, around and between townships and villages along the central spine.

The Master Plan proposes physical improvements and new sections to the Goldfields Track.

DELIVERY

Key steps for delivery include:

1. Track and Trail Capital Works - Upgrade and new works to the iconic Goldfields Track (\$977,000);

Key steps for delivery include:

2. Ride Walk Goldfields Online Product - Development of a new RWG online tourism platform including marketing collateral and product campaign (\$213,000);
3. Ride/Walk Friendly Business Program - Industry upskilling and training (\$40,000);
4. Marketing, and Stakeholder and Tourism Product Implementation - Stakeholder engagement, marketing activation and tourism product development (\$258,000); and
5. Planning Allowance: Environmental and cultural heritage studies for new track sections (\$250,000).

7.4.2. PHASE 2 REIMAGINING THE GOLDFIELDS TRACK AS AN INTERNATIONAL TOURISM ICON 2022-2028

A Phase 2 Masterplan should be explored which takes the existing track to a new level of experience with substantial improvement to the track quality and route.

The Phase 2 investment will consider the following:

- Enhancing the current experience with an alternative route that focuses on a high quality single track experience, almost the entire length of the trail;
- Focus on establishing Bendigo and Ballarat as hubs with bike facilities at Bendigo and Ballarat railways stations. This could play a role in driving the growing adventure and cycling tourism market, particularly from surrounding areas; and

- Improvement to trail infrastructure including enhancement locations.

DELIVERY

Key steps for delivery include:

1. Detailed Master Plan for international level experience. This includes detailed route audit and alignment assessment, concept plan, ground truthing, cultural and environmental heritage studies. (\$250,000); and
2. Major infrastructure delivery (indicative only) (\$9,750,000).

The implementation and funding for each phase would occur over separate years, likely over a 3-5-year period (which is used to develop the cost-benefit assessment). Should all two phases be realised, total project costs would be \$11.8 million.

TOTAL INDICATIVE PROJECT COST: \$11.8 MILLION

CASE STUDY: GRAMPIANS PEAKS TRAIL

The Grampians Peaks Trail is a three day, two night high quality walking track with stopover sites. The trail investment was \$27.5 million, funded through Government. The masterplan was prepared in 2014 for the delivery of a high quality international level trail. It provides a case study for trail planning and investment in an area of high cultural and environmental significance to deliver an iconic product for Victoria. The trail is complete and requires further activation from the private sector to support the investment and trail visitation. This includes delivery of private sector accommodation, shuttle services and packaging.

The Goldfields Track would deliver an experience that differs from this and other major trail investments in Victoria as the overarching theme is heritage, as opposed to a nature based product.



7.5. PROJECT 4: GOLDFIELDS ART VILLAGES PROJECT

DESCRIPTION

Further investment in the arts within the Goldfields Villages will assist in driving touring visitation through the region. There is opportunity for each town to establish a focus or theme related to existing or potential artists strengths and/or stories unique to each town.

The aim of the art experience should be to provide a contemporary visitor experience that juxtaposes the heritage of the towns to create an interesting new journey for the visitor.

This will assist dispersal across each village and encourage touring between towns.

Art Villages should utilise work developed within the World Heritage Listing Bid Enhancement and Unearthing Goldfields Stories projects to create art installations and experiences unique to each Village.

This should include interpretation of existing historical narratives in diverse, dark and/or provocative ways that will appeal to Ballarat and Bendigo key target markets (such as Lifestyle Leaders) and represent the regions converging narratives in a contemporary and motivating way.

Seasonal experiences and activations could also be created around the installations, such as a 'Gold After Dark' event which could see the installations transformed at night, or food, wine or other experiences leveraged from the artistic theme developed in each village.

TOTAL INDICATIVE PROJECT COST: \$1.5 MILLION

DELIVERY

Key steps for delivery include:

1. Undertake an arts investment plan. This study will:
 - Audit the existing arts product and talent in each village;
 - Define an artistic theme in each town if it exists; and

- Identify artistic interventions that will align with the artistic theme in the towns or interests of each community.

2. Seek funding to deliver the interventions; and
3. Staged delivery of interventions.

CASE STUDY: SILO ART TRAIL

The Silo Art Trail of the Wimmera Mallee presents a strong case study for an arts touring route within the Wimmera Mallee Region in Victoria. The trail has led to a doubling of visitor expenditure in Yarriambiack Shire where recent economic analysis has been undertaken.

Stage 1 of the trail has been delivered which drives visitation to some of the rural towns of the Wimmera Mallee. Additional stages are now underway which aim to deliver the largest outdoor gallery in the world to the region.



Development of unique art installations and interventions within each of the Goldfields Villages can enable the creation of a touring route similar to that of the Silo Art Trail, which has created a strong new motivator for visit to formally declining townships.

7.6. PROJECT 5: SHIRAZ AND OTHER STORIES: ACTIVATING THE CENTRAL REGION REDS

DESCRIPTION

This project will focus on activating the wineries in the Goldfields Villages and surrounds through leveraging from the designation of the Bendigo, Heathcote, Grampians and Pyrenees wine regions as the “Central Region”, comprising the fifth pillar of Wine Victoria’s Five Pillars Tourism Project.

Focused on developing and promoting the strength of the Central Region wines in the villages and surrounds, this project will look at developing a compelling narrative and branding around Shiraz as a signature wine of the region, and identifying opportunities for contemporary cellar door and complementary destination dining and regional food experiences to improve the visitor experience across the Goldfields Villages.

TOTAL INDICATIVE PROJECT COST: \$50,000

DELIVERY

Key steps for delivery include:

1. Develop a branding concept and strategy for the Central Region reds;
2. Establishment of a strategic plan to promote the awareness and branding of Central Region reds;
3. Development of touring collateral and information; and
4. Promote the potential of a complementary cellar door offer and support investment in cellar door establishment where possible.

WINES OF THE KING VALLEY AND ‘PROSECCO ROAD’

King Valley has had significant success through promotion of the region as the home of Italian wines, and in particular through the ‘Prosecco Road’ concept and branding. Although comprising only five of the region’s vineyards, *“all five have joined forces to create an exciting food and wine trail especially for lovers of the sparkling Italian white. Intimate tastings with the makers, savouring rustic Italian cuisine and conversations about the meaning of life over a game of bocce, are all stops along King Valley Prosecco Road”*

The Goldfields Villages should consider following a similar approach to the development and activation of its position in the ‘Central Region’.

This could include development of a particular branding position for wines in the region, such as ‘Central Reds’ and/or developing a signature experience around heroing a single wine variety for the region, such as Shiraz which has the strongest reputation in the region currently.



7.7. PROJECT 6: SIGNATURE FESTIVALS PROGRAM

DESCRIPTION

There is no overarching festival or event that ties the Goldfields Villages together. The Goldfields Villages should work towards securing three new signature regional festivals which can be multi day and multi locational, and hero the key stories of the region.

7.7.1. GOLDFIELDS VILLAGES ART FESTIVAL

DESCRIPTION

The delivery of an arts festival across the Goldfields Villages will assist in aligning the destination with the arts and also strengthening the perception of the villages as a single regional destination of many parts.

This festival will bring the artistic themes of each village together (and could potentially be aligned to 2 festival touring 'routes') and if developed as a weeklong event will strengthen the length of stay and overnight visitation in the region.

The theme and structure of the art festival requires further development.

TOTAL INDICATIVE PROJECT COST: \$150,000 P.A

DELIVERY

Key steps for delivery include:

1. Undertake a feasibility study to determine the theme and approach to the festival. This will take into account the strength of arts product in the region and gaps in the Victorian signature events calendar;
2. Seek funding support for the Goldfields Villages Art Festival. This may include funding from partner Local Governments and tourism organisations; and

3. Develop an EOI, packaged with funding available to attract an events operator for the festival.

CASE STUDY: TEN DAYS ON THE ISLAND

Ten Days on the Island has been operating since 2001 and is Tasmania's statewide arts festival with a focus on showcasing Tasmania's finest artists alongside the world's best. The Festival model was developed to put the spotlight on Tasmanian artists for a wider audience, bring high quality international art to the State and to build the state's arts infrastructure.

Success of the Festival has led to a re-imaging for 2019, with the Festival to be "spread across three weekends, giving audiences even more chance to explore the extraordinary".

The festival provides a good case study of a multi-locational, sustainable art festival that is well integrated into the local communities and also has the support of well recognised artists.



7.7.2. GOLDEN NIGHT FESTIVAL

DESCRIPTION

The Golden Night Festival could be a play on Ballarat's White Night Festival, utilising the region's Gold history as the artistic theme for the event.

This Festival would leverage from Ballarat's growing events sector, connecting in with the creative theme of the White Night event whilst developing a contemporary spin on the Gold rush heritage story.

If developed in conjunction with the existing White Night event this could assist in drawing visitation from Ballarat, as well as strengthening the length of stay and overnight visitation in the region, and could be developed across key touring routes.

Rather than a one night event it is recommended that the event be held across the villages over a 4-5 day period allowing people to journey through the villages and encourage overnight stays.

TOTAL INDICATIVE PROJECT COST: \$150,000 P.A

DELIVERY

Key steps for delivery include:

1. Undertake a feasibility study to determine the theme and approach to the festival. This will take into account the strength of gold heritage product in the region and gaps in the Victorian signature events calendar;
2. Seek funding support for the Golden Night Festival. This may include funding from partner Local Governments and tourism organisations; and
3. Develop an EOI, packaged with funding available to attract an events operator for the festival.

7.7.3. VILLAGES ON SHOW FESTIVAL

DESCRIPTION

The Villages on Show Festival could leverage from the existing Heathcote on Show Festival to include food, wine and ferments programming across all key villages of the region, with different village itineraries across multiple weekends e.g.:

- Avoca, Talbot and Beaufort – Pyrenees Wine Trail
- Castlemaine, Maldon (and Harcourt) – Ferments Trail
- Talbot, Maryborough, Dunolly – Provedore Trail

This Festival would leverage from the popularity of the existing Heathcote on Show event, as well as the growing prominence of Ballarat and Bendigo's culinary scenes drawing visitation from the two cities, as well as strengthening the length of stay and overnight visitation in the region.

The theme and structure of the Villages on Show Festival requires further development.

TOTAL INDICATIVE PROJECT COST: \$150,000 P.A

DELIVERY

Key steps for delivery include:

1. Undertake a feasibility study to determine the theme and approach to the festival. This will take into account the strength of food, wine and ferment products in the region and gaps in the Victorian signature events calendar;
2. Seek funding support for the Villages on Show Festival. This may include funding from partner Local Governments and tourism organisations; and
3. Develop an EOI, packaged with funding available to attract an events operator for the festival.

7.8. PROJECT 7: INVESTMENT ATTRACTION AND PROSPECTUS

DESCRIPTION

Many of the Goldfields Villages have not been able to attract any significant levels of private sector investment to support the visitor economy. The reutilisation of heritage properties within these towns presents a substantial opportunity to create contemporary visitor accommodation, retail and food and beverage businesses.

Destination development has often been led by a visionary tourism investment by the private sector, particularly those linked to food and/or accommodation, with Victorian examples including The Lakehouse in Daylesford, Annie Smithers in Kyneton, Brae in Birragurra and Jackalope Hotel on the Mornington Peninsula.

The property values in many of the Goldfields Villages are relatively low and present opportunity for entrepreneurs to enter the tourism industry in a high amenity village setting.

The establishment of an online digital prospectus for heritage buildings and sites should be considered as a way to promote investment. This site will also include key market information for investors to consider.

Investment opportunities identified in this DMP to be included in the prospectus include the following businesses/operators by township.

- **Avoca** - Food, wine and ferment operators;
- **Heathcote** - Dining establishments (particularly winery/town centre based); high quality/boutique/nature-based accommodation; hotel/motel;
- **Mount Alexander Shire (including Maldon and Castlemaine)** - Boutique self-contained accommodation;
- **Castlemaine** - Boutique accommodation & function centre; and
- **Clunes** - Self-contained accommodation (along Creswick Creek).

Other existing properties identified for redevelopment/reinvestment include Clunes Club Hotel, and Welcome Stranger Café and hotels within Dunolly township.

TOTAL INDICATIVE PROJECT COST: \$50,000

DELIVERY:

1. Establish a working group of economic development practitioners from each Local Government;
2. Collate all private sector investment opportunities;
3. Develop material for inclusion in the prospectus; and
4. Appoint a consultant to develop an online platform shared by all partners.

7.9. PROJECT 8: GOLDFIELDS TOURING: UNEARTHING HIDDEN STORIES

DESCRIPTION

This project focuses on discovering and promoting the various stories of the Goldfields Villages and their people, including existing regional strengths, and aligning and connecting to existing Ballarat and Bendigo hero products and experiences where possible. This will include strategic industry development to identify and build story trails and experiences as well as development of cohesive branding, marketing and collateral to promote products and experiences identified. Subprojects include:

- Unearthing Hidden Stories
- Goldfields Villages Touring Application; and
- Goldfields Villages Branding and Marketing Action Plan.



² Potential narratives for each township have been sourced from Culture Victoria's digital 'Stories' collection, which cover the themes of: A Diverse State, Aboriginal Culture, Immigrants and Emigrants, Land and Ecology, Built Environment, Sporting Life and Creative Life.

7.9.1. UNEARTHING HIDDEN STORIES

CONVERGING NARRATIVES: MIGRATION AND CULTURE

This component of the project would be informed by the work conducted within the World Heritage Listing Bid Enhancement project and would involve exploring ways to connect and promote existing history and cultural heritage product and experiences through exploration and interpretation of key stories and narratives of the region, at varying scales.

Examples of themes and narratives²: that could be explored and interpreted include:

- **Stories of Gold** - which could include interpretations of known stories such as 'Many Roads: Chinese on the Goldfields' and 'The Swagman Diaries';
- **Lost Indigenous Narratives** – Which could build from the 'Meander the RCC' project conducted as part of the Regional City of Culture 2018 and/or include narratives such as "Seeing the land from an Aboriginal Canoe"; and
- **Nation Building and Democracy** – which could include interpretations of known stories such as Eureka Stockade, and 'Womens' Suffrage'.

MAKING AND CREATING EXPERIENCES

Working with artists, makers and creators based in the villages and surrounds to develop a trail of 'meet the maker' experiences which could involve exploration and interpretation of arts based historical narratives including:

- 'Punching the Bundy' and 'In the Spirit of George Rose' (Clunes); and
- The Railway with a town attached (Mark Twain); and the travelling wedding photographer (photos currently housed at Maryborough Midlands Historical Society) (Maryborough).

FOOD, WINE AND FERMENTS FOSSICKING TRAILS

This project could include development of food, wine and ferments touring itineraries for the Goldfields Villages which connect with Ballarat and Bendigo and include identifying signature food, wine and ferment products. Tours could align with key touring routes and 'regions' such as Goldfields Track, Heathcote Wine Region and Pyrenees Wine Region, and connecting with initiatives identified through the Shiraz Stories: Central Region Reds Activation Project.

This project will involve interpretation of these stories across the Goldfields Villages including identifying and making them available through a variety of contemporary mediums (i.e. Augmented Reality).

7.9.2. GOLDFIELDS TOURING ROUTE APPLICATION

DESCRIPTION

Creation of an application to support the development and promotion of Goldfields Villages stories which will align to contemporary visitor touring behaviour and motivations, allowing visitors to develop their own itinerary touring the Goldfields Villages, with a focus on heritage, the arts or food/wine (or all of the above). Development of the application would utilise information collected through other processes as identified in this report, including sub projects identified within this project, and other Tier 1 projects.

The aim is to develop an application that allows visitors to experience the goldfields stories in their own way through building their own personalised touring route aligned to their own preferences and motivations for visiting.

7.9.3. GOLDFIELDS VILLAGES BRANDING AND MARKETING ACTION PLAN

DESCRIPTION

There is a need to develop a detailed branding and marketing action plan that provides a cohesive framework for effectively telling the regions stories and promoting the villages as a connected network of products and experiences. This should clearly identify the roles of various delivery organisations and include delivery of ongoing digital media in conjunction with Visit Ballarat and Bendigo Regional Tourism.

TOTAL INDICATIVE PROJECT COST: \$300,000

DELIVERY

Key steps for delivery of this project (including all sub-projects) includes:

1. Establish a Goldfields Touring steering committee;
2. Utilise information gathered within this DMP and other Tier 1 projects to identify key heritage, arts, and food and wine stories and experiences which can be interpreted and promoted;
3. Develop concept trails for inclusion in the subsequent Goldfields Villages Branding and Marketing Action Plan and Goldfields Touring Route Application;
4. Seek funding partners to support the Branding and Marketing Action Plan and Touring Application development, this may include the private sector, Councils and other Government.;
5. Develop a clear brief for the development of a Branding and Marketing Action Plan;
6. Appoint a specialist marketing consultancy to undertake the Action Plan;
7. Develop a clear brief for the establishment of the Touring Application;
8. Appoint a specialist digital consultancy to undertake the application development; and
9. Work with Visit Ballarat and Bendigo Regional Tourism to implement Branding and Marketing Action Plan and Touring Application for the Goldfields Villages.

8. THEME 1: HISTORY AND HERITAGE

8.1. BACKGROUND

The Goldfields Villages region which includes the hinterland area in and around the major centres of Ballarat and Bendigo has extensive Goldrush history. The majority of the villages were established as thriving goldrush towns and there are remnants of mining from the period scattered extensively throughout the region.

Exploration of history and heritage in the region has been a key motivator for visit, however the heritage interpretation across the region needs to reflect contemporary visitor markets and be more experiential.

Exploration of both the goldrush and Indigenous cultural history through cycling and walking trails presents significant opportunity to leverage from the nature-based assets of the region while creating a distinctive point of difference from surrounding strong nature-based destinations.

PRIORITY PROJECTS

- World Heritage Listing Bid Enhancement
- Victorian Goldfields Railway Experience



8.2. HISTORY AND HERITAGE PROJECTS

PROJECT	VILLAGE	TIER	STAKEHOLDERS	DESCRIPTION	ACTIONS	TIMEFRAME	SOURCE
World Heritage Listing Bid Enhancement	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs	<p>This project focuses on developing the history and cultural heritage offer across the Goldfields Villages, and in the process supporting the Central Victorian Goldfields World Heritage Listing Bid. This project includes the following subprojects:</p> <ul style="list-style-type: none"> • Goldfields Heritage and Cultural Sites Audit; and • Goldfields Villages Heritage Museums Interpretation Study. 	<ul style="list-style-type: none"> • Delivery of the sub-projects. 	2019-2021	Villages DMP Process
Goldfields Heritage and Cultural Sites Audit	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs	<p>There is currently no accessible centralised audit of heritage assets and stories of the Goldfields Villages. Most of the goldfields heritage sites are known and stored in various databases and other sites, however there is a need to bring all of the history and heritage site audits together in an accessible format so that they may be utilised by organisations and individuals to:</p> <ul style="list-style-type: none"> • Create new contemporary history narratives; • Support history and heritage related tours, experiences and product development; • Support world heritage listing; • Support heritage interpretation on the Goldfields Track and Goldfields Touring itineraries; and • Utilised for marketing and promotion. 	<ul style="list-style-type: none"> • Seek funding for the project; • Appoint a research consulting team to bring all available information on heritage sites and assets into a collective database; and • Appoint a digital consultancy to create an accessible and user friendly online platform which allows all heritage sites and stories to be accessed. 	2019-2021	Villages DMP Process
Goldfields Villages Heritage Museums Improvement Plan	Region Wide	1	VGTE; LGAs	<p>There is a need to undertake an audit and strategic plan which will provide recommendations on a consistent approach across the villages with regard to heritage interpretation and access to information including consideration of contemporary digital interpretation methods such as augmented reality and digital applications.</p>	<ul style="list-style-type: none"> • Establish a project steering committee; • Seek funding for delivery; and • Appoint a heritage and tourism consultant to review heritage museums and provide a strategic 	2019-2021	Villages DMP Process

				The study also requires inclusion of a heritage consultant to analyse the current collections.	plan for coordinated improvement.		
Victorian Goldfields Railway Experience	Maldon/Castlemaine	1	Mount Alexander Shire; Victorian Goldfields Railway	<p>Development and enhancement of the Victorian Goldfields Railway (VGR) to create a signature experiential heritage attraction for the region including implementation of the Service Reorientation Project (SRP) completed for the site in 2017.</p> <p>Stage 1 of the SRP (Feasibility and Planning) has been completed, with funding required to deliver Stage 2 of the Project (Construction of Castlemaine Facilities). The SRP also identifies a range of future tourism projects that could be further developed post SRP completion into a Stage 3 Strategic/Master Plan for the site.</p>	<ul style="list-style-type: none"> • Seek funding to deliver Stage 2; • Delivery of works as outlined in Stage 2; and • Development of a scope of works for Stage 3 Strategic/Master Plan. 	2019-2021	Villages DMP Process
Andersons Mill Investment	Clunes/Creswick	2	Hepburn Shire; Andersons Mill	Opportunity for lease to private sector to operate a tourism attraction from the site.	<ul style="list-style-type: none"> • Encourage Parks Victoria to undertake an EOI for the site. 	2019-2021	Villages DMP Process
Castlemaine Diggings National Park Improvements	Castlemaine	2	Mount Alexander Shire; Castlemaine Diggings; Parks Victoria; RDV	Completion of the Monster Meetings site (currently underway) and securing funding and implementing the Heritage Interpretation Framework.	<ul style="list-style-type: none"> • Secure funding for implementing the Heritage Implementation Framework; and • Implement the Framework. 	2019-2021	Bendigo DMP
Buda Historic House & Garden Tourism Uses	Castlemaine	3	Mount Alexander Shire; Buda Historic House & Garden	Support the outcomes of the Buda Historic House & Garden Feasibility Study to improve the heritage site for tourism uses.	<ul style="list-style-type: none"> • Secure funding to support development of the planned new building and new infrastructure. 	2019-2021	Bendigo DMP

9. THEME 2: TRACKS, TRAIL AND TOURING

9.1. BACKGROUND

One of the key strategic considerations for the development of this Destination Management Plan is the premise that the villages are stronger as one marketed product and experience than individual experiences, due primarily to a lack of critical mass of visitation or resources to make an impact within key visitor markets.

The aim therefore is to focus on products that will create linkages between the villages and encourage visitors to visit more than one village on their stay in the region.

The Goldfields Track (cycle and walking experience) and Goldfields Touring (car touring experience) provide major products that can collectively link the villages together and provide an overarching villages experience.

PRIORITY PROJECTS

- Goldfields Track
- Goldfields Touring: Unearthing Hidden Stories



9.2. TRACKS, TRAILS AND TOURING PROJECTS

PROJECT	VILLAGE	TIER	STAKEHOLDERS	DESCRIPTION	ACTIONS	TIMEFRAME	SOURCE
Goldfields Touring: Unearthing Hidden Stories	Creswick, Clunes, Talbot, Maryborough, Dunolly	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>This project focuses on discovering and promoting the various stories of the Goldfields Villages and their people, including existing regional strengths and aligning and connecting to existing Ballarat and Bendigo hero products and experiences where possible. This will include strategic industry development to identify and build story trails and experiences as well as development of cohesive branding, marketing and collateral to promote products and experiences identified. Subprojects include:</p> <ul style="list-style-type: none"> • Unearthing Hidden Stories; • Goldfields Villages Touring Application; and • Goldfields Villages Branding and Marketing Action Plan. 	<ul style="list-style-type: none"> • Establish a Goldfields Touring steering committee; and • Delivery of the sub-projects. 	2022-2023	Villages DMP Process
Unearthing Hidden Stories	Creswick, Clunes, Talbot, Maryborough, Dunolly	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>Converging Narratives: Migration and Culture</p> <p>This component of the project would be informed by the work conducted within the World Heritage Listing Bid Enhancement project and would involve exploring ways to connect and promote existing history and cultural heritage product and experiences through exploration and interpretation of key stories and narratives of the region, at varying scales.</p> <p>Examples of themes and narratives: that could be explored and interpreted include:</p> <ul style="list-style-type: none"> • Stories of Gold - which could include interpretations of known stories such as 'Many Roads: Chinese on the Goldfields' and "The Swagman Diaries" • Lost Indigenous Narratives – Which could build from the 'Meander the RCC' project conducted as part of the Regional City of Culture 2018 and/or include narratives such as "Seeing the land from an Aboriginal Canoe"; and 	<ul style="list-style-type: none"> • Utilise information gathered within this DMP and other Tier 1 projects to identify key heritage, arts, and food and wine stories and experiences which can be interpreted and promoted; and • Develop concept trails for inclusion in the subsequent Goldfields Villages Branding and Marketing Action Plan and Goldfields Touring Route Application. 	2019-2021	Villages DMP Process

				<ul style="list-style-type: none"> • Nation Building and Democracy – which could include interpretations of known stories such as Eureka Stockade, and 'Womens' Suffrage'. <p>Making and creating experiences</p> <p>Working with artists, makers and creators based in the villages and surrounds to develop a trail of 'meet the maker' experiences which could involve exploration and interpretation of arts based historical narratives including:</p> <ul style="list-style-type: none"> • 'Punching the Bundy' and 'In the Spirit of George Rose' (Clunes); and • The 'Railway with a town attached' (Mark Twain); and the travelling wedding photographer (photos currently housed at Maryborough Midlands Historical Society) (Maryborough). <p>Food, Wine and Ferments Fossicking Trails</p> <p>This project could include development of food, wine and ferments touring itineraries for the Goldfields Villages which connect with Ballarat and Bendigo and include identifying signature food, wine and ferment products. Tours could align with key touring routes and 'regions' such as Goldfields Track, Heathcote Wine Region and Pyrenees Wine Region, and connecting with initiatives identified through the Shiraz Stories: Central Region Reds Activation Project.</p>			
Goldfields Touring Route Application	Creswick, Clunes, Talbot, Maryborough, Dunolly	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>Creation of an application to support the development and promotion of Goldfields Villages stories which will align to contemporary visitor touring behaviour and motivations, allowing visitors to develop their own itinerary touring the Goldfields Villages, with a focus on heritage, the arts or food/wine (or all of the above). Development of the application would utilise information collected through other processes as identified in this report, including sub projects identified within this project, and other Tier 1 projects.</p> <p>The aim is to develop an application that allows visitors to experience the goldfields stories in their own way through</p>	<ul style="list-style-type: none"> • Seek funding partners to support the Touring Application development, this may include the private sector, Councils and other Government; • Develop a clear brief for the establishment of the Touring Application; 	2022-2023	Villages DMP Process

				building their own personalised touring route aligned to their own preferences and motivations for visiting.	<ul style="list-style-type: none"> • Appoint a specialist digital consultancy to undertake the application development; and • Work with Visit Ballarat and Bendigo Regional Tourism to implement the Touring Application for the Goldfields Villages. 		
Goldfields Track	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>The Goldfields Track has recently undergone a master planning exercise to improve some of the key elements to the track and marketing activities.</p> <p>There is, however, potential to think bigger in relation to the Goldfields Track, so that there is industry support/product development, as well as an experience is delivered of international standard. This is driven by the VGTE/Visit Victoria support to join Ballarat and Bendigo and surrounding villages, showcasing the Goldfields heritage destination. The concept has, therefore, been broken down into three phases.</p> <p>Phases for this project include :</p> <ul style="list-style-type: none"> • Implementing The Current Master Plan 2017-2022 • Industry Support, Upskilling & Development • Reimagining The Goldfields Track As An International Tourism Icon 2022-2028 	<ul style="list-style-type: none"> • Delivery of the sub-projects. 	2019-2023	Villages DMP Process
Goldfields Track Phase 1 Implementing The Current Master Plan 2017-2022	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>The Central Highlands Region of Victoria aspires to have an internationally recognised bushwalking track and IMBA Epic Trail, a worldwide recognised significance classification of MTB trails. The Ride Walk Goldfields (RWG) Master Plan has been developed to assist in realising this vision and proposes track and trail works in the form of physical improvements and new sections that will differentiate the regional offering from its competitors, and act as a key tourism driver across the region.</p> <p>The Victorian Goldfields is a historically and culturally rich region providing significant tourism experiences for visitors.</p>	<ul style="list-style-type: none"> • Track and Trail Capital Works - Upgrade and new works to the iconic Goldfields Track (\$977,000). 	2019-2023	Grampians Region Cycling Masterplan

				<p>The Goldfields Track is a key active transport link, connecting the major towns of Bendigo with Ballarat, scenically traversing through Daylesford, Hepburn, Creswick and Castlemaine.</p> <p>The Goldfields Track will be the central north-south running “spine” of the RWG experience, which will connect key destinations and encourage visitors to explore and experience the unique landscapes in the region. By expanding its scope to cater for less experienced riders, the Goldfields Track will become a true touring experience, where riders travel between towns, staying overnight, and experiencing what’s on offer. Walkers and riders will be provided with an expanded experience in, around and between townships and villages along the central spine.</p> <p>The Master Plan proposes physical improvements and new sections to the Goldfields Track.</p>			
Goldfields Track Phase 3 Reimagining The Goldfields Track As An International Tourism Icon 2022-2028	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>A phase 3 Master Plan should be explored which takes the existing track to a new level of experience with substantial improvement to the track quality and route.</p> <p>The phase 2 investment will consider the following:</p> <ul style="list-style-type: none"> Enhancing the current experience with an alternative route that focuses on a high quality single track experience, almost the entire length of the trail; Focus on establishing Bendigo and Ballarat as hubs with bike facilities at Bendigo and Ballarat railways stations. This could play a role in driving the growing adventure and cycling tourism market, particularly from surrounding areas; and Improvement to trail infrastructure including enhancement locations 	<ul style="list-style-type: none"> Detailed Master Plan for international level experience. This includes detailed route audit and alignment assessment, concept plan, ground truthing, cultural and environmental heritage studies. (\$250,000); and Major infrastructure delivery (indicative only) (\$9,750,000). 	2021-2024	Grampians Region Cycling Masterplan
Goldfields Villages Walks Network	Region Wide	2	VGTE; Visit Ballarat; Bendigo Regional	<p>The Goldfields Villages Walks Network project involves the coordinated development and interpretation of existing and new walks across the Goldfields Villages Region to provide</p>	<ul style="list-style-type: none"> Each Council to nominate village, heritage and nature based walks that have potential for enhancement and promotion; 	2022-2023	Villages DMP Process

			Tourism; RDV; LGAs; Visit Victoria	<p>iconic heritage walk experiences with supported digital interpretation.</p> <p>An audit of walk products should be undertaken followed by an investment plan for each of the Villages key walk experiences.</p> <p>Some examples of walk experiences identified through consultation include:</p> <ul style="list-style-type: none"> • Cave Hill Walks - Establish and promote walks at Cave Hill • Central Goldfields Village Walking Trails - Develop a mini-series of walking trails throughout each of the Central Goldfields Villages • Mt Beckworth Short Walks - Establish short walks in and around Mt Beckworth. • Avoca and Beaufort Heritage Walks - Formalise heritage walks in Avoca and Beaufort townships. • Creswick Heritage Walk - Development of a township heritage walk <p>It is envisaged that each Local Government nominate at least one walk experience connected to a village that will provide the opportunity to explore a local story of theme. Further marketing and promotional material should be explored to support any infrastructure improvements.</p>	<ul style="list-style-type: none"> • Identification of infrastructure and interpretation needed for the walks; and • Development of marketing material to support the key walks of the region. 		
Castlemaine Diggings Walk and Interpretation Project	Castlemaine	2	Mount Alexander Shire	Development of a walk and associated interpretation at Castlemaine Diggings, in line with Heritage Implementation Framework recommendations.	<ul style="list-style-type: none"> • Identify and develop a walk and interpretation, in line with Framework. 	2022-2023	Villages DMP Process
Heathcote to Murchison Trail	Heathcote	2	City of Greater Bendigo; City of Shepparton; Campaspe Shire; Parks Victoria	Completion of the Heathcote to Murchison Trail.	<ul style="list-style-type: none"> • Implement the project. 	2019-2021	Villages DMP Process

Pyrenees State Forest Destination Mountain Bike Park	Avoca/Pyrenees	2	Pyrenees Shire; Visit Ballarat	Establishment of Mountain Biking in Pyrenees State Forest.	<ul style="list-style-type: none"> • Undertake concept feasibility study; • Prepare business case; • Seek funding; and • Undertake required planning work. 	2019-2021	Grampians RDV Cycle Masterplan
Village Loop Trails	Region Wide	2	LGAs, Parks Victoria; VGTE	Activation of identified loop trails around the Goldfields Villages for family and recreational cycle markets.	<ul style="list-style-type: none"> • Identify family/recreational cycle market activation opportunities. 	2019-2021	Grampians RDV Cycle Masterplan
Creswick Mountain Bike Trails	Creswick	2	Hepburn Shire	Construction of mountain bike trails in Creswick including linkage to townships and identification of potential events.	<ul style="list-style-type: none"> • Construction of funded trails in Hepburn. 	2019-2021	Grampians RDV Region Cycling Masterplan
Maryborough Onroad Trails	Maryborough	3	Central Goldfields Shire	Development of onroad cycling experiences/trails in Maryborough.	<ul style="list-style-type: none"> • Identify and develop onroad cycling experiences/trails. 	2022-2023	Bendigo DMP
Mount Alexander Trails	Shire – Wide (Mount Alexander)	3	Mount Alexander Shire	Improve and develop trails within and between Shire towns.	<ul style="list-style-type: none"> • Identify opportunities for trail improvements/development. 	2022-2023	Villages DMP Process
Wallan to Heathcote Rail Trail Development	Heathcote	3	City of Greater Bendigo	Development of a rail trail between Wallan and Heathcote.	<ul style="list-style-type: none"> • Continue to seek funding for the concept. 	2019-2021	Bendigo DMP
The Lindsays Trail Finalisation	Creswick	3	Hepburn Shire	Completion of the Lindsays Trail Project through Playground development (trail with signage and interpretation completed).	<ul style="list-style-type: none"> • Source funding to complete the remainder of the project (playground). 	2019-2021	Ballarat DMP

10. THEME 3: MAKERS, ARTS AND CULTURE

10.1. BACKGROUND

The Goldfields Region in Victoria including Ballarat and Bendigo have greatly strengthened their association with the arts.

Much of the signature art product in the region is centered in Bendigo and Ballarat including The Art Gallery of Ballarat; Her Majesty's Theatre; Bendigo Pottery; Bendigo Art Gallery; and Ulumbra Theatre.

Other key art experiences include the Castlemaine Art Museum, Theatre Royal (Castlemaine), Central Goldfields Art Gallery (Maryborough), the Creswick Woollen Mills as well as the Castlemaine State Festival.

There is opportunity to strengthen the awareness and development of arts, cultural and makers experiences across the Goldfields Villages in order to leverage visitation from Bendigo and Ballarat and improve linkages between each of the villages.

PRIORITY PROJECT

- Goldfields Art Villages Project



10.2. MAKERS, ARTS AND CULTURE PROJECTS

PROJECT	VILLAGE	TIER	STAKEHOLDERS	DESCRIPTION	ACTIONS	TIMEFRAME	SOURCE
Goldfields Art Villages Project	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>The aim of the art experience should be to provide a contemporary visitor experience that juxtaposes the heritage of the towns to create an interesting new journey for the visitor.</p> <p>This will assist dispersal across each village and encourage touring between towns.</p> <p>Art Villages should utilise work developed within the World Heritage Listing Bid Enhancement and Unearthing Goldfields Stories projects to create art installations and experiences unique to each Village.</p> <p>This should include interpretation of existing historical narratives in diverse, dark and/or provocative ways that will appeal to Ballarat and Bendigo key target markets (such as Lifestyle Leaders) and represent the regions converging narratives in a contemporary and motivating way.</p> <p>Seasonal experiences and activations could also be created around the installations, such as a 'Gold After Dark' event which could see the installations transformed at night, or food, wine or other experiences leveraged from the artistic theme developed in each village.</p>	<ul style="list-style-type: none"> Undertake an arts investment plan. This study will: <ul style="list-style-type: none"> Audit the existing arts product and talent in each village; Define an artistic theme in each town if it exists; Identify artistic interventions that will align with the artistic theme in the towns or interests of each community. Seek funding to deliver the interventions; and Staged delivery of interventions. 	2022-2023	Villages DMP Process
Dunolly Courthouse Activation	Dunolly	2	Central Goldfields Shire; Community groups	Activation of the recently refurbished Dunolly Courthouse with a focus on the arts.	<ul style="list-style-type: none"> Undertake an action plan to attract events to be hosted within the Dunolly courthouse. 	2019-2021	Villages DMP Process
Clunes Town Hall Redevelopment	Clunes	2	Hepburn Shire	Explore the opportunity to establish an arts and cultural hub within the Clunes Town Hall.	<ul style="list-style-type: none"> Undertake a masterplan for the Clunes Town Hall. 	2019-2021	Villages DMP Process

Maryborough Cultural Arts Precinct	Maryborough	2	Central Goldfields Shire; Visit Victoria; RDV;	Development of a cultural arts precinct which links the key heritage sites in Maryborough including the Town Hall, Art Gallery, and Train Station.	<ul style="list-style-type: none"> • Feasibility and planning study for Maryborough Cultural Arts Precinct; and • Delivery of Tourism and Economic Plan for Central Goldfields. 	2019-2021	Bendigo DMP
Mount Alexander Public Arts Masterplan	Maldon/Castlemaine	2	Mount Alexander Shire	Develop a public arts masterplan to showcase local artist works within the public realm as a place making opportunity. This could be undertaken as part of Goldfields Villages Art Touring Route.	<ul style="list-style-type: none"> • Seek funding commitment for the public arts masterplan; • Appoint a steering committee to oversee the masterplan; and • Appoint consultant to prepare the masterplan. 	2019-2021	Bendigo DMP
Open air public art spaces	Shire - Wide (Loddon)	3	Loddon Shire; Local Arts Groups	Increasing sculptures in public arts trail (this could be undertaken as part of Goldfields Art Villages Project).	<ul style="list-style-type: none"> • Develop a concept plan for murals and arts activation in Loddon; • Prepare costings for delivery; and • Identify and agree on artists. 	2021-2022	Bendigo DMP
Castlemaine Art Museum Strategic Plan	Castlemaine	3	Mount Alexander Shire; Castlemaine Art Museum	Support outcomes of the Castlemaine Art Gallery & Historic Museum Review.	<ul style="list-style-type: none"> • Prepare a strategic plan for the Castlemaine Art Museum. 	2019-2021	Bendigo DMP

11. THEME 4: FOOD, WINE AND FERMENTS

11.1. BACKGROUND

Consumption of quality food, wine and ferments is considered a prerequisite for any good visitor destination. There has been significant investment in the broader Goldfields Region with a number of quality dining, wine and ferment businesses established over the past 10 years.

There still remains a low provision of quality dining offer in many of the villages that would meet the expectation level of key market segments. Further, many of the food experiences are not operational at times when visitors are touring through the region.

PRIORITY PROJECT

- Shiraz and Other Stories: Activating the Central Region Reds



11.2. FOOD, WINE AND FERMENTS PROJECTS

PROJECT	VILLAGE	TIER	STAKEHOLDERS	DESCRIPTION	ACTIONS	TIMEFRAME	SOURCE
Shiraz and Other Stories: Activating the Central Region Reds	All	1	VGTE; LGAs; Existing Wineries; Bendigo Regional Tourism; Private Sector	<p>This project will focus on activating the wineries in the Goldfields Villages and surrounds through leveraging from the designation of the Bendigo, Heathcote, Grampians and Pyrenees wine regions as the "Central Region", comprising the fifth pillar of Wine Victoria's Five Pillars Tourism Project.</p> <p>Focused on developing and promoting the strength of the Central Region wines in the villages and surrounds, this project will look at developing a compelling narrative and branding around Shiraz as a signature wine of the region, and identifying opportunities for contemporary cellar door and complementary destination dining and regional food experiences to improve the visitor experience across the Goldfields Villages.</p>	<ul style="list-style-type: none"> Develop a branding concept and strategy for the Central Region Reds; Establishment of a strategic plan to promote the awareness and branding of Central Region Reds; and Promote the potential of a complementary cellar door offer and support investment in cellar door establishment where possible. 	2022-2023	Villages DMP Process
Pyrenees Wine Cycle Trail	Avoca/Moonambel	2	Pyrenees Shire; Visit Ballarat; Existing Wineries	A trail that links the key wineries of the Pyrenees around Avoca and Moonambel will provide a recreational cycling product that is activated by wineries and cellar doors.	<ul style="list-style-type: none"> Undertake a concept plan, feasibility study and business case; and Seek funding support. 	2019-2021	Grampians RDV Cycle Masterplan
Food, Wine and Ferment Operator Attraction	Avoca	2	Pyrenees Shire	Attract food, beverage and ferments businesses to compliment the wine industry.	<ul style="list-style-type: none"> Include in a regional investment prospectus. 	2019-2021	Villages DMP Process
Heathcote Improved Dining Offer	Heathcote	2	City of Greater Bendigo; Private Sector	Encourage the development of dining establishments, particularly in wineries and town centre.	<ul style="list-style-type: none"> Include in a regional investment prospectus. 	2019-2021	Bendigo DMP
Dunolly Hotel reinvestment	Dunolly	3	Central Goldfields Shire; Private Sector	Support the establishment/reopening of one of the Dunolly Hotel's to become a dual food and accommodation venue	<ul style="list-style-type: none"> Include in a regional investment prospectus. 	2019-2021	Bendigo DMP

12. THEME 5: FESTIVALS AND EVENTS

12.1. BACKGROUND

Events and festivals development and promotion have delivered significant economic benefit for destinations that have established a coordinated and strategic events calendar.

There is an opportunity to grow visitation to the Goldfields Villages through the development of festivals and events aligned to the comparative strengths of the region.

PRIORITY PROJECTS

- Signature Festivals Program



12.2. EVENTS AND FESTIVALS PROJECTS

PROJECT	VILLAGE	TIER	STAKEHOLDERS	DESCRIPTION	ACTIONS	TIMEFRAME	SOURCE
Signature Festivals Program	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	There is no overarching festival or event that ties the Goldfields Villages together. The Goldfields Villages should work towards securing three new signature regional festivals which can be multi day and multi locational, and hero the key stories of the region.	<ul style="list-style-type: none"> • Delivery of the sub-projects. 	2019-2021	Villages DMP Process
Goldfields Villages Art Festival	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>The delivery of an arts festival across the Goldfields Villages will assist in aligning the destination with the arts and also strengthening the perception of the villages as a single regional destination of many parts.</p> <p>This festival will bring the artistic themes of each village together (and could potentially be aligned to 2 festival touring 'routes') and if developed as a weeklong event will strengthen the length of stay and overnight visitation in the region.</p> <p>The theme and structure of the art festival requires further development.</p>	<ul style="list-style-type: none"> • Undertake a feasibility study to determine the theme and approach to the festival. This will take into account the strength of arts product in the region and gaps in the Victorian signature events calendar; • Seek funding support for the Goldfields Villages Art Festival. This may include funding from partner Local Governments and tourism organisations; and • Develop an EOI, packaged with funding available to attract an events operator for the festival. 	2024-2025	Villages DMP Process
Golden Night Festival	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>The Golden Night Festival could be a play on Ballarat's White Night Festival, utilising the region's Gold history as the artistic theme for the event.</p> <p>This Festival would leverage from Ballarat's growing events sector, connecting in with the creative theme of the White Night event whilst developing a contemporary spin on the Gold rush heritage story.</p>	<ul style="list-style-type: none"> • Undertake a feasibility study to determine the theme and approach to the festival. This will take into account the strength of the gold heritage product in the region and gaps in the Victorian signature events calendar. 	2019-2021	Villages DMP Process

				<p>If developed in conjunction with the existing White Night event this could assist in drawing visitation from Ballarat, as well as strengthening the length of stay and overnight visitation in the region, and could be developed across key touring routes.</p> <p>Rather than a one night event it is recommended that the event be held across the villages over a 4-5 day period allowing people to journey through the villages and encourage overnight stays.</p>			
Villages on Show Festival	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	<p>The Villages on Show Festival could leverage from the existing Heathcote on Show Festival to include food, wine and ferments programming across all key villages of the region, with different village itineraries across multiple weekends e.g.:</p> <ul style="list-style-type: none"> • Avoca, Talbot and Beaufort – Pyrenees Wine Trail • Castlemaine, Maldon (and Harcourt) – Ferments Trail • Talbot, Maryborough, Dunolly – Provedore Trail <p>The theme and structure of the Villages on Show Festival requires further development.</p>	<ul style="list-style-type: none"> • Undertake a feasibility study to determine the theme and approach to the festival. This will take into account the strength of food, wine and ferment products in the region and gaps in the Victorian signature events calendar; • Seek funding support for the Villages on Show Festival. This may include funding from partner Local Governments and tourism organisations; and • Develop an EOI, packaged with funding available to attract an events operator for the festival. 	2024-2025	Villages DMP Process
Regional Event Calendar	Region wide	2	LGAs; Bendigo Regional Tourism; Visit Ballarat; VGTE	<p>Development of a coordinated events calendar for the region to identify gaps in events timings and/or type and maximise benefit across the region. This should be developed in conjunction with Visit Ballarat and Bendigo Regional Tourism to identify opportunities to cluster events across the region and also maximise opportunities for the Goldfields Villages to leverage from major existing events in the regional cities.</p>	<ul style="list-style-type: none"> • Undertake strategic review of existing events across the villages; and • Develop central web based portal for events details. 	2019-2021	Villages DMP Process

Food and Wine Event	Heathcote	2	Greater Bendigo; Bendigo Winegrowers	Develop an additional food and wine event possibly with Bendigo Winegrowers to showcase regional boutique strengths.	<ul style="list-style-type: none"> Organise a working group to oversee the event formation; Development of event vision and concept; and Prepare an action plan for establishment of the event. 	2022-2023	Bendigo DMP
Creswick Event Calendar	Creswick	2	Hepburn Shire	Development of an Event Calendar for Creswick.	<ul style="list-style-type: none"> Review of Creswick's current event program to determine gaps and opportunities to strengthen the event sector in the village. 	2019-2021	Ballarat DMP
Upgrading Council Venues	Shire - Wide (Mount Alexander)	2	Mount Alexander Shire	Improvements to Council facilities to improve suitability for events.	<ul style="list-style-type: none"> Undertake a review of Council event sites to determine infrastructure improvements and priorities for investment to attract events. 	2019-2021	Bendigo DMP
Clunes Agricultural Show	Clunes	3	Hepburn Shire; Event Operators	Grow the existing Clunes Agricultural Show into a key calendar event.	<ul style="list-style-type: none"> Undertake a strategic review of the Clunes Agricultural Show to develop into a key calendar event. 	2022-2023	Ballarat DMP
Historic Commercial Vehicle Show	Clunes	3	Hepburn Shire; Event Operators	Review of the event to identify enhancement opportunities and ensure continuation.	<ul style="list-style-type: none"> Undertake a strategic review of the Clunes Historic Commercial Vehicle Show to develop into a key calendar event. 	2022-2023	Ballarat DMP
The Boogaloo Invitational Enhancement	Castlemaine	3	Mount Alexander Shire; Festival organisers	Review of the Boogaloo Invitational event in Castlemaine to identify enhancement opportunities and ensure continuation.	<ul style="list-style-type: none"> Undertake a strategic review of the Boogaloo Invitational to develop into a key calendar event. 	2022-2023	Villages DMP Process
Clunes Farmers Market Expansion	Clunes	3	Hepburn Shire; Festival Organisers	Explore the opportunity to expand and enhance the existing farmers market in Clunes.	<ul style="list-style-type: none"> Undertake an assessment of the current farmers market to identify ways to expand and attract a wider audience. 	2019-2021	Villages DMP Process

13. THEME 6: ASSETS, INFRASTRUCTURE AND INVESTMENT

13.1. BACKGROUND

Supporting infrastructure is a critical requirement for the tourism industry growth in the Goldfields Villages, particularly with regard to supporting overnight visitors with the delivery of accommodation and improvements to township amenity to ensure that the region's destinations are visitor friendly.

PRIORITY PROJECTS

- Investment Prospectus
- Attraction
- and



13.2. ASSETS, INFRASTRUCTURE AND INVESTMENT PROJECTS

PROJECT	VILLAGE	TIER	STAKEHOLDERS	DESCRIPTION	ACTIONS	TIMEFRAME	SOURCE
Investment Attraction and Prospectus	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs	<p>Many of the Goldfields Villages have not been able to attract any significant levels of private sector investment to support the visitor economy. The reutilisation of heritage properties within these towns presents a substantial opportunity to create contemporary visitor accommodation, retail and food and beverage businesses.</p> <p>Destination development has often been led by a visionary tourism investment by the private sector, particularly those linked to food and/or accommodation, with Victorian examples including The Lakehouse in Daylesford, Annie Smithers in Kyneton, Brae in Birragurra and Jackalope Hotel on the Mornington Peninsula.</p> <p>The property values in many of the Goldfields Villages are relatively low and present opportunity for entrepreneurs to enter the tourism industry in a high amenity village setting.</p> <p>The establishment of an online digital prospectus for heritage buildings and sites should be considered as a way to promote investment. This site will also include key market information for investors to consider.</p> <p>Investment opportunities identified in this DMP to be included in the prospectus include the following businesses/operators by township.</p> <ul style="list-style-type: none"> • Avoca - Food, wine and ferment operators; • Heathcote - Dining establishments (particularly winery/town centre based); high quality/boutique/nature-based accommodation; hotel/motel; 	<ul style="list-style-type: none"> • Establish a working group of economic development practitioners from each Local Government; • Collate all private sector investment opportunities; • Develop material for inclusion in the prospectus; • Appoint a consultant to develop an online platform shared by all partners; and • Develop the investment attraction prospectus and subsequent marketing material. 	2019-2021	Villages DMP Process

				<ul style="list-style-type: none"> • Mount Alexander Shire (including Maldon and Castlemaine) - Boutique self-contained accommodation; • Castlemaine - Boutique accommodation & function centre; and • Clunes - Self-contained accommodation (along Creswick Creek). <p>Other existing properties identified for redevelopment/reinvestment include Clunes Club Hotel, and Welcome Stranger Café and hotels within Dunolly township.</p>			
Camping Facilities Audit	Region Wide	2	VGTE; LGAs	Review camping facilities across the Villages to determine any gaps in provision and/or any infrastructure and/or capacity development required.	<ul style="list-style-type: none"> • Conduct an audit and gap analysis of existing camping facilities across the region. 	2019-2021	Villages DMP Process
Clunes Club Hotel Redevelopment	Clunes	2	Hepburn Shire; Private Sector	Redevelopment of Clune Club Hotel; including potential development of a future spa and wellness centre associated with the hotel.	<ul style="list-style-type: none"> • Include in a regional investment prospectus. 	2019-2021	Ballarat DMP
Heathcote High Quality/Boutique/Nature-based Accommodation	Heathcote	2	City of Greater Bendigo; Private Sector	Encourage development high quality, boutique, nature-based accommodation.	<ul style="list-style-type: none"> • Include in a regional investment prospectus. 	2024-2025	Bendigo DMP
Boutique self-contained Accommodation	TBC (Mount Alexander)	3	Mount Alexander Shire; Private Sector; Local Arts Groups	Boutique self-contained accommodation (e.g. winery, farmstay, nature-based) to cater for weekend stay market.	<ul style="list-style-type: none"> • Include in a regional investment prospectus. 	2024-2025	Bendigo DMP
Bridgewater & Inglewood Township and Foreshore Improvements	Inglewood	3	Loddon Shire	Planning strategies to improve the layout and function of the Bridgewater and Inglewood townships to take advantage of river frontage (re-orient towards river).	<ul style="list-style-type: none"> • Council to advocate for funding for stage 2 (e.g. boardwalk, viewing platforms, shelters, points of interest). 	2019-2021	Bendigo DMP

Bus services to Bendigo	Maryborough	3	Central Goldfields Shire; RDV; Transport for Victoria	Improved bus services between Maryborough-Bendigo.	<ul style="list-style-type: none"> Advocate for more improved services. 	2019-2021	Bendigo DMP
Caravan Park Reinvestment	Bridgewater	3	Loddon Shire; RDV	This project is part of a joint funding application as part of the Regional Growth Fund, which has progressed to submission of business case, but is currently not guaranteed funding. Proposed stage 1 is part of a larger plan to bring the Pyramid Hill, Wedderburn and Boort Caravan Parks up to current day standards expected by tourists and encourage visitors to stay in the region, including accessible amenities, lighting and provision of power and water to sites. Project is ready for design and construct tender to be prepared when funding is available.	<ul style="list-style-type: none"> Seek funding to deliver plans. 	2019-2021	Bendigo DMP
Castlemaine Boutique Accommodation & Function Centre	Castlemaine	3	Mount Alexander Shire; Private Sector	Development of a purpose-built accommodation and function centre which is of midscale (40 - 60) rooms and venue capacity for 50-100 guests). This project potentially could involve: <ul style="list-style-type: none"> Looking at potential redevelopment of Gaol and The Mills; and Looking at planning development in a rural setting. 	<ul style="list-style-type: none"> Include in a regional investment prospectus. 	2024-2025	Bendigo DMP
Creek and Street Precinct Masterplan	Clunes	3	Hepburn Shire	Implementation of the Tourism Precinct Masterplan for Creek and Street Precinct.	<ul style="list-style-type: none"> Continued improvement to Creek and Street Precinct in line with capital works program. 	2019-2021	Ballarat DMP
Heathcote Hotel/Motel Development	Heathcote	3	City of Greater Bendigo; Private Sector	Development of 4 star standard hotel/motel accommodation (20+ rooms) in Heathcote town centre.	<ul style="list-style-type: none"> Include in a regional investment prospectus. 	2024-2025	Bendigo DMP
Improved Rail Services	Maryborough	3	Central Goldfields Shire;	Advocate for improved train services and scheduling to Maryborough (via Talbot).	<ul style="list-style-type: none"> Advocate for more rail services to Maryborough and Talbot. 	2024-2025	Bendigo DMP

			RDV; Transport for Victoria				
Main Street Presentation	Shire - Wide (Loddon)	3	Loddon Shire	<p>Completion of the Main Street Presentation and Development Program (Living Main Streets Plan).</p> <p>Wedderburn has been completed and official opening on 13 November 2018 (took overhead powerlines away, new footpaths, disability access, garden beds)</p> <p>Inglewood is looking for funding (plan for it), however, in terms of priority, Pyramid Hill streetscape is the next township (of 5) that Council will focus on developing.</p>	<ul style="list-style-type: none"> Seek funding to deliver plans. 	2019-2021	Bendigo DMP
Maldon Town Centre Streetscape Rejuvenation	Maldon	3	Mount Alexander Shire	<p>This project aims to rejuvenate the Maldon town centre for the benefit of residents, business and visitors. The three priority components of the project are:</p> <ul style="list-style-type: none"> Undergrounding of powerlines; Improvements to the public realm; and Shopfront restoration. 	<ul style="list-style-type: none"> Seek funding to implement the business case and design plans. 	2019-2021	Council Plan 2017-2021
Self-Contained Accommodation	Clunes	3	Hepburn Shire; Private Sector	Development of high quality self-contained accommodation along Creswick Creek.	<ul style="list-style-type: none"> Include in a regional investment prospectus. 	2024-2025	Ballarat DMP
Township RV Facilities	Maryborough/Dunolly	3	Central Goldfields Shire	Provision of RV facilities in Maryborough/Dunolly.	<ul style="list-style-type: none"> Investigate establishing a free RV camping site in Maryborough/Dunolly. 	2024-2025	Bendigo DMP
Heathcote-Graythorn National Park Improvements	Heathcote	3	City of Greater Bendigo; Parks Victoria;	Formalising walking trails, camp grounds, improving signage and interpretation.	<ul style="list-style-type: none"> Seek commitment from Parks Victoria to establish a visitor experience plan for Heathcote -Graythorn National Park. 	2024-2025	Villages DMP Process
Maryborough Rail Station	Maryborough	3	Central Goldfields Shire	Investigate further tourism enhancement of the Maryborough Rail Station.	<ul style="list-style-type: none"> Explore the activation of further tourism potential of the Maryborough Railway Station as part of the Central Goldfields EDS. 	2024-2025	Villages DMP Process

14. STRATEGIC POSITIONING AND TOURISM DELIVERY

14.1. INTRODUCTION

This section steps out initiatives for delivery and focus for tourism services across the Goldfields Villages. This includes consideration of:

- Digital service delivery;
- Destination marketing and branding; and
- Industry development.

14.2. DESTINATION MARKETING AND BRANDING

The focus of digital service delivery, destination marketing and branding should be in promoting the Villages as one destination, through stories and experiences that connect the villages across the region.

Leveraging Visit Ballarat and Bendigo Regional Tourism marketing will be essential for maximising exposure and also attracting visitors from these regional cities through aligning with the target market preferences of these destinations.

14.3. PRODUCT AND INDUSTRY DEVELOPMENT

Investment in product and industry development is essential for growth of the Villages across the Goldfields Region.

The promotion of investment opportunities across the region, as well as facilitating investment through the planning process of respective LGAs will be key to activating the potential of the region, as will supporting the existing tourism industry through opportunities for training and upskilling.



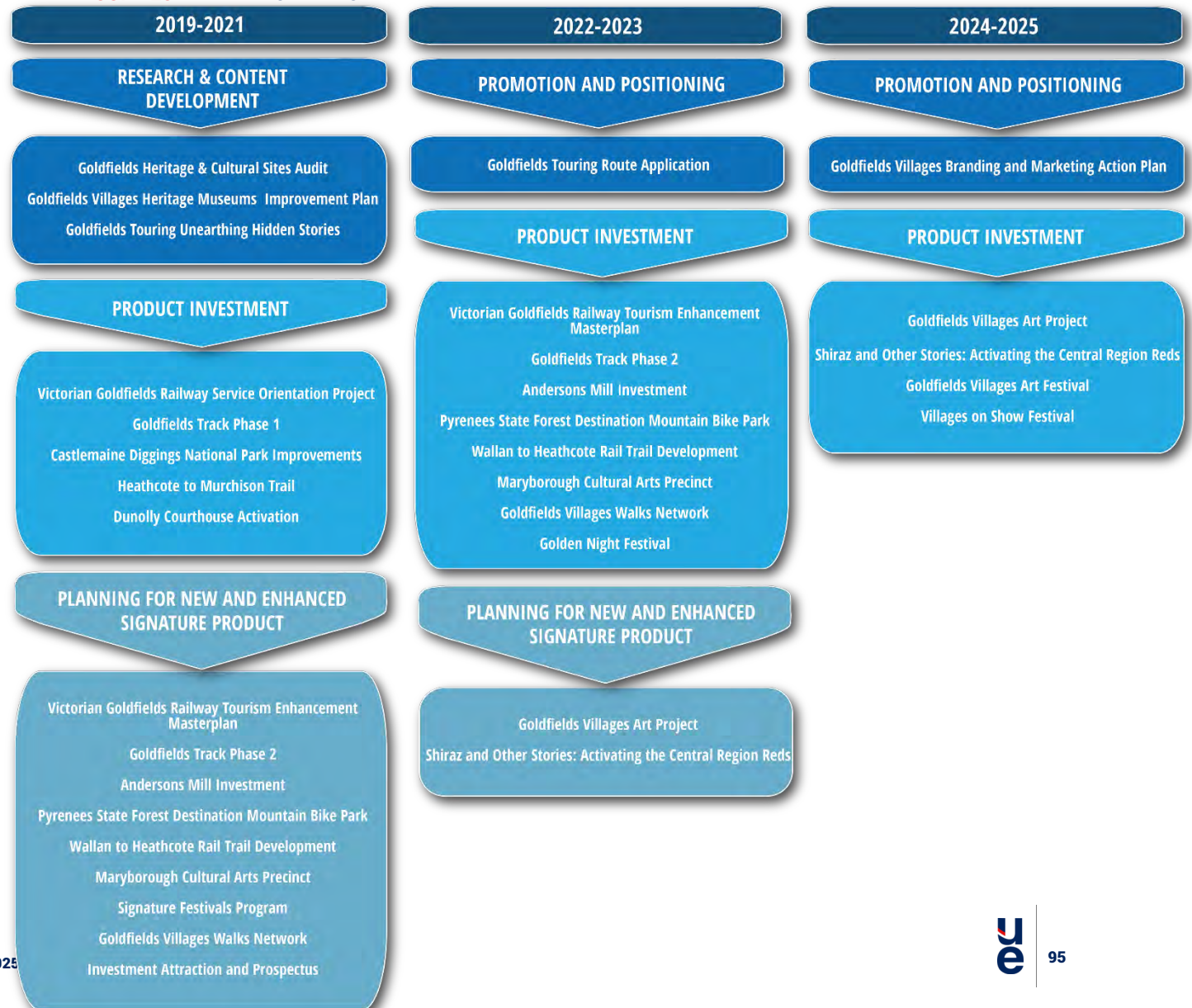
14.4. STRATEGIC POSITIONING AND TOURISM DELIVERY

PROJECT	VILLAGE	TIER	STAKEHOLDERS	DESCRIPTION	ACTIONS	TIMEFRAME	SOURCE
Goldfields Villages Branding and Marketing Action Plan	Region Wide	1	VGTE; Visit Ballarat; Bendigo Regional Tourism; RDV; LGAs; Visit Victoria	There is a need to develop a detailed branding and marketing action plan that provides a cohesive framework for effectively telling the regions stories and promoting the villages as a connected network of products and experiences. This should clearly identify the roles of various delivery organisations and include delivery of ongoing digital media in conjunction with Visit Ballarat and Bendigo Regional Tourism.	<ul style="list-style-type: none"> Seek funding partners to support the Branding and Marketing Action Plan, this may include the private sector, Councils and other Government; Develop a clear brief for the development of a Branding and Marketing Action Plan; Appoint a specialist marketing consultancy to undertake the Action Plan; and Work with Visit Ballarat and Bendigo Regional Tourism to implement Branding and Marketing Action Plan for the Goldfields Villages. 	2024-2025	Villages DMP Process
Develop Digital Content	Region Wide	2	VGTE; Visit Ballarat; Bendigo Regional Tourism; LGAs	Deliver ongoing Villages based content for digital media in conjunction with Visit Ballarat and Bendigo Regional Tourism. This includes: <ul style="list-style-type: none"> Delivery of seasonal content, new product, experience or stories, images and video. 	<ul style="list-style-type: none"> Work to develop an action plan for ongoing development of digital content including delineation of roles across organisations (VGTE; Visit Ballarat; Bendigo Regional Tourism; LGAs). 	2024-2025	Villages DMP Process
Tourism Business Capacity Building Program	Region Wide	2	LGAs	Work with local business and tourism groups across the region to develop a capacity building program focused on improving tourism service delivery. This should include identifying the mechanisms and support required to improve and/or expand current businesses with regards to service quality, operating hours and digital proficiency.	<ul style="list-style-type: none"> Establish a project control group; Identify tourism business issues that need to be addressed; Develop and identify suitable capacity building initiatives; and Seek funding for delivery of programs. 	2019-2021	Villages DMP Process

14.5. DELIVERY

Figure 28 provides an outline of the required approach for delivery of the Goldfields Villages Destination Management Plan. It highlights the proposed timeframes for staging of key projects across research, planning and delivery phases.

FIGURE 28 DELIVERY STRATEGY



APPENDIX A POLICY SUMMARY

14.6. FEDERAL POLICY

TOURISM 2020 STRATEGY

The Tourism 2020 strategy was developed to provide long term goals for the Australian tourism industry. The six key areas of the strategy include:

- Grow demand from Asia;
- Build competitive digital capability;
- Encourage investment and implement the regulatory reform agenda;
- Ensure tourism transport environment supports growth;
- Increase supply of labour, skills and Indigenous participation; and
- Build industry resilience, productivity and quality.

14.7. STATE POLICY

VICTORIAN VISITOR ECONOMY STRATEGY 2016

The Victorian visitor economy has been growing strongly in comparison to NSW and Queensland since 2010. This strategy was prepared by the Victorian State Government in 2016 and highlights the diversity of product in Victoria as the key to this success.

This strategy provides state wide direction for the growth of the tourism industry and aims to increase visitor spending to \$36.5 billion by 2025 through a nine priority goals:

- More private sector investment;
- Build on the potential of regional and rural Victoria;
- Improve branding and marketing;

- Maximise the benefits of events;
- Improve experiences for visitors from Asia;
- Better tourism infrastructure;
- Improve access into and around Victoria;
- Skilled and capable sector; and
- More effective coordination.

The Strategy provides an ambitious goal to grow tourism expenditure across the State by 2024/2025 to \$36.5 billion and a strong focus to achieve this by increasing visitor nights and encouraging international guests to explore regional Victoria.

The Strategy aims to support this growth through the following areas:

- Facilitating investment in tourism product and services;
- A focus on regional Victoria across all activities;
- Marketing activity that leverages all major visitor segments;
- A wider calendar of events that encourages visitor dispersal across Victoria;
- Visitor experiences tailored to the preferences of visitors from Asia; and
- Investing in key public infrastructure and roads.

VICTORIA'S 2020 STRATEGY

The strategy is a whole-of-government document providing a clear vision for the tourism industry to increase its economic and social contributions to the State.

This vision sets out to achieve:

- Victoria to be a leading tourism destination in the Asia Pacific region;
- tourism to be a leading contributor to the Victorian economy; and

- Victoria to provide a range of experiences and an environment that supports the aspirations and culture of strong growth economies such as China, India and Indonesia.

This strategy aims to realise the potential in the tourism industry, whilst acknowledging trends and issues that are now a part of business. This includes the increased number of crisis events, including floods, fires and insect plagues. The realisation of the actions outlined in this strategy are dependent upon the involvement of a number of stakeholders, including State Government agencies, Federal and Local Government, peak industry bodies and the tourism industries.

VICTORIA'S TOURISM AND EVENTS INDUSTRY STRATEGY 2020

This strategy was developed by Victoria Tourism Industry Council and Victoria Events Industry Council to represent key industry associations, corporate operators and Government agencies. The strategy recognises the need for enhanced collaboration and cooperation within the industry for greater ownership and leadership in establishing its future direction and success.

The strategy outlines a vision for tourism and events industry will deliver:

By 2020 Victoria's tourism and events industry will be internationally competitive, profitable, sustainable and innovative, and an increasingly significant and acknowledged contributor to the State.

The strategy provides four major pillars and actions to achieve this vision:

10. Leadership;
11. Industry development;
12. Investment and infrastructure; and
13. Marketing.

VICTORIAN REGIONAL ECONOMIC DEVELOPMENT AND SERVICES REVIEW 2015

The Victorian Regional Economic Development and Services Review was developed in 2015 by the Victoria State Government and identifies actions to better position regional Victoria for future growth and prosperity.

The review identified the following eight key shifts that will create challenges and/or opportunities for regional Victoria:

- Economic growth in Asia;
- Advances in technology;
- Increasing transport connectivity;
- Accommodation of future growth;
- Ageing population;
- Changing skill and workforce requirements;
- Addressing socio-economic disadvantage; and
- Climate change.

VICTORIA'S ABORIGINAL TOURISM DEVELOPMENT STRATEGY

Victoria's Aboriginal Tourism Development Strategy 2013-23 identifies that there is a high demand for Aboriginal experiences, significant amongst international markets, particularly Western Hemisphere markets such as the United Kingdom and Europe. Aboriginal tourism is seen as a motivator for travel to Australia for these visitors. The vision is that regional Victoria will boast a growing Aboriginal tourism industry that showcases Victoria's unique Aboriginal history, cultural expression and diversity to a global audience. Visitors are seeking experiences that are positive and that highlight the unique aspects of the culture. Four key directions are outlined within the strategy:

- Position Melbourne as the destination recognised as having a suite of authentic, in depth and accessible Aboriginal experiences;
- Develop and promote regional Victorian Aboriginal tourism offerings;

- Develop and grow the industry capabilities of Aboriginal tourism businesses; and
- Market and distribute Aboriginal product and experiences to a global audience.

VICTORIA'S CYCLING TOURISM ACTION PLAN 2011- 2015

Victoria's Cycling Tourism Action Plan (**Action Plan**) was developed in 2011 by Tourism Victoria to:

- Outline Victoria's current position in relation to cycle tourism;
- Provide an overview of current visitation and segmentation; and
- Propose a number of directions and actions to increase awareness and visitation to Victoria by consumers seeking a cycle tourism experience.

The **Action Plan** outlines three key objectives or directions in relation to cycling tourism:

- Strengthening the supply of cycling tourism experiences;
- Building consumer demand for cycling tourism experiences; and
- Attracting and leveraging events.

VICTORIA'S TRAILS STRATEGY 2014-24

Published by the Victoria Government in July 2014, Victoria's Trails Strategy (**Trails Strategy**) outlined five key strategic directions:

- Provide a strategic framework for trail investment
- Support effective planning, development and maintenance of trails
- Provide high quality information on trails
- Create better trail experiences; and
- Market trails

Identifying that there are 2,000 plus trails across the state which attract a wide range of people and provide health, educational, cultural and environmental benefits, the **Trails Strategy** identified that the Victorian Government manages

85% of these trails, many of which are in protected areas, such as National Parks, State Parks, State forests and reserves

The **Trails Strategy** outlines a Vision "*for Victoria to be recognised as a leading trail-based destination that provides a diverse range of quality trail experiences for visitors, while strengthening the State's economy and improving the health, wellbeing and lifestyle of the community*"

Importantly, the **Trails Strategy** also outlines that "*From a local community perspective, trails are important infrastructure that support recreational and fitness activities, such as walking, cycling and running. They may also be a source of community pride and important local landmarks of cultural and heritage significance*"

14.8. REGIONAL POLICY

GRAMPIANS RDV REGION CYCLING AND TRAILS INFRASTRUCTURE BUSINESS AND MASTER PLAN

Urban Enterprise developed the Grampians RDV Region Cycling and Trails Infrastructure Business and Master Plan for Wimmera Development Association in 2018, building on work previously undertaken.

The overarching objective of the project was to '*establish the Grampians RDV region as a premier tourism destination for cycling and trail related experiences*', with the report including three key sections:

- Project background which included trail audits, demand assessment and identification of gaps and opportunities;
- Master plan strategy which identified a strategic framework for cycling growth and investment and specific projects and actions for implementation; and
- Business cases for three priority projects.

The identified key strategic considerations of the plan were:

- Large and growing market;
- Need to leverage from key destinations;

- Limited mountain biking activity;
- Road cycling is already a strength;
- Limited recreational cycling trails;
- Marketing of cycling;
- Need for bike hubs;
- Mountain bike park land tenure and management;
- Former goldfields forests and reserves;
- Wimmera – home of the Fat Bike;
- Tiered approach to investment; and
- Service to the cycling market.

From these the following five key masterplan themes were developed:

- New and enhanced iconic cycling experiences;
- New and enhanced township focused cycle infrastructure that complements primary and secondary destinations;
- Formalisation of existing trails to make them visitor ready;
- Deliver a program of cycling events; and
- Cycle tourism management, marketing and servicing.

The three priority projects for which business cases were developed were:

- Ararat Trails;
- Goldfields Track; and
- Wimmera River Discovery Trail:
 - Stage 1: Dimboola to Lake Hindmarsh; and
 - Stage 2: Horsham to Dimboola.

14.8.1. GOLDFIELDS REGION

GOLDFIELDS HERITAGE DEVELOPMENT AND OPPORTUNITY SUMMIT 2017

The summit was proposed by Central Goldfields Shire Council and was the result of collaboration between the Council and the Cities of Ballarat and Greater Bendigo. It follows on from the Symposium Communique which was held in 2016 and worked towards the development of the Victorian Goldfields for World Heritage Listing (WHL). The Summit focuses on establishing Victorian Goldfields as Australia's Premier Heritage Region. It is understood that the World Heritage Listing will bring substantial benefits to the area and allow greater heritage investment opportunities, economic development, job creation and liveability attraction.

VICTORIAN GOLDFIELDS TOURISM EXECUTIVE 2013-16

This document was prepared by Victorian Goldfields Tourism Executive to deliver a three year strategic direction that outlines tourism priorities and supporting strategies. The greatest product opportunities are identified as food and wine, tracks and trails, natural environment and boutique shopping environments.

There are four strategic goals to support the achievement of the region's vision:

- Building a richer Goldfields product and experience;
- Providing strategic leadership to achieve great tourism outcomes;
- Encouraging investment attraction and infrastructure support; and
- Partnering in Growth and Opportunity.

DEVELOPING VICTORIA'S GOLDFIELDS INTO AUSTRALIA'S CULTURAL HERITAGE REGION FINAL REPORT

The report was prepared in 2012 for the development of the Goldfields Heritage Region and scoped and established a number of proposals for the development of tourism products and experiences. There is a focus on growing and

diversifying regional economies by attracting more tourists who will stay longer and travel more widely in the region.

The report concludes with several development proposals under the headings of:

- Infrastructure Investment;
- Product Development; and
- Capacity and Partnership Building.

14.8.2. BALLARAT REGION

BALLARAT REGIONAL DESTINATION MANAGEMENT PLAN 2014

The plan was developed for Ballarat Regional Tourism by Urban Enterprise in 2014 to identify tourism product and infrastructure investment to grow tourism in the region. Ballarat is identified as part of the Goldfields Region and is marketed both domestically and internationally as an historic gold town. This report emphasises the need for reinvestment and innovation to attract new and repeat visitation.

The DMP identified the following five destination development themes for the region:

- Ballarat CBD as a Vibrant Destination;
- Development of Family Experiences;
- Ballarat: Centre of Events;
- Matching Accommodation to Market Need; and
- Ballarat Regional Tourism Hub.

The key existing tourism products identified for Ballarat included:

- Sovereign Hill, Blood on the Southern Cross and Gold Museum;
- Kryal Castle;
- Ballarat Wildlife Park;

- M.A.D.E;
- Lake Wendouree;
- Ballarat Botanical Gardens; and
- Art Gallery of Ballarat.

BALLARAT VISITOR INVESTMENT PLAN 2017

The Ballarat Visitor Investment Plan (VIP) was developed to grow the visitor economy through investment in new tourism product, infrastructure and experiences which meet contemporary market expectations. It identified 'game-changing' projects in consideration of the following criteria:

- Appeal to key target markets;
- Converting daytrip to overnight visitors;
- Drive visitor yield and length of stay;
- Create new experiences;
- Grow the Ballarat brand and positioning; and
- Detail the next steps in the realisation of investment.

The destination development themes identified for the region which built on the existing DMP were:

- Regional Arts and Cultural Hub;
- Ballarat Centre of Events;
- Development of Major Attractions;
- Hinterland Experience; and
- A World Class Destination.

14.8.3. BENDIGO REGION

BENDIGO REGION DESTINATION MANAGEMENT PLAN 2015

The Bendigo Region Destination Management Plan was prepared by Urban Enterprise in 2015 and identifies a range of product development and regional collaboration initiatives.

The six Strategic Development Objectives identified for the region were:

- Primary destination development;
- Building the hinterland experiences;
- Heritage rejuvenation and positioning;
- Unlocking natural assets;
- Leveraging arts and cultural growth; and
- Visitability.

Priority projects were identified across the categories of infrastructure and enabling projects, experiential product development and accommodation development.

The DMP identified the following as the top three existing tourism strengths the region:

- Art/ Bendigo Art Gallery/ Art galleries;
- Gold mines/ Gold mining; and
- Tram/ Tramways/ Talking tram.

GREATER BENDIGO COMMUNITY PLAN 2017-21

The plan was developed on behalf of Council and sets out the directions and priorities to ensure more residents, new jobs, targeted services and necessary infrastructure. Council has established the following six goals to guide its decisions and actions until 2021:

1. Lead and govern for all;
2. Wellbeing and fairness;
3. Strengthening the economy;
4. Presentation and managing growth;
5. Environmental sustainability; and
6. Embracing our culture and heritage.

Further, a number of projects are currently underway that will influence tourism delivery in Greater Bendigo, these include:

- Bendigo Airport;
- Bendigo Tennis Centre redevelopment;
- Bendigo Stadium expansion; and
- Greater Bendigo Indoor Aquatic and Wellbeing Centre.

PLAN GREATER BENDIGO 2018

Plan Greater Bendigo is a collaborative plan by Council, in partnership with the Victorian Planning Authority (VPA) and the regional office of the Department of Environment, Land, Water and Planning (DELWP).

Plan Greater Bendigo is structured around four key goals:

- An adaptable and innovative economy;
- A stronger and more vibrant city centre;
- Healthy and inclusive communities (including community wellbeing); and
- A resourceful and sustainable region (including improved relationship with the natural environment).

These goals are based around driving sustainable population and economic growth for the benefit of all residents, creating a strong core and striving for a healthier, better connected and educated community.

LAKE EPPALOCK TOURISM STRATEGY, 2018

The City of Greater Bendigo (Council), in partnership with The Lake Eppalock Advisory Group (LEAG), commissioned Urban Enterprise to develop a five-year (2019 - 2023) tourism strategy for the Lake Eppalock region (region). The strategy was a key priority for the region, designed to support ongoing recreational use, visitation and business growth. In doing so, the project aimed to satisfy the following aims:

- Enhance visitation to the region during all seasons and water levels, particularly during times of prolonged drought;
- Consider and promote the multiple uses of Lake Eppalock and identify priority products and works, and potential developments to improve the overall visitor experience across the Lake Eppalock region; and
- Seek to identify opportunities to better brand/market the experiences on offer within Region.

14.8.4. GRAMPIANS REGION (PYRENEES SHIRE)

GRAMPIANS TOURISM DESTINATION PLAN AND INVESTMENT ROADMAP 2014

The document was prepared by AEC group for Grampians Tourism to outline projects and priorities that grow the tourism potential of the Grampians Region.

The Grampians Region, as defined within this plan included the following Local Government Areas:

- Rural City of Ararat;
- Rural City of Horsham;
- Northern Grampians Shire;
- Southern Grampians Shire; and
- Pyrenees Shire.

This document recognises the role of nature-based tourism and outdoor adventure activities as key tourism product and driver of the visitor economy. There is a focus on addressing key challenges for the Grampians Region to appropriately profile available tourism products and create investment priorities for both public and private sector interests.

GRAMPIANS TOURISM STRATEGIC PLAN 2016-2020

The Grampians Tourism Strategic Plan is a four-year strategic plan that aims to guide the actions of Grampians Tourism by providing leadership for the tourism industry and key stakeholders to ensure a growth in revenue and jobs.

Covering the LGAs of Ararat Rural City, Horsham Rural City, Northern Grampians Shire, Pyrenees Shire, and Southern Grampians Shire the strategic plan highlights Food and Wine, Indigenous stories and the Grampians Peaks Trail as product strengths of the region, and identifies four key goals for the overall region:

- Raise the profile and front of mind awareness of the Grampians region, and thus:

- Create sustained growth in visitor numbers, length of stay and spending
- Increase revenue from the visitor economy in local towns
- Increase jobs (particularly for young people) in the visitor economy
- Support the growth and success of business owners investing in the visitor economy
- Introduce the region to visitors who may go on to consider living, learning or investing in the region.
- Conduct product and industry development to create compelling visitor experiences.
- Attract investment into world-class products and experiences.
- Provide leadership and create productive partnerships that:
 - Raise the profile of the visitor economy among stakeholders; and
 - Advocate on behalf of stakeholders in the visitor economy.

GRAMPIANS TOURISM, DESTINATION PLAN AND INVESTMENT ROADMAP, 2014

The Grampians Tourism Destination Plan and Investment Roadmap was developed by the AEC Group in 2014 and outlines projects and priorities that grow the tourism potential of the Grampians Region as a whole. The plan identifies six regional priority opportunities, and seven significant opportunities as well as a number of destination specific and localised opportunities including key enabling infrastructure and other opportunities.

GRAMPIANS PYRENEES WINE TOURISM AND CULINARY MASTERPLAN 2017-2020

The Grampians Pyrenees Wine Tourism and Culinary Masterplan 2017 to 2020 (**Tourism and Culinary Masterplan**) provides a marketing and development plan for the Grampians Pyrenees wine region. The Plan identifies the following three pillars as key components of progress:

- Profile: Building our reputation through brand and communication strategies;
- Product: Creating culinary experiences that are on trend, accessible, fun and easy to find and;
- People: Cultivating excellence by increasing ongoing collaboration between local government, tourism organisations, operators and industry.

The **Tourism and Culinary Masterplan** identified a series of priorities for product development in the Grampians Pyrenees Wine Region under five 'deliverables':

- Culinary experience;
- Event focus;
- Enhance ease, visibility and way-finding focus;
- Accessibility focus; and
- Infrastructure focus.

14.9. LOCAL POLICY

14.9.1. BALLARAT

BALLARAT VISITOR INVESTMENT PLAN 2018

The plan was prepared by Visit Ballarat and aims to grow the visitor economy through investment in new tourism product, infrastructure and experiences in Ballarat. The VIP supports a number of priority projects and identifies a number of new generation of projects that will enhance Ballarat as a premier destination in Australia. The report highlights a range of quality tourism products that contribute a significant amount of visitation to the city, moreover reinvestment to ensure they remain relevant to the contemporary market.

This VIP identifies a number of strategic themes that respond to the needs of the tourism sector:

- Regional Arts and Cultural Hub;

- Ballarat Centre of Events;
- Development of Major Attractions;
- Hinterland Experience; and
- A Worlds Class Destination.

THE BALLARAT STRATEGY 2040

This strategy has been prepared by Council as a mechanism to guide strategies, evaluate and assess projects and services to manage its plan for Ballarat's future. The strategy outlines community values and the collective hopes for delivering local government services and maintaining assets into the future.

The vision for Ballarat will be achieved through applying five key principles:

1. Our beautiful and unique city;
2. Quality of life - a great mix of city and country;
3. Sustainable growth that benefits our community;
4. A healthy, safe community; and
5. Council leadership in achieving our vision.

14.9.2. BENDIGO

HEATHCOTE TOWNSHIP PLAN: ISSUES AND OPPORTUNITIES PAPER 2018

This document was prepared by Council and sets out a course of action to achieve a desired future. The document recognises increases in population growth, creating the need for more jobs, houses and businesses. The document further speculates substantial tourist investment based on accommodation and conference market built around the wine industry. This plan identifies priority areas and provides a supporting framework that addresses the issues and opportunities that have emerged as a result of the community survey, numerous community consultation and feedback received.

HEATHCOTE COMMUNITY PLAN 2017-21

The plan has been completed by Advance Heathcote Inc. to shape the community's needs and aspirations by establishing a platform for advocacy for Heathcote's liveability, future growth and development. The implementation and success of the plan will be achieved through five goals that require community members, organizations and groups, businesses and tourism working together to meet the objectives underpinning each goal.

In order to achieve the community vision, the following goals must be met:

- Lead and advocate for all;
- Wellbeing and fairness;
- Strengthening the economy; and
- Presentation and managing growth.

14.9.3. CENTRAL GOLDFIELDS

DESTINATION CENTRAL GOLDFIELDS STRATEGIC TOURISM PLAN 2010-2020

Developed by Fran Silvester Cox Consulting in 2010 the plan was designed to provide 'a series of practical strategies' to:

- Position Central Goldfields Shire as a leading iconic, Historic, Cultural Arts and Eco destination locally, domestically and internationally;
- Enhance economic, social and environmental sustainability within the Shire;
- Create a flourishing cultural/arts hub and position Central Goldfields Shire as a 'Centre' of Cultural Arts excellence;
- Establish a shared vision for future, sustainable tourism in Central Goldfields Shire, with government, business and community stakeholders;
- Encourage visitation to Talbot, Dunolly, Carisbrook, Bealiba, Moliagul and Majorca;
- Strengthen connections with other regional shires and tourism areas;

- Develop best practice principles as the underpinning for tourism planning and operations;
- Be flexible and adaptable to issues, local needs and changing - tourism, cultural arts, environmental and economic conditions;
- Undertake regular evaluation of visitor experiences and needs, changing conditions in the environment and community and business needs; and
- Present realistic actions for implementation in the short, medium and long term.

Objectives 5 through 11 of the Plan outlined the following:

- Market the Shire of Central Goldfields with its strategic “Brand” showcasing heritage, arts and culture and nature based activities under the banner of ‘Liveability’;
- Strengthen arts and cultural product in the Shire to be consistent with Tourism Victoria’s “Theatre, Arts and Cultural Heritage’ Tourism Action Plan;
- Establish Central Goldfields as destination which offers excellent product delivery and customer service;
- Increase and maximize the effectiveness of interpretive experiences for visitors and visitor service information and delivery;
- Develop, co-ordinate, support and increase the ability of events and festivals to provide benefits across the Shire and Region;
- To develop and further the concept of an arts precinct involving Railway Domain, Nolan Street and Maryborough Town Hall/Fire Station and a co-locational arts precinct with Dunolly and Talbot; and
- To establish the feasibility of a dual use Town Hall and Arts Centre based at Maryborough Town Hall and to position the facility within the proposed Arts Precinct.

14.9.4. HEPBURN

HEPBURN SHIRE ECONOMIC DEVELOPMENT STRATEGY 2016-2021

The Hepburn Shire Economic Development Strategy takes a direct and proactive approach to supporting economic activity within the Shire, through the five pillars of Produce, Trade, Live, Grow and Visit. Projects and initiatives within each pillar of relevance to tourism included:

- **Produce** - Paddock to Plate Training Initiative
- **Live**
 - Signage and Presentation;
 - Implementation of Streetscape Projects; and
 - Transport and Movement.
- **Grow**
 - Business Growth Facilitation;
 - Economic Leaders Forum;
 - Business Growth Planning; and
 - Business Mentor Program.
- **Visit**
 - Visitor Services 2020 and Beyond;
 - Events Attraction and Support; and
 - Mineral Springs Revitalisation.

HEPBURN SHIRE COUNCIL EVENTS STRATEGY 2014

The Hepburn Shire Council Events Strategy identifies Council’s strategic direction to support events in the following areas:

- Wellness and Healing;
- Natural Experiences;
- Food and Wine;
- Arts and Culture;

- Local Communities; and
- History and Heritage.

The identified events vision for the Shire was the *'Hepburn Shire Council will be a premier regional Victorian events destination that leverages success through its unique communities and natural environment'*.

14.9.5. LODDON

LODDON SHIRE COUNCIL TOURISM STRATEGY 2016-2019

Developed by Loddon Shire in 2016, the Tourism Strategy identified the following key objectives for tourism development in the Shire:

- Develop an array of quality tourism products and services for the region (e.g. Events, attractions, trails, itineraries, indigenous tourism – which in turn may encourage visitors to stay longer and spend more);
- Provide attractive township settings to encourage visitation;
- Facilitate the development of a variety of different accommodation options for visitors to the areas;
- Provide accessible experiences for visitors;
- Facilitate a variety of events;
- Promote towns in the region and their distinct personalities and offerings to tourists (through preparation of marketing plans);
- Promote greater awareness of tourism products and services in the region;
- develop the capacity of the local tourism industry to be sustainable and successful (and thereby encourage more businesses and new jobs);
- Develop effective partnerships and networking opportunities; and
- Undertake research that enables the tourism sector to grow and provide quality products and services that meet the needs of visitors to the area.

LODDON SHIRE COUNCIL TOURISM MARKETING PLAN 2017-2019

The Loddon Shire Tourism Marketing Plan sets out to establish the foundation for the joint promotion of the region to visitors by Council, businesses, organisations' and individuals.

Within the Plan, opportunities identified for Inglewood (including Kingower and Rheola) included:

- Learning – farms, craft, straw bale, eucalyptus, aboriginal culture and bush tucker;
- Historic Pelican Hotel has 19 rooms but currently privately owned;
- Establish ghost tours;
- Night time experiences;
- Further develop horse drawn carriages business near Rheola;
- Inglewood Reservoir and Botanic gardens. (Potential to establish accommodation);
- Inglewood, Kingower and Rheola full of history;
- Light show on buildings (do something different to White Night);
- Encouraging traffic to travel through Inglewood before travelling north at Bridgewater;
- Collaboration with businesses internally and externally to promote Inglewood and district;
- Unused silos around the district;
- Open up railway line for trains;
- Potential for balloon rides/sightseeing tours or tour companies;
- Star gazing events;
- Tour or information which talks about Maxwell Gold Mine;
- Bike hire;
- Open up more horse trails;
- Monthly craft market or farmers market;
- Sporting events, including cycling races;

- Hosting Women's Institute events (flower, baking, photo, quilting and embroidery competitions);
- Movie nights in town hall;
- Pop up restaurants in empty shops or town hall;
- Pop up galleries in empty shops;
- Golf club to have more tournaments and to be open all year round (not just April to October);
- Open up rail line between Bendigo and Inglewood to encourage day trips for people from Melbourne; and
- Identify and paint silos in Loddon Shire to create a tourist trail.

For Wedderburn (including Korong Vale and Wychitella) identified opportunities included:

- To open the miners tunnel at Hard Hill Tourist Reserve;
- Develop an award winning cake;
- Steam engines that are at engine park to be placed on display;
- National Yamaha event;
- Private motor cycle rally;
- Engaging with young people;
- Attracting new volunteers;
- Motor bike riding;
- Collaborative advertising and marketing with other towns;
- Upgrade the Wedderburn Pioneer Caravan Park;
- Develop walking tours for Wedderburn;
- Attract new business to empty shops; and
- Paint main street shop fronts and clean up premises around the town.

14.9.6. MOUNT ALEXANDER

MOUNT ALEXANDER SHIRE COUNCIL ECONOMIC DEVELOPMENT STRATEGY 2013-2017

Developed by Hepburn Shire in 2013, the EDS presents a vision for the economic future of the Shire and sets out Council's role in working with business and other partners towards it. The vision is supported by the following six objectives:

- Ensure that Council's planning and policies support economic development;
- Promote collaboration and innovation;
- Provide targeted learning, skill development and business support;
- Ensure that resources and infrastructure support business growth and innovation;
- Improve factors that impact on liveability; and
- Promote Mount Alexander Shire as a desirable place to live or visit.

Key economic development challenges that are identified that require addressing include:

- Balancing lifestyle and development opportunities;
- Converting community interest and expertise into tangible and lasting economic benefits;
- Nurturing innovation; and
- Keeping pace with the infrastructure (soft and hard) needed to support a diverse, strong and vibrant, but comparatively small, local economy.

14.9.7. PYRENEES

PYRENEES SHIRE TOURISM STRATEGY 2016-2019

Prepared by Insight Communications in conjunction with Pyrenees Shire in 2016 the Strategy developed the following six key directions for the Shire:

- **Brand** - Refresh the Pyrenees brand and strengthen consumer awareness.
- **Product Development** - Enhance visitor experiences in key destinations.
- **Promotions and Visitor information** - Increase visitation and length of stay through market-driven promotional activities.
- **Industry and Community Collaboration** - Enhance collaboration between tourism operators and community in key destinations.
- **Industry Skills and Knowledge** - Support the tourism industry to keep abreast of market trends and business best practice.; and
- **Partnerships** - Partner with a regional tourism board to leverage co-operative opportunities

AVOCA COMMUNITY PLAN 2015–20 (UPDATED IN 2018)

Developed by Pyrenees Shire in 2015, and updated in 2017-18, the Avoca Community Plan outlines the future vision for Avoca as:

Create a dynamic, sustainable and profitable business sector that supports and grows a caring community

Key opportunities identified for the township included:

- Potential for Eco Tourism;
- Tap into the development of Maryborough – ‘the flow on effect’;
- Industrial Park development;
- Dedicated arts precinct for the town and district is being developed at the renovated railway station;
- Re-opening of the rail line for freight services 13;
- Proposed residential development at the northern end of town for people 55+; and
- With Council opting to align with Ballarat Tourism there is potential to promote our town and events via BRT



www.urbanenterprise.com.au

CELEBRATING
30
YEARS
1989-2019

urban planning
enterprise economics+tourism

GOLDFIELDS VILLAGES TOURING: UNEARTHING HIDDEN STORIES

PRODUCT DEVELOPMENT & MARKETING PLAN

VICTORIAN GOLDFIELDS TOURISM EXECUTIVE | MAY 2019





AUTHORS

Danielle Cousens
Mike Ruzzene
Agathy Patsouris

DISCLAIMER

Neither Urban Enterprise Pty. Ltd. nor any member or employee of Urban Enterprise Pty. Ltd. takes responsibility in any way whatsoever to any person or organisation (other than that for which this report has been prepared) in respect of the information set out in this report, including any errors or omissions therein. In the course of our preparation of this report, projections have been prepared on the basis of assumptions and methodology which have been described in the report. It is possible that some of the assumptions underlying the projections may change. Nevertheless, the professional judgement of the members and employees of Urban Enterprise Pty. Ltd. have been applied in making these assumptions, such that they constitute an understandable basis for estimates and projections. Beyond this, to the extent that the assumptions do not materialise, the estimates and projections of achievable results may vary.

COPYRIGHT

© Copyright, Urban Enterprise Pty Ltd, 2019
This work is copyright. Apart from any uses permitted under Copyright Act 1963, no part may be reproduced without written permission of Urban Enterprise Pty Ltd.

CONTENTS

Context	4	Action Plan	26
Background	5	Recommendations	27
Touring Landscape	7	Story Development and Interpretation	28
SWOT Analysis	8	Branding and Content Development	29
Touring Concept	10	Marketing and Positioning	30
The Concept	11	Delivery Management	30
Market Overview	20		
Market Segmentation	21		
Competitive Analysis	22		
Branding	23		
Marketing Mix	24		





CONTEXT

BACKGROUND

INTRODUCTION

Victorian Goldfields Tourism Executive commissioned Urban Enterprise to undertake the Goldfields Villages Destination Management Plan (DMP) with the key objective to develop a strategy focused on product development and promotion of the Goldfields Villages between Bendigo and Ballarat, including Avoca, Beaufort, Castlemaine, Clunes, Creswick, Dunolly, Heathcote, Inglewood, Maldon Maryborough, Talbot, and Wedderburn.

The Product Development & Marketing Plan for Goldfields Villages Touring was identified as a key requirement of the project brief for the Goldfields Villages Destination Management Plan.

The concept of touring through the Goldfields Villages has been developed to reflect the way contemporary visitors tour regions and destinations. Rather than focus on creating one defined A-B touring route, the Goldfields Villages Touring experience is exploratory. Emphasis is placed on providing a journey that encourages visitors to experience a narrative across the villages with a focus on culture and heritage, arts and creativity and culinary products and experiences.

The Product Development and Marketing Plan provides an outline of key steps to formalising the touring product, brand focus and marketig of the touring experience.

DESTINATION MANAGEMENT PLAN OVERVIEW

VISION

"The Goldfields Villages will be a connected network of vibrant townships that together are recognised as one of Victoria's primary heritage and creative regions. Engaging stories, trails and seasonal experiences will draw visitors to and through the region, heroing the goldrush heritage, and making the villages home to a vibrant year-round tourism economy."

STRATEGIC FRAMEWORK

There is a lack of visitor experience, product and activation in the Goldfields Villages.

There is a need to bring the goldfields history to life through innovative interpretation which focuses on the stories and human element of the goldfields heritage.

Goldfields Touring and the Goldfields Track create two key opportunities to link the villages together.

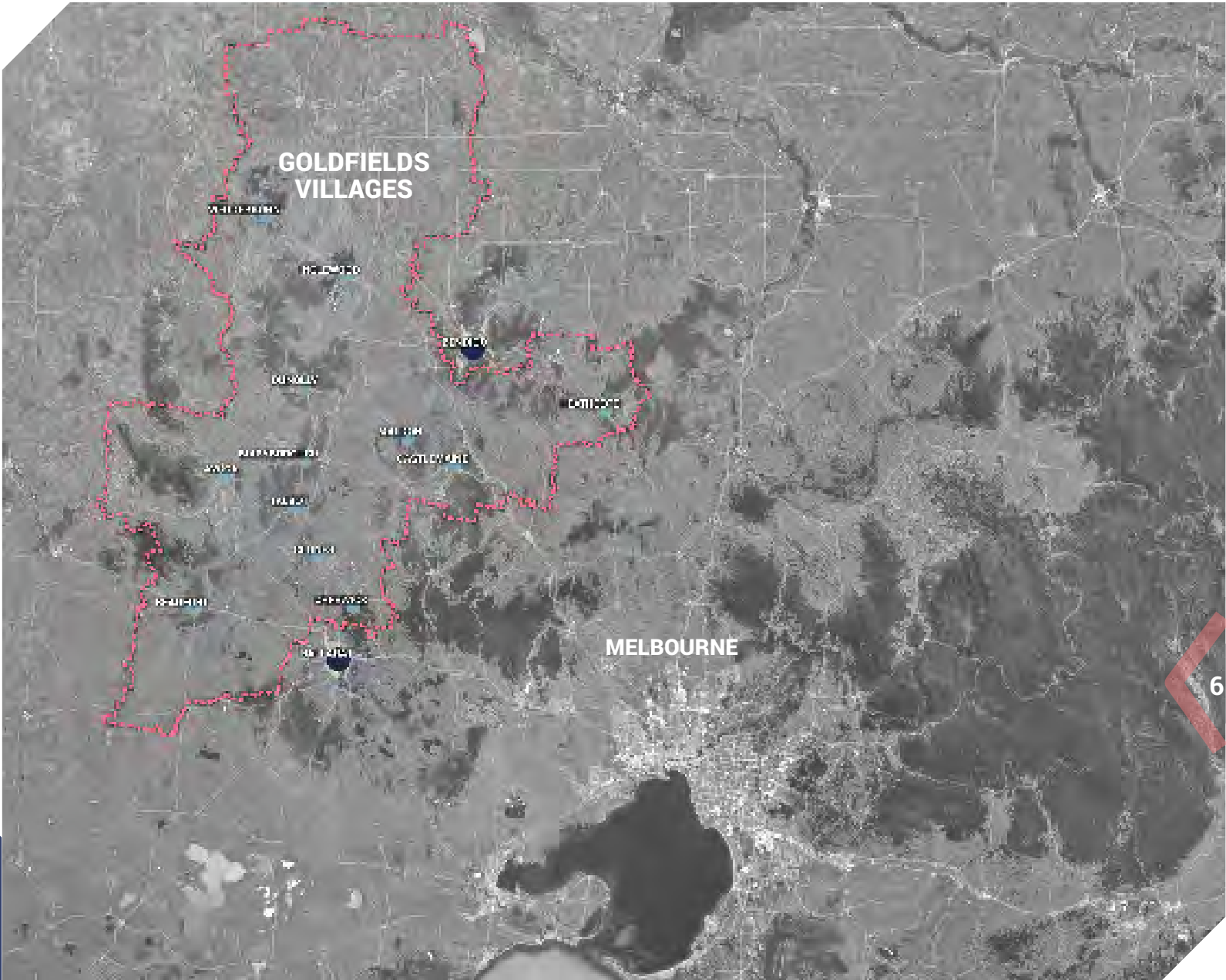
The sum of all villages is a stronger product than individual destinations and should be a focus for the DMP.

There is opportunity to grow yield by converting the large Bendigo and Ballarat daytrip market to extend their visit into the hinterland.

There is opportunity to strengthen arts and makers experience as core product of the Goldfields Villages.

OBJECTIVES

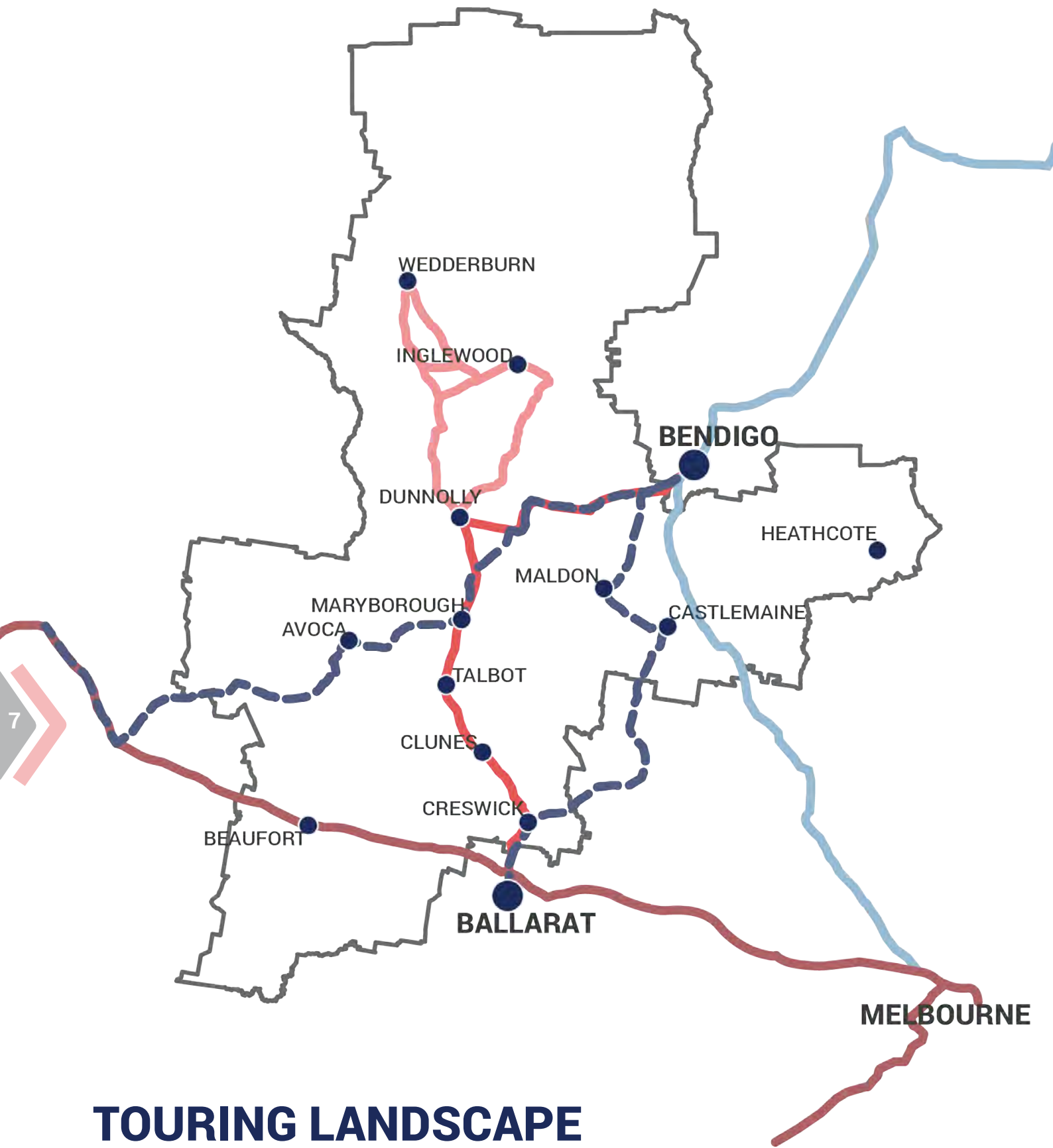
- Deliver motivating contemporary experiences
- Product and experience should explore and connect with stories of gold
- Key products should focus on ways to link the villages and align with regional city offerings to create a compelling journey
- Quality of experience, service and product should be consistent across the villages
- Maker, creator and producer experiences should be unique propositions, shared across the villages



THE REGION

The Goldfields Villages region, which includes the hinterland area in and around the major centres of Ballarat and Bendigo, has extensive Goldrush history providing a high amenity backdrop for tourism. The majority of the villages were established as thriving goldrush towns and there are remnants of mining from the period scattered extensively throughout the region. Capitalising on the region's iconic history through contemporary interpretation and the development of motivating products and experiences is a significant opportunity, particularly in alignment with the established and emerging strengths of the two regional cities of the region: food, wine and craft beer; arts and culture; and festivals and events.

The development of heritage products and experiences that capitalise on the existing nature based assets of the region and connect villages also presents a key opportunity. Location and accessibility are key advantages for the region, with Melbourne in close proximity and easily accessible via two major arterial roads, with the region also relatively well serviced by public transport compared to other regional destinations. The Goldfields Villages and surrounding Goldfields Region shares a boundary with six other Regional Tourism Board/Organisation areas, presenting significant opportunity to leverage from existing and future visitation by creating product and marketing linkages.



TOURING LANDSCAPE

EXISTING NETWORK

In addition to the Goldfields Way, there are a number of existing popular formalised touring routes that already traverse the Goldfields Region, of varying scales. The Great Southern Touring Route, and Sydney-Melbourne Heritage Drive in particular draw visitors into the regional cities of the region.

- GOLDFIELDS VILLAGES REGION
- TOURING ROUTES
- GOLDFIELDS HISTORY DRIVE
- GREAT SOUTHERN TOURING ROUTE
- SYDNEY-MELBOURNE HERITAGE DRIVE
- FOSSICKERS WAY
- GOLDFIELDS WAY

SWOT ANALYSIS



Strengths

- Distinct and unique villages
- Diverse historical narratives
- Makers and creators community
- Quality local produce
- Range of arts and cultural attractions and stories
- Proximity to Melbourne
- Undiscovered stories



Weaknesses

- Current product offer is limited across individual townships
- Limited connectivity of experiences on offer
- Low awareness and/or lack of contemporary interpretation of heritage, culture and arts assets
- Ways for visitors to connect to artisans and 'experience' creativity in the villages is currently limited



Opportunities

- Change in touring market from defined route to experience based
- Growing reputation of Ballarat and Bendigo across key themes and the opportunity to leverage from/connect with key assets, campaigns, and/or events
- Change in tourism technology including growth of digital platforms, social media and the digital economy
- Change in visitor demographics
- Creation of stories and interpretation that brings depth to the Goldfields Villages experience



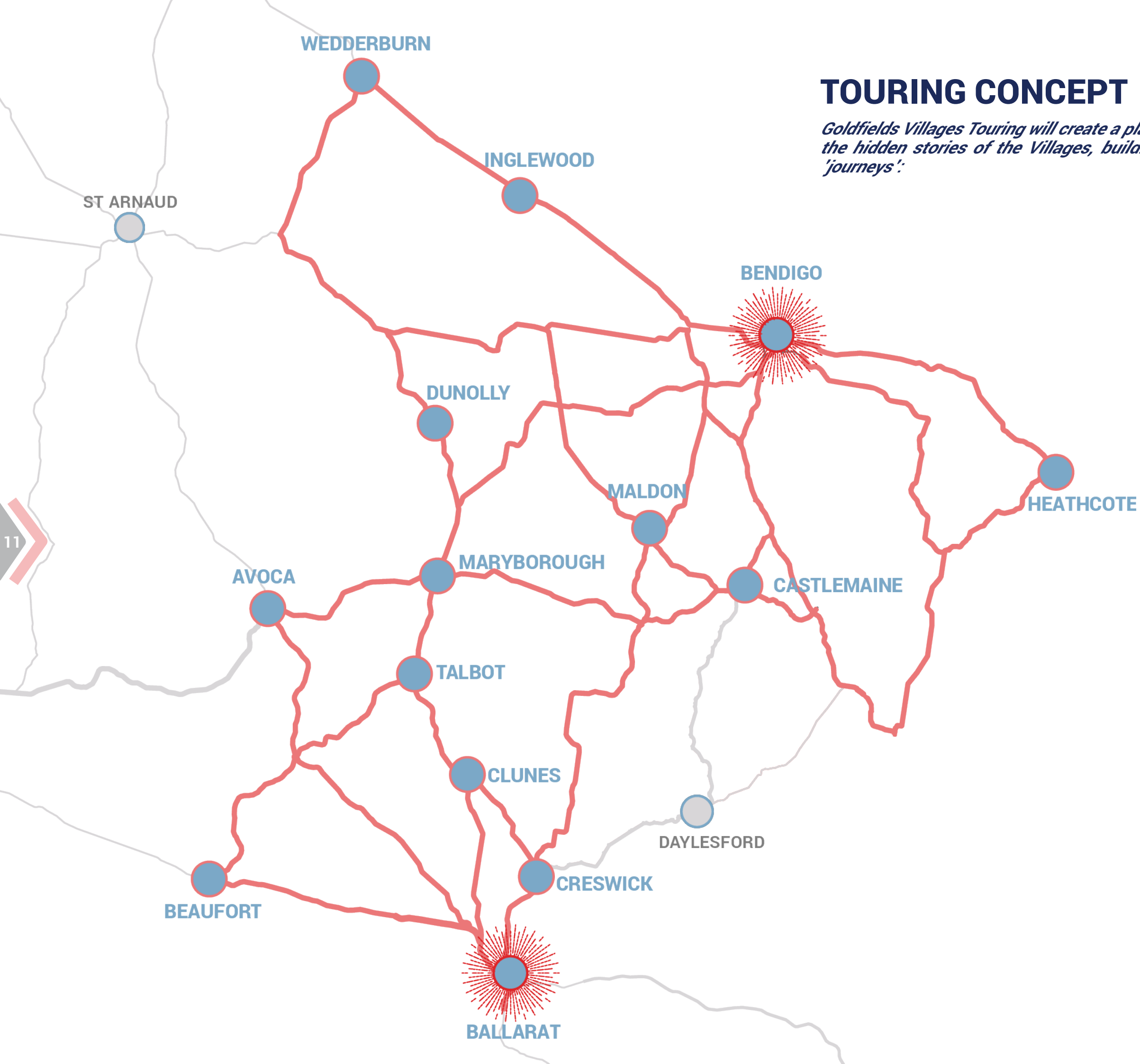
Threats

- Low awareness of the heritage, arts and culinary assets in the Villages in comparison to those in Ballarat and Bendigo
- Number of key destination competitors that have product strengths across arts and culture, food and wine and history and heritage, as well as to the Goldrush specifically



TOURING CONCEPT





TOURING CONCEPT

Goldfields Villages Touring will create a platform to unearth, connect, and amplify the hidden stories of the Villages, building from three key fluid itineraries or 'journeys':

A CONNECTED NETWORK...

Discovering, activating, interpreting and promoting the stories of the Goldfields Villages will be central to positioning the villages as a **connected network** for touring, and effectively leveraging from the regional cities of Ballarat and Bendigo.

Goldfields Villages Touring will provide multiple ways for visitors to tour and explore the region, **connecting motivating stories and experiences** which leverage from the region's key strengths through contemporary interpretation, product development and marketing.

Goldfields Villages Touring will appeal to Ballarat and Bendigo key target markets, **connecting and expanding signature experiences** in these regional cities and creating opportunities to disperse and extend visitors' stay across the entire Goldfields Region.

KEY JOURNEYS

CULTURAL

Unearthing and creating contemporary and motivating experiences around the region's converging narratives, including the "Gold Story", democracy, and Indigenous history.

CREATIVE

The Goldfields Villages will develop into a hub for makers and creators, producing vibrant communities for locals and visitors alike through artistic interventions, spaces and events, and meet the maker experiences.

CULINARY

The Goldfields Villages will be a region that heroes it's local produce through boutique destination dining, and meet the producer and cellar door experiences.

CULTURAL JOURNEY

CONVERGING HERITAGE NARRATIVES



BACKGROUND

The Goldfields Villages region which includes the hinterland area in and around the major centres of Ballarat and Bendigo has extensive Goldrush history. The majority of the villages were established as thriving goldrush towns and there are remnants of mining from the period scattered extensively throughout the region.

Exploration of history and heritage in the region has been a key motivator for visit, with proposed heritage interpretation across the region to reflect contemporary visitor markets and be more experiential.

Exploration of both the goldrush and Indigenous cultural history through cycling and walking trails presents significant opportunity to leverage from the nature-based assets of the region while creating a distinctive point of difference from surrounding strong nature-based destinations.

STORIES TO EXPLORE

Informed by the work conducted within the World Heritage Listing Bid Enhancement examples of themes and narratives¹ that could be explored and interpreted within the cultural heritage journey include:

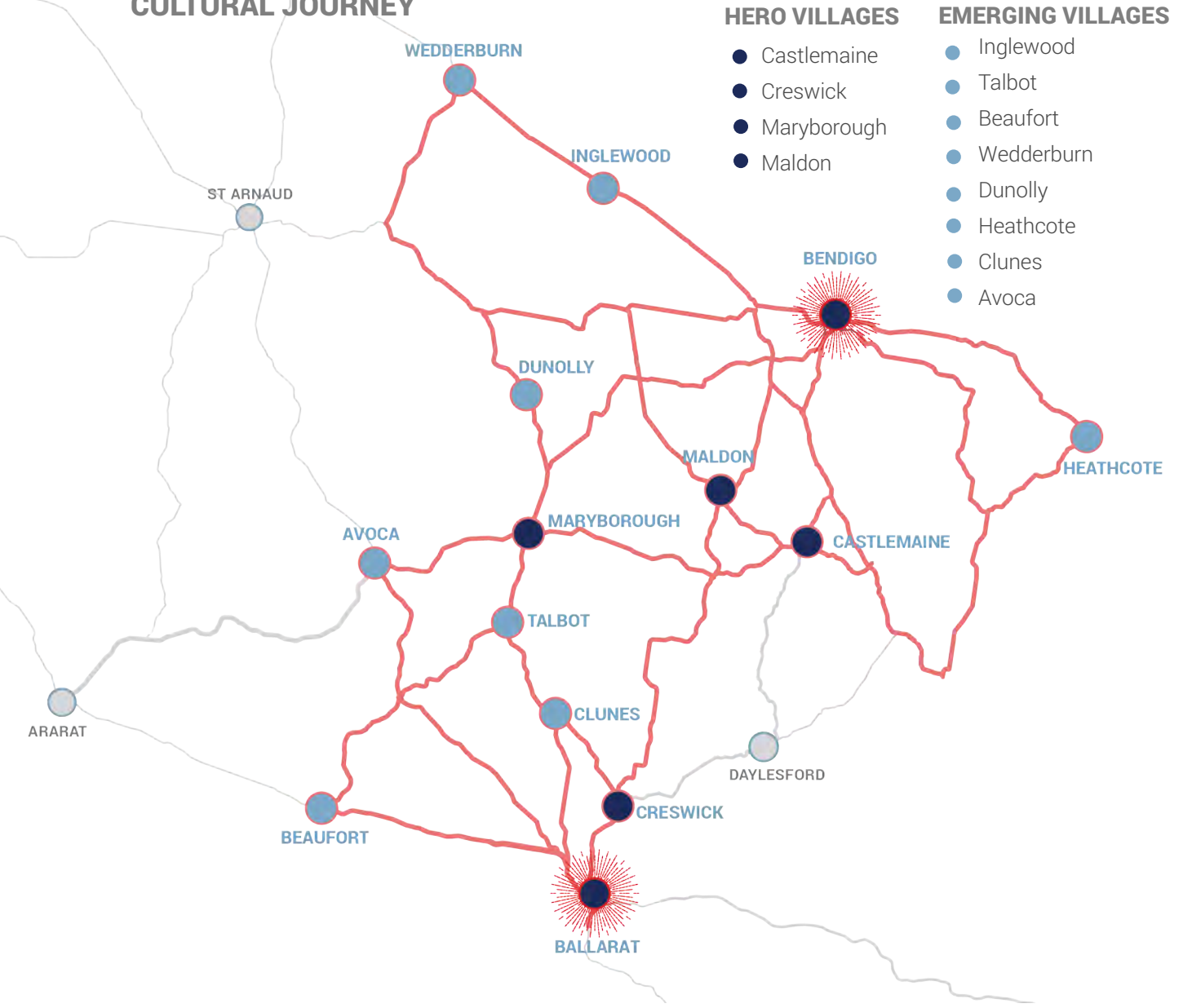
Stories of Gold - which could include interpretations of known stories such as 'Many Roads: Chinese on the Goldfields' and "The Swagman Diaries".

Lost Indigenous Narratives – Which could build from the 'Meander the RCC' project conducted as part of the Regional City of Culture 2018 and/or include narratives such as "Seeing the land from an Aboriginal Canoe".

¹ Potential narratives for each township have been sourced from Culture Victoria's digital 'Stories' collection, which cover the themes of: A Diverse State, Aboriginal Culture, Immigrants and Emigrants, Land and Ecology, Built Environment, Sporting Life and Creative Life.

SAMPLE ITINERARY

CULTURAL JOURNEY



CULTURAL EXPERIENCES

Enhancement and promotion of signature experiences will be a key motivator for visitors to explore the cultural narratives of the region. These experiences could be packaged and promoted through marketing material.

SIGNATURE EXPERIENCES

- Goldfields Track
- Castlemaine Diggings National Park
- Maryborough Railway Station
- Victorian Goldfields Railway Experience
- Andersons Mill
- Creswick Woollen Mills
- The Lindsays Art Trail
- Highland Games
- Coilteck Gold Centre
- Dunolly Historic Precinct
- Clunes Historic Streetscape

- McLandress Square Heritage Precinct
- Old Castlemaine Gaol
- Lake Goldsmith Steam Rally
- Camp Hill Historic Precinct
- Mount Beckworth Scenic Reserve
- Devil's Cage
- Bull Gully Rock Wells

EMERGING EXPERIENCES

- World Heritage Listing
- Signature Festivals Program
- Clunes Historic Streetscape

KEY REGIONAL EXPERIENCES

- Sovereign Hill
- Regional Centre for Culture 2018
- Eureka Centre
- Golden Dragon Museum
- Bendigo Joss House Temple



CREATIVE JOURNEY

ARTISTRY & ARTISANS

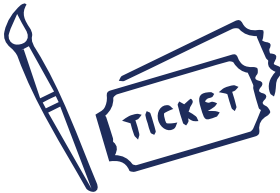
BACKGROUND

The Goldfields Region in Victoria including Ballarat and Bendigo have greatly strengthened their association with the arts.

Much of the signature art product in the region is centered in Bendigo and Ballarat including The Art Gallery of Ballarat; Her Majesty's Theatre; Bendigo Pottery; Bendigo Art Gallery; and Ulumbra Theatre.

Other key art experiences include the Castlemaine Art Museum, Theatre Royal (Castlemaine), Central Goldfields Art Gallery (Maryborough), the Creswick Woollen Mills as well as the Castlemaine State Festival.

There is opportunity to strengthen the awareness and development of arts, cultural and makers experiences across the Goldfields Villages through Goldfields Villages Touring in order to leverage visitation from Bendigo and Ballarat and improve linkages between each of the villages.



STORIES TO EXPLORE

Working with artists, makers and creators based in the villages and surrounds to develop trails of niche and meet the maker' experiences which provide opportunity to feel part of the artistic lifestyle through workshops, tours, interactive displays and exhibitions, through exploration and interpretation of arts based narratives¹ including:

'Punching the Bundy' and 'In the Spirit of George Rose' (Clunes); and

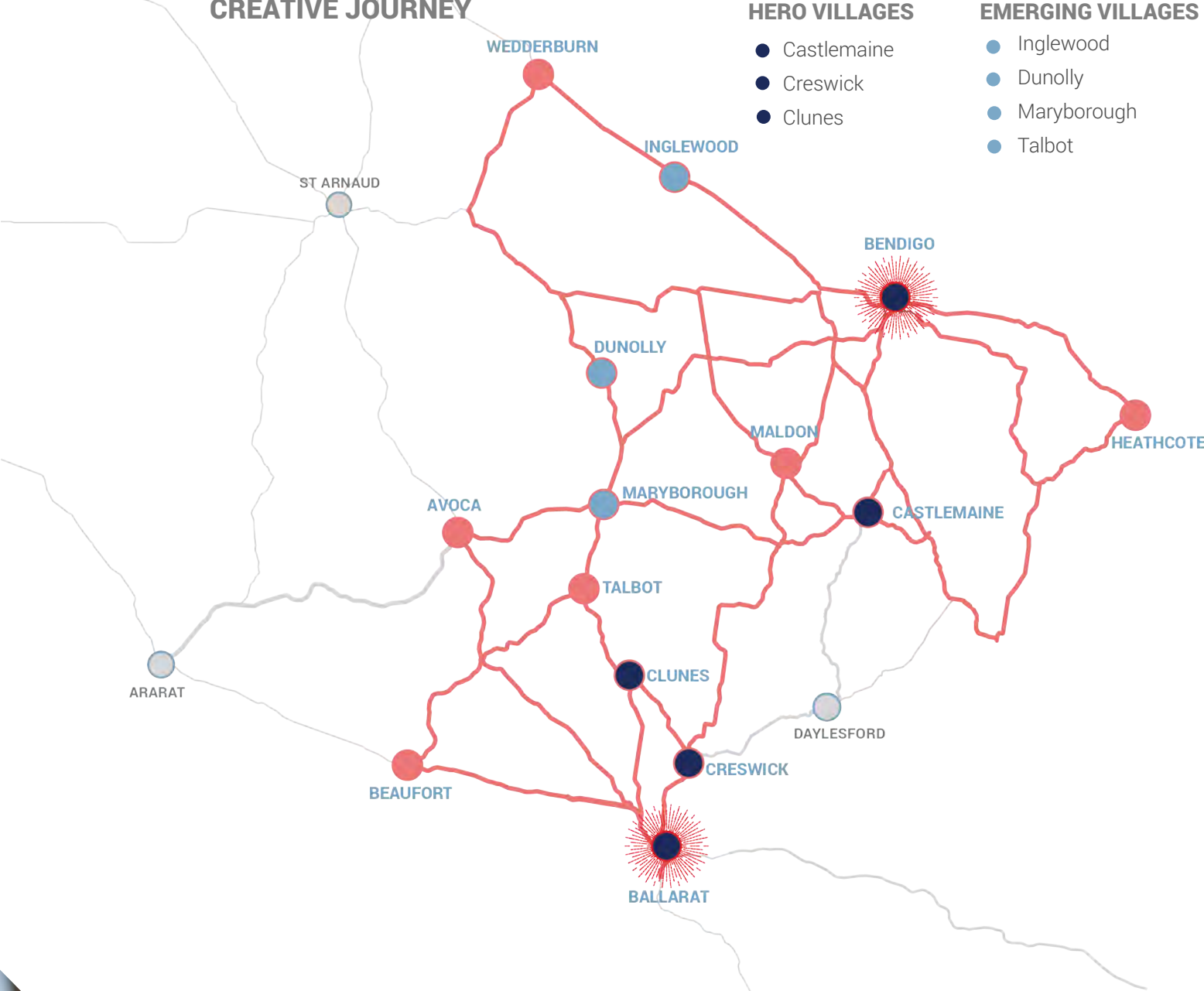
The Railway with a town attached (Mark Twain); and the travelling wedding photographer (photos currently housed at Maryborough Midlands Historical Society) (Maryborough).

Storytelling Clunes - literature and film

The Mill, Castlemaine

¹ Potential narratives for each township have been sourced from Culture Victoria's digital 'Stories' collection, which cover the themes of: A Diverse State, Aboriginal Culture, Immigrants and Emigrants, Land and Ecology, Built Environment, Sporting Life and Creative Life.

SAMPLE ITINERARY CREATIVE JOURNEY



CREATIVE EXPERIENCES

Linking key experiences and packaging arts and cultural product with key products in Bendigo and Ballarat will help drive the touring experience. This will allow the villages to leverage from visitors to Bendigo and Ballarat.

SIGNATURE EXPERIENCES

- Andersons Mill
- Andersons Mill Festival
- Creswick Woollen Mills
- The Lindsays Art Trail
- Buried Rivers of Gold Heritage Trail
- Eucalyptus Distillery Centre
- Castlemaine State Festival

- Clunes Booktown
- Central Goldfields Art Gallery

EMERGING EXPERIENCES

- Goldfields Art Villages Project
- Signature Festivals Program
- Maryborough Cultural Arts Precinct
- Dunolly Courthouse Activation

KEY REGIONAL EXPERIENCES

- White Night Ballarat
- Bendigo Art Gallery
- Art Gallery of Ballarat
- The Lost Ones Gallery and Bar
- Regional Centre for Culture 2018
- Ullumbarra Theatre



CULINARY JOURNEY

PRODUCE & PRODUCERS



BACKGROUND

Consumption of quality food, wine and ferments is considered a prerequisite for any good visitor destination. There has been significant investment in the broader Goldfields Region with a number of quality dining, wine and ferment businesses established over the past 10 years.

The Goldfields Villages is well placed to leverage further investment and growth through the recent designation of the Bendigo, Heathcote and Pyrenees Wine Regions as the 'Central Region' of Wine Victoria's Five Pillars Tourism Project.

The development of food, wine and ferments touring itineraries for Goldfields Villages which connect with Ballarat and Bendigo and include identifying signature food, wine and ferment products will help to grow the Villages food and wine product offer.

STORIES TO EXPLORE

itineraries should be focused on heroing the following types of experiences, and could align with key touring routes and 'regions' such as Goldfields Track, Heathcote Wine Region and Pyrenees Wine Region, and connecting with initiatives identified through the Shiraz Stories:

Central Region Reds Activation Project:

Local produce

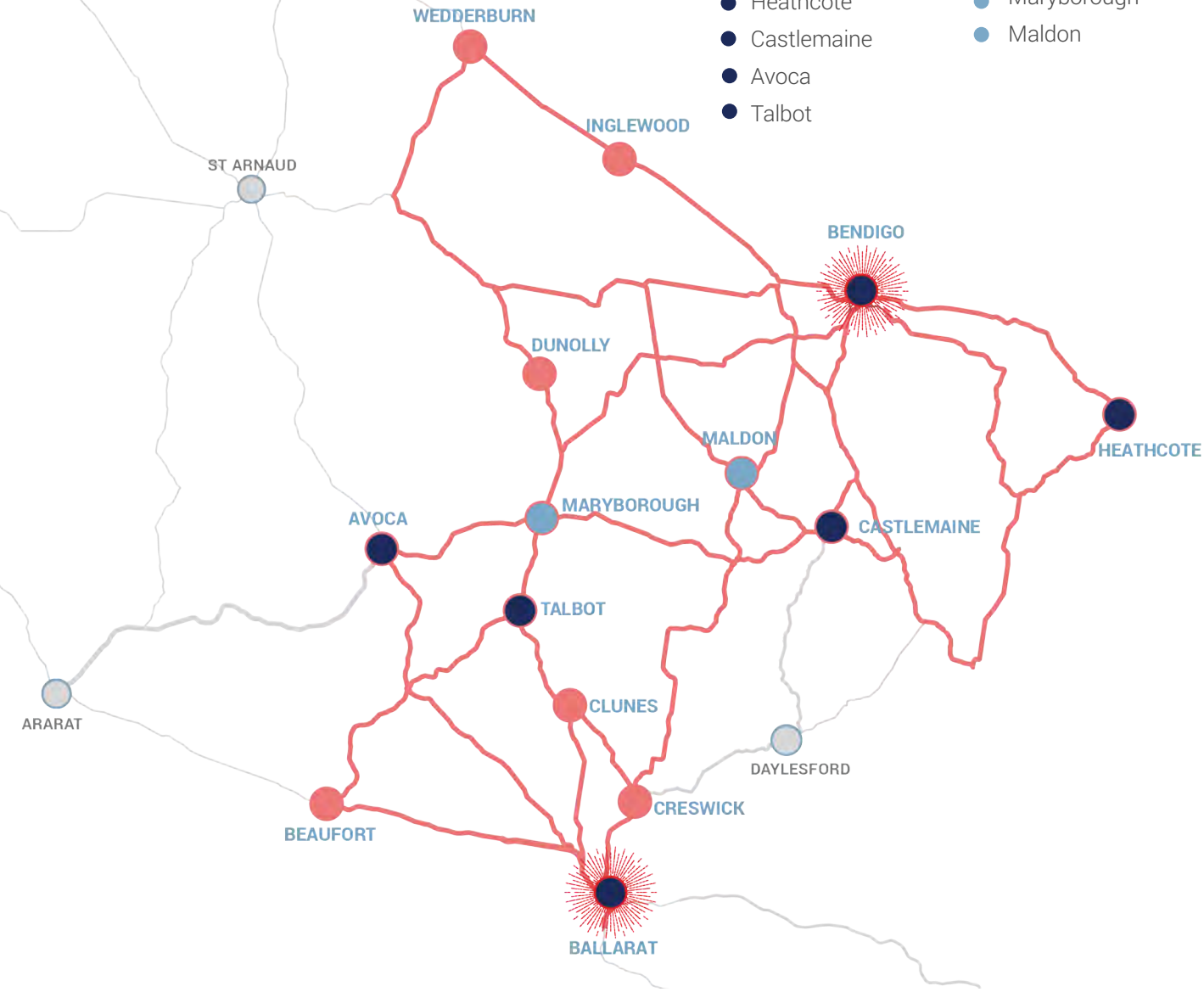
Paddock to plate and farm gate experiences

Meet the makers - heroing local flavours and the faces behind them

Seasonal experiences and events

Building on the Shiraz story

SAMPLE ITINERARY CULINARY JOURNEY



CULINARY EXPERIENCES

The villages and surrounding hinterland can provide culinary experiences that will encourage visitors to tour through the region.

SIGNATURE EXPERIENCES

- Talbot Provedore
- Talbot Farmers Market
- Clunes Farmers Market
- Heathcote Wine Region
- Pyrenees Wine Region
- Blue Pyrenees Estate
- Mount Avoca
- Heathcote on Show

- The Shiraz Republic
- Maldon Twilight Dinner
- Pyrenees Unearthed Food and Wine Festival

EMERGING EXPERIENCES

- Shiraz and Other Stories: Activating the Central Region Reds
- Signature Festivals Program
- Heathcote Food and Wine Event

KEY REGIONAL EXPERIENCES

- Ballarat Beer Hop
- Hop Temple
- Plate Up Festival
- Balgownie Estate
- Masons of Bendigo
- The Dispensary Bendigo
- The Forge Pizzeria
- The Woodhouse
- Rocks on Rosalind

The background image shows a wooden table in a restaurant. In the foreground, a person's hand is holding a fork over a plate of food, which includes a large piece of breaded fish or chicken, a small bowl of sauce, and a side of salad. To the left, there is a bottle of olive oil and a glass of water. In the background, another plate of food with a fried egg and salad is visible, along with a glass of white wine. The text "MARKET OVERVIEW" is overlaid on the image in a bold, black, sans-serif font, with a white arrow pointing to the right.

MARKET OVERVIEW

MARKET SEGMENTATION

ANNUAL VISITATION



Goldfields Region



Goldfields Villages

Goldfields Villages currently capture only 22% of total visitation to the Goldfields Region which equates to

5.8 million missed opportunities per annum.

TARGET MARKETS

LIFESTYLE LEADERS

Lifestyle Leaders are educated, professional and progressive individuals who enjoy seeking out new information and being the first to try new products. They have a higher level of discretionary expenditure than the general population so they can afford to indulge more often in travel, with a particular desire to escape city life and embrace nature/outdoors and new discoveries.

The Lifestyle Leaders market segmentation model incorporates the following four categories of target markets specific to the types of experiences sought.



Creative Opinion Leaders represent approximately 6% of the total population 18+. They are creative both in terms of their involvement in cultural and creative pursuits and their openness to risks, new experiences and new ideas.

Their extensive social networks and extroverted nature means that once they've visited a destination, the latest exhibition or experience, they will generate positive word of mouth among their friends and family.



Food and Wine Lifestylers represent approximately 13% of the total population 18+. They are a credible authority for eating out and seek to enhance their sophisticated palate and culinary knowledge through an understanding about everything food and wine.

In particular they like to get to know the characters and stories behind the food and wine from the winemaker or chef.



Represent approximately 14% of the total population 18+. They regularly get away for weekends and want a choice of activities that allow them to get active to varied degrees, from hiking and cycling to shopping and dining.

Their genuine environmental concerns lead them towards preferring an eco-tourism experience where respect for natural surrounds is paramount.



Enriched Wellbeing represent approximately 7% of the total population over 18 years old.

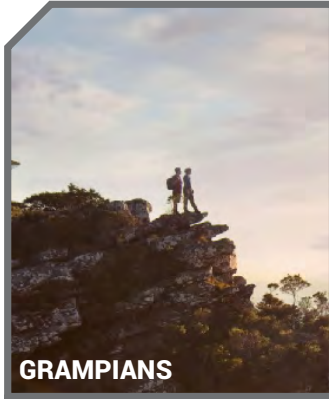
They are progressive, educated and professional individuals who seek luxurious breaks to indulge personal passions within a culturally rich, natural or rejuvenating setting. They are financially secure, and spend more on travel and luxury accommodation.

They value quality over price and seek enrichment and rejuvenation through connecting with nature and focussing on their wellbeing. I produce.

COMPETITIVE ANALYSIS

KEY DESTINATION COMPETITORS

The Goldfields Villages has a number of competing destinations with similar strengths across heritage, arts and/or food and wine, offering similar products and experiences. Key competitors include:



Whilst known for its nature-based assets, Grampians region also has a strong heritage offer, (particularly indigenous) ,emerging arts scene and growing food and wine offer.



Like Grampians, Hgh Country is also well known for its nature offer but also has a strong heritage offer (including goldrush) and food and wine offer, heroing these themes through contemporary product development and marketing.

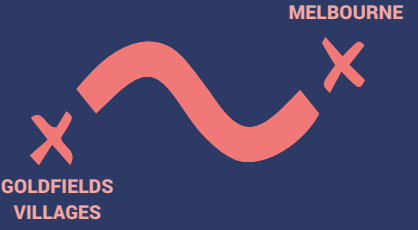
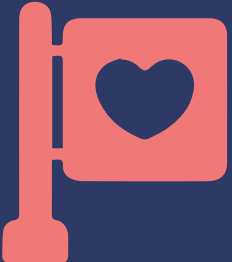


Like the Goldfields Villages Region, Yarra Valley is in close proximity to Melbourne, and in particular has a very strong food and wine offer.



The Goldfields-Esperance region in Western Australia, like the Goldfields Villages, has a product offer built around Gold heritage.

COMPARATIVE ADVANTAGE OF GOLDFIELDS VILLAGES



BRANDING

BRANDING PYRAMID

Connected and layered experiences will be key to creating a distinctive brand for Goldfields Villages Touring that appeals to target Lifestyle Leaders and motivates them to explore the region beyond Ballarat and Bendigo.

These branding principles have been used to inform the tools outlined in the marketing mix, which will be used to market the Goldfields Villages Touring experience to Lifestyle Leaders.

Goldfields Villages Touring is...

Connected, layered, experiential

Brand Essence

Vibrant, artistic, contemporary, engaging; creative, bespoke

Brand Personality

Discovery, authenticity, inspiring, local, high quality

Brand Values

User-defined, customisable, multi price points, close and accessible, unearthing hidden stories, capture-worthy

Connection to the past, Connection to artists, makers and creators Reconnection to family and friends

Functional Benefits

Emotional Benefits

Active across all seasons, network of experiences and products, niche, undiscovered, immersive, special, distinct, living history

Attributes

MARKETING MIX

PLACE

Close and accessible to Melbourne
Connecting Ballarat and Bendigo

PEOPLE

VGTE; LGA(s); Bendigo Regional Tourism; Visit Ballarat

PRODUCT

Key journeys that package stories, experiences and products to create a connected viillage network

PROMOTION

Digital focus; Goldfields Unearthed App; RTB websites; dedicated social media channels; influencer generated content

PRICE

Multi price point
Customisable and user defined
Low entry cost to high end experiences

PACKAGING

In-built packaging options through digital platforms incorporating large scale regional providers, attractions and events

PARTNERSHIPS

Visit Victoria, Bendigo Regional Tourism; Visit Ballarat; Creative Victoria; Traditional Owners; Parks Victoria





ACTION PLAN

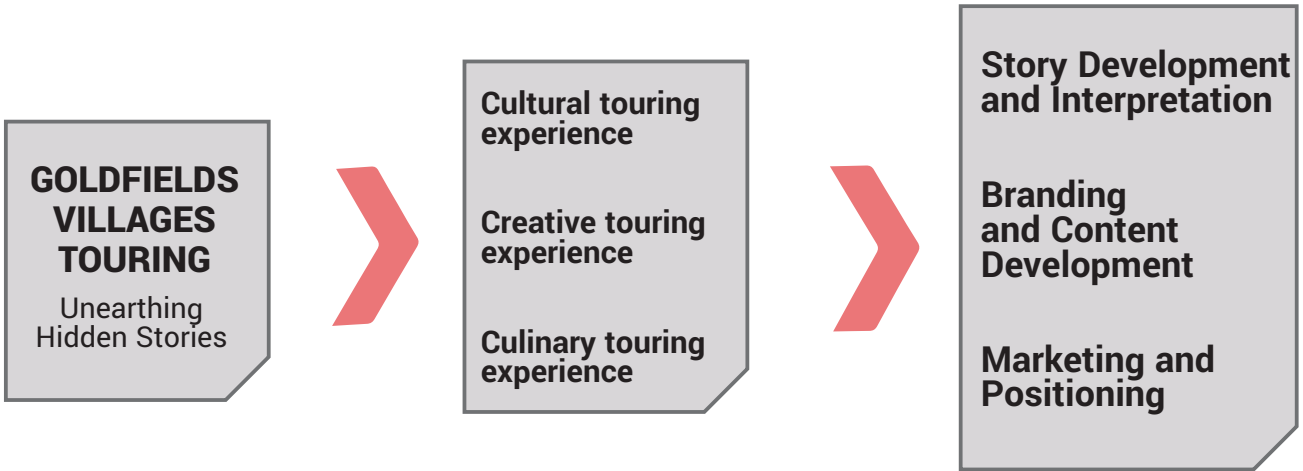
RECOMMENDATIONS

The action plan prepared in this section provides key steps to establishment of the Goldfields Villages Touring experience including product formalisation, content development, branding, and marketing.

It is envisaged that a steering committee be established, with representation from VGTE, key Local Governments, Visit Ballarat, Bendigo Regional Tourism and Regional Development Victoria. This steering committee will oversee actions as identified in the plan. Agreement needs to be made with regard to how the marketing costs are shared amongst stakeholders in the region.

Given VGTE has limited resources, assistance will be required from Visit Ballarat to lead a number of the activities. There is opportunity to leverage from Visit Ballarat’s existing digital platforms, marketing and brand experience.

The benefits for Bendigo and Ballarat in supporting touring through the villages is the opportunity to grow length of stay. Both Bendigo and Ballarat have a shared issue in converting day trip visitors to overnight visitors. Goldfields Villages Touring will assist in growing length of stay and yield for the bookend destinations in the region.



STORY DEVELOPMENT AND INTERPRETATION

Effectively developing and leveraging from the region’s untold stories will be integral to developing the Villages as a connected product and creating a motivator to visit. In particular, contemporary interpretation of these stories will differentiate the Goldfields Villages Touring as a high quality, niche experience that will appeal to the Lifestyle Leader segment.

STRATEGY	ACTION	STAKEHOLDERS	LEAD	COST	TIME-FRAME
Undertake story development and interpretation projects for each of the three key journeys and their stories, including identifying, recording and making them available through a variety of contemporary mediums (i.e. Augmented Reality)	Establish a catalogue of stories for each journey. This will include seeking expressions of interest and consultation with local community and businesses. A lead consultant should be appointed to bring together content for this	<ul style="list-style-type: none">Goldfields Villages LGAsBendigo Regional TourismVisit BallaratCommunities of the villagesBusinesses of the villages	VGTE	\$40,000 (for consultant)	Year 1
	Seek funding partners to support development of the interpretation projects, this may include the private sector, Councils and other Government	<ul style="list-style-type: none">Goldfields Villages LGAs	VGTE		Year 1
	Develop a clear brief for each of the three interpretation projects	<ul style="list-style-type: none">Goldfields Villages LGAs	VGTE		Year 1
	Appoint a specialist consultancy relevant to each journey to undertake each interpretation project	<ul style="list-style-type: none">Goldfields Villages LGAsBendigo Regional TourismVisit Ballarat	VGTE	\$300,000	Year 1



BRANDING AND CONTENT DEVELOPMENT

Building on this Product Development & Marketing Plan, establishing a clear brand for Goldfields Villages Touring will be essential to effectively capturing the non-traditional touring market, and should be conducted prior to the development of digital content and marketing to ensure the experience is motivating for the Lifestyle Leader segment.

The creation of dedicated digital platforms will be important in establishing Goldfields Villages Touring as a ‘product’. This includes the creation of a mobile application to support the development and promotion of goldfields villages stories, aligning them to contemporary visitor touring behaviour and motivations, allowing visitors to develop their own itinerary touring the Goldfields Villages, with a focus on heritage, the arts or food/wine (or all of the above). This will allow visitors to experience the goldfields stories in their own way through building their own personalised touring route aligned to their own preferences and motivations for visiting.

STRATEGY	ACTION	STAKEHOLDERS	LEAD	COST	TIME-FRAME
Develop a Branding Strategy and Style Guide for Goldfields Villages Touring building from the work conducted in this Product Development & Marketing Plan, including development of a brand story, branding logo, colour palette and imagery guidelines	Seek funding partners to support the Branding Strategy and Style Guide this may include the private sector, Councils and other Government	• Goldfields Villages LGAs • Bendigo Regional Tourism • Visit Ballarat • RDV	Visit Ballarat (on behalf of VGTE)		Year 1
	Develop a clear brief for the development of a Branding Strategy and Style Guide	• Goldfields Villages LGAs • Bendigo Regional Tourism • Visit Ballarat	Visit Ballarat (on behalf of VGTE)		Year 1
	Appoint a specialist brand consultancy to undertake the Branding Strategy and Style Guide	• Bendigo Regional Tourism • Visit Ballarat	Visit Ballarat (on behalf of VGTE)	\$20,000	Year 1
	Work with Visit Ballarat and Bendigo Regional Tourism to implement the Branding Strategy and Style Guide for the Goldfields Villages	• Goldfields Villages LGAs • Bendigo Regional Tourism	Visit Ballarat (on behalf of VGTE)	\$30,000	Year 1
Develop a stand-alone website for Goldfields Villages Touring which showcases each of the key journeys and their stories, products and experiences	Seek funding partners to support the website development, this may include the private sector, Councils and other Government	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE • RDV	VGTE		Year 2
	Appoint a specialist digital consultancy to undertake the website development	• Bendigo Regional Tourism • Visit Ballarat	Visit Ballarat (on behalf of VGTE)	\$20,000	Year 2
Develop dedicated social media channels for Goldfields Villages Touring	VGTE to work in conjunction with Ballarat Regional Tourism, to develop a dedicated Facebook Page and Instagram account for Goldfields Villages Touring	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE	Visit Ballarat (on behalf of VGTE)	\$10,000	Year 2
Create a mobile application for Goldfields Villages Touring that will support the development and promotion of the key journeys	Seek funding partners to support the Touring Application development, this may include the private sector, Councils and other Government.	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE • RDV	VGTE		Year 2
	Develop a clear brief for the establishment of the Touring Application	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE	Visit Ballarat (on behalf of VGTE)		Year 3
	Appoint a specialist digital consultancy to undertake the application development	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE • RDV	Visit Ballarat (on behalf of VGTE)	\$70,000	Year 3
	Work with Visit Ballarat and Bendigo Regional Tourism to implement the touring application for the Goldfields Villages	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE	Visit Ballarat (on behalf of VGTE) Bendigo Regional Tourism		Year 3

MARKETING AND POSITIONING

Leveraging Visit Ballarat and Bendigo Regional Tourism marketing will be essential for maximising exposure and also attracting visitors from these regional cities through aligning with the target market preferences of these destinations. In particular marketing for Goldfields Villages Touring needs to consider the growing visitor preference for digital information consumption for trip planning, and organic and WOM generated marketing.

STRATEGY	ACTION	STAKEHOLDERS	LEAD	COST	TIME-FRAME
Develop a Digital Marketing and Social Media Engagement Framework to guide activities across key digital touchpoints (including Goldfields Villages Touring, Bendigo Regional Tourism, Visit Ballarat and Made of Ballarat websites and social media channels)	Allocation of resources for digital activities including providing resources to social media sites to ensure a constant flow of information and media is posted	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE	Visit Ballarat (on behalf of VGTE)		Year 3
	Development of ongoing digital content for inclusion on dedicated digital and social channels as well as Bendigo Regional Tourism and Visit Ballarat platforms	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE	Bendigo Regional Tourism		Year 3
	Explore opportunities to promote through established social influencers	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE	Visit Ballarat (on behalf of VGTE)		Year 3
Develop printed collateral outlining concept, key journeys and digital/social platform details for large scale regional events (e.g. White Night)	Prepare a tear off map for Goldfields Villages Touring, similar to that developed for Ride High Country	• VGTE	Bendigo Regional Tourism	\$5,000	Year 2
Undertake the promotion of Goldfields touring	Focus promotion actions through paid social media marketing (e.g. Instagram). Targeting lifestyle leaders and people interested in specific topics linked to the touring experience (e.g. food)		Visit Ballarat	\$30,000	Year 2

DELIVERY MANAGEMENT

STRATEGY	ACTION	STAKEHOLDERS	LEAD	COST	TIME-FRAME
Decommission Goldfields Way	Remove signage			\$10,000	Year 1
Establish a Goldfields Villages Touring Steering Committee to oversee strategies and actions identified in this Product Development & Marketing Plan	Seek nominations from stakeholders to be part of a Villages Touring Steering Committee	• Goldfields Villages LGAs • Bendigo Regional Tourism • Visit Ballarat	VGTE		Year 1
Develop ambassadors to promote and inform visitors about Goldfields Villages Touring	Educate operators to ensure that they have a strong understanding of tourism product and experiences in the region. This may be through workshop or famils	• Bendigo Regional Tourism • Visit Ballarat • Goldfields Villages LGAs • VGTE	VGTE		Year 1-3
Establish a monitoring program	Establish baseline data to be monitored for Goldfields Villages. This will include: Annual TRA data, awareness and perceptions research and digital media consumption		VGTE	\$5000k p.a	Year 1-3



www.urbanenterprise.com.au

8.3 ASSET MANAGEMENT FRAMEWORK

Author: Manager Infrastructure

Responsible Officer: General Manager, Infrastructure Assets and Planning

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE:

The purpose of this report is to seek Council approval to adopt three updated policies relating to asset management, as part of a current review of the asset management framework and processes.

The asset policies will provide the framework to enable Council to further review and develop an Asset Management Strategy and subsequently develop and update asset management plans for Council to manage assets in a sustainable manner which meet the needs of the community.

POLICY CONTEXT:

The Council plan identifies the following objectives in relation to asset management

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Built and Natural Environment

Outcome:3.1 Ensure investment in roads, footpaths and buildings meet community needs now and in the future.

- Initiatives
- Undertake service planning to establish asset requirements to deliver services.
 - Review and update Asset Management Plans and prepare a ten year capital works program.
 - Develop a plan to divest from assets that are surplus to community needs.

Outcome:3.5 Protect and preserve our Heritage assets

- Initiatives
- Implement recommendations from Cultural Heritage Plans for heritage listed buildings.
 - Seek funding assistance to maintain and preserve heritage assets.

BACKGROUND INFORMATION:

Following a critical review of council's asset management framework and processes, and a transition plan outlined by CT Management, Council officers have been reviewing the status of the Shire's Asset Management Framework with a view to ensuring that Council assets are being optimised and that long term financial planning is being conducted in accordance with industry best practice.

A number of policies in relation to asset management have either lapsed or require review to reflect current accounting and legislative guidelines.

A key factor in effective asset management is the requirement to have an Asset Management Steering Committee to set objectives, monitor performance and evaluate effectiveness of Councils Asset Management functions.

Council established an Asset Management Steering Committee some years ago which has since lapsed, however the need for such a committee is considered essential to assist in bringing Councils asset management practices up to date.

The Asset Management Steering Committee with revised terms of reference, and updated membership, has recently been re-established to oversee and promote the asset management function throughout council and provide coordination and support to the review of the asset management framework to achieve the asset management and financial planning objectives of Council.

REPORT:

Council officers have reviewed the three top level policies relevant to asset management which provide clarity and direction for all asset managers and which will enable further review and development of an Asset Management Strategy and subsequently development and update of Council's suite of asset management plans for all Council assets.

Asset Management Policy

This policy sets out Council's approach to managing its assets in a financially sustainable manner which meets the needs of the community, considering the balance between service levels and costs. The policy directs how the integration of asset management and long term financial planning will deliver sustainable management of assets for the provision of community services. The policy provides the overarching principles that will be used in developing an Asset Management Strategy and Asset Management Plans and will be reviewed no later than 2 years following adoption. **Refer Attachment 1.**

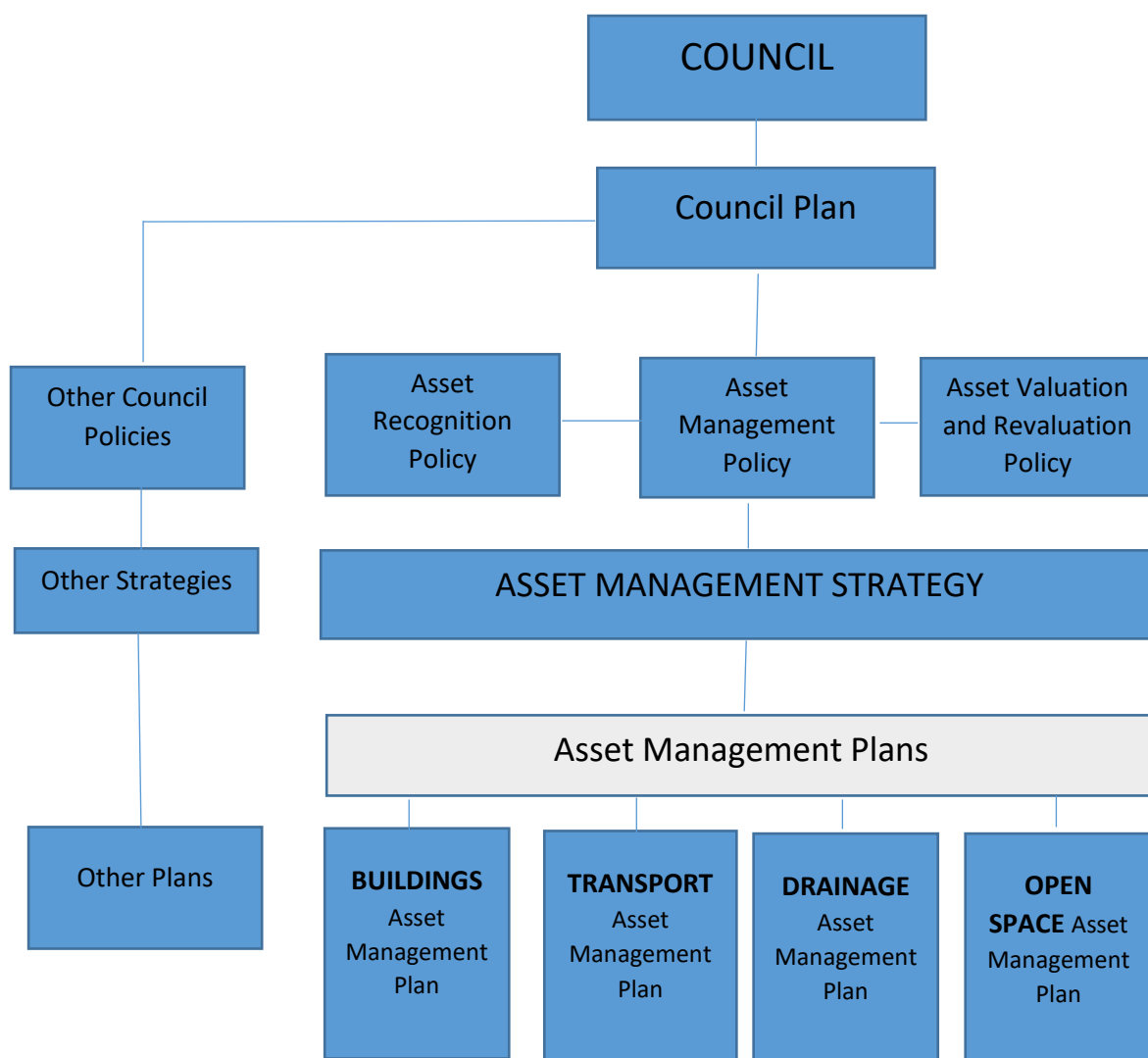
Asset Recognition Policy

This policy provides guidance in accordance with Australian Accounting Standards regarding financial thresholds that are to be applied when recognising assets. Differing thresholds can be set for different classes of assets. **Refer Attachment 2.**

Asset Valuation and Revaluation Policy

This policy specifies Council's approach to valuations of non-current physical assets, subsequent to initial recognition, in order to satisfy Councils obligations in accordance with relevant Australian Accounting Standards (AASB 116), including method and frequency of revaluation. The policy provides direction for Council officers responsible for managing and accounting for councils assets. Application of this policy will provide consistency to deliver comparable valuations from year to year for both financial reporting and asset management purposes. **Refer Attachment 3.**

The Diagram below shows the relationship between the three policies that are the subject of this report and the overall Asset Management Framework.



CONSULTATION/COMMUNICATION:

Council officers have consulted internally with key staff involved in asset management in the review of the policies presented in this report and have referred to external resources including the Local Government Asset Management – Better Practice Guide and the National Asset Management System.

The policies in this report all relate to Council's internal roles in relation to assets and community consultation was not considered relevant. Subsequent development of an Asset Management Strategy and asset management plans will require some community consultation to be conducted in the future.

FINANCIAL & RESOURCE IMPLICATIONS:

The adoption of the three policies in this report will not require any additional financial or other resources. The improved documentation provided by the adopted policies will ultimately assist

in ensuring that council assets and the associated financial implications are being managed effectively.

CONCLUSION:

Council's Asset Management Framework is undergoing a review in parallel with the development of a long term financial plan and the update of the three policies presented in this report provide the foundation for the preparation of an Asset Management Strategy and new Asset Management Plans for Council assets.

As part of the Asset Management Framework review the Asset Management, Asset Recognition and Asset Valuation and Revaluation policies will be presented to the September 2019 meeting of the Internal Audit Committee.

The re-establishment of the Asset Management Steering Committee will provide a mechanism for the oversight of the current Asset Management Framework review and in the long term ensure that asset management will be a whole of organisation function with regular review and evaluation on an ongoing basis.

ATTACHMENTS:

1. Asset Management Policy, July 2019
2. Asset Recognition Policy, July 2019
3. Asset Valuation and Revaluation Policy, July 2019

RECOMMENDATION:

That Council:

1. *Adopt the three updated policies relating to Asset Management:*
 - a) *Asset Management Policy, July 2019;*
 - b) *Asset Recognition Policy, July 2019; and*
 - c) *Asset Valuation and Revaluation Policy, July 2019.*



Asset Management Policy

Category: Strategic

Adoption: Council Date: July 2019

Review Period: 2 years

Responsible Manager: Manager Infrastructure

Signed by CEO:

Date:

1. Purpose

This policy sets out Council's approach to managing its assets in a sustainable manner which meets the needs of the community, considering the balance between service levels and costs. This policy directs how the integration of asset management and long term financial planning will deliver sustainable management of assets for the provision of community infrastructure and services.

2. Scope

This policy applies to all Central Goldfields Shire Council's departments, officers, employees and contractors.

3. Objectives

The Council Plan identifies the following objectives in relation to asset management.

Outcome:

3. Our Built and Natural environment.

Objectives:

3.1. Ensure investment in roads, footpaths and buildings meet community needs now and in the future.

Initiatives:

- *Undertake service planning to establish asset requirements to deliver services.*
- *Review and update Asset Management Plans and prepare a ten year capital works program.*
- *Develop a plan to divest from assets that are surplus to community needs.*

3.5 Protect and preserve our Heritage assets.

Initiatives:

- *Implement recommendations from Cultural Heritage Plans for heritage listed buildings.*
- *Seek funding assistance to maintain and preserve heritage assets.*

The objective of this policy is to ensure that adequate provision is made for the long-term replacement of major assets by:

- Ensuring that services and infrastructure are provided in a financially sustainable manner, with the appropriate levels of service to customers and the environment;.
- Safeguarding infrastructure assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets;
- Creating an environment where all employees take an integral part in overall management of infrastructure assets by creating and sustaining an asset management awareness throughout the Central Goldfields Shire Council by undertaking training and development;
- Meeting any legislative and regulatory requirements for asset management;
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated; and
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

4. Policy

4.1 Background

Central Goldfields Shire Council's physical infrastructure has a non-depreciated value of approximately \$349 million (July 2018) and includes Roads and Pathways, Bridges, Drainage, Parks and Recreation facilities, Buildings and Property asset classes. This infrastructure is essential for delivering all Council services.

Asset Management supports all other Council strategies by ensuring that appropriate infrastructure is provided and maintained to enable the delivery of services, programs and activities to the community.

4.2 Principles

Central Goldfields Shire Council's sustainable service delivery needs will be met by ensuring adequate provision is made for the long-term planning, financing, operation, maintenance, renewal, upgrade, and disposal of capital assets by:

1. Ensuring that Central Goldfields Shire Council's capital assets are provided in a manner that respects financial, cultural, economic and environmental sustainability;
2. Meeting all relevant legislative and regulatory requirements;
3. Demonstrating transparent and responsible Asset Management processes that align with demonstrable best-practices;
4. Implementing sound Asset Management plans and strategies and providing sufficient financial resources to accomplish them by ensuring:
 - a. Asset Management plans will be completed for all major asset / service areas;
 - b. Expenditure projections from Asset Management Plans will be incorporated into Council's Long Term Financial Plan;
 - c. Regular and systematic reviews will be applied to all asset plans to ensure that assets are managed, valued, and depreciated in accordance with appropriate best practice;
 - d. Council commits to a valuation plan with the objective to achieve a consistent and cyclical approach to the valuation of assets including the upgrade of Asset Management Plans following a comprehensive valuation;
 - e. Regular inspection will be used as part of the asset management process to ensure agreed service levels are maintained and to identify asset renewal priorities;
 - f. Asset renewals required to meet agreed service levels and identified in adopted asset management plans, and when applicable long term financial plans, will form the basis of annual budget estimates with the service and risk consequences of variations in defined asset renewals and budget resources documented;
 - g. Future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets;
 - h. Future service levels with associated delivery costs will be determined in consultation with the community;
 - i. Necessary capacity and other operational capabilities are provided and Asset Management responsibilities are effectively allocated;
 - j. Creation of a corporate culture where all employees play a part in overall care for Central Goldfields Shire Council's assets by providing necessary awareness, training and professional development; and
 - k. To provide customers with services and levels of service that meet industry standards and the expectation of the wider community.
5. Integration of Asset Management into Councils business processes including:

- a. Implementation of Operational Asset Management Plans - These plans establish a range of activities including inspection frequencies which provide the basis of work plans for inspectoral staff. The inspectors produce reports which assist in the workflow planning of maintenance resources and the preparation of periodic maintenance programs and renewal plans;
- b. Execution of Asset Handover Procedure - The asset handover procedure provides integration between project delivery staff and the asset system to ensure new assets are capitalised when capital works are completed.
- c. Provision of Asset Responsibility Matrix - The Asset Responsibility matrix sets out general responsibilities for various stages of the asset lifecycle.
- d. Application of Service Planning will assist in determining the adequacy of assets and inform Asset Management Plans.
- e. Provision of the Long Term Financial Plan which includes expenditure requirements projected for the life of the plan and ensures that asset sustainability can be achieved.

5. Roles and Responsibilities

Council

To act as stewards for infrastructure assets and to:

- Set corporate Asset Management Policy and vision;
- Approve Council's Asset Management Plans and monitor their outcomes; and
- Approve Council's Long Term Financial Plan and provide appropriate resources for Asset Management activities.

Chief Executive Officer and Executive Management Team

The Chief Executive Officer and Executive Management Team shall be responsible for:

- Implementation of the overall improvement program, as detailed in the Asset Management Strategy;
- Provision of support to the Asset Management Steering Committee;
- Provision of leadership and direction in the implementation of the asset Management Policy and the Asset Management Strategy;
- Ensuring that community needs and the outcomes of service reviews are incorporated into asset management planning and the strategic resource plan; and
- Ensuring that reporting on asset management performance and outcomes to Council including an annual "State of Assets" report to Council occurs.

Asset Management Steering Committee (AMSC)

The AMSC monitors the development and implementation of the Asset Management Strategy. The AMSC shall be responsible for:

- Monitoring the implementation of the overall improvement program, as detailed in the Asset Management Strategy and advising the executive management team of progress.
- Providing adequate advice and assistance to ensure the necessary resources (business, technical, financial & other) are available for implementation of prioritised improvement opportunities;
- Providing coordination and support to achieve the asset management and financial planning objectives sought by Council, including the resolution of differences between Business Units when necessary;
- Overseeing community consultation required with regards to Asset Management Strategies.
- The following key outputs, resulting from the implementation of this Asset Management Policy:
 - Development of supporting policies;
 - An adopted Asset Management Strategy including timelines, responsibilities and resources required for implementation;
 - Coordinating the completion of Asset Management Plans for all major asset classes;
 - Use of Asset Management Plans as a core input to development of Council's Long Term Financial Plan; and
 - Documented business processes for managing assets.

Asset Managers and Staff.

Asset Managers and Staff shall be responsible to:

- Implement the actions in the Asset Management Strategy.
- Review and update the asset management plans for the assets they are responsible for managing
- Develop and implement maintenance, renewal and capital works programs in accordance with asset management plans.

6. Audit and review procedures.

This policy will be reviewed no later than 2 years after its adoption.

Council's Asset Management Framework will be audited annually utilising the National Asset Management System assessment template.

Evaluation. A number of performance measures are specified in the Local Government (Planning and Reporting) Regulations 2014 and these measures will be used initially to assist in the evaluation of asset management performance. Additional measures may be devised as Council develops additional community consultation techniques.

7. Human Rights Statement

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007). Central Goldfields Shire Council is committed to consultation and cooperation between management and employees.

8. Related Policies and Procedures

- Asset Recognition Policy
- Asset Valuation and Revaluation Policy
- Asset Responsibility Matrix
- Asset handover procedure
- Leasing and Licensing Policy
- Disposal or sale of Council Assets and Land Policy

9. Relevant Legislation and Guidelines

Legislation

- Local Government Act 1989;
 - As directed by Section 136 (3C) of the Local Government Act 1989 (the Act), Council has a responsibility to manage risks associated with the management and maintenance of assets, and by Section 131, to prepare financial Statements in accordance with the Act. A primary outcome of this requirement is that Council's Balance Sheet reflects the Fair Value of its non-current assets.
- Road Management Act 2004; and
- Information Privacy Act 2000.

Reference Documents

- International Infrastructure Management Manual, International Edition Version 4 2011;
- Australian Infrastructure Financial Management Guide 2009 Edition 1.0;
- National Asset Management Assessment Framework 2009;
- Australian Accounting Standards Board 2004; and
- Local Government Asset Management -Better Practice Guide 2015.

Information Privacy

This Policy has been developed to correspond with the four basic principles embedded in the Information Privacy Act 2000, those principles being;

- The public has a legal right of access to information.
- Local governments are required to publish information concerning the documents they hold.
- People may request that inaccurate, incomplete, out-of-date or misleading information in their personal records be amended.
- People may appeal against a decision not to give access to the information or not to amend a personal record.

Risk Assessment Reference

This Policy aligns to the core Risk Management Standards as outlined in the Central Goldfields Shire Council Risk Management Strategy and Action Plan.

DOCUMENT HISTORY (TO BE REMOVED BEFORE SIGNING)

	Date	Author
Initial Draft	29 April 2019	Acting Coordinator Assets.
Approved by GM for EMT	28 June 2019	GMIAP
Endorsed	2 July 2019	EMT
Final Draft		
*Audit Committee comments if needed		
*Amended after Audit Committee		
*Final Draft To Strategy Briefing		
*Final draft to Council meeting		
Signed by CEO		

*Council Policies only



Asset Recognition Policy

Category: Operational

Adoption: Council Date: July 2019

Review Period: 2 years

Responsible Manager: Manager Infrastructure

Signed by CEO:

Date:

1. Purpose

To provide guidance in accordance with Australian Accounting Standards regarding financial thresholds that are to be applied when recognising assets. Differing thresholds can be set for different classes of assets.

2. Scope

This policy only applies to non-current physical assets. This policy directs those Council Officers who are charged with accounting for Council's Assets and related purposes.

3. Policy

3.1 Policy Details

In order to include all capital projects within the Asset Recognition and Measurement Policy, the following categories and thresholds will be used. The categories listed are consistent with the categories used to present financial information in the notes in the Annual Financial Report.

Expenditure may still be capitalised on items that are individually immaterial, however are significant when considered as a group of assets, such as signs or reserve furniture.

Category	Recognition Threshold (\$)
Land	2,000
Buildings	5,000
Plant and machinery	2,000
Furniture, equipment and computers	2,000

Infrastructure	10,000
Road pavements and seals	20,000
Road formation and earthworks	20,000
Bridges deck and substructure	20,000
Drainage	5,000
Footpaths and cycle ways	5,000
Road kerb, channel and minor culverts	5,000
Waste management	20,000
Recreational, leisure and community facilities	2,000
Parks, open space and streetscapes	5,000
Off street car parks	2,000
Art Works	1
Waste Water	10,000
Library Collection	1

When capitalising an asset, a determination must be made between renewing, upgrading, expanding or purchasing a new asset.

3.2 Valuation at Asset Recognition

The cost of an item of property, plant and equipment shall be recognised as an asset if, and only if:

- It is probable that future economic benefits associated with the item will flow to the entity; and
- The cost of the item can be measured reliably.

In accordance with AASB 116:

- An item of property, plant and equipment that qualifies for recognition as an asset shall be measured at its cost.
- Notwithstanding this, where an asset is acquired at no cost, or for a nominal cost (as is the case with developer and other contributed assets), the cost is its modern equivalent value as at the date of acquisition. Refer to the Asset Valuation Policy for details.

Existing assets identified as not being reported in the financial statements for the preceding financial reporting period (found assets), will be treated in accordance with b) above.

Recognition Cost

AASB 116 defines the cost of an item of property, plant and equipment as comprising:

- Its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates;

- b) Any costs directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner intended by management;
- c) The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurred either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.
- d) Land Under Roads (LUR) after 1/07/2008 will be recognised at the average property value (square metre) of built up area of the locality in which it is located. An appropriate discounting factor shall be applied to best estimate a reasonable value for LUR in particular road localities for financial reporting purposes.

4. Definitions

- **Renewal:** Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally.
- **Upgrading:** Expenditure which enhances an existing asset to provide a higher level of service.
- **Expansion:** Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users.
- **New:** Expenditure which creates a new asset providing a new service/output that does not currently exist.

5. Roles and Responsibilities

Person/s Responsible	Accountability
Manager Finance	<ul style="list-style-type: none">• Confirm asset capitalisation
Coordinator Assets	<ul style="list-style-type: none">• Ensure infrastructure asset capitalisation is completed effectively and allocated correctly
Manager Infrastructure	<ul style="list-style-type: none">• Provide support for the above

6. Human Rights Statement

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007). Central Goldfields Shire Council is committed to consultation and cooperation between management and employees.

7. Related Policies and Procedures

- Asset management Policy
- Asset Valuation and revaluation Policy
- Asset Management Strategy

8. Relevant Legislation and Guidelines

- Australian Accounting Standards Board Guideline 116
- Local Government Asset Management - Better Practice Guide.

DOCUMENT HISTORY (TO BE REMOVED BEFORE SIGNING)

	Date	Author
Initial Draft	29 April 2019	Acting Coordinator Assets.
Approved by GM for EMT	28 June 2019	GMIAP
Endorsed	2 July 2019	EMT
Final Draft		
*Audit Committee comments if needed		
*Amended after Audit Committee		
*Final Draft To Strategy Briefing		
*Final draft to Council meeting		
Signed by CEO		

*Council Policies only



Asset Valuation and Revaluation Policy

Category:

Adoption: Council Date: July 2019

Review Period: 2 Years

Responsible Manager: Manager Infrastructure

Signed by CEO:

Date:

1. Purpose

The purpose of this policy is to specify Council's approach to valuations of non-current physical assets, subsequent to initial recognition, in order to satisfy its obligations in accordance with relevant Australian Accounting Standards (AASB 116), including method and frequency of revaluation. It provides direction for Council officers responsible for managing and accounting for Council's assets.

Whilst appropriate revaluations are required in order for Council to satisfy its obligations under relevant Australian Accounting Standards, knowledge of current asset values is also essential for efficient and effective asset management.

Application of this policy will provide consistency to deliver comparable valuations from year to year for both financial reporting and asset management purposes.

The initial recognition of assets is provided for in Council's Asset Recognition Policy.

2. Scope

The policy covers the financial valuation of non-current assets subsequent to initial recognition (initial recognition is stipulated as assets that have not previously been identified and valued in Council Asset management systems), including:

- The frequency of valuation;
- The method of valuation; and
- Roles and responsibilities of Council Officers.

This policy excludes:

- Valuations for insurance purposes.

3. Policy

3.1 Detail:

Application of this policy will ensure consistent processes to produce comparable valuations from year to year for both financial reporting and asset management.

For non-current assets, indexed historical cost will generally not provide a reliable measurement of fair value. Typically, only relatively short life, or low value assets, such as plant and equipment, office furniture and vehicles will continue to be carried at historical cost, as this is expected to provide a reasonable approximation of fair value for these short lived assets.

All other asset classes will typically be recognised at modern equivalent value. The modern equivalent value basis of recognition ensures that the consumption of non-current assets (depreciation expense) approximates the expected long term average costs to renew or replace those assets. This depreciation expense is accounted for via Council's comprehensive income statement.

The relevant current accounting standards include:

- AASB13 Fair Value Measurement
- AASB116 Property, Plant and Equipment
- AASB136 Impairment of Assets
- AASB1051 Land Under Roads
- AASB 16 Leases (Applies 2019/20)

3.2 Policy content:

This policy directs those Council officers who are charged with recording and accounting for Council's assets.

3.3 Frequency of valuation

In implementing this policy Council will:

- Review the financial valuation of Council owned or controlled non-current asset classes as at 30 June each year, including an assessment of impairment.
- Conduct revaluations in accordance with this policy, ensuring that each infrastructure asset class is revalued once every three years. Condition inspections will be undertaken in accordance with Councils Asset Management Plans.

3.4 Method of valuation

In implementing this policy Council will:

- Apply the adopted valuation method and minimum frequency for each asset class, as per the table below (after asset recognition).
- Ensure that condition assessments for each asset class are conducted in accordance with Councils Asset Management Plans.
- Ensure that Greenfield rates are applied to initial financial valuations where accurate construction data is available.

- Ensure modern equivalent valuation methodology is used to revalue infrastructure assets.
- Ensure all found or gifted assets are valued at the current modern equivalent valuation.
- Ensure that corporate systems record current values for reporting in audited financial statement with the Annual Report.

Council has elected to use the following model for each asset class, subsequent to initial recognition:

Asset Class	Model	Minimum Frequency	Projected Useful life (years)
Seals	Revaluation (Modern Equivalent)	3	15
Asphalt	Revaluation (Modern Equivalent)	3	30
Sealed Pavements Stable	Revaluation (Modern Equivalent)	3	60
Sealed Pavements Expansive	Revaluation (Modern Equivalent)	3	40
Pavements Gravel	Revaluation (Modern Equivalent)	3	18
Formations	Revaluation (Modern Equivalent)	3	∞
Bridges	Revaluation (Modern Equivalent)	3	100
Major Culverts	Revaluation (Modern Equivalent)	3	70
Kerb and Channel (Kerb Lined)	Revaluation (Modern Equivalent)	3	50
Urban table drain (Kerb Unlined)	Revaluation (Modern Equivalent)	3	20
Minor Culverts	Revaluation (Modern Equivalent)	3	100
Footpaths Rigid	Revaluation (Modern Equivalent)	3	50
Footpaths Flexible	Revaluation (Modern Equivalent)	3	30
Footpaths Gravel	Revaluation (Modern Equivalent)	3	18
Traffic Control Facility Cairn Island	Revaluation (Modern Equivalent)	3	50
Traffic Control Facility Barricade	Revaluation (Modern Equivalent)	3	30
Traffic Control Facility Pedestrian Crossing	Revaluation (Modern Equivalent)	3	30
Traffic Control Facility Roundabout	Revaluation (Modern Equivalent)	3	50
Traffic Control Facility Splitter Island	Revaluation (Modern Equivalent)	3	50
Traffic Control Facility Median Island	Revaluation (Modern Equivalent)	3	50

Traffic Control Facility Traffic Lights	Revaluation (Modern Equivalent)	3	30
Traffic Control Facility School Crossing	Revaluation (Modern Equivalent)	3	10
Traffic Control Facility Rail Crossing	Revaluation (Modern Equivalent)	3	10
Monuments	Revaluation (Modern Equivalent)	3	200
Buildings (Heritage)	Revaluation	3	100
Buildings (Non-Heritage)	Revaluation	3	50
Furniture & Fittings	Cost	N/A	
Computer Equipment	Cost	N/A	
Plant & Equipment	Cost	N/A	
Heritage Assets	Cost	3	
Land	Revaluation	3	
Land Under Roads	Revaluation	3	
Land held for resale	Cost	N/A	
Light Fleet	Cost	N/A	
Open Space	Cost	N/A	
Stormwater Drainage	Revaluation (Indexed)	3	100
Street Furniture	Cost	N/A	
Waste Water	Revaluation (Indexed)	3	60

3.5 Accounting for non-current asset valuation and revaluation

Australian Accounting Standards Board (AASB) publishes various standards for Council to comply with regarding non-current asset valuation and revaluation:

- Accounting Standard AASB 116, *Property, Plant & Equipment* ;
- Accounting Standard AASB 1049, *Whole of Government and General Government Sector Financial Reporting*;
- Accounting Standard AASB 13, *Fair Value Measurement*;
- Accounting Standard AASB 136, *Impairment of Asset*; and
- Accounting Standard AASB 16 (from 2019/20).

From 2019/20 AASB 16 will apply. The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a “right-of-use” asset, while future lease payments will be recognised as a financial liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Modern Equivalent (Fair) Value

The fair modern equivalent value of an asset is the amount for which an asset could be constructed, or purchased, between knowledgeable, willing parties in an arms-length transaction in the current financial market. Therefore, it is the best estimate of the price reasonably obtainable in the market at the date of valuation. The modern equivalent value of an asset is determined by reference to its highest and best condition and, as such, results in the highest value.

There are three levels in the fair value hierarchy:

Level 1 inputs	quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date e.g. shares
Level 2 inputs	inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly e.g. land and buildings
Level 3 inputs	unobservable inputs for the asset or liability e.g. roads and bridges

Many infrastructure assets in the local government sector have few or no alternative uses as they are extremely specialised and exist solely to meet community needs for economic or social facilities. If the fair value of an asset cannot be reliably determined using market based evidence its fair value is measured at its market buying price of either depreciated replacement cost (DRC) or net present value (NPV). Current market prices can usually be observed for land and non-specialised buildings.

Depreciated Replacement Cost (DRC)

DRC is the current cost of replacement (CRC) of an asset less deductions for accumulated depreciation, physical deterioration and all relevant forms of obsolescence. CRC is the minimum that it would cost to replace the existing asset with a technologically modern equivalent new asset with the same economic benefits/service potential.

4. Definitions

4.1 Assets

Resources controlled by Council which are expected to provide future economic benefits or service potential.

4.2 Asset Category

The top level at which a group of assets is recorded in Council's asset management system.

4.3 Asset Class

The main sub group of the Asset Category grouping assets of similar nature, used for asset management purposes (e.g. the Roads Asset Category is sub-divided into the Asset Classes Roads and Aerodromes).

4.4 Asset Financial Class

The top level at which a group of assets with a similar function are disclosed in the financial statements (e.g. Infrastructure, Property, Plant and Equipment).

4.5 Asset Hierarchy

A framework for segmenting assets into appropriate classifications, helping to define how assets are managed and how they are organised in the Asset Management System.

4.6 Asset Management System (AMS) / Asset Register

The corporate system used for recording details regarding all assets.

4.7 Components

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

4.8 Condition Assessment

The process of continuous or periodic inspection, measurement and assessment of the condition of a specific asset so as to determine the need for preventative or remedial action.

4.9 Controlled Assets

Where Council controls the capacity to benefit from an asset, for example where assets are located on Crown Land for which Council is the Committee of Management, assets are considered controlled assets and included in the Asset Register.

4.10 Cost

The amount of cash paid or the fair value of the other consideration given to acquire an asset at the time of its original acquisition or construction. Where an asset is acquired at no cost, or for a nominal cost (as the case with developer and other contributed assets), the cost is its Modern Equivalent value as at the date of acquisition.

4.11 Depreciation

The systematic allocation of the depreciable amount of an asset over its useful life.

- Annual Depreciation: An annual charge made for the purpose of allocating the depreciable amount of a depreciable asset over its useful life. Also known as Depreciation Expense.
- Accumulated Depreciation: The aggregate depreciation expense at a given point in time

4.12 Depreciable Amount

The cost of an asset less its residual value.

4.13 Modern Equivalent Value (ME Value)

The amount for which an asset could be exchanged, or liability settled between knowledgeable, willing parties in an arm's length transaction at the date the action is to be undertaken.

4.14 Impairment

The amount by which the carrying amount of an asset exceeds its recoverable amount.

4.15 Materiality

Acceptable margin of error and extent of disclosure required when preparing general purpose financial reports. Information is considered material if the omission, miss-statement or nondisclosure has the potential to influence economic decisions of the user of the report.

4.16 Non-Current Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Any asset which is not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year.

4.17 Residual Value

The estimated amount that would be obtained from disposal of an asset, after deducting the estimated costs of disposal, if the asset was at the age and condition expected at the end of its useful life.

4.18 Recognition

The act of recording an asset as capital expenditure, found or gifted assets.

4.19 Revaluation

The act of recognising a reassessment of values of non-current assets at a particular date.

4.20 Useful Life

The time period over which an asset is expected to be available for use.

4.21 Valuation

The process of determining the worth of an asset or liability.

Different valuation methods may be appropriate in different circumstances:

- Greenfield Valuation: where the unit rates are based on the cost to acquire or construct the asset in an undeveloped location
- Brownfield Valuation: where the unit rates are based on the cost to replace the asset in its existing developed or built up location.

4.22 Traffic Control Facilities (TCF)

Facilities to control vehicle and pedestrian movement in a safe and efficient manner.

5. Roles and Responsibilities

Person/s Responsible	Accountability
Council	<ul style="list-style-type: none"> Stewardship of community assets
CEO	<ul style="list-style-type: none"> Policy approval
Asset Management Steering Committee	<ul style="list-style-type: none"> Oversight and monitoring of policy and procedure implementation
General Manager Corporate Performance	<ul style="list-style-type: none"> Reporting asset values in the financial statements Keeping information in the corporate finance system current
General Manager Infrastructure Assets & Planning	<ul style="list-style-type: none"> Responsible for all asset management activities.
Manager Finance	<ul style="list-style-type: none"> Processes all general ledger entries with regard to assets Performs all reconciliations with regard to assets
Coordinator Assets	<ul style="list-style-type: none"> Coordinating the collection of inventory, valuation and condition data Entry of all Capital infrastructure ledger breakdowns into Asset categories and financial module of assets system. Processes all information in the Asset Management System Assessment of asset impairments

6. Human Rights Statement

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007). Central Goldfields Shire Council is committed to consultation and cooperation between management and employees.

7. Related Policies and Procedures

- Asset Management Policy;
- Asset Recognition Policy; and
- Risk Management Policy.

8. Relevant Legislation and Guidelines

- Local Government Act 1989; and
- Australian Accounting Standards.

DOCUMENT HISTORY (TO BE REMOVED BEFORE SIGNING)

	Date	Author
Initial Draft	29 April 2019	Acting Coordinator Assets.
Approved by GM for EMT	28 June 2019	GMIAP
Endorsed	2 July 2019	EMT
Final Draft		
*Audit Committee comments if needed		
*Amended after Audit Committee		
*Final Draft To Strategy Briefing		
*Final draft to Council meeting		
Signed by CEO		

*Council Policies only

DRAFT

8.4 NCCMA FLOOD AND LSIO AMENDMENT 2019

Author: Strategic Planner

Responsible Officer: General Manager Infrastructure Assets and Planning

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE:

The purpose of this report is to obtain consent from Council for the North Central Catchment Management Authority's (NCCMA) proposal to become the Planning Authority for a GC amendment across three local government authorities, including Central Goldfields. (A 'GC Amendment' is an amendment that makes changes to more than one planning scheme.)

NCCMA has identified seven areas (as a minimum) where flood mapping is out of date and new information is available for incorporation into Planning Schemes. The areas include Carisbrook, Dunolly, Bridgewater, and the Avoca and Loddon.

POLICY CONTEXT:

Central Goldfields Shire Council's Council Plan 2017-2021(2018 Refresh) – Our Built and Natural Environment:

3.3 Objective: Protect and enhance the environment while planning for growth.

Regional Floodplain Management Strategy 2018-2028, North Central Regional Floodplain Management Strategy 2018-2028, Loddon Mallee South Regional Growth Plan and Clause 13.3 Floodplains of the Central Goldfields Planning Scheme.

Outcome: Implement updated flood mapping within the Central Goldfields Planning Scheme for the nominated areas.

BACKGROUND INFORMATION:

There are a large number of completed flood studies that have occurred across the North Central CMA area since the floods of 2010-11. About half of these projects' flood mapping have progressed into planning scheme amendments, but a number are still outstanding. Feedback from some Councils is that flood-related amendments are considered lower priorities when allocating finite strategic resources.

In an effort to clear the backlog of amendments required, the Department of Environment, Land, Water and Planning (DELWP – Floodplain Management Team – Melbourne) has provided \$312,000 of funding over two years (to 30 June 2021) to North Central CMA to engage a resource to work on flood-related planning scheme amendments recognised as high priority in the North Central Regional Floodplain Management Strategy 2018-2028. The funding is being provided by DELWP to trial the streamlining of planning scheme amendment processes using shared resourcing across Councils, and to determine if any benefits are likely to be gained through the Minister for Planning's amendment assessment processes (through regional DELWP) and Planning Panels Victoria – via the collective nature of the project's delivery.

NCCMA has identified seven areas (as a minimum) where flood mapping is out of date and new information is available for incorporation into Planning Schemes. The areas include Carisbrook, Dunolly, Bridgewater, Quambatook, Kyneton and the Avoca and Loddon floodplains (rural flood mapping projects). The funding agreement permits NCCMA to add additional areas as appropriate.

REPORT:

NCCMA will provide a resource to run the amendment process on behalf of each municipality, and will undertake the following tasks generally associated with running an amendment:

- Prepare a project plan and timeline;
- Seek authorisation from Council and the Minister of Planning to commence an amendment;
- Prepare amendment documentation and maps;
- Conduct a public exhibition process as per the requirements of the Planning and Environment Act 1987;
- Provide notification to affected landowners as per the requirements of the Planning and Environment Act 1987;
- Design and conduct a community consultation program to enable affected landowners to discuss the amendment and how to make submissions to the amendment;
- Be available to manage enquiries and to answer community questions about the amendment;
- Receive submissions to the amendment and provide a summary report to Council;
- Engage Planning Panels Victoria, as required, to consider submissions to the amendment;
- Represent Council at any Planning Panel and negotiate with submitters on proposed changes to the amendment (in response to submissions);
- Make recommendations to Council whether to adopt or abandon the amendments;
- Report and provide updates to investor, Council supervisors and Councillors/Executives as required.

CONSULTATION/COMMUNICATION:

Central Goldfields Shire will provide the following operational functions:

- Supervise and support the NCCMA project manager to undertake the work on behalf of the Shire. The arrangement would be similar to the engagement of a contractor to assist the delivery of strategic planning work, but working specifically on flood-related amendments. Contractually, the project manager will remain an employee of NCCMA.
- Provide a space for the project manager to work as required.
- Access to some Council systems may be required;

- Facilitate opportunities to brief senior managers and Administrators as required;

FINANCIAL & RESOURCE IMPLICATIONS:

- NCCMA has requested that each Council cover the costs associated with public notification and community consultation. the project manager will work with Council to design a program that suits the available budget;
- Panel costs, if required, are not covered by the proposed funding agreement. It is impossible at this stage to anticipate the costs associated with panels for multiple amendments. It is proposed that any such costs will be negotiated between DELWP and Council as they arise;
- Funding from DELWP has been provided to cover NCCMA labour costs only;
- NCCMA has signed the funding agreement and has commenced project planning and discussions. A project plan will be developed by NCCMA in collaboration with Councils to create clear expectations of services provided, project delivery methodology and project timeframes;
- In year 1 (2019-2020) NCCMA intends to focus on amendments for Carisbrook, Dunolly, Bridgewater and Kyneton. In year 2 (2020-2021) NCCMA intends to focus on amendments for Quambatook, and mapping produced for the Avoca and Loddon Floodplain.

CONCLUSION:

This funding is a welcome addition from DELWP to progress some much-needed amendments across the NCCMA region. Supporting the NCCMA to be the planning authority for the flooding amendment (for Carisbrook and Dunolly) will progress two amendments needed to be undertaken in the Central Goldfields Planning Scheme.

The NCCMA proposal to be the planning authority for a joint amendment across several shires will include the areas that Council sought earlier funding for (with Loddon Shire).

The NCCMA is committed to supporting Councils until the conclusion of any amendments that are commenced (beyond 30 June 2021 if that is what is required) as part of their ongoing role to deliver the actions within the Regional Floodplain Management Strategy 2018-2028.

ATTACHMENTS:

NIL

RECOMMENDATION:

That Council:

1. *Approve the North Central Catchment Management Authority seeking permission from the Minister for Planning to be appointed as the Planning Authority for a GC amendment for Flood Overlay and Land Subject to Inundation Overlays (and schedules) for Carisbrook and Dunolly (based on background data collected from the Carisbrook Flood and Drainage Management Plan 2015 and Dunolly Flood Management Plan 2014).*
2. *Provide support to the North Central Catchment Management Authority to undertake a GC amendment for Flood Overlay and Land Subject to Inundation Overlays (and schedules) for Carisbrook and Dunolly.*

8.5 POWER PURCHASE AGREEMENT

Author: General Manager Infrastructure Assets and Planning
Responsible Officer: General Manager Infrastructure Assets and Planning

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE:

The purpose of this report is to seek Council approval to purchase 100% of its electricity as 100% renewable energy through a Power Purchase Agreement (PPA) with other Victorian councils, and approve the CEO to sign necessary tender documentation.

The aim of the PPA is to put in place a long term contract (7 - 10 years) with 100% renewable energy that will:

- Provide electricity cost savings
- Increase electricity budget certainty
- Reduce emissions by 50% by 2020 and to zero by 2036
- Provide sustainability leadership/reputational benefits
- Deliver economies of scale through a group procurement model (approximately 39 councils will enter this agreement).

Council's current electricity supply contracts (two) expire on 30 June 2020.

POLICY CONTEXT:

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Built and Natural Environment

Outcome: Central Goldfields Shire celebrates the rich built and natural heritage and a sustainable environment

3.3 Objective: Protect and enhance the environment while planning for growth

Initiatives: Participate in regional environmental projects through the Central Victorian Greenhouse Alliance

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

Outcome: Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

BACKGROUND INFORMATION:

In October 2018 Central Goldfields Shire Council signed a letter of intent to support Darebin City Council in the development of a Renewable Energy Power Purchasing Agreement (PPA) for Victorian councils. Council agreed to participate in the development of a business case for a local government PPA which was presented to Council at a briefing meeting held on 11 June 2019.

Council has now been formally invited to proceed to the tendering stage, which is proposed to be managed by MAV (**Attachment 1**).

REPORT:

A PPA is an agreement for the sale and supply of energy to a customer. While this can take on many forms, the approach chosen here is to purchase energy and the renewable energy certificates from a specific facility (e.g. solar or wind farm) via an electricity retailer.

Buying electricity through a PPA assures organisations that the money they pay for their power consumption is going directly to a specific, nominated renewable energy generator. This differs to a typical retail electricity product whereby the retailer invests in the electricity wholesale market to pay for the power consumed; funding whichever is the cheapest energy generator supplying the grid at that moment.

The concept of a Renewable Energy Power Purchase Agreement is not new to local government or statutory authorities. For example, a consortium of Melbourne based organisations lead by the City of Melbourne went to tender to purchase renewable energy power and the winning tender was Pacific Hydro and the Crowlands Windfarm. Another example is 12 Victorian water corporations have entered into an energy partnership (called Zero Emissions Water) to purchase solar power together to lower costs and help minimise greenhouse gas emissions and maintain affordable water bills for customers.

A net present value business case analysing participating in the group PPA has been developed. The business case shows that renewable energy purchase price (as a group) will be lower than operating as Business as Usual (as per the financial section below).

Based on this positive modelling and recommendations of the business case, a decision needs to be made on whether to proceed with the competitive tender process and commit all or a percentage of our electricity load to the project, or remain with the business as usual contract models currently in place and pursue alternative options to meet greenhouse targets such as the purchase of Green Power.

Given Council is a small consumer of electricity (compared to metropolitan councils) there is benefit in participating in a PPA, and committing 100% of our electricity to the PPA. Leaving part of our power use out of the PPA would mean that council would need to enter a separate contract for a small quantity of electricity through Procurement Australia (or similar) and with a smaller amount is unlikely to receive a competitive price.

The PPA involves the following contract elements:

- A new electricity contract that is expected to be long term (e.g. 7-10 years) that combines the purchase of electricity and large scale generation certificates (LGC's). The LGC's are expected to be sourced from a known, renewable energy facility(s) within Victoria
- Providing other 'best value' electricity procurement customer service outcomes, such as access to consumption data, tariff reviews and timely fault resolution
- Councils would sign individual contracts resulting from a group tender, according to current practice
- MAV to manage the procurement process (negotiations underway)
- Safe-guards to mitigate risk including against future price changes

The project that will be tied to the PPA will have the following key attributes:

- The facility(s) can be either:

- a) A new project that would not otherwise take place in the absence of the PPA; or
- b) An existing project with uncontracted supply
- Facility must be considered a 100% renewable facility
- Preference for increasing renewable energy and economic development in Victoria.

Current Contractual Arrangements

Council has two contracts for the supply of electricity to Council facilities. Both contracts expire on 30 June 2020.

- Large sites – AGL – Nolan Street complex only
- Small and all other sites – Origin Energy – All other sites

We do not buy any green energy directly from these retailers. However, we are paying a 'Renewable Energy Charge' on each bill to cover the mandated 20% renewables target by 2020. This charge was a condition of the Procurement Australia contract when council sought a contract through them.

Council's annual electricity consumption:

Buildings – 477,193 kWh over the 2017/2018 financial year.

Street lighting – 249,064 kWh over the 2017/2018 financial year

Council's annual spend on electricity is approximately \$260,000.

Council's Sustainability Action Plan has an energy security vision of:

- The shire produces no Greenhouse Gas emissions through electricity generation or consumption and has minimised or offset all greenhouse gas emissions from other energy sources.
- If required, the shire could be 100% self-sufficient in terms of energy generation at the flick of a switch.

While this plan on the whole has not been a focus for implementation, Council through its participation in the Central Victorian Greenhouse Alliance, is committed to a reduction in greenhouses gas emissions.

In addition to the greenhouse gas emissions generated through coal electricity generation, Council also faces price uncertainty and certainly has been experiencing rising electricity costs. A cost increase has been due to rising wholesale energy prices and network charges. While the Australian Energy Market Operator (AEMO) has forecast a slight tapering off of wholesale energy prices over the coming three year period, the energy market is displaying unprecedented volatility.

To hedge against this uncertainty and to secure better prices and price assurance, there is a growing need for Councils to take control of the energy supply component of their electricity costs. This control can be attained by purchasing electricity directly from renewable energy facilities, such as solar and wind farms, through long-term agreements – otherwise known as power purchasing agreements (PPA).

A PPA is considered a 'good fit' for an aggregate group of councils due to predictable demand and load shapes.

Business Case Analysis

The key findings of the business case are:

- Likely electricity cost savings of around 12% for the aggregated group compared to purchasing renewable energy through a green power arrangement
- A partially-fixed price or fully-fixed price PPA was preferable over a variable-price PPA to reduce exposure to market price variations
- An indirect supply-linked PPA provides higher project and market risk protection than direct arrangements, are more prevalent in the market, and have the shortest establishment time
- Surrendering all large generation certificates (LGC's) can provide additional savings for participants but would not provide the councils with net emission savings

Future Cost Modelling

Electricity prices are volatile and affected by many influencing factors including increasingly decentralised supply from small generators, changing demand from consumers, the closure of coal-fired power stations and associated increase in gas use for power generation, and increased supply from new generators.

To estimate the future costs of electricity purchased under a PPA, Energetics first established a baseline by modelling Council's future power bills under current purchasing arrangements. A best, worst, and mid-range forecast into the local electricity market, based on known Victorian energy project proposals.

Price projections were provided for three distinct but plausible scenarios:

- **Low-renewables:** Under current policy settings and committed generation projects
- **Mid-renewables:** Assuming introduction of committed and advanced renewable energy projects
- **High-renewables:** Assuming introduction of committed, advanced and publicly announced renewable projects

The consensus of the subject matter experts and the buying group is that the mid-renewables scenario is the most likely. The mid-renewables scenario assumes an extension of renewable energy generators uptake, and fast-tracking of upgrades to the transmission network, including the interconnector between NSW and SA. This scenario also includes some early mothballing of both coal and gas power generation units.

The group intends to tender for either a fixed firm PPA or a partially firm PPA and will assess submissions against the modelling costs/benefits for the parties involved.

Risks

There are some risks with the PPA that need to be noted:

- Long term contract locked in for 7 to 10 years, may not be as cost effective if energy prices drop substantially more throughout the contract term than predicted by the modelling
- If the PPA is with a new solar or wind farm facility there would be risks to emission reduction timelines if construction was delayed
- Diversity of pricing models makes evaluation of financial benefits complex

The risks of not participating are:

- Greenhouse emission reduction targets may not be met
- Increased costs to meet greenhouse targets via alternative options such as Green Power
- Business as usual shorter contracts may not be as cost effective if prices rise by more than predicted by the modelling
- Less price certainty – greater potential for price shocks at contract expiry points
- Forgoing opportunity to negotiate more competitive prices through a power purchase agreement model
- Forgoing benefits of participating in large group purchasing model (and not likely to be a future group), including economies of scale for tender preparation, evaluation, and negotiation.

CONSULTATION/COMMUNICATION:

Council has participated with 38 other councils in the process to date. Council has been represented by our Senior Procurement Officer.

Rob Law from the Central Victorian Greenhouse Alliance (CVGA) has been a key driver behind the development of a PPA model and has been working closely with Council on this project.

Energetics was engaged to provide strategic, technical and analytical support for the buyers group, and facilitated two workshops with representatives from the buyers group. In addition to this five energy retailers were interviewed, as well as the Municipal Association of Victoria (MAV).

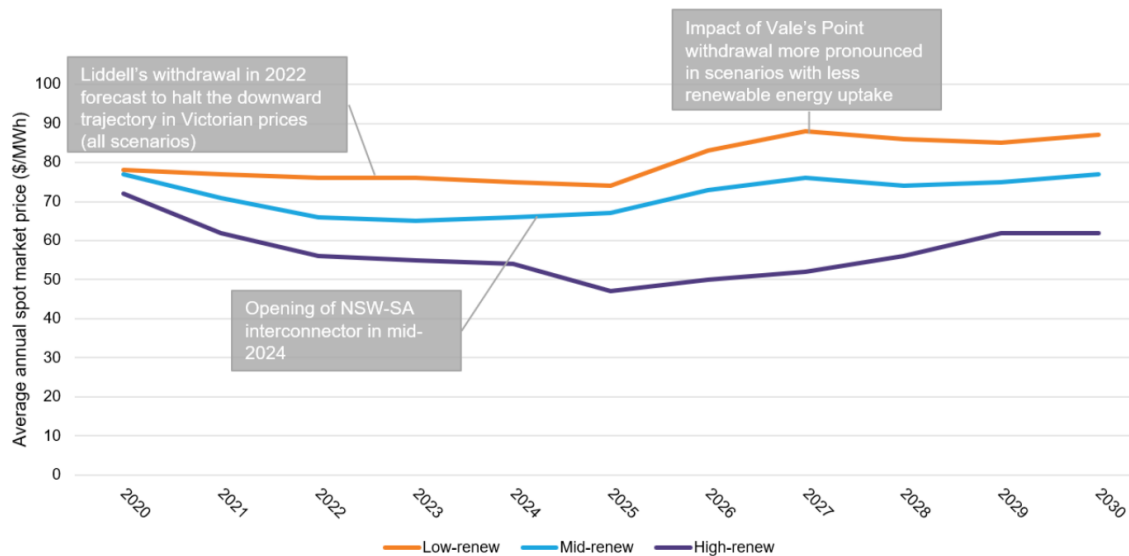
FINANCIAL & RESOURCE IMPLICATIONS:

Council has paid \$4,000 to participate in the development of the business case – a sliding scale was set for council's, with small rural shires paying the lowest amount. A further \$3,000 will be required to participate in the tender (metropolitan councils are paying \$25,000).

The PPA will contract Council to a supplier of electricity for somewhere between 7 and 10 years. This has a long term financial commitment for Council. The current electricity contract, tendered through Procurement Australia, was for a two year period.

A financial modelling tool has been provided to allow a comparison between the current method of purchasing energy, business as usual (BAU) and future PPA options.

The business case suggests the mid-renew price is likely in our current policy environment. This shows that prices will be lower than BAU, with a PPA.



This proposal would bring certainty for a longer period of time, and with a large group of councils, should attract a better price than council alone.

CONCLUSION:

The report outlines an opportunity to participate in a PPA for renewable energy. It is recommended that council agree to participate in the tender process for 100% of our electricity supply.

The PPA arrangement would minimise greenhouse gas emissions and reduce costs to electricity (based on the business case).

39 local councils, including Central Goldfields Shire, participated in the development of the business case. It is likely all 39 Councils and potentially some more, will participate in the PPA. This presents an opportunity to be part of a large group purchase of renewable energy. If Council does not participate this opportunity is not likely to come again in the medium term.

The governance and procurement of the project has been handed to the Municipal Association of Victoria, and there is little risk to Council through the tender and procurement process with this expertise advising the process.

ATTACHMENTS:

1. Invitation to participate in the PPA

RECOMMENDATION:

That Council:

1. *Agree to purchase 100% of its electricity as 100% renewable energy through a Power Purchase Agreement with other Victorian local councils;*
2. *Approve the CEO to sign documents to participate in the tender process for the Power Purchase Agreement.*

19 June 2019



Dear Colleagues,

Re: Invitation – Local Government Power Purchasing Agreement (LG PPA) Project

On behalf of the 38 other participating members of the buyers group, Darebin City Council would like to invite all Victorian councils to join one of the most exciting renewable energy projects in the country- the Local Government Power Purchase Agreement (LG PPA) Project.

Through the collective efforts of the group, the project recently delivered a detailed business case, investigating the potential of a new retail electricity contract that supplies renewable energy.

Darebin is pleased to report that the business case confirms that the group is well placed to drive down electricity costs, while taking action on climate change by switching to 100% renewable energy. Our collective buying power could also deliver significant socio-economic benefits to regional Victoria – by initiating the establishment of a new renewable energy facility or facilities.

The group have agreed to capitalise on this opportunity and progress the project to tender stage. In doing so, the project will be working with a procurement partner, the Municipal Association of Victoria (MAV) to bring the project to market.

The tender will cover the following electricity contract categories and participating councils may elect to nominate all or selected NMI from each category:

- Large Buildings and Facilities (> 160 MWh p.a.)
- Small tariff sites (< 160 MWh p.a.)
- Unmetered Street Lighting
- Large Generation Certificates (LGCs)

Darebin would like to invite your council to join this sector-leading project. To confirm your participation, the Letter of Agency (Attachment B) appointing the MAV as your agent for this initiative in accordance with section 186 of the Local Government Act 1989, will need to be signed and returned by **Friday 09 August 2019**.

For existing Councils, detailed project documentation has already been made available. For other Councils considering joining the group, documentation can be accessed by registering your interest at www.victoriangreenhousealliances.org/ppa

There will be up-front costs to Council including to cover the cost of procurement and which are outlined in Attachment A.

If you have any queries relating to the attached information, please contact the LG PPA project manager, Hugh Butcher on hugh.butcher@darebin.vic.gov.au or 8470 8514.

Yours sincerely

Rachel Ollivier
General Manager City Sustainability and Strategy
Darebin City Council

Darebin City Council
ABN 75 815 980 522

Postal Address
PO Box 91
Preston VIC 3072
T 03 8470 8888
darebin.vic.gov.au

National Relay Service
TTY dial 133 677
or Speak & Listen
1300 555 727 or
iprelay.com.au
then enter
03 8470 8888

Speak your language
T 03 8470 8470
العربية
繁體中文
Ελληνικά
हिंदी
Italiano
Македонски
Soomalii
Tiếng Việt

Local Government Power Purchase Agreement

Offer Summary

Overview

The first phase of Local Government Power Purchase Agreement (LG PPA) Project *'The Project'* has recently concluded and has delivered the following key outputs:

- business case report, investigating the value proposition of a retail PPA for power and renewable energy
- Commercial services report, assessing the required procurement, governance and contract administration for the project

Overall, the results and findings of the first phase demonstrate there is considerable value in a retail aligned PPA for Buyers' Group. As such, the Buyers' Group (with Darebin City Council as the lead organisation) have decided to proceed to market for a new retail-PPA electricity agreement by a Request for Tender (RFT). The project's procurement partner, the Municipal Association of Victoria (MAV) will act as tendering agent on behalf of the Buyers' Group.

Future financial contributions

In line with previous stages, each Council will be required to contribute financially, to help cover various project costs, such as advisory services, media and promotions and procurement/tendering activities. A tiered contribution model has been established to maximise potential involvement from all Victorian councils in the market engagement process (based on *Know Your Council* [classifications](#)):

Category	Continuing Councils	New Councils
Metropolitan and Interface Councils	\$25,000 +GST	\$35,000 +GST
Regional City Councils	\$12,000 +GST	\$17,000 +GST
Large Shire Councils	\$4,000 +GST	\$5,500 +GST
Small Shire Councils	\$3,000 +GST	\$4,000 +GST

All contributions will be required to be paid to the lead organisation- Darebin City Council once the Buyers' Group composition has been determined for the future stages.

Proposed next steps

The key stages of the project along with anticipated timelines are as follows:

Tender Development	2 months- August – September
Tender Period	1 month- October
Tender Evaluation and Negotiation	2 months- November – December
Sign new contracts	1 week- January 2020

Registering your Council's interest

Only new Councils wishing to join the Buyers' Group need to register their interest. By doing so, each Council will be able to access more detailed information about the project including:

- Business Case Report- Completed by Energetics
- Commercial Report- completed by Landell Consulting
- Frequently Asked Questions – LG PPA Project
- Price Modelling Tool- For new Councils

New Councils can interest their interest at www.victoriangreenhousealliances.org/

Confirming involvement

Councils have until **COB Friday August 9, 2019** to confirm their commitment by signing and returning the Letter of Agency (Attachment B) issued by the MAV.

Further questions and assistance

The Executive Officers of the Victorian Greenhouse Alliances and the Project Manager are also available to answer questions.

Project Manager	Scott McKenry	David Meiklejohn
Hugh Butcher	Executive Officer	Executive Officer
Energy Projects Officer	Eastern Alliance for Greenhouse Action (EAGA)	Northern Alliance for Greenhouse Action (NAGA)
Darebin City Council	03 9298 4250	0422 458 690
8470 8514	scott.mckenry@maroondah.vic.gov.au	david@naga.org.au
Hugh.Butcher@darebin.vic.gov.au		
Fran MacDonald	Robert Law	Bronwyn Chapman
Executive Officer	Executive Officer	Executive Officer
Western Alliance for Greenhouse Action (WAGA)	Central Victorian Greenhouse Alliance (CVGA)	Goulburn Broken Greenhouse Alliance (GBGA)
03 9249 4864	0467 692 827	0402 912 303
FranM@brimbank.vic.gov.au	eo@cvga.org.au	eo@gbga.com.au
Dominique La Fontaine		
Executive Officer		
South East Councils Climate Change Alliance		
(SECCCA)		
03 9709 9210		
dlafontaine@seccca.org.au		



PARTICIPANT AGREEMENT TERMS & CONDITIONS

1. Appointment of Agent

As dated below, Council appoints the MAV to act as its agent on the terms and conditions set out in this letter.

2. Acceptance of Appointment

As from the Date of Appointment, the MAV agrees to act as your Council agent on the terms and conditions set out in this letter.

3. Scope of Agency

The parties acknowledge and agree that the scope of the MAV's agency will be to:

- (a) conduct a public tender for the procurement of providers for a Power Purchasing Agreement (PPA) as nominated in Attachment A;
- (b) act as agent in conducting the procurement and tendering process to select suppliers of PPA Services on behalf of Councils;
- (c) assess, negotiate, make recommendations to Council with the input and advice of Council;
- (d) not enter into and execute Agreements on behalf of Councils without Council's express permission;
- (e) manage the ongoing relationship between Council and the suppliers; and
- (f) do all other things and act as necessary on behalf of Council to give effect to the collaborative procurement of the PPA Contracts and Associated Services.

4. Council acknowledgement

Council acknowledges and agrees to the following:

- (a) The project is seeking to deliver on the following principles and drivers:
 - (i) Take action on climate change- by switching to renewable energy
 - (ii) Deliver financial savings and long-term certainty- through stabilising energy prices and fixing lower retail prices
 - (iii) Economies of scale- improving the value proposition through aggregation and working together as a buyers' group
- (b) The tender will be seeking a PPA retail agreement(s) for both power and green benefits in the form of Largescale Generation Certificates (LGCs) at a minimum of a 1:1 basis. (Councils wishing to purchase LGCs beyond this amount need to specify this in Attachment A)
- (c) Committed volume arrangement- that this tender is a committed volume arrangement and as such understand:
 - (i) the historical annual usage volumes provided by council or obtained via their current retailers will form part of the committed aggregated volumes forming the basis of this collaborative request for tender;
 - (ii) that signing the Authority to Proceed contained in Attachment A commits council to participate in the tender process and accept the outcomes of the resulting request for tender.
- (d) Contract length- any retail electricity contract(s) that are established as a result of this process could be from five (5) and up to ten (10) years in length.

- (e) Due to long term uncertainty of energy markets, the agreed prices that form part of any contract may not provide direct long term financial benefit across the contract term, despite value for money principles being applied and met.
- (f) Value for money principles will be applied to this procurement activity taking into accounts both costs and non-cost factors including:
 - (i) advancing the Council's priorities
 - (ii) Fitness for purpose
 - (iii) Quality
 - (iv) Service and support
- (g) One or multiple retail supply contracts- each account category type (large, small and unmetered accounts) will be assessed independently, which may result in a single or multiple retailer arrangement.



Attachment A

Renewable Energy Power Purchase Agreement (RFT Number 1617)

By signing a copy of this correspondence, _____ Council hereby accepts the terms and conditions outlined in this letter and acknowledges and agrees that it has agreed to appoint MAV as its agent.

I also confirm that I have the authority within my Council to appoint the MAV to act as the agent for the purpose of the collaborative procurement of PPA Contracts and Associated Services.

This letter also authorises the MAV or its agent to seek data and information from our current retailer(s) regarding electricity purchases.

	# NMLs	Retailer	MWh/Yr	Contract expiry date	% of LGCs^
Large Market (> 160 MWh p.a.)					
Small Market (< 160 MWh p.a.)					
Streetlighting					
Total					

^ Default percentage is 100% and will be applied unless Councils nominate a higher proportion.

X _____

Signed for and on behalf of _____ Council by its authorised representative

Name: _____ Position: _____

Dated (dd/mm/yy)

Council Contacts for Tender:

Primary Contact

Secondary Contact

Name: _____

Phone: _____

Position: _____

Email: _____

Please return this form via email to procurement@mav.asn.au by COB Friday 09 August 2019.



Attachment B - Process & Tender Parameters

Renewable Energy Power Purchase Agreement (RFT Number 1617)

Objective

Establish a renewable electricity supply and service to councils.

Compliance and Expertise

The process to be conducted in accordance with section 186 of the Local Government Act, 1989. MAV will work with the Buyers' Group, the nominated lead organisation (Darebin City Council) and external advisors (where relevant) to assist with the technical aspects of this project.

Timing and Stages

MAV will go to market to enable contracts to be in place for commencement 01 July 2020 or at the end of your current electricity contract expiry. If the event that a bridging contract is necessary, MAV will assess any such proposal according to the value presented to the affected members of the project and the Buyers' Group as a whole.

Stage	Task	Action	Latest
1	Council acceptance to participate (By site category)		
2	Confirm site lists and compile council data profiles		
3	Prepare tender documents (All site categories) with Steering Committee contribution.		
4	RFT Steering Committee to approve RFT and Tender Evaluation Plan documents		
5	Tender advertised (All site categories)		
6	Tender issued (All site categories)		
7	Tender received		
8	Tender evaluation		
9	Recommendations to Tender Evaluation Panel (TEP) for preferred provider(s)		
10	Contract negotiations with preferred provider(s)		
11	Evaluation and recommendations to TEP		
12	TEP acceptance of RFT Recommendation Report		
12	Proceed to contract		
13	Both parties sign contracts		

NB:

- (A) Timing to be set by based on market conditions
- (B) Any obvious errors identified. Individual councils can be reviewed
- (C) Actual transfer dates will depend on existing contract expiry dates

Pricing Parameters

In addition to the other agreed tender specifications, the MAV will only award a contract with a supplier(s) if the preferred tender meets the following pricing parameters:

The Net Present Cost impact over the life of the contract is no more than Business as Usual whereby:

Business as Usual= Power costs + LGC compliance costs (20%)+ Voluntary LGC costs (80%) under a mid-renewables scenario as specified in the **LG PPA Business Case Report**.

Evaluation and Recommendation

The evaluation process will be conducted by MAV in conjunction with the project's energy advisors, as well as the nominated Tender Evaluation Panel. The process will result in a summary report being forwarded to all participating councils prior to announcing an outcome. MAV will oversee the probity of the process. The project's steering committee will review and accept / reject the tender recommendation on behalf of all participating councils.

8.6 PLANNING APPLICATION 158/17 – CONSTRUCTION OF A SECOND DWELLING ON A LOT AT 105 NESBET ROAD, MAJORCA

Author: Planner

Responsible Officer: General Manager, Infrastructure Assets and Planning

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE:

Council has received a planning permit application for the construction of a second dwelling on a lot at 105 Nesbet Road, Majorca.

Public notice of the application has been given and no objections received.

Officers' assessment of the application is that the proposal should not be supported (refused).

The proposed use and development is not compatible with the relevant scheme provisions, and the adjoining and nearby land uses, and would result in an undesirable planning outcome particularly in relation to environmental issues and design and siting issues.

A Council determination is sought for the application; this report recommends that a Notice of Refusal to grant a planning permit be issued.

POLICY CONTEXT:

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Economy

Outcome: A vibrant local economy which contributes to the municipality's economic prosperity

2.3 Objective: Promote Central Goldfields as a place of choice to live, work and play

BACKGROUND INFORMATION:

Based on Council's building records, it appears that construction of the existing dwelling and garage on the lot commenced in 2006 and the Occupancy Certificate issued 11 January 2018. Further, it appears that construction of a new, second dwelling probably commenced in or about 2011.

A letter to the applicant from Council's Municipal Building Surveyor dated 26 April 2017, noted the land owner needed a planning permit for the buildings and works.

Subsequently, this planning permit application was submitted to Council on or about 11 December 2017.

REPORT:

Proposal

The application is to construct a second dwelling on a lot, or as the planning permit application states,

Building of a studio for host farm and accommodation for prospective clients visiting the horse stud.

While the planning permit application states that the proposal is to construct a 'studio' on the property, both the description in the text and the drawings provided with the application indicate that the proposed development is more accurately described as a dwelling. Since a dwelling is already constructed on the property the proposed development is characterised as a second dwelling on a lot, which is a Section 2 Use (Permit required).

The drawings provided with the application show:

- An existing 'A frame' building comprising two levels with a bedroom at ground level and a loft at the higher level; and
- A rectangular skillion roof section immediately adjacent to the 'A frame' section, rising to two levels. The ground level comprises kitchen/ dining area and WC/ shower and vanity basin with passage connection to the 'A frame' section.
- The footprint of the proposed construction is about 20m² for the A frame section and about 28 m² for the skillion roof section, providing a total footprint of about 48 m² for the proposed development.
- The overall height of the proposed building is about 5m above natural ground level.
- The proposed studio is located about 50m – 60m west of the existing dwelling within an expansive area of woodland on the 12 ha lot.

Site and Surrounds

The site is located to the south of Majorca. The surrounding landscape comprises a mixture of cleared farming land and expansive areas of woodland. The terrain is gently sloping with areas of woodland and grassland to the north, north-west and south-west of the site. The shape of the site is irregular and has a total area of 12 ha. A copy of the aerial photograph of the site is attached to this report, (**see Attachment 1**).

Current developments on the site include a dwelling and attached garages. The house site slopes gently to the north-east on a two degree to four degree downslope to a west sloping-in drainage line in the central part of the site.

The central part of the site is grassland with scattered trees and the southern section of the site is mostly covered in managed woodland around the dwelling. As can be seen in the aerial photograph, the land to the south west of Nesbet Road is Crown land and heavily vegetated.

Access to the subject site is via the local unsealed road network and reticulated power is connected to the property.

The subject site is zoned Rural Living Zone (RLZ) and the lands adjacent to the subject site are zoned either Rural Living Zone (RLZ) or Public Conservation and Recreation Zone (PCRZ), being Crown Land and part of Eglington State Forest.

Planning Scheme Provisions

Council must take into consideration the Planning Policy Framework (PPF) and the Local Planning Policy Framework (LPPF) including the Municipal Strategic Statement (MSS).

State Planning Policy Framework

Clause 13.02-1S – Bushfire Planning

This policy must be applied to all planning and decision making under the Planning and Environment Act 1987 relating to land that is:

- *Within a designated bushfire prone area;*
- *Subject to a Bushfire Management Overlay; or*
- *Proposed to be used or developed in a way that may create a bushfire hazard.*

(The subject land is located within a Bushfire Management Overlay).

The objective is 'To strengthen the resilience of settlements and communities to bushfire through risk-based planning that prioritises the protection of human life'. The strategies include the following related to bushfire hazard identification and assessment:

- *Consulting with emergency management agencies and the relevant fire authority early in the process to receive their recommendations and implement appropriate bushfire protection measures.*
- *Ensuring that strategic planning documents, planning scheme amendments, planning permit applications and development plan approvals properly assess bushfire risk and include appropriate bushfire protection measures.*

Clause 12.01-2S – Native Vegetation Management

The objective of this clause is, 'To ensure that there is no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation'. Strategies to meet this objective include:

Ensure decisions that involve, or will lead to, the removal, destruction or lopping of native vegetation, apply the three-step approach in accordance with the Guidelines for the removal, destruction or lopping of native vegetation (Department of Environment, Land, Water and Planning, 2017):

- *Avoid the removal, destruction or lopping of native vegetation.*
- *Minimise impacts from the removal, destruction or lopping of native vegetation that cannot be avoided.*
- *Provide an offset to compensate for the biodiversity impact from the removal, destruction or lopping of native vegetation.*

Local Planning Policy Framework

Clause 21.06 – Residential Development

This policy sets out the policy guiding residential development in the municipality and identifies the following issues which relevant to this application:

- *Opportunities available for consolidation of urban areas in Dunolly, Carisbrook and Talbot with reticulated sewerage proposed by 2001. Low density residential and rural living development needs to address locational criteria such as proximity to urban areas, capability of land to support development.*

Moreover, it sets out the following objectives which guide residential development:

- *Provide a range of opportunities for low density residential and rural residential living in areas which do not conflict with environmental and agricultural objectives and to which infrastructure can be supplied in a cost-effective way.*

The following strategies are provided to achieve the above objective:

- *Limit future low density residential development at the periphery of Maryborough, Carisbrook, Dunolly, Majorca and Timor to locations that can be economically and efficiently provided with water, electricity and good road access.*
- *Undertake a review of land zoned Low Density Residential and Rural Living as part of the first review of the planning scheme.*
- *Ensure that land capability supports proposals for new low density and rural residential development.*

It is not considered that the proposal for a second dwelling on a lot in the Rural Living Zone is consistent with the above strategies and thus will not contribute towards the achievement of the above objective. The subject site is located a significant distance from Majorca, being over 2 kilometres from the edge of the township and 3 kilometres from the town centre. As such, given the subject site is located well beyond the boundaries of the township the proposal is not in accordance with the above strategy which directs that future residential development should be located at the periphery of Majorca.

The above objective is to provide opportunities for low density residential and rural residential areas in the vicinity of the established townships in the municipality. Whilst a single dwelling on a lot, if properly sited and designed, would accord with this objective, a second dwelling on a lot cannot be said to accord with the 'low density' character which the above objective seeks to establish.

As such, it is not considered that the proposed use of the land for a second dwelling is consistent with the strategies nor does it contribute towards the achievement of the objectives of Clause 21.06 of the Local Planning Policy Framework.

Clause 21.09 – Protection of Land and Water Resources

This policy identifies the following issues:

- *Retention of native vegetation and establishment of links to larger blocks of remnant vegetation is identified as a high priority for the Goldfields Bioregion in both the North Central Vegetation Strategy and the Victorian Biodiversity Strategy.*

- *Box ironbark forests in the shire are a major environmental asset and resource. Of particular concern is the loss of flora and fauna habitats in these forests and across the landscape, particularly on freehold land.*

Clause 22.02 – Box Ironbark Forests

This local policy requires the exercise of discretion as indicated below:

Where a permit is required for use or development, it is policy to:

- *Require development proposals that include removal of remnant vegetation to submit an environmental management plan as part of planning permit application. The plan must clearly indicate the area and quality of vegetation that is proposed to be removed and must demonstrate the following:*
 - *replacement planting of approved species so that there will be no net loss of vegetation.*
 - *consistency with the North Central Catchment Management Authority's Vegetation Strategy.*
- *Seek comments, where appropriate, from the Department of Natural Resources and Environment and the North Central Catchment Management Authority.*

Zones and overlays

Zone

Clause 35.03 Rural Living Zone

The land is located within the Rural Living Zone which includes as a statement of purposes (among other things):

To implement the Municipal Planning Strategy and the Planning Policy Framework.

To protect and enhance the natural resources, biodiversity and landscape heritage values of the area.

The zone sets out the use of the land for a dwelling as a Section 1 use (no permit required) provided the dwelling is the only dwelling on the land. As this proposal is for a second dwelling on the same land, a permit is required.

The relevant Decision Guidelines of this zone among the environmental issues, (among other things) include:

- *The impact of the use or development on the flora, fauna and landscape features of the locality.*
- *The need to protect and enhance the biodiversity of the area, including the need to retain vegetation and faunal habitat and the need to revegetate land including riparian buffers along waterways, gullies, ridgelines, property boundaries and saline discharge and recharge area.*
- *The location of on-site effluent disposal areas to minimise the impact of nutrient loads on waterways and native vegetation.*

Given the purpose of the zone is to implement the Municipal Planning Strategy and Planning Policy Framework, and given the proposal does not accord with the specific residential policy set out in the Planning Policy Framework at Clause 21.06, the proposal is not considered to be consistent with the purpose of the zone.

Overlays

Clause 44.01 - Erosion Management Overlay

One of the stated purposes of this overlay is:

- *To protect areas prone to erosion, landslip or other land degradation processes, by minimising land disturbance and inappropriate development.*

At Clause 44.01-2 (Buildings and works), 'A permit is required to construct a building or construct or carry out works.'

At Clause 44.01-3 (Vegetation removal), 'A permit is required to remove, destroy or lop any vegetation.'

Two of the Decision Guidelines of this clause (among others), are:

- *Whether the removal of vegetation will increase the possibility of erosion, the susceptibility to landslip or other land degradation processes, and whether such removal is consistent with sustainable land management.*
- *The need to remove, destroy or lop vegetation to create defensible space to reduce the risk of bushfire to life and property.*

Clause 44.02 – Salinity Management Overlay

One of the purposes of this clause (among others) is:

- *To ensure development is compatible with site capability and the retention of vegetation, and complies with the objectives of any salinity management plan for the area.*

At Clause 44.02-2 (Buildings and works), 'A permit is required to construct a building or construct or carry out works.'

At Clause 44.02-4 (Removal of vegetation), 'A permit is required to remove, destroy or lop any vegetation.'

Clause 44.06 – Bushfire Management Overlay

At Clause 44.06-2 (Permit requirement) (Buildings and works), a permit is required to construct a building or construct or carry out works associated with the use of the land for accommodation (including the use of the land for a dwelling or dwellings).

Particular Provisions

Clause 52.12-5 - Exemption to create defensible space for a dwelling approved under Clause 44.06 of this planning scheme

This clause allows as of right tree removal around a dwelling.

Clause 53.02-3 – Dwellings in existing settlements – Bushfire protection objective

This clause specifies bushfire design and construction measures for a single dwelling or alteration and extension to an existing dwelling that reduces the risk to life and property to an acceptable level. In addition, this clause sets out a range of approved measures deemed to be acceptable under prescribed conditions.

General Provisions

Clause 65 - Decision Guidelines

This clause states that:

- *Because a permit can be granted does not imply that a permit should or will be granted. The responsible authority must decide whether the proposal will produce acceptable outcomes in terms of the decision guidelines of this clause.*

Assessment of Application

Since a dwelling is already established on the property the required provision of services, namely road access, power, reticulated water or alternative and reticulated sewerage or alternative, are available.

Despite the provision of services on site, the intensification of the use of the land for a second dwelling is not consistent with the purpose of the Rural Living Zone nor the strategies guiding residential development in the Local Planning Policy Framework, and it will not contribute towards the achievement of the relevant residential development objectives of the Local Planning Policy Framework (LPPF).

Council's Municipal Strategic Statement (MSS) (Clause 21.06) notes that rural living development needs to address locational criteria such as proximity to urban areas, and capability of land to support development. Council's Strategic Statement also notes that a review of land zoned Low Density Residential and Rural Living is needed as part of the first review of the planning scheme. This is because of the locational issues of some of the land.

The site is not located near a township; an intensification of residential uses on the land is not supported in Council's policy.

As can be seen on the aerial photograph in Appendix 1, the major part of the property is cleared grazing land. The existing dwelling is located at the interface of this cleared land and the woodland area to the western boundary of the property. The proposed site for the development is located to the west of the existing dwelling virtually in the centre of the woodland area.

As shown in the PPF detailed above, the provisions at Clause 12.01-2S (Native Vegetation Management), require that decisions that involve, or will lead to, the removal, destruction or lopping of native vegetation, apply the three-step approach to 'avoid, minimise or compensate' should native vegetation removal be contemplated. It is clear that in this instance, there is

ample cleared ground on the property to locate a new building where no native vegetation would need to be removed.

Consequently, the Department of Environment, Land, Water and Planning (DELWP) made the following comments in relation to the defendable space for the required bushfire planning and onsite wastewater management as follows:

Defendable Space

The Minister for Energy, Environment and Climate Change as the 'owner' of the Crown land, for the purposes of the Planning and Environment Act 1987, has not allowed, and remains opposed to, the use of the Crown land for the provision of fire protection measures, or otherwise, to facilitate development under the planning provisions. The Minister for Energy, Environment and Climate Change and DELWP consider that it is not appropriate to manage risk created on private land using Crown land for defendable space. The department does not guarantee that fuel level on the adjoining Crown land would be maintained at a particular level in perpetuity, therefore Alternative Measure 3.3 under clause 52.47 cannot apply.

Onsite Wastewater Management

Effluent disposal is to comply with the Code of Practice: Onsite Wastewater Management Publication number 891.3 February 2013 (EPA). Soils, topography and the relationship to dams and the creek need to be considered when siting the location of the effluent disposal field.

It is not appropriate to locate effluent disposal fields in native vegetation areas. Vegetation will need to be cleared to construct the trenches and the high nutrient levels of the effluent will adversely affect surrounding vegetation.

The new building is proposed to be located in the woodland section of the property towards the western boundary that is within about 50m of a part of the heavily vegetated Eglington State Forest to the west of Nesbet Road. This proposed siting of the new dwelling has compromised the bushfire planning for this proposal as indicated by the above comments by DELWP.

Although the Bushfire Management Statement (BMS) has been revised by the applicant's consultant, the additional measures specified in that plan to meet specified protection levels and construction standards appears excessive. Notwithstanding that the required protection levels may be achieved by higher levels of maintenance and more extensive tree clearing the extent of tree clearing is not specified. An additional risk is that the higher maintenance levels may not be adhered to in the future.

Finally, once the planning permit for the new dwelling is issued, the applicant may rely on the exemption provisions of Clause 52.12-5 (Exemption to create defendable space for a dwelling under Clause 44.06 of this planning scheme) as detailed above. This formally removes any permit requirements for native vegetation removal to an unknown extent, and effectively becomes *carte blanche* to remove native vegetation, within the defendable space identified in the BMS submitted with the application, perhaps to the title boundary. A copy of the Bushfire Management Plan is appended to this report (see Attachment 2).

As such, notwithstanding the aforementioned issues with the proposed use of the land, it is not appropriate that the proposed location within the wooded area of the subject site be supported given the availability of already cleared land on site.

Referrals

The proposed development was referred to DELWP, Country Fire Authority (CFA) and Council's Engineering Department. Further advice was taken from Council's Environmental Health Officer (EHO) during assessment of the application.

The formal response from DELWP is as follows:

Response

As a determining referral authority, the Department of Environment, Land, Water and Planning does not object to the permit being granted, provided that the following conditions are included on the permit:

1. All earthworks are to be designed and constructed to avoid soil erosion. All fill is to be compacted, and batters are to be topsoiled and revegetated. All drainage is to be diverted around the disturbed areas. Drainage from benched areas, batters and access tracks is to be diverted on non-scouring grades to stable vegetated areas. Several drainage points are to be used to avoid concentration of drainage water.

As an adjoining owner, the Department of Environment, Land, Water and Planning does not object to the permit being granted, but requests that the following conditions be included on the permit:

2. The endorsed Bushfire Management Plan must not include any adjoining Crown land within the approved defendable space area.

Should a planning permit be issued, Council's Engineering Department provided a range of standard requirements relating to access, drainage, landscaping, asset protection and sediment control.

Likewise should a planning permit be issue, the CFA required the following:

CFA acting as a Referral Authority pursuant to Section 55 of the Planning and Environment Act, 1987 has considered and does not object to the granting of a permit for the above proposal subject to –

- Any mandatory conditions specified within the planning scheme; and*
- The following conditions being included on any planning permit that may be issued.*

– Start of conditions –

1. Bushfire Management Plan

The Bushfire Management Plan included the Bushfire Management Statement Version C (Reference no. 18-481) prepared by Regional Planning and Design dated 8/02/2019 must be endorsed to form part of the permit and must not be altered unless otherwise agreed in writing by the CFA and the Responsible Authority.

– End of conditions

CONSULTATION/COMMUNICATION:

The proposal was advertised by sending letters to adjoining landowners and placing a notice in a local newspaper. No objections have been received by Council to date.

FINANCIAL & RESOURCE IMPLICATIONS:

The application has been assessed by council staff.

If the applicant were to appeal any decision that council makes there would be the cost of a VCAT hearing. This could be accommodated by existing staff resources.

CONCLUSION:

As demonstrated above, the proposed use of the land for a second dwelling does not accord with the policy guiding residential development as set out in the LPPF given the location of the subject site is a considerable distance from the township of Majorca and given this proposal is for a second dwelling on a lot which is not characteristic of 'low density' nor 'rural' residential settings.

Furthermore, given that provisions of the PPF and LPPF, the relevant zone and overlays all reference the importance of retaining native vegetation and that there is ample cleared ground on the property in which to locate a new dwelling (notwithstanding the above issues related to the use of the land for a second dwelling), this proposal is not considered to be an acceptable planning outcome.

It is recommended that Council should issue a Notice of Decision to refuse the planning permit application.

ATTACHMENTS:

1. Aerial photograph of the subject site
2. Bushfire Management Plan

RECOMMENDATION:

1. *That Council issue a Notice of Decision to refuse planning permit application PA 158/17 to construct a second dwelling on a lot at 105 Nesbet Road, Majorca based on the following grounds:*
 - a) *The use of the land for a second dwelling is not consistent with the purpose of the Rural Living Zone nor the strategies guiding residential development in the Local Planning Policy Framework, and it will not contribute towards the achievement of the relevant residential development objectives of the Local Planning Policy Framework.*
 - b) *The site is not located near a township and an intensification of residential uses on the land is not supported in Council's policy at Clause 21.06.*
 - c) *The location of the proposed second dwelling is not an appropriate location of an effluent disposal field and may result in detriment to the surrounding vegetation.*
 - d) *The proposal may lead to excessive and unnecessary vegetation and tree removal due to the exemption provided under Clause 52.12-5 relating to bushfire management.*



Figure 4 Existing Conditions Air Photo

Schedule of Bushfire Protection Measures

Inner Defendable Space

The area of inner defendable space is shown hatched. For a distance of 12 to 14 metres around the proposed building vegetation (and other flammable materials) will be modified and managed in accordance with the following requirements:

- Grass must be short cropped and maintained during the declared fire danger period.
- All leaves and vegetation debris must be removed at regular intervals during the declared fire danger period.
- Within 10 metres of a building, flammable objects must not be located close to the vulnerable parts of the building.
- Plants greater than 10 centimetres in height must not be placed within 3m of a window or glass feature of the building.
- Shrubs must not be located under the canopy of trees.
- Individual and clumps of shrubs must not exceed 5 sq. metres in area and must be separated by at least 5 metres.
- Trees must not overhang or touch any elements of the building.
- The canopy of trees must be separated by at least 5 metres.
- There must be a clearance of at least 2 metres between the lowest tree branches and ground level.

Outer Defendable Space

The area shown hatched on the plan will be managed to the following standards

Grass will be no more than 50mm high

Leaf litter will be no more than 10mm deep

There will be no elevated fuel or the near surface fuels

Construction standards

The unit will be designed and constructed a minimum Bushfire Attack Level of (BAL) 12.5.

Water supply

The tank shown on the plan will hold 10 000 litres of effective water supply for fire fighting purposes which meets the following requirements:

- Is stored in an above ground water tank constructed of concrete or metal.
- All fixed above-ground water pipes and fittings required for fire fighting purposes must be made of corrosive resistant metal.
- Provide a separate outlet for occupant use
- The water supply must also
- Incorporate a ball or gate valve (British Standard Pipe (BSP) 65mm) and coupling (64 mm CFA 3 thread per inch male fitting).
- The outlet/s of the water tank must be within 4m of the access way and 60m of all parts of the dwelling and be unobstructed.
- Be readily identifiable from the building or appropriate identification signage to the satisfaction of CFA must be provided.
- Any pipework and fittings must be a minimum of 65 mm (excluding the CFA coupling).

Access

The driveway shown on the plan will provide access for trucks for fire fighting purposes which meets the following requirements:

- A load limit of at least 15 tonnes.
- Curves must have a minimum inner radius of 10m.
- The average grade must be no more than 1 in 7 (14.4 per cent) (8.1 degrees) with a maximum of no more than 1 in 5 (20 per cent) (11.3 degrees) for no more than 50m.
- Have a minimum trafficable width of 3.5m of all weather construction.
- Be clear of encroachments for at least 0.5m on each side and 4m above the access way.
- Dips must have no more than a 1 in 8 (12.5 per cent) (7.1 degrees) entry and exit angle.
- A turning area will be provided for fire fighting vehicles close to the building by one of the following:
- A turning circle with a minimum radius of eight metres.

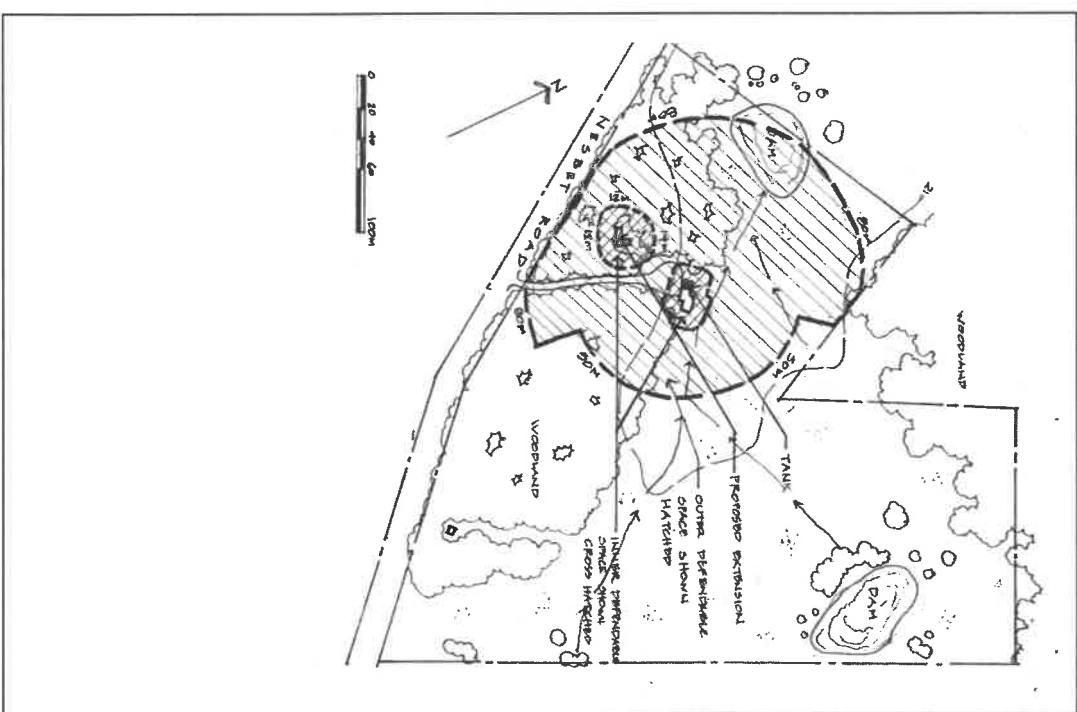


FIGURE 8 BUSHFIRE MANAGEMENT PLAN

8.7 PROCUREMENT SPEND THRESHOLD TABLE CORRECTION

Author: Manager Governance Property and Risk

Responsible Officer: General Manager Corporate Performance

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE:

At its Meeting on 25 June 2019 Council adopted the updated Procurement Policy. The Spend Threshold Table which was in the Procurement Policy presented to Council was not the correct table.

The Procurement Policy with the correct Spend Threshold Table is now being presented to Council for adoption to correct this error.

POLICY CONTEXT:

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

Outcome: Central Goldfields Shire is a proactive, well governed and financially sustainable organisation

4.1 Objective: Ensure the financial sustainability of Council through efficient and effective delivery of services

BACKGROUND INFORMATION:

At its Meeting on 25 June 2019 Council adopted the updated Procurement Policy. The Spend Threshold Table which was in the Procurement Policy presented to Council was not the intended Spend Threshold Table.

REPORT:

During the review of the Procurement Policy, an amended spend threshold table was proposed. The final recommendation to Council was to retain the threshold table without amendment. The Procurement Policy presented for adoption included the amended spend threshold table.

Spend Threshold Table for inclusion in the 2019 Procurement Policy

Range or total value of goods/services or works	Minimum Procurement Action	Management Requirement
\$0-\$4,999	At least one verbal quote	Purchase order to be raised at time of ordering
\$5,000-\$9,999	At least three verbal quotes	Purchase order to be raised at time of ordering
*\$10,000-\$59,999	Selective or Public Quotation in eprocure	Requirement to be raised in eBMS
*\$60,000-\$149,999	Selective or Public Tender in eprocure	Requirement to be raised in eBMS
**\$150,000 -	Public tender in eprocure	Requirement to be raised in eBMS

CONSULTATION/COMMUNICATION:

All staff will be notified of the correction to the Spend Threshold Table.

Training will be provided to staff to ensure that the Procurement Policy is understood and consistently applied throughout the organisation.

FINANCIAL & RESOURCE IMPLICATIONS:

There are no financial or resource implications in relation to the updating of the Procurement Policy. The Policy does not allocate Council's resources or set its financial delegations, but ensures that Council's resources are used in an efficient, transparent manner.

CONCLUSION:

The incorrect Spend Threshold Table was presented to Council as part of the Procurement Policy update in 25 June 2019. The correct Spend Threshold Table is now presented to Council for adoption.

ATTACHMENTS:

1. Procurement Policy

RECOMMENDATION:

That Council adopt the updated Procurement Policy.



Procurement Policy

22 NOLAN STREET
MARYBOROUGH VIC 3465

DOCUMENT CONTROL

Policy Name	Procurement Policy
Policy Number	2.35
Responsible Business Unit	Governance Property & Risk
File Location	Categories - Policies Procurement Doc ID 12544
Document Status	Draft
Version	12
Version Date	2nd April 2018
Next Review Date	June 2020

DOCUMENT HISTORY

	Version	Date	Author
Initial Draft	10	10 April 2018	Graeme Gilmore, Procurement Manager
Final Draft	11	24 April 2018	Graeme Gilmore, Procurement Manager
Approved			
Review Draft			
Review Final			
Approved	11	24 April 2018	Adopted by Council
Review Draft	12	28 April 2019	Graeme Gilmore Senior Procurement Officer

Contents

1.	Purpose	3
2.	Background	3
3.	Policy Statement	3
4.	Definitions	4
5.	Policy	5
	5.1 Procurement Thresholds & Competition	5
	5.2 Policy provisions.....	7
	5.3 Delegations.....	8
	5.4 Strategic Procurement.....	9
	5.5 Probity Requirements.....	9
	5.6 Risk Mangement.....	11
	5.7 Internal Control.....	13
	5.8 Procurement Methods.....	13
6.	Corporate and Social responsibility	15
7.	Charter of Human Rights and Responsibilities Victoria	17
8.	Related Documents and references.....	18

1. Purpose

The purpose of this Policy is to:

- establish a procurement framework for Central Goldfields Shire Council (Council) to achieve value for money and continuous improvement in the provision of goods, services, and works for Council and the community;
- achieve a level of high standards in probity, transparency, accountability and risk management in all procurement activities;
- achieve compliance with relevant legislative requirements;
- encourage and promote the use of local businesses;
- identify social procurement opportunities with local social enterprises and other relevant parties;
- ensure that Council resources are used efficiently and effectively to improve the overall quality of life of people in the local community;
- achieve Best Practice in accordance with the Victorian Local Government Best Practice Procurement Guidelines; and
- identify opportunities to facilitate or participate in collaborative procurement initiatives.

2. Background

This Policy represents the governance, principles, processes and procedures to be applied to the purchase of all goods, services and works by Council. This Policy applies to Councillors, Council staff, and any persons undertaking procurement on Council's behalf. Council staff includes full-time, part-time, and temporary employees, as well as contractors and consultants while engaged by Council.

The aforementioned persons will be responsible and accountable for compliance with all relevant Federal and State Government legislation, regulations and guidelines, this Procurement Policy and any associated Procurement Manual or Guidelines.

3. Policy Statement

This Policy is made under Section 186A of the Local Government Act 1989 ("the Act"). This section of the Act requires Council to prepare, approve and comply with a procurement policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by Council.

4. Definitions

In this Policy the following definitions apply:

“the Act” means the Local Government Act 1989 (Vic.);

“Commercial-in-confidence” means information that if released may prejudice the business dealings of a party e.g. prices, discounts, rebates, profits, methodologies and process information;

“Contract” means an agreement between two or more authorised persons, on behalf of their organisations, to perform a specific act/s that is/are enforceable by law. A contract may be verbal, written or inferred by conduct;

“Contract Manager” means the person nominated by Council to manage the day-to-day matters of the contract;

“Contract Management” means the process that ensures both parties to an agreement fully meet their obligations and responsibilities in accordance the contract;

“Council Officer” or “Council staff” means any full or part time staff member of Council including temporary employees;

“eBMS” means Council’s Procurement & Contract Management System;

“eprocare” means Council’s e-tender board

“Evaluation Criteria” means the criteria used to evaluate the compliance and/or relative ranking of the tender responses. All evaluation criteria must be clearly stated in the request documentation;

“Evaluation Panel” see Tender Panel below;

“Probity” means, honesty, integrity, proper and ethical conduct in Council dealings;

“Procurement” means the whole process of acquisition of external goods, services or works. This process encapsulates the whole of life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service or works contract;

“StraightBuy” means Council’s e-purchasing system;

“Sustainability” means activities that meet the needs of the present without compromising the ability of future generations to meet their needs;

“Tender Panel” means the group of Council Officers called together by the Contract Manager to participate in the tendering process. The Tender Panel is made up of the following: Contract Manager, relevant General Manager, Senior Procurement Officer, and any staff member with relevant experience. It may also include an independent expert.

General Manager participation is at their own discretion. The panel must contain at least three Council Officers. The Tender Panel becomes the **Evaluation Panel** when the tender closes;

“Tender process” means the process from the planning stages to the awarding of a contract. This includes the development of tender documentation, invitation to tender period, evaluation stage and recommendation of a preferred supplier/s;

“Value for Money” means that optimum combination of quantitative and qualitative components of a tender offer.

5. Policy

5.1 PROCUREMENT THRESHOLDS AND COMPETITION

5.1.1 Tenders

The thresholds prescribed by Section 186 of the Local Government Act for the purchase of all goods and services with an estimated expenditure greater than \$150,000 and building and construction works with an estimated expenditure greater than \$200,000 for the whole term of the Contract must be undertaken by a public tender process. These thresholds will apply to all tendering processes conducted by Council unless one of the nominated exemptions applies (e.g. Legal Services).

These thresholds will be amended in accordance with any future promulgations that may be initiated by the Victorian State Government.

A public tender process may be used for values less than \$150,000 if this will serve Council interests and produce a better outcome in the context of this Policy.

In the circumstance that a strong focus on local supply is required, an advertisement may be placed in one of the local news media that is distributed throughout the municipality.

Similarly there may be a requirement for national distribution. In both cases the Tender Panel will determine the best media channels to provide the best access to the marketplace.

All tenders will remain open for a minimum period of 21 days, unless approval from the CEO has been given for a shorter timeframe.

A minimum of three tenders must be requested by Council to constitute a competitive process, however if the market being tested is deemed to be of a specialist nature and the relevant industry is limited in suppliers and less than three tenders are received, Council may consider that a competitive process has been conducted and accept the submitted tenders.

Under no circumstance will late tenders or quotations be accepted by Council.

5.1.2 Tender Process

Council's tendering processes will:

- Comply with the procurement principles set out in this Policy;
- Utilise a pre-tender briefing if deemed beneficial;
- Involve Evaluations conducted in accordance with the methodology set out by the Tender Panel;
- Establish an Evaluation Panel to evaluate each tender against the evaluation criteria and its composition will be determined by Tender Panel;
- Have Tender Panels and Evaluation Panels which may include external personnel in order to ensure transparency of the process and/or professional knowledge to the panels;
- Be robust, systematic and unbiased;
- May include a weighting of up to 5% to be applied to local economic benefit;
- Allow the conduct of selected negotiations with a preferred tender in order to obtain the optimal solution and commercial arrangements, providing they remain within

the intent and scope of the tender. Such negotiations must be exhausted with one tenderer before beginning with another tenderer;

- Ensure Tender Evaluation Panels produce a report of their evaluation using the appropriate prescribed template;
- Ensure minutes of all meetings are produced by the chairperson of the Tender Evaluation Panel;
- Ensure that the chairperson maintains detailed records of all commercial-in-confidence negotiations, if any occur.

5.1.3 Quotations

The purchase of all goods, services and works with a value of less than the prescribed thresholds may be undertaken using Council's quotation procedures.

The amount of expenditure for a purchase will determine the process that must be followed during the procurement stage.

These processes are shown in the following table:

Spend threshold table

Range or total value of goods/services or works	Minimum Procurement Action	Management Requirement
\$0-\$4,999	At least one verbal quote	Purchase order to be raised at time of ordering
\$5,000-\$9,999	At least three verbal quotes	Purchase order to be raised at time of ordering
*\$10,000-\$59,999	Selective or Public Quotation in eprocure	Requirement to be raised in eBMS
*\$60,000-\$149,999	Selective or Public Tender in eprocure	Requirement to be raised in eBMS
**\$150,000 -	Public tender in eprocure	Requirement to be raised in eBMS
<p>Note:-</p> <p>All pricing is inclusive of GST;</p> <p>Exemptions to this table must be forwarded to the Procurement Unit who will obtain General Manager & CEO approval before any purchase is made.</p> <p>* Expression of Interest, Selective or Public Tendering can be considered, and a written scope or specification must be prepared. Consideration must be given to a Risk Analysis and a Strategic Procurement Plan</p> <p>** Expression of Interest, or Public Tendering. Consideration must be given to a Risk Analysis and a Strategic Procurement Plan.</p>		

5.1.4 Panel Contracts

In some cases a panel of contractors will be appointed, usually on an “annual supply” or a two year basis.

The standard documentation specifies that these contractors will not be guaranteed any work but that they may be called on at any time to supply services, goods or works. In these cases, the contractors may be engaged by:

- Using the schedule of rates submitted in their tender, or
- requesting quotations.

Panels have advantages in that:

- any expenditure with the contractor will comply with the legislative requirements
- a formal contract is in place
- contractors can be called upon at short notice.

Once a panel is established, care should be taken in relation to the engagement of the contractors on the panel.

Some aspects to consider are:

- which panel member can best provide the service
- if all members of the panel are offering a similar service, the contractor offering the lowest price may be the best option
- avoiding situations where, over the contract term, one or two members of the panel are allocated the majority of the work.

5.1.5 Agency Panel Contracts

Council has available various Agency Panel arrangements, i.e. Panel Contracts through Procurement Australia, MAV Procurement and the Victorian Government Purchasing Board. To ensure compliance, Council must engage the appropriate business rules of the Agency. To ensure this occurs, the use of Agency Panel arrangements must be conducted by Council's Procurement Unit.

5.2 POLICY PROVISIONS

5.2.1 Procurement principles

Council will apply the following fundamental best practice principles to each procurement activity irrespective of the value or complexity of that procurement:

- value for money;
- best value principles;
- open and fair competition;
- confidentiality;
- accountability;
- risk management;
- probity and transparency.

Consideration must be given to the whole of life cycle of an acquisition, from initial concept to the end of the useful life of that asset including its disposal.

5.2.2 Organisational procurement structure

Council operates a centre-led procurement structure wherein all strategy, policy, processes, technology, best practice, document control, processes and networking in procurement matters will be the responsibility of the Procurement Unit.

Council shall:

- establish a procurement management structure and appropriate delegations ensuring accountability, transparency and auditability of all procurement decisions made over the lifecycle of all goods, services and works purchased by Council;
- ensure that Council's procurement structure is flexible enough to purchase in a timely manner, the diverse range of material, goods, works and services required by Council;
- ensure that prospective contractors and suppliers are afforded an equal opportunity to tender/quote;
- encourage competition between tenderers; and
- ensures all policies that relate to purchasing practices are communicated and implemented.

5.2.3 Procurement Officers

Council will ensure that all Procurement Officers have sufficient relevant qualifications and/or experience and provide and encourage relevant training and networking opportunities to ensure that the delivery of procurement activities within the organisation are conducted in accordance with best practice principles.

5.3 DELEGATIONS

5.3.1 Financial Delegations

Council is responsible for delegating to the Chief Executive Officer (CEO) on procurement matters [including the power to determine that a contract must be entered into due to an emergency as specified in the Act Section 186 (5)(a) for the immediate period of the emergency].

The CEO then delegates to staff on procurement matters. These financial delegations are facilitated by the Manager Governance Property & Risk and are reviewed at least annually.

Council staff must only approve expenditure relating to contracts, quotations or purchasing cards in accordance with their financial delegation

These delegations give relevant officers the power to:

- procure goods, services or works;
- expend amounts for the procurement of goods, services or works (this includes expenditure relating to any contract variations in accordance with Council's Tendering & Contracts Policy);
- approve quotations or tenders or enter into contracts; arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act and as provided for in Council's adopted Budget.

5.3.2 Variations

The terms of a Contract will usually entitle Council to direct a Variation. Variations can involve Council directing the Contractor to make a change to the supply of goods, the provision of services or the execution of works which are the subject matter of the relevant Contract.

Variations can also result from a provision in the Contract which deems a certain event or circumstance to be treated as a 'Variation' even if Council has not issued a direction to the Contractor to change the subject matter of the Contract. Examples in this context include a change arising from the introduction of a new law or ambiguities or inconsistencies within contract documents.

Variations can result in either an increase or decrease to the amount which Council is liable to pay to the Contractor under the Contract. Council staff must only to approve variations in accordance with their financial delegation.

5.4 STRATEGIC PROCUREMENT

The term 'strategic procurement' is applied to several different concepts including:

- a coordinated approach by Council in developing supply markets to support Council business objectives;
- the purchase of high value, high risk, important and complex goods, services or works, often a multi-faceted project;
- long term plans for ensuring timely supply of goods, services or works that are critical to Council's ability to meet its core business objectives; and
- the process used to take a project from its early planning phase through to contract completion.

The essence of strategic procurement is that it should be aligned and contribute to Council's overall long term strategy. It should be consistent with the Council Plan and include projections of revenue and expenditure in the Comprehensive Income Statement.

Strategic procurement places an emphasis on:

- detailed analysis of Council's spending pattern;
- ensuring procurement efforts correspond with risk and expected return;
- optimising the procurement process to reflect market conditions;
- including continuous improvement and value for money in contractual arrangements with suppliers; and
- developing a strategic procurement program for long term evolution of the procurement functions.

5.5 PROBITY REQUIREMENTS

Council's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible scrutiny.

5.5.1 Conduct of Councillors and Council Staff

Councillors and Council staff shall at all times conduct themselves in a manner that is, and is seen to be ethical, of the highest integrity and will:

- treat potential and existing suppliers with equality and fairness;
- not seek or receive personal gain;
- maintain the confidentiality of commercial-in-confidence information such as contract prices and other sensitive information;
- present the highest standards of professionalism and probity;
- provide all suppliers and tenderers with the same information and equal opportunity;
- be able to account for all decisions and provide feedback on them; and

- not perform any works under the contract they are supervising.

Councillors and Council staff belonging to professional organisations shall, in addition to the obligations detailed in this Policy, ensure that they adhere to any code of ethics or professional standards required by that body.

A Councillor must:

- comply with the Primary Principle of Councillor Conduct and avoid conflicts between his or her public duties as a councillor and his or her personal interests and obligations [Section 76B of the Act]. Councillors and members of audit committees must disclose a conflict of interest in accordance with Section 79 of the Act;
- comply with the Councillor Code of Conduct; and
- not improperly direct or improperly influence a member of Council staff in the exercise of any power in the performance of any duty or function.

5.5.2 Tender Processes

All tender processes shall be conducted in accordance with the requirements of this Policy and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

5.5.3 Conflict of Interest

Councillors and Council staff shall at all times avoid situations in which private interests conflict, might be perceived to conflict, or have the potential to conflict, with their Council duties.

Councillors and Council staff shall not participate in any action or matter associated with the arrangement of a contract (i.e., evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has a significant interest, or holds a position of influence or power in a business undertaking tendering for the work.

The onus is on the Councillor or the member of Council staff involved being alert to, and promptly declaring a conflict of interest.

5.5.4 Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained throughout the procurement process so it can withstand the scrutiny of public and statutory authorities.

The commercial interests of existing and potential suppliers must be protected.

5.5.5 Accountability and Transparency

Accountability in procurement means being able to explain and provide documented evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore, the processes by which all procurement activities are conducted will be in accordance with the Council's procurement policies and procedures as set out in this Policy and related relevant Council policies and procedures.

Additionally, all Council staff must be accountable for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council and record and document all performance and other relevant matters to ensure a transparent audit trail for monitoring and reporting purposes.

5.5.6 Gifts and Hospitality

No Councillor or member of Council staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which the Council is interested.

Councillors and Council staff are to apply the Councillors and Staff Code of Conduct and Gifts, Benefits and Hospitality Policies in dealing with offers of hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings. Councillors and Council staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and/or not on official business.

Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how minute the evidence available), must be promptly brought to the attention of the CEO.

5.5.7 Disclosure of Information

Commercial-in-confidence information received by the Council must not be disclosed, unless compelled to do so by law, and is to be stored in a secure location.

Councillors and Council staff are to protect, by refusing to release or discuss the following:

- information disclosed by organisations in tenders, quotation or during tender negotiations;
- all information that is commercial-in-confidence information; and
- pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Councillors and Council staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre-contract negotiations.

5.5.8 Probity Plan Audits

A Probity Plan will be considered by the Tender Panel for all high risk, complex tenders. Consideration should also be given for the engagement of a probity auditor.

5.6 RISK MANAGEMENT

5.6.1 General

Risk Management is to be appropriately applied at all stages of procurement activities. Risk management will be properly documented and carried out in a manner that will protect and enhance the Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

Council will manage all aspects of its procurement processes in such a way that all risks, including Occupational Health and Safety, are identified, analysed, evaluated, treated, monitored and communicated to the standard required by the law, in accordance with Australian Standards and Council Policy.

5.6.2 Supply by Contract

The provision of goods, services and works by contract potentially exposes the Council to risk.

The Council will minimise its risk exposure by measures such as:

- standardising contracts to include current, relevant clauses;
- requiring security deposits where appropriate;
- referring specifications to relevant experts for advice;
- requiring contractual agreement before allowing the commencement of work;
- use of or reference to relevant Australian Standards (or equivalent); and
- effectively managing the contract including monitoring and enforcing performance.

5.6.3 Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council staff must not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

5.6.4 Dispute Resolution

All Council Contract Managers must be familiar with Council's dispute resolution process in order to minimise the chance of disputes escalating to possible legal action. In the event that a dispute cannot be resolved amicably, the Contract Manager is required to contact the Procurement Unit for assistance.

5.6.5 Contract Management

The purpose of contract management is to ensure that both parties to an agreement meet their individual obligations as specified in the contract.

Council Contract Managers are responsible for the delivery of all specified contractual outcomes that comply with qualitative and quantitative requirements as per the contract by:

- utilising Councils eBMS system to ensure the responsibilities and obligations of both parties under the contract are met;
- providing regular performance reviews, utilising eBMS, as a means for the early recognition of issues and performance problems and the identification of solutions;
- developing and maintaining a sound business relationship with relevant suppliers for the duration of any contractual agreement;
- identifying innovative methodologies to realise potential cost savings through the encouragement and promotion of continuous improvement in service delivery; and

- adhering to Council's risk framework and including Occupational Health and Safety Contractor compliance procedures.

5.6.6 Occupational Health and Safety Management Systems (OHSMS)

It is mandatory for all contractors engaged by Council to provide services or works, to have a documented OHSMS that conform to the requirements of the Occupational Health & Safety Act 2004 and that the system is implemented during the conduct of those services or works.

Contract Managers are required to ensure that an OHSMS is sighted and assessed for conformance prior to the commencement of any relevant services or works. Details are to be entered into Council's eBMS system

5.6.7 Endorsement of Products or Services

Council staff must not endorse any external products or services. Individual requests received for endorsement must be referred to General Manager level or above.

5.6.8 Fraud and Complaints

Council takes allegations of fraudulent activity and complaints about procurement seriously and is committed to handling such disclosures sensitively and confidentially. Members of the public, suppliers and Council employees are encouraged to report fraud allegations or complaints about procurement processes and/or staff taking part in procurement activity to Council's Chief Executive Officer or Council's Protected Disclosures Officer.

5.7 INTERNAL CONTROL

Council has established and maintains systems of internal controls (StraightBuy & eBMS) over procurement processes that will ensure:

- more than one person is involved in and responsible for a transaction end-to-end;
- transparency in the procurement process;
- a clearly documented audit trail exists for procurement activities;
- appropriate authorisations are obtained and documented; and
- systems are in place for appropriate monitoring and performance measurement.

5.8 PROCUREMENT METHODS

The acquisition of goods, services or works may be achieved through different methods. These methods are determined by several factors such as overall estimated cost, procurement strategy, the competitive landscape, the term of the contract or period of construction, the scope of the contract and the amount of risk involved in the delivery of the service or works.

Project values are inclusive of GST, as are provisional sums and all amounts payable under any optional extension periods. The scope of projects must not be split into smaller portions to avoid proper process.

Council procurement methods encompass the following:

- Purchasing Cards;
- Quotations – A purchase order following a quotation process;
- Tenders – A contract following a public tender process;
- Agency Panel – A contract established by a third party agent where Council is eligible to participate;
- State Purchase Contract or a Whole of Victorian Government Contract; and

- A contract entered into under an arrangement approved by the Minister for Local Government.

An Expression of Interest (EOI) may be sought in accordance with Section 186[1] of the Act where:

- There is the potential of receiving many tenders, tendering would be costly or the procurement is complex and Council does not wish to impose the costs of preparing full tenders on all tenderers;
- Uncertainty of the degree of interest of suppliers to offer the proposed goods or services or undertake the works.

5.9 ACHIEVING VALUE FOR MONEY

5.9.1 Requirement

Council's procurement activity will be carried out on the basis of obtaining Value for Money. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinant of value for money.

5.9.2 Approach

The process for achieving value for money will be facilitated by:

- Developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle of the asset;
- Effective use of competition;
- Identifying and rectifying inefficiencies in procurement processes;
- Developing cost efficient tender processes including appropriate use of e-solutions;
- Council staff involved in procurement acquisitions or management providing competent advice in terms of available products and services; and
- Working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired;

5.9.3 BEST AND FINAL OFFER (BAFO)

To complement the Value for Money solution Council may include relevant clauses in tender conditions associated with Construction and Major Service tenders where a Lump Sum price is requested. These tender conditions will provide Council the option to initiate a BAFO with short listed tenderers that may result from the overall tender process.

A BAFO process is conducted after the close of the tender process, during the evaluation stage. It is described as a means to assist selection of a preferred tender when the offerings provided by two or more tenders are of similar weighting or are difficult to distinguish between, or in the event that all tenderers have submitted prices that exceed the budgeted amount.

5.10 PERFORMANCE MEASURES AND CONTINUOUS IMPROVEMENT

Contracts must contain measurable performance criteria and reporting systems to establish the monitoring of contractor performance and compliance.

These criteria must be measurable and relevant to the goods, services or works being provided to accommodate the following requirements:

- Highlights performance trends and exceptions in the areas of specified qualitative and quantitative deliverables;
- Provides high level capabilities in auditing and monitoring service delivery; and
- Encourages continuous improvement in service delivery methodologies.

At the completion of each contract, Contract Managers must undertake a post contract analysis.

This will include the need to:

- Evaluate contract performance
- Document lessons learned, and
- Update policies or procedures, where required.

6. Corporate and Social responsibility

6.1 SOCIAL PROCUREMENT

Social procurement identifies intended social impacts or outcomes as an integral part of developing the procurement scope or objectives.

Council is committed to supporting social procurement because of the positive social impacts this provides to both Council and the community. Council has developed processes to ensure that social enterprises become part of a diverse and dynamic supplier market.

The decision within Council to engage with social procurement may originate in a number of ways. For example, if:

- Council has scope for the inclusion of social benefits when issuing a tender;
- A current contract is soon to expire, allowing for a revision of service delivery and contracting arrangements; and/or
- When particular social issues in a community are not being addressed using traditional approaches.

Existing contracts may also be varied so that social impacts are incorporated for the delivery of goods and services. In this case Council officers should engage all suppliers in social procurement practices where appropriate and seek their cooperation to explore possibilities for subcontracting to social benefit suppliers.

Tender documents or Requests for Quotation should contain:

- Suitable social clauses and weightings to achieve the desired social benefits;
- Appropriately designed response statements to allow suppliers to clearly articulate how they will deliver social impacts; and
- Social clauses that are framed as measurable deliverables rather than aspirations.

A pre-tender briefing may be necessary to explain the detail of the social clauses, particularly if they refer to complex matters with which mainstream suppliers may not be familiar.

6.2 SUPPORT OF LOCAL BUSINESS AND INDUSTRY

Council recognises the need to support the local economy. To encourage this, Council will actively seek offers from local suppliers where possible by:

- encouraging participation from local suppliers and

- including an evaluation criteria that gives a maximum weighting of 5% for local content where considered relevant by the Tender Panel.

To accommodate this support, Council has encouraged local traders to register on Councils e-tender board. This will enable the traders to be emailed details of any tender opportunities within their field of registration.

6.3 ABORIGINAL ENGAGEMENT

Council aims to support Aboriginal entrepreneurship, business development and employment by providing Aboriginal businesses with more opportunities to participate in the economy. Council is committed to explore opportunities in engaging Aboriginal businesses for the delivery of goods or services, and encourages tender applications from such enterprises.

6.4 SUSTAINABILITY

Council endorses the practice of sustainable procurement and the sourcing of environmentally preferable products and services whenever they perform satisfactorily and are available at a competitive price.

Sustainable procurement practice will demonstrate to the community that Council's purchasing decisions can improve markets for environmentally preferred products, enhance environmental quality, be resource responsible and contribute to progress toward sustainability.

Procurement decisions should be made on the basis of value for money, rather than just the lowest purchase price. This includes consideration of both the full life-cycle and total cost of ownership such as procurement price, operation and maintenance costs, the environmentally responsible disposal of the product at the end-of-life together with non-price factors including contribution to the Council's sustainability objectives.

Council is also committed to reducing environmental impacts and will encourage the design and use of projects and services that have been produced to ethical standards which have minimal impact on the environment and human health.

6.5 DIVERSITY

Promoting diversity through procurement can improve competition, value for money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

6.6 BUY AUSTRALIAN AND NEW ZEALAND

In accordance with Section 186(3) of the Act, Council will give preference to goods, equipment, material or machinery manufactured in Australia and New Zealand whenever practicable.

6.7 ETHICAL STANDARDS FOR THE ACQUISITION OF TEXTILES, CLOTHING AND FOOTWEAR

Council supports the application of ethical standards in the acquisition of textiles, clothing and footwear as espoused by industry associations such as Ethical Clothing Australia. These standards are designed to ensure that businesses are committed to taking practical steps to keep their Australian-based supply chains transparent and ensure that they and any sub-contractors are compliant with relevant Australian laws.

Suppliers of textiles, clothing and footwear will need to demonstrate their commitment to observing ethical standards in the supply of products to Council.

7. Charter of Human Rights and Responsibilities Victoria

7.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES VICTORIA

The Charter of Human Rights and Responsibilities Act 2006 (the Charter) sets out the basic rights, freedoms and responsibilities of all people in Victoria. It is about the relationship between government and the people it serves.

The Charter requires public authorities, such as Victorian state and local government departments and agencies, and people delivering services on behalf of government, to act consistently with the human rights in the Charter.

The Charter recognises that as human beings all persons have basic rights, including the right to be treated equally, to be safe from violence and abuse, to be part of a family and to have our privacy respected.

In certain circumstances some rights have limitations, however this only applies where necessary with the reasons for the decision being clear, transparent and reasonable.

Council expects all Councillors and staff members to be cognisant of the requirements of this Act and adopt and implement these fundamental rights in their day to day dealings.

8. Related Documents and references

Legislation

The key legislative requirements include:

- The Local Government Act (Vic)1989:
- Competition and Consumer Act 2010 (Cth);
- Aboriginal Heritage Act 2006 (Vic) 2006
- Victorian Aboriginal and Local Government Action Plan.

Council is required to comply with the provisions of the above Acts in all procurement matters.

Documents

- Council Plan 2017-2021
- Councils Annual Budget
- Managing Conflicts of Interest for Council Staff Policy
- Managing Conflicts of Interest for Councillors & Council Committee Members Policy
- Council Delegations
- Staff Code of Conduct Policy
- Councillor Code of Conduct Policy
- Gifts, Benefits & Hospitality for Council Staff Policy
- Gifts, Benefits & Hospitality for Councillors Policy

Risk Assessment Reference

This Policy aligns to the core Risk Management Standards as outlined in the Central Goldfields Shire Council Risk Management Strategy and Action Plan.