

# Shoalhaven Tourism Advisory Group

**Meeting Date:** Tuesday, 22 February, 2022  
**Location:** Council Chambers and Microsoft Teams  
**Time:** 5.00pm

**Please note:** Council's Code of Meeting Practice permits the electronic recording and broadcast of the proceedings of meetings of the Council which are open to the public. Your attendance at this meeting is taken as consent to the possibility that your image and/or voice may be recorded and broadcast to the public.

## Agenda

### 1. Apologies

### 2. Confirmation of Minutes

- Shoalhaven Tourism Advisory Group - 11 October 2021 .....1

### 3. Presentations

TA22.1 The Role of Tourism - Presentation

Provide a space in the agenda for an overview of the visitor economy and the role of Council's tourism team to date.

### 4. Reports

TA22.2 Notification of Council Resolution - New Members - Re-establishment of Shoalhaven Tourism Advisory Group .....6

TA22.3 Election of Office Bearers..... 18

TA22.4 Tourism Manager Update.....20

### 5. General Business

**Membership**

Mr Rob Crow - Chairperson

Mr Mark Thirlwall – Deputy Chairperson

All Councillors (Clr Copley & Clr Gray – voting delegates – Clr Ell & Clr White – alternate voting delegates)

Mr David Goodman (Chairperson - Shoalhaven Sports Board)

Mr Neil Rodgers

Ms Brenda Sambrook

Ms Juliet Barr

Mr Mat Lock

Mr David Fleeting

Ms Sandra Gray

Ms Michelle Bishop

Mr David Duffy – NSW National Parks & Wildlife Service representative

Quorum – 7

**Role and Purpose**

- Inform the development, implementation and review of council priorities from the Shoalhaven Tourism Master Plan and council's corporate plan
- Represent the tourism industry and advise and make recommendations to Council on matters relating to tourism, the development of tourism and the future of tourism in the Shoalhaven.
- Promote the direct and in-direct value and benefits of tourism within the Shoalhaven and on a regional, state and national basis.

**Delegated Authority**

- Make recommendation on the expenditure of the annual Shoalhaven marketing budget as provided by Council.
- Appoint suitable representatives to fill casual vacancies
- Inform and recommend policy for tourism related funding programs, and where required by Council, vote on related matters.

## MINUTES OF THE SHOALHAVEN TOURISM ADVISORY GROUP

**Meeting Date:** Monday, 11 October 2021

**Location:** Remotely via Teams

**Time:** 5.00pm

The following members were present (Remotely):

Mr Robert Crow - Chairperson  
Ms Brenda Sambrook – left at 5.41pm  
Dr James Lin  
Mr Mat Lock  
Mr Neil Rodgers  
Mr Mark Thirlwall  
Mr David Fleeting  
Ms Sandra Gray  
Mr David Goodman  
Ms Michelle Bishop

Others present:

Gordon Clark – Director City Futures  
Coralie Bell – Tourism Manager  
Ms Kate Selig – Tourism Investments & Events Specialist  
Kristy Mayhew – Tourism Marketing Specialist  
Lindsay Conway – Acting Visitors Services Manager

### Apologies / Leave of Absence

Apologies were received from Clr Gash

### Confirmation of the Minutes

**RESOLVED** (Brenda Sambrook / Mark Thirlwall)

That the Minutes of the Shoalhaven Tourism Advisory Group held on Monday 19 July 2021 be confirmed.

CARRIED

### Declarations of Interest

Nil

## REPORTS

### TA21.33 Tourism Manager Update

**HPERM Ref:**  
**D21/364059**

Coralie Bell advised that there were no exceptions to the report.

Joe Puglisi has retired, Emelie Einarsson is the new Visitors Services Manager, Lindsay Conway is acting while Emelie is on maternity leave until July 2022.

An update on the Tourism Action Plan will be provided at the next meeting.

#### **Recommendation (Item to be determined under delegated authority)**

That the Shoalhaven Tourism Advisory Group receive the Tourism Manager's Report for information.

#### **RESOLVED** (Mat Lock / David Goodman)

That the Shoalhaven Tourism Advisory Group receive the Tourism Manager's Report for information.

CARRIED

### TA21.34 Visitor Services Update

**HPERM Ref:**  
**D21/364074**

Lindsay Conway advised that phone enquiries have been busy and the Visitor Services counter may have to move back into the Admin building between January to March due to fire compliance works in the Entertainment Centre.

#### **Recommendation (Item to be determined under delegated authority)**

That the Shoalhaven Tourism Advisory Group receive the Visitor Services Report for information.

#### **RESOLVED** (Mat Lock / Sandra Gray)

That the Shoalhaven Tourism Advisory Group receive the Visitor Services Report for information.

CARRIED

### TA21.35 Destination Marketing

**HPERM Ref:**  
**D21/364096**

Kristy Mayhew advised that there is a new Visitor Guide.

Kristy also advised that the report contains a lot of information and she is happy to answer questions from members at a future time.

#### **Recommendation (Item to be determined under delegated authority)**

That the Shoalhaven Tourism Advisory Group receive the Destination Marketing Report for information.

#### **RESOLVED** (David Goodman / Sandra Gray)

That the Shoalhaven Tourism Advisory Group receive the Destination Marketing Report for information.

CARRIED

**TA21.36 Chair's Report****HPERM Ref:  
D21/364107**

Mark and Rob advised they attended a meeting with all Shoalhaven Business Chambers, Council staff and local police to discuss COVID compliance and questions from businesses. This was well received and worthwhile for business and relationships with local police.

**Recommendation (Item to be determined under delegated authority)**

That the Group receive the Chair's Report for information.

**RESOLVED** (Brenda Sambrook / Mat Lock)

That the Group receive the Chair's Report for information.

CARRIED

**TA21.37 River Festival Update****HPERM Ref:  
D21/364112**

David Fleeting advised the following:

- The 2021 event has been cancelled
- In discussions to re-activate the Committee by mid-November

**Recommendation**

The Shoalhaven Tourism Advisory Group, on behalf of the River Festival Committee, request that Council consider:

1. Reallocation of the 2021/22 River Festival budget of \$31,000 (unable to be spent due to COVID-19 event cancellation) to the 2022/23 financial year, noting that the figure includes \$11,000 from the cancelled 2020 event.
2. Continued support for the River Festival in its 2022/2023 budget with regular annual funding of \$20,000, noting that this will mean the River Festival Committee would receive a total of \$51,000 from Council to put towards the 2022 event.

**RECOMMENDATION** (David Goodman / Brenda Sambrook)

The Shoalhaven Tourism Advisory Group, on behalf of the River Festival Committee, request that Council consider:

1. Reallocation of the 2021/22 River Festival budget of \$31,000 (unable to be spent due to COVID-19 event cancellation) to the 2022/23 financial year, noting that the figure includes \$11,000 from the cancelled 2020 event.
2. Continued support for the River Festival in its 2022/2023 budget with regular annual funding of \$20,000, noting that this will mean the River Festival Committee would receive a total of \$51,000 from Council to put towards the 2022 event.

CARRIED

**TA21.38 Event and Investment Report (July to September 2021)****HPERM Ref:  
D21/364115**

Kate Selig advised that since the last meeting not much has happened in the events space due to Covid. Advice was also given that Juliet Barr had withdrawn from the Event Panel due to a conflict of interest. The remaining members had met and she thanked them for their assistance in reviewing the event grant applications. An update will be provided at the next meeting and a report submitted regarding appointing a new panel member.

Note: Brenda Sambrook left at 5.41pm

**Recommendation (Item to be determined under delegated authority)**

That the Shoalhaven Tourism Advisory Group receive the events report for information.

**RESOLVED** (Mat Lock / David Goodman)

That the Shoalhaven Tourism Advisory Group receive the events report for information.

CARRIED

**TA21.39 Cultural Signage - Kangaroo Valley****HPERM Ref:  
D21/312111**

Clr Digiglio advised that she has been approached by the local community in Kangaroo Valley requesting support to install cultural village signage.

The meeting discussed whether the matter should be referred to the Aboriginal Advisory Committee and liaison conducted with the LALC.

Clr Digiglio is engaging with the LALC and collaborating to get a sign to acknowledge aboriginal people.

**Recommendation (Item to be determined under delegated authority)**

That the Shoalhaven Tourism Advisory Group provide feedback on the proposal to install cultural signage at Kangaroo Valley.

**RESOLVED** (Sandra Gray / Mat Lock)

That the Shoalhaven Tourism Advisory Group (STAG) refer the matter to the Aboriginal Advisory Committee and the STAG support their decisions on the matter.

CARRIED

**GENERAL BUSINESS****TA21.40 Sports Board Update****HPERM Ref:  
D21/364117**

David Goodman advised that the Shoalhaven Sports Board has recently put out a media release, there are 3 new members on the Board and the Koori Knockout will take place October 2022.

**TA21.41 Industry Feedback****HPERM Ref:  
D21/364119**

The Group discussed the importance of having skilled staff in the industry and currently this is a concern.

Michelle Bishop advised that she would meet with Sandra Gray offline in relation to this.

Another concern is having enough staff. Currently there is not enough child care that fits the hours of the hospitality industry.

It was noted that the out of hours child care is an unseen problem and perhaps the STAG could assist with support for piggybacking on the nurses program or similar.

**TA21.42 Councillors Update****HPERM Ref:  
D21/364120**

Clr White thanked the Tourism staff for the Covid response and advised that in the area:

- Willinga Park has submitted a Planning Proposal to Council that seeks to amend the Local Environmental Plan to as 'function centre' as an additional permitted use on the site and also make functions attended by less than 351 people 'exempt' development (no DA needed)
- Council resolved to investigate a museum in Sussex Inlet, a working party will be established.

There being no further business, the meeting concluded, the time being 6.34pm.

Mr Robert Crow  
CHAIRPERSON

## TA22.2 Notification of Council Resolution - New Members - Re-establishment of Shoalhaven Tourism Advisory Group

**HPERM Ref:** D22/51656

**Department:** Business Assurance & Risk  
**Approver:** Gordon Clark, Interim Director - City Futures

**Attachments:** 1. New Member Report [↓](#)  
2. Adopted DRAFT Terms Of Reference [↓](#)

### Reason for Report

Advise of Council's resolution in relation to the new members and re-establishment of the Shoalhaven Tourism Advisory Group (STAG) as well as the adoption of the Terms of Reference.

### Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Tourism Advisory Group note and receive for information the:

1. Council Report (attached) and Resolution (below) of from the Ordinary Meeting, 7 February regarding endorsement of the new members and the changes to the Terms of Reference;
2. Terms of Reference (attached) adopted by Council at its Ordinary meeting, 7 February 2022.

### Options

1. As recommended.

Implications: The membership structure as resolved by Council is adopted for the period to September 2022.

2. Propose a different membership arrangement.

Implications: Should the STAG wish to make an alternative recommendation in relation to membership, this would need to be reported to Council for consideration/endorsement.

### Background

Each year in September, Council reaffirms all its Committees for the next 12 months - Council has the option to: reaffirm its Committees; make any change to the membership, purpose, delegation, quorum, and the number of meetings required for those Committees; or disband Committees.

Council resolved on 7 February 2022 as follows:

**RESOLVED\*** (Clr Wells / Clr White)

MIN22.106

*That Council:*

1. *Appoint the following local tourism representatives to the Shoalhaven Tourism Advisory Group (STAG) for a two-year term (31 October 2021 to 27 October 2023) in line with the Terms of Reference for the Group:*

TA22.2



- a. Michelle Bishop
  - b. Sandra Gray
  - c. Juliet Barr
  - d. Brenda Sambrook
2. Formally thank retiring member, James Lin, for his service to the Shoalhaven Tourism Industry as a member of the STAG.
  3. Adopt the draft changes to the Terms of Reference for STAG as detailed in Attachment 1 to this report and finalise.

The draft changes to the Terms of Reference for the STAG mentioned in the resolution are attached.

Council also resolved as follows on 25 January 2022. Should the STAG wish to suggest any changes to the to the resolution below, a recommendation to Council will be required.

### **CL22.37 Shoalhaven Tourism Advisory Group**

**RESOLVED** (Clr Gray / Clr Butler) MIN22.34

That Council continue the operation of Shoalhaven Tourism Advisory Group for the period to September 2022 as outlined below.

<u>Meetings per year</u> – At least Four (4)	Quorum – Seven (7)
Commencement time – 5.00pm	Terms of Reference: <a href="#">POL17/62</a> Amended 23 May 2017
<b>Role and Purpose</b> <ul style="list-style-type: none"> <li>• Inform the development, implementation and review of council priorities from the Shoalhaven Tourism Master Plan and council's corporate plan</li> <li>• Represent the tourism industry and advise and make recommendations to Council on matters relating to tourism, the development of tourism and the future of tourism in the Shoalhaven.</li> <li>• Promote the direct and in-direct value and benefits of tourism within the Shoalhaven and on a regional, state and national basis.</li> </ul>	
<b>Delegations:</b> <ul style="list-style-type: none"> <li>• Make recommendation on the expenditure of the annual Shoalhaven marketing budget as provided by Council.</li> <li>• Appoint suitable representatives to fill casual vacancies</li> <li>• Inform and recommend policy for tourism related funding programs, and where required by Council, vote on related matters.</li> </ul>	
<b>Chairperson</b> – Appointed by the Committee annually	
<b>2022 Councillor/Staff Membership</b> Clr Copley– Voting delegate Clr Gray – Voting delegate Clr Ell – Alternate Voting Delegate Clr White – Alternate Voting Delegate All other Councillors (Non-voting members)	
<b>Community/ Organisational Representatives</b> 9 Industry representatives (skills based) Shoalhaven Sports Board Chairperson National Parks & Wildlife Service Representative	

CARRIED

TA22.2

*Note: changes will be made to the above based on the new adopted Terms Or Reference, attached.*

**Community Engagement**

The STAG plays an important role in the development of tourism related strategic plans and activities and provides critical input through industry representatives in this process.

**Financial Implications**

There are no direct financial implications as a result of this report.

## **CL22.66 Appointment - New Members - Shoalhaven Tourism Advisory Group - 2022**

**HPERM Ref:** D21/523823

**Department:** Tourism  
**Approver:** Gordon Clark, Acting Director - City Futures

**Attachments:** 1. DRAFT Terms Of Reference 2022  
2. Current Terms Of Reference

### **Reason for Report**

Formally appoint new members to the Shoalhaven Tourism Advisory Group (STAG) in accordance with the Terms of Reference for the Group.

### **Recommendation**

That Council:

1. Appoint the following local tourism representatives to the Shoalhaven Tourism Advisory Group (STAG) for a two-year term (31 October 2021 to 27 October 2023) in line with the Terms of Reference for the Group:
  - a. Michelle Bishop
  - b. Sandra Gray
  - c. Juliet Barr
  - d. Brenda Sambrook
2. Formally thank retiring member, James Lin, for his service to the Shoalhaven Tourism Industry as a member of the STAG.
3. Adopt the draft changes to the Terms of Reference for STAG as detailed in Attachment 1 to this report and finalise.

### **Options**

1. As recommended.

Implications: The updated Terms of Reference reflect the practical working relationship and are not considered a significant change. They also formally recognise the River Festival Committee and its relationship to the STAG as previously resolved by Council.
2. Not accept the recommended members or changes to the Terms Of Reference.

Implications: This would not be consistent with the current working relationship with the Committee and may impact relationships with the Tourism Industry.

### **Background**

The STAG has a long standing positive and proactive relationship with Council and Council's Tourism team.

As outlined in the existing Terms of Reference, a maximum of nine (9) industry members are appointed for a 2-year term, with half changing over every year.

Current membership and expiry dates are detailed below.

Role	Name		Representing	Expiry
Member	David	Goodman	Sports Board	Ongoing
Member	Neil	Rodgers	Industry	Oct-22
Chair (Expired Dec 2021)	Robert	Crow	Industry	Oct-22
Member	David	Duffy	NPWS	Ongoing
<b>Member</b>	<b>Brenda</b>	<b>Sambrook</b>	<b>Industry</b>	<b>Oct-21</b>
<b>Member</b>	<b>Dr James</b>	<b>Lim</b>	<b>Industry</b>	<b>Oct-21</b>
<b>Member</b>	<b>Juliet</b>	<b>Barr</b>	<b>Industry</b>	<b>Oct-21</b>
Deputy Chair (Expired Dec 2021)	Mark	Thirlwall	Industry	Oct-22
Member	David	Fleeting	Industry + Chair of the Shoalhaven River Festival Committee	Oct-22
Member	Mat	Lock	Industry	Oct-22
<b>Casual Member</b>	<b>Michelle</b>	<b>Bishop</b>	<b>Industry</b>	<b>Oct-21</b>
<b>Casual Member</b>	<b>Sandra</b>	<b>Gray</b>	<b>Industry</b>	<b>Oct-21</b>

#### Casual Members recommended to be appointed as Members

After the resignation of former member Kylie Pickett, a recruitment was held to fill the vacant position in 2021 with a casual member to be appointed for the remainder of the term (due to expire the end of October 2021).

Interviews were held with interested industry members by a Panel, consisting of Council's Tourism Manager, STAG Chair and STAG Deputy Chair. During the recruitment, the Panel recommended that two industry casual members be appointed, both equally qualified, rather than only one as was originally intended. As such, these casual appointments were accepted by the STAG and adopted by Council in August 2021, with the positions due to expire in October 2021.

It is now recommended that these casual members be appointed to member positions for a two-year period, from November 2021 to October 2023.

#### New Member Recruitment

As per the STAG Terms of Reference, a recruitment was run to fill the remaining two vacant positions on the group, this was promoted via Council's website and sent to the Tourism Industry via 'Tourism Talk' emails.

Interviews were held with the Acting Tourism Manager, the Chair and Deputy Chair on 16 December 2021 and it is recommended by the panel that the following industry members be appointed to the remaining vacant positions from November 2021 to October 2023.

- Juliet Barr
- Brenda Sambrook

If accepted by Council, the STAG industry membership for the next 12 months will be as follows, with the election of office bearers at the first meeting in 2022.

Role	Name		Representing	Expiry
Member	David	Goodman	Sports Board	Ongoing
Member	Neil	Rodgers	Industry	Oct-22
Chair (Expires Dec21)	Robert	Crow	Industry	Oct-22
Member	David	Duffy	NPWS	Ongoing
Member	Brenda	Sambrook	Industry	Oct-23
Member	Juliet	Barr	Industry	Oct-23
Deputy Chair (Expires Dec21)	Mark	Thirlwall	Industry	Oct-22
Member	David	Fleeting	Industry + Chair of the Shoalhaven River Festival Committee	Oct-22
Member	Mat	Lock	Industry	Oct-22
Member	Michelle	Bishop	Industry	Oct-23
Member	Sandra	Gray	Industry	Oct-23

#### Community Engagement

The STAG plays an important role in the development of tourism related strategic plans and activities and provides critical input through industry representatives in this process.

Roles were advertised via the Council website and via tourism business networks. This occurs on an annual basis when the two (2) year term of STAG members comes to an end.

Existing STAG members can either retire or reapply through the application and interview process and are considered alongside other new potential recruits.

#### Policy Implications

Draft changes to the STAG Terms of Reference have been prepared in consultation with the Chair and Deputy Chair – see **Attachment 1**. The current Terms of Reference are provided as **Attachment 2**. The proposed changes better reflect the working relationship that exists with Council and Council staff and are supported by the industry members.

It is recommended that the updates to the Terms of Reference be accepted and if adopted will be an updated policy.

#### Financial Implications

There are no direct financial implications as a result of this report.



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Phone: (02) 4429 3111 - Fax: (02) 4422 1816

**Southern District Office**  
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Email: [council@shoalhaven.nsw.gov.au](mailto:council@shoalhaven.nsw.gov.au)

Website: [www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

For more information contact the City Futures Directorate

## Terms of Reference - Shoalhaven Tourism Advisory Group

**Policy Number:** POL17/62 • **Adopted:** 29/07/2014 • **Amended:** 19/05/2015, 23/05/2017 • **Minute Number:** MIN14.511, MIN15.306, MIN17.431 • **File:** 1490E • **Produced By:** City Futures • **Review Date:** 1/10/21

### 1. ROLE AND PURPOSE OF THE ADVISORY GROUP

- Inform the development, implementation, and review of council priorities through the Shoalhaven Destination Management Plan
- Represent the tourism industry providing advice and making recommendations to Council on matters relating to tourism, the development of tourism and the future of tourism in the Shoalhaven.
- Promote the direct and in-direct value and benefits of tourism within the Shoalhaven and on a regional, state and national basis.

### 2. RELATIONSHIP TO COUNCIL

The Shoalhaven Tourism Advisory Group is an Advisory Group of Council.

### 3. DELEGATED AUTHORITIES

#### Tourism Advisory Group

- Make recommendations on actions and priorities in Destination Management Planning
- Provide feedback on marketing and events support programs
- Appoint suitable representatives to fill casual vacancies
- Inform and recommend policy for tourism related funding programs

#### Shoalhaven Tourism Manager

Separate to the delegation of STAG, the Shoalhaven Tourism Manager, as an employee of Council will:

- Develop and implement activities to achieve objectives in line with STAG recommendations, Shoalhaven Tourism Destination Management Planning and Councils corporate plans
- Expend budget as authorised under delegated financial authority as defined by Council

*Shoalhaven City Council – Shoalhaven Tourism Advisory Group – Terms of Reference*

- Review and allocate or decline funding program applications in line with approved policies and guidelines
- Bring to the STAG reports on key issues or opportunities for the tourism industry for feedback and guidance.

**4. MEMBERSHIP**

The membership shall comprise of the following delegates:

- All Councillors (2 with voting rights as determined by Council)
- A maximum of 9 skills based Industry Representatives
- A representative of National Parks & Wildlife Service
- Chairperson of the Shoalhaven Sports Board
- The Mayor

Members will be formally appointed by Council.

**5. ELECTION/APPOINTMENT****Industry Representatives**

- Appointment to the Advisory Group will occur every 2 years
- Vacancies will be advertised locally via media, Council communication channels and industry networks
- Applications will be actively sought from appropriately skilled industry representatives
- Council will manage the application process
- An interview panel will consist of the Tourism Manager, suitably qualified and independent representatives (Minimum of 2 others) to assess the applications and make recommendations for appointments to Council

**Councillors**

Council will advise STAG of its appointed representatives. Council at its discretion can replace representatives at a time of its choosing.

**6. CASUAL VACANCIES**

Should there be a casual vacancy; the Advisory Group will seek applications by appropriate means to fill these vacancies.

**7. TERM OF APPOINTMENT**

- Appointments will be for a term of 2 years
- 50% of the industry representatives will be required to stand for reappointment every 2 years

## **8. EXPECTATIONS OF ADVISORY GROUP MEMBERS**

- Represent whole of industry
- Actively participate in working groups
- Represent the Advisory Group at events
- Advisory Group members will undertake the prescribed Induction process, run by the Tourism Manager.
- Pecuniary Interest Returns are required on appointment and annually as required by the Office of Local Government and Council

## **9. EXECUTIVE POSITIONS**

The Advisory Group will appoint a Chairperson and Deputy Chairperson on an annual basis by a vote of members of the Advisory Group.

The role of Chairperson is:-

- To chair the meeting and exercise functions, as determined by STAG.
- To be the spokesperson for the committee, as directed by STAG.
- To advocate for STAG and represent its decisions.
- To call Extraordinary meetings of the Advisory Group
- The role of the Deputy Chairperson is to act as Chair when the Chair is not present at meetings.

## **10. SUB COMMITTEES/WORKING GROUPS/PORTFOLIOS**

The Advisory Group will have the right to establish working groups as deemed appropriate to assist in fulfilling their role and purpose.

The Group to co-opt individuals as and when required, to contribute to an expert panel or special reference group.

### **10.1 THE SHOALHAVEN RIVER FESTIVAL**

The STAG is a parent committee to the Shoalhaven River Festival, which is covered by its own Terms of Reference - *POL21/49*. Formally minute meetings and accounts are provided to the STAG as outlined in their Terms of Reference

The first Shoalhaven River Festival was held in October 2013 following the following resolution of the Council on 21 June 2013:

*"That Council:*

- a) Establish a Management Committee formed under Section 355 of the Local Government Act to progress and deliver the Shoalhaven River Festival*
  - i. The Committee be named the Shoalhaven River Festival Committee*



Shoalhaven City Council – Shoalhaven Tourism Advisory Group – Terms of Reference

- ii. *The membership of the Committee be formed from the Shoalhaven Tourism Board and co-opted community members as required*
- iii. *The Tourism Manager act as Executive Officer of the Committee and report to the Shoalhaven Tourism Board on the activities of the Committee*
- b) *Allocate \$20,000 to the Shoalhaven River Festival Committee from the Strategic Projects Reserve for planning, Development Application and other fees and charges for the running of the event*
- c) *Provide support in-kind in the form of a dedicated promotional website, secretariat, meeting space and event liaison assistance"*

Further the Council resolved (interalia) on 24 April 2018 (MIN18.321)

*"That Council... continues to provide the following support to the Shoalhaven River Festival Committee:*

- a) *Continue to provide \$20,000 funding and support in line with what Council originally resolved on 21 June 2013, provided that the Shoalhaven River Festival Committee is properly constituted.*
- b) *Council (including Elected Members) assist the Committee in promoting the event through broader community and industry networks to assist in increasing volunteer numbers and local business support.*
- c) *Council staff continue to work with and provide advice to the Committee to improve the sustainability of the event through the review of the ongoing format of the event to identify potential revenue opportunities and manage event costs.*
- d) *The committee consider a name change such as Shoalhaven Music and River Festival"*

#### **11. ADVISORY GROUP MEETINGS**

- Formal Advisory Group Meetings will be held no less than quarterly in a form and format as determined by STAG
- Topics for the Agenda are to be forwarded to the Chairperson no later than 14 days prior to the meeting.
- Agenda and minutes from previous meetings will be circulated to members at least 7 days prior to the meeting.
- Members must declare in writing, or during the meeting, any interest in any report tabled at the meeting in line with the Code of Conduct.
- Informal Advisory Group meetings or special meetings will be held as and when required or set by the Advisory Group.
- Costs associated with conducting meetings will be borne by Council on approval of the Tourism Manager.

#### **12. QUORUM**

The Quorum is half the total of industry members total plus one, for example, if there are 10 industry members, the quorum is 6 (5 (*half*) plus 1).

**13. VOTING AND RECOMMENDATIONS**

- Voting and Recommendations are made by consensus and all decisions must be stated precisely for the inclusion of the minutes
- Where a consensus cannot be reached at two consecutive meetings, then the majority of 60% of those present can adopt a recommendation
- Alternative views and general key discussion points are to be minuted
- Where the Tourism Manager deems an item requires Advisory Group guidance, an electronic vote via email will be conducted. Members will be required to vote within 72 hours of the vote request. Quorum rules apply in this instance. Results to be advised to the Advisory Group.

**14. COMMUNICATION**

- Members of the Advisory Group are not permitted to speak to the media as representatives of the Advisory Group unless approved by the Chairperson
- Where approval has been given by the Chairperson, views and opinions expressed are those of the Advisory Group and not of Shoalhaven City Council
- Where endorsement is required from Shoalhaven City Council, approval must be sought through the formal processes.

**15. PARENT ADVISORY GROUP**

Ordinary Council.

**16. CODE OF CONDUCT**

All members of the Committee are to abide by Council's Code of Conduct, including declaration and management of all conflicts of interest

Members cannot obtain private benefit because of their involvement in decision making as a member of the Committee

**17. RECORD OF MINUTES**

The Advisory Group shall ensure that an agreed written record of each of their meetings is forwarded to Council.

**18. STAFF ATTENDANCE**

Executive staff are normally required to attend the meetings of the Advisory Group. Other staff at the Directors' discretion or at the Advisory Group's request can attend meetings as required.

**19. RESPONSIBILITY OF COUNCIL**

Council will provide secretarial support to arrange meetings and take minutes and provide professional officer support where required.

*Shoalhaven City Council – Shoalhaven Tourism Advisory Group – Terms of Reference*

Council at its discretion may review and change the Terms of Reference, Role and Structure of the Advisory Group.

**20. REVIEW**

After each election of Council.

## TA22.3 Election of Office Bearers

**HPERM Ref:** D22/980

**Department:** Tourism

**Approver:** Gordon Clark, Interim Director - City Futures

### Reason for Report

Appoint the Chairperson and Deputy Chairperson for the Shoalhaven Tourism Advisory Group (STAG).

### Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Tourism Advisory Group appoint the following Office Bearers for the period January until October 2022:

1. Chairperson of the Shoalhaven Tourism Advisory Group – INSERT NAME
2. Deputy Chairperson of the Shoalhaven Tourism Advisory Group – INSERT NAME

### Options

1. As recommended above.

Implications: STAG will nominate and agree on the appointment of experienced industry-based representatives to the positions in line with the Terms of Reference.

### Background

In accordance with the STAG Terms of Reference, the Group appoints a Chairperson and Deputy Chairperson on an annual basis by a members vote.

The role of Chairperson is to:

- chair the meeting and exercise functions, as determined by STAG.
- be the spokesperson for the committee, as directed by STAG.
- advocate for STAG and represent its decisions.
- sign off minutes endorsed by STAG.
- call Extraordinary meetings of the Advisory Group

The role of the Deputy Chairperson is to act as Chair when the Chair is not present at meetings.

The Current Chair and Deputy Chair positions were extended in line with the NSW Local Government Elections and current positions ended in December 2021. This has resulted in a shorter term for new positions in line with current membership expiry dates.

### Election Process

At the time on the agenda when the election of office bearers is listed, the following process will be followed:

1. The chairperson to step down from the Chair (unless their position is not up for election). An appropriate Senior Officer of the Council or other official should assume the chair for the nomination process.
2. Individually for each position the following is to take place:
  - a. Nominations are called for that position and are acknowledged by the acting Chair
    - i. They may be received in writing prior to the meeting or provided verbally at the meeting
    - ii. The Chair shall confirm acceptance of each nominee prior to their inclusion in the ballot.
  - b. If only one nomination is received, that person is declared as elected
  - c. If more than one nomination is received, the Committee will be asked to resolve whether the election is to take place by open voting (i.e. show of hands) or ordinary ballot (i.e. written votes recorded and provided to the chairperson in secret)
  - d. Where a large number of nominations are received, the Committee may elect to proceed by a preferential ballot, whereby ballots are consecutively taken and the nominee with the least number of votes is excluded from running after each ballot, until there are two preferred candidates remaining and a final ballot is undertaken and declared.
  - e. The nominee with the most ballots is declared as elected.
  - f. In the event of an equal number of ballots being cast for nominees, the position shall be determined by draw. The name drawn by the chairperson will be appointed to the position
3. At the conclusion of the elections, the Chairperson shall reassume control of the meeting and proceed with other business.

## TA22.4 Tourism Manager Update

**HPERM Ref:** D22/606

**Department:** Tourism

**Approver:** Gordon Clark, Director - City Futures

**Attachments:** 1. Draft Shoalhaven Tourism Recovery Action Plan (TRAP) [↓](#)  
2. STAG Strategic Plan 2018-2022 [↓](#)

### Reason for Report

Provide a brief outline of the Tourism Manager's activity over October 2021 to January 2022 and an update on the Tourism Recovery Action Plan (TARP) and the Strategic Plan of the Shoalhaven Tourism Advisory Group (STAG).

### Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Tourism Advisory Group (STAG):

1. Receive the Tourism Manager's Report for information
2. Agree to a half day workshop and lunch, during week commencing 7 March 2022, to discuss more fully the:
  - a. Key findings in the Tourism Recovery Action Plan (TRAP)
  - b. Current STAG Strategic Plan and options for the future
3. Request that Council staff use information gathered from the above workshop to finalise the documents and report to the next STAG meeting for endorsement.

### Options

1. Receive for information.
2. Request more information from the Tourism Manager.

### General Update on Activity

- Moved back of house office space with staff still working a mix of home and office
- Alfresco dining initiative, development and promotion of fee waiver options for small business
- Short-term holiday rental planning changes, creation of FAQs and landing page
- Kristy Mayhew acted as Tourism Manager over Summer Holidays
- Tourism Awards in February – Visitor Services Category
- Tourism Australia Conference in March
- Assisting with the production of a Shoalhaven City Economic Prospectus for the Federal Election for regional advocacy.

### Staffing Update

- New staffing appointments for Visitor Services – new permanent and casual staff now onsite, please call in and say hello!

- The role of Senior Administration Assistant has been filled by Ashlea Seveque, thanks to Lisa Walters for her assistance backfilling the role 3 days a week for the last 6 months, finishing with Tourism mid-January 2022.
- Resignation of the Economic Development (ED) Manager has provided opportunities to look at the structure of both teams and how they operate. The ED team will temporarily report to the Tourism Manager whilst a new structure is finalised.

## General

### Letters of Support Provided

Several new grants have been available such as the Destination NSW Event Development Grant, Destination NSW & Destination Sydney and Surrounds Refresh & Renew, Destination NSW Flagship Fund, Restart Investment to Sustain and Expand Fund, NSW Regional Sport Facility Fund and continuing Regional Events Acceleration Fund, Tourism Activation fund and the Black Summer Bushfires Recovery Funds.

- Mollymook Surf beach Motel
- The Leaning Oak
- Sussex Inlet Viking Festival
- Terra Nova 24-hour Adventure Race
- The Bay Games
- Sand and Sea Festival – Elite Energy
- Meet Me in the South Coast – The Shift Agency
- Burradise Festival - Love Culburra Beach Festival Inc
- SiteWorks - Bundanon
- The Cove Jervis Bay
- The Woods Farm
- Pink Sal Productions (Big Country)
- Arts on Tour
- Bundanon Art Museum Opening
- I see You Like This – Jessica Wilson – Arty Farty Party Festival
- Coolendel – Gadhungal Murring Corroboree
- The Leaning Oak
- Destination Sydney Surrounds South (Industry Development Program)
- Bay & Bush Cottages – Wellness and Health Centre
- South Coast United Mountain Bikers
- Wellness Wander Weekend – Droga and Co
- Elite Energy
- Open Field Art Festival

**Attended or presented at**

- Tourism industry compliance discussion/advice with local police – 15 October
- Best practise in Aboriginal Community Engagement – 12 October
- Q+A proposed short term rental accommodation webinar – 14 October
- Destination NSW FeelNew Brand presentation – 22 October
- Tourism Manager Meeting DSSS – 29 October
- Berry Chamber of Commerce and Property re Alfresco Dining – 16 November
- Council DIAP (Disability Action Plan) meeting – 23 November
- Tourism Industry Discussion with Chambers Alfresco Dining – 25 November
- Austrade – Industry Visitor Economy Forum – 7 December
- Austrade Workshop with AusCamber Tourism – 8 December
- Tourism Manager Meeting DSSS – 23 December

**Out in region**

- Cupitts Accommodation Launch event – 23 November
- Shoalhaven Business Awards – 1 December
- Huskisson Chamber of Commerce AGM presentation – 2 December
- Berry Chamber of Commerce end of year function – 8 December

**Up Next**

- Strategy workshop with STAG to set future goals – w/c 7 March (recommended)
- TA annual conference and National Regional Tourism Organisation meeting -early March

**Shoalhaven Tourism Recovery Action Plan (TRAP)**

The Tourism Team have finalised the DRAFT Tourism Action Recovery Plan (TRAP), which is designed to sit alongside the current [Destination Management Plan](#), to guide activity over the next 12 to 18 months as the industry takes time to recover.

Please see attached draft report, **see Attachment 1**.

It is recommended that the new STAG meet over the next month for a workshop to discuss key findings in the TRAP. Pending feedback from this workshop, it is also recommended the report be finalised accordingly and reported to the next meeting of STAG for endorsement.



## The Shoalhaven Tourism Advisory Group Strategic Plan

In June 2017 members of STAG participated in a workshop to look at priorities for the group going forward. From this workshop the STAG Strategic Plan was created alongside the formation of several working groups – see **Attachment 2**.

The working groups have seen many successes, contributing annually to marketing planning, guiding the event support program, international strategies, assisting in the development of the Destination Management Plan and 360, and recently assisting with the Events Support Program grant assessments.

Towards the end of 2019, the STAG discussed industry members meeting without staff leads to create some initial priorities and that a space in the agenda would be created for updates. Whilst the Working Group updates did make the agenda in early 2020, bushfires, floods and ongoing global pandemic has understandably taken priority for many volunteer members of STAG since.

In addition, in mid-2019, the Inclusion and Access Committee requested membership on STAG working Groups, resolving the following:

**IA 19.18** *That the Inclusion and Access Advisory Group receive the report for information and;*

1. *Advise which groups they would like to have a representative, and*
2. *Confirm the nominated representatives on the STAG working group/s:*
  - a. *Strategy and Planning Annette Pham*
  - b. *Industry Development Kylie Knight*
  - c. *Product Development Annette Pham*
3. *Jackie Kay be provided with all information and documentation from all Working Groups.*

In the last year, as a result of membership changes and ongoing separation resulting from COVID restrictions, many STAG members have informally commented about feeling disconnected from the purpose of STAG and its role. The election of new members in combination with the new Council provides a great opportunity to revisit the STAG strategic plan, with space for members to discuss how they would like to contribute to the year ahead. It is recommended that staff host a workshop, with an external facilitator, with aim to update the plan and report new direction to the next meeting of STAG.



## Shoalhaven Tourism Recovery Action Plan

October 2021

### 1) Why this Plan exists

This plan highlights the priority actions to reactivate the Shoalhaven as a “year-round destination, valued for its quality environment and visitor experiences” ([Shoalhaven DMP 2018-2023](#)) in the changed context of living with covid and increasing environmental pressures. These actions focus on delivering a strong, resilient, and vibrant tourism industry that actively contributes to the wellbeing of community, the sustainability of Shoalhaven’s natural environment and the return of visitor expenditure to pre-pandemic (YT to Sep 2019) levels by the same quarter in 2024.

### 2) What the review highlighted

The review insights were gathered from workshops, interviews, and a survey of the tourism industry in the Shoalhaven, alongside a literature review of key documents and reports and insights from the MyTravelResearch.com database of 50+ trends impacting tourism.

The most significant insights fall into three broad areas.

#### a) General insights and observations

- Both industry priorities and current market needs are still well aligned with the DMP in many areas. Most recommended actions relate to the urgency or level of priority of activities in that plan.
- Better alignment in the activities and processes of Shoalhaven Tourism (ST) with those of other parts of Council would increase Return on Effort for ST.
- Some of the barriers to reactivation are not within the control of ST, making advocacy an important role.
- If the challenges around data collection can be overcome, Shoalhaven 360 has the capacity to play a key role in developing a resilient tourism industry and positioning the Shoalhaven as a leader in sustainable destination management.

#### b) Industry Development

- Activities in the plan need to align with the differing needs of operators which is influenced by business type (e.g. accommodation vs tour operator), size, longevity, and motivations. Supporting the diversity of industry needs and maintaining awareness of its activities place significant pressure on ST resources.
- Attraction and retention of a well-qualified workforce is a critical barrier to Shoalhaven becoming a 7-day a week, year-round destination. But this is a true ‘wicked’ problem.

#### c) Attracting visitors

- Tourism sustainability (environment & community) is growing more important, especially to high yield customers. Focusing on attracting visitors who align with Shoalhaven values is more important than ever. There is potential to dial up targeting of wellness, food and wine and adventure travel markets.
- The destination attracted many new and high yielding customers due to border closures in 2020. Retaining these ‘covid new’ customers, especially those with potential to travel outside peak demand periods is a priority.



- To reduce fluctuations in visitation as domestic and international borders reopen, attracting high yield repeat customer is critical, working with businesses to attract this customer base will be important to success.

### 3) The Road to Recovery

Based on the issues highlighted by the review the following actions have been identified to help ST support the reactivation of the destination.

#### 3.1 The Approach

The actions are considered in two focus areas:

- **Industry Development and Advocacy.** Focus on supporting industry will create the conditions for recovery by ensuring industry is agile, resilient, and capable and thus ready to seize opportunities as tourism returns.
- **Driving Demand.** Focus on attracting the *right* visitors to reduce fluctuations in visitation once borders reopen and international travel returns.

Some activities are important to both focus areas.

#### 3.2 Strategy and priority actions to drive recovery

As noted in the review above, many of the actions are not new to ST's Strategy but are reprioritised to drive the most effective road to recovery.

### Industry Development and Advocacy

**Strategy - Support industry and Improve ST Return on Effort by centralising Industry Development content and assets so they are easily accessible.**

- Consider creating a centralised industry resource that provides a one-stop shop for relevant activities and initiatives. This should include: what are we doing (e.g. regional touring routes), how industry can work with us, a link to our Events Calendar, key things happening with industry and links to other resources (e.g. NSW First, DSSS, DNSW) including access to training. Once created promote regularly as the 'first place to look' prior to more personal engagement.
- Two longer term activities to consider that will enable ST to better manage expectations and delivery **a)** develop a 'What to expect' charter that clarifies mutual expectations **b)** upgrade CRM systems to provide a more interactive and personal update on initiatives that does not unduly burden staff.

**Strategy - Visitor Services activities to support industry in recovery**

- Promote that VIS staff are available 7 days a week to support with industry assistance.
- Dial up the importance of Visitor Services as the frontline support via famil visits, checking the status of ATDW and Google My Business listings and to assist industry where appropriate.
- Explore opportunities for one-on-one meetings and/or workshops to assist operators with online listings and to receive product updates from operators.

**Strategy - Work with STAG on the key barriers to recovery facing the industry that are beyond ST's control i.e., skill shortages, insurance challenges and additional government support for Tourism Businesses**

- ST and STAG to develop/update an advocacy strategy with these issues.



MyTravelResearch.com\*

- Review with STAG the potential to develop a leadership position on workforce planning to ensure the availability and capability of highly skilled staff.

## Driving Demand

**Strategy - Make simple adjustments to existing campaigns which target high yielding travellers, so that they also consider changes in consumer travel patterns post covid and drive consistent visitation once borders reopen.**

- Continue to attract high-yielding visitors in the off-season with the aim to increase spend.
- Region lends itself well to attracting the 'living with covid' traveller i.e. strong nature, wellness and adventure offering.
- Seek to retain covid new customers especially those who came out of season via Retargeting.
- Consider partnerships to extend the reach of the campaign with travellers in their databases.

**Strategy - Greater cross and intra-regional promotion to expand dispersal across the LGA.**

- Continue to support initiatives to promote tourism beyond LGA borders.
- Raise awareness of existing intra Shoalhaven regional drives by giving more prominence on the website.
- Strengthen promotion of itineraries in order to encourage road trips and existing lesser-known routes.
- Leverage the opening of the new experiences at Bundanon to drive greater dispersal across the region and promote Shoalhaven's Art and Cultural offerings.

**Strategy - Continued promotion of ST Events Calendar as a way to drive visitation, support community and unite people in the off-season.**

- Increase the visibility of the Shoalhaven Events Calendar through the ongoing promotion of 'What's On' in marketing activity.
- To encourage locals to attend events consider including them in future campaigns where appropriate.

**Strategy - Leverage the growth of the Conscious Traveller as these customers are best aligned with the regions offering and create the strongest potential to retain social licence with residents.**

- Target in relevant current campaigns via profiling.
- Encourage visitors to treat the Shoalhaven with respect and to travel sustainably.
- Review the potential to reactivate the Shoalhaven 360 initiative by focusing on what is deliverable now. In the longer term, identify a pathway to expand the measures included, and embed sustainability messaging/principles in marketing and product development.
- Wellness, Indigenous experiences are known to cater to people's desire to reconnect and be in nature. Developing partnerships to help develop wellness and outdoor experiences to meet the market will be critical for long-term off-season growth.

**Cross-focus Initiative** – these actions will support both outcomes

**Strategy – Identify opportunity areas for product development through collaboration with industry.**

- Generate conversations around how to best drive investment in tourism infrastructure, events, grant opportunities, and development of prospective high yielding markets
- Ensure tourism priority infrastructure across the region is considered in council planning.

**Shoalhaven**  
SOUTH COAST - NSW

**SHOALHAVEN TOURISM  
ADVISORY GROUP (STAG)**  
DRAFT STRATEGIC  
PLAN  
2018-2020

# Role of STAG

Provide valuable  
insight + advocate  
for tourism  
industry in the  
region

Strategic input to  
direction via  
Working Groups

Events Support  
Program Assistance

## Overall Goals

GOALS	1. ADVOCACY & INSIGHT	2. STRATEGIC DIRECTION VIA WORKING GROUPS	3. SUPPORT EVENTS A MAJOR ECONOMIC DRIVER IN THE REGION
	<p>The Shoalhaven Tourism industry is an important economic development sector, contributing to essential jobs in the region.</p> <p>The goal is to ensure council recognizes the importance of the industry, both direct and indirect, and continues to support the sector growth.</p>	<p>Provide valuable industry insight and hands on support to the council tourism team by undertaking in-depth project work to develop key areas and sectors in the region, on key areas, as identified yearly, and provide advice to the sector and planning.</p>	<p>Support the tourism team and tourism visitation in the region by providing professional advice on the tourism event support program.</p>
ACTIONS + STRATEGIES	<ol style="list-style-type: none"> <li>Lobby Council to ensure tourism is acknowledged as a vital industry now and into the future, with impact cross sector supporting high value jobs throughout the region across various sectors.</li> <li>Provide advice to Council and stakeholders on key tourism matters and how to integrate tourism in all elements of planning and policy making</li> <li>Advise stakeholders on the development of measurable outcomes for tourism throughout the region</li> </ol>	<ol style="list-style-type: none"> <li>Formation of working groups on identified strategic topic areas <ul style="list-style-type: none"> <li>Accommodation</li> <li>Industry development</li> <li>Overall strategic direction</li> <li>Product development</li> </ul> </li> <li>Identify priorities across each working group area</li> <li>Creation of key objectives and outcomes for the working groups</li> <li>Regular updates back to STAG in the larger group via meeting updates</li> </ol>	<ol style="list-style-type: none"> <li>Review and make recommendations on the event support program annually</li> <li>Members of the Advisory Group actively involved in making recommendations on event support</li> <li>Ongoing advocacy to council for continued funding program to support driving the visitor economy with events</li> <li>Advocate for the program throughout the region</li> </ol>
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> <li>Recognise and advocate for Council's support and investment in tourism and economic development</li> <li>Advocate for the Shoalhaven and improvements to tourism development 'up chain'. DNSSSS etc.</li> <li>Successful recommendations by STAG to Council on behalf of the overall industry and visitor economy</li> <li>Regular attendance at industry events and meetings including business chambers and networking events</li> <li>Positive feedback from the tourism industry at functions and via surveys</li> <li>Provide moral and written support of grant applications</li> </ol>	<ol style="list-style-type: none"> <li>Regular attendance at working groups</li> <li>Gain agreement from broader STAG by working groups on actions, strategies and indicators of success.</li> <li>Meeting objectives and reporting back to STAG regularly</li> <li>Agreed outcomes achieved, driving change in the industry</li> <li>Recognition of STAG as industry leaders in the community.</li> </ol>	<ol style="list-style-type: none"> <li>STAG members actively participating in making recommendation for event support program</li> <li>Industry making application to participate in the event support program</li> <li>STAG regular attendance at tourism events supported throughout the region and providing feedback.</li> <li>Evidence of quality events meeting strategic goals in the region driving off season visitation</li> </ol>



## Working Groups

PRIORITY AREA	1. STRATEGY + PLANNING Provide professional advice on long term strategic direction for the industry	2. INDUSTRY DEVELOPMENT Advocate and assist in the skills development and sharing to grow the industry.	3. PRODUCT DEVELOPMENT Assist in product development to meet strategic outcomes. Identified as a second priority and on hold until the completion of the DMP. NOTE: An Arts and Culture Working Group currently exists with members outside STAG
ACTIONS AND STRATEGIES	<ol style="list-style-type: none"> <li>360 Model, development and delivery</li> <li>Destination Management Plan</li> <li>Review of staff yearly action plans and provide recommendations</li> <li>Review of other stakeholder plans like DNSSS to provide feedback to STAG for formal comments</li> <li>Advocate for long term strategic industry needs to drive ongoing investment and change</li> </ol>	<ul style="list-style-type: none"> <li>Provide feedback and insight into training skills gaps and opportunities</li> <li>Investigate opportunities for further skills development including ideas brainstorm:</li> <li>Tourism is Everyone's business;</li> <li>opportunities to leverage local business chambers;</li> <li>Advocacy, could STAG members talk to businesses one on one? Mentor or human library?</li> <li>How can tourism help you? Can STAG play a role in feedback?</li> <li>Local tourism / business conference?</li> <li>Tourism after hours networking events</li> <li>Customer Service Mentors</li> <li>Economic Gardening</li> <li>Aussie Host training?</li> <li>Incentives e.g. reduced-price advert in Visitor Guide for achieving competence?</li> <li>Investigate different council and business meetings in the region.</li> <li>Mobilising industry to be more proactive and engaged</li> <li>Create a strategy to move forward</li> </ul>	<ol style="list-style-type: none"> <li>Create analysis of current product and identify gaps</li> <li>Identify strategic opportunities for product development</li> <li>Create an action plan with clear actions, measures of success and timelines and gain agreement from STAG on next steps.</li> </ol> <p><i>This could include: Packaged experiences, itineraries; a review of business opportunities like Book Easy ticketing; How do we help National Parks Wildlife Service?</i></p>
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> <li>Long term strategic plans endorsed by council</li> <li>Ongoing tourism support and funding from council to the industry</li> <li>Long term growth and sustainable industry</li> </ol>	<ol style="list-style-type: none"> <li>Identify key opportunities</li> <li>Industry and skills development plan of action reported back to STAG with clear timelines and actions.</li> </ol>	<ol style="list-style-type: none"> <li>Active Product Development Working group, meeting regularly</li> <li>Agreed action plan and success indicators with broader STAG members</li> <li>Clear evidence of product development and economic growth</li> <li>Advocate on behalf of the Tourism Industry to identify and foster industry growth opportunities</li> </ol>
MEMBERS	<b>Project Lead:</b> Rob Crowe <b>STAG Members:</b> Neil Rogers, Brenda Sambrook, David Duffy <b>Staff Representative:</b> Shannan Perry-Hall + Coralie Bell	<b>Project Lead:</b> Juliet Barr <b>STAG Members:</b> James Lin, Brenda Sambrook <b>Staff Representative:</b> Kristy Mayhew	<b>Project Lead:</b> David Duffy <b>STAG Members:</b> David Goodman, it was agreed that this was not a high priority and members would be assigned at a future time. <b>Staff Representative:</b> Coralie Bell + others as required