



PORT MACQUARIE-HASTINGS  
COUNCIL



# Economic Development Steering Group

## Business Paper

**date of meeting:** Wednesday 14 October 2020

**location:** Via MS Teams

**time:** 8:30am

**Note:** Council is distributing this agenda on the strict understanding that the publication and/or announcement of any material from the Paper before the meeting not be such as to presume the outcome of consideration of the matters thereon.

# **Port Macquarie-Hastings Economic Development Steering Group**

## **CHARTER**

---

### **1.0 OBJECTIVES**

- Assist Council in the implementation and review of the Economic Development Strategy.
- Assist Council in monitoring the success of the Economic Development Strategy against established criteria.
- Engage with and provide input to Council on other economic development matters which are relevant to the future of the Local Government Area.
- To provide and receive two-way feedback from business and industry.

### **2.0 KEY FUNCTIONS**

- The Economic Development Steering Group will provide a forum in which Local Government, business and industry leaders can discuss and debate, plan and progress local and regionally significant economic outcomes that continue the growth of the economy in the Port Macquarie Hastings Local Government Area.
- The Steering Group is to be an interactive group that provides a forum for developing the strategic economic development direction for the Local Government Area. The Steering Group is committed to collaboration, innovation and development of a 'whole-of-place' approach for the purpose of promoting local product, industry and investment in the state, national and global market.

### **3.0 MEMBERSHIP**

A formal Expression of Interest process will be undertaken across the Local Government Area as a way of determining the independent representatives on the Steering Group. Members of the Steering Group will be representative of all business interests across the Local Government Area rather than a single business issue and be able to demonstrate conceptual and forward-thinking skills. Applications from both individuals and also representatives from business groups, as shown below and in no particular order, and who meet the selection criteria will be encouraged:

- Port Macquarie Chamber of Commerce
- Wauchope Chamber of Commerce
- Camden Haven Chamber of Commerce & Industry
- Greater Port Macquarie Tourism Association
- Hastings Business Women's Network
- NSW Business Chamber
- Industry Mid North Coast
- Port Macquarie Hastings Education and Skills Forum
- Hastings Construction Industry Association.

Council representatives will be:

- Councillors, Economic and Cultural Development Portfolio

- General Manager
- Director
- Group Manager Economic Development
- Other senior Council staff as required.

Other members, including State and Federal Government representatives and specific constituent groups within various sectors may be invited to attend meetings or participate in a working group on certain issues or to progress an agreed outcome, as approved by the Steering Group.

Steering Group members will serve for a period of two (2) years after which Council will call expressions of interest for the next two (2) year period. Existing Steering Group members will be eligible to re-apply for a position and serve additional terms. Any changes in the composition of the Steering Group will be approved by Council.

### **3.1 Voting Members**

- Councillors, Economic and Cultural Development Portfolio
- General Manager
- Director
- Group Manager Economic Development
- Community representatives, as appointed by Council

### **3.2 Non-Voting Members**

- Other members, including State and Federal Government representatives and specific constituent groups within various sectors may be invited to attend meetings or working groups on certain issues or to progress an agreed outcome, as approved by the Steering Group.

### **3.3 Obligations of Members**

- Commit to working towards advancement of economic development within the Local Government Area.
- Act honestly and in good faith.
- Act impartially at all times.
- Participate actively in the work of the Steering Group.
- Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
- Comply with this Charter document at all times.
- Facilitate and encourage community engagement with Steering Group and Council initiatives to support good cultural and social outcomes for our community.
- As per Section 226 (c) of the NSW Local Government Act 1993, the Mayor is the principal spokesperson for the governing body and Councillors that are members of a Steering Group are to obtain the Mayor's agreement to make media and other statements. Further, only the Mayor, or a Councillor with the Mayor's agreement and otherwise in accordance with Council policies and procedures, may release Council information through media statements or otherwise, and the release of such information must be lawful under the Council adopted Code of Conduct. Council officers that are members of Steering Groups are bound by the existing operational delegations in relation to speaking to the media.

- A Councillor as a member of a Steering Group or the Steering Group itself has no delegation or authority to make decisions on behalf of Council, nor to direct the business of Council. The only decision making power open to Councillors is through formal resolutions of Council.
- A Councillor as a member of a Steering Group or the Steering Group itself cannot direct staff and must abide by the decisions of Council and the policies of Council.
- Councillors, Council staff and members of this Steering Group must comply with the applicable provisions of Council's Code of Conduct in carrying out the functions as Council officials. It is the personal responsibility of Council officials to comply with the standards in the Code of Conduct and regularly review their personal circumstances with this in mind.

### **3.4 Member Tenure**

- Steering Group members will serve for a period of two (2) years after which Council will call expressions of interest for the next two (2) year period. Existing Steering Group members will be eligible to re-apply for a position and serve additional terms. Any changes in the composition of the Steering Group require the approval of Council.

### **3.5 Appointment of Members**

- A formal Expression of Interest process will be undertaken across the Local Government Area as a way of determining the independent representatives on the Steering Group. Members of the Steering Group will be representative of economic development interests across the Local Government Area rather than a single issue. The members of the Committee, taken collectively, will have a broad range of skills and experience relevant to economic development, business and industry in the Port Macquarie Hastings region. Applications from individuals and representatives from interest groups, and who meet the selection criteria will be encouraged.
- Council, by resolution duly passed, will appoint members to the Steering Group.

## **4.0 TIMETABLE OF MEETINGS**

- Meetings will be held monthly (or more regularly if required). Meetings will generally be held at the main administration office of Port Macquarie-Hastings Council.

## **5.0 MEETING PRACTICES**

### **5.1 Decision Making**

- Recommendations of the Steering Group shall be by majority of the members present at each Meeting and each member shall have one (1) vote.
- The Chairperson shall not have a casting vote.
- In the event of an equality of votes on any matter, the matter shall be referred directly to Council's Executive Group and then to Council.
- Recommendations from the Steering Group are to be made through the General Manager or the relevant Director, who will determine under delegation, the process for implementation.
- The Steering Group has no delegation to allocate funding on behalf of Council. The Steering Group may make recommendations to Council about how funding should be spent in relation to the above-mentioned objectives, however those funds will only be applied and expended following a formal resolution of Council.



- The Steering Group may establish working groups to support actions and activities within the strategies or to assist in the delivery of projects and events as deemed appropriate. All projects are to be aligned with Council's suite of Integrated Planning and Reporting documents.

## **5.2 Quorum**

- A quorum must include a minimum of one (1) Councillor or one (1) Council Executive staff member being present. The quorum for the Steering Group will be met if half of the members plus one are present.

## **5.3 Chairperson and Deputy Chairperson**

- The Chairperson shall be the Councillor, Chair Economic and Cultural Development Portfolio.
- The Deputy Chair shall be the Councillor, Alternate Chair Economic and Cultural Development Portfolio.
- At all Meetings of the Steering Group, the Chairperson shall occupy the Chair and preside. In the absence of the Chairperson and Deputy Chair, as the Steering Group's first item of business, the Steering Group shall elect one of its members to preside at the Meeting (elected chair must be a Council representative).

## **5.4 Secretariat**

- The Director is to be responsible for ensuring that the Steering Group has adequate secretariat support. The secretariat will ensure that the business paper and supporting papers are circulated at least three (3) days prior to each meeting. Minutes shall be appropriately approved and circulated to each member within three (3) weeks of a meeting being held.
- All Steering Group agendas and minutes will be made available to the public via Council's web site, unless otherwise restricted by legislation.

## **5.5 Recording of explicit discussions on risks**

- The Secretariat shall record all discussions that relate to risks.

## **6.0 CONVENING OF "OUTCOME SPECIFIC" WORKING GROUPS**

- The Steering Group can at times request a working group to be convened, for a limited period of time, for a specific action, these specifics will be minuted clearly. The working group will report back to the Steering Group with outcomes.
- Any working groups established under this Steering Group will be responsible for providing updates to the Group. The working groups will be an informal gathering with notes collected and managed by the senior staff member in attendance and will be tabled at the Steering Group meetings.

## **7.0 CONFIDENTIALITY AND CONFLICT OF INTEREST**

- Any independent members of the Steering Group will be required to complete a confidentiality agreement that will cover the period of their membership of the Steering Group.

- Steering Group members must declare any conflict of interests at the start of each meeting or before discussion of a relevant item or topic. Details of any conflicts of interest should be appropriately minuted.
- Where members or invitees at Steering Group meetings are deemed to have a real or perceived conflict of interest, it may be appropriate that they be excused from Steering Group deliberations on the issue where the conflict of interest may exist.

## Port Macquarie-Hastings Economic Development Steering Group

### ATTENDANCE REGISTER

Member	12/02/20	11/03/20	10/06/20	08/07/20	12/08/20	09/09/20
Councillor Rob Turner (Chair)	✓	✓	✓	✓	✓	✓
Councillor Geoff Hawkins (Deputy Chair)	✓	A	✓	✓	✓	✓
Councillor Alley (Alt. Chair of External Grants and Revenues Portfolio)	X	X	X	X	X	X
Kelly King	✓	✓	A	A	✓	A
Paul Dawson	✓	✓	✓	✓	✓	✓
Anthony Thorne	A	A	✓	✓	✓	✓
Kate Wood-Foye	✓	✓	✓	✓	✓	✓
Stuart Bate	✓	✓	X	✓	✓	✓
Hadyn Oriti	✓	✓	A	✓	✓	✓
Ross Cargill	✓	✓	✓	✓	✓	✓
Peter Halliwell	✓	A	✓	✓		✓
Jane Evans	A	✓	✓	✓	✓	✓
Michelle Love	✓	✓	✓	✓	✓	✓
Kellon Beard	✓	✓	✓	✓	✓	✓
Craig Swift-McNair Jeffery Sharp (Acting General Manager) Rebecca Olsen (Acting)	A	X	✓	- ✓	- ✓	- ✓
Jeffery Sharp (PMHC Director Strategy & Growth) Duncan Council (Acting) Liesa Davies (Acting)	✓	X	✓	- ✓	- ✓	- ✓
Liesa Davies (PMHC Group Manager Economic & Cultural Development) Amanda Hatton (Acting)	✓	X	✓	✓	- ✓	- ✓

**Key:** ✓ = Present

A = Absent With Apology

X = Absent Without Apology

### Meeting Dates for 2020

12/02/2020	Function Room	8:30am
11/03/2020	Function Room	8:30am
8/04/2020	Function Room	8:30am
13/05/2020	Function Room	8:30am
10/06/2020	Function Room	8:30am
8/07/2020	Function Room	8:30am
12/08/2020	Committee Room	8:30am
14/10/2020	Function Room	8:30am
11/11/2020	Function Room	8:30am
9/12/2020	Committee Room	8:30am

# Economic Development Steering Group Meeting

Wednesday 14 October 2020

## Items of Business

Item	Subject	Page
01	Acknowledgement of Country .....	<u>9</u>
02	Apologies.....	<u>9</u>
03	Confirmation of Minutes .....	<u>9</u>
04	Disclosures of Interest.....	<u>14</u>
05	Business Arising from Previous Minutes.....	<u>18</u>
06	Economic Development Strategy Renewal.....	<u>19</u>
07	Biannual Strategy Implementation Update .....	<u>21</u>
08	Destination Management Update.....	<u>39</u>
09	Annual Business Confidence Survey Results .....	<u>70</u>
10	General Business	

---

**Item: 01****Subject: ACKNOWLEDGEMENT OF COUNTRY**

---

"I acknowledge that we are gathered on Birpai Land. I pay respect to the Birpai Elders both past and present. I also extend that respect to all other Aboriginal and Torres Strait Islander people present."

---

**Item: 02****Subject: APOLOGIES**

---

**RECOMMENDATION**

That the apologies received be accepted.

---

**Item: 03****Subject: CONFIRMATION OF PREVIOUS MINUTES**

---

**RECOMMENDATION**

That the Minutes of the Economic Development Steering Group Meeting held on 9 September 2020 be confirmed.

---

## **PRESENT**

### ***Members:***

Councillor Rob Turner (Chair)  
Councillor Geoff Hawkins (Deputy Chair)  
Paul Dawson (Community Representative)  
Anthony Thorne (Community Representative)  
Kate Wood-Foye (Community Representative)  
Stuart Bate (Community Representative)  
Hadyn Oriti (Community Representative)  
Ross Cargill (Community Representative)  
Peter Halliwell (Community Representative)  
Jane Evans (Community Representative)  
Michelle Love (Community Representative)  
Kellon Beard (Community Representative)

### ***Other Attendees:***

Acting General Manager (Jeffery Sharp)  
Acting Director Strategy & Growth (Liesa Davies)  
Acting Group Manager Economic & Cultural Development (Amanda Hatton)  
Senior Economic Development Officer (David Archer)  
Group Manager Development Assessment (Dan Croft)

---

The meeting opened at 8:31am.

---

---

## **01 ACKNOWLEDGEMENT OF COUNTRY**

---

The Acknowledgement of Country was delivered.

---

## **02 APOLOGIES**

---

### **CONSENSUS:**

That the apology received from Kelly King be accepted.



---

### **03 CONFIRMATION OF MINUTES**

---

**CONSENSUS:**

That the Minutes of the Economic Development Steering Group Meeting held on 12 August 2020 be confirmed.

---

### **04 DISCLOSURES OF INTEREST**

---

There were no disclosures of interest presented.

---

### **05 BUSINESS ARISING FROM PREVIOUS MINUTES**

---

**CONSENSUS:**

That the Business Arising Schedule be noted with a discussion on red tape to be tabled at a future meeting.

---

### **SUSPENSION OF STANDING ORDERS**

---

**CONSENSUS:**

That standing orders be suspended to allow Item 07 to be brought forward and considered next to allow guests to present to the meeting.

---

### **07 DEVELOPMENT ACTIVITY UPDATE**

---

The Group Manager Development Assessment presented an overview of the development activity for the April to June 2020 quarter. Despite COVID-19 impacts it was noted that activity is still progressing well and the statistics from the last quarter, along with current trends from the first two months of the new financial year, are encouraging.

The Group Manager Development Assessment answered questions from the Group in regards to the data presented. It was also acknowledged that whilst the Development Assessment team have been largely working from home since COVID-19, it has been a seamless transition from a customer experience perspective.

**CONSENSUS:**

That the Economic Development Steering Group note the Development Assessment activity for the April to June 2020 quarter.

---

**06 BUSHFIRES AND COVID-19: IMPACTS AND RECOVERY UPDATE**

---

The Acting Director Strategy and Growth noted that following the adoption of COVID-19 recovery and stimulus projects at the August 2020 meeting of Council, the COVID-19 Working Group and Sub-Groups have now formally concluded. It was discussed that commencement and delivery of the range of adopted projects is now being implemented with the completion of these projects due by 30 June 2021. Council will also consider a further report on the potential extension of COVID Relief Measures (financial relief for residents and businesses) at the 23 September Council meeting.

The proposal to move from monthly to quarterly reporting on the implementation of these projects to the Group to allow for an all-encompassing update on key milestones was also discussed and agreed.

**CONSENSUS:**

That the Economic Development Steering Group:

1. Note the updates on bushfire recovery initiatives and COVID-19 impact and response.
2. Agree quarterly updates, commencing in November 2020, be provided to the Group on the progress of recovery projects.

Item 07 Development Activity Update, has been addressed previously within the meeting.

---

**08 UPDATE ON LOCAL BUSINESS SUPPORT AND NETWORKS**

---

Council's Senior Economic Development Officer presented the new Business Portal brochure detailing local business advisory services and networks available to businesses within our region. It was noted that these services are particularly important and in demand by local businesses operators at this point in time as they recover from the impacts of the bushfires and COVID-19.

The role of Council in connecting entrepreneurs to other stakeholders and creating awareness around a range of support opportunities was discussed.

**CONSENSUS:**

That the Economic Development Steering Group note and promote the range of business networks and business advisory services available within the Port Macquarie-Hastings region, and encourage the business community to access services, join networking opportunities to foster a supportive and resilient community.

---

## **09 GENERAL BUSINESS**

---

### **09.1 INFRASTRUCTURE ITEMS**

---

Peter Halliwell enquired on the progress of larger infrastructure items being delivered or proposed for future delivery within the community.

The Acting General Manager provided an update on a range of Council projects.

---

### **09.02 CAMDEN HAVEN GIFT CARD**

---

Stuart Bate updated the Group on the success to date of the Camden Haven Gift Card initiative that was recently launched to support local business.

---

The meeting closed at 9:48am.

---

Item: 04  
Subject: DISCLOSURES OF INTEREST

---

**RECOMMENDATION**

That Disclosures of Interest be presented

**DISCLOSURE OF INTEREST DECLARATION**

<b>Name of Meeting:</b>	
<b>Meeting Date:</b>	
<b>Item Number:</b>	
<b>Subject:</b>	
<b>I, the undersigned, hereby declare the following interest:</b>	
<input type="checkbox"/> <b>Pecuniary:</b> Take no part in the consideration and voting and be out of sight of the meeting.	
<input type="checkbox"/> <b>Non-Pecuniary – Significant Interest:</b> Take no part in the consideration and voting and be out of sight of the meeting.	
<input type="checkbox"/> <b>Non-Pecuniary – Less than Significant Interest:</b> May participate in consideration and voting.	
<b>For the reason that:</b>	
<b>Name:</b>  <b>Signed:</b>	<b>Date:</b>
<b>Please submit to the Governance Support Officer at the Council Meeting.</b>	

*(Refer to next page and the Code of Conduct)*

### Pecuniary Interest

- 4.1 A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.
- 4.2 You will not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision you might make in relation to the matter, or if the interest is of a kind specified in clause 4.6.
- 4.3 For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is:
  - (a) your interest, or
  - (b) the interest of your spouse or de facto partner, your relative, or your partner or employer, or
  - (c) a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.
- 4.4 For the purposes of clause 4.3:
  - (a) Your "relative" is any of the following:
    - i) your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
    - ii) your spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
    - iii) the spouse or de facto partner of a person referred to in paragraphs (i) and (i)
  - (b) "de facto partner" has the same meaning as defined in section 21C of the *Interpretation Act 1987*.
- 4.5 You will not have a pecuniary interest in relation to a person referred to in subclauses 4.3(b) or (c)
  - (a) if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
  - (b) just because the person is a member of, or is employed by, a council or a statutory body, or is employed by the Crown, or
  - (c) just because the person is a member of, or a delegate of a council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

### Non-Pecuniary

- 5.1 Non-pecuniary interests are private or personal interests a council official has that do not amount to a pecuniary interest as defined in clause 4.1 of this code. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.
- 5.2 A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.
- 5.3 The personal or political views of a council official do not constitute a private interest for the purposes of clause 5.2.
- 5.4 Non-pecuniary conflicts of interest must be identified and appropriately managed to uphold community confidence in the probity of council decision-making. The onus is on you to identify any non-pecuniary conflict of interest you may have in matters that you deal with, to disclose the interest fully and in writing, and to take appropriate action to manage the conflict in accordance with this code.
- 5.5 When considering whether or not you have a non-pecuniary conflict of interest in a matter you are dealing with, it is always important to think about how others would view your situation.

#### Managing non-pecuniary conflicts of interest

- 5.6 Where you have a non-pecuniary conflict of interest in a matter for the purposes of clause 5.2, you must disclose the relevant private interest you have in relation to the matter fully and in writing as soon as practicable after becoming aware of the non-pecuniary conflict of interest and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter. In the case of members of council staff other than the general manager, such a disclosure is to be made to the staff member's manager. In the case of the general manager, such a disclosure is to be made to the mayor.
- 5.7 If a disclosure is made at a council or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes on each occasion on which the non-pecuniary conflict of interest arises. This disclosure constitutes disclosure in writing for the purposes of clause 5.6.
- 5.8 How you manage a non-pecuniary conflict of interest will depend on whether or not it is significant.
- 5.9 As a general rule, a non-pecuniary conflict of interest will be significant where it does not involve a pecuniary interest for the purposes of clause 4.1, but it involves:
  - a) a relationship between a council official and another person who is affected by a decision or a matter under consideration that is particularly close, such as a current or former spouse or de facto partner, a relative for the purposes of clause 4.4 or another person from the council official's extended family that the council official has a close personal relationship with, or another person living in the same household
  - b) other relationships with persons who are affected by a decision or a matter under consideration that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship.
  - c) an affiliation between the council official and an organisation (such as a sporting body, club, religious, cultural or charitable organisation, corporation or association) that is affected by a decision or a matter under consideration that is particularly strong. The strength of a council official's affiliation with an organisation is to be determined by the extent to which they actively participate in the management, administration or other activities of the organisation.
  - d) membership, as the council's representative, of the board or management committee of an organisation that is affected by a decision or a matter under consideration, in circumstances where the interests of the council and the organisation are potentially in conflict in relation to the particular matter
  - e) a financial interest (other than an interest of a type referred to in clause 4.6) that is not a pecuniary interest for the purposes of clause 4.1
  - f) the conferral or loss of a personal benefit other than one conferred or lost as a member of the community or a broader class of people affected by a decision.
- 5.10 Significant non-pecuniary conflicts of interest must be managed in one of two ways:
  - a) by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or
  - b) if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a council or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29.
- 5.11 If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.
- 5.12 If you are a member of staff of council other than the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of your manager. In the case of the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of the mayor.
- 5.13 Despite clause 5.10(b), a councillor who has a significant non-pecuniary conflict of interest in a matter, may participate in a decision to delegate consideration of the matter in question to another body or person.
- 5.14 Council committee members are not required to declare and manage a non-pecuniary conflict of interest in accordance with the requirements of this Part where it arises from an interest they have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if they have been appointed to represent the organisation or group on the council committee.

## SPECIAL DISCLOSURE OF PECUNIARY INTEREST DECLARATION

*This form must be completed using block letters or typed.*

*If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.*

<b>By</b> <i>[insert full name of councillor]</i>	
<b>In the matter of</b> <i>[insert name of environmental planning instrument]</i>	
<b>Which is to be considered at a meeting of the</b> <i>[insert name of meeting]</i>	
<b>Held on</b> <i>[insert date of meeting]</i>	
<b>PECUNIARY INTEREST</b>	
Address of the affected principal place of residence of the councillor or an associated person, company or body <i>(the <b>identified land</b>)</i>	
Relationship of identified land to councillor <i>[Tick or cross one box.]</i>	<input type="checkbox"/> The councillor has interest in the land (e.g. is owner or has other interest arising out of a mortgage, lease, trust, option or contract, or otherwise). <input type="checkbox"/> An associated person of the councillor has an interest in the land. <input type="checkbox"/> An associated company or body of the councillor has interest in the land.
<b>MATTER GIVING RISE TO PECUNIARY INTEREST<sup>1</sup></b>	
Nature of land that is subject to a change in zone/planning control by proposed LEP <i>(the <b>subject land</b><sup>2</sup>)</i> <i>[Tick or cross one box]</i>	<input type="checkbox"/> The identified land. <input type="checkbox"/> Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control <i>[Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]</i>	
Proposed change of zone/planning control <i>[Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]</i>	
Effect of proposed change of zone/planning control on councillor or associated person <i>[Tick or cross one box]</i>	<input type="checkbox"/> Appreciable financial gain. <input type="checkbox"/> Appreciable financial loss.

*[If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest]*

**Councillor's Signature:** ..... **Date:** .....

*This form is to be retained by the council's general manager and included in full in the minutes of the meeting*

Last Updated: 3 June 2019



**Important Information**

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).

The special disclosure must relate only to a pecuniary interest that a councillor has in the councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Model Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Model Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.

"Relative" is defined by clause 4.4 of the Model Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting at which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

---

<sup>1</sup> Clause 4.1 of the Model Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Model Code of Conduct.

<sup>2</sup> A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in clause 4.3 of the Model Code of Conduct has a proprietary interest

---

**Item: 05****Subject: BUSINESS ARISING FROM PREVIOUS MINUTES**

---

Discussion topics at future meetings		
	Due Date	Requested
Reducing red tape	Future meeting	8/07/2020
Quarterly Updates to be provided on Bushfire and Covid-19 Impacts and Recovery Update	November 2020	09/09/2020

---

Item: 06

Subject: ECONOMIC DEVELOPMENT STRATEGY RENEWAL

Presented by: Strategy and Growth, Liesa Davies

---

## RECOMMENDATION

That the group:

1. Note the 2017-2021 Economic Development Strategy is due to be reviewed in 2021.
2. Endorse the approach to engage an external consultant to assist with the development of the new Strategy.
3. Note that recovery initiatives and opportunities to simplify processes for business and industry groups interacting with Council will be incorporated as actionable areas within the new Strategy.

## Discussion

The [2017-2021 Port Macquarie-Hastings Economic Development Strategy](#) sets out five key pillars for achieving the vision of creating “a successful place that has a vibrant, diversified and resilient regional economy for people to live, learn, work, play and invest”. The pillars, or *outcomes* targeted in the strategy are:

- Embracing business and a stronger economy
- Providing the foundations
- Creating vibrant and desirable places
- Embracing opportunity
- Partnering for success

To date, the strategy has been highly-effective in guiding the work across Council, and providing the pathway to achieve the vision. However, the impact of the 2019/20 bushfire season and subsequently the COVID-19 global pandemic, will have a material impact on performance against some performance measures.

With the Economic Development Strategy due for renewal in 2021, it provides and opportune time for Council, key industry stakeholders and the broader community to determine strategic priorities for the next four years. It is proposed that the Strategy will incorporate recovery initiatives along with longer term strategies and actions to support local business and economic growth. The development of a new Strategy will be a good opportunity to further consider feedback around ‘red tape’ received during the COVID-19 Recovery Working Group operations, and areas where Council could improve the (business) customer experience.

Council’s Senior Economic Development Officer will provide the Group with an overview of a recommend pathway that maintains the effectiveness achieved within the existing strategy and underpins the economic recovery for our region through the development of a new Economic Development Strategy.

## **AGENDA**

## **ECONOMIC DEVELOPMENT STEERING GROUP** **14/10/2020**

### **Attachments**

Nil

---

Item: 07

Subject: BIENNIAL STRATEGY IMPLEMENTATION UPDATE

Presented by: Strategy and Growth, Liesa Davies

---

## RECOMMENDATION

**That the Group note the update on implementation of the 2017-2021 Port Macquarie-Hastings Council Economic Development Strategy and provide feedback.**

### Discussion

In adopting the 2017-2021 Port Macquarie-Hastings Council Economic Development Strategy on 17 May 2017, Council resolved:

---

#### ***11.01 2017-2021 ECONOMIC DEVELOPMENT STRATEGY***

---

*RESOLVED: Turner/Levido*

*That Council:*

- 1. Note the submissions and feedback received on the draft 2017-2021 Economic Development Strategy during the public exhibition period 20 March - 17 April 2017.*
- 2. Adopt the 2017-2021 Economic Development Strategy as amended based on public comment and further review by the Economic Development Steering Group.*
- 3. Note six-monthly reports will be presented to Council to update on implementation of the Strategy.*

*CARRIED: 6/0*

*FOR: Alley, Dixon, Griffiths, Intemann, Levido and Turner*

*AGAINST: Nil*

The attached report is presented to the Group to provide a six-monthly update and receive feedback. A report on this matter will be presented to Council at the 18 November Ordinary Council meeting.

### **Attachments**

1  2017-2021 Biannual Strategy Implementation Update (October 2020)

## Economic Development Outcomes, Strategic Objectives and Actions (October 2020 Update)



2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
Embracing business and a stronger economy	1. Ensure a whole of organization 'solutions focused' culture and approach to supporting business.		Introduction of COVID fee waivers/hardship measures for local business and community in April 2020. Ongoing contact with the Service NSW Easy to do Business Program and the NSW Small Business Commissioner.	Continuation of COVID fee waivers/hardship measures until February 2021. Review of NSW Government Easy to do Business program.	
		A commitment to the Small Business Friendly Council program and associated initiatives.	Advocacy for support to business following the bushfire and COVID-19 crisis, and promotion of bushfire and COVID-19 Recovery grants. Participation in the 2020 NSW Small Business Month event, and coordination of a combined promotion of all local NSW Small Business Month events		
A Council that recognises the importance of a strong economy and fosters a culture that is supportive of business and that ensures the economic development of the region is a central consideration in all its activities.	2. Economic development considerations are central to the activities of Council.		Commercial Activities on Council-managed Land on-going. Footpath trading trial for towns and villages commenced in May 2019, fees waived for footpath trading and a-frame sign applications.	Outdoor Dining Policy to be adopted, with view to including footpath trading. A-frame signs and busking under the policy.	
		On-going review of policies and procedures.			



2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
				Ongoing implementation. Further review November 2020.	
	3. Maintain a strong connection with the business community and an understanding of their needs.	Conduct an annual business survey.	2020 Business Confidence Survey completed.	Final report to be published October 2020.	
		Provide support to local business award programs.	Commitment to support Port Macquarie Chamber of Commerce Business Awards.	Council Sponsorship of 2020 Port Macquarie Chamber of Commerce Business Awards (Postponed - COVID-19)  Proposed Council support to the Camden Haven Chamber of Commerce Barefoot Business Awards 2020 (Postponed - COVID-19)	
		Continued engagement with local business networks and the 'Business Hub'.	The Business Hub is meeting regularly with 75% attendance. Regular Council representation at network meetings. Small Business activities support.  Bushfire Recovery Funding committed to projects and activities developed by all local Chambers of Commerce, including a variety of efforts to encourage the community to support local business.	Bi-monthly meetings and support of The Hub.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
	4. A Council which provides leadership to the business and broader community.	Maintain regular and open communication with local stakeholders on matters of economic significance to ensure effective advocacy by all.	Quarterly Chamber Meetings; Monthly Economic Development Steering Group Meetings; GPMTA marketing sub-committee, COVID Recovery Working Group meetings; Social media – The Business Portal (Facebook page) contribution; Economic Development Matters e-Newsletter; local media releases	On-going meetings and communication activities.	
Providing the foundations  A Council that initiates and drives the livability and sustain ability of the region through improved planning, infrastructure and services.	5.Ensure appropriately zoned land and precinct planning to encourage business investment and the development of new industries.	Implement Urban Growth Management Strategy.	On-going implementation.	On-going implementation.	
		Finalise Port Macquarie Health and Education Precinct Planning.	Commenced preparation of a Council initiated Planning Proposal, a precinct specific Development Control Plan and development contributions plan.  Ongoing collaboration with key government and industry stakeholders.	Develop project advocacy approach, including marketing collateral, funding applications, project partner definition.  Delivery of the Council initiated Planning Proposal, precinct specific Development Control Plan and development contributions plan.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
		<p>Council has commenced management actions under the Airport and Surrounding Lands Biodiversity Certification Agreement.</p> <p>Preparation of Environmental Impact statement and Development Application for Parallel Taxiway development and landing clearing tree encroaching take off / landing zones.</p> <p>Planning Proposal, covering Airport and surrounding lands, including the Bio certified lands and the Airport Business and Technology Precinct, has been finalised as under the State Government's Planning System Acceleration Program.</p>	<p>Council has commenced management actions under the Airport and Surrounding Lands Biodiversity Certification Agreement.</p> <p>Preparation of Environmental Impact statement and Development Application for Parallel Taxiway development and landing clearing tree encroaching take off / landing zones.</p> <p>Planning Proposal, covering Airport and surrounding lands, including the Bio certified lands and the Airport Business and Technology Precinct, has been finalised as under the State Government's Planning System Acceleration Program.</p>	<p>Continue design and development of the Airport Business and Technology Precinct.</p>	
		<p>Progress Airport Precinct expansion opportunities.</p>		<p>Review existing tourism-zoned land and investigate potential sites for future tourism development.</p>	
		<p>Review existing tourism-zoned land and investigate potential sites for future tourism development.</p>		<p>Review planning controls for rural and environmental areas in relation to nature-based tourism.</p>	
		<p>Provide support for timely strategic planning.</p>	<p>On-going under UGMs and priorities as confirmed by Council</p>		

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
	6. Prioritise, advocate and provide leadership in the delivery of infrastructure projects that will make Port Macquarie-Hastings the premier place to live, learn, work, play and invest on the North Coast.	Review Infrastructure Gap Analysis Report and recommend prioritisation of key elements.	Action under review noting Regional Integrated Transport Strategy development.		
		Plan for alternate north/south link roads in Port Macquarie.	Consultant engaged (SMEC) and works underway on the Port Macquarie Transport Network Improvement Planning Project. Traffic Model developed.	Develop and refine improvement options.	
		Plan suitable transport network improvements for Port Macquarie.	Traffic Model has been reviewed by TfNSW. Value management workshop complete. PMTNCCC meetings ongoing.	Promote availability of NBN fibre optic to Port Macquarie businesses, and other technology that improves business connectivity.	
		Support high speed broadband rollout and promote the associated benefits.		Installation of free wifi planned for Laurieton and Wauchope CBDs.  Promote NBN Business Fibre Zone in port Macquarie, and the availability of free gigabit fibre connections (announced 22/3/20)	
		Support the delivery of projects which enhance connectivity.			

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
		Advocate for the further development of the public transport network to meet the needs of the local community and visitors.	Advocacy via regular local member and ministerial meetings.	Information to be collated and included in the Regional Integrated Transport Strategy	
		Develop a Port Macquarie CBD Parking Strategy.		Releasing Tender when COVID-19 restrictions are eased due the need to collect parking data, planned for October 2020.	
		Implementation of priorities from the Area Wide Traffic Study.	Priorities being reviewed for inclusion into Operation Plan via the 10 year capital works programme planning.	Implementation on-going.	
	7. Work with key stakeholders to implement major capital works projects.	Implement Port Macquarie Foreshore Master Plans.	Completion of the \$2.1M Port Macquarie Coastal Walk upgrade Finalisation of detailed design and approvals and commencement of construction of the Town Green West upgrade.	Continue construction of the Town Green West upgrade.	\$1.5m Community Development Grant (Federal)
		Development of the Hastings Regional Sports Fields.	Continuation of detailed design process (80% complete).	Finalise design and preparation for construction. Full completion of detailed design (December 2020).	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
		Continue to support Wauchope Main Street Plan.	Main Street upgrade complete.		
	8. Further position Port Macquarie as a centre for learning and investment in education with a focus on domestic and international tertiary students with great employment possibilities.	Facilitate investment in student accommodation.	On-going policy allowing for deferral of contributions for student accommodation development.		
		Promote the opportunity to <i>live, learn and earn</i> in the Port Macquarie-Hastings LGA.	Additional digital marketing content developed (remote worker relocation/stories videos).	Exhibition attendance at Sydney Build Expo and the Advanced Manufacturing Expo (postponed COVID-19)  Release and promotion of new digital marketing content.	
Creating vibrant and desirable places	9. Planning for a Smart Regional City.	Develop a Smart City Strategy	Draft Smart Community Roadmap adopted by Council and placed on exhibition.	Final Smart Community Roadmap to be presented to Council for adoption.  Incorporate Smart Community Priorities into key Council Strategies and Plans during development, including the Think 2050 Community Strategic Plan.	



2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
A region where the townships, villages and business precincts are vibrant, connected, commercial, cultural, tourism, recreational and/or community hubs.			Expression of interest for an additional parklet within the Port Macquarie Town Centre completed. Designs approved.	2nd Parklet installed.	
		Implement the Town Centre Master Plan.	Engineering drawings for Foreshore Promenade complete. Work has commenced on securing all required Environmental approvals and licences for Foreshore Promenade.	Secure all Environmental approvals and licences for Foreshore Promenade. Secure funding for Bicentenary Walkway future stages.	
		Implement the Cultural Plan.	On-going implementation. Cultural Economy Plan completed. New Public Art Policy finalised.	Finalise Public Art Policy Master Plan. Cultural Plan Redevelopment.	\$37,500 - building better regions fund (Cultural Economy Plan)
		Smart & Connected Communities - Value at Stake Analysis.	Complete		
		Continue to implement and plan for smart city initiatives.	Draft Smart Community Roadmap adopted by Council and placed on exhibition.	Final Smart Community Roadmap to be presented to Council for adoption. Incorporate Smart Community Priorities into key Council Strategies and Plans during development, including the Think 2050 Community Strategic Plan.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
		Complete CBD Wifi rollout.	Trial complete.	Installation of free wifi planned for Laurieton and Wauchope CBDs.  Promote NBN Business Fibre Zone in Port Macquarie, and the availability of free gigabit fibre connections (announced 22/3/20)	
		Continue to investigate feasibility of a Smart Work Hub.	The Hub Business and Co-working trial extended to January 2021. Support for Sovereign Hills Co-lab establishment.	Establishment of CSU Innovation Centre as part of CSU Stage 2B, to open in January 2021.	
		Further implementation of the Digital Strategy.		Installation of free wifi planned for Laurieton and Wauchope CBDs.  Promote NBN Business Fibre Zone in Port Macquarie, and the availability of free gigabit fibre connections (announced 22/3/20)	
	10. In collaboration with relevant stakeholders, provide practical support to the LGA's towns and villages to plan for a sustainable and prosperous future.	Towns and villages initiatives, including the investigation of footpath trading opportunities.		Implementation of Community Plans, including key economic development initiatives identified.  On-going community planning and policy development.  Footpath trading approved under 12 month trial / waiver of fees.	\$250k NSW Bushfire Community Resilience and Economic Recovery Funds  \$1,416,667 National Bushfire Recovery Funding

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
		Explore opportunities to further activate public spaces including commercial opportunities.		On-going assistance to temporary licence applicants including COVID relief fee waivers.	
		Implement the Port Macquarie-Hastings Recreation Action Plan.	<p>Port Macquarie Aquatic Facility planning has continued. Steering Group formed to progress this project.</p> <p>Continuation of the Stuart Park Regional Sporting Precinct project.</p> <p>Flynns Beach Seawall Replacement - Stage 1 completion.</p> <p>Oxley Oval Flood Lighting Upgrade (300 Lux).</p> <p>Commenced project planning and design for the Westport Park Boat Ramp Facility Upgrade.</p> <p>Commenced detailed design and approvals for the Rainbow Beach Sporting Fields.</p>	<p>Commence development of a Concept Design and Strategic Business Case for Port Macquarie Aquatic Facility.</p> <p>Commence Thrumster Sporting Complex Detailed Design and Approvals.</p> <p>Finalise Town Beach Playground upgrade.</p> <p>Complete construction on the Lake Cathie skate Park.</p> <p>Commence North haven to Bonny Hills Coastal Walk upgrade.</p> <p>Continue design for upgrade of the Westport Park Boat Ramp Facility.</p> <p>Complete detailed design and approvals for the Rainbow Beach Sporting Fields.</p>	<p>Town Beach Playground upgrade - \$200,000</p> <p>Lake Cathie Skate Park - \$305,000</p> <p>NSW Boating Now Program - Westport Park \$737,000</p>

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
<b>Driving opportunity</b>  A region that embraces and creates opportunities. A region that attracts investment to create additional jobs and increase the wealth of the region and its residents.	11. Gather and analyse economic data to identify key trends, opportunities and gaps.	2016 Census data review.		On-going review of data releases.	
		Tourism Product Gap Analysis.			
	12. Develop and implement marketing campaigns, collateral and content to promote the region as a place to live, learn, work, play and invest.	Implementation of Destination Management Plan (DMP).	New Destination Management Plan Adopted.	Implementation of new Destination Management plan.	
		Update of the investment prospectus.		Distribute <i>Live, Grow, Be</i> to key markets.	
		Place Marketing to attract investment.	Industry exhibition representation at Advanced Manufacturing Expo and Sydney Build 2020 cancelled due to COVID-19.  Flyer drops planned for NDS Conferences in Sydney and Queensland - conferences cancelled due to COVID-19	Further content development and targetted communication of local stories.  Industry exhibition representation in 2021.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
	13. Positive and proactive engagement with event owners, funding bodies and event placement organisations to sustain a full event portfolio.	<del>Implementation of the Major Events Strategic Action Plan.</del> Implementation of the 2019-2024 Council Events Plan		On-going management of hosting contracts and bidding for new events.  Streamlining the event owners experience with Council and the internal processes that occur around event applications.	
		Support to existing and emerging events.	Events Sponsorship Program growing local events. Round 1 2021 funding decisions finalised in October 2020.	Future funding rounds.  Working with event owners to reschedule or reimagine their event due to COVID-19 restrictions and use appropriate messaging when advertising their upcoming events.  Searching out the styles of events that can operate in current COVID restrictions.	
	14. Develop and support projects which generate job creation opportunities.	Food Cluster Feasibility Study.			
		Tele-commuter / tele-worker attraction.	Relocation attraction videos completed targeting remote workers.	Further targeting of remote workers and micro business relocation.  Raise local awareness of new major corporation "Work from Home" opportunities in context of COVID-19. Consideration of 'Regional Cities' Marketing and PR Partnership.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
		Work with key stakeholders to encourage investment in new industrial areas.	On-going enquiry responses, prospectus promotion.	On-going enquiry responses, prospectus promotion.	
		A targeted approach to attracting large enterprises.	Develop relationships with target industries. Continued place marketing.	Further marketing and distribution activities, including presence at Sydney Build Expo and the Advanced Manufacturing Expo.	
	15. Collaborate to encourage innovation, competitiveness, entrepreneurship and support for the start-up community.	Business Incubator/Innovation Centre Feasibility Study.		Establishment of CSU Innovation Centre as part of CSU Stage 2B, to open in January 2021.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
	16. Plan for current and future workforce needs.	Undertake a Regional Skills Audit.	<i>Refresh, Reboot, Relaunch</i> concept developed by the COVID Recovery Working Group and delivered by Council to support displaced workers transition to employment and self-employment opportunities in our region.	<p>Participation in the Mid North Coast Employment Services Trial Working Group.</p> <p>Extend Refresh, Reboot, Relaunch concept to:</p> <p>Support TAFE NSW launch of foundation skills course in Port Macquarie-Hastings.</p> <p>Deliver resilience webinar with 2015 Senior Australian of the year and author Jackie French.</p> <p>Work with the Department of Education Skills and Employment (DESE) to deliver:</p> <ul style="list-style-type: none"> <li>- Kick-start your side-hustle workshop to support establishment of new businesses;</li> <li>- Harvest Services Information Session to raise awareness about seasonal work opportunities in NSW, and planning for;</li> <li>- Care Fair outlining career opportunities in Health and Social Services Industry.</li> </ul>	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
		Support for the Careers Market.		Careers Market 2021 (postponed 2020 due to COVID-19)	
	17. Identify and secure grant funding to support economic development initiatives.	Identify and pursue opportunities to secure funding for projects that will support the delivery of Council priorities.	Ongoing - refer to 6-monthly Grants report to Council.	Funding being pursued for priority Council projects.	
		Build awareness of grant opportunities for local businesses.	On-going liaison with other levels of government and promotion of grant opportunities via Council channels.	Grants Guru web portal development.	
	18. Support the growth of the Port Macquarie Airport precinct.	Grow passenger numbers and route options (eg scheduling, competition and destinations)	Advocating for Airlines to restart routes suspended in response to COVID-19.  Qantas to commence a new Port Macquarie to Brisbane service in Dec 2020.	Advocating for Airlines to restart routes suspended in response to COVID-19.  Explore opportunities to develop new routes or work with alternative airlines.  Fly Pelican to commence direct flights between Port Macquarie and Canberra in November 2020.	
Partnering for success					



2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
A Council which works alongside key stakeholders in business, industry, government and the community to build a strong, innovative and resilient economy.		Support airport precinct expansion opportunities.	Secured \$3.53 million of funding for parallel taxiway project awarded under Federal Government's Regional Airport Program.	Planning for Business Park ongoing. Construction of the parallel taxiway and General Aviation pavement refurbishment project	\$3.53 million of funding for parallel taxiway project awarded under Federal Government's Regional Airport Program
	19. Provide timely support to existing and emerging industries in a partnership capacity to encourage growth and sustainability.	Food Industry Development including a focus on value-adding.			
		Construction Industry Action Group.		Further meetings as an industry group and agreement on priority industry initiatives.	
		Cultural Plan implementation and on-going review.	On-going implementation. Cultural Economy Plan completed. Public Art Policy Review completed.	Public Art Policy Master Plan development.	
		Destination Management Plan review and implementation, including pursuing opportunities for education-related tourism products.	New Destination Management Plan Adopted.	Implementation of new Destination Management Plan including bushfires and COVID recovery initiatives, and Destination Re-branding project.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
		Work with key stakeholders to recognise, support and promote creative industries.	On-going engagement with Creative Wauchope Sub-Committee, Artwalk 2020. Cultural Economy Plan completed.	COVID recovery project implementation.	
	20. Work closely with local business networks and organisations to build their capacity and facilitate the growth of existing enterprises.	Assist local Chambers of Commerce to enhance internal governance, improve business representation, and advocate their role as primary local business networks.	On-going support for Chambers of Commerce and business support networks.	Laurieton Town Centre Master Planning Project.	
	21. Proactively partner with all levels of government to grow the local economy.	Facilitate and lead conversations with Government representatives, departments and bodies.	Ongoing advocacy, planning and applications for funding support, including a submission to the 2020 NSW Small Business Strategy.	On-going advocacy. Data collection to advocate for economic recovery from COVID-19 and advocacy for further funding for COVID Recovery Working Group identified priorities.	

---

**Item: 08****Subject: DESTINATION MANAGEMENT UPDATE****Presented by: Strategy and Growth, Liesa Davies**

---

**RECOMMENDATION****That the Group note the update on Destination Management activities.****Discussion**

In June 2020, Council completed a whole of region destination management planning process to produce the region's official Destination Management Plan for 2020 to 2024. The process followed the nationally recognised approach developed by the Australian Regional Tourism Network and focuses on Destination Management as an ongoing process. This process was one in which industry, government and community leaders plan for the future and manage a destination. Our destination is considered holistically and encompasses all industry sectors, not just 'tourism'.

Leveraging off the Towards 2030 Community Strategic Plan, Council views Destination Management as one way we can achieve sustainable growth, engender industry viability and encourage the development and protection of key products and assets.

The Destination Management Plan required input from industry, government and community leaders to plan for the future and manage our destination. The Economic and Cultural Development team within Council continues to work closely with these groups to facilitate implementation and reporting of the Destination Management Plan.

Council's Destination and Cultural Development Manager will provide an update to the Group on the delivery to date of the new Greater Port Macquarie Destination Management Plan and key focus areas for the next six months.

**Attachments**

1 [!\[\]\(b792654f2cef9719eabeb6c5be00811e\_img.jpg\)](#)  Greater Port Macquarie Destination Management Plan





# DISCLAIMER

The information contained in this Plan is intended only to inform and should not be relied upon for future business investment or other decisions. It is expected that any specific recommended actions should be analysed and appropriate due diligence undertaken prior to making any investment decisions.

Recommended actions contained in the Port Macquarie-Hastings Destination Management Plan 2020-2024 have been made on the basis of assumptions, methodology and information provide from many sources. The authors, and Port Macquarie-Hastings Council, accept no responsibility or liability for any errors, omissions or resultant consequences including any loss or damage arising from reliance on the information contained in this Plan.





## ACKNOWLEDGEMENTS

The Port Macquarie-Hastings Destination Management Plan (DMP) 2020-2024 has been developed by Dr Claire Ellis (Claire Ellis Consulting) and Dr Meredith Wray (Wray Sustainable Tourism Planning and Research).

The consultants wish to thank the Project Steering Committee, Liesa Davies and Jane Ellis, for their support and guidance throughout the planning process.

The DMP has also been developed in consultation with over 90 tourism industry stakeholders across Port Macquarie-Hastings who made considerable contributions and comments. Their interest and support of the planning process is important and highly appreciated.

Thanks are also offered to Port Macquarie-Hastings Council staff and Council's Economic Development and Cultural Steering Groups and following stakeholder organisations that provided substantial input and advice:

- Birpai Local Aboriginal Land Council
- Bunyah Local Aboriginal Land Council
- Camden Haven Chamber of Commerce
- Destination New South Wales
- Destination North Coast
- Greater Port Macquarie Tourism Association
- Arts Mid North Coast
- National Parks and Wildlife Service
- Forestry Corporation of NSW
- Port Macquarie Chamber of Commerce
- Wauchope Chamber of Commerce



Claire Ellis  
Tourism analysis & solutions

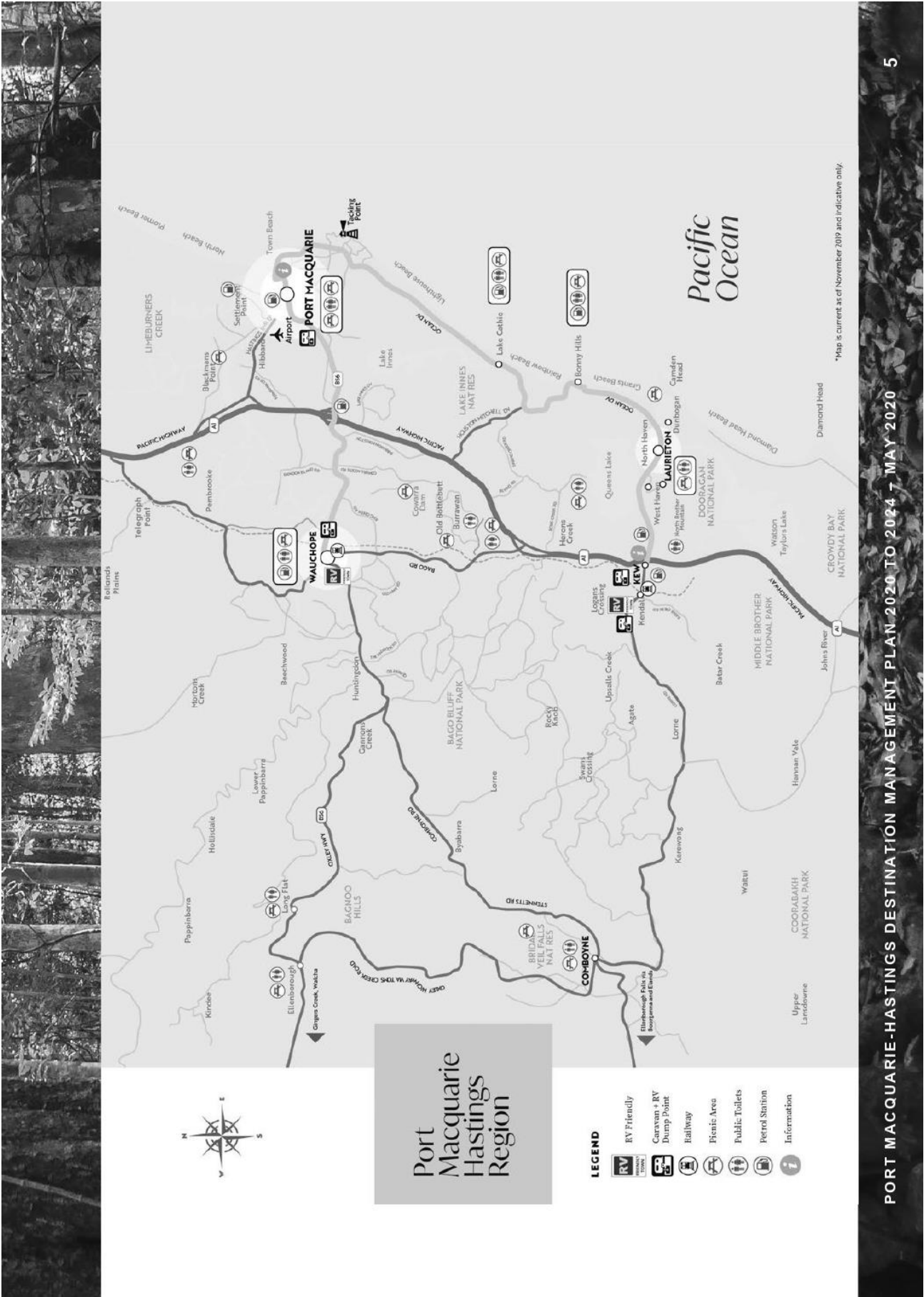
Wray  
Sustainable  
Tourism  
Research - Planning



TABLE OF CONTENTS

Executive Summary	6	Strategic Priorities to 2024	16
Introduction	8	1. Destination Management	
Sustainable Tourism Planning Approach	9	2. Destination Experience Development	
Growing the Port Macquarie-Hastings Visitor Economy	11	3. Destination Event Development	
Visitation Overview	13	4. Destination Marketing	
2024 Tourism Mission and Values	15	Implementation and Evaluation	28
		Appendix 1 Planning Approach	30
		Appendix 2 Visitation Trend Analysis	30

Acronyms			
AMNC	Arts Mid North Coast	FCNSW	Forestry Corporation of New South Wales
CHCC	Camden Haven Chamber of Commerce	GPMTA	Greater Port Macquarie Tourism Association
CSU	Charles Sturt University	GPM	Greater Port Macquarie (consumer facing use)
DMP	Destination Management Plan	HLA	Hastings Liquor Accord
DNC	Destination North Coast	KPS	Koala Preservation Society
DNSW	Destination New South Wales	LALC	Local Aboriginal Land Council
		LGA	Local Government Area
		NPWS	National Parks & Wildlife Service
		NSW	New South Wales
		PMCC	Port Macquarie Chamber of Commerce
		WCC	Wauchope Chamber of Commerce
		YE	Year End







## EXECUTIVE SUMMARY

The Port Macquarie-Hastings Destination Management Plan has been developed to provide strategic direction for Council and tourism industry stakeholders for the sustainable management, development and marketing of tourism across Port Macquarie-Hastings over the next five years to 2024. Clear imperatives that emerged included the establishment of a sound destination management framework to lead and implement the actions of this Plan, as well as work to sharpen the region's points of difference and further develop and promote tourism experiences to sustainably grow the local visitor economy.

A shared mission statement was created from engagement with industry and community stakeholders to guide the implementation of the Plan:

'To sustainably grow the local visitor economy and strengthen the appeal of the destination by attracting overnight visitors to stay longer and spend more'.

Four strategic priorities and associated actions have been established to guide work of Council and the tourism industry and other stakeholders over the next five years.

### Strategic Priorities

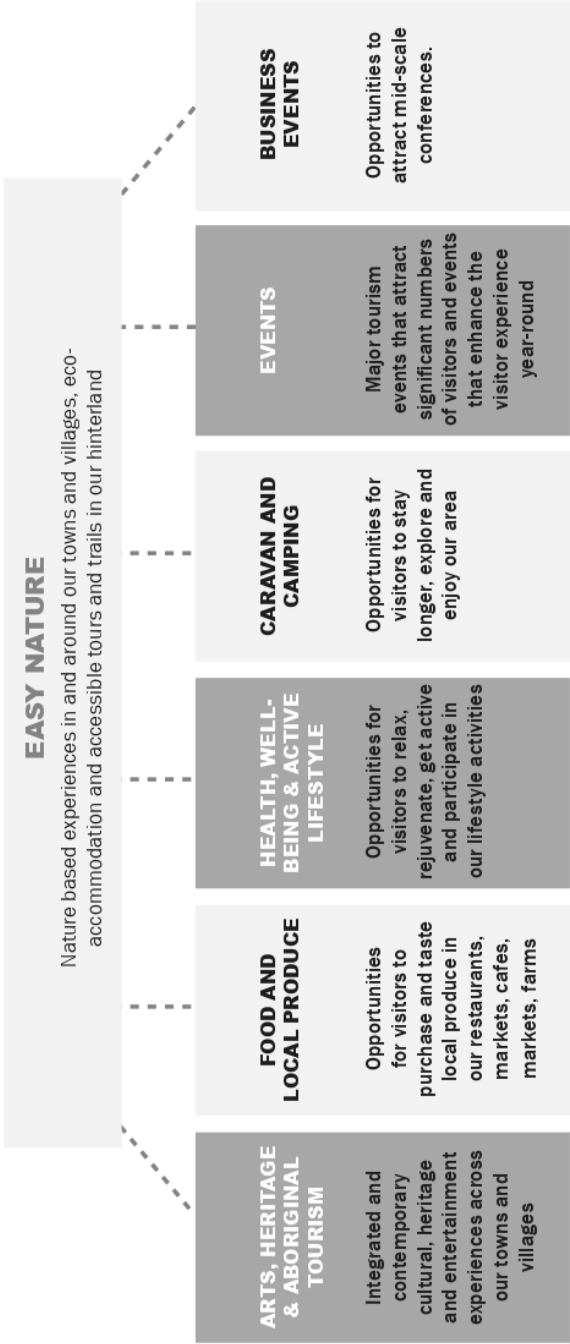
<b>PRIORITY 1</b> Destination Management	<b>PRIORITY 2</b> Destination Experience Development	<b>PRIORITY 3</b> Destination Event Development	<b>PRIORITY 4</b> Destination Marketing
Establish an effective Destination Management Framework for Council and Port Macquarie-Hastings stakeholder organisations to strengthen their cooperative work to grow the local visitor economy.	Create a stronger point of difference through a diversity of contemporary experiences that attract visitors year-round.	Establish Port Macquarie-Hastings as a vibrant destination for year-round festivals and events that positively impact the visitor economy across the region.	Review destination brand and marketing strategies to best position Port Macquarie-Hastings and its experiences to key visitor markets.



EXECUTIVE SUMMARY CONT.

A Destination Action Plan provides detail against each priority and associated actions for Council, industry and other stakeholders to implement cooperatively over the next five years. Seven Experience Platforms have been determined to guide tourism product and experience development and marketing and visitor information strategies. The diagram below highlights that nature is central to the delivery of each platform and the appeal of our destination, but remains one of seven important platforms.

Seven Experience Platforms



In developing this Plan careful consideration has been given to ensure a sustainable approach to the on-going development and promotion of tourism that celebrates and protects Port Macquarie-Hastings natural and cultural assets whilst providing benefits for the local businesses and the community, now and into the future.

The implementation of this Plan will require effective leadership and strategic management from Council and its staff that is supported by the cooperation of local tourism industry leaders and key stakeholders across regional and state levels. Specifically, the local industry has a key role in fostering support from tourism operations in the development, enhancement and promotion of tourism product and experience development opportunities to create distinctive and satisfying visitor experiences.



PORT MACQUARIE-HASTINGS DESTINATION MANAGEMENT PLAN 2020 TO 2024 - MAY 2020



# INTRODUCTION

Port Macquarie-Hastings Council commissioned the development of a new five-year Port Macquarie-Hastings Destination Management Plan (DMP) to provide a strategic framework to guide the work of Council and industry and community stakeholders to grow and develop the local visitor economy.

The new DMP is informed by the considerable research commissioned by Council that includes a Visitor Profile and Satisfaction Survey (2018), the Port Macquarie-Hastings Destination Product Audit and Analysis (2019) and Port Macquarie-Hastings Tourism Monitor (2019). It also builds on the strategic directions and achievements identified in the Greater Port Macquarie Destination Management Plan 2016 to 2020 and other relevant Council strategies and plans. A comprehensive stakeholder engagement process also underpins the Plan.

Careful consideration has also been given to ensure a sustainable approach to the on-going development and promotion of tourism that celebrates and protects Port Macquarie-Hastings natural and cultural assets whilst providing benefits for the local businesses and the community, now and into the future.

The Plan identifies four strategic priority areas to guide the management, development and marketing of tourism across Port Macquarie-Hastings over the next five years. This Plan includes a Destination Action Plan that prioritises achievable and realistic opportunities and high-level actions to guide the cooperative efforts of Council and industry to manage and grow Port Macquarie-Hastings visitor economy.

The implementation of this Plan will require effective leadership and strategic management from Council and its staff that is supported by the cooperation of local tourism industry leaders and key stakeholders across regional and state levels. Specifically, the local industry has a key role in fostering support from tourism operations in the development, enhancement and promotion of tourism product and experience development opportunities to create distinctive and satisfying visitor experiences.

## Strategic Priorities

PRIORITY 1	Destination Management
PRIORITY 2	Destination Experience Development
PRIORITY 3	Destination Event Development
PRIORITY 4	Destination Marketing



## SUSTAINABLE TOURISM PLANNING APPROACH

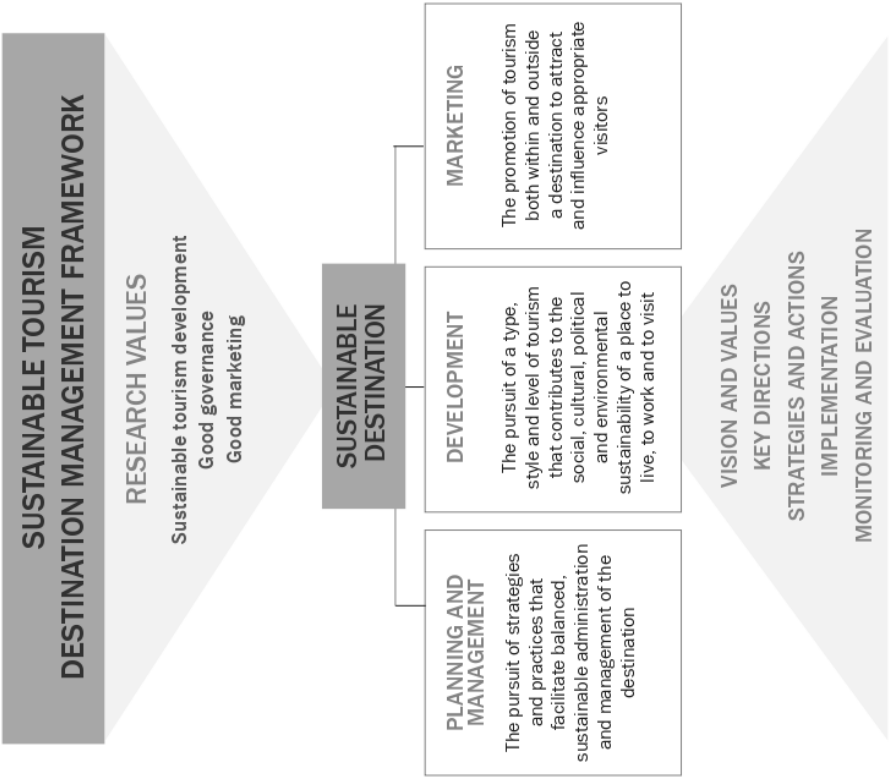
The Plan has been designed as a living strategic document that has been developed to:

- Position Port Macquarie-Hastings as a contemporary and appealing tourism destination on the North Coast of NSW
- Respond to important issues and opportunities that were identified in the situational analysis and stakeholder engagement processes undertaken to inform the development of this Plan
- Recognise the role of Port Macquarie-Hastings Council to lead and drive a sustainable approach to tourism growth and development as the custodian and manager of key assets and supporting facilities
- Establish a shared vision and direction with government, business and community stakeholders for the future of tourism across Port Macquarie-Hastings
- Integrate recognised best practice strategies for the sustainable development, management and marketing of Port Macquarie-Hastings
- Identify the roles and responsibilities of tourism stakeholders in the implementation of the plan to 2024
- Determine important implementation priorities over the next year
- Integrate and leverage the Port Macquarie-Hastings Council strategic plans and other relevant tourism stakeholder plans (e.g. DNC, DNSW, NPWS, FCNSW)

- Encourage a productive, and integrated working relationship between industry and government stakeholders, guided by appropriate structures and governance
- Provide the framework and actions to produce sustainable tourism that differentiates Port Macquarie-Hastings from its competitors in the North Coast tourism marketplace and meets community and visitor expectations
- Enhance and grow the range and quality of tourism product and experiences, including festivals and events, that relate to nature, culture, heritage and Aboriginal culture
- Ensure that tourism is recognised as an important source of economic development by government and the private sector
- Enable the industry across all parts of the region to continue to flourish and contribute positively to the local communities and environment
- Adapt to changing conditions, issues and opportunities as they arise
- Incorporate an annual monitoring and evaluation process.



The strategic approach used to develop this Plan is depicted below.



The strategic tourism planning process involved the following stages:

STAGE ONE	STAGE TWO	STAGE THREE
Situational Analysis	Stakeholder Engagement	DMP Development
Review of research and relevant strategies, plans and policies across state, regional and local levels	Interviews with relevant state government departments and senior Council staff; survey with local businesses, Council and community representatives	Consideration of findings of Stages Two and Three  See Appendix 1 for an overview of the approach to the development of the DMP.





## GROWING THE PORT MACQUARIE-HASTINGS VISITOR ECONOMY

Port Macquarie-Hastings is a well-known domestic leisure destination on the North Coast of New South Wales (NSW). Located mid-way between Sydney and Byron Bay, the area is surrounded by waterways, beaches and hinterland.

Tourism contributes an estimated \$469 million to the region's economy and is the sixth largest economic generator in the region<sup>1</sup>. Importantly, the area is known to residents as 'a good place to live'.

Port Macquarie has traditionally been an important hub for visitor activity providing a range of accommodation; nature based, heritage and cultural experiences; and increasing restaurant and café culture that are located easily accessible to visitors. The broader Port Macquarie-Hastings area also comprises other locations, such as Camden Haven/Laurieton and Wauchope. Each of these have their own identities and offer distinctive visitor experiences, but generally are not as well known to visitors. The area has a strong and active tourism industry with 579 tourism-related assets (359 attributed to Port Macquarie, 131 to Camden Haven and 89 to Wauchope)<sup>2</sup>.

Visitation to the Port Macquarie-Hastings area has been relatively stable. For the financial year 2018/19 1.66 million people visited the region, an increase of 2% on the previous year. Of this total visitation there were:

- 808,000 domestic overnight visitors that stayed 3.2 million nights
- 81,000 international visitors that stayed 261,000 nights
- 771,000 domestic daytrip visitors<sup>3</sup>.

<sup>1</sup>REMPLAN tourism estimates based on 2016-17, Australian Bureau of Statistics (ABS), Tourism Satellite Account  
<sup>2</sup>Port Macquarie-Hastings Destination Product Audit and Analysis, TRC, 29 January 2019  
<sup>3</sup>Greater Port Macquarie Tourism Monitor 2018/2019 YE June





## GROWING THE PORT MACQUARIE-HASTINGS VISITOR ECONOMY CONT.

Findings from the situational analysis and stakeholder engagement process undertaken to develop this Plan highlighted the commitment of stakeholders to achieve sustainable growth of the visitor economy that protects the place as a good place to live and visit into the future.

The following important challenges and opportunities were identified to growing the visitor economy:

- Visitation patterns continue to be very seasonal creating challenges to achieve growth across the year
- Tourism across the North and South Coasts continues to be dynamic as destinations refine and sharpen their marketing and experience development strategies that are aimed at similar visitor markets to Port Macquarie-Hastings
- There is currently little tourism product creating a real point of difference - there are however no hero or drawcard experiences strong enough in their own right to attract potential new visitors to the area
- Product development is essential to improve the competitiveness of the destination including consideration of the quality and style of products and experiences to appeal to priority visitor markets
- Visitor satisfaction with current products and experiences is good but not consistent and requires improvement
- Although Council delivers effective annual tactical marketing campaigns aimed at current visitor markets, there is currently no overarching destination brand identity and marketing strategy
- Traditional visitor markets families and older couples are still relevant - the challenge is how to encourage repeat visitors, increase their length of stay, dispersal and spend and attract new visitors
- There are opportunities to increase the appeal of the area to various psychographic visitor markets including 'relaxers', 'special interest tourists', 'road trippers', 'nature based tourists', 'experience seekers', 'inclusive tourists'
- There is high awareness amongst potential visitors about the destination, the challenge is how to convert this awareness to overnight stays across the year and address perceived barriers to travel such as distance and the identity of the area as an 'older resident and visitor destination'
- There is good support for tourism from the community and pride in the quality of life enjoyed by most residents. Preserving the residential amenity and natural environment is critical and developing ways to share this appropriately and effectively with visitors is important
- Capacity building and training with tourism and business operators across the region is essential to improve understanding of the tourism industry, delivery of competitive visitor experiences, ways to work together, and marketing and product distribution
- There is a desire for improved collaboration between all stakeholders, particularly across tourism and business associations, that will be needed to effectively implement this plan
- The need to continue to improve ease of visitor access by growing and influencing air services.



# VISITATION OVERVIEW

Analysis of most recent Tourism Research Australia research for Port Macquarie-Hastings shows:

- Visitation has been relatively stable across domestic overnight, domestic daytrip and international visitor markets
- Although domestic visitor numbers decreased on the previous year (-5%), average length of stay increased from 3.2 nights to 4.1 nights resulting in an increase of 18% of visitor nights for 2018/19
- The main visitor life cycle markets are also relatively stable – families with children, older visitors (55+ years) and to a lesser extent, business visitors
- The UK and Europe are still the main source markets for international visitors
- Domestic and international overnight visitors like to do social activities and participate in outdoor/nature activities/active sports (see Table 1)<sup>4</sup>.

Table 1: Visitor Summary: Financial year 2018/19 (YE June)

	Domestic overnight	International	Domestic day trip	TOTAL
Visitors ('000)	808,000 ↓	81,000 ↑	771,000 ↑	1,660,000 ↑
Nights ('000)	3,285,000 ↑	261,000	^	3,546,000 ↑
Av night stay	4.1	4.0	^	
Lifecycle	Families with children (33%) Older people 55+ (25%)	Young people, 20-30yrs (34%) Older people 55+ (26%)	Older retired couples (44%) Families with children (27%)	
Activities	1. Social (dining, VFR) 2. Outdoor/nature 3. Active sports	1. Social (dining, sights) 2. Outdoor/nature 3. Local attractions	1. Social (dining, VFR) 2. Outdoor/nature 3. Active sports	
Source markets	Sydney (39%) Hunter (13%) North Coast (8%) Gold Coast & BNE (8%)		North Coast (82%) Hunter (7%) Sydney (10%) Central Coast (1%)	

See Appendix 2 for further visitation trend analysis over the past years.

<sup>4</sup>Port Macquarie-Hastings Tourism Monitor 2018/2019 YE June





VISITATION OVERVIEW CONT.

KEY VISITOR MARKETS

Based on visitation research, the focus for Port Macquarie-Hastings marketing initiatives should be concentrated on the following key visitor markets with the intention of attracting repeat and new visitors and encouraging them to stay longer:

Primary

- Domestic overnight visitors from Sydney and Regional NSW targeting families and older couples

Secondary

- Domestic overnight visitors from South East Queensland and Victoria targeting families and older couples
- Domestic and international stopover visitors travelling through the North Coast with the intention of converting them to overnight stays
- Visiting Friends and Relatives (VFR)
- Visitor Markets will be further explored through a brand review process (see Strategic Priority 4).



The situational analysis and stakeholder engagement process identified the following opportunities to improve yield, minimise seasonal fluctuations and generate greater visitor dispersal across the Port Macquarie-Hastings area including:

- Inclusive (accessible) tourism development and promotion that may also link to the needs of the local resident population
- Increase appeal of the area to various psychographic visitor markets including 'relaxers', 'special interest tourists', 'road trippers', 'nature based tourists', 'experience seekers', 'inclusive tourists'
- Visitors from Victoria, particularly from March to September through delivery of better packaged and promoted experiences
- Caravan and camping visitors (including those in vans) travelling to and through the North Coast
- Business visitors – e.g. mid-week corporate
- Special interest visitor markets – e.g. inclusive tourism, health and wellness, motor bike enthusiasts, fishing etc.
- International visitors, including self-drive visitors and coach tours on stopovers, but it was agreed there needs to be a focus on developing more international-ready products and experiences in the area to attract these visitors
- Younger visitors (18 to 35 years) that can be attracted by contemporary food and wine and 'eco off-grid' style experiences.

Although the domestic daytrip market provides some economic return and is recognised as a significant component of the existing market, stakeholders agreed this is not a direct target for future growth except around the capacity to stimulate growth in overnight visitation and visitor yield.



# 2024 TOURISM MISSION & VALUES

The following mission statement was created from engagement with industry and community stakeholders and will be used to guide the implementation of the Port Macquarie-Hastings Destination Management Plan 2020 to 2024:

*‘To sustainably grow the local visitor economy and strengthen the appeal of the destination by attracting overnight visitors to stay longer and spend more’.*

## Values

This mission is underpinned by the following values:

- Work cooperatively with all stakeholders across Port Macquarie-Hastings to grow the outcomes of the visitor economy
- Protect and showcase our natural, cultural and heritage assets
- Respect our Aboriginal, local communities, culture and way of life
- Achieve sustainable tourism best practice.

This mission and values align with the Port Macquarie-Hastings Community 2030 vision.

## Our Vision

- A sustainable high quality life for all

## Our Mission

- Building the future together – people, place, health, education and technology
- Our Community themes
- Leadership and Governance
- Your Community Life
- Your Business and Industry
- Your Natural and Built Environment<sup>5</sup>

<sup>5</sup>Port Macquarie Hastings Council Towards 2030 Community Strategic Plan



# STRATEGIC PRIORITIES TO 2024

Priorities for the next five years focus on establishing a sound destination management framework to lead and implement the actions of this Plan as well as work that further develops and promotes tourism experiences to sustainably grow the local visitor economy.

Four strategic priorities and associated actions have been established to guide work of Council and tourism and community stakeholders over the next five years. These have been organised under the themes of destination management, development and marketing.

## Strategic Priorities

PRIORITY 1	<b>Destination Management</b> Establish an effective Destination Management Framework for Council and Port Macquarie-Hastings stakeholder organisations to strengthen their cooperative work to grow the local visitor economy.
PRIORITY 2	<b>Destination Experience Development</b> Create a stronger point of difference through a diversity of contemporary experiences that attract visitors year-round.
PRIORITY 3	<b>Destination Event Development</b> Establish Port Macquarie-Hastings as a vibrant destination for year-round festivals and events that positively impact the visitor economy across the region.
PRIORITY 4	<b>Destination Marketing</b> Review destination brand and marketing strategies to best position Port Macquarie-Hastings and its experiences to key visitor markets.

The following Destination Action Plan provides detail against each priority and associated actions for Council, industry and community stakeholders to implement cooperatively over the next five years to 2024. The actions in this Plan have been assigned a priority time frame:

SHORT TERM	= commencing Year One
MEDIUM TERM	= commencing Years Two-Three
LONG TERM	= commencing Years Four-Five

## PRIORITY 1 DESTINATION MANAGEMENT

**Establish an effective Destination Management Framework for Council and Port Macquarie-Hastings tourism stakeholder organisations to work cooperatively to grow the local visitor economy.**

Council has an important leadership role in strategic destination management across the Port Macquarie-Hastings area. This includes funding support and coordination of destination marketing strategies and tourism industry development activities, as well as strategic planning and management of infrastructure and facilities that support sustainable tourism development.

Council highly values its engagement and cooperative working arrangements with tourism industry stakeholders across local, regional and state levels. Port Macquarie-Hastings has a strong and active tourism industry comprising around 380 businesses and 579 tourism-related assets (359 attributed to Port Macquarie, 131 to Camden Haven and 89 to Wauchope)\*. The Port Macquarie-Hastings Tourism Association (GPMTA) provides a long-standing base for industry networking and cooperation and has been working to include tourism associations and operators in destinations outside Port Macquarie including Camden Haven and Wauchope.

The stakeholder engagement process undertaken to inform the development of this Plan clearly identified a desire to strengthen cooperative arrangements between local tourism associations, business groups and operators across the whole of the Port Macquarie-Hastings area. The need for on-going industry development and support for operators was also considered important to improve the maturity of the industry and its capacity to drive opportunities such as tourism product and experience development and packaging, and to address challenges to growth including overcoming seasonality and improving visitor satisfaction.

Continuing to strengthen a collaborative and inclusive destination management structure is necessary to drive the whole destination forward and ensure Council engagement with industry is representative of tourism and community interests across the area, and that industry stakeholders are also united in their vision and values for tourism. This is critical to foster cooperation, trust and equity into the future. From this base, effective programs can be more readily activated and desired outcomes achieved.

High level outcomes of good destination management include critical areas such as improved access. The Council's role in driving major access improvements to the region via road and air, and within the region, (e.g. improved road linkages from the Pacific Highway through to wheelchair-friendly access) continues to be an important focus for growth. Council also has a critical role in ensuring ongoing improvements around town amenity including park and recreational public spaces and sporting facilities.

The need to consider crisis management for tourism as part of the new DMP was also top-of-mind amongst stakeholders given the bushfires in the Port Macquarie-Hastings area and broader North Coast region as this Plan was developed. Destination North Coast has advised that many LGAs on the North Coast are already effectively planning for potential crises and risks, particularly areas like Lismore and other bushfire affected areas.

Improving the evidence base to ensure good management of tourism, and prioritising actions and investments is also critical. This not only includes market research and industry analysis but the development of effective long-term social impact monitoring around the visitor economy.

\*Port Macquarie-Hastings Destination Product Audit and Analysis, TRC, 29 January 2019

ACTIONS		RESPONSIBILITY	TIMELINE
1.1	Council will integrate the DMP 2020 to 2024 into Council's Delivery Program and annual Operational Plans.	Council	Short term
1.2	Consider Council's budget for tourism and events to adequately resource the management, development and marketing actions of the DMP 2020 to 2024.	Council	Short term
1.3	Work cooperatively with relevant Council departments to ensure the priorities and actions of the DMP 2020 to 2024 are communicated and the visitor economy is an important consideration of Council's strategies and plans (see also Strategic Priority 2).	Council	Short term
1.4	Support the GPMITA Board and other tourism stakeholder organisations to review their Strategic Plan, including governance arrangements, to ensure the integration of priorities and actions of the DMP 2020 to 2024.	Council/ GPMITA	Short term
1.5	Facilitate regular meetings between Council and GPMITA, Arts Mid North Coast, Chambers of Commerce, Hastings Liquor Accord and other key tourism stakeholders to leverage the work across different strategic tourism plans and initiatives and jointly advocate for improved visitor economy outcomes.	Council, GPMITA, CHCC, WCC, PMCC, HLA, AMNC	On-going
1.6	Work with stakeholder partners to improve operator understanding and skills in key areas including digital marketing, sustainable business best practice, story-telling, cross-selling and packaging, and international ready product development.	Council/DNSW/GPMITA/ CSU/ CHCC, WCC, PMCC, HLA, AMNC	On-going
1.7	Meet with Council's Economic Development and Cultural Steering Groups as required to update members on strategic tourism plans and initiatives and leverage cross-Council work.	Council	On-going
1.8	Continue to engage tourism research consultants to provide detailed data for decision-making including tourism visitation, visitation perceptions and satisfaction. Encourage accommodation operators to contribute data to the Australian Accommodation Monitor to provide better evidence-based understanding of occupancy to plan improvements in seasonality and event timing.	Council, GPMITA, CHCC, PCC, WCC	On-going
1.9	Develop an effective long-term approach to review and understand the community desires, social impact of the visitor economy and the 'pinch points' that may require action.	Council	Medium term
1.10	Work with key partners to monitor air access and develop approaches to improve the capacity to increase the frequency, capacity and access to the region as appropriate.	Council	On-going
1.11	Provide input to improve planning around potential risks related to the local visitor economy including natural disasters, threats to natural and economic environments and ensure visitor safety and security is assessed and integrated into current and future Council plans and policies.	Council	On-going
1.12	Evaluate annual implementation of DMP 2020 to 2024.	Council, GPMITA, CHCC, WCC, PMCC, WCC, HLA	On-going
1.13	Work with industry on crisis preparedness including further developing the Emergency Management Communications Toolkit developed during the fires. Provide support and links to information, training and development to assist tourism businesses to plan for, respond to, and recover from crisis events both man-made and natural.	Council, GPMITA, CHCC, WCC, HLA, AMNC	Short term
1.14	Assist the tourism industry to respond/adapt to climate change by providing information, education and links to help businesses adopt more sustainable business practices to save money and reduce environmental impact and emissions. Include awareness and promotion of grant funding and initiatives available for this purpose.	Council, GPMITA, CHCC, WCC, HLA, AMNC	Short term



## STRATEGIC PRIORITIES TO 2024 CONT.

PRIORITY 2 DESTINATION EXPERIENCE  
DEVELOPMENT

Further develop and package experiences across Port Macquarie-Hastings to provide a diversity of contemporary experiences to attract visitors year-round.

Successful destinations generally have a critical mass of tourism products and experiences that are clustered to allow for easy visitor access, and that individually or more often collectively, create a distinctive and attractive drawcard for visitor markets. Moreover, a destination that offers a diverse range of visitor and brand-aligned experiences is in a better competitive position than one that has a limited mix for the visitor.

Port Macquarie-Hastings has significant opportunities to capitalise on its central location on the North Coast and to further develop and enhance its tourism offerings related to its natural environment, Aboriginal and European Heritage, agri-tourism, expertise in delivering innovative festivals and events, and appealing recreational spaces.

The situational analysis and stakeholder engagement process however confirmed that there is currently little tourism product creating a competitive point of difference, i.e. there are no hero or drawcard experiences strong enough in their own right to attract new and repeat visitors to the area. Product and experience development is therefore essential to improve the competitiveness of the destination. In addition, clearly identifying and promoting key experiences that are able to act as drawcards and connecting and integrating these with the wide variety of experiences available across the Port Macquarie-Hastings geographic area is an important element of visitor satisfaction.

It is recommended that Port Macquarie-Hastings focuses on the development of tourism products and experiences and supporting infrastructure and facilities that can drive increased tourism visitation expenditure to the area and stimulate public and private sector investment to grow the local visitor economy. This includes ensuring appropriate zoning to support growth around the key experience platforms to attract and guide experience development over the next five years.

Other opportunities identified in the situational analysis and stakeholder engagement process included the need to:

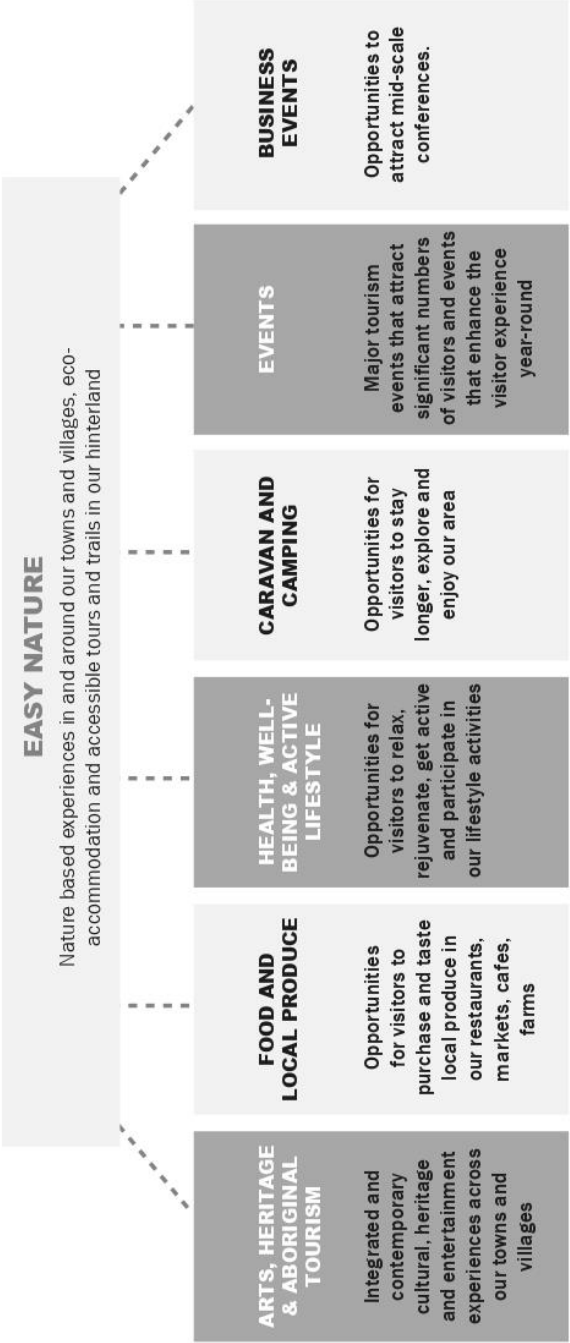
- Improve visitor satisfaction with current products and experiences
- Activate nature based tourism experiences and elevate the importance of the area's natural environment and sustainability values
- Better package and connect the Koala Hospital, Sea Acres and Coastal Walk to provide an integrated visitor experience and leisurely exploration
- Provide more information and education about the koala conservation program through visitor information and public relations
- Work with NPWS and Forestry Corporation of NSW to improve access and permissions to activate appropriate hinterland experiences
- Support operators to package and cross-sell experiences across the region
- Ensure year-round viability of tour operations by increasing visitor yield of commercial services rather than visitors simply enjoying 'free' experiences
- Enhance Council facilities (including the Glasshouse) as hubs for cultural tourism activity by continuing to strengthen their ability to draw visitors, including the VFR market, and providing appealing visitor experiences and activities
- Further develop the three distinct sub-regions and their unique positioning by fostering collaborative themes, packages and trails across the region
- Develop stronger links between the high-standard and vibrant restaurant scene, local produce and visitor experiences
- Improve promotion of cultural trails
- Improve packaging and presentation of heritage attractions to create a unique heritage experience on the North Coast
- Work with Aboriginal Land Councils to develop Aboriginal tourism experiences in-line with LALC timeframes and requirements
- Grow the strength and quality of business operations in a range of ways including their capacity to be classed as international-ready product.



STRATEGIC PRIORITIES TO 2024 CONT.

The Destination North Coast Destination Management Plan 2018 to 2021 identified seven Experience Platforms for the North Coast that are relevant priorities for Port Macquarie-Hastings (with some adaptations). These platforms should guide tourism product and experience development for the area and should also be applied to marketing and visitor information strategies (see Strategic Priority 4). The diagram below highlights that nature is central to the delivery of each platform and the appeal of our destination, but remains one of seven important platforms.

Seven Experience Platforms



NB: Events and Business events are explained further in Strategic Priority 3.



STRATEGIC PRIORITIES TO 2024 CONT.

**EASY NATURE**

The strongest growth potential for the area is nature based tourism. The standout opportunity is the unique experience and attraction of the Koala Hospital. The Koala Preservation Society currently has a major project underway to rebuild and create a world-class establishment. The planned improvements will assist in raising the Society's leadership role to grow awareness and understanding of the need for protection of koalas and their habitat. A new hospital will also provide an important tourism attraction for the area and a hub to promote other nature based tourism experiences.

The strategic location of Port Macquarie Central Business District on the River and safe north-facing beaches is another important competitive advantage. Significant natural attractions including the foreshore promenade, Coastal Walk, Sea Acres and Koala Hospital are all in close proximity to tourism accommodation and hospitality businesses, allowing visitors relatively easy access to nature based experiences. This ease of access also creates opportunities to provide nature based tourism experiences to inclusive tourism visitors.

It is a priority to strengthen this drawcard experience. The sub regions, at the same time should be encouraged to further develop the Easy Nature concept to help entice more visitors to come to the area i.e. coastal and country villages that offer appealing nature based experiences to encourage visitors to explore, stay longer and stimulate repeat visitation.



PORT MACQUARIE-HASTINGS DESTINATION MANAGEMENT PLAN 2020 TO 2024 - MAY 2020





STRATEGIC PRIORITIES TO 2024 CONT.

ACTIONS	RESPONSIBILITY	TIMELINE
2.1 Support the Koala Preservation Society in their major re-development project to become a world class attraction and conservation facility and to leverage significant visitor economy outcomes.	Council, GPMTA, NPWS, NSWFC	Short term
2.2 Ensure Council continues to work with LALCs to support LALC projects to connect visitors to Aboriginal culture and heritage.	Council	Short term
2.3 Create better linkages to strategies within the Cultural Plan including enhancing Council facilities, such as the Glasshouse, as hubs for cultural tourism activity (see also Strategic Priority 3).	Council	Short term
2.4 Work with National Parks and Wildlife Service and the Koala Preservation Society to develop and promote the Coastal Walk as an integrated experience linking Sea Acres and the Koala Hospital.	Council, NPWS, KPS	Medium term
2.5 Support the further development of Sea Acres as a visitor experience, including its capacity to act as an incubator for growing a wide range of indigenous experiences.	Council, NPWS	Medium term
2.6 Work with NSW Forestry Commission and National Parks and Wildlife Service to identify new opportunities for nature based tourism product and experience development in State Forests (e.g. eco-accommodation, trails, an enhanced mountain bike hub and event management including motorsports) and to develop appropriate locations enabling commercial operator access to the hinterland sites.	Council, NPWS, NSWFC	Medium term
2.7 Support stakeholder organisation submissions to leverage government grant funding for product and experience development.	Council	On-going
2.8 Continue to improve the visual appeal of towns and villages across the Port Macquarie-Hastings area through ongoing Council beautification works including the Town Centre Master Plan and improve physical access for visitors, including inclusive tourism.	Council	On-going
2.9 Link Council's place based community planning and local tourism work across the visitor sub-regions including Wauchope and Camden Haven and create cross regional collaborative themes and trails to grow regional dispersal.	Council	On-going
2.10 Ensure tourism is considered as an important part of Council strategic land use, community and infrastructure planning to attract quality tourism and hospitality investment and provide exceptional experiences for visitors and the community across towns, villages and hinterland.	Council	On-going
2.11 Support the heritage sector to collaborate and to enable the growth and development of contemporary and integrated heritage experiences including the proposed development of the Port Macquarie Museum site.	Council, Heritage Stakeholders	Long term
2.12 Encourage and support stakeholder initiatives that identify and develop opportunities to protect, enhance and showcase our natural assets, and elevate the importance of our natural environment and sustainability values.	Council, GPMTA, CHCC, WCC, PMCC, HLA, AMNC	On-going



STRATEGIC PRIORITIES TO 2024 CONT.

**PRIORITY 3  
DESTINATION EVENT  
DEVELOPMENT**

Establish Port Macquarie-Hastings as a vibrant destination for year-round festivals and events that positively impact the visitor economy across the region.

The strategic development of festivals and events presents a real and exciting opportunity to build the profile of Port Macquarie-Hastings as a vibrant cultural and leisure destination and grow visitation and expenditure across the year to overcome seasonal visitation patterns.

Port Macquarie-Hastings Council has considerable professional events expertise that is being harnessed to provide memorable experiences for residents and visitors through the delivery of events that showcase the area's culture, sports and recreational opportunities.

The situational analysis and stakeholder engagement process confirmed opportunities to further develop and promote:

- **Destination Events** – major tourism events that attract significant numbers of visitors and events that enhance the visitor experience year-round
- **Business Events** – opportunities to attract mid-scale conferences.

Other opportunities identified in the situational analysis and stakeholder engagement process included the need to:

- Further develop ArtWalk as a stronger signature event to improve awareness of the area and link the event to other destination experiences
- Further develop and promote vibrant and contemporary events that encourage repeat visitors and attract new visitors across the year to ensure the region has a continual buzz of events happening (large and small)
- Continue to build on Port Macquarie's reputation for sports tourism event by procuring and attracting more sports and adventure tourism events across the year to help overcome seasonality issues and attract higher yield niche visitors that often travel in groups
- Activate the night-time economy with targeted regular appealing experiences – e.g. Aboriginal cultural experiences
- Improve destination outcomes from existing events and visitors (through cross selling, driving regional dispersal, encouraging repeat visitation post-event etc.)
- Better package and promote events with experiences
- Encourage the Glasshouse to continue to work collectively with commercial venues to develop a venue hub for business events
- Continue to enhance the utilisation of the Glasshouse and other cultural spaces for visitors and locals
- Streamline Council and other stakeholder event approval processes to help event organisers
- Streamline Council approval processes for regularly used event spaces and precincts.



STRATEGIC PRIORITIES TO 2024 CONT.

To activate these opportunities a stronger tourism event plan is recommended as a priority action to identify and coordinate an annual program of viable festival and events that includes those hosted by Council, procured and delivered by commercial event organisers and community based events that attract and appeal to key visitor markets.

This plan should include actions to attract and procure new events that align with the experience offerings and consider infrastructure and facilities needed to improve the delivery of events.

Consideration of Council resourcing (financial and human) will, however, be important to ensure adequate staffing to manage a vibrant annual event program.

ACTIONS	RESPONSIBILITY	TIMELINE
3.1 Review Council's existing Event Plan and resourcing to enhance the strategies and actions to attract, procure and support the delivery of a vibrant and contemporary event calendar that appeal to key visitor markets and align with the seven experience platforms.	Council	Short term
3.2 Build stronger business-to-business links between events and the visitor economy including industry development activities for event and experience packaging.	Council/GPMTA	Short term
3.3 Work with the Destination North Coast business events team to grow and attract mid-scale conferences to Port Macquarie-Hastings.	Council	On-going
3.4 Continue to effectively promote and provide information about events to key visitor markets as part of destination marketing strategies.	Council	On-going
3.5 Support events to have strong environmental best practices.	Council	On-going
3.6 Support event owners/organisers and local events developers by providing connections to community, volunteer groups and visitors.	Council, GPMTA, CHCC, WCC, PMCC, HLA	On-going

## PRIORITY 4 DESTINATION MARKETING

### Review destination brand and marketing strategies to best position Port Macquarie-Hastings and its experiences to key visitor markets.

The competitive situation across North Coast and South Coast continues to be dynamic and constantly changing as destinations refine their positioning and develop marketing strategies that are aimed at similar visitor markets to Port Macquarie. Council currently develops annual domestic tactical marketing and public relations (PR) campaigns in cooperation with external marketing and PR agencies. These have been effective in creating awareness and driving conversion to book flight and accommodation deals.

The key challenge for the destination moving forward is to clearly articulate its brand identity and story and then determine effective marketing strategies to guide the work of Council and industry stakeholders to better showcase the area and its experiences to key visitor markets.

Consumer perceptions research has confirmed that potential visitors show remarkably similar characteristics and preferences to current overnight and day visitors (families and older couples) suggesting visitors to Port Macquarie-Hastings are 'typical' of many other coastal holiday travellers in Australia. Their needs are also quite generic matching other Australian domestic travellers seeking beaches, nature, food and relaxation experiences.

Tourism brand review and marketing strategy development should:

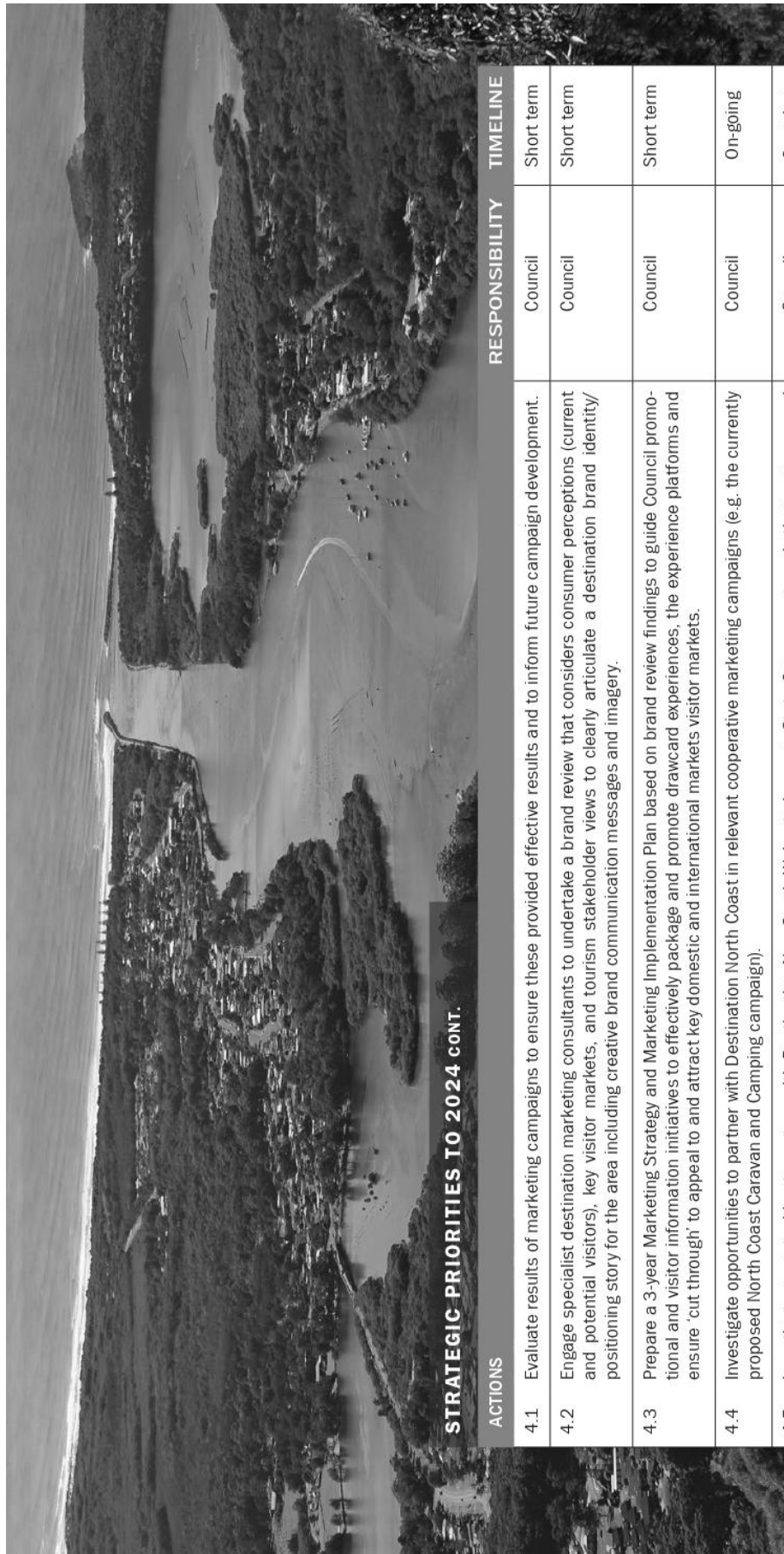
- Engage tourism stakeholder organisations in the process to gain consensus and ownership of proposed strategies
- Confirm which visitor markets are best targeted to achieve growth
- Align with the seven experiences platforms (see page 20)
- Guide the review of visitor information materials (digital and print) so visitors are aware of the range of experiences on offer pre-arrival (during their planning and booking phase) and once 'in-destination' (once they arrived).

<sup>7</sup>Visitor Perceptions & Satisfaction Survey (2018), Destination Research & Development, 7 December 2018

### The situational analysis and stakeholder engagement process undertaken to inform this Plan confirmed the need to:

- Review the current tourism brand positioning for the area given the last brand work has been undertaken in 2009 - 'come out of your shell'
- Develop an overarching destination marketing strategy to guide Council's marketing initiatives over the next five years. This will determine Council and industry's role in marketing
- Continue to grow overnight stays for existing visitor markets (families, older couples) and sharpen marketing strategies to better appeal to repeat and new visitors, but not to fundamentally alter from current visitor market segmentation
- Capitalise on the high awareness of the destination (90%<sup>7</sup> to potential visitors, but overcome perceptions that the area is an 'older visitor destination' through better promotion of the area's character and stand-out active experiences
- Build a VFR campaign to encourage locals to experience the area and provide recommendations to their visitors
- Create improved signage to attract visitors off the highway and encourage dispersal across the area
- Connect and cooperate with operators and other LGAs to deliver memorable visitor experiences and itineraries.





## STRATEGIC PRIORITIES TO 2024 CONT.

ACTIONS	RESPONSIBILITY	TIMELINE
4.1 Evaluate results of marketing campaigns to ensure these provided effective results and to inform future campaign development.	Council	Short term
4.2 Engage specialist destination marketing consultants to undertake a brand review that considers consumer perceptions (current and potential visitors), key visitor markets, and tourism stakeholder views to clearly articulate a destination brand identity/positioning story for the area including creative brand communication messages and imagery.	Council	Short term
4.3 Prepare a 3-year Marketing Strategy and Marketing Implementation Plan based on brand review findings to guide Council promotional and visitor information initiatives to effectively package and promote drawcard experiences, the experience platforms and ensure 'cut through' to appeal to and attract key domestic and international markets visitor markets.	Council	Short term
4.4 Investigate opportunities to partner with Destination North Coast in relevant cooperative marketing campaigns (e.g. the currently proposed North Coast Caravan and Camping campaign).	Council	On-going
4.5 Investigate opportunities to partner with Destination New South Wales to leverage State Government marketing programs and initiatives.	Council	On-going
4.6 Work cooperatively with North Coast stakeholders in adjoining LGAs on cooperative marketing initiatives that provide good opportunities to generate awareness of Port Macquarie-Hastings to key domestic and international visitor markets (e.g. cruise tourism opportunities ex South West Rocks, international product ready itinerary development).	Council	On-going
4.7 Create a VFR program that highlights key experiences across Port Macquarie-Hastings to the community and their visitors that aligns with brand review findings.	Council	Medium term
4.8 Prepare a Tourism Signage Strategy that aligns with findings of the brand review and Marketing Strategy to create distinctive signage to encourage dispersal and promote the diversity of experiences across Port Macquarie-Hastings.	Council	Medium term



## IMPLEMENTATION & EVALUATION

Monitoring of the implementation of this Plan's strategies and actions is important to ensure the mission and values are achieved and to provide valuable information that can be used to inform decision-making for tourism over the next five years.

### Evaluation and Reporting Process

The following evaluation and reporting process is recommended to monitor the implementation of the Plan:

- **Council** monitors the implementation of strategies and actions contained in the Plans on an annual basis
- **Council** prepares an annual report in cooperation with the key stakeholders identified as having responsibilities in the Plan to communicate the progress against priorities and actions and key outcomes achieved to government, industry and community stakeholders. This will showcase performance against management, experience development, events and marketing. An annual review forum or workshop may assist this process.

The evaluation process may involve review of:

- New or emerging opportunities and challenges to the visitor economy
- Destination performance research including:
  - Visitor data including annual TRA visitation data covering domestic, daytrip and international visitations including: overall visitor numbers, key visitor markets, number of overnight stays, length of stays, expenditure, visitor demographic profiles, purpose of trip, and visitor activities, findings of research that tracks key competitor regions, findings of research that evaluates visitor perceptions and satisfaction
  - Industry performance – occupancy, business growth etc and industry development, workforce, seasonality issues etc.
  - Event performance – visitor attendance, satisfaction, economic outcomes
  - Community feedback about tourism.

### Stakeholder Roles and Responsibilities

To ensure the effective implementation of this Plan, it is important that the roles and responsibilities of Council, industry and other key stakeholder organisations are clearly understood and communicated.

It is recommended that:

- **Port Macquarie-Hastings Council** is positioned as the umbrella authority to oversee the implementation of strategies and actions associated with this Plan over the next five years
- **Other key stakeholder organisations and agencies identified in this Plan as having a primary or supporting role provide on-going support to Council over the next five years to implement strategies.** This will involve stakeholders further developing actions identified within the Plan including budgets, timelines and establishing performance measures. Importantly, this will help stakeholders to review their own forward planning and activities to align and achieve the agreed directions of this DMP.



## APPENDIX 1: PLANNING APPROACH

The destination management planning process was initiated in August 2019. A Council Project Committee was established early in the project to contribute their knowledge and insights to inform solutions for tourism over the short, medium and long-term.

The development of the DMP involved three stages:

### 1. Situational Analysis

Council had previously commissioned considerable research to inform the development of the DMP including a Visitor Profile and Satisfaction Survey (VPSS) (2018) and a Port Macquarie-Hastings Destination Product Audit and Analysis (DPAA) (2019). A Working Paper was prepared to highlight important findings identified from this earlier research for the Port Macquarie-Hastings region, as well as including findings from other documents including the Port Macquarie-Hastings Destination Management Plan 2016 to 2020 and other relevant Council strategies, plans and reports. The findings were then used to inform the design and delivery of the stakeholder engagement activities.

### 2. Stakeholder Engagement

A range of stakeholder engagement activities were undertaken in Port Macquarie-Hastings region during September 2019 to:

- Determine stakeholder perceptions around important issues, challenges and opportunities to sustainably grow tourism in the Port Macquarie-Hastings region over the next five years
- Clarify the role and responsibilities of Council and industry stakeholders to work collaboratively to implement the new DMP to support the growth of the visitor economy.

The following methods were used to engage various government, business, and community stakeholder individuals, groups and organisations:

1. **Project Committee Meeting** undertaken on 10 September with Port Macquarie-Hastings Council representatives responsible for tourism and events. The role of the Committee was to contribute knowledge and insights to inform the development of the DMP and consider solutions for tourism over the next five years. The meeting sought to review the project aims, discuss key findings identified in the Draft Working Paper, and to hear their views on the important challenges and opportunities for tourism for the Port Macquarie-Hastings region, and further refine planned stakeholder engagement activities.
2. **Council Staff Meeting** facilitated on 10 September with twelve representatives of Council departments and units involved in work and projects relevant to tourism. Participants were provided the Draft Working Paper, and the previous Greater Port Macquarie Destination Management Plan 2016 to 2020, to review in advance of the meeting. Consultants asked staff to identify and explain current and proposed Council plans, projects and initiatives that may help to influence the sustainable growth of tourism over the next five years that should be considered in the development of the DMP. The session was audio-recorded for later analysis.
3. **Council Steering Committee Meeting** facilitated on 11 September with representatives of Council's Economic Development and Cultural Steering Groups. Participants were also provided the Draft Working Paper, and the previous Port Macquarie-Hastings Destination Management Plan 2016 to 2020, to review in advance of the meeting. Consultants presented an overview of the project aims, destination management planning approach, and current visitation overview. Discussion sought to identify participants' views for tourism over the next five years, and the strategic opportunities and challenges to sustainably grow tourism from their economic and cultural development perspectives.
4. **Destination Workshops (5)** were facilitated from 10 to 12 September with representatives of local tourism industry and stakeholder organisations, groups and individuals with an interest in tourism across Port Macquarie-Hastings region. Council distributed invitations to their tourism industry database comprising around 440 businesses and individuals across the Port Macquarie-Hastings region. 87 industry participants attended.

continued next page

## APPENDIX 1: PLANNING APPROACH CONT.

Workshops were held across three days and at different times of the day to encourage wide participation. Workshops were facilitated as follows:

- Destination Workshop #1 – representatives of the Port Macquarie-Hastings Tourism Association Board, Visit Camden Haven, Port Macquarie Chamber of Commerce, Wauchope Chamber of Commerce and Hastings Liquor Accord.
- Destination Workshop #2 – Arts, heritage and cultural tourism
- Destination Workshop #3 – Tourism and accommodation businesses
- Destination Workshop #4 – Nature based tourism
- Destination Workshop #5 – Tourism and accommodation businesses.

Participants were presented with an overview of the DMP project aims, destination management planning approach, and current visitation overview. Participants were then asked to consider:

- **A vision for tourism** for the Port Macquarie-Hastings region over the next five years (i.e. what do they want tourism to look like in 2024/what would they hope to see achieved to 2024)
- **Important opportunities and challenges** to sustainably grow tourism over the next five years relating to:
  - Destination Development – what are the key experiences that will help grow tourism and help to create a point of difference to repeat and new visitors to increase yield, length of stay, overcome seasonality and improve visitor satisfaction?
  - Destination Marketing – how to best position the area to repeat and new visitors, what visitor markets do they want to attract and grow, what experiences are they seeking and how to enhance visitor perceptions?
  - Destination Management – how can Council and industry best work together to implement the strategies and actions of the DMP within current resourcing capacity?
- **Key priorities areas** to be delivered within existing Council and industry resources and extend activities if further finding was available.

A **Have Your Say Online Survey** was developed as a means for interested stakeholder industry organisations and individuals unable to attend the workshops to express their views, and as a way for workshop participants to provide further input. Invitations to participate in the survey were sent as part of the Destination Workshop invitations and encouraged in the workshops. Despite the promotion of the survey opportunity, only one response was submitted.

**5. Camden Haven Chamber of Commerce Briefing** – Meredith Wray (consultant) was invited to speak at the Chamber networking function on Thursday 12 September to provide an overview of the destination management planning project and approach.

**6. Stakeholder Interviews (12)** were undertaken during September 2019 with representatives of stakeholder organisations across state, regional and local levels with considerable knowledge and expertise related to tourism for Port Macquarie-Hastings or specific knowledge related to an area that had arisen during the course of the workshops. Interviews were largely undertaken by telephone and email with some face to face and were used as a way to gather more detailed information, and validate the key areas that were raised in face-to-face consultation.

Analysis involved collating and synthesising the issues, challenges and opportunities identified in the various stakeholder engagement activities to determine common themes to inform the development of the DMP. A Stakeholder Engagement Report was prepared and presented to the Project Steering Committee for feedback.

### 3. Preparation of Destination Management Plan

Findings from the Working Paper and Stakeholder Engagement Report were then used to establish a draft Destination Management Plan.

The draft was presented to the Project Steering Committee on 17 October 2019 for feedback.

A further workshop was held on 06 November 2019 with representatives that had been previously engaged in Destination Workshop #1 (Greater Port Macquarie Tourism Association, Port Macquarie Chamber of Commerce, Wauchope Chamber of Commerce and Hastings Liquor Accord) to present the DMP recommendations and gain their feedback. From this, a final draft DMP was finalised in November 2019.



APPENDIX 2: VISITATION TREND ANALYSIS

The Port Macquarie-Hastings Tourism Monitor 2018/19 shows that over the past five years there has been:

A gradual increase in domestic visitor nights

- The average expenditure for domestic overnight visitors has increased by 13% from 2016 to \$531 per trip
- Visitors from Sydney continues to climb from 32% in 2017/18 to 39% in 2018/19
- Interstate visitors represented 18% of domestic overnight visitors (a decrease from 25% from the previous year)
- For 2018/19 visitors from Qld (Brisbane and Gold Coast) decreased to under 10% with little other variation from the other States from the five year average. It should be noted that these markets show variability over time, and may can be impacted by factors including weather events (Cyclone Debbie), highway road construction and other factors
- 47% were on holiday, 34% visiting friends or relatives, 3% in transit, and 2% for other reasons such as education and medical visits (NB: these figures have been relatively static over the last 5 years)
- The increase in business visitors noted last year was again stable at 14% of total
- Previous demographic analysis had shown that visitors over 55 years comprised the largest segment at 40% of all domestic overnight visitors. However, each age 'group of 20 years' is around 30% (after excluding those 75+) i.e. 15-34 years (27%), 35-54 years (34%), 55-74 years (33%)
- 91% travel by car, 6% by air
- 55% stayed in commercial accommodation, 38% in friends and relative homes
- Spend per trip is \$531 (+ 13% from 2016), spend per night is \$163 per night (Regional NSW average is \$158).

A third year of substantial growth in the numbers of international visitors

- International visitor numbers represent 8.1% of overnight market, but have increased by 16% on previous year
- Average length is however decreasing, 3.2 nights in 2018/19 compared to 4.4 in 2016/17
- The main generating countries in 2018/19 are UK (17%) and Germany (15%) and these have maintained their position as the top two generating markets
- Spend per trip is \$279, spend per night is \$61 slightly down from \$290 per trip and \$69 in 2016
- Note: as in other regional areas, the TRA results on international visitor nights and expenditure are less consistent and should be used with caution.

Domestic day visitor data is quite variable

- An upward trend is noted over the last three years with day visitors for the year 2016/17 exceeding the 5 year average
- The vast majority of domestic day visitors come from within the North Coast region comprising 82% of day visitors (mainly Kempsey and Taree)
- Spend per trip is \$119 (compared to \$112 per trip for Regional NSW)
- The trend line over the last 5 years shows growth from 650,000 in 2014/15 to 771,000 in 2018/19
- Note: the sample size (n=96) for this segment is quite limited, which could also account for the annual increases and decreases.

---

**Item: 09**

**Subject: ANNUAL BUSINESS CONFIDENCE SURVEY RESULTS**

**Presented by: Strategy and Growth, Liesa Davies**

---

**RECOMMENDATION**

**That the Group note the overview provided of the 2020 Port Macquarie Hastings Business Confidence Survey.**

**Discussion**

During August, Council conducted its annual local Business Confidence Survey. Council's Senior Economic Development Officer will present an overview of the survey results.

**Attachments**

Nil