FEBRUARY 2023

GREATER HUME
LOCAL AREA PLAN AND
RECOMMENDED ACTIONS

Destination
Riverina Murray NSW

Murray
REGIONAL TOURISM

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the land and waters that surround the Murray River. We acknowledge and respect their history, culture and continuous connection to Country.

We pay our respects to elders – past, present and emerging who have cared for this Country for over 60,000 years.

This landscape, rich in story and opportunity, plays a pivotal part in our visitor economy and we thank Victoria and New South Wales' First Peoples for sharing this with us all.

urban planning
enterprise economics+tourism

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ACRONYMS

DMP	Destination Management Plan
DN	Destination Networks
DRNSW	Department of Regional NSW
DRM	Destination Riverina Murray
GMW	Goulburn Murray Water
LAP	Local Area Plan
LGA	Local Government Area
MDBA	Murray-Darling Basin Authority
MRAT	Murray River Adventure Trail
MRT	Murray Regional Tourism
NPWS	NSW National Parks and Wildlife Services
NVS	National Visitor Survey
PTV	Public Transport Victoria
RDV	Regional Development Victoria
TRA	Tourism Research Australia
VFR	Visiting Friends and Relatives

GLOSSARY OF TERMS

Daytrip Visitor	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.
Overnight Visitor	People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.
International Visitor	A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia less than one year and are aged 15 years or over.

EXECUTIVE SUMMARY

OVERVIEW

Murray Regional Tourism and Destination Riverina Murray have prepared Local Area Plans for 10 of the Murray region's prominent destinations.

The Local Area Plans are strategic documents that capture local aspirations and directions at a high-level to inform the Murray Region Destination Management Plan 2023-27 (available here) and NSW Riverina Murray Destination Management Plan 2023-30. This has ensured local needs and priorities have been captured across both Destination Management Plans.

The Local Area Plans provide the framework for local stakeholders to work collaboratively and in partnership with Murray Regional Tourism and Destination Riverina Murray towards strengthening the regional visitor economy.

This Plan has been prepared for the destination of Greater Hume. This includes the destinations in proximity, as described in Section 1.

ANNUAL VISITOR ECONOMY SNAPSHOT

230K
Visitors

$26M
Spend

UNIQUE SELLING PROPOSITION WITHIN THE MURRAY REGION

Greater Hume is unique in the context of the Murray as an agri-tourism destination. Enhancement of its on-farm experiences and its agricultural heritage will strengthen the appeal of Greater Hume to a growing visitor market.

RECOMMENDED ACTIONS FOR THIS DESTINATION

A range of recommended actions have been identified through consultation with industry and local government stakeholders during the Local Area Plan workshops, assessment of existing local documents and strategies, and in response to visitor economy needs and opportunities for the destination.

These actions are a guide only. It is the role of stakeholders to further investigate the viability and opportunity of each project.

The table below provides a summary of the recommended actions.

Product, Experience and Events	Infrastructure and Planning	Branding, Marketing and Visitor Servicing	Industry Development and Workforce
• Arts and Culture Experiences • Cruising Experience Investment • Driving Tour Route • Food and Drink Activation • Hanel's Lookout at Woomargama National Park • Hume and Hovell Track Development • Greater Hume Museum Trail and Reinvestment • "On Farm" Experiences • Accommodation Investment • Destination Playground	• Doodle Corner Swamp • Infrastructure Servicing • Advocacy to Address Housing Crisis	• Bookable Product and Packaging • Marketing Plan • Signage Strategy • Visitor Information Review and Delivery • Murray Region Local Ambassador Project	• Governance • Regional Workforce Pathways and Promotion Program • Skills Development Plan • Digital Literacy for Operators • Networking and Capacity Building • Weekend Trading • Youth Leadership Program

1. GREATER HUME LOCAL AREA PLAN
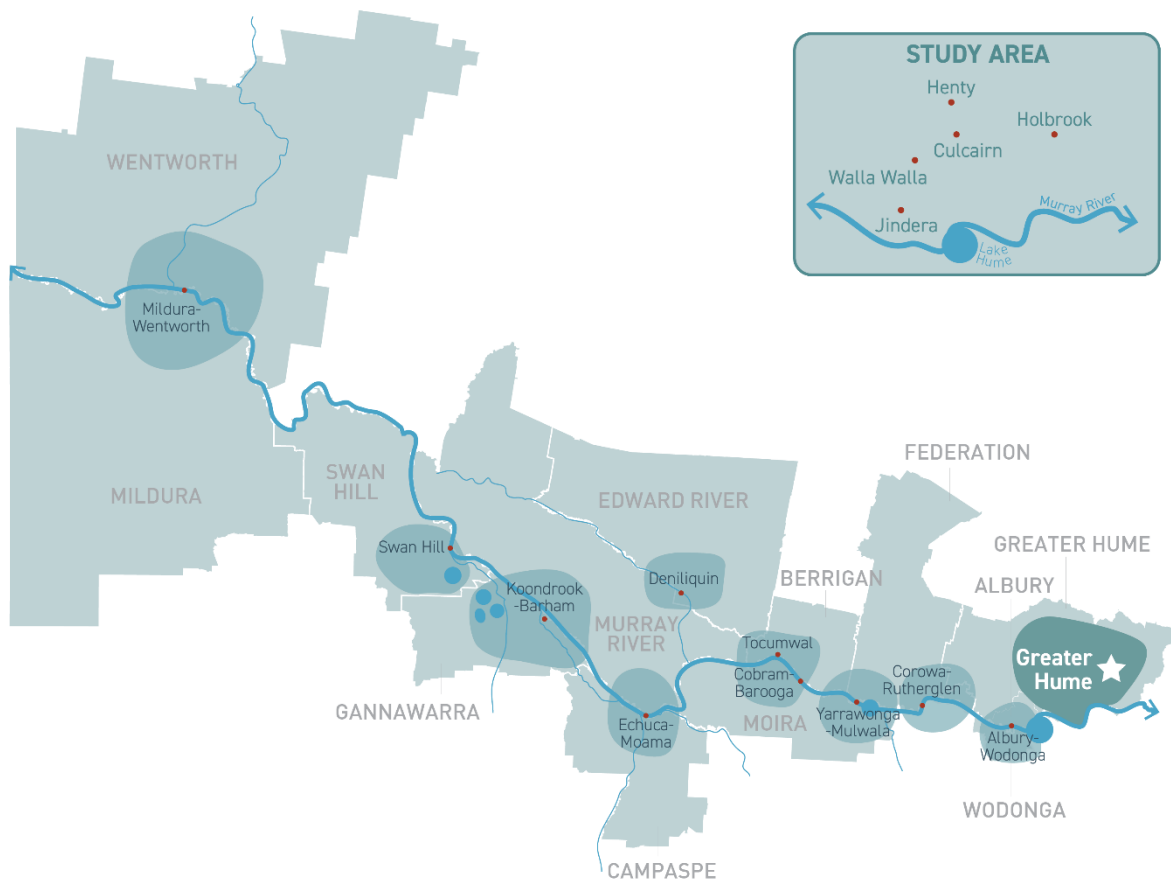
1.1. THIS PROJECT

Murray Regional Tourism (MRT) and Destination Riverina Murray (DRM) have prepared Local Area Plans (Plan) for 10 of the Murray region's prominent destinations, as shown in the map below.

These are strategic documents that capture local aspirations and directions at a high-level to inform the Murray Region Destination Management Plan (DMP) 2023-27 and the NSW Riverina Murray Destination Management Plan 2023-30. This has ensured local needs and priorities have been captured across both DMPs.

The Local Area Plans provide the framework for local stakeholders to work collaboratively and in partnership with MRT and DRM towards strengthening the regional visitor economy.

This Plan has been prepared for the destination of Greater Hume. This includes the destinations in proximity, as shown in the map below, and does not encompass all towns within the relevant Local Government Areas (LGAs).

F1. STUDY AREA

This project has been funded by Murray Regional Tourism, Destination Riverina Murray, the Victorian State Government and Destination NSW.

PURPOSE AND INTENDED USE OF THE LOCAL AREA PLANS

The Local Area Plans are a partnership between MRT, DRM, Local Government, and industry stakeholders.

The purpose of these Plans is to respond to visitor economy needs and opportunities for key Murray region destinations, through a range of recommended actions and suggested next steps. It is intended that stakeholders will collaborate to further define the project specifics and drive the outcomes, in line with local priorities and resourcing.

The Plans are intended to be a reference document and a tool for local stakeholders and partners to collaborate at the destination level. The Plans do not replace local tourism plans and internal council plans.

METHOD

An overview of the project method is shown adjacent.

This Plan has been informed by engagement with local visitor economy stakeholders, review of existing local documentation, and destination research using Tourism Research Australia (TRA) and market research undertaken for the Murray region.

A full-day workshop was undertaken with key stakeholders from industry, local government and other agencies as relevant to the destination. The purpose of the workshop was to identify local issues and opportunities, identify the unique selling proposition for the destination, and develop ideas and solutions for the visitor economy.

This process has ensured the Plan is grounded in local needs and aspirations for the destination.

Context

Review of state, regional and local research, strategics and plans.
A full list of documents reviewed can be found in Appendix A.

Destination Snapshot

Review of visitation data, key products and experiences, market research and target markets.

Key Stakeholder Workshop

1 workshop with 6 operators and government stakeholders.

Project Identification and Prioritisation

Development of projects unique for this destination.

2. DESTINATION SNAPSHOT

2.1. VISITOR ECONOMY

This section provides a snapshot of the Greater Hume visitor profile, drawing on data from Tourism Research Australia (TRA), the widely accepted Australian Government data source tracking visitation across Australia.

A profile of existing domestic daytrip and overnight visitation has been provided for the 2019 calendar year[1], in order to reflect a business-as-usual scenario prior to the COVID-19 pandemic.

Data has been provided for the Greater Hume Local Government Area.

OVERVIEW

This destination attracts an average of 230,000 visitors per annum, accounting for 4% of total visitation to the Murray region.

This may understate visitation given the Henty Field days reportedly attracts 50,000 visitors annually. However due to the visitation modelling methodology adopted by TRA it is difficult for spikes in visitation to be accurately accounted for. It is also difficult for the visitation data to accurately account for all visitors stopping on their way through Greater Hume, given that the definition for a visitor is someone who stays in a location for more than 4 hours.

Visitation to this destination is primarily driven by daytrip visitors (67%), who spend approximately $7.7 million in the region per annum. Daytrip visitors to Greater Hume are relatively low yielding ($50 per person) when compared to the average for the Murray region ($138 per person).

Although accounting for a smaller proportion of total visitation, overnight visitors to Greater Hume generate greater expenditure than daytrip visitors ($18.2 million), with an average visitor spend of $241 per person per trip.

DOMESTIC VISITOR PROFILE

The majority of daytrip visitors to Greater Hume are visiting friends and relatives (VFR) visitors (36%) and holiday visitors (34%).

The high level of day trip visitation is reflecting the stopover visitation generated by the number of towns located on the Hume and Olympic Highways that cross through the Shire.

The VFR market makes up the greatest proportion of overnight travel (43%), followed by holiday and leisure visitation (30%). A lack of compelling products and experiences may contribute to the considerably smaller holiday and leisure visitation within the overnight market.

Visitors engage in a variety of activities when visiting this destination, primarily dining out at restaurants and cafes, sightseeing and participating in or attending sporting events.

Passive activities, including visiting friends and relatives and general sightseeing are generally low yielding and contribute to the overall low visitor spend in the destination.

Due to the strong VFR market in this region, it is crucial that locals are aware of attractions and experiences within their own township to help promote the region to their visiting friends and relatives and extract greater yield from this market.
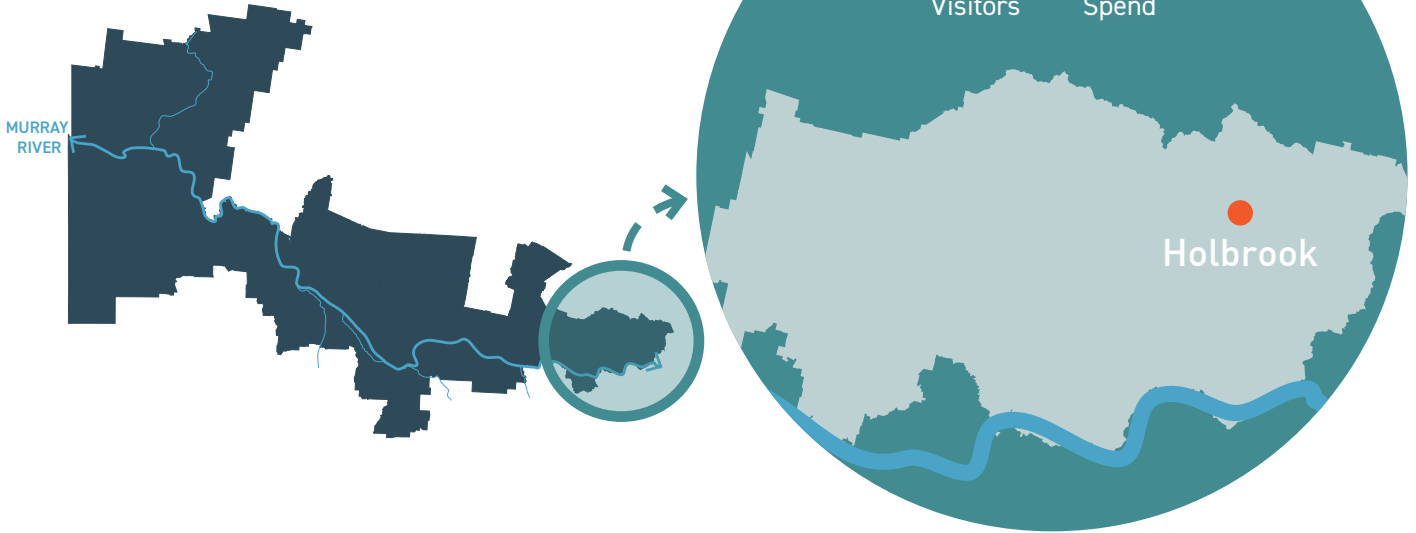
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[1] Source: TRA. Visitor numbers, TRA, 2019, based on 2017-19 3 year average. Average spend per visitor, TRA LGA Profile, 2019, based on 2016-19 4 year average. Total spend, calculated by Urban Enterprise, average spend applied to visitor numbers.
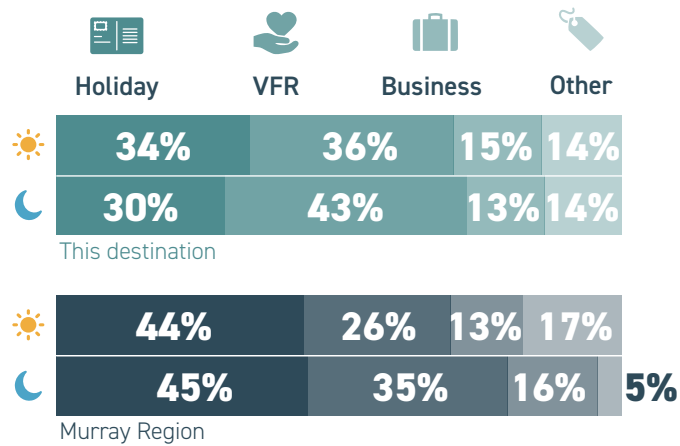
VISITOR ECONOMY OVERVIEW
GREATER HUME
Based on Tourism Research Australia (TRA) data for Greater Hume Council.

This destination
Murray Region

GREATER HUME
229K Visitors **$26M** Spend

MURRAY RIVER

Holbrook

DOMESTIC VISITOR PROFILE

PURPOSE OF VISIT

	Holiday	VFR	Business	Other
☀	34%	36%	15%	14%
🌙	30%	43%	13%	14%

This destination

	Holiday	VFR	Business	Other
☀	44%	26%	13%	17%
🌙	45%	35%	16%	5%

Murray Region

VISITOR SPEND

	Total	Daytrip	Overnight
Greater Hume	$26 M	$8 M $50 p.p.	$18 M $241 p.p.
Murray Region	$1.7 B	$446 M $138 p.p.	$1.3 B $401 p.p.

VISITOR ORIGIN

	Daytrip	Overnight
SA	0%	0%
NSW	73%	58%
OTHER	0%	12%
ACT	0%	4%
VIC	27%	27%
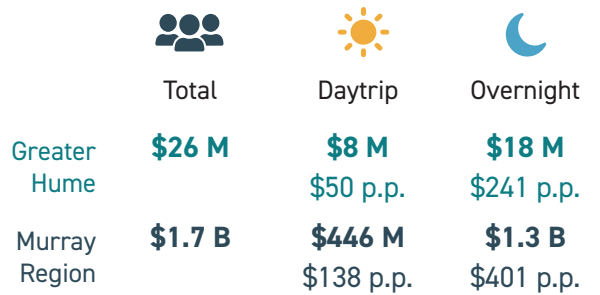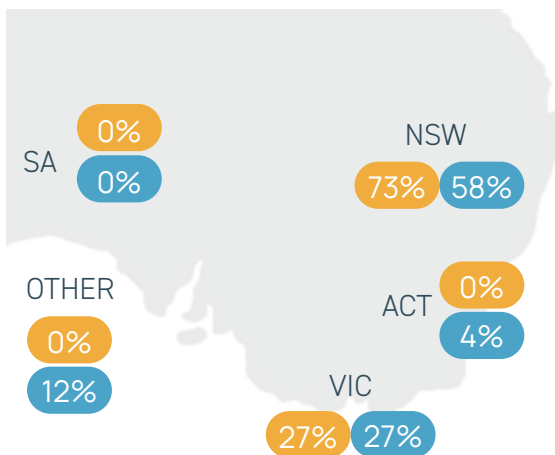
VISITOR ACTIVITIES

Activity	Daytrip	Overnight
Visit friends & relatives	45%	44%
Dining out	38%	47%
Play other sports	17%	0%
Attend organised sport event	13%	2%
General sightseeing	12%	16%
Pubs, clubs	6%	26%
Visit historic building, site	5%	9%
Shopping	5%	6%

Daytrip
Overnight

2.2. TARGET MARKETS

The Murray region has a market of 5.1 million Australians. This represents past and potential visitors to the region, as identified through representative market research undertaken of 2,000 Australian residents.

These are visitors that travel regularly to regional Australia (at least once every two years pre-COVID) and are highly likely to book a future trip to the Murray region.

Segmentation of the Australian market for the Murray region is shown below, which helps to identify the current and target markets for this destination, to provide a focus for investment and marketing.

Each market's alignment with this destination has been determined below.

T1. TARGET MARKET OVERVIEW

Proportion of Murray Region Target Market and Market Size				
Murray Habituals 38%	**Back to Basics 8%**	**Road Trip 8%**	**Explorer and Discoverer 35%**	**Luxury Travellers 10%**
1.93 Million	0.43 Million	0.40 Million	1.78 Million	0.52 Million
The traditional Murray visitor who travels to the Murray at least once every two years - the Murray's biggest advocate.	The simple traveller, the free spirit - escaping to nature to press pause on real life, spend time with loved ones, and hit reset.	Inspired by the freedom of a road trip, this market wants to explore the country, see new destinations and escape the city.	Socially conscious and adventurous travellers, open to travelling to new destinations and seeking new, unique experiences.	With a holiday mindset of indulgence, the luxury traveller seeks relaxation achieved through high quality experiences.
Strength of Market Alignment to Greater Hume and Reason for Target				
Weak	**Strong**	**Strong**	**Moderate**	**Weak**
- Self-sufficient travellers who typically self-cater and stay in holiday homes, caravan parks or free camping. - Stay for long trips during peak periods. - Travel in large groups, typically family groups, friend groups or multi-generational family groups.	- High overlap in characteristics with Murray Habituals, but don't regularly visit or have a strong allegiance to the region. - Seek a relaxing nature-based experience away from the hustle and bustle of town. - Camping and caravanning.	- Travel for longer periods than other segments - opportunity to increase yield and length of stay. - Most likely to travel midweek and off peak – assist in reducing seasonality. - Opportunity for dispersal across the region as open to exploring all the Murray region's destinations.	- The largest market segment, predominately Millennials, not yet fully captured by the Murray region. - Young and open to new experiences, most likely to engage in a diverse range of experiences. - Want to pack their trip with activities and experiences - a key opportunity to increase visitor yield.	- Critical market opportunity to grow visitor yield and support investment in more boutique offerings. - Attracted to food and wine, so growth in this sector is an opportunity to support local producers. - A shift in the perception of Murray region destinations.

Source: Murray Region Market Research, Urban Enterprise, 2022.

2.3. AWARENESS

The following section demonstrates the awareness and reputation of the Murray River and its surrounding regions through consumer research of a representative sample of 2,000 Australians, undertaken in 2022.

Awareness

A high proportion of the Australian market have never heard of Holbrook (49%). Less than a quarter of the Australian market have heard of this destination and have interest in visiting.

There is major potential to grow awareness of Holbrook and other towns within Greater Hume, and grow motivation to visit through development of compelling experiences and leveraging off touring visitors.

T2. AWARENESS OF DESTINATIONS IN THE MURRAY

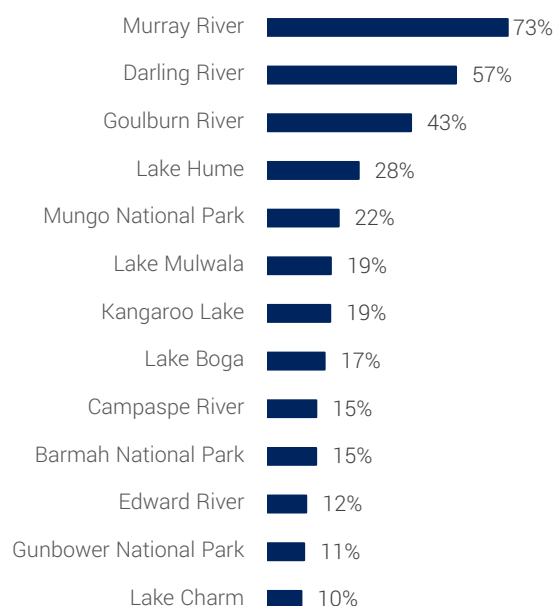| Destination	I have heard the name and have interest in visiting	I have never heard of this place
Albury Wodonga	29%	23%
Cobram-Barooga	28%	43%
Cohuna	21%	55%
Corowa-Wahgunyah	23%	50%
Deniliquin	26%	39%
Echuca-Moama	26%	35%
Holbrook	23%	49%
Koondrook-Barham	19%	60%
Mildura	38%	12%
Rutherglen	24%	47%
Swan Hill	36%	22%
Tocumwal	19%	55%
Wentworth	31%	33%
Yarrawonga-Mulwala	23%	47%

Source: Murray Region Market Research by Urban Enterprise, 2022.

Despite its size and potential to provide recreational amenity, Lake Hume has relatively low awareness in the Australian population (28% of the Australian population are aware of Lake Hume). There is a significant opportunity to leverage Lake Hume for the development of tourism products and experiences.

The Murray River has the highest levels of awareness within the Australian market (73%), which highlights the importance of connection to the Murray River to strengthen destination awareness and association. However, the Murray River is a key feature of all destinations across the Murray region, therefore destinations cannot rely on the river as a point of difference.

Connection to and activation of Lake Hume is a unique comparative advantage for Greater Hume and provides a potential hero nature-based experience for the destination.

F3. CONSUMER AWARENESS OF MURRAY REGION NATURE-BASED ASSETS

Asset	Awareness
Murray River	73%
Darling River	57%
Goulburn River	43%
Lake Hume	28%
Mungo National Park	22%
Lake Mulwala	19%
Kangaroo Lake	19%
Lake Boga	17%
Campaspe River	15%
Barmah National Park	15%
Edward River	12%
Gunbower National Park	11%
Lake Charm	10%

Source: Murray Region Market Research by Urban Enterprise, 2022.

2.4. MURRAY REGION PRODUCT STRENGTHS AND MARKET ASSOCIATIONS

Murray Region Product Strengths

A number of regional product strengths within the Murray region were identified in the 2018 Murray Region DMP. These have been highlighted in the below figure.

The Murray River is the key strength of the Murray region. With this, a number of products and experiences have been developed to capitalise on this natural asset, including camping, bushwalking, water sports, fishing and river cruising and houseboating.

F4. MURRAY REGION PRODUCT STRENGTHS

Primary Strengths	Secondary Strengths
Water Sports	Nature based
Food, Wine and Produce	Business Events
Fishing	
Houseboats/River Cruise	**Emerging Strengths**
Golf	Indigenous
Festivals and Events	Arts and Culture
History and Heritage	Adventure

Source: Murray Region Destination Management Plan, 2018.

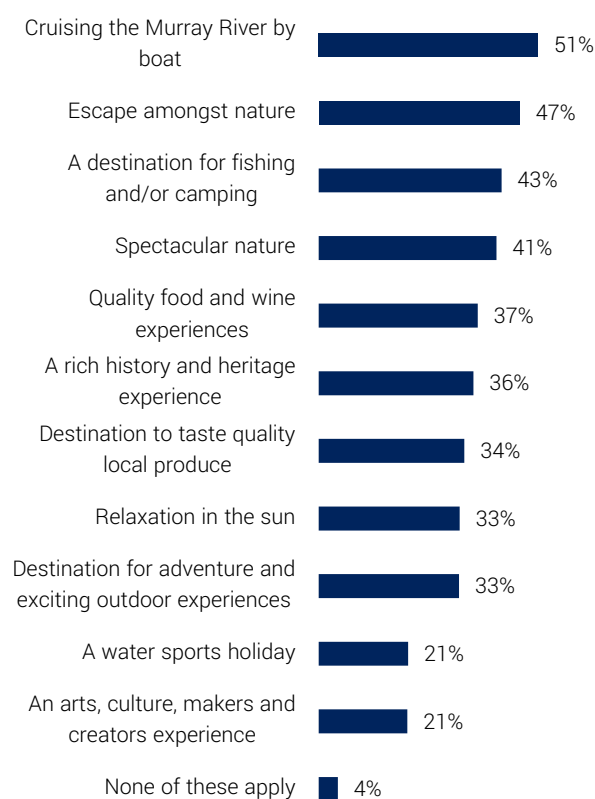### What is the Murray Known for?

Nature-based attractions and experiences are at the core of what the Australian market perceives to be the "Murray experience".

The below figure shows the broader Australian market expects to cruise the Murray River by boat (51%), escape to nature (47%) and fish or camp (43%) when visiting the Murray region.

The broader Australian market lacks understanding of the breadth of products and experiences currently offered in the Murray region, as indicated by comparatively low perception of the Murray region as a destination for quality food and wine experiences (37%) and quality local produce (37%).

Nature based experiences are considered a strength of Greater Hume and there is opportunity for further investment and development of nature based experiences.

F5. PERCEPTION OF THE MURRAY REGION

Category	Percentage
Cruising the Murray River by boat	51%
Escape amongst nature	47%
A destination for fishing and/or camping	43%
Spectacular nature	41%
Quality food and wine experiences	37%
A rich history and heritage experience	36%
Destination to taste quality local produce	34%
Relaxation in the sun	33%
Destination for adventure and exciting outdoor experiences	33%
A water sports holiday	21%
An arts, culture, makers and creators experience	21%
None of these apply	4%

Source: Murray Region Market Research by Urban Enterprise, 2022.

2.5. DESTINATION STRENGTHS AND UNIQUE SELLING PROPOSITION

Product Strengths and Potential Hero Experiences for this Destination

Greater Hume is an emerging visitor destination, with established visitor economy foundations in terms of agritourism and charming small towns. Investment in infrastructure, product and experiences are required to attract greater levels of visitation to the region.

Product strengths of Greater Hume include:

- The largest event in the Murray region, Henty Machinery Field Days which attracts 50,000-60,000 attendees every year.
- Strategic location along the Hume and Olympic Highways for visitors travelling from Albury-Wodonga or Melbourne to Wagga Wagga or Sydney.
- Nature-based tourism experiences, such as camping, hiking, walking and 4WDing in the Shire's National Parks.
- Emerging strengths in agri-tourism. The key assets include Wirraminna Environmental Education Centre, Woomargama National Park and the Hume and Hovell Track.
- Wetlands, including Gum Swamp Wetlands and Doodle Corner Swamp Wetlands.
- Lake Hume, however little development has occurred within Greater Hume to leverage from the lakefront.
- History and heritage attractions, such as the Holbrook Submarine, as well as a number of other museums.

Greater Hume Unique Selling Proposition (USP) within the Murray Region

Greater Hume is unique in the context of the Murray as an agri-tourism destination. Enhancement of its on-farm experiences and its agricultural heritage will strengthen the appeal of Greater Hume to a growing visitor market.

How to build on the destination USP?

The USP needs to continue to evolve to meet market expectations, for Greater Hume further development of agri tourism, heritage, cultural and arts experiences should be the focus. Opportunities include:

- **Agritourism experiences, including open farm days, Farm stay accommodation and local produce experiences such as farm gates.**
- **Improvement of cultural and heritage experiences.**
- **Village touring.**

2.6. GOVERNANCE

The table below outlines the governance structure for tourism in this destination and the responsibilities for each of the key organisations.

Local Government plays a crucial role in supporting the visitor economy, particularly in working closely with industry to support product and experience development and industry growth.

T3. GOVERNANCE OVERVIEW

Organisation	Overview	Activities
Destination NSW	Lead government agency for the NSW tourism and major events sectors. Major role in positioning NSW as one of the world's premier tourism events destinations, as well as achieving the NSW Government's goal of tripling visitation expenditure by 2030.	• Destination marketing. • Industry support and engagement. • Industry training. • Product development.
Visit Victoria	Primary tourism and events company for the State Government, involved in research, advocacy and domestic and international marketing. Visit Victoria is a key partner in promotion and strategic planning for the tourism sector. Council should maintain a strong relationship to ensure alignment with Visit Victoria marketing initiatives.	• Destination marketing. • Industry support and engagement. • Industry training. • Product development.
Office of the NSW Cross-Border Commissioner	The Office of the Cross Border Commissioner advocates and represents cross border communities and businesses. The NSW Cross-Border Commissioner works alongside local, state and federal bodies to ensure cross-border communities and businesses are not negatively impacted by two sets of legislations and policies.	• Advocacy. • Industry support.
Victoria's Cross Border Commissioner	Victoria's Cross Border Commissioner works with residents, businesses and community organisations along Victoria's border to identify and advocate for change. The Cross Border Commissioner also works with the Office of the NSW Cross-Border Commissioner to ensure economic and community benefits for border towns.	• Advocacy. • Industry support.
Department of Regional NSW	The Department of Regional NSW is a central agency for regional issues, building regional economies and communities, managing the use of regional land, and ensuring that government investment into regional NSW is fair and delivers positive outcomes for local communities and businesses.	• Regional Economic Development Plans. • Regional Event funding. • Tourism Infrastructure Funding. • Regional Investment support. • Regional strategic planning.

Organisation	Overview	Activities
Murray Regional Tourism	The Regional Tourism Board and peak tourism organisation for the Murray region in NSW and Victoria. MRT is the lead cross boarder entity for strategic planning in the Murray region and collaborates with government and industry partners to undertake planning, marketing, product, industry and infrastructure development, and advocacy	• Destination marketing. • Industry support and engagement. • Product development. • Investment attraction and facilitation.
Destination Riverina Murray	DRM is one of seven Destination Networks (DNs) established by the NSW state government to represent the visitor economy in regional NSW. Its principal role is to represent and coordinate the growth and development of the NSW Riverina Murray visitor economy.	• Advocacy. • Industry training. • Product development. • Industry support and engagement. • Investment attraction and facilitation.
Local Government *Greater Hume Council*	Councils act as enabler for the visitor economy by providing the foundations, including strategic planning, infrastructure services, assistance in product development, investment attraction, and support to the local industry.	• Visitor services. • Destination marketing. • Investment attraction/facilitation. • Industry training. • Product development.
Local Aboriginal Land Council *Albury and District* *Wagga Wagga*	Local Aboriginal Land Councils represent Aboriginal affairs at a local level and aim to protect the interests and further the aspirations of Aboriginal communities. This includes working for the return of culturally significant and economically viable land, pursuing cultural, social and economic independence for Aboriginal people and preserving Aboriginal land rights.	• Land acquisition. • Establishment of commercial enterprises and community benefit schemes. • Maintenance and enhancement of Aboriginal culture, identity and heritage.

3. CONSIDERATIONS FOR TOURISM DEVELOPMENT

The following section examines the challenges and opportunities for this destination, which have been identified through research and engagement with local visitor economy stakeholders, and review of Council documentation.

These considerations have been used to inform the recommended actions for this destination.

T4. CONSIDERATIONS FOR TOURISM DEVELOPMENT

Markets
• Visitation is currently driven by stopover visitors driving north from Melbourne or Albury, family caravan and camping travellers and day trip visitors from Albury or Wagga Wagga.
• Universities in Albury and Wagga Wagga, as well as army and RAF bases currently drive strong levels of VFR visitation.
• Need to explore opportunities to grow overnight holiday visitation.
• Destinations are quite scattered around the Shire, which is a barrier to creating a cohesive brand and encouraging visitor dispersal.
• Opportunity to capitalise on the large number of people driving through the Shire on the Hume and Olympic Highways.
• Opportunity to increase visitation from regional population centres, including Wagga Wagga and Griffith.
• Attract greater visitation from the nature-based visitor market, through promotion of national parks and other natural assets.

Product, Experience and Events
• Lacking supply of food and beverage on weekends and in evenings.
• Opportunity to capitalise on the Shire's agricultural and produce strengths to offer agri-tourism experiences, e.g. farm-stays, paddock to plate dining and glamping.
• An expanded product and experience offering is required to encourage longer stay and higher yield stopover visitation.
• Opportunity to offer family-friendly products and experiences such as a destination playground or animal nursery. This will help to attract visitation from within the region, as well as encourage stop-overs for touring visitors.
• Deliver product and experiences that align with and leverage off the region's history, community stories and existing museums.
• The region lacks an arts and cultural offering that reflects the arts scene within the community and can enable attraction of higher yield visitor markets.
• Lack of high quality retail to meet the needs and expectations of visitors.
• Establishment of themed touring loops which link towns and villages.

Accommodation
• Need for additional accommodation that meets contemporary visitor expectations.
• Lack of high end accommodation to service visitors during peak periods (e.g. Henty Machinery Field Days).
• Opportunity to offer boutique, nature-based and experiential accommodation.

Infrastructure and Planning
• Need for investment in amenity and infrastructure to benefit the local community, increase the attractiveness of towns, and encourage greater stop-over visitation.
• Need to activate water-front areas at Lake Hume and the Murray River.

Brand, Marketing and Visitor Servicing

- Visitors to the region are unaware of what there is to do when visiting the region. Improved visitor servicing is needed to share and promote product and experiences.
- Oversupply of outdated visitor signage and wayfinding points.
- Lack of online visitor information, visitor servicing and digital marketing.
- Unclear brand/identity for the destination.
- Opportunity to provide a pre-prepared itinerary or touring route to encourage travel between towns and establish the Shire as a strong stopover destination.
- Potential to integrate smaller towns into the overall brand of the region.

Industry Development and Workforce

- Need to encourage local tourism industry to be more engaged and proactive with regard to visitor economy development.
- Skilled staff shortages are a barrier to investment.
- Encourage networking and collaboration between tourism operators.
- Lack of accommodation to support attraction and retention of workforce.

4. RECOMMENDED ACTION PLAN

READING THIS ACTION PLAN

Recommended actions have emerged as a result of consultation with industry and local government stakeholders during the Local Area Plan workshops, an assessment of existing local documents and strategies, and in response to considerations for tourism development.

The following provides a guide for interpreting the Recommended Action Plan.

Recommended Actions

Each of the recommended actions have been identified in response to the key considerations for tourism development in this destination, and aim to address visitor economy needs and opportunities over the next 5 years.

It is the role of key stakeholders to further investigate the viability and opportunity of each project.

Suggested Next Steps

The identified next steps are a suggestion to enable stakeholders to take forward the recommended actions.

The next steps are to be used as a guide, and will be informed by local resourcing and priorities.

Priority

The priority level for each of the recommended actions have been identified by determining their level of importance, logical staging, as well as which actions can be achieved relatively quickly.

The following priority levels have been used:

Short-term within 1 year	Medium-term 1-3 years	Long-term 4-5 years +
Ongoing		

Key Partners

Key partners have been identified for each of the recommended actions. Current roles and responsibilities of these stakeholders are identified in the Destination Snapshot section of this document.

Key partners include:

- Murray Regional Tourism
- Destination Riverina Murray (DRM)
- State and Federal Governments and agencies, including:
  - Department of Regional NSW
  - Goulburn Murray Water
  - Murray-Darling Basin Authority
- Greater Hume Shire Council (Council)
- Local Learning and Employment Network (LLEN)
- Industry

4.1. PRODUCT, EXPERIENCE AND EVENTS

T5. RECOMMENDED ACTIONS

Recommended Actions	Suggested Next Steps	Key Partners	Priority
Arts and Culture Experiences Develop a signature arts and cultural experience, with consideration of opportunities that encourage dispersal around the Shire (e.g. silo art or sculpture trail) and link to the planned development of an arts centre in Culcairn.	- Explore opportunities for arts and culture activations.	Industry Council	Short term
Cruising Experience Investment Refer to the Murray Cruising Strategy for key project opportunities. Specific need include: - Lake Hume Restaurant Cruise. - Houseboats on Lake Hume. - Investment in infrastructure to support cruising activity.	- Council and stakeholders to facilitate cruising investment. - Work with existing cruise operators to elevate offering and address barriers to operation.	Industry Council MRT DRM GMW MDBA	Short term
Driving Tour Route Establish and promote a drive touring route between towns in Greater Hume and market to potential visitors.	- Identify optimal touring route. - Prepare marketing materials and promote through social media, digital marketing and visitor signage. - Consider touring itineraries.	Council	Short term
Food and Drink Activation Support attraction of food and beverage establishments to activate towns and provide contemporary experiences.	- Identify gaps in supply of food and beverage establishments which can attract and service visitors to villages. - Undertake investment attraction of dining and beverage businesses across the region.	Industry Council	Short term
Hanel's Lookout at Woomargama National Park Development of Hanel's Lookout at Woomargama National Park along with broader development of visitor attractions within the National Park.	- Deliver improvements to Hanel's Lookout.	Council	Short term
Hume and Hovell Track Development Enhancement of Hume and Hovell track, with consideration of connecting to the Murray River Adventure Trail.	- Undertake Hume and Hovell track Strategic masterplan in order to transform it into one of the great walks in Australia.	Council MRT DRM	Short term

Recommended Actions	Suggested Next Steps	Key Partners	Priority
Greater Hume Museum Trail and Reinvestment Establish a trail which links the historical museums of Greater Hume into one product offer which encourages visitor dispersal.	- Undertake a strategic and investment plan for the Greater Hume Museum Trail.	Council Historic Societies	Short to medium term
Destination Playground The establishment of a destination playground in Greater Hume has the potential to increase visitation from the family market, touring visitors and the regional population catchment.	- Identify location for a destination playground. - Plan and design playground.	Council	Medium term
"On Farm" Experiences Promote local produce by supporting development of farm open days, on-farm experiences and farm gates, and paddock to plate dining experiences.	- MRT to share agri-tourism research and recommendations with industry through further engagement with the sector.	Local producers MRT DRM	Medium term
Accommodation Investment Refer to the Murray Region Accommodation Study for project details to attract investment in the identified priority projects: - Nature-based accommodation - Farm Stays - Reinvestment in motels	- Council should facilitate investment by identifying suitable sites, with consideration of suitable zoning / need for rezoning. - Promote the opportunity to a developer and facilitate planning process.	Industry Council	Ongoing

4.2. INFRASTRUCTURE AND PLANNING

T6. RECOMMENDED ACTIONS

Recommended Actions	Suggested Next Steps	Key Partners	Priority
Doodle Comer Swamp The Doodle Comer Swamp Nature Reserve is renowned for its ancient River Red Gums that attract a wide range of bird and animal life. Investment in boardwalk and trail infrastructure will improve access and increase utilisation of the swamp.	- Plan and design boardwalk and access infrastructure. - Seek funding.	Council	Medium term
Infrastructure Servicing Services infrastructure to allow new development and business investment, including: - Address water pressure constraints for new development. - Mobile network and coverage / NBN. - Sewerage and water capacity where required.	- Work with servicing authorities to deliver required infrastructure.	Servicing authorities Council	Medium term
Advocacy to Address Housing Crisis Continued advocacy to State and Federal Government to address housing crisis.	- MRT and Councils to work with regional stakeholders to quantify housing needs and delivery of programs to meet required demand.	MRT DRM RDNSW Council	Ongoing

4.3. BRAND, MARKETING AND VISITOR SERVICING

T7. RECOMMENDED ACTIONS

Recommended Actions	Suggested Next Steps	Key Partners	Priority
Bookable Product and Packaging There are limited online bookable products in Greater Hume. This presents an opportunity to increase length of stay and improve visitor experience.	- Develop bookable product and product packages including accommodation and dining packages.	Industry Council	Short term
Marketing Plan Prepare a Greater Hume Marketing Plan with consideration of: - Targeted social media to certain demographics. - Digital advertising. - Opportunities to leverage MRT cooperative marketing activities.	- Deliver a marketing plan with consideration of digital marketing.	Council	Short term
Signage Strategy Conduct a review of all signage in the Shire and prepare a strategy that considers: - Removal of outdated and obsolete signage. - Directional signage. - Signage for tourism attraction. - Signage to encourage travel between towns.	- Undertake a signage review. - Plan and design a cohesive signage strategy.	Council	Short term
Visitor Information Review and Delivery Undertake a visitor information review and prepare a strategy to deliver the following needs: - Gateway enhancements and interventions. - Visitor information touchpoints throughout the visitor journey.	- Undertake a visitor information services review.	Council	Medium term
Murray Region Local Ambassador Project MRT to develop a region-wide program to encourage local knowledge of and local pride in the tourism industry. This should include ongoing initiatives that aim to educate local industry and residents about the product offering and events, including notification of new business, events and promotional activities to create engagement. This may include: - Incentive system for residents and industry to engage in tourism offerings and promote through social media. - MRT branded business swap card system to encourage cross-business promotion and visitor information. - Local area tourism industry communication framework.	- MRT to develop and deliver plan. - Councils to deliver actions at local level.	MRT DRM Council Industry	Ongoing

4.4. INDUSTRY DEVELOPMENT AND WORKFORCE

Recommended Actions	Suggested Next Steps	Key Partners	Priority
Governance Undertake a tourism industry governance review for the broader Greater Hume region to involve local industry in tourism planning and identify an improved approach for industry collaboration, branding and marketing.	- Deliver governance review.	Council Industry	Short term

Regional Workforce Pathways and Promotion Program
MRT to develop and implement a framework that promotes the attractiveness of the tourism industry and attracts new workforce.
The program should be twofold:
- Work in the Murray promotion to attract new tourism industry workforce (think Want To Work in Paradise promotion from Tourism Queensland). This should consider non-monetary incentives for new workers to the region.
- Development of pathways program to attract and retain staff, including:
   o Attraction of secondary students
   o Communication of clear progression pathways within and between business.
   o Encouraging use of staff sharing platform to provide consistency of work.
	- MRT to develop a regional workforce skills gap analysis and campaigns.
	- MRT to work with local Councils and other stakeholders (jobs boards, LLENs etc) to promote opportunities.
		MRT
		
		DRM
		
		Council
		
		Secondary schools
		
		Higher education
		
		Employment networks
			Short term and Ongoing

Skills Development Plan Using the outcomes of the regional workforce gap analysis and feedback from industry, collaborate with TAFE's, LLEN's and higher education providers to deliver tailored and location-based industry training solutions.	- Undertake workshop with industry to identify specific skill and training needs. - Work with higher education providers to develop courses and course material.	Council Industry MRT DRM Higher education TAFEs	Short term and Ongoing
Digital Literacy for Operators Improve the capability of operators to utilise online visitor services, such as online booking services, social media and motivational websites.	- Deliver a digital literacy program for industry.	MRT DRM Council	Ongoing

Recommended Actions	Suggested Next Steps	Key Partners	Priority
Networking and Capacity Building Ensure the tourism industry is well-connected and supported through the development of networking opportunities.	- Host a bi-annual networking event for tourism operators from all towns within Greater Hume.	Industry Council MRT DRM	Ongoing
Weekend Trading There is a need to address the very limited trading hours of businesses within the region, including restaurants, cafes and retail stores. This includes extending businesses hours when major events are occurring in the region.	- Work with retail and hospitality businesses to encourage longer weekend trading hours during events, as a first step in extending trading hours.	Council Industry	Ongoing
Youth Leadership Program Conduct a youth leadership program to engage young people with the local visitor economy to encourage and foster innovation within Greater Hume's tourism industry.	- Deliver a youth leadership program and promote within the local community.	Council Industry	Ongoing

APPENDICES

DOCUMENTS REVIEWED

Regional Documents

- Murray Regional Tourism Annual Report 2019-20
- Murray Regional Tourism Strategic Plan 2021-24
- Murray Region Destination Management Plan 2018-2022
- Murray Region Cruising Strategy 2022
- Murray Region Accommodation Study 2022
- Murray Region Consumer Research 2022
- RDA Murray Strategic Plan 2019
- NSW Visitor Economy Strategy 2030
- Riverina Murray Destination Management Plan 2023-30
- Riverina Murray Accommodation Market Assessment 2019

Greater Hume Shire Council

- Greater Hume Council Local Strategic Planning Statement 2018
- Greater Hume Council End of Term Report 2021
- Greater Hume Shire Community Strategic Plan 2017-2030
- Greater Hume Visitor Information Centre Business Plan 2018-2022
- Greater Hume Shire Visitor Experience Plan 2015-2018

Additional Documents

- Lake Hume Site Plan Recommendations and Architectural Concept 2018
- Goulburn Murray Water Lake Hume Land and On-Water Management Plan 2015