



AVON REGIONAL ORGANISATION OF COUNCILS

Minutes

4 April 2016

AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF MEETING HELD AT THE COUNCIL CHAMBERS,
SHIRE OF TOODYAY, ON 4 APRIL 2016

Preface

When the Chief Executive Officer approves these Minutes for distribution they are in essence "Unconfirmed" until the following Avon Regional Organisation of Councils (AROC) Meeting, where the Minutes will be confirmed subject to any amendments.

The "Confirmed" Minutes are then signed off by the Presiding Person.

Attachments that formed part of the Agenda, in addition to those tabled at the AROC Meeting are put together as an addendum to these Minutes.

Unconfirmed Minutes

These minutes were approved for distribution on 7 April 2016.



Stan Scott
Chief Executive Officer
AROC Secretariat

Confirmed Minutes

These minutes were confirmed at a meeting held on ...13 JUNE 2016.

Signed: Daniel R. Dow

Note: The Presiding Member at the meeting at which the minutes were confirmed is the person who signs above.

AVON REGIONAL ORGANISATION OF COUNCILS

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MONDAY 4 APRIL 2016

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AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF MEETING HELD AT THE COUNCIL CHAMBERS,
SHIRE OF TOODYAY, ON 4 APRIL 2016

MINUTES

1. DECLARATION OF OPENING

Cr Dow, Chairperson, declared the meeting open at 9.50 am.

2. PRESENTATIONS

Cliff Simpson from WALGA presented on current Road Safety Changes.

Cr Dow advised that the presentation from K Dore on Avon Tourism would be presented before item 7.1

3. RECORD OF ATTENDANCE / APOLOGIES

Members:

Cr D Dow	Shire President, Shire of Toodyay
Mr S Scott	CEO, Shire of Toodyay
Mr C Kerp	CEO, Shire of Goomalling
Cr B Haywood	Shire President, Shire of Goomalling
Cr S Pollard	Shire President, Shire of Northam
Ms A Selvey	CEO, Shire of Dowerin
Cr D Lovelock	Shire President, Shire of Victoria Plains
Mr I Graham	Deputy CEO, Shire of Victoria Plains
Ms K Dore	Representative, Shire of Chittering

3.1 Apologies

Mrs J Sutherland	Acting CEO, Shire of Chittering
Cr S Vallance	Shire President, Shire of Chittering
Mr J Whiteaker	CEO, Shire of Northam
Mr H Hawkins	CEO, Shire of Victoria Plains
Cr D Metcalf	Shire President, Shire of Dowerin

3.2 Visitors

Mr C Simpson	Road Safety Advisor, WALGA
Mr M Dacombe	CEO, Shire of York
Cr D Wallace	Shire President, Shire of York
Mr S Gollan	CEO, Shire of Beverley

From 11.00am

Ms P Foley	Executive Assistant, Heartlands WA
Ms A Hardingham	Community Development Officer, Shire of Goomalling

Signed:	9/06/16
Presiding Person - AROC	
Date:	13-06-2016

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SHIRE OF TOODYAY, ON 4 APRIL 2016

4. CONFIRMATION OF MINUTES

4.1 Minutes of Meeting held on 8 February 2016

OFFICER'S RECOMMENDATION/AROC RESOLUTION NO

MOVED: Cr B Haywood

SECONDED: Cr S Pollard

That the Unconfirmed Minutes of the Avon Regional Organisation of Councils meeting held on 8 February be accepted as a true and correct record.

MOTION CARRIED UNANIMOUSLY

5. MATTERS ARISING

5.1 From the minutes of the last AROC meeting

Nil

5.2 From the Minutes of the last CEO meeting

Nil

5.3 From the Action List

The Action List was reviewed.

6. ITEMS OF BUSINESS

6.1 Financial Report –Shire of Dowerin

There was no report tabled at this meeting

7. OTHER MATTERS TO BE DISCUSSED

7.1 Presentation – Avon Tourism

Ms K Dore, representative for Avon Tourism presented on Draft Strategic Plan

7.2 Presentation – Heartlands WA – 11.00am

Ms Foley presented on the progress developing the funding application for the AROC Housing Alliance Project.

AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF MEETING HELD AT THE COUNCIL CHAMBERS,
SHIRE OF TOODYAY, ON 4 APRIL 2016

7.3 REGIONAL RECREATION STRATEGY

DATE:	31 MARCH 2016	FILE NO:	ORG3
AUTHOR:	Stan Scott – Chief Executive Officer		
SUBJECT:	Regional Recreation Strategy		
ATTACHMENTS:	Nil.		

PURPOSE

To seek agreement for AROC to develop a Regional Recreation Strategy as part of its 2016-17 program of activities.

SUMMARY OF THE FACTS

Background

At its February Meeting AROC considered a request from the Shire of Goomalling for an AROC letter of support for its proposed Youth Precinct. The request was denied as it did not form part of a regional strategy.

Toodyay is already seeking funding for a new Recreation Precinct and Victoria Plains is exploring an equestrian facility at Mogumber.

Current Status

At the March CEO's meeting, CEO's reported that Recreation Plans for various locations are in different states of currency as follows:

Victoria Plains	Out of Date
Goomalling	New plan in progress
Northam	New plan in progress
Dowerin	Current
Toodyay	Current
Chittering	TBA

Key Considerations

There seems to be a common requirement for further investment in sport and recreation facilities within the region, but there seems to be little in the way of coordination or consolidation of facilities.

Projects are more likely to receive State and Federal funding if it can be demonstrated that the proposed facilities are consistent with or contemplated in a Regional Plan.

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MINUTES OF MEETING HELD AT THE COUNCIL CHAMBERS,
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Options (i.e. next steps, comments):

Even though we do not have a consistent set of plans there is still a case for the development of a regional blue print. AROC may determine that it is not appropriate to continue until each member has its own recreation plan, but this then prevents the regional perspective from informing local strategy. Further, by the time everyone has completed their own plans, the existing plans may be no longer current.

CONCLUSION (and/or Recommendations)

That AROC determine whether to allocate funds to the development of a regional recreation strategy for 2016-17.

This matter is to be deferred to the June AROC meeting

AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF MEETING HELD AT THE COUNCIL CHAMBERS,
SHIRE OF TOODYAY, ON 4 APRIL 2016

7.4 AROC – PLANNING FOR 2016-17

DATE:	31 MARCH 2016	FILE NO:	ORG3
AUTHOR:	Stan Scott – Chief Executive Officer		
SUBJECT:	PLANNING FOR 2016-17		
ATTACHMENTS:	Nil.		

PURPOSE

To discuss AROC priorities for 2016-17.

SUMMARY OF THE FACTS

Background

In February 2015 AROC adopted an MOU setting out the framework for cooperation between the member local Governments. The MOU included a schedule of issues and themes for consideration. The MOU includes the following commitments

1. AROC will prepare an Action Plan every two years that will identify regional priorities planned projects and activities for the next two year period;
2. The Governance Group may at any time add or remove items from the Action Plan;
3. The Action Plan will be reviewed annually;
4. The action Plan will form a schedule to this MOU.

This issues included in the first Action Plan are set out below:

Issue	Themes	Progress
Health and Aged Care	Aged Care planning Independent living units Age Friendly communities planning	Aged Friendly Community Plans almost complete. Independent living units progressing.

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Issue	Themes	Progress
Strategic Waste Management	Regional Planning Regional strategies Advocacy	Revised Regional Waste Minimisation Plan completed
Councillor and Staff development	Training needs identification Training delivery in the region Regional Conference or workshop	No Progress
Regional Risk	Risk Management processes Regional Risk Coordinator	New RRC in place and working well
Human resource management	Workforce Development Planning Specialised staff meetings Resource sharing	Limited progress on regional strategies
Information Technology	Joint strategies Resource sharing Insourcing IT support	No progress
Economic Development	Infrastructure development Infrastructure trust Regional Planning Engagement with WDC Regional promotion	Some engagement with WDC, limited other progress Engagement with Avon Tourism
Regional Governance	Review of governance models Regional subsidiary Infrastructure Trust	No Progress
Regional Airport location	Support and advocacy for Cunderdin	No Progress

Current Status

It is timely to consider themes for 2016-17 so that these may be developed for consideration at the June AROC meeting.

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Key Considerations

All matters for consideration by AROC must be accompanied by an officer report, and this should be shared across the region.

Options (i.e. next steps, comments)

The issues and themes continue to remain relevant, but identifying specific focus issues for the coming year will help us to achieve more. Alternatively we may become reactive rather than proactive.

With a State election fast approaching it is likely that capacity to demonstrate regional cooperation will take on greater importance in the year ahead.

CONCLUSION (and/or Recommendations)

That AROC identify focus areas for further consideration at the June AROC Meeting.

This matter is to be deferred to the June AROC meeting

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8. NEXT MEETING

- AROC CEOs 9 May 2016
- AROC 13 June 2016

9. MEETING CLOSURE

Cr Dow, Chairman, declared the meeting closed at 12.35pm.



AVON REGIONAL ORGANISATION OF COUNCILS

4 April 2016

ATTACHMENTS (To Minutes)

Item 7.2 Presentation from Avon Tourism WA

1

1. Information in relation to Strategic Plan 2016-2019.



Avon Tourism Inc Strategic Plan 2016-2019

Discussion Draft Presentation (V2) March / April 2016

“Tourism activity can provide economic benefits to a local community by leveraging existing infrastructure & amenity & subsidising a higher quality of retail, accommodation & public infrastructure that would otherwise not be supported by local residential expenditure alone”

Avon Sub-Regional Economic Strategy



What can a Sub-Regional Tourism Organisation do?

*“By combining collective strengths
the entire region becomes more attractive to visitors”*

Frank Kero

Independent promotion of an entire region for the purpose of development, benefits visitors, operators and LGAs.





~ Vision ~

*To build a viable
and competitive
tourism industry in
the Avon Valley
[region]*





Benefits of Regional Tourism

To Local Governments:

- Enhanced regional profile & improved data collection & focussed development / promotion.

To Visitors:

- Entire region offered on one 'plate'.
- Simplified planning through compound products.

To Visitor Centres

- Strong regional network & enhanced high quality product.

To Tourism Wholesalers:

- One point of contact & an easy to sell compound package.

To Tourism Operators:

- Marketing, online booking (rooms, event tickets & packages), brochure racking, economy of scale & networking.



What are Avon Tourism doing?



The volunteer Board are currently undertaking the following tasks;

Avon Valley Holiday Planner



15,000 copies distributed annually

- 25 metro / regional WA Visitor Centres
- WA Visitor Centre
- Perth International Airport
- Various events
- Various tradeshows – local, interstate and international

And... through other quirky means where possible! Yes, that's the Avon Valley Holiday Planner visiting Big Ben!



Trade Shows



EXPERIENCE THE Avon Valley.....a great place to visit a short drive from Perth



Newsletter & Events Calendar

 Reply  Reply All  Forward

Tue 16/02/2016 19:40

Avon Tourism Inc <info=avonvalleywa.com.au@mail65.atl11.rsgsv.net> on behalf of Avon Tourism Inc
Avon Tourism Inc Newsletter #6

To: =?utf-8?Q?=

❶ You forwarded this message on 16/02/2016 20:10.

If there are problems with how this message is displayed, click here to view it in a web browser.

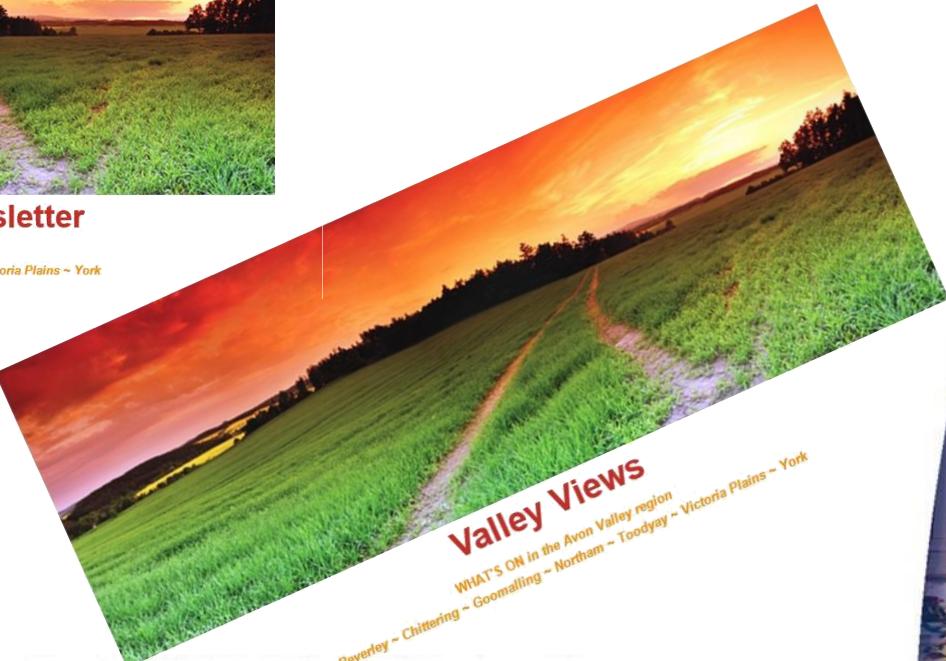


Avon Tourism Inc Newsletter

Connecting the Avon Valley region

Beverley ~ Chittering ~ Goomalling ~ Northam ~ Toodyay ~ Victoria Plains ~ York

Opens = 40.3%
List Average: 33.7%
NFP Average: 22.8%





Networking

EXPERIENCE THE *Avon Valley*

BEVERLEY | CHITTERING | GOOHALING | NEW NORCIA | NORTHAM | TODDYAY | VICTORIA PLAINS | YORK

Avon Tourism

your local sub-regional tourism organisation

Sundowner

- Chittering - 6pm, Wed 24 Sept 2014 (Wootha Farm, Bindoon)
- Northam - 6pm, Thu 23 Oct 2014 (Muresk Institute)
- Northam - 6pm, Thu 27 Nov 2014 (El Caballo Resort)
- York - 6pm, Wed 25 Feb 2015 (Faversham House)

Meet the Board, network with like-minded business people, hear about the benefits of partnering with Avon Tourism and enjoy an evening of hospitality courtesy of the local host/s.

Please RSVP to edo@chittering-wa.gov.au with your preferred date to receive further details (venue address & catering).

AVON TOURISM

www.avonvalleywa.com.au

facebook.com/AvonValleyWA



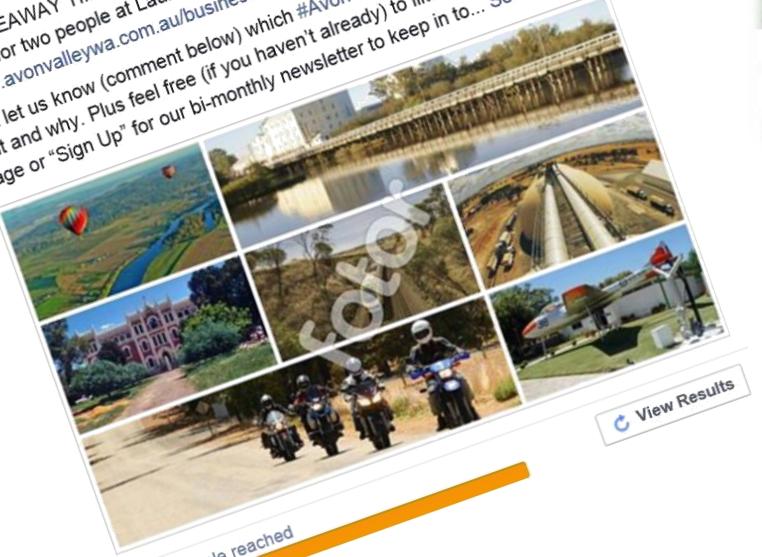


First competition
= 7,004
people reached

Avon Valley WA with Beverley, Western Australia.
Published by Karen Dore [?]. 1 January .

All roads 'n' rivers... trains 'n' planes... balloons 'n' bikes... lead to #AvonValleyWA!

It's GIVEAWAY TIME and we're giving away an overnight stay, valued at \$250, for two people at Laurelvile Manor, York (www.avonvalleywa.com.au/business-directory/york/laurelvile...!). Just let us know (comment below) which #AvonValley town you'd like to visit and why. Plus feel free (if you haven't already) to like our Facebook page or "Sign Up" for our bi-monthly newsletter to keep in to... See More



View Results

7,004 people reached

Social Media

1,064
Likes



Avon Valley WA
Region

Timeline About Photos Reviews More

100% response rate, 1-hour response time
Respond faster to turn on the badge

1,038 likes +5 this week
1,064 posts 1,038 photos and 755 other items

Write something...



43,511 visitors
(18 months)



134,844 views
(18 months)

EXPERIENCE THE *Avon Valley*

BEVERLEY | CHITTERING | GOOMALLING | NORTHAM | TOODYAY | VICTORIA PLAINS | YORK

[f](#) [t](#) [p](#) [m](#) [d](#) [s](#)

HOME GALLERY ACCOMMODATION ▾ THINGS TO DO ▾ EVENTS ▾ FOOD + WINE BUSINESS DIRECTORY MORE ▾

Accommodation Tours Tickets

Date: Sun 06/03/2016

Nights: 1
Adults: 2
Children: 0
Infants: 0

[Advanced Search](#)

WELCOME TO AVON VALLEY WA

Located just an hours drive east of Perth, WA is the picturesque Avon Valley. A colourful patchwork of gently rolling hills and winding streams set the backdrop for peaceful drives and countryside getaways. The Avon Valley is a perfect destination for a day trip from Perth or for a weekend getaway in WA.

Stretching from Beverley in the south to New Norcia and Victoria Plains in the North, the Avon Valley region boasts seven intriguing localities for you to explore; Beverley, Chittering, Goomalling, Northam, Toodyay, York, New Norcia and Victoria Plains.



EXPERIENCE THE Avon Valley.....a great place to visit a short drive from Perth



Regional Branding



EXPERIENCE THE Avon Valley.....a great place to visit a short drive from Perth



Advocacy & Recognition

EXPERIENCE
PERTH.COM

Search 

Destinations Things To See & Do Events Accommodation Attractions Tours Travel Info

DESTINATIONS

Perth City
Fremantle
Rottnest Island
Sunset Coast
Moore River & Gingin Region
Chittering Valley
Rockingham
Mandurah and Peel
Swan Valley
The Perth Hills
Armadale
Avon Valley
New Norcia
Visit the Avon Valley



The Avon Valley, WA's first inland settlement, offers a patchwork of green rolling hills, babbling brooks and historic country towns.

The Avon Valley region, a comfortable drive east of Perth is the perfect destination for exploring country towns, pottering through craft shops and museums, picnicking on the banks of the Avon River, hot air ballooning at dawn or setting out on bush walks.

The Valley is also host to a fantastic range of festivals and events the whole year round which make great excuses to visit. Stop in at a local cafe or restaurant some showcasing local produce such as jam, olives, chocolate and honey. Or enjoy a drink at a historical pub - you'll find one in nearly every town of the Avon Valley.

With so much to see and do, why not spend a night or two? There are many charming accommodation options available, including historic hotels and bed and breakfasts, where you can relax and enjoy the warm country hospitality.

HOME THINGS TO DO DESTINATIONS EVENTS ABOUT WA TRAVELLING IN WA NEWSLETTER



REGIONS

Perth & surrounds
South West
Coral Coast
North West
Golden Outback

MUST SEE

Perth
Fremantle
Margaret River
Exmouth
Broome
Kalgoorlie

WEEKEND ESCAPES

Swan Valley
Busselton
Mandurah
Albany

Find the perfect destination for your Australian holiday in Western Australia. >



Regional Linking Projects

Motorcycle Friendly Region (planning / funding)



Regional Linking Projects

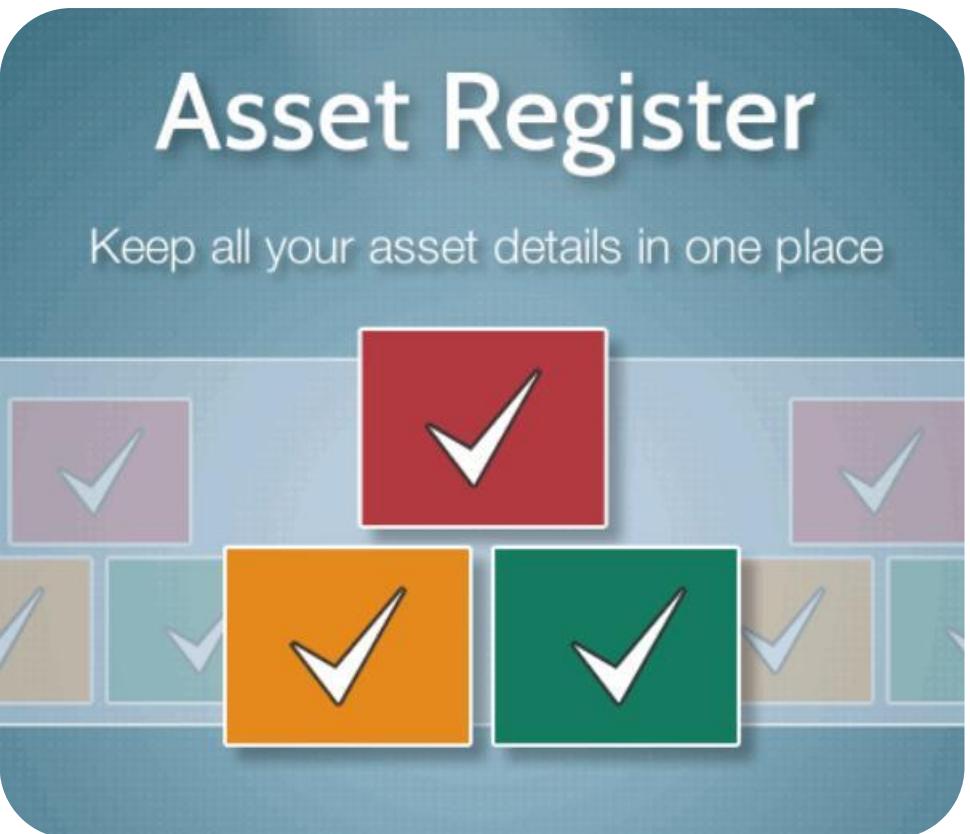
Compound Products (research)





Regional Linking Projects

Avon Valley Region Asset Register (idea)



What do Avon Tourism need?

To enable Avon Tourism to develop the Avon Valley region as a whole two major resource areas need to be urgently addressed;

- **Labour** – volunteers cannot cope with the increased workload
- **Funding** – a membership model is not viable for a regional group





Labour Resources: Portfolios

Our Portfolios outline the tasks that need to be undertaken regularly;

- Digital Marketing
 - Calendar of Events / Newsletter
 - Social Media
 - Website
- Events / Projects (regional collaboration)
- Funding (for identified projects)
- Planner (production & distribution)
- Print Advertising Sales (economy of scale opportunities)
- Product Development (inventory, packages, itineraries)
- Sundowners (facilitation)
- Volunteers (recruitment & management >NEW<)



Funding Resources: Options

- A.Increase Local Government funding greatly = GROW Avon Tourism to allow them to develop & promote the whole region
- B.Increase Local Government funding a little = ASSIST Avon Tourism to continue promoting the whole region
- C.Leave Local Government funding as is = SUPPORT Avon Tourism to promote its members, including Local Government

Possible 2016-2017 Budget A

LGA financial support to enable Avon Tourism to **grow** as a sub-regional tourism organisation, independently **promoting and developing the whole of the Avon Valley region.**

\$92,300 ~ Income

- | | |
|--------------------------------|-----------------------------|
| • Local Government Partnership | \$87,500 (\$12,500 per LGA) |
| • Bookeasy Commission | \$ 4,800 |

Plus Grant Funding for Regional Projects
(as identified and agreed upon)

continued next page



Possible 2016-2017 Budget A cont

\$92,300 ~ Expenditure

• Bookeasy Service / Website Fee	\$ 4,800
• Annual Planners	\$ 12,500
• Planner Distribution	\$ 5,000
• Trade Shows	\$ 10,000
• Experience Perth inclusion	\$ 8,000
• SEO Campaign	\$ 8,000
• Accounting / Audit	\$ 1,500
• Advertising	\$ 5,000
• Office / Meeting Expenses	\$ 1,000
• Contingency	\$ 1,500
• Allowance for part-time employee	\$35,000



Possible 2016-2017 Budget B

LGA financial support, and each LGA takes responsibility for the workload of one Portfolio (by volunteer or paid staff), to enable the Avon Tourism brand to **continue promoting the whole region**.

\$57,300 ~ Income

• Local Government Partnership	\$52,500 (\$7,500 per LGA)
• Bookeasy Commission	\$ 4,800

\$57,300 ~ Expenditure

• Bookeasy Service / Website Fee	\$ 4,800
• Annual Planners	\$ 12,500
• Planner Distribution	\$ 5,000
• Trade Shows	\$ 10,000
• Experience Perth inclusion	\$ 8,000
• SEO Campaign	\$ 8,000
• Accounting / Audit	\$ 1,500
• Advertising	\$ 5,000
• Office / Meeting Expenses	\$ 1,000
• Contingency	\$ 1,500



Possible 2016-2017 Budget C

LGA financial support to enable Avon Tourism to offer a service to regional tourism operators, **promoting member organisations**.

\$54,800 ~ Income

- Local Government Partnership \$35,000 (\$5,000 per LGA)
- Bookeasy Commission \$ 4,800
- Membership Fees \$15,000 (\$300 per member)

\$54,800 ~ Expenditure

- Bookeasy Service / Website Fee \$ 4,800
- Annual Planners \$ 12,500
- Planner Distribution \$ 5,000
- Trade Shows \$ 10,000
- Experience Perth inclusion \$ 8,000
- SEO Campaign \$ 8,000
- Accounting / Audit \$ 1,500
- Advertising \$ 4,000
- Office / Meeting Expenses \$ 1,000





Raised at previous presentations

- **How does tourism benefit other businesses?** Through increased spending in the local community – firstly by visitors at businesses other than those considered ‘tourist’ ventures and secondly the increased earnings can also be spent locally.
- **How much does a daytrip visitor spend?** It has been calculated at an average of \$90 per daytrip. *Tourism Victoria, Dec 2015*
- **How much does an overnight visitor spend?** It has been calculated at an average of \$385. *Tourism Victoria, Dec 2015*



Raised at previous presentations

- **Shire representation on the Board** – it is proposed that this be raised to seven (7), one Officer from each Shire.
- **Meeting dates** – it is proposed that these be reviewed as they currently clash with at least one Council meeting day. A possible suggestion is the fourth Tuesday of each month or a Thursday...
- **‘Differential’ charges for ‘large’ and ‘small’ LGAs** – to be discussed. Originally Northam, Toodyay and York paid a higher contribution, this was altered to the current \$10,000 / \$5,000 option (with relative services) two years ago.



Further questions / feedback





AVON TOURISM

2015/16 MEMBERSHIP PROSPECTUS

EXPERIENCE THE AVON VALLEY

A Great Place to Visit a Short Drive From Perth



Address: PO Box 322 Northam, WA 6401 **Ph:** 96291136. **E:** info@avonvalleywa.com.au **W:** www.avonvalleywa.com.au

 www.facebook.com/AvonValleyWA  www.twitter.com/AvonValleyWA  www.pinterest.com/wendy5075

BE PART OF YOUR REGIONAL TOURISM ORGANISATION

Avon Tourism Inc is your sub regional tourism body responsible for the marketing of the Avon Valley region, representing tourism industry businesses and Local Governments across the region. We strive to increase our members', visitor numbers and length of stay in our unique region.

ABOUT US

Avon Tourism is a not-for-profit incorporated association overseen by a skill-based volunteer board consisting of up to seven representatives from the tourism industry, up to three Local Government and one State Government representatives. It was established in 1993 to act as the peak body for the marketing of the Avon Valley to domestic and international consumers, media and business.

Our vision is to establish the Avon Valley region as a globally recognised must-visit tourist destination.

Our mission is to increase visitor numbers, length of stay and visitor spending in the region.

The Region comprises of the following seven tourism precincts:

- Beverley
- Chittering
- Goomalling
- Northam
- Toodyay
- Victoria Plains (inc New Norcia)
- York

The organisation's funding is sourced from two main areas:

- Membership fees
- Local Government Contributions (\$5,000 or \$10,000 depending on population)

OUR GOALS

- To develop cooperative, affordable marketing opportunities for our members and industry partners
- To manage Local Government contributions and membership fees to achieve the maximum and most efficient marketing outcomes for the region
- To secure state and federal funding
- To create a cooperative regional membership, website, brand, brochure and booking portal

OUR MARKETING ACTIVITIES

We undertake an annual program of strategic marketing activities designed to attract visitors to our region and to increase our region's international and domestic profile. Our marketing strategy is designed to suit every business interested in reaching the visitor market. Importantly, we work in collaboration with our members, Local Government representatives and Experience Perth to promote the unique visitor attractions of our region.

Our marketing activities include but are not limited the following:

- Attendance at events and consumer holiday expos
 - ✓ Perth Travel Expo approx 13,000 visitors
 - ✓ Perth Caravan & Camping Show approx 45,000 visitors
 - ✓ Dowerin Field Days approx 55,000 visitors
 - ✓ Avon Valley Gourmet Food & Wine Festival
 - ✓ Taste of Chittering and more
- Production of annual Holiday Planner (48 page brochure)
 - ✓ Distributed at Perth International Airport
 - ✓ Major Visitor Centres inc Armadale, Perth & Fremantle
 - Also distributed by Experience Perth via
 - ✓ Sydney, Melbourne & Brisbane Flight Centre Expos
 - ✓ Internationally at NZ, Sing and Malaysian Travel Expos
 - Dedicated six pages of Avon valley Content within the Experience Perth Holiday Planner distributed State-wide at Visitor centres as well as:
 - ✓ Sydney, Melb & Brisbane Caravan & Camping shows
 - ✓ TWA NZ, Indonesia & China Roads shows
 - ✓ Cruise Downunder
 - ✓ Hong Kong Workshop
 - ✓ China & USA trade shows
 - ✓ NATAS Singapore

OUR MARKETING ACTIVITIES CONT...

- Annual program of digital marketing activities including digital advertising, social media and e-newsletters
- Ongoing update of features and destination information for www.experienceperth.com
- Educational fairs and activities for visiting domestic and international media and trade
- Other co-operative marketing activities such as WA Weekender, Winter Guide (Sunday Times) and much more
- \$1650 per month SEO campaign

WHY JOIN?

All tourism operators in the Avon Valley Region are affected by the tides of tourism. Therefore everyone has a vested interest in contributing to the progress and sustainability of an industry which is critical to the survival of Regional Australia.

By joining our organisation, you have the opportunity to contribute to the growth of tourism in the Avon Valley and Experience Perth region and directly benefit from participation in our marketing activities. Your annual membership fee will be used by our volunteer Board to promote the Avon Valley, and therefore your business, domestically and in key international markets.

Any business, Local Government or individual that owns or has a strong interest in tourism within the region is eligible to become a member of Avon Tourism Inc.

As a Platinum member you can:

- ✓ Participate in our cooperative marketing opportunities
- ✓ Expose your business on our website www.avonvalleywa.com.au
- ✓ Expose your business via our social media pages
- ✓ Receive member only advertising rates in the Experience Perth Holiday Planner and other publications or advertising campaigns
- ✓ Advertise your business in our annual Holiday Planner
- ✓ Be eligible for participation in visiting trade and media familiarisations
- ✓ Sell your inventory on our website via Bookeasy. Instantly available and you collect the money instantly
- ✓ List your events in the online calendar of events
- ✓ Receive our bi-monthly e-newsletter and member updates
- ✓ Attend sundowners to network
- ✓ Stock your brochures FOC at Northam Visitor Centre and at trade shows we attend
- ✓ Benefit from a comprehensive SEO campaign

- ✓ Attend training and development courses
- ✓ Be eligible to nominate for the board of Avon Tourism
- ✓ Have voting rights at annual board elections

HOW TO JOIN

Simply select your preferred membership type below, complete the application form on the back page and return to us at info@avonvalleywa.com.au

PLATINUM \$300 per financial year + GST

- 300 words and 3 images on a dedicated webpage within www.avonvalleywa.com.au
- Subscription to our newsletter
- Maximum available discounted advertising opportunities
- Free brochure racking at Northam VC and trade shows we attend
- Social media blasts
- Voting rights and right to Board nomination
- Sell rooms/event tickets on our website at 10% commission (instant availability)
- Sundowner invites

NOT FOR PROFIT \$100 per financial year + GST

- **Full Platinum Benefits**

SILVER \$175 per financial year + GST

- 200 words and 2 images on a dedicated webpage within www.avonvalleywa.com.au
- Subscription to our newsletter
- Reduced rate advertising opportunities
- \$30+ GST brochure racking at Northam VC and trade shows we attend
- Social media blasts
- Voting rights and right to Board nomination
- Sundowner invites

AFFILIATE \$50 per financial year + GST

- 25 words and 1 images on a dedicated webpage within www.avonvalleywa.com.au
- Subscription to our newsletter
- \$50 + GST brochure racking at Northam VC and trade shows we attend
- Social media blasts
- Voting rights and right to Board nomination
- Sundowner invites

INDIVIDUAL \$50 per financial year + GST

- Subscription to our newsletter
- Voting rights and right to Board nomination
- Sundowner invites

AVON TOURISM ICORPORATED MEMBERSHIP APPLICATION FORM 2015/16

NAME: _____ BUSINESS NAME: _____

POSTAL ADDRESS:

STREET ADDRESS:

PHONE: _____ MOBILE: _____ EMAIL: _____

WEB: _____

SOCIAL MEDIA: _____

MEMBERSHIP LEVEL:

PLATINUM \$300 +GST **NOT FOR PROFIT** \$100 +GST **SILVER** \$175 +GST **AFILIATE** \$50 +GST **INDIVIDUAL** \$50 +GST

Please tick one

DO YOU WISH TO LIST YOUR INVENTORY FOR SALE ON OUR WEBSITE (BOOKEASY) AT 10% COMMISSION? YES NO

(Applicable to tickets, tours and accommodation only)

Membership Terms and Conditions

"Association" means Avon Tourism Inc

"iConnect" is the third party Booking engine

"Joomla" is the third party CMS platform

"Affiliate" is a non tourism business interested in tourism development

"Client" is a financial member

"Co-opt" is a industry body or Local Government in which a partnership is formed to further the objectives of the Association

"Inventory" is any commissionable product including rooms, tickets, tours which are provided by the client to sell on the clients behalf

1. Membership is open to tourism businesses, organisations or individuals who have an interest in promoting tourism in the Avon Valley region.
2. Individual membership does not entitle you to any promotion of any business or organization
3. Membership is only approved to businesses or organisations that are approved to sell, and/or operate and/or promote the product and/or destination offered to the Association. The client will indemnify the Association for and against any loss, damage, costs, claims and expenses which The Association may incur (including reimbursement for legal fees on an indemnity basis) from unauthorised sale or promotion of products, inventory, images, or copyrighted material.
4. Membership is per financial year July 1st-June 30th. Pro rata is available after Sept 30th only
5. iConnect is available at 10% commission to Platinum members only. Not for Profit Members require express permission of the Association
6. Events can be included in the online calendar for all membership levels except affiliate and individual membership
7. Local Government events are only included in the online calendar of events via the Joomla platform if the events are owned and run by said Local Government. All other event organisers are required to have NFP, Silver or Platinum membership
8. Non members, Affiliate members or Co-opts may advertise on the Calendar of events only at a cost of \$88 per financial year. (Pro rata available on a six monthly basis only)
9. Events must be submitted via an event submission form and include full details and a .jpeg image
10. All inventory supplied by the client to the Association will be true and correct and must be honored by the client
11. iConnect/Bookeasy terms and conditions will be supplied to the client and must be adhered to
12. All images and videos supplied by the client to the Association can be used without express permission by the Association for any marketing purposes as required
13. Phone and email support for iConnect must be directed to the Association not to Bookeasy. Initial training is offered free of charge and a knowledgebase is on hand via the member's console. An undue amount of support can and may be charged for ongoing support
14. The Association may post to Social Media Platforms information about your business or organisation when it is made available to the Association
15. The Association will endeavor to limit website downtime due to technical errors, however the client will indemnify the Association for and against any loss, damage, costs, claims and expenses which the client may incur (including reimbursement for legal fees on an indemnity basis) from said downtime.
16. Brochure distribution fees collected will be remitted by Avon tourism Inc to the Northam Visitor Centre on your behalf
17. All memberships are subject to the Rules of the Association as determined in the "Constitution."

By signing below you are acknowledging you have read and agree to the terms and conditions as set out above and within the Constitution and are duly authorized to sign this application on behalf of the above mentioned organization. The Constitution is available for download on our website www.avonvalleywa.com.au

Signature: _____ Date: _____ Position: _____

Avon Tourism Portfolios



Discuss:

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The purpose of portfolios is to distribute responsibilities in order to create a pool of resources to assist with growing the services that Avon Tourism delivers.

Board Tasks

Advocacy

As topical matters (for example Industry Development) are identified an appropriate course of action can be decided by the Board, to be undertaken on behalf of the Board by a member or consultant.

It is recommended that a key aspect of advocacy be identified each year and an advocacy program be developed. Advocacy issues for Avon Tourism might be:

- improving the preservation of historic buildings through better planning policies;
- event management policies and standardisation;
- add more in line with objectives; and
- becoming digitally and Asia ready.

Alliances

There are a number of groups in the Avon Valley, which, whilst not primarily Tourism based, do provide the basis for attracting visitors to the region. It would be beneficial for Avon Tourism to identify these and develop strategies for forming alliances that provide mutual benefit to both parties.

Alliances could be forged with horse racing clubs or entities – for expanding the scope of races to ‘picnic’ race days, and establishing an Avon Valley racing round similar to Kalgoorlie racing round.

A number of motoring clubs exist in the area, and these could be approached for regular motoring race days. Establishing these alliances provides a more proactive approach to attracting, servicing and enhancing events – both through planning and through post-event reviews.

Branding

Much work has been done to establish the Avon Valley brand. There is significant recognition of the achievements and dependability of the body within the vertical industry – including Experience Perth and Tourism WA, and recognition of the quality and consistent distribution of the Holiday Planner. A Style Guide, including internal and external straplines, has recently been prepared by Avon Tourism.

However, further strength is required through the standardisation of visitor servicing points within the region – single branding gave the Swan Valley the strong base it required to build upon. It is suggested that visitor centres utilise the same names (ie York Visitor Centre Avon Valley), display similar signage, wear complementary uniforms and have computers available for visitor use with online booking facilities available.

It is also important to note that the establishment of the Swan Valley Brand and consistent supporting signage and marketing material has been recognised as the significant most transformative element in changing the Swan Valley from a collection of individual businesses into a well-developed and recognised sub-region, allowing it to compete with the already established single brand of Margaret River. This model of brand development and sub-regional cohesiveness is thus vital to Avon Tourism’s future both

from a marketing and funding perspective (since reasonable funding is effectively only available at sub-regional level).

Possible themes for consideration

- New Norcia ~ Monastic Town with a rich History
- New Norcia to Chittering ~ seasonal roadside wildflowers
- Chittering ~ Wildflowers, Wine & Events
- Chittering to Toodyay ~ seasonal wildflowers in a valley of natural bushland
- Toodyay ~ Architecture, Heritage & Festivals
- Toodyay to Northam ~ colonial architecture along the Avon River
- Northam ~ Ballooning, White Water & Motorsport
- Northam to Goomalling ~ golden acreage
- Goomalling – Broad Acre Farms & the Slater Homestead
- Northam to York ~ broad acre farms & crystal night skies
- York ~ Colonial Architecture, Heritage & Farmstays
- York to Beverley ~ broad acre farms, amazing biodiversity & granite outcrops
- Beverley ~ Theatre, Arts & Farming

Governance

is the responsibility of the Board. In the first instance Avon Tourism needs to undertake the following tasks as a matter of urgency, and as such the following tasks need volunteers “asap”;

- a. Preparation of written Position Descriptions, under an overarching Organisational Structure, including the relevant procedures followed within that position;
 - i. Chairperson
 - ii. Secretary
 - iii. Treasurer
 - iv. Web Master
 - v. Portfolios (as detailed in this document)
 - vi. Volunteer Coordinator
- b. Finalisation of the update to the Constitution

Strategic Plan Review

Task to be commenced by the Board at the first meeting following an AGM. The Program for the following financial year needs to be finalised in January in order to be submitted to various funding bodies, including Local Government, for their budget consideration. This annual program of tourism based projects/work will serve a number of purposes:

- to clarify how it is working to achieve its objectives;
- to ensure that there is only appropriate overlap with the tourism related program of work being undertaken by the LGAs;
- to managing expectations of and gaining endorsement for its activities by its members and local LGAs; and
- to provide and a basis for attracting additional funding.

Digital Marketing

What this portfolio will cover

- Calendar of Events – to be prepared and shared on a monthly basis, with all stakeholders encouraged to on-share the information.
- Newsletter – to be prepared and shared on a bi-monthly basis, to include the Calendar of Events.
- Social Media – ongoing growth of the Avon Valley WA Facebook page, with strengthening of the other medium (Twitter, Pinterest, Instagram).
- Website – continued Search Engine Optimisation, through the third party consultant, including increased content.

Avon Tourism has, since the creation of its Facebook page and website, been reliant on a consultant to update the board's website and Facebook page. This was beneficial in as far as board membership is voluntary, and so it is often the case that members do not have the time to regularly update our online listings, but was an added expense for an already stretched annual budget. This consultant was (with the exception of information submitted on an ad-hoc basis) responsible for sourcing content for publication. Since the resignation of the consultant in November 2015 the tasks have been undertaken by the volunteer Board.

Where we are at

Calendar of Events

Currently the Calendar is in the planning stages.

Newsletter

The newsletter is prepared and disseminated on a bi-monthly basis via the Avon Tourism MailChimp account.

Social Media

The Facebook page has just reached the 1,000 likes milestone and currently one representative from each town updates the page on their nominated day. Ongoing quarterly promotional competitions are proposed.

Twitter, Instagram and Pinterest need additional attention and planning.

Website

Currently the website, including the Bookeye booking engine, is monitored and administered by a volunteer Board member. This is not ideal as the page requires some works in order to keep it up-to-date and attractive to the ever-increasing number of potential visitors attracted through the Search Engine Optimisation. The content of the site will continue to be improved through the assistance of "Woocom" our third party consultant.

Where we'd like to be

In the long term, we are aiming to expand our online reach by exploring new and emerging digital networks and platforms and effective use current systems. Through dedicated

campaigns and targeted marketing in the next 12 months and beyond, this is definitely achievable.

Ideally moving forward, a part-time staff member would be hired or a volunteer engaged, to take care of the board's online presence.

Estimated Budget

- \$ 500 – Contingency for digital marketing campaigns, Facebook boosts etc.
- \$6,900 – Search Engine Optimisation (annual fee)

Responsible:

- *Victoria Jones (Shire of Northam) – Around the Avon Valley, monthly Events Calendar*
- *Jaime Hawkins (Shire of Victoria Plains) –Avon Tourism monthly newsletter*
- *Karen Dore (Shire of Chittering) – Avon Valley WA Facebook page*
- *Karen Dore (Avon Tourism, volunteer Chairperson) – webpage updates *until consultant / funding available*
- *Wendy Williams (Avon Tourism, volunteer Secretary) to coordinate content for newsletter through contact lists*

Events

What this portfolio will cover

- Regional collaboration

Where we are at

Events are an important aspect of regional tourism as they provide an additional attraction for the area and an excuse for additional marketing. It is proposed that the viability of a regional showcase event be researched, possibly one which is hosted in a different Shire each year, so ‘same but different’.

The Avon Valley has a significant and long standing reputation for holding signature events such as the Avon Descent, the Beverley Art Show, the Clydesdale Vintage Fair, York Jazz Festival, the Antiques Fair, the Vintage Fair, The Gourmet Food and Wine Festival, the Medieval Fair, the Moondyne Fair. Whilst some of these fairs have been lost for various reasons, they are still widely remembered.

In addition to traditional events, other attraction creating projects could be considered under the regional collaboration banner – such as the current proposal for “Avon Valley ~ Motorcycle Friendly Region”.

Where we’d like to be

With respect to events, the Avon Valley is ideally positioned to re-establish itself as the Festival “region” with respect to events with the only realistic competition currently being Margaret River.

Initially this portfolio would be undertaken in a facilitative manner to link together existing events, and could be expanded once ‘gaps’ have been identified.

Ideally, this will lead to the local governments within the region working cooperatively to better synchronise and schedule their events / projects.

Estimated Budget

- Voluntary time through the Board
- Funds for projects to be sought through funding opportunities and sponsorship

Responsible: Karen Dore (Avon Tourism, volunteer Chairperson).

Funding

What this portfolio will cover

- Partner and supporter liaison
- Seeking sponsorships
- Submitting grant applications

Where we are at

Currently funding is predominantly made up of Local Government payments and memberships.

Where we'd like to be

As identified in the proposed Avon Tourism Strategic Plan 2016-2019, it is hoped that funding can become more stable in order that the focus can be on projects, promotion and growth for the region.

Estimated Budget

- Partner funding would need to be sourced for grant applications

Responsible: Karen Dore (Avon Tourism, volunteer Chairperson).

Planner Production and Distribution

What this portfolio will cover

- Production of the Annual Planner
- Distribution
- Attendance at Trade Shows

Where we are at

The Annual Planner is a well-received, high quality publication. Its content is structured on a town by town basis with content describing the town and its tourism highlights supplied by the towns and the presentation standardised by Avon Tourism. This is supplemented by a very popular regional map and paid advertising from members.

It is distributed through;

- Armadale Visitor Centre
- Banksia Tourism Park
- Beverly Tourist Bureau
- Bridgetown Visitor Centre
- Bunbury Visitor Centre
- Busselton Visitor Centre
- Chittering Visitor Centre
- Collie Visitor Centre
- Dryandra Visitor Centre
- Esperance Visitor Centre
- Fremantle Visitor Centre
- Geraldton Visitor Centre
- Goomalling Visitor Centre
- Harvey Visitor Centre
- Kalamunda Visitor Centre
- New Norcia Visitor Centre
- Northam Visitor Centre
- Mandurah Visitor Centre
- Merredin Visitor Centre
- Moora Visitor Centre
- Mundaring Visitor Centre
- Perth Hills Visitor Centre
- Perth International Airport
- Swan Valley Visitor Centre
- Toodyay Visitor Centre
- Victoria Plains Admin. Centre
- WA Visitor Centre
- York Information Service

It is also distributed at a number of interstate, international and Perth trade shows, along with Avon Valley events.

Where we'd like to be

Although there has been a significant increase in the requirement for online information and marketing, this Planner is still an important part of Avon Tourism's suite. However, it is acknowledged that the numbers produced annually can be decreased.

Ideas to go forward include the inclusion of QR codes and segmenting the publication by experiences rather than towns.

Estimated Budget

- \$12,500 - printing
- \$ 5,250 - distribution
- \$12,500 - trade show fees

Some costs could be recouped through advertising sales and trade show sales.

Responsible: Wendy Williams (Avon Tourism, volunteer Secretary).

Print Advertising Sales

What this portfolio will cover

- Sales of print advertising, when discounted print media opportunities are made available to Avon Tourism by publishers.

Where we are at

Currently opportunities have been available in the Avon Valley Holiday Planner and Experience Perth Holiday Planner, along with other print media such as Winter Escapes.

Where we'd like to be

Avon Tourism would like to continue being able to offer these 'economy of scale' opportunities.

Estimated Budget

- Uncertain due to status of Royalties for Regions funding and the reduction in print media.

Responsible: Wendy Williams (Avon Tourism, volunteer Secretary).

Product Development

What this portfolio will cover

- Compilation of an inventory of existing tourism assets in the Avon Valley region
- Liaison with potential owners / operators
- Creation of packages / itineraries, including themes, ie Indigenous, Heritage
- Liaison with tourism wholesalers / tour operators

Where we are at

It is recognised that compound products coupled with events are the key to increasing visitor length of stay, there is currently no clear strategy for developing and/or supporting the development of compound products and since these are likely to involve a combination of products provided by different suppliers (accommodation, food, beverage, transport, attractions, events) coupled with community based resources (museums, events) the development of compound products is unlikely to occur unless it is expedited by a third party such as Avon Tourism.

Where we'd like to be

Avon Tourism would ideally facilitate the creation of at least three compound products, available through the Avon Tourism website, offered to tourism wholesales / tour operators and displayed on dual language banners in each of the cooperative Visitor Centres. These display would assist in linking the towns and leading visitors from one town to the next, acting as visually appealing drawcards and marketing collateral within the Visitor Centres – a vibrant promotional approach.

Estimated Budget

- \$70,000 - Asset Register (consultant fees)
- Voluntary – other works

Responsible: Paula Greenway (Shire of Toodyay / local Operator ~ Earth Sculptures) and Sandra Paskett (local Operator ~ Laurelville Manor).

Sundowners

What this portfolio will cover

- The organisation of up to five networking sundowners per financial year.

Where we are at

Currently Avon Tourism are working with the following Guidelines;

Avon Valley Tourism Sundowner Guidelines

Avon Tourism aims to host five networking sundowners per financial year, to be held on the fourth Thursday of February, April, June, August and October, from 6.00pm until 8.00pm.

A calendar of events for the upcoming financial year will be released in July each year.

Host/s

The host is asked to supply the following;

- Venue
- Catering
 - light supper
- Drinks
 - tea / coffee / soft drinks
 - beer / wine *consideration might be given to a BYO or cash arrangement dependent on the venue*

Please note, that the event can be undertaken by a group of collaborating members thereby sharing the responsibilities. Avon Tourism are happy to act as a collaborator upon request.

Final numbers will be given the Monday prior to the Sundowner. As a general guide when considering becoming a host Avon Tourism hope to entertain up to 25 people at each event.

Guests

Four weeks prior to the event Avon Tourism will invite, via email;

- All financial members;
- Local Government and Business Organisation representatives of the Shire in which the event is being hosted;
- Relevant tourism industry contacts; and
- Prospective members.
 - *Note: non-members are only able to attend one sundowner per two calendar years*

Avon Tourism members will be asked to invite;

- Non-members who might like to join Avon Tourism
 - *Note: non-members are only able to attend one sundowner per two calendar years*

Schedule for evening

- 6.00pm – general networking as people arrive
- 6.30pm

- Welcome by Avon Tourism representative, along with an update on recent achievements and news about upcoming events
- Host/s to give a brief summary of their business/es
- “Who’s in the Room” – each attendee will be given the opportunity to introduce themselves and their business, plus each Sundowner will have a different feedback topic, for instance “What do you think the Avon Valley needs most?”
- 7.30pm – networking

Following the event

Avon Tourism will thank, in writing, the host/s and ensure that a write-up is included in the Avon Tourism newsletter.

Where we'd like to be

Avon Tourism would like to continue with the facilitation of networking sundowners, with an aim to build the number of attendees and the commencement of offering interesting speakers.

Estimated Budget

- Voluntary and Donated

Responsible: Paula Greenway (Shire of Toodyay / local Operator ~ Earth Sculptures) and Greg Salter (local Operator ~ Treetops Guesthouse).

Volunteer Recruitment & Management

What this portfolio will cover

- Volunteer recruitment
- Volunteer management
- Volunteer assessment and recognition

Where we are at

Accessing volunteers through Volunteering WA is a new concept for Avon Tourism and is currently in the planning stage. It is likely that predominantly the type of volunteer targeted would be 'virtual', to undertake designated tasks.

Where we'd like to be

Firstly Avon Tourism will need to appoint a Volunteer Coordinator. This would most likely be a volunteer as this is not a task that any current Board member is able to commit to. The current Board have been advised that there are a number of skilled / corporate volunteers who are seeking to assist with identified tasks.

Prior to this, however, the following needs to be undertaken;

- Preparation of an Induction Package
 - Job Description
 - Training
 - Grievance Procedure
 - Signed Agreement
 - Evaluation Process

Estimated Budget

- Voluntary

Responsible: this new portfolio needs further consideration and planning.

EXPERIENCE THE *Avon Valley*



Promoting the Avon Valley region

The Avon River and Avon Valley National Park connect the seven Shires of the region. Avon Valley Western Australia boasts open vistas, hilltop views, beautifully preserved colonial architecture, spectacular wildflowers, biodiversity, amazing granite outcrops, crystal clear night skies, aerial and white water adventures, festivals, events and true country hospitality.

Document History		
Version	Audience	Date
Discussion Drafts Vo.1 – Vo.5	Board (various)	2014 to 2015
Discussion Draft Vo.6	Board (workshop)	09/11/15
Discussion Draft Vo.7	Board (for comment)	10/01/16
Discussion Draft Vo.8	Board (for finalisation)	19/01/16
Presentation Draft V1.0	Board (for review)	01/02/16
Presentation Draft V1.1 (this document)	LGAs (individual)	March 2016 TBA
Presentation Draft V1.1 (this document)	LGAs (AROC)	04/04/16
Endorsement of Final Document V2.0	Board	12/04/16
Partner Endorsement	LGAs	May/June 2016
Stakeholder Release	WDC, Members,	July 2016
Annual Document Review	Board (for review)	March 2017

Glossary of Terms / Acronyms	
Compound Product	Products consisting of multiple elements, typically these will not be under the control of a single operator, and ideally will encompass more than one day.
GFC	Global Financial Crisis (the financial crisis of 2007-2008).
KPI	Key Performance Indicator. KPI's are metrics used to help define and measure progress towards achieving objectives or critical success factors.
LGA	Local Government Authority.
SEO	Search Engine Optimisation – techniques for increasing the likelihood that an on-line search will result in a particular website being located at, or near the top of, the search results.
SWOT	Strengths, Weaknesses, Opportunities, Threats – an analysis tool utilised for planning purposes.

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Background

Avon Tourism's role, as a regionally based organisation, has not necessarily in the past been clear to all stakeholders. This public document reaffirms Avon Tourism's objectives whilst reassessing its operating model, taking into consideration the impact of a number of changes:

- the need for a stable financial model to ensure Avon Tourism's ongoing longevity and to increase its service base;
- the increasing role of online marketing and the decreasing role of print media;
- the State and Federal governments' grant / project funding preference shift from local to regional based funding; and
- the potential to harness the emerging tourism market from increasingly affluent overseas regions, such as China.

This Plan will pave the way in ensuring that all levels of the industry (from operator to local body to regional organisation) are working together for the betterment of the industry in general.

It is proposed the duration of this Plan will be three years. This ensures sufficient time to achieve significant transformational change, whilst not being over-ambitious in the time allocated to achieve outcomes. -At the end of the Plan's life cycle, the options are to issue an updated plan with up to 2 x 1 year extensions; or to issue a new Strategic Plan.

Benefits of Regional Tourism

To Local Governments

- enhancement of the regional profile, and in turn the profiles of partner Shires;
- a common approach to data collection and analysis, including visitor numbers, to better measure return for investment; and
- whole of industry focussed development and promotion.

To Visitors

- the delights of an entire region are offered 'on one plate'; and
- compound packages are available to simplify the planning experience.

To Visitor Centres

- become part of a strong regional network of visitor centres; and
- have access to an enhanced high quality product through the linking of the region.

To Tourism Wholesalers

- one point of contact and an easier product to sell through the offering of compound packages.

To Tourism Operators

- wholesaler, regional and national marketing undertaken from a regional perspective (including social media exposure, inclusion in a regional event calendar and a dedicated webpage on a search engine optimised website);
- access to an online booking engine through which to sell rooms, event tickets and packages (10% commission / instant availability);
- brochure racking through cooperative Visitor Information Centres and at trade shows;
- economy of scale for advertising rates when packages can be negotiated; and
- regional networking opportunities.

Executive Summary

Avon Tourism (Inc) is a sub-regional tourism organisation which encompasses the Local Government areas of Beverley, Chittering, Goomalling, Northam, Toodyay, Victoria Plains (including New Norcia) and York. The Shire of Brookton is currently considering re-inclusion. These areas align based on their distance from Perth and their proximity to the Avon River / Avon Valley National Park. Together the areas form the **Avon Valley region**.

A sub-regional tourism organisation can independently promote and develop a whole region, for the benefit of visitors, operators and LGAs. A West Australian example of this is the Central Wheatbelt Visitor Centre (see Reference One), whilst an international example is Orange County, California USA (see Reference Two).

“By combining their collective strengths, the entire [Orange County] region becomes more attractive to visitors”. Frank Kero

Whilst tourism in the Avon Valley region cannot be considered as an ‘emerging industry’ (see Reference Three, Wheatbelt Blueprint) it should be recognised that the Avon Valley has been surpassed by other WA destination regions to the extent that it could be considered as ‘new and emerging’. Tourism is currently a ‘Tier 2’ industry in the Avon Valley region; through the linking and packaging of regional offerings the opportunity exists to develop this industry into a “Tier 1” economic contributor.

At present, primarily a marketing body, Avon Tourism develops and distributes the well-received Avon Valley Holiday Planner; hosts a search engine optimised website (www.avonvalleywa.com.au); offers online booking facilities for accommodation and event tickets; and maintains an active social media presence.

Key stakeholders in regional tourism include LGAs, their communities, tourism operators, Visitor Information Centres, not-for-profit groups and regional development bodies along with other regional and state tourism entities. This Plan will provide the opportunity for a partnership approach to regional economic development.

Avon Tourism has established, in line with the Objectives in its Constitution (see page 6), that its role is to:

- promote the Avon Valley region as a tourism destination in its own right, including establishing a strong brand for the region;
- provide a regional network for operators, to encourage the building of a strong regional industry;
- undertake industry advocacy on identified key regional issues;
- research, develop and market regional compound products, including negotiating with relevant distribution channels (ie coach tour companies and wholesalers);
- facilitate the preparation of a regional Asset Register in order for those assets to be monitored, maintained and where relevant including in the development of compound products; and
- align with the objectives of the Wheatbelt Development Commission Blueprint and other relevant regional plans;

This Strategic Plan will deliver a framework to enhance visitor experiences, designed to increase visitor numbers, their length of stay and expenditure. This boost to the Avon Valley region’s economy supports member Local Governments and their communities, whilst improving business for tourism industry operators within the region.

“Tourism activity can provide economic benefits to a local community by leveraging existing infrastructure and amenity and subsidising a higher quality of retail, accommodation and public infrastructure that would not otherwise be supported by local residential expenditure alone.” Avon Sub-Regional Economic Strategy

Designed to take a holistic approach to tourism for the area, this Strategic Plan will see the delivery of the following actions during its proposed three-year life cycle:

- establish a three-year industry development partnership with LGAs in order to enable Avon Tourism (Inc) to facilitate industry operators and Local Governments, to strategically develop the Avon Valley region;
- deliver more consistent branding and measurable marketing strategies across the region, with a focus on increasing online marketing and decreasing reliance on print media, to better utilise funding and available technologies;
- partner with LGAs to seek funding in order to develop a regional tourism Asset Register for the purpose of identifying and maintaining assets (natural, built and experiential); and
- create compound tourism products designed to encourage extended stay visitors, and to offer as a product of interest for tourism wholesalers.

A number of categories of assets and experiences have been identified, which (once regionally mapped) can be linked and leveraged upon:

- Accommodation – a wide range of unique and unusual accommodation is available
- Aero – options include gliding, hot air balloons and skydiving
- Cultural, History and Heritage – including Museums and Indigenous Experiences
- Destination Events (weddings, conferences, bus tours...)
- Dining – from restaurants and cafes to pubs and picnics
- Farm based experiences, including paddock to plate and dinners under the stars
- Festivals, fairs and other events
- Landscape – built and natural
- Trails – drive, ride, hike or walk

To ascertain the success of this Plan four (4) goals have been set;

1. A sustainable funding model is in place.
2. An endorsed program of works is in place.
3. A mechanism for “measuring” visitor numbers to the Avon Valley region; and once a benchmark has been set, increase regional visitor numbers by an agreed percentage over a designated period.
4. The Avon Valley is recognised by Tourism WA, and listed on their website, as a tourism destination in its own right as part of “Perth and surrounds”.

In the words of Henry Ford “coming together is a beginning, keeping together is progress, working together is success”.

This Plan is the beginning of progress for the region.

Avon Tourism

1. Objectives

The following objectives have been extracted from Avon Tourism (Inc)'s Constitution:

- a) To encourage, support and promote the Avon Valley as a Tourism destination in its own right.
- b) To encourage and promote professionalism in the Tourism industry and to support operators to deliver a product that exceeds customer expectation.
- c) To represent operators on key issues that are influencing the whole industry and become a hub for the community, ideas and networking of industry participants.
- d) To initiate and implement strategic marketing opportunities which deliver whole of valley benefits.
- e) To initiate research on key areas of need to develop and grow industry.
- f) To develop an overall strategic view of the Avon Valley's tourism product, and facilitate development of said product across community boundaries.
- g) To develop and maintain a sustainable funding base and management systems of Avon Tourism.
- h) Cooperate with key Associations where the objective may reasonably be expected to benefit tourism within the region.

It is against these objectives that the content of this Strategic Plan will be framed.

It is noted that the Constitution will need to be amended to align with the Strategic Plan when finalised.

2. Vision

“To build a viable and competitive tourism industry in the Avon Valley [region]”

3. Mission

The purpose of this Plan is to provide the basis for:

- agreement on the Avon Valley region's development objectives over a three-year horizon; and
- securing the resources (labour and financial) to undertake the necessary actions to achieve these objectives.

It should be noted that in order to achieve this the two main actions that will need to be agreed upon are the revision of the current membership / funding model and the formalisation of a paid role within the organisation.

4. Key Stakeholders

Listed alphabetically

- Avon Tourism (Inc)
- Local Businesses
- Local Community
- Local Government Authorities
- Local Tourism Entities (Visitor Information Centres)
- Not-for-Profit Groups

- Regional Development Bodies (Wheatbelt Development Comm. / RDA Wheatbelt)
- Regional Tourism Entities (Experience Perth)
- State Tourism Entities (Tourism WA / WA Tourism Council)
- Tourism Operators
- Visitors

There are also a number of businesses / groups in the Avon Valley region, which, whilst not primarily tourism based, do provide the basis for attracting visitors to the region. It would be beneficial for Avon Tourism to identify these organisations and foster relationships which are mutually beneficial (see Appendix One “Portfolios”).



DRY

Avon Valley Region

5. Characteristics

The Avon Valley region is characterised by open vistas, hilltop views, beautifully preserved colonial architecture, spectacular wildflowers, biodiversity, amazing granite outcrops, crystal clear night skies, aerial and white water adventures, festivals, events and true country hospitality.

6. Geographical Scope

The physical scope of the Avon Valley region, based on proximity to the Avon River / Avon Valley National Park and distance from Perth, currently encompasses the following LGAs;

- Victoria Plains

- Goomalling

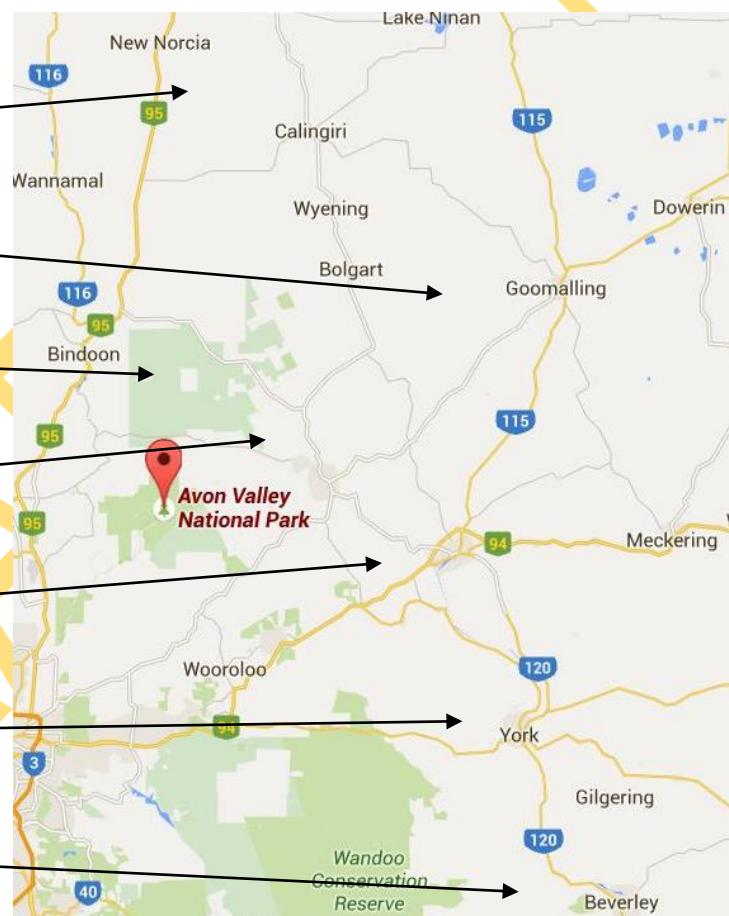
- Chittering

- Toodyay

- Northam

- York

- Beverley



Each Shire has its own unique identity which is part of its charm and attraction. These points of difference will be preserved during the enhancement of the common goals of Avon Tourism.

In order to establish a strong link between the towns, whilst nurturing their point of difference, it is suggested that a key theme be identified for the Valley as a whole, complemented by an individual identity for each town. Future events can build on the themes / identities with compound products developed to further link the towns.

7. Physical Infrastructure

The Avon Valley is rich in tourism related infrastructure; both built (heritage and modern) and natural. In addition to this physical infrastructure are the regional attractions and experiences.

In order to ensure these regional assets are utilised to their full potential and to provide the opportunity to link them where possible, there is a need for a register of these items to be prepared.

8. Visitor Servicing

Currently the initial contact points for visitor servicing in the Avon Valley region are:

- Visitor Information Centres via shopfront, telephone, websites and social media;
- Local Government via telephone, websites and social media;
- Avon Tourism via search engine optimised website, booking engine and social media; and
- Various business websites and online booking engines.

Of these four initial contact points the Visitor Information Centres should be considered as the main, and most obvious, local point of contact.

"A sustainable future for visitor centres in Western Australia" recognised that "Visitor Centres continue to play an important role in providing information about local areas and tourism products". The study also identified that "tourists who use Visitor Centres tend to stay longer and spend more in a region". Haeberlin Consulting's September 2014 study.

It is acknowledged that each local Visitor Information Centre is run on a different service delivery model. From a local tourism operator point of view the Visitor Centres are their day-to-day shopfront, their initial local point of contact, and as such if a LGA prefers to implement a membership model for their local Centre then membership should be at this level (rather than at the regional organisation level).



Avon Tourism

9. SWOT Analysis

A summary of Avon Tourism's strengths, weaknesses, opportunities and threats.

	Helpful to achieving the objectives Strengths	Harmful to achieving the objectives Weaknesses
Internal Origin (attributes of the organisation)	Longevity and reputation Well-developed industry network contacts Established marketing tools - Avon Valley Holiday Planner www.avonvalleywa.com.au -Social media presence Good base for brand strengthening	Narrow product base Planner is passive and the end purchase is disconnected / immeasurable Lack of control over third party product quality / consistency Limited resources
External Origin (attributes of the environment)	Support for regionally based funding New, more cost effective digital marketing technologies Growing number of tourism businesses, large and small Increasing Asian market Popularity of compound / experiential tourism products Opportunities	Limited local funding opportunities Unpredictable funding commitments Problematic funding model Parochial perspective Emergence of alternative organisations and structures (reducing influence, growth and effectiveness) Threats

10. Background

Avon Tourism (Inc) has been operating since 2003. Achievements of the organisation in this time include:

- **Annual Holiday Planner** – widely distributed (physical and electronic versions) and well-received;
- **Branding** – an established regional brand, built on a strong reputation;
- **Events** – online calendar available for all events physically taking place within the region;
- **Regional Projects** – Avon Valley Motorcycle Friendly Region (underway), which will create a template which can be applied to other interest groups;
- **Social Media** – a popular online presence;
- **Training** – facilitation of digital training, including social media and online booking;
- **Web Development** – to make the website mobile friendly, interactive and more content rich with a broader base (underway);
- **Website** – a successful search engine optimised website, with a booking engine;

In addition, a significant achievement has been recognition by Experience Perth of Avon Tourism as a key strategic sub-regional tourism body.

This acknowledgement has been achieved in a period of great challenge for the Tourism Industry, evidenced by reduced tourism spend (due to the GFC), compounded by a high Australian Dollar (encouraging overseas rather than local travel). Additionally, National and State wide tourism funding cuts and individual Avon Valley town issues (natural disasters, differing tourism information models, extended periods of low rainfall) have posed additional challenges. Avon Tourism has weathered the storms and grown stronger during this period, a testament to the consistency and singularity of its purpose.

Currently there is no formal measure of the success of the campaigns undertaken by Avon Tourism. The enactment of this Plan will see that all future strategies include a “KPI”, along with (where possible) a conversion measure.

11. Industry Structure

The framework for tourism in which Avon Tourism operates is:

1. Local Tourism Operators – Private Enterprise
2. Local Visitor Centres – LGA and / or NFP
3. Sub-regional Peak Body – Avon Tourism
4. Regional Tourism Peak Body – Experience Perth
5. State Tourism Peak Body – WA Tourism Council & Tourism WA
6. Federal Peak Tourism Body – Tourism Australia



Tourism Operators
Visitor Centres
Avon Tourism
Experience Perth
Tourism WA
WA Tourism Council
Tourism Australia

12. Organisational Structure

Avon Tourism (Inc) is currently managed by a volunteer Board of up to thirteen members. As there are no paid staff, Board members currently undertake all duties, excepting bookkeeping and audit services which are contracted out. As Avon Tourism continues to grow the totally volunteer scenario becomes an increasingly problematic operational model.

The original intent of the organisation was to be industry driven and as such LGA representation (either a Councillor or Staff member) is currently limited to a maximum of four (4) members. It is understood that LGA representatives need to represent all Local Government interests impartially.

It should be noted that with a volunteer Board, the members of which are responsible for all tasks, it is unlikely that any significant scope of work will be achieved due to time constraints along their other work commitments and responsibilities.

13. Current Financial Model

Currently Avon Tourism derives its income from Membership, funding from Local Government, accommodation booking commission and advertising sales.

At present, both members and non-members [of Avon Tourism] benefit from the broad regional marketing activities undertaken by Avon Tourism. This is not a sustainable funding model, particularly for the achievement of significant outcomes. The number of non-members seriously impacts Avon Tourism's ability to significantly expand its outcomes and sphere of influence. As previously stated the proposed model (which could be considered transitional), with membership at Visitor Centre level, will provide better outcomes for the region, industry and LGAs.

2015-2016 Financial Year

Income

Membership	\$11,500
LGA Funding.....	\$40,000
Commissions	\$3,200
Advertising Sales	\$13,000
Total.....	\$67,700

Expenditure

Cost of Sales.....	-\$55,550
Expenses	-\$11,850
Total.....	-\$67,400
<u>Grand Total</u>	<u>\$300</u>

14. Proposed Financial Model

In order for Avon Tourism to develop the Avon Valley region as a whole successfully, it is recommended that each LGA partner with Avon Tourism, making an annual contribution which essentially gives their local Shire access to all Avon Tourism benefits.

Local tourism operators would be encouraged to become members of their local Visitor Information Centre. It is noted that currently each Centre is run under a different membership model (paid and unpaid) and each LGA will be responsible for setting their own internal funding model, for example, there could be a rates levy on all tourism related businesses.

This membership model will ensure a comprehensive regional listing (events and attractions), the delivery of identified regional projects (for example the preparation of an Asset Register and the creation of a series of Compound Products), strengthening of the regional tourism network and lifting the profile of the region as a place to visit.



15. Portfolios

Currently, to ensure that Avon Tourism's workload can be adequately managed by the volunteer Board members, portfolios of responsibility (see Appendix One) have been created as outlined below:

1. Digital Marketing
 - a. Calendar of Events
 - b. Newsletter
 - c. Social Media
 - d. Website
2. Events (regional collaboration)
3. Funding (liaison with partners and supporters)
4. Planner Production & Distribution (including Trade Shows)
5. Print Advertising Sales
6. Product Development (composite experiences / tours)
7. Sundowners (operator networking)
8. Volunteer Recruitment & Management (to be established)

The Board, as a whole, continues to undertake the following:

- Advocacy
- Alliances
- Branding
- Governance

With Avon Tourism's expanding scope the workload is increasing, and this is proving problematic with the current seven (7) member volunteer Board.

Avon Tourism Strategic Plan

16. Objective of this Plan

The objective of this Plan is to develop a framework to bolster the visitor economy of the Avon Valley region for the overall benefit of the supporting LGAs, their residents and businesses, including tourism industry operators. This will be achieved through:

1. [continuing the] **promotion** of the Avon Valley region (subregion of 'Experience Perth');
2. **advocating** the significance of the Avon Valley region to influential organisations and key stakeholders; and
3. **enhancing** the Avon Valley region visitor experience for the purpose of increasing visitor numbers, length of stay and spend (it is to be assumed that an increase in numbers will facilitate increased spend as this figure cannot be tracked across all regional businesses).

17. Deliverables

To ensure that Avon Tourism meets its objectives and supplies the identified deliverables, it is necessary to have a 'program of works', a plan of actions to be undertaken.

Three Year Program of Works

Promotion

1. Avon Valley Holiday Planner: annual compilation, production, distribution.
2. Calendar of Events / Newsletter: monthly / bi-monthly dissemination.
3. Social Media: regular updates and increased engagement.
4. Website: continued high rating and increased engagement.
5. Regional Branding: embracement of the regional brand by LGA's, Visitor Information Centres and regional tourism operators.

Advocacy

6. (continued) Recognition by Experience Perth, of the Avon Valley as a significant subregion.
7. Recognition by Tourism WA, of the Avon Valley region as a tourism destination in its own right.
8. Recognition by LGAs and regional tourism operators of Avon Tourism (Inc) as the key sub-regional tourism body.

Enhancement

9. Events: an increase in the number of events held in the region and an increase in the number of events which are listed within the Avon Tourism Calendar of Events.
10. Regional Asset Register: development of a regional tourism asset register, to be utilised for the identification of regional investment opportunities, maintenance requirements and availability for inclusion in compound products.
11. Compound Product Development & Wholesaler Relationship Development: research, package and market at least three regional compound products; identify and establish relationships with relevant tourism wholesalers.
12. Visitor Numbers: establish a method of monitoring, establish a benchmark, commence a regular reporting process to measure an increase in visitor numbers across the region.



18. Stakeholder Responsibility for Deliverables

Key to Area of Responsibility	Tourism WA	Avon Tourism	LGAs / ROCs	Visitor Centres	Operators
• D = Drive & Deliver					
• I = Input					
• E = Endorse					
• S = Support					
Avon Valley Holiday Planner	S	D	E	I/E	E
Calendar of Events / Newsletter	S	D	I/E	I	I/E
Social Media	S	D	I	I/E	I
Website	S	D	I/E	I	I/E
Regional Branding	S	D	I	E	I
Advocacy	I	D	E	D	E
Regional Events	S	I	D	I	D
Regional Asset Register	S	D	D	II	I
Compound Product Development	I	D	E	D	I
Visitor Numbers	I	D	I	I	D

In order for Avon Tourism (Inc) to properly drive and deliver the identified Success Criteria, it is envisaged that there would be a requirement for the appointment of a Regional Tourism Coordinator. This invaluable resource would, of course, come with associated costs (wage and travel allowance) and overheads (workers compensation /relevant insurances, workspace and technology).

An option could be that rather than the position becoming an employee of Avon Tourism (Inc) that it could be a jointly funded position amongst the LGA's, thereby reducing some of the costs.



19. Actions to Achieve Success

Enabling Actions		
Establishment of LGA support		
Agreement on three-year funding model		
Availability of resources (human and financial)		
Three-Year Program of Work		
Deliverable	Proposed Action/s	Outcome/s
Avon Valley Holiday Planner	Continue annual production and distribution – noting that numbers will be decreased	New visitors
Calendar of Events / Newsletter	Build mailing list and increase frequency / content	New visitors
Social Media	Build followers and increase engagement	New visitors
Website	Continue to build traffic and increase usage by operators	Income (commission)
Regional Branding	Establish “Key Theme” & “Town Identities” through stakeholder consultation Research Directional Signage / Promotional Signage / Promotional Screens / Brochure Racking for use throughout Region Seek funding for costed Project	Strengthened and more attractive regional profile
Recognition by Experience Perth	Continued membership and ongoing liaison	Support and endorsement
Recognition by Tourism WA	Continued liaison	Support and endorsement
Recognition by LGAs	Consult relevant stakeholders and continue liaison	Investment
Recognition by regional tourism operators	Consult relevant stakeholders and continue liaison	Support and endorsement
Regional Events	Consult relevant stakeholders and increase engagement	Increased attraction
Regional Asset Register	Seek funding for a Consultant to undertake this three-month research Project	Increased capital
Compound Product Development	Identify possible compound products, create marketable packages Establish relationships with wholesalers and tour operators	Increased capital
Visitor Numbers	Establish a method of monitoring, establish a benchmark, commence a regular reporting process	Improved reporting

Appendices

One – Portfolios

Two – 2015-2016 Membership Prospectus

Three – Summary Chart

References

One – Regional Tourism in the Wheatbelt

www.wheatbelttourism.com/

The Central Wheatbelt Visitor Centre is operated by the Shire of Merredin with the support of the Shires in the North East Regional Organisation of Councils (NEWROC), the Wheatbelt East Regional Organisation of Councils (WE-ROC), Roe Regional Organisation of Councils (RoeROC) and their tourism groups NewTravel, Roe Tourism and Pioneers' Pathway.

It is the major Accredited Visitor Centre for the Eastern Wheatbelt which covers 19 regional shires from Yilgarn (Southern Cross) in the east, Tammin in the west, Lake Grace in the south and Mt Marshall (Beacon and Bencubbin) in the north. There is a staff of one full time manager and one full-time tourism officer. As a promoter of the region as a whole there is no membership requirement from individual operators.

Two – Regional Marketing Case Study: Orange County, Franz Kero

<http://business-books-free.com/3319>

www.visittheoc.com

Orange County Visitors Association “OCVA”

A Dynamic Advocate for a Vital Industry: Tourism plays an essential role in Orange County's diverse and vibrant economy. As the county's leading advocate for tourism for nearly 20 years, the OCVA is the only visitor organization that promotes all of The OC. They are the leading organization for Orange County tourism. They speak with one voice and act with the collective strength of our partners. There's no question that the OCVA is the champion of Orange County's visitor Industry.

The OCVA Promise: The association leads their partners in Orange County visitor advocacy communications and brand marketing support.

The OCVA Mission Statement: The Orange County Visitors Association represents The OC as one of the world's premier travel destinations by providing brand marketing stewardship and information dissemination, collective industry advocacy, and educational opportunities.

Advocacy: The OCVA is the unified voice for the Orange County visitor industry's tourism-related legislative initiatives. They promote policies that benefit the travel industry and ensure that the priorities and needs of Orange County tourism are heard.

Marketing: By combining their collective strengths, the entire region becomes more attractive to prospective visitors and stronger economically. And in the process, each individual tourism-related business benefits from The OC's prominence and appeal as a destination.

Education: The OCVA serves as an information resource for government officials and travel industry professionals.

Three – Wheatbelt Blueprint, Wheatbelt Development Commission

This Plan supports all identified areas in the Wheatbelt Blueprint

- Vibrant Economy
- Clever People
- Liveable Communities
- Valued Natural Amenity
- Marketing Wheatbelt Opportunities
- Effective Communities



Further linkages occur within the relevant sub-regional growth plans – the Avon Sub-Regional Economic Strategy (refer Tourism – Page 32) and the Central Midlands Sub-Regional Economic Strategy (refer Tourism – Page 33).

Four – Tourism 2020, Tourism Australia / Tourism WA

This Plan embodies the concept “whole of Government working with industry” and will achieve four (4) of the six (6) objectives of this Strategy;

- Grow demand from Asia
- Build competitive digital capability
- Encourage investment
- Build industry resilience, productivity and quality



Avon Tourism Strategic Summary

Why are we here?	What do we do?	How do we do it?	How do we fund it?	What do we want to achieve?	What are our measures?
To build a viable and competitive tourism industry in the Avon Valley [region].	Advocate	Identify topical matters in order to create an appropriate program.	Voluntary time.	Creation of a positive influence in order to facilitate progressive outcomes.	Recognition by key stakeholders.
	Branding	Building on the current recognition.	Voluntary time.	A strong and consistent brand throughout the region.	Raised regional profile.
	Digital Marketing	<ul style="list-style-type: none"> • Event Calendar • Newsletter • Social Media • Website 	Currently membership / sponsorship.	Growth of interaction with potential visitors, to assist with their travel decision making.	Increased online interaction. Increased visitor numbers – captured through a benchmarked monitoring system.
	Governance	Uphold the Constitution and continue to develop Position Descriptions.	Voluntary time.	A sustainable sub-regional tourism organisation.	Annual reporting.
	Planner (annual)	<ul style="list-style-type: none"> • Production • Distribution • Trade Shows 	Currently membership / sponsorship.	Continued provision of a quality publication to travel planners.	Continued production / distribution.
	Print Advertising	Offering economy of scale to operators.	Cost of sales.	Continued opportunities for smaller operators.	Continued service.
	Product Development	Compound products – packages and itineraries.	Voluntary time.	Linked attractions for tourism wholesalers / tour operators / visitor centres.	Availability of marketable packages.
	Regional Collaboration	<ul style="list-style-type: none"> • Events • Projects 	Voluntary time.	Better regional synchronisation.	Increase in complementary events / regional projects.
	Sundowners	Facilitation of regular networking events.	Donations and support.	A forum for local operators to network.	Continued facilitation of well-attended sundowners.
	Volunteers	<ul style="list-style-type: none"> • Recruitment • Management • Assessment • Recognition 	Voluntary time.	The human resources required to achieve our goals.	Volunteer register and associated documentation.